CARE SINGAPORE

Reimagining Impact, Redefining Reach



ANNUAL REPORT

2025/2026



Table of Contents

President's Message 2

Executive Director's Message 3

CARE at a Glance 4

Key Highlights of the Year 5

Leadership 7

Governance 12

Impact Stories: Youth 21

Youth Programmes and Services 22

Impact Stories: Families 27

Families and Caregivers 29

Impact Stories: Volunteer 30

Community Engagement 31

Impact Stories: Staff 33

Internal Learning and Development 34

Events and Fundraising 36

Looking Into the Future 38

PRESIDENT'S MESSAGE

This year, as I look back on CARE's journey, I am reminded that the work we do has never been ours alone. It has always belonged to the community of donors, funders, volunteers, and partners who walk this journey with us.

This year's theme, "Reimagining Impact, Redefining Reach," reflects a lesson we have learned many times over.

The best way to help more youths is not to do more by ourselves, but to do more together.

Increasingly, our best work happens alongside partners who share our belief that no youth should be left behind.



This year, we continued strengthening how CARE is governed, welcoming new members to our Board, with this renewal continuing in the months ahead. Building on work we began with NCSS some years back, we also continued developing the internal capabilities and policies CARE needs to serve our community well into the future.

Looking back, this past year again proved difficult financially, and CARE ended the year in deficit, amid wider economic headwinds. Yet we remain firm in our support of programmes that build character and social-emotional strength in our youths. This is work we have believed in for years, and which many in Singapore are now speaking about with renewed attention.

Next year, CARE marks 30 years of walking alongside youths and families in Singapore. As we look toward this milestone and the years beyond, our aspiration remains simple – we want to continue saying yes to every youth who needs someone to believe in their potential.

This will only be possible with your continued support, be it time, talent, or treasure. No gift is too small, and every gift sustains this work.

Thank you for believing in CARE, and for being part of our story.

Mr Jeffrey Neo
President

EXECUTIVE DIRECTOR'S MESSAGE

If impact is the ripple, then reach is how far it travels. This year, we asked not just how deep our ripples go, but how far they could spread. The answer became clear once we stopped trying to make waves alone.

We deepened our reach this year through a few new partnerships. With the Special Needs Trust Company (SNTC), clients needing counselling support are now referred to us for intervention. With Astros Soccer Academy, we use football to build confidence, resilience, and teamwork in our youths.

We also launched Game On, with the Infocomm Media Development Authority (IMDA), to encourage healthy gaming and digital wellbeing among children and youths. We empower our youths by teaching them to game responsibly, recognise risk, and build healthier habits, because for many of them, gaming is part of how they connect with friends and the world.

Closer to home, our role as the SG Cares Volunteer Centre for Pasir Ris remains a quiet thread tying our neighbourhood together, linking schools, corporates, seniors, residents, and fellow social service and grassroots partners into one closer-knit community.

Our CREST-Youth work, supporting youth mental wellbeing, continued to grow, reaching youths and their caregivers in engaging ways. Since the programme began, we have reached 4,165 participants through mental wellness outreach and supported 510 youths experiencing psychological distress.

None of this would be possible without our team of dedicated staff, the bedrock of everything we deliver in the community. This year, we leaned further into their growth, introducing small quests and gamified learning that made development more fun.

On the ground, our financial deficit meant stretching a limited budget further, while broadening our search for new communities of support. These efforts are still in motion, but ones we believe will serve us well in the years ahead.

Whether through new partnerships, new programmes, or the people behind them, this has been a year of reimagining what impact can look like and redefining how far our reach can go.

Thank you for your trust in us, and for Caring.

Dr John Tan
Executive Director



CARE at a Glance

Our Vision/Mission, Charity Purpose and Objectives

The Children-At-Risk Empowerment Association (CARE Singapore) is a registered charity and youth development agency dedicated to **empowering vulnerable young people to strengthen their sense of direction, build resilience and find hope for the future**. Recognised by the National Council of Social Service (NCSS) as one of the Centres of Specialisation for youth empowerment, CARE Singapore has earned the trust of schools, families and partners.

Since our establishment in 1997, we have stayed committed to guiding at-risk youths through a holistic and community-based approach. Our core mission is clear: Helping Youths Succeed. We offer a comprehensive range of programmes and support services, tailored to meet the diverse needs of vulnerable youths and their families.

CARE Singapore also serves as the appointed SG Cares Volunteer Centre for Pasir Ris since 2022, a role that connects us more deeply with schools, families, and communities. Through this, we help bring people together to build trust, grow local support networks and create a sense of belonging that benefits every young person we reach.

Governing Instrument and Registration

CARE Singapore is governed by its Constitution, registered as a society under the Societies Act on 4th January 2000, and registered as a charity under the Charities Act (Chapter 37) on 26th June 2001. CARE Singapore was accorded Institution of a Public Character (IPC) status from 1st February 2025 to 31st July 2026, and renewed from 1st August 2026 to 31st January 2029 upon compliance with regulatory requirements.

Unique Registration Number (UEN):
T00SS0043E

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

Auditor:
NEXTON ASSURANCE PAC

Bankers:
OCBC and UOB

Lawyers:
External lawyer appointed on an as-needed basis

Our Guiding Values

To live and serve with **FIRE.**

Faith – There is a success story in every child.

Innovation – There is always a better way.

Resilience – Problems are tough, but we are tougher.

Excellence – In all we do, we give our very best.

Key Highlights of the Year

2,421 students served in schools

343 individuals supported through counselling and workshops, and

60 home visits for family interventions

4,165 participants equipped with mental-wellness resources through our community outreach since CREST-Y appointment

1,218 students empowered to game safely and responsibly

9,133 service users reached by our Volunteer Centre @ Pasir Ris

4,740 hours of counselling provided to individuals and families in need

2,101 volunteers mobilised

Key Highlights of the Year

Game On: Responsible Gaming for a Digital Generation

In an increasingly digital-first world, gaming has become a central space where young people unwind, connect, and build identity. Supporting this generation means proactively engaging these spaces, rather than standing apart from them.

In response, CARE Singapore launched Game On in January 2026, to empower children and youths up to age 25 to build responsible, sustainable gaming habits. Funded by IMDA's Digital for Life movement and aligned with MOE's Cyber Wellness Framework, the programme leverages interactive talks and seminars to strengthen digital resilience, mitigate online harms, and foster healthier relationships both online and offline.

Game On reflects CARE Singapore's commitment to cultivating lasting digital resilience, empowering youths to safeguard their wellbeing today and thrive in a future where more of life, learning, and work unfolds online.



Embedding ESG Practices Into Our Work

As an organisation that shapes the values and character of youths, CARE Singapore holds itself to the same standards it seeks to instil. We have moved ESG from principle to practice, embedding responsible stewardship across our operations to safeguard the trust of our donors and partners and sustain our impact for years to come.

Environmental

As stewards of the resources entrusted to us, we are committed to reducing the environmental footprint of our daily operations. We continue to advance digitalisation across our administrative processes to minimise paper use. We have moved away from providing bottled water at our premises, instead encouraging staff and visitors to bring their own bottles and offering paper cups where needed, cutting single-use plastic waste. To address electronic waste, we have implemented a three-year warranty standard for all our digital devices, extending their usable lifespan and reducing premature disposal.

Social

Our most significant social contribution lies at the heart of our mission: nurturing youths into resilient individuals of strong character. Beyond addressing immediate needs, we build the values, confidence, and life skills that enable young people to overcome adversity and realise their potential. In doing so, we shape the next generation of leaders and citizens who will carry Singapore forward.

Underpinning this work is our investment in our people. In addition to our continued focus on staff training, development, and wellbeing, we practise flexible work arrangements (FWA) spanning flexi-time, flexi-place, and flexi-load, in line with the national Tripartite Standards for FWA.

Governance

We recognise that sound governance is fundamental to public confidence and our long-term sustainability. We continually strengthen our Board through renewal, balancing fresh perspectives with continuity of leadership. These efforts are complemented by clear whistleblowing and conflict-of-interest policies, communicated to staff annually, that safeguard the principles of integrity, transparency, and accountability. We comply rigorously with the Code of Governance developed by the Charity Council, as well as all applicable laws and regulations, in both spirit and letter.

Leadership

Board of Directors

The Board of Directors serves as CARE Singapore's highest policy and decision-making body, ensuring that the organisation is responsibly governed, financially sound, and consistently delivers on its mission to serve the community.

Comprising dedicated individuals from diverse fields such as education, civil service, banking, and business, 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.

Board appointments are held for a two-year term, with office bearers elected during the Annual General Meeting (AGM). With competencies spanning strategic planning, business operations, and human resource management, members provide continuity and oversight, while also identifying and recruiting new members to support succession planning and sustainability.

In the last financial year, we commenced the formation of key sub-committees (Audit, Finance, Governance & Nomination). These sub-committees have now been formed, with terms of reference documented to ensure effective oversight.

The relevant officers currently serving on the Board do not hold prior appointments in the charity, except for the Board President, who has served since 2001, and our Board Vice-President, who served as Treasurer from 2020 to 2021.

CARE Singapore does not have any related entities. None of its Board Members hold general control or management responsibilities in any related entity.

Board Renewal and Sub-Committees

Board renewal is an ongoing priority. Office bearers are elected for two-year terms at each AGM. In line with the Charity Code of Governance (2023), CARE Singapore is instituting maximum term limits of 10 consecutive years for Board Members.

As per our Constitution, all office bearers, except the Treasurer, may be re-elected to the same or related post for a consecutive term of office. Re-appointment of the outgoing Treasurer to the Treasurer position or any position which is involved in the finances of a charity may be considered after a lapse of at least two years. The term of office of the Committee is two years.

Governing Board & Board Term

Mr Jeffrey Neo
President
Director, Ministry of Defence (Joined 2000)

Mr Darren Lai
Vice President
Lead Research Specialist, Corporate Research Office, Ministry of Education (Joined 2013)

Ms Angela Ngui
Administrative Manager, Advent Links-SAUC Education Centre (until 17 April 2026)

Ms Lyndsay Lam
Secretary
Office Manager, Simply Smiles (Joined 2023)



Mr Melvin Pan
Treasurer
Senior Trader, Enerfo Pte Ltd (Joined 2023)

Ms Olivine Lin
Senior Lecturer, School of Law, Singapore University of Social Sciences

Mr Willie Yuen
Livestream Technical Director, Spring Forest Studio Pte Ltd (Joined 2023)

Mr Wong Wai Chong
Senior Project Manager, Logicalis Singapore (until 24 March 2026)



Ms Rachel Phoon
Head of Development, NUS College

Mr Landy Wong
Director, Renmekleen Services

Ms Neo Kah Yean
Senior Director, A*STAR (until 14 May 2025)

Mr Kenneth Pan
Pilot, Singapore Airlines (until 14 May 2025)



Board Meetings Attendance Record (FY25/26)

No	Board Member	Remarks	Rate	14/05/25	06/08/25	12/11/25	24/03/26
1	Jeffrey Neo		4/4	1	1	1	1
2	Darren Lai		4/4	1	1	1	1
3	Angela Ngui	Stepped down on 17 April 2026	3/4	1	1	0	1
4	Lyndsay Lam		3/4	0	1	1	1
5	Melvin Pan		4/4	1	1	1	1
6	Olivine Lin		3/4	1	0	1	1
7	Willie Yuen		3/4	1	1	0	1
8	Wong Wai Chong	Stepped down on 24 March 2026	2/3	0	1	1	
9	Rachel Phoon	Appointed 14 May 2025	3/3		1	1	1
10	Landy Wong	Appointed 6 August 2025	1/2			0	1
11	Neo Kah Yean	Stepped down on 14 May 2025	1/1	1			
12	Kenneth Pan	Stepped down on 14 May 2025	1/1	1			

Remuneration of Key Management Personnel

In accordance with the Charities (IPC) Regulations in FY2025/26:

- **No Board Member received remuneration.**
- **No staff is a close family member of any Board Member or the Executive Director.**
- **The number of staff (including the Executive Director) whose total annual remuneration fell within the following bands is:**
  - **$100,001 to $200,000: 1**
  - **$200,001 and above: 1**

Executive Management Team



Dr John Tan Kong Eng
Executive Director
Appointed to position since 1 January 2005

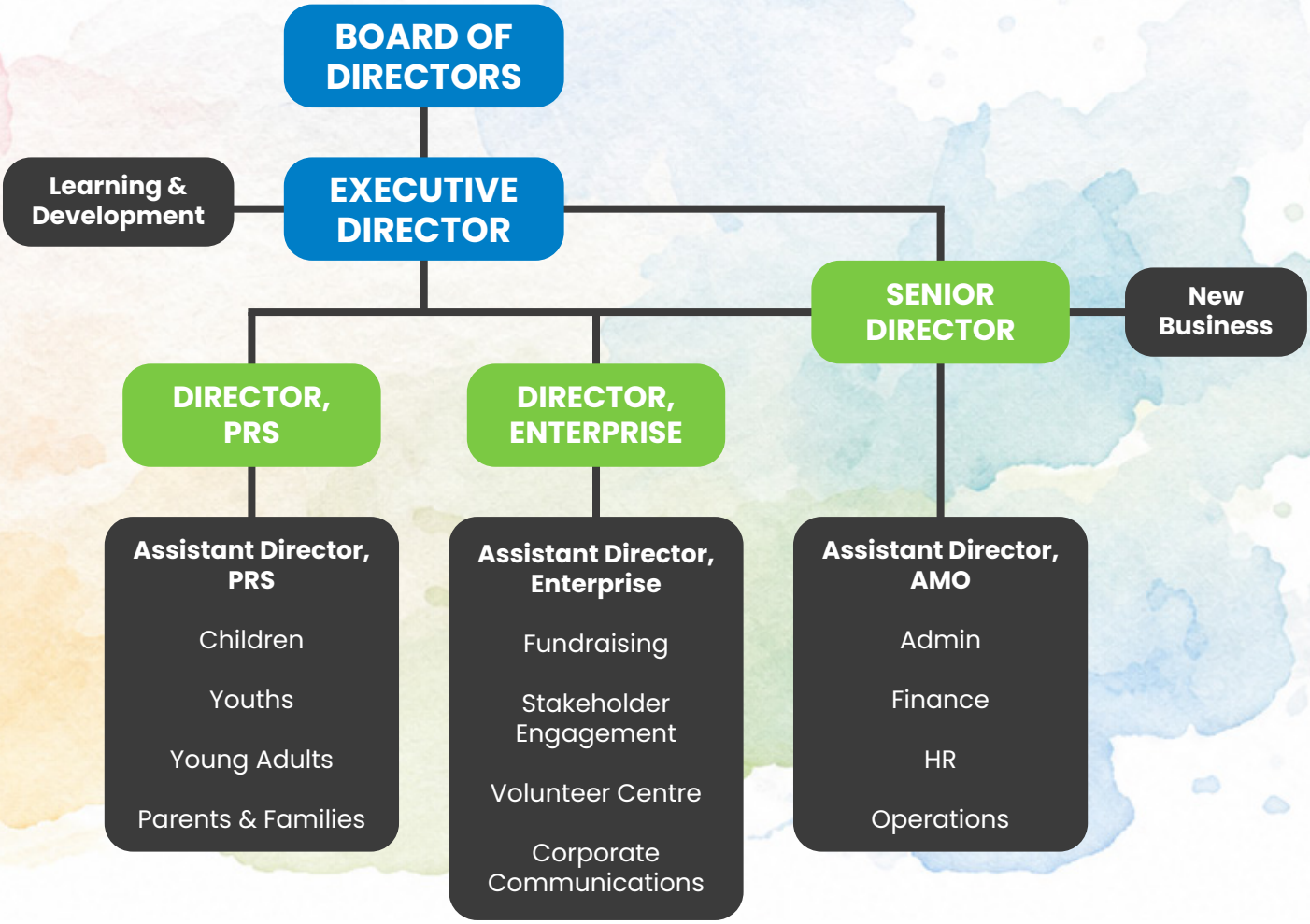


Mr Anthony Chng Yeong Siong
Senior Director
Appointed to position since 7 September 2024



Ms Lena Teo Swee Ling
Director, Programmes and Services (PRS)
Appointed to position since 1 January 2024

Organisation Chart



Management of Conflict-of-Interest (COI)

There are no paid staff in the Society's Management Committee.

Committee members are required to disclose any interest that they may have, whether directly or indirectly, that the Society may enter into or in any organisations that the Society has dealings with or is considering dealing with; and any personal interest accruing to him as one of the Society's supplier, user of services or beneficiary.

Should there be any potential conflict of interest, the affected Management Committee member may not vote on the issue that was the subject matter of the disclosure.

Detailed minutes will be taken on the disclosure as well as the basis for arriving at the final decision in relation to the issue at stake.

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 2025 to 30 April 2026.

No staff member is a close family member of the Executive Director or Board Members.

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.

Risk Management and Internal Controls

CARE Singapore recognises that prudent risk management and strong internal controls are essential for sustainability.

Internal controls include segregation of duties, Board approval of significant expenditures, and annual external audits. The Audit/Finance Sub-Committee will oversee internal controls, risk management, and compliance with regulatory requirements.

Governance

OUR FINANCIAL SITUATION IN FY2025/26

STATEMENT OF FINANCIAL POSITION
AS AT 30 APRIL 2026

	NOTE	2026	2025
		$	$
ASSETS			
Current assets			
Cash and cash equivalents	**4**	4,449,099	6,005,076
Trade and other receivables	**5**	97,537	71,793
		4,546,636	6,076,869
Non-current assets			
Property, plant and equipment	**6**	21,474	25,078
Right of use assets	**7**	8,015	
Total assets		4,576,125	6,101,947
LIABILITIES			
Current liabilities			
Trade and other payables	**8**	183,852	91,190
Lease liabilities		1,927	
		185,779	91,190
Non-current liabilities			
Lease liabilities	**9**	6,240	
Total liabilities		192,019	91,190
NET ASSETS		4,384,106	6,010,757
FUNDS			
Unrestricted funds			
Accumulated general fund	**10**	4,665,479	6,133,015
Restricted funds			
The Scaffold Programme (TSP)	**11**	(25)	(21,784)
X-Cite	**12**		(48,631)
Volunteer Centre (VC)	**13**	(61,118)	(9,923)
Crest Youth	**14**	43,639	(40,961)
The Mentoring Programme	**15**		(959)
Organisational Health Diagnostic Scheme (OHDS)	**16**	26,153	
National Youth Fund (NYF)	**17**	6,250	
President's Challenge	**18**	(258,501)	
The Infocomm Media Development Authority (IMDA)	**19**	(37,771)	
		4,384,106	6,010,757

STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

PROJECTS	NOTE	Unrestricted		Restricted						TOTAL 2026
		General	School Programme	TSP	VC	Crest Youth	OHDS	NYF	President's Challenge	
		$	$	$	$	$	$	$	$	$
INCOME										
Donation income										
Tax-exempt donation		664,260								664,260
Non tax-exempt donation		63,717								63,717
Other donation		41,637								41,637
		769,614								769,614
Government Grants										
Grant from NCSS	**20**	32,737		445,191					63,000	540,928
ComChest Funding	**20**	3,578								3,578
Crest Youth	**20**					521,117		7,500		528,617
Other government grant	**20**	60,302			228,403	3,568	112,000			404,273
		96,617		445,191	228,403	524,685	112,000	7,500	63,000	1,477,396
Miscellaneous income										
Programme fees		3,570								143,570
Other activities / services		1,000	140,000							186,820
Other income		25,351	185,820							25,351
		29,921	325,820							355,741
Total income resources		896,152	325,820	445,191	228,403	524,685	112,000	7,500	63,000	2,602,751

STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

PROJECTS	Unrestricted			Restricted							TOTAL 2026
	General	Other Charitable Activities	School Programme	TSP	VC	Crest Youth	OHDS	NYF	President's Challenge	IMDA	
	$	$	$	$	$	$	$	$	$	$	$
EXPENDITURE											
Employee benefit											
Salaries & allowances	1,078,149	267,246	312,190	266,543	181,914	288,310	58,735		226,724	26,318	2,706,129
Bonus	198,018	56,746	55,127	46,457	33,662	54,120	13,988		37,209	5,478	500,805
CPF contributions	182,175	46,740	63,123	53,737	34,124	59,043	12,488		45,484	5,467	502,381
	1,458,342	370,732	430,440	366,737	249,700	401,473	85,211		309,417	37,263	3,709,315
Other Operating Expenditure											
Cost of programme delivery											
General programme costs	6,286		29,308	44,260	6,606	23,777		1,250	12,084	508	124,079
Education, outreach activities & projects	52		1,456	3,907	2,539	240					8,194
Fundraising & Corporate Communications											
Fundraising expenses	55,448				756						56,204
General, PR, volunteer related expenses	5,433			46	17,229	9,079					31,787
Staff training & other benefits											
Staff welfare & benefits	40,987		3,390	3,640	1,005	3,559	636				53,217
Training and development	27,382		5,846	2,942	216	457					36,843
Centre operational cost											
Centre rental, utilities & operations	30,873										30,873
Centre maintenance	106,092		7,589	1,900	1,547						117,128
Depreciation	13,177										13,177
Professional services fee	47,085					1,500					48,585
	332,815		47,589	56,695	29,898	38,612	636	1,250	12,084	508	520,087
Total expenditures	1,791,157	370,732	478,029	423,432	279,598	440,085	85,847	1,250	321,501	37,771	4,229,402
Surplus/(deficit) for the year	(895,005)	(370,732)	(152,209)	21,759	(51,195)	84,600	26,153	6,250	(258,501)	(37,771)	(1,626,651)

STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

PROJECTS	NOTE	Unrestricted		Restricted					TOTAL 2025
		General	Other Charitable Activities	TSP	X-Cite	VC	Crest Youth	Mentoring	
		$	$	$	$	$	$	$	$
INCOME									
Donation income									
Tax-exempt donation		1,150,554							1,150,554
Non tax-exempt donation		334,736							334,736
Other donation		68,350			239,973				308,323
		1,553,640			239,973				1,793,613
Government Grants									
Grant from NCSS	**20**								
Tote Board Social Service Fund	**20**			313,924					313,924
Crest Youth	**20**						248,280		248,280
Other government grant	**20**	101,901							101,901
		101,901		313,924			248,280		664,105
Miscellaneous income									
Programme fees		1,530	140,180			240,000			381,710
Other activities / services								137,669	137,669
Other income		43,603							43,603
		45,133	140,180			240,000		137,669	562,982
Total income resources		1,700,674	140,180	313,924	239,973	240,000	248,280	137,669	3,020,700

STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

PROJECTS	Unrestricted		Restricted					TOTAL 2025
	General	Other Charitable Activities	TSP	X-Cite	VC	Crest Youth	Mentoring	
	$	$	$	$	$	$	$	$
EXPENDITURE								
Employee benefit								
Salaries & allowances	1,268,564	817,572	240,100		150,694	215,650	104,647	2,797,227
Bonus	84,893	63,151	18,066		12,629	17,971	7,161	203,871
CPF contributions	192,194	144,022	44,019		28,261	40,287	19,316	468,099
	1,545,651	1,024,745	302,185		191,584	273,908	131,124	3,469,197
Other Operating Expenditure								
Cost of programme delivery								
General programme costs	8,295	45,309	33,503		10,077	8,239	5,186	110,609
Education, outreach activities & projects	7,981	275			200		1,652	10,108
Fundraising & Corporate Communications								
Fundraising expenses	46,186		20					46,206
General, PR, volunteer related expenses	14,954				5,102	3,757	666	24,479
Staff training & other benefits								
Staff welfare & benefits	73,158	250			2,432	1,771		77,611
Training and development	72,100				5,195	249		77,544
Centre operational cost								
Centre rental, utilities & operations	36,177					8		36,185
Centre maintenance	117,659				968	1,309		119,936
Depreciation	12,071							12,071
Professional services fee	51,386							51,386
	439,967	45,834	33,523		23,974	15,333	7,504	566,135
Total expenditures	1,985,618	1,070,579	335,708		215,558	289,241	138,628	4,035,332
Surplus/(deficit) for the year	(284,944)	(930,399)	(21,784)	239,973	24,442	(40,961)	(959)	(1,014,632)

RESERVE POSITION AND POLICY

The Society's reserve position for financial year ended 30 April 2026 is as follows:

		2026	2025	Increase/(Decrease)
		S$'000	S$'000	%
A	Unrestricted Funds			
	Accumulated general funds	4,665	6,133	-23.93%
B	Restricted or Designated Funds			
	(TSP) The Scaffold Programme Fund	-	(22)	100.00%
	Volunteer Centre (VC)	(61)	(10)	515.92%
	X-Cite	-	(49)	-100.00%
	Crest Youth	44	(41)	-206.54%
	Mentoring	-	(1)	-100.00%
	OHDS	26	-	100.00%
	NYF	6	-	100.00%
	President's Challenge	(259)	-	100.00%
	The Infocomm Media Development Authority (IMDA)	(38)	-	100.00%
C	Endowment Fund	N/A	N/A	N/A
D	Total Funds	4,384	6,011	-27.06%
E	Total Annual Operating Expenditure	4,229	4,035	4.81%
F	Ratio of Funds to Annual Operating Expenditure(D/E)	1.04	1.49	-30.41%

To reassert the practice of placing the Society's reserves in only low-risk and conservative financial instruments until such time when reserves amass an amount equivalent to three-years expenses level where upon other investment options may be considered.

