



# CALVARY COMMUNITY CARE



## ANNUAL REPORT 2020



CALVARY COMMUNITY CARE  
CHARITY • COMPASSION • CARE



*Rewriting life stories*

*with our A&S*

**EMERGING STRONGER TOGETHER**



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## We believe in ...

At Calvary Community Care (C3), we believe in empowering those we serve, from the children and youths to the pioneer generation. Founded by Calvary Baptist Church in 2010, we have been on a mission to meet the “invisible” needs in the community.

### VISION

To serve the needy in the community regardless of race, age, gender or religion.

### MISSION

To be a respected charity serving the needy out of love for them relating to them holistically as individuals

### VALUES

# C3

Charity  
Compassion  
Care

### CONNECT WITH US



# CHAIRMAN & EXECUTIVE DIRECTOR'S MESSAGE



  
**William See**  
Board Chairman



  
**Pauline Chin**  
Executive Director

## Dear friends of C3,

2020 was a memorable year for C3 in more ways than one. It was our 10th Anniversary, and at the same time a year that witnessed how Covid-19 changed the world as we knew it.

## Rewriting life stories with our ACTS together

COVID-19 began to rewrite lives in unprecedented ways. There was an urgent call for C3 to respond to the challenges and many volunteers, partners and donors responded with their ACTS of love and care in amazing ways. We witnessed the power that collective care, compassion and collaboration can bring.

## Resilience in our spirits

For a while, many activities came to a standstill at the start of the Circuit Breaker when all our programmes were affected by the pandemic. The resilience and creativity of the staff and volunteers were put to the test and they rose to the challenge, turning difficulties into opportunities:

- Literacy programmes for children and lesson plans were quickly tailored to suit the online mode of delivery. Additionally, instead of our usual small group lessons, we decided to do 1-to-1 teaching for 90% of our students. This led to the best GROW results for our children ever since we started in 2010.
- Online counselling was also rolled out and we managed to see a 166.7% increase in C3 counselling clients over the year.
- Not only were we able to maintain our partnerships with the schools, we even managed to reach out to new partners during the pandemic. This enabled us to increase our youth drop-in centres from 10 in 2018 to 15 in 2020.
- Our attempts at engaging our seniors with regular online programmes were not very successful initially; however, we persisted in looking for suitable ways to maintain our relationship with them. When we realized that many of them only needed a listening ear or simple activities to keep them engaged, our volunteers reached out to them through phone calls and also engaged them with customized puzzles and games in whatsapp chat groups.

We are deeply encouraged by the overwhelming acts of kindness by everyone who gave sacrificially; there were many individuals and corporate donors who walked alongside us in 2020. Remarkably, despite the financial uncertