



REDEFINING TOMORROW

Annual Report 2023/2024




THE ONLY CONSTANT IS CHANGE.

And while CHANGE can be inevitable, the speed at which it happens can make the difference between a breath-taking outcome and having your breath literally taken away.

After two decades of progress, we now stand, perched at the threshold of the next adventure and journey where we can continue to reimagine our future and redefine our path.

This marks a pivotal change in our trajectory, one that is shaped by the relentless pace of innovation, transformation, and leads to our continuous growth.



So as we boldly leap forward, guided by the ForwardSG movement, we remain ever committed to multiplying our impact in the community, with laser sharp focus on empowering youths and those around them.

We believe - together, we can shape a brighter future, unlocking new opportunities and surpassing the aspirations that have guided us all these years.

The journey ahead beckons with promise, and we are ready to embrace it with renewed vigour and vision.

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YOU MAKE OUR
WORK MATTER!

PRESIDENT'S MESSAGE

Thank you for making the choice to be with us in our first full year, navigating the post-pandemic world, transforming and adapting our processes as we move into the new normal.

Your support gave us the resources to evolve so that we can serve YOU and the community with dedication - as we always have and will always do but in the best way possible for YOU.

Internally, we have strengthened our governing structure with an infusion of 6 new talented board members. This renewal is a testament to our commitment to bring fresh perspectives and a mix of expertise to energise the board.

We are also making upgrades and changes in tandem with recommendations that have been introduced in the Revised Code of Governance, issued by the Office of the Commissioner of Charities. This echoes our desire for transparency, accountability, and excellence in all that we do so that YOU can continue to have trust in our work.

Looking outwards, CARE Singapore has grown remarkably in response to the emerging needs of the people we serve. Our service offerings have expanded, deepening our impact and extending our support to youths, their families, teachers and educators, and to tackle emerging societal fault lines.

This holistic approach fosters the creation of an integrated and supportive environment for all, driving positive change on multiple levels.

We have strived to be agile to cope with changes and have implemented various initiatives, such as **Workplace Learning Projects** and **Individual Development Plans** for staff, to ensure that our team remains skilled, motivated, and equipped to handle new challenges. These programmes reflect our commitment to continuous improvement and personal development.

I have immense trust in Dr John Tan and the management team, and am excited for what lies ahead. Embracing uncertainty without freezing in place has allowed us to innovate, grow, and strengthen our community bonds. With your unwavering support, I am confident that we can achieve our goals and continue to make a meaningful impact to YOU.

Together, let us create a future we can be proud of, filled with resilience, growth, and shared success.

MR JEFFREY NEO,
PRESIDENT



THIS PAST FINANCIAL YEAR
HAS BEEN TRANSFORMATIVE
FOR US AT CARE.

EXECUTIVE DIRECTOR'S MESSAGE

In January 2024, we merged our **Youth Work (YW)** and **Therapy and Mental Wellness Team (MWT)** into a brand new division - **Programmes and Services (PRS)**, to streamline operations to meet the evolving needs of our community. This means our work is now clustered along 4 domains - **Children, Youths, Young Adults, and Family**.

With this change, each domain would be able to achieve better coordination and resource optimisation to meet the varied needs of a fragmented pool of service users AND be quick to respond to changes in the various microsystems. This reflects our commitment to continually improving and adapting for the people we serve.

This year was also one filled with exciting new collaborations. Initiatives like X-CITE (our pilot community-based well-being mentoring programme to improve young adults' well-being and skills), our pilot project with SNTC (Special Needs Trust Company, which refers clients needing counselling support to us for face-to-face intervention), and the BTL project (Beyond The Label, which aims to raise awareness of mental health stigma, encourage early help-seeking, and promote social inclusion for persons with mental health conditions) have allowed us to expand our reach and effectiveness in ways I couldn't have imagined. We have also transitioned into the second year of operating the SG Cares Volunteer Centre (VC) for Pasir Ris town, fostering many more meaningful connections in our community and neighbourhood.



We've also embarked on a comprehensive Digital Strategy Plan, thanks to generous funding from NCSS. This plan is crucial for modernising our operations and staying agile in a rapidly changing digital world.

In line with our digital plan, we introduced the CultureAMP and Lithium systems to enhance our team's skills and career growth. These tools are an investment in our precious human resources, designed to support our staff's development, ensuring they are equipped and motivated to drive CARE's mission forward.

To better support our team through the multitude of changes, we've incorporated Soundwave coaching, paired with our long-standing Gallup StrengthsFinder talent management. This has been invaluable in improving communication and resilience among our staff, and part of our broader strategy to create a nurturing and growth-oriented work environment.

This year also saw us tackling challenges head on. One of them was implementing IRAS's new report submission process for donations. Our team worked hard on this by incorporating a new Donor Management System, thus greatly enhancing the efficiency and reliability of our

donation processes. By taking this important step, we are ensuring we can continue to earn and keep the trust and support of our invaluable donors, who are so essential to our mission.

Another huge challenge was posed by the migration of the Giving.sg donation portal to a new platform in October 2023. This resulted in a significant drop in monthly giving, when compared to the previous year. Notwithstanding these road bumps, we are grateful for the fantastic support from the National Volunteer and Philanthropy Centre (NVPC) in launching effective solutions.

Looking ahead, I'm reminded that progress requires both innovation and resilience. The strides we've made this year are a testament to our collective commitment to CARE's mission. Thank you for your unwavering support and dedication. Together, we'll continue to navigate these challenges and work towards a future where our impact is greater than ever.

DR JOHN TAN,
EXECUTIVE DIRECTOR

CARE AT A GLANCE

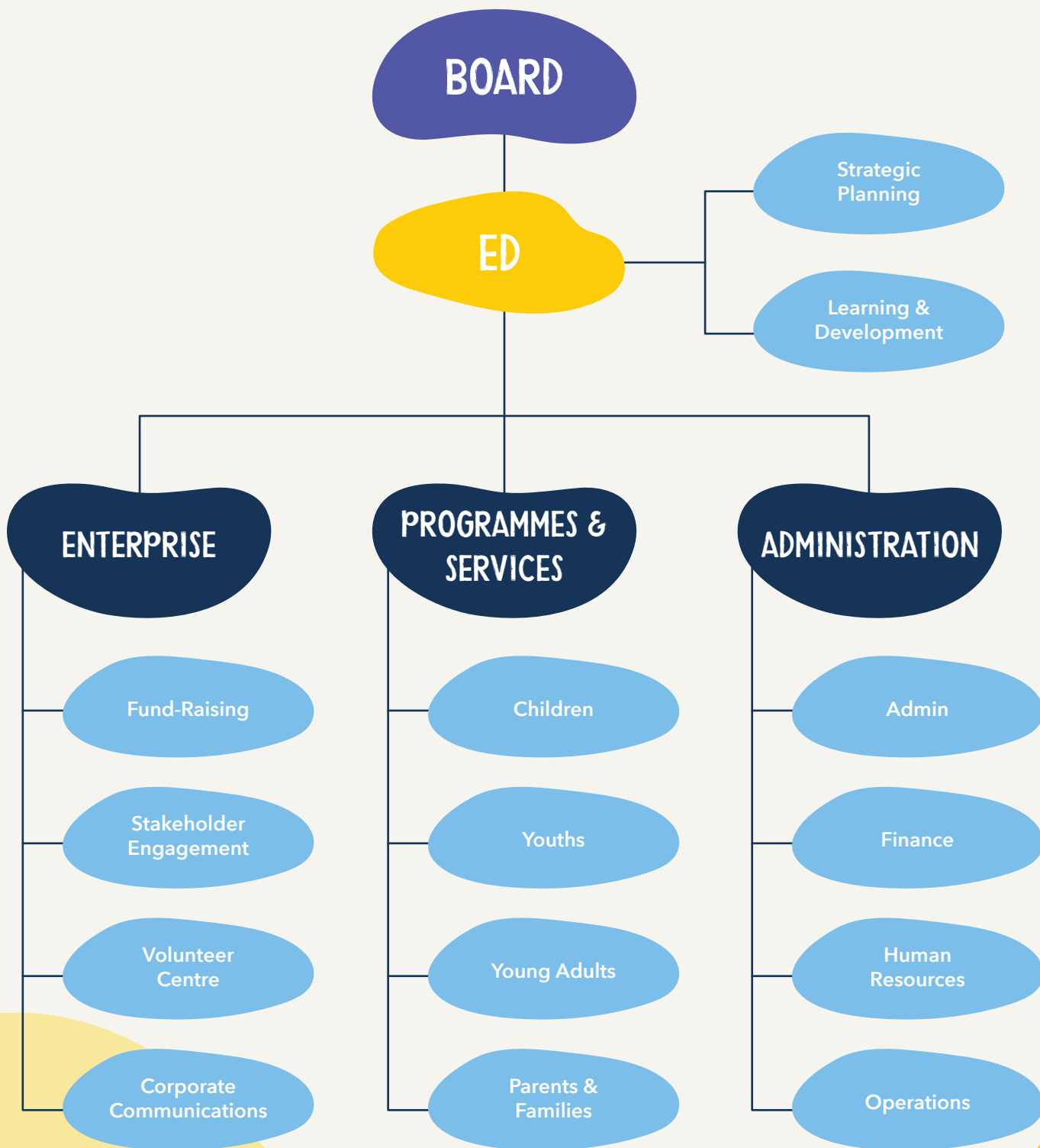
CARE Singapore is dedicated to empowering vulnerable young people to find direction, hope, and success. Since our establishment in 1997, we have been committed to guiding at-risk youth through a dynamic, community-driven approach. Recognised by the National Council of Social Service (NCSS) as one of three Centres of Specialisation, we have continuously expanded our impact and reach.