Reference:
C. An endowment fund consists of assets, funds or properties, which are held in perpetuity, which produce annual income flow for a foundation to spend as grants.
D. Total Funds include unrestricted, restricted / designated and endowment funds.
E. Total Annual Operating Expenditure includes expenses related to expenditure on manpower, property, plant and equipment and other operating expenditure expenses.

Major Financial Transactions

During FY2025/26, CARE Singapore did not undertake any property purchases or investments outside its ordinary course of operations. The main significant transactions comprised:

- Receipt of $445,191 and $112,000 from the National Council of Social Service (NCSS) to run The Scaffold Programme in schools and to strengthen organisational capabilities.
- Allocation of $524,685 under the CREST-Youth initiative to strengthen community-based mental health services.
- Funding of $228,403 under SG Cares Volunteer Centre, to build volunteer capacity and foster community partnerships to meet community needs within the larger Pasir Ris area.
- Programme delivery costs of approximately $3.5 million to sustain youth and family interventions

These transactions were approved by the Board in accordance with governance policies and recorded in the audited financial statements.

Purpose of Assets Held

CARE Singapore's assets are primarily held to support ongoing programmes and ensure sustainability of services. The Board has long adopted a low-risk and conservative stance on reserves as a safeguard against funding volatility. As at 30 April 2026, unrestricted funds stood at **$4.66** million, representing a 1.04 ratio of funds to annual expenditure, which is aligned with this policy.

Restricted funds are designated for specific programmes (e.g. Scaffold Programme, X-Cite, Volunteer Centre, CREST-Youth, and Mentoring). These funds are applied strictly for their intended purposes and are monitored by programme leads with Board oversight.

GOVERNANCE EVALUATION CHECKLIST (Tier 2) for FY2025/26

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	"Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge."	1.4	Yes		2
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	"Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fundraising, Appointment/ Nomination, Human Resource, and Investment."	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
10	"Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer."	2.6	Yes		2
11	"Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board."	2.7	Yes		2
12	"Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making."	2.8	Yes		2

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.	Score
13	"The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report."	"2.9a 2.9b 2.9c"	Partial Compliance	In the process of Board renewal and expect to be fully compliant by next reporting cycle.	1
14	"For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b."	2.9d	Yes		2
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	"Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting."	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
Principle 4: The charity is well-managed and plans for the future.					
21	"Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on)."	4.1a	Yes		2
22	"Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval."	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.	Score
25	"Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection."	4.4	Yes		2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	"The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance."	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding $100,000, in incremental bands of $100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than $100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds $50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of $100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than $50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	"Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable."	5.6a	Yes		2
34	"Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument."	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2

Total Score	**75**
Percentage	**99%**

(Total Score/Full Marks of 76) x 100%

Impact stories

Youth



YOUTH SPOTLIGHT

NANTHESH

Nanthesh's first contact with CARE Singapore came in Secondary 1, through a CARE lesson at St Gabriel's Secondary School (SGSS) — right around the shift from primary to secondary school, a change he remembers as disorienting in itself.

From there, his involvement grew steadily: CARE camps, the mentoring programme, helping out in the common space, and eventually stepping up as emcee for his own graduation before returning to help run the junior graduation the following year. Asked which memory stands out most, Nanthesh can't narrow it to one — there were too many conversations and activities that shaped him along the way. What he does remember clearly are the people: Mr Daniel in Secondary 1 and 2, Ms Rin in Secondary 3, and Mr Eugene in Secondary 4 — mentors he grew closest to, who "listened and tahan-ed" his jokes and nonsense, and showed up whenever he needed help.

What CARE gave him, more than any single turning point, was a set of tools he still uses today — like taking a minute of silence before major events or exams to settle an overthinking or anxious mind. It's a habit that stuck.

Now in his final year studying Aerospace Technology at ITE, and interning at SAESL, Nanthesh credits his time with CARE for a shift in maturity — a sharper awareness that words and actions can hurt people if you're not careful, and a stronger pull toward being humble, caring, and giving others a chance.

His message to any young person weighing whether CARE's programmes are worth their time:

"Trust the process, trust yourself, and with time, patience, and hard work, you can work through your problems."

And to the staff and mentors who guided him: a simple, heartfelt thank you — for their time, advice, knowledge, and care.

OUR PROGRAMMES AND SERVICES

CARE Singapore provides a comprehensive list of services targeting different areas of youth empowerment, community outreach and mental health support.

Our programmes and services are organised under three key facets: **Children & Youth, Young Adults,** and **Families & Caregivers**.

Whether we are reaching youth at-risk through schools, promoting family bonding and building healthy relationships or spreading awareness on mental health, we are dedicated to building a better world for the future generation.

In FY2025/26, CARE Singapore directly supported over 4,000 youths and families through school-based, community, and family programmes.

Children and Youth

School-Based Social Work

CARE Singapore offers a year-long, comprehensive life-skills programme tailored for both Primary and Secondary school students. Rooted in the principles of **positive youth development**, our approach is **preventive, holistic, supportive, and motivational**, equipping young people with the social-emotional tools they need to thrive.

These **research-based, field-tested, and cost-effective** programmes have made a measurable difference, positively impacting over 30,000 lives since 1997.

With programmes like **The Scaffold Programme (TSP), StarKidz!, GirlPower!, Mentoring, and YOUthrive!**, we empower students with essential life skills, emotional support, and positive adult guidance – helping them build resilience, strengthen relationships, and thrive both in and out of school.

Every week, our **dedicated team of professional Youth Workers and Counsellors** are on the ground, working directly with students to build trust and create safe spaces for growth. Through strong rapport and authentic relationships, students feel supported and are empowered to seek guidance when navigating personal, social, or academic challenges.

Highlights from the School Year

Crocodile Farm Learning Journey: Getting Hands-On with Wildlife

30 July 2025 • Long Kuan Hung Crocodile Farm • 15 students (Sec 1)

Students from our PRS programme traded classroom desks for rearing pens and hatcheries on a guided tour of Singapore's only crocodile farm. Beyond learning about crocodile biology, ecosystems, and conservation, the trip gave staff a valuable early opportunity to build rapport with the cohort of Secondary One students.



The rarest moment of the day: the chance to hold a baby crocodile fresh from hatching. Students moved through feeding demonstrations, fun facts, and a look at how every part of a farmed crocodile is put to use, staying engaged and curious throughout the visit.

Learning for Life: Planning with Purpose at Morning Star

2 September 2025 • Morning Star Community Services • 12 students (LEADS 2025)

As part of their school's Learning for Life Programme, 12 students took on the challenge of planning and proposing a meaningful activity session for children at Morning Star Community Services — moving their planning skills from the classroom into a real community setting.

Beyond the practical experience of designing a proposal from start to finish, the initiative nurtured empathy, leadership, and a spirit of service, as students learned to tailor games and activities for a younger audience and watched their ideas come to life.



A Day in Singapore's Courts: Bringing the Law to Life

17 September 2025 • Supreme Court • 12 students (Sec 3)

Twelve Secondary Three students with an interest in law spent a day exploring the Singapore Courts, tracing the country's judicial history through the Judicial Heritage Gallery before an interactive, multimedia walk-through of how justice is administered. A highlight for many was the Viewing Gallery, where students had a rare chance to observe an actual court hearing in session.

The visit closed with a Q&A session with practising lawyers, giving students direct insight into the legal profession and a clearer sense of the pathways open to them should they choose to pursue law after school.

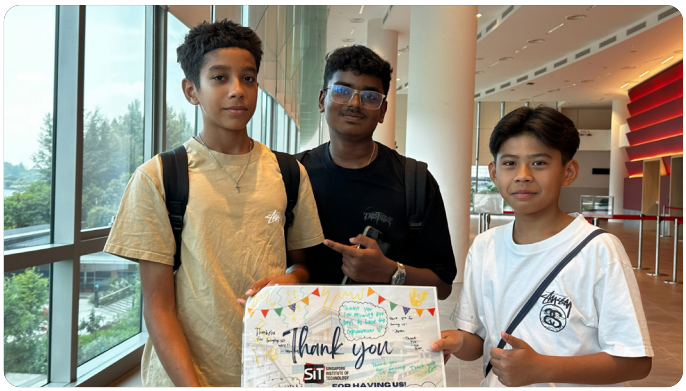


Mentor-Mentee Engagement: A Glimpse of University Life at SIT

27 September 2025 • Singapore Institute of Technology • 15 students, 7 mentors

Fifteen mentoring students and seven mentors spent a day exploring the Singapore Institute of Technology, giving Secondary 1 to 3 students their first real look at life beyond secondary school. Building on an earlier session on timeline and goal-setting, the visit paired campus exploration with informal mentor-mentee conversations about courses, campus life, and what comes next.

For many students, this was their first time on a university campus, and the day sparked genuine curiosity — and, in quieter reflection moments, real conversations about their own aspirations. Mentors found the setting created space for deeper conversations than usual, with students describing the visit as "eye-opening" and "interesting."



Seeing Differently: A Lifeskills Visit to SAVH

25 October 2025 • Singapore Association of the Visually Handicapped • 15 students

As part of their lifeskills curriculum, 15 mentoring students visited the Singapore Association of the Visually Handicapped to build empathy and awareness around visual impairment. Through guided simulation activities, students experienced firsthand some of the daily challenges faced by people with visual disabilities, prompting moments of genuine realisation and reflection.

Students left the session more aware of their own abilities and better attuned to the experiences of others, with several describing the visit as "eye-opening." The session reinforced CARE's broader lifeskills goals of empathy, inclusivity, and social awareness among mentoring students.





Positive Youth Development Mentoring (PYD)

Through our Positive Youth Development Mentoring (PYD) programme, CARE provides structured training, coordination, and ongoing support for mentors to meaningfully engage and guide youths in various settings.

Our mentors are passionate, committed adults who dedicate their time outside of school hours to walk alongside youths in their journey of growth. Rooted in the belief that it takes a village to raise a child, we work closely with the wider community to ensure mentors are well-supported, creating a nurturing ecosystem that enriches not just the lives of the youths, but also those who mentor them.

As part of this effort, the PYD programme specifically aims to match community volunteers with students identified by their schools as needing additional guidance and support. These mentor-mentee relationships focus on personal growth, goal-setting, and expanding development opportunities. CARE staff play an active role in this process by facilitating training, providing regular supervision, and maintaining ongoing engagement with both mentors and mentees to ensure meaningful and sustainable outcomes.



Young Adults

CREST-Youth

CREST-Youth is CARE Singapore's dedicated mental-health outreach service for youths aged **12 to 25**, and their **parents or caregivers**. Managed in partnership with the **Agency for Integrated Care (AIC)**, we serve primarily in the Pasir Ris, Tampines, and Bedok regions, while extending support to youth across Singapore.

At CREST-Youth, our mission is to support young people and their families by **strengthening mental well-being through early intervention, emotional support, and community partnerships**. We **raise awareness through school talks, outreach events, and small group workshops** that help youths and caregivers recognise early warning signs and learn how to seek help — normalising conversations around emotional well-being and encouraging help-seeking behaviour. For those who need more, we offer layered, personalised support: mood and stress screenings, brief emotional interventions, one-on-one guidance, and group-based sessions such as peer support circles and creative or movement-based activities that build confidence and resilience.

As a community-based service, we also work closely with schools, grassroots organisations, and other partners to coordinate care and ensure each young person gets timely, meaningful support — walking alongside youths and caregivers to offer help before a challenge becomes a crisis.

Since our appointment as a CREST-Youth community partner in 2024, we have engaged and supported **510** youths, reached **4,165** participants through outreach, and supported **72** caregivers.

Family Day 2025: Growing Stronger Together

28 June 2025 • Downtown East, Begonia Terrace • 260 participants

CREST-Y's Family Day brought together 260 youths, parents, and caregivers for a day of connection, learning, and play at Downtown East. Held in partnership with Downtown East, SAMH, Goodnews FSC, AIA, and other community partners, the event created a warm space for families to deepen their understanding of one another while picking up practical tools for emotional and mental wellness.

Wellness booths, hands-on games, and workshops on parenting and youth mental health drew steady crowds throughout the day, while a Mobile Legends: Bang Bang tournament at the central stage gave youths a different kind of common ground to bond over. Guest-of-Honour Mr Sharael Taha, Member of Parliament, joined the celebrations, lending his support to the day's spirit of togetherness.

While the event's target audience skewed towards youths aged 12 to 25, its biggest surprise was how deeply the day resonated with young parents and children, who gravitated towards the interactive booths over the more serious wellness talks — a reminder that connection often begins with play.





CREST-Y in Action

Paint with Dots: Finding Stillness Through Sensory Art

18 & 19 March 2026 • CARE Singapore, CAREFE • 26 participants

Over two sessions in March, CREST-Y invited youths, families, and caregivers to slow down and reconnect with the present moment through Paint with Dots, a sensory-based mindfulness workshop. Guided by CARE's team, participants used cotton buds and paint to create dot-art pieces, anchoring their attention to colour, texture, and rhythm as a gentle way of managing stress.

Among the participants were families who had recently relocated to Singapore from India and Japan, for whom the workshop became an unexpected space of connection and belonging. Every participant chose to share the meaning behind their artwork with the group, reflecting openly on their values, challenges, and hopes — a strong signal of the psychological safety built over the two sessions.

Feedback was consistently positive, with clients rating the workshop 4 out of 5 or higher, and around 70% of the 18 March session's attendees joining a CREST-Y programme for the first time.





Italian Charms Workshop: Weaving Gratitude into Everyday Moments

24 April 2026 • CAREFE • 21 participants

CREST-Y's Italian Charms Workshop invited 21 youths and caregivers to pause, reflect, and give shape to gratitude. Choosing from over 200 charm designs, participants translated reflections on family, friendship, and personal values into bracelets they could carry with them — small, wearable reminders of the people and hopes that matter most.

Beyond the craft itself, the session doubled as a quiet safeguard: every participant was screened for mental wellness, with one-to-one follow-up and suicide risk assessment offered wherever needed. Several clients later approached the CARE4Uth team to share how meaningful the monthly sessions have become, with one participant reflecting on how the workshops have brightened her outlook on life.

The workshop also strengthened bonds beyond the individual, with families and friends bonding over shared reflections and creative choices — reinforcing the role these sessions play in building each participant's wider support network.





Impact stories

Families



A PERSONAL REFLECTION

WALKING BESIDE ME

A Reflection on Grief, Compassion and the People Who Made Healing Possible

Healing was not something Wei-Shen gave me. She gave me something even more valuable—the confidence that I could heal, one small step at a time.

In late 2023, my wife passed away after a long battle with cancer. About the same time, my younger son's health challenges took a turn for the worse.

Like many people who experience profound loss, I discovered that grief is not simply an emotion. It changes how you think, how you see the world and, sometimes, even who you are. Life continues around you, yet it feels as though your own world has quietly stopped.

People often ask whether time heals grief. My experience is that time, by itself, does very little. Healing comes through people. For me, one of those people was Wei-Shen, my counsellor from CARE Singapore.

When I first began counselling, I didn't know what to expect. The most I could imagine was learning how to cope with sadness. Instead, I found something much more valuable—a place where I could simply be myself. There was no judgement. No expectation that I should "move on." No pressure to pretend that I was coping better than I actually was. Week after week, Wei-Shen created a space where I could speak honestly about my wife, my fears, my regrets, my loneliness and the many questions that grief leaves behind. Sometimes I spoke. Sometimes I just cried. Sometimes I struggled to find the words.

Looking back, I have come to appreciate that listening is an extraordinary skill. Many people hear our words. Very few truly listen. Wei-Shen has that rare ability to listen with patience and empathy, never minimising my pain while gently guiding me whenever I lost my way, challenging my beliefs with remarkable gentleness.