Our strengths-based programmes have positively impacted the lives of over **30,000** youths to date. We have trained over **3,000** teachers and parents, supported more than **6,000** volunteers, and generated over **130,000** volunteer hours.

Since our appointment as the SG Cares Volunteer Centre for Pasir Ris town in 2022, we have impacted **13,822** service users, underscoring our passion for engaging not only with young people but also with schools, families, and communities. Through these efforts, CARE Singapore remains steadfast in our mission to foster a supportive environment where every young person can thrive.



ORGANISATION CHART



GOLDEN MOMENTS

PROGRAMMES - YOUTHWORK



GIRL POWER!

Since its inception in 2016, the Girl Power! programme has played a vital role in fostering confidence, nurturing leadership skills, promoting mental wellness, and cultivating aspirations among the girls we support. In 2023, we organised a total of 8 events for Empowering Girls, benefiting 231 participants, with 33% hailing from low-income households. The overwhelmingly positive feedback from students, parents, and CARE staff underscores the significant impact of the programme.

BAND PERFORMANCE AT BGSS SHOWCASE (OCTOBER 2023)

Students showcased their talents in an acoustic band performance at the BGSS Showcase, thanks to music workshops organised by CARE Singapore. They learned to play guitar, cajón, and sing, while understanding music's impact on mental health and resilience. Performing adapted lyrics that reflected their own experiences, the students gained confidence and self-esteem, impressing peers, parents, and teachers with their growth and the positive response from the school community.



PARENTING TIPS AT BGSS SHOWCASE (OCTOBER 2023)

At the BGSS Showcase, we shared parenting tips with an audience of 500, aiming to strengthen emotional connections within families. A special segment encouraged parents, caregivers, and children to exchange heartfelt words of love, pride, and appreciation. This practice, uncommon in Asian culture, led to joyful and emotional moments. Many touching stories emerged, and we were humbled to witness families creating lasting, precious memories.

PROGRAMMES – MENTORING



MENTOR AND MENTEE ENGAGEMENT: HABITAT RESTORATION WITH NPARKS (17 FEB 2024)

Mentors and mentees participated in a habitat restoration activity with NParks. This event emphasised the importance of safeguarding and protecting the natural environment, offering participants insight into the efforts involved in environmental conservation.

MENTORING LIFESKILLS LESSON – ANIMAL ASSISTED THERAPY (8 FEB 2024)

Students engaged in an Animal Assisted Therapy session led by Mr. Eddie from MyLovelyCats. The session focused on developing empathy and understanding the importance of love and care for pets, enriching students' emotional and social skills.



MENTORING CYCLE GRADUATION CEREMONY (2 MAR 2024 & 8 MAR 2024)

We celebrated the achievements and progress of our students during the Mentoring Cycle Graduation Ceremony. This event recognised the positive skills and personal development our students have gained, marking their journey towards becoming more resilient and capable individuals.



SG CARES VOLUNTEER CENTER @ PASIR RIS



VOLUNTEER OPEN HOUSE (10 SEP 2023)

SG Cares Volunteer Centre @ Pasir Ris, operated by CARE Singapore, hosted its inaugural Volunteer Open House, graced by Mr. Sharael Taha, Adviser to Pasir Ris East Grassroots Organisations. The event featured eight community partners showcasing diverse causes and volunteer opportunities. Over 20 volunteers from TJC, NYJC, HCI, NTU, and local buskers participated.