Over time, she helped me understand that grief is far more complicated than sadness alone. It can be guilt. It can be anger. It can be anxiety. It can be exhaustion. It can be loneliness in the middle of a crowded room. I learnt how to embrace my emotions and acknowledge my pain without allowing them to completely consume me, and to hold my sorrow with kindness.

Perhaps most importantly, she reminded me that healing happens through small, consistent steps. As grief often steals our ability to do ordinary things, we worked together to restore a sense of stability – creating daily and weekly rhythms, reconnecting with people who care for me, returning to work, and managing the practical responsibilities of everyday life. She stood with me through the storm of my son's health challenges and helped me understand that healing has never meant forgetting, but learning to carry both love and loss together.

What has touched me most throughout this journey is that Wei-Shen's care did not begin and end with our scheduled appointments. There were difficult moments when the silence at home felt overwhelming. Time and again, she responded with kindness, wisdom and reassurance. Sometimes she gently reminded me of a coping strategy we had discussed. Sometimes she helped me see a situation differently. Sometimes she simply reminded me that I was not alone. Looking back, I realise how extraordinary that level of care was, a reflection of her compassion and generosity as a human being. She never made me feel like just another client. She made me feel like another human being whose pain mattered.

As I reflect on my journey, I have come to appreciate that people like Wei-Shen do not work in isolation. Behind every exceptional counsellor is an organisation that believes in compassionate care. In my case, that organisation is CARE Singapore. It requires a culture that places people before processes and relationships before transactions. It is this culture that allows counsellors like Wei-Shen to give their clients not only professional knowledge, but the time, presence and compassion that healing so often requires. Organisations are often recognised for the programmes they run or the services they provide. Yet their greatest contribution may be something less visible. It is easy to measure in hours invested, it is much harder to measure the quiet moments when a life begins to change.

Today, when I look back, I realise that my grief has not disappeared. I do not expect it ever will. What has changed is that I now have the understanding, the resilience and the confidence to carry it with me as I embrace life once more.

No one can erase your grief. But the right counsellor can walk beside you with such patience, wisdom and compassion that, one day, you realise you are able to keep walking on your own. For that, I will always be deeply grateful to Wei-Shen and CARE Singapore.

~ Tan Ker Kuan



Families & Caregivers

Counselling

CARE Singapore offers **one-on-one counselling, casework management**, and **group interventions** to support the **emotional and psychological well-being** of children, youths, and families. Adopting a systemic approach, our counsellors work closely with parents, educators, and community partners to strengthen support networks.

Beyond school referrals, services are also open to the wider community, addressing emotional, relational, and marital challenges. In 2025, our team engaged 131 families through events and in-person counselling, and conducted 60 home visits for family intervention — figures that reflect both the rising demand for mental health support and our continued commitment to journeying alongside those in need.

In May 2025, CARE partnered with the Pasir Ris Community Centre to deliver a **Restorative Parenting workshop** at its annual Family Camp. The workshop provided parents with practical strategies for strengthening relationships with their children and navigating difficult conversations with care and empathy.



Through honest dialogue and personal reflection, participants shared the challenges they face in parenting and explored restorative approaches to addressing conflict.

Many parents expressed that the session had transformed their mindset, equipping them to respond to setbacks and mistakes in ways that foster deeper understanding, trust, and connection within their families.

Hear4U

Hear4U is an online emotional support service by CARE Singapore, created to provide Singaporeans with a safe and accessible space to share their concerns and seek guidance on mental and emotional well-being. Grounded in the principles of Psychological First Aid, Hear4U offers a compassionate listening ear and timely support for those navigating emotional struggles.

The service is available **Monday to Friday, from 10am to 5pm**, and can be accessed via **WhatsApp message at 6978 2728**. Support is offered in **English and Singapore's official languages**, ensuring inclusivity for all users.

Since its inception in 2020, **Hear4U has supported 701 individuals**, including **125 users in 2025 alone** – a testament to the growing need for empathetic, immediate, and confidential support in our community.

Training for Parents and Teachers

CARE Singapore equips parents, teachers, youth workers, and practitioners through tailored workshops, group training, and consultancy services. Our programmes, including Parenting Power! and Family Matters @ Schools!, strengthen caregivers' confidence and capacity to support youths.

Grounded in a **systemic model of psychoeducation and strengths-based approach**, our training fosters stronger family and school relationships, providing practical strategies to help adults navigate the evolving needs of youths in their key developmental years.

Impact stories

Volunteer



VOLUNTEER SPOTLIGHT

ZAHARA

Zahara has been volunteering with CARE Singapore since February 2025, when a search for opportunities in her own neighbourhood of Pasir Ris led her to Homework Cafe. Now a fourth-year Business Management student at SMU, she has grown from volunteer to Volunteer Leader — facilitating and supervising sessions, and guiding feedback discussions after each one.

Her reasons for volunteering are personal. As the youngest of nine children, Zahara grew up supported and tutored by her older siblings — an experience she now wants to pay forward to other youths. What keeps her coming back to CARE Singapore, she says, is how the organisation's approach goes beyond academic help alone, building youths' confidence through a mix of learning, connection, and fun — and the genuine effort staff put into introducing volunteers to new opportunities. Though she has volunteered elsewhere, CARE Singapore is the one she keeps returning to, drawn by the chance to make a sustained, meaningful impact across different community groups rather than one-off engagements.

Over the past year, Zahara's volunteering has taken her from Homework Cafe sessions to STEM workshops, from befriending seniors at Gardens by the Bay and Mandai Rainforest Wild Adventure to teaching conversational Malay. One trip to Mandai stands out: a group of seniors spent the day cracking jokes and mimicking monkey calls, with one senior, Siti, reliably the first to spot the animals everyone else missed. Another memory that stayed with her: four brothers who were quiet and standoffish when she first met them, slowly opening up over a shared STEM workshop and bus ride, talking and laughing the whole way.

For Zahara, volunteering has reshaped how she sees the people she works with. "You don't interact with them as beneficiaries; you interact with them as friends and companions," she reflects — a shift from viewing community members as passive recipients to seeing them as active co-creators. That perspective has followed her beyond CARE Singapore, shaping her interest in participatory, community-led approaches in her studies and current internship.

What makes it all worthwhile, she says, is small moments of recognition — a participant calling out "Hi Cikgu!" across different programmes, or a senior turning to her mid-trip to say, in halting English, "Wah, today very fun." For Zahara, that's enough: proof that even brief encounters can leave a lasting mark.

COMMUNITY ENGAGEMENT

At CARE Singapore, community engagement means fostering trust, connection, and shared purpose across both physical and digital spaces. As the SG Cares Volunteer Centre @ Pasir Ris, we actively build community capacity by mobilising and supporting volunteers, deepening partnerships with local organisations, and responding to needs on the ground.

That same commitment to meeting our community where they are led us into a space many young people now call home: online. This year, we launched Game On, to support young people in navigating the online world safely.

Building on these initiatives, we invest dedicated effort into values-driven storytelling across our social platforms. This ongoing commitment expands our reach, elevates community voices, and inspires stakeholders to actively care, connect, and contribute to our mission.

SG Cares Volunteer Centre at Pasir Ris

Since 2022, CARE Singapore has been appointed as the SG Cares Volunteer Centre (VC) for Pasir Ris, playing a key role in building volunteer capacity, strengthening volunteer management capabilities, and fostering meaningful partnerships across the community.

In FY2025/26, the SG Cares VC @ Pasir Ris has reached **9,133 service users** – a testament to the collective effort of our **2,101 volunteers** and **70 community partnerships**. These figures reflect the growing momentum behind our mission to build a stronger, more caring, and connected Pasir Ris through ground-up volunteerism and meaningful collaboration. Two events over the past year capture what that collaboration looks like on the ground.

On 17 March 2026, SG Cares Volunteer Centre @ Pasir Ris held the fourth edition of its **Charity Buka Puasa**, bringing together senior volunteers from NTUC Health Active Ageing Centre (Care) Pasir Ris Central, nursing home residents, and differently-abled persons from AWWA Home and Day Activity Centre for an evening of shared iftar. The gathering created a warm space for people of different faiths, ages, and backgrounds to connect, and the Centre was honoured to welcome Senior Minister of State Desmond Tan, Grassroots Adviser to Pasir Ris Central GROs, alongside Ms Valerie Lee, Adviser to Changi GROs. Through the simple act of sharing a meal, participants experienced a spirit of unity, strengthened interfaith understanding, and celebrated the joy of giving as a community.





On 15 December 2025, volunteers from Meta brought festive spirit to 50 seniors from NTUC Health Active Ageing Centre (Care) Pasir Ris Central with a **Christmas Party** built around learning and connection. Activities included an Instagram Masterclass, an AI Workshop, and a Coaster Colouring session — giving seniors the chance to pick up new digital skills, express their creativity, and enjoy meaningful time with volunteers in a festive setting.

Together, the two events reflect the range of what VC's partnerships make possible — from interfaith connection across generations and abilities, to seniors picking up new digital skills alongside corporate volunteers — each one a small but tangible expression of a more caring and connected Pasir Ris.





Game On

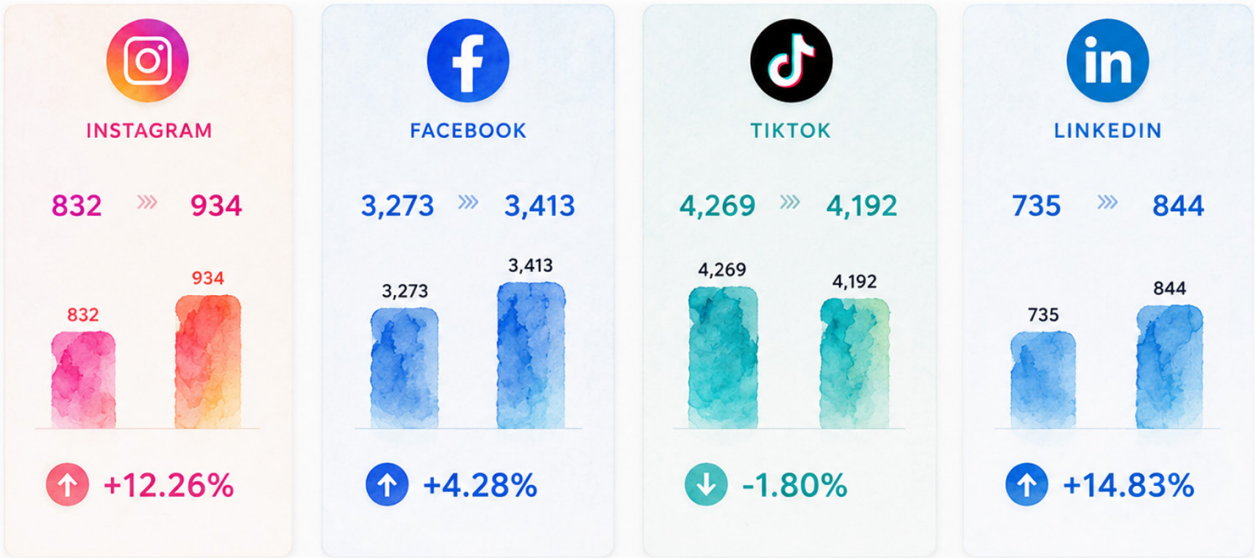
Funded by **IMDA's Digital for Life** movement and aligned with **MOE's Cyber Wellness Framework**, Game On launched in January 2026 to help children and youths build healthy, responsible gaming habits. Through interactive talks and seminars, we help young people understand the impact of their gaming behaviours, recognise online harms, and build strategies to game responsibly and foster positive relationships both online and offline — extending our presence into the digital spaces where they live, breathe, and socialise.

The programme is built around four key focus areas: helping youth understand how gaming affects their mental health and daily routines **(Healthy Habits)**; recognising cyber risks and digital harms **(Online Safety)**; using gaming as a springboard for real-world conversations and stronger bonds with parents and peers **(Offline Connection)**; and partnering with schools, parents, and volunteers through workshops and interactive sessions **(Community Engagement)**.

Since its launch in **January 2026**, Game On has reached **7 schools and organisations**, engaging **1,218 students**, with **82.7% reporting satisfaction** with the programme.

Extending Our Reach Online

In the past year, we continued to strengthen our digital presence, using our social media platforms to amplify community voices, celebrate golden moments, and raise awareness on youth and mental health issues. This intentional approach has led to continued growth across most of our platforms, with LinkedIn and Instagram seeing particularly strong gains, reflecting deepening engagement and resonance with our mission. TikTok saw a slight dip this year, which we're taking as a cue to revisit our content approach on the platform going into the new year.



As we move forward, we remain committed to leveraging our online platforms not only to inform, but to engage, inspire and build a stronger, more compassionate community.

Impact stories

Staff



STAFF SPOTLIGHT

JAMIE

Jamie's path to CARE Singapore started somewhere unexpected — a Nitec in Community Care and Social Services at ITE College East, with a focus on physiotherapy and occupational therapy. It was there that she discovered a stronger pull toward community work than clinical care, leading to the WSDip in Community Engagement and Development, and eventually, a placement at CARE Singapore. Having always associated social service work with supporting the elderly or persons with disabilities, Jamie was drawn to the chance to explore youth empowerment instead — a different corner of the sector entirely.

The first few weeks were eye-opening: nerve-wracking early interactions with youths from Damai Secondary School gave way to confidence, and Jamie was struck by just how many roles it takes to support young people well, from counsellors to volunteer managers. Balancing coursework with the demands of the placement wasn't easy either, particularly around exams and deadlines, but she gradually built the time-management skills to make both work.

A turning point came through her Team Lead Jastin, who became both supervisor and mentor — pushing Jamie out of her comfort zone and modelling what it means to support youths with empathy and patience. By the six-month mark, she had grown from unsure and inexperienced into someone trusted to handle tasks independently. Working directly with youths reshaped how Jamie sees the world. Coming from a stable, supportive family, she hadn't fully grasped how many young people navigate financial hardship, family conflict, or separated parents until working alongside them — an experience that deepened her resolve to build a career around supporting youths.

Rotating through the Mentoring and School Teams, and later Partnerships, helped Jamie discover where that passion fit best: working with stakeholders, volunteers, and partners, which pointed the way to Partnership & Engagement as a long-term path.

Looking back, Jamie describes a transformation that goes well beyond skills. Having expected the WSDip placement to feel like "another internship," she instead felt valued, trusted, and genuinely part of the organisation — growing from someone who once would have refused to speak in front of a room of volunteers into someone who now genuinely enjoys presenting and building connections with others.

Jamie's advice to any ITE student considering the same path: it isn't always easy, balancing work and study takes real commitment, but the payoff — in confidence, skills, and clarity about the career you want — is worth it.

INTERNAL LEARNING AND DEVELOPMENT

At CARE Singapore, we believe that lasting impact begins from within — by equipping and empowering our people to better serve the youth and families who depend on us. In FY2025, the Learning & Development (L&D) Team continued to translate this belief into practice, treating investment in staff capability not as a cost centre, but as a direct driver of programme quality and beneficiary outcomes.

This year, L&D delivered three flagship initiatives — CARE Team Building, a Learning Journey to AWWA, and Learning Fest 2025 — reaching all CARE staff, including a single cross-departmental event that engaged 43 participants. Anchored in a 70-20-10 development model, these initiatives translated staff learning into measurable organisational gains: stronger collaboration and psychological safety across our hybrid workforce, best practices benchmarked from a multi-award-winning social service agency, and deeper peer-to-peer knowledge transfer across teams.

This work builds on the Individual Development Plan (IDP) initiative launched on Culture Amp in 2024, which remains a strong foundation for ongoing dialogue between staff and reporting officers, and continues to support our long-term target of reducing staff attrition from 15% to 10% in FY2025 and beyond. Every dollar invested in staff learning returns value where it matters most — in frontline staff equipped with sharper judgement, resilience, and collaborative skills, and ultimately, in the quality of care extended to the youth and families that CARE exists to serve.

CARE Team Building 2025: Turning Leadership Into Action

2 MAY 2025 • COMMON GROUND • ALL CARE STAFF

This year's team building event moved away from lectures and into an experiential leadership workshop, designed to translate abstract management concepts into practical, hands-on behaviours. We began with the Roller Coaster Activity, a hands-on exercise that put teams' communication, decision-making, and problem-solving to the test in real time. Working in small groups, staff built model roller coasters against the clock, with the process itself proving as instructive as the outcome.

The day opened with the introduction of a new Assistant Director, moved through icebreakers and the main build, and closed with a quieter "Self-Affirmation: Recognising My Value" exercise, where staff reflected individually before sharing with their group.