DEEPAVALI CELEBRATION WITH MIGRANT WORKERS (12 NOV 2023)

SG Cares Volunteer Centre @ Pasir Ris celebrated Deepavali with over 100 migrant workers at a dormitory in Pasir Ris. Assisted by 18 dedicated community befrienders, the celebration included intercultural games and festive cuisine, fostering a spirit of unity and joy.



YEAR END EXTRAVAGANZA (23 DEC 2023)

SG Cares Volunteer Centre @ Pasir Ris concluded 2023 with an intercultural and interfaith celebration. The event, attended by over 50 volunteers and supported by four community partners, featured interactive booths. Mr. Sharael Taha was presented with a handmade bouquet by our senior volunteers, adding a personal touch to the festive occasion.



HAND SANITISER DISTRIBUTION (NOV 2023 – FEB 2024)

Thanks to a generous donation of 2,000 cartons of hand sanitiser from Unilever, SG Cares Volunteer Centre @ Pasir Ris coordinated a widespread distribution to Pasir Ris service users and beyond, ensuring community health and safety.



NETWORKING SESSIONS (28 SEP 2023 & 28 FEB 2024)

SG Cares Volunteer Centre @ Pasir Ris regularly hosts networking sessions to connect with community partners and address ground challenges. These sessions aim to build sustainable relationships and enhance capability development through collaborative efforts.

STRATEGIC PLANNING & STAFF WELFARE

OUR DIGITAL STRATEGIC PLAN

The Strategic Project office, in collaboration with representatives from various departments and our consultants from Capelle Consulting, developed a comprehensive digital strategy plan for CARE Singapore's future. This initiative is supported by the National Council of Social Service (NCSS) and began with the implementation of a Donation Management System. Months of dedicated effort were invested in integrating and transitioning to this new system, working closely with the donation management team and our vendor.

COMMITTEE OF WELL-BEING (COW) INITIATIVES



IMPOSSI-BOWL (5 MAY 2023)

CoW organised a bowling competition to foster interdepartmental bonding. Teams, comprised of staff from different departments, created unique team names and practised together before competing.



UNBE-LEAF-ABLE WALK (7 JULY 2023)

Staff members participated in a team-building hike to the peak of Mt. Faber. Teams completed tasks such as assisting teammates with their bags and spreading words of kindness throughout the walk.



D&D (8 NOV 2023)

CoW hosted CARE Singapore's first-ever Dinner and Dance (D&D) event, themed "Around the World." Staff members dressed to the theme, creating a vibrant and memorable evening.



SELF-DEFENCE WORKSHOP (1 MAR 2024)

The first CoW event of 2024 was a self-defence workshop. Staff of various ages participated, engaging in pair work and learning valuable self-defence skills together.

OUR LEARNING AND DEVELOPMENT EFFORTS



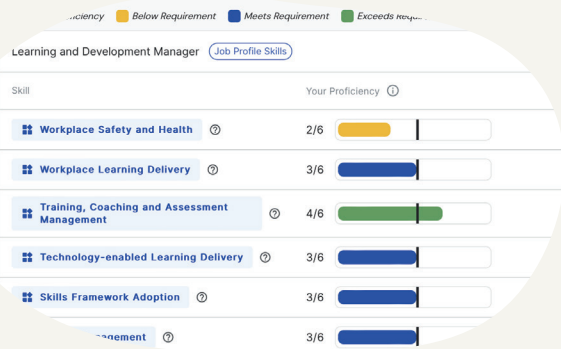
PERSONAL EFFECTIVENESS – LEADERSHIP 101 WORKSHOP (11-12 MAR 2024)

CARE Singapore organised its first ever structured workshop, "Personal Effectiveness," aimed at project leads. This workshop focused on enhancing leadership skills in effective communication, team decision-making, and maintaining professional competence. Participant feedback indicated that the workshop was highly successful and well-received.



CARE CORE VALUES ONBOARDING VIDEO FILMING (26 MAR 2024)

To reinforce our core values, CARE engaged a media company to create an onboarding video. Our Executive Director, Dr. John Tan, provided insights into the encapsulation of CARE's core values and how staff embody these values in both professional and personal settings.



CARE'S FIRST SKILLS RATING EXERCISE (11 MAR - 15 APR 2024)

CARE launched its first staff skills rating exercise. Staff members rated their skills competency and proficiency based on their job roles and experiences. Reporting officers then assessed their team members' proficiency and held discussions to identify strengths and areas for improvement. This exercise aimed to foster professional growth and development.



LAUNCH OF CARE'S PODCAST SERIES (19 APR 2024)

CARE introduced its podcast series, featuring 10-minute episodes with strategies to guide staff in their daily interactions with the youths they serve. Designed for on-the-go learning, staff can listen during their commutes or downtime. New episodes will be added quarterly to support continuous learning and professional development.

X-CITE - A JOURNEY TOWARDS MENTAL WELL-BEING

X-CITE is a well-being mentoring programme that launched in 2023, with the aim of improving youth mentees' well-being and well-being management skills. We employed an evidence-based programme shown to improve well-being and reduce anxiety and depression symptoms. Mentoring was done in small-group settings of 2 trained mentors with 4-5 youth mentees, meeting once a month, over 10 sessions.



THE FIRST GATHERING

The X-CITE programme commenced on July 29, 2023, at Tzu Chi, with an engaging meet-up session where facilitators and participants came together to establish connections. Through a series of interactive games, icebreakers, and heartfelt conversations, attendees fostered a sense of camaraderie and mutual understanding.

THE FINALE

The programme reached its culmination on March 23, 2024. Graduates gathered at Pasir Ris beach for a reflective session, engaging in mindful activities such as creating mandalas to symbolise their personal growth journey. Additionally, they demonstrated their commitment to community service by participating in a beach clean-up initiative, contributing their time and efforts to make a positive impact on the environment.



PROGRAMME IMPACT

COUNSELLING



Total no. of Hear4U hours served since conception: **979**

Total no. of Hear4U hours served in 2023: **58**

Total no. of counselling hours in 2023: **2,967**

THE YEAR IN REVIEW



Students **4.2/5**
★★★★★

Teachers **3.7/4**
★★★★

Parents **4.1/5**
★★★★★

TOTAL NUMBER OF STUDENTS SERVED IN SCHOOLS



Total no. of students served in 2023: **1335**

PUTERI'S STORY

Puteri, a former participant in The Scaffold Programme (TSP) at BGSS, has a touching journey of resilience and determination. Her connection to us is strong, as her older sister was also in our TSP programme. When CARE counsellor Jacqueline first encountered Puteri in Primary 4, the young girl was grappling with the recent loss of her mother. Tragically, her father also passed away during her Secondary 3 years.

The CARE team, with counsellors Jacqueline and Wei-Shen, supported Puteri through school, connecting her with community services and food care. Even after leaving CARE, Puteri continued to receive mentorship from Jacqueline, who attended her school graduation last December. Puteri's strength and success in academics, now studying at ITE with dreams of becoming a flight attendant, showcase the impact of support and mentorship on young lives like hers.



ADAM'S STORY

Adam, a student from SGSS, has faced immense challenges as the sole caregiver to his mother, who went blind in early April due to an infection in 2017 that first claimed her left eye and spread to her right eye. Additionally, her left leg had to be amputated in 2020 due to a burn infection. Since 2022, Senior CARE Counsellor Suria has been supporting Adam, providing ongoing emotional support through counselling and family work. Suria and her team collaborated with other social service agencies to secure financial assistance and raised funds to provide essential food staples, ensuring that Adam and his mother had the necessary resources until they obtained permanent rental housing.

Adam's story showcases the resilience and strength of young individuals in the face of adversity. The dedicated support from Suria and the CARE team has been instrumental in helping Adam navigate these difficult circumstances, highlighting the profound impact of community and care.