Beyond the fun of the build, the event gave staff a shared, low-pressure space to rebuild trust and rapport, ahead of the more difficult conversations and casework that our roles often demand.





Benchmarking Best Practice: A Learning Journey to AWWA

21 MAY 2025 • AWWA • L&D AND SENIOR STAFF

A small delegation from CARE's leadership and L&D team visited AWWA to learn how one of Singapore's larger social service agencies builds and sustains a culture of continuous learning.

The visit centred on AWWA's structured L&D ecosystem, including its internal AWWAcademy, and surfaced practical ideas CARE could adapt at a smaller scale — from peer-learning networks to more intentional use of digital learning tools.

The exchange reinforced a broader shift already underway within CARE: moving from a learning organisation, where staff mainly receive training, to a teaching community, where staff also create and share knowledge with one another.

Learning Fest 2025: Together We Grow

19 SEPTEMBER 2025 • CAREFE, BOARDROOM & COUNSELLING ROOMS • 43 STAFF

Under the theme "Together We Grow: Learn, Connect, Share!", Learning Fest 2025 brought together 43 staff for a half-day of cross-departmental learning that deliberately avoided the classroom format. The day opened with a keynote from guest speaker Pastor Andrew Khoo, founder and senior advisor at New Hope Community Services, followed by an icebreaker and a rotation through three themed learning booths covering leadership, physical and mental wellness, and PRS mental wellness resources.

Two reflection walls — "What I learned today" and "A new idea I am taking back to my team" — turned individual takeaways into something the whole organisation could see and build on, echoing the day's underlying goal: helping staff move from being learners to becoming teachers of their own knowledge.

Staff rated the day highly, with 92% reporting a favourable overall experience, and strong scores for logistics (92%) and social learning and connections (85%). The clearest lesson for the next edition was pacing — with several booths running over time — prompting plans for firmer time cues and a short "reset" break between rotations for future sessions.







Events & Fundraising

List of Fundraising Events in FY2025/26

Eyesight collaboration

8 May 2025

This collaboration allowed a student who could not afford the cost of spectacles to receive a pair.

PGIM (Singapore) Pte. Ltd.

13 May 2025

Our students were invited to join in on a pickleball training session as part of PGIM's Family Day.

Soccer Academy

13, 20, 27 June 2025

Astros Soccer Academy, supported by Jujie's Happy Kitchen, was extended to Muhammadiyah Welfare Home.

SWIFT Grooming Workshop

14 July 2025

Products worth **$4,000** were sponsored for students.





Singapore Anti-Narcotics Association (SANA) Workshops

7, 12, 19, 21, 26 August 2025

Sessions on drug use and vaping-related topics were conducted for NSS students in collaboration with SANA.

Supreme Court Tour

17 September 2025

An after-school engagement programme for BDMS students interested in pursuing a career in law, sponsored by Withers LLP, and coordinated by practising lawyers, Gabriel Li and Clifton Teo.

Singapore Anti-Narcotics Association (SANA) Workshop

19 September 2025

A session was conducted for NSS girls, focusing on personal boundaries and healthy relationships.

NYC SoundWave Workshop

1 November 2025

A SoundWave workshop was conducted for youths representing Singapore in SSEAYP, to help them better understand their communication styles and enhance their communication skills.

Soccer Academy

11, 25 November 2025 & 4, 17 December 2025

Astros Soccer Academy, supported by Jujie's Happy Kitchen, conducted sessions for our BGSS and SGSS students.

Nation's Cup

18, 19 November 2025

The Nation's Cup and fundraising dinner was organised by Jujie's Happy Kitchen, at the Singapore Island Country Club. A total of **$58,550** was raised through the event.





Junior Entrepreneurship Programme

26 November 2025

One of Admiralty Primary School's signature programmes, designed in line with the national SkillsFuture movement, which aims to help Admirals take ownership of their learning journey and develop a love for lifelong learning. **$401** was raised through the programme.

Wrap for a Cause (Medtronic)

5, 12 December 2025

In collaboration with Medtronic, staff were deployed to support Wrap for a Cause.

Wrap for a Cause

1 December 2025

In partnership with MAP Active to raise awareness and funds for CARE. The initiative engaged more than 250 volunteers and raised a total of **$3,879.05** through gift-wrapping services.





The fundraising efficiency ratio for the year was 7.3%, calculated as total fundraising expenses divided by total funds raised. Hence, the Charity has complied with the 30/70 fund-raising rule.

ITCD Charity Event

23 December 2025

An initiative by the Land Transport Authority (LTA) that raised a total of **$1,551** of donations through staff contributions.

Corteva Agriscience

25 December 2025

Supporting CARE Singapore's "GirlPower!" Initiative through encouragement and practical learning support. 160 girls across CARE's partner schools received school packs at the start of the new school term, worth a total of **$4,484.09.**



Samba Streetz

8 March 2026

Samba Masala's signature busking event. A total of **$2,262.35** was raised on behalf of CARE in support of our work.





Jadey's Run Club

25 March 2026

As part of Jadey's Run Club's mental wellness initiative, CARE was shortlisted to receive donations from THORB Singapore for every Jadey's Run Club design tee sold, and from Aura Shades for every purchase made using the Jadey promo code. A total of **$166.96** was raised.

NUS Rag & Flag

31 March 2026

National University of Singapore Students' Union (NUSSU) channelled **$3,578.24** raised through their annual NUSSU RAG & Flag to support CARE's general fund in delivering programmes and services.

LOOKING INTO THE FUTURE

THE YEAR AHEAD (FY2026/27)

FUTURE PLANS & COMMITMENTS

As CARE Singapore approaches its 30th anniversary in 2027, our focus for the upcoming financial year is on operational stability, targeted service expansion, and managing shifts in our funding landscape. The realities our youths face continue to evolve, and our plans for FY 2026/27 will reflect a practical approach to addressing these needs while maintaining strong financial discipline.

Strategic Direction and Programme Updates

Five-Year Strategic Review

The Board and management will initiate a strategic review to map out CARE Singapore's direction for 2027–2032, ensuring our services remain relevant and effective.

Extending Support for Older Youths

We are expanding our casework and engagement services to youths aged 17 and above. This ensures continuity of care as they transition out of secondary school and enter tertiary education or the workforce. We will continue to explore how we can better support youths going through transitional periods and serve young adults with targeted programmes like "Live to Lift", which is being piloted as part of NCSS's SG60 Towards Sustainability Fund.

The Scaffold Programme Funding Transition

Government funding for The Scaffold Programme is expected to cease in December 2026. The team is currently in discussions with NCSS and programme partner SHINE regarding a potential review of the scheme. Concurrently, we are sourcing alternative funding to ensure support for these youths is not disrupted.

Shaw Towers Caregiver Hub

This new facility addresses a specific service gap for caregivers and CARE Singapore will focus on young caregivers. We are currently planning programmes and services tailored to them, in partnership with student volunteers from Institutes of Higher Learning (IHLs). The hub is an NCSS-funded collaboration between CARE Singapore, MontfortCare, and Brahm Centre to support caregivers of all ages.

Leadership Renewal

In line with the Code of Governance for Charities and IPCs, we are carrying out a planned succession process across the Board and executive leadership team to ensure strong governance and institutional continuity.

Financial Outlook and Fundraising Plans

Grant Acquisition and AIC Funding

Following the strategic pivot toward grant acquisition outlined to the Board previously, we have seen tangible progress. We are currently in discussions with the Agency for Integrated Care (AIC) for Community Silver Trust (CST) funding for our new projects at Shaw Towers. If all proposals are accepted, we expect to secure $970,000 in project funding. We aim to leverage these grants to test solutions on the ground, allowing us to collate outcome/impact data that will help attract private funders in the future.

Digital Giving

Online giving has steadied at a post-COVID baseline, bringing in a reliable stream of recurring monthly donations. We will continue to maintain and optimise this channel.

Event-Based Fundraising

We will organise annual fundraisers similar to Nation's Cup, to engage corporate partners and major donors, pairing financial contributions with opportunities for corporate volunteerism.

Regulatory Compliance

CARE Singapore will continue to monitor fundraising expenses closely, ensuring total costs across all public appeals remain well within the 30% statutory limit set under the Charities Regulations.

HELPING YOUTHS SUCCEED

CHILDREN-AT-RISK EMPOWERMENT ASSOCIATION (CARE SINGAPORE)

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