9:30



SOCIAL ENGAGEMENT

TIKTOK FOLLOWERS



2023
3,304

Increase
27.9%

2024
4,226

INSTAGRAM FOLLOWERS

2023
681

Increase
12.63%

2024
767



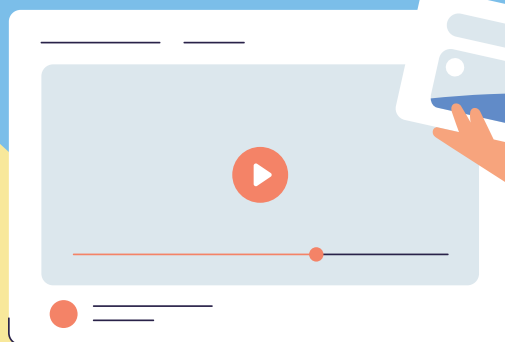
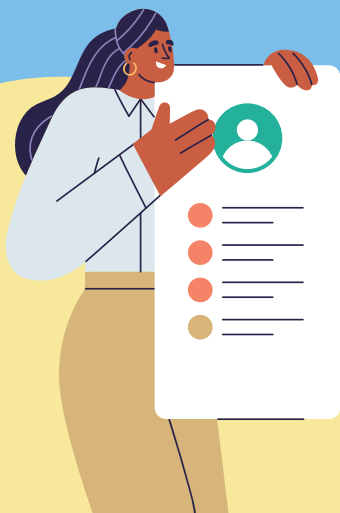
FACEBOOK FOLLOWERS



2023
3,188

Increase
1.6%

2024
3,239



GOVERNANCE REPORTING

BOARD OF DIRECTORS

JEFFREY NEO

President,
Joined 17 April 2000



ESTER GERBER

Secretary,
Joined 7 April 2003



KENNETH PAN

Member,
Joined 30 July 2008



MEI SIREGAR

Treasurer,
Joined 7 October 2004



DARREN LAI

Member,
Joined 21 January 2013



NEO KAH YEAN

Member,
Joined 30 July 2008



The Board has collective responsibility for setting long term strategic directions, establishing a corporate governance framework, and reviewing and approving 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, bringing 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.

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 2023 to 30 April 2024.

ANGELA NGUI

Member,
Joined 23 October 2023

LYNDSAY LAM

Member,
Joined 23 October 2023

OLIVINE LIN

Member,
Joined 23 November 2023



JAMES KENNETH KOH

Member,
Joined 23 October 2023

MELVIN PAN

Member,
Joined 23 October 2023

WILLIE YUEN

Member,
Joined 23 November 2023

BOARD MEETINGS ATTENDANCE

NO.	NAME	14/06/23	27/08/23	23/09/23	23/11/23	1/02/24	13/03/24	% ATTEND
01	Jeffrey Neo	1	1	1	1	1	1	100
02	Mei Siregar	1	1	1	1	1	1	100
03	Ester Gerber	1	0	0	1	0	1	50
04	Darren Lai	1	1	1	1	1	1	100
05	Neo Kah Yean	1	1	1	1	0	0	67
06	Kenneth Pan	1	0	0	0	1	0	33
07	James Kenneth Koh *				1	1	1	100
08	Anglea Ngui *				0	1	1	67
09	Lyndsay Lam *				0	1	1	67
10	Melvin Pan *				0	1	1	67
11	Olivine Lin ^					0	0	0
12	Willie Yuen ^					1	1	100

* Appointed 23rd October 2023 ^ Appointed 23rd November 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.

WHISTLEBLOWING POLICY

CARE Singapore is committed to a high standard of compliance with accounting, financial reporting, internal controls, corporate governance and auditing requirements and legislation. In line with this commitment, we provide an avenue for employees and external parties to raise concerns regarding malpractice, statutory noncompliance, actual or suspected improprieties in financial transactions and any other wrongdoing.

The channels of reporting are:

To PRESIDENT, CARE Singapore
via dedicated email:
jeffneo@care.sg

OR

By Mail:
Marked "Private and Confidential",
Attention to: President CARE Singapore
Blk 428 Pasir Ris Drive 6 #01-21
Singapore 510428

To encourage transparency and accountability, we encourage the whistleblower to identify himself/herself. All information will be kept strictly confidential by our President and all concerns raised will be assessed to ensure that they are fairly and properly considered. Any individual making a whistleblowing report will retain his/her anonymity unless he/she agrees otherwise. No person should suffer reprisal as a result of reporting a genuine concern, even if they are mistaken. However, this assurance does not extend to any person who intentionally provides information in a report which they know or reasonably believe to be untrue.

EXECUTIVE MANAGEMENT



DR JOHN TAN, EXECUTIVE DIRECTOR

John was part of the founding team who started CARE Singapore in 1997. Volunteering for CARE since day one, he joined as staff on 1st December 2001 as the Director of Development. He subsequently **assumed the role of Executive Director on 1st January 2005.**

John began his career in sales and marketing, locally and internationally. A life-transforming experience saw him taking up seminary studies in his early 30s and serving in a faith-based setting for a decade before joining CARE full-time.

John earned a professional diploma in marketing and subsequently completed seminary studies with a Bachelor of Theology. He pursued a Doctorate in Ministry, conferred by Fuller Theological Seminary, with a dissertation on "Mentoring At-Risk Teens".



ANTHONY CHNG, DIRECTOR, ENTERPRISE

Anthony joined CARE Singapore in 2019 and was **appointed Director, Enterprise in January 2021**. He leads the Enterprise Division to drive CARE's brand and sustainability strategy and helms Fundraising, PR & Communications and Volunteer Management. He is a veteran in the Not-For-Profit sector, with over two decades of experience spanning the public sector, Arts and social service, with P&L responsibility of budgets from \$1m to \$5m.

Anthony is also a member of the Association of Fundraising Professionals and holds a Bachelor of Science (Hons) from the University of London, with specialisation in Economics and Marketing.



LENA TEO, DIRECTOR, MENTAL WELLNESS AND THERAPY

Lena joined CARE Singapore in 2006 as team counsellor, and was **appointed Director, Therapy and Mental Wellness Services in January 2021**. She oversees CARE's mental wellness services for youth and their families in the school system as well as community. She has over 18 years of experience in the social service sector. Prior to joining CARE Singapore, she held various leadership positions in sales, marketing and material management in the corporate sector both locally and internationally.

She holds a Bachelor's degree in International Business & Marketing, MSc Industrial / Organisational Psychology, Master of Counselling, MSc. Management of Human Resources. Lena is a registered clinical supervisor with Singapore Association of Counsellors, a full member of Singapore Psychological Society, ex-board member of WGIS and EMDR Singapore.

LOOKING INTO THE FUTURE

Over the last two Financial Year (FY)'s, CARE has adopted an expansionary strategy and increased its services to support the emerging needs from the community.

For FY2023/2024, our total donations received amounted to S\$2.84M. We experienced a notable year-on-year decrease due to portal downtime at Giving.sg during the last quarter of the year and the redirection of staff time to support the migration of our Donor Management System from Excel to Microsoft Dynamics 365 to comply with newly issued IRAS guidelines.

Nonetheless, we ended the FY with an overall surplus. There is, however, a slight shortfall in operating The Scaffold Programme (TSP), which will be covered by general reserves.

We are grateful for all the donors and would like to thank them for believing in our work and choosing to support us in any way they can. The bulk of the funds raised were from digital channels as we temporarily pivoted away from events to keep overheads low as we build up staff competencies.

Over the next 2-3 years, we will continue to focus on the multiplier effect, enhancing the impact value of each donation to reach and touch more lives. Our service offerings are anchored in various children and youth services, in the form of School Based Social Work, community projects and in the digital realm.

There are several projects in the pipeline and these will be funded by a mix of reserves and new fundraising campaigns. We have included a short explanation below:

CARE4UTH

A mental health related service aimed at support the mental well-being of young persons.

MENTAL WELLNESS HUB TO SUPPORT CAREGIVERS AT THE COMMUNITY FACILITY AT SHAW TOWERS (BEACH ROAD)

This is a project that is expected to acquire T.O.P in mid 2025 and the operating expenses for CARE's programme at the facility will be cleared towards Q1 2025. We expect to leverage on volunteers for some of the services and have planned to fund the operations with donations from corporates and individuals.

CAREVOLUTION 2.0

2025 marks the 20th anniversary of CAREvolution, a Trademarked initiative launched by CARE in 2005. CARE aims to refresh some of our programmes and branding to ensure we are relevant and continue to serve the community in the best way we can. This will be funded by donations as part of our budget in FY25/26.

Internally, we will be exploring new funding structures from private and public sources to build an income pipeline resilient to economic shocks and fluctuations.

Finally, we have been reappointed as the SG Cares Volunteer Centre for Pasir Ris town from 1 July 2023 to 30 June 2025. We will work to do good in a better and more volunteer-driven manner for the entire town. In the next few months, we will implement plans to deploy the multi-channel approach to fundraising mentioned last year and will also plan several physical fundraisers to complement our growing digital giving strategy.



FINANCIAL OVERVIEW

CHILDREN-AT-RISK EMPOWERMENT ASSOCIATION (CARE SINGAPORE)
(Unite Entity No. T00SS0043E)
(IPC No.IPC000150)

STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 30 APRIL 2024

PROJECTS	NOTE	UNRESTRICTED					RESTRICTED				
		GENERAL	UTH POWER!	TSP	X-CITE	VC	TSS	TOTAL 2024	TOTAL 2023		
		\$	\$	\$	\$	\$	\$	\$	\$		
PROJECTS											
INCOME											
Donation income	10	2,836,746	-	-	-	-	-	2,836,746	3,165,438		
Government Grant	11	308,736	337,630	307,482	-	35,972	989,820	1,367,990			
Miscellaneous income	12	128,506	129,400	129,400	-	219,521	606,827	457,488			
Total income resources		3,273,988	467,030	436,882	-	219,521	35,972	4,433,393	4990,916		
EXPENDITURE											
Expenditure on Manpower	15	2,289,073	420,960	390,812	184,913	181,002	-	3,466,760	3,045,925		
Other operating expenditure	16	439,064	46,070	46,070	103,691	107,514	-	742,409	645,903		
Total expenditures		2,728,137	467,030	436,882	288,604	288,516	-	4,209,169	3,691,828		
Surplus/(deficit) for the year		545,851	-	-	(288,604)	(68,995)	35,972	224,224	1,299,088		

CARE's bankers are OCBC and UOB, and we have no other advisers.
The accompanying notes form an integral part of these financial statements.

FINANCIAL OVERVIEW

CHILDREN-AT-RISK EMPOWERMENT ASSOCIATION (CARE SINGAPORE)
(Uninc Entity No. T00SS0043E)
(IPC No. IPC000150)

STATEMENT OF FINANCIAL POSITION AS AT 30 APRIL 2024

	NOTE	2024 \$	2023 \$
ASSETS			
Current assets			
Cash and Cash equivalents	4	7,451,793	7,222,513
Other Receivables	5	5,793	5,793
		<u>7,457,586</u>	<u>7,228,306</u>
Non-current assets			
Property, plant and equipment	6	4,386	9,333
Total assets		<u>7,461,972</u>	<u>7,237,639</u>
LIABILITIES			
Current Liabilities			
Trade and other payables	7	436,583	436,474
Total Liabilities		<u>436,583</u>	<u>436,474</u>
NET ASSETS		<u>7,025,389</u>	<u>6,801,165</u>
FUNDS			
Unrestricted funds			
Accumulated general fund	8	7,349,527	6,879,228
Restricted funds			
Uth Power! Programme Fund	9	-	-
(TSP) The Scaffold Programme Fund	9	-	-
X-Cite	9	(288,604)	-
(VC) Volunteer Centre Fund	9	(34,365)	34,630
The Invictus Fund	9	(1,116)	(1,116)
(EAP) Employee Assistance Programme Fund	9	(53)	(53)
(TSS) Transformation Support Scheme	9	-	(111,524)
		<u>7,025,389</u>	<u>6,801,165</u>

CARE's bankers are OCBC and UOB, and we have no other advisers.
The accompanying notes form an integral part of these financial statements.

GOVERNANCE EVALUATION CHECKLIST

S/N	CODE GUIDELINES	CODE ID	RESPONSE
Board Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied
	Are there Board members holding staff* appointments?		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 their executive functions and operational duties which are distinct from their Board roles.	1.1.5	
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three 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
	Are there Board member(s) who have served for more than 10 consecutive years?		Yes
7	The charity discloses in its annual report the reasons for retaining Board member(s) 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 Board committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied
10	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 activities are in line with its objectives.	3.2.2	Complied
Human Resource and Volunteer* Management			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for 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?		Yes
15	There are volunteers* management policies in place for volunteers*.	5.7	Complied
Financial Management and Internal Controls			
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied

S/N	CODE GUIDELINES	CODE ID	RESPONSE
Financial Management and Internal Controls			
19	The Board ensures that there is a process to identify, 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 its expenditure.	6.2.1	Complied
	Does the charity invest its reserves, including fixed deposits?		Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the year?		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 year?		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: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied
	Are Board members remunerated for their Board services?		No
25	No Board member is involved in setting his or her own remuneration.	2.2	
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated	8.3	
	Does the charity employ paid staff?		Yes
27	No staff is involved in setting his or her own remuneration.	2.2	Complied
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff* also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff* receives more than \$100,000 in annual remuneration each	8.4	Complied
29	The charity discloses the number of paid staff* who are close members of the family* of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff* who are close members of the family* of the Executive Head or Board Member, who receives more than \$50,000 during the 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:

* 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.

* Volunteer: A person who willingly serves the charity, without expectation of any remuneration.

* 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.

* Executive Head: The most senior staff member in charge of the charity's staff.



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

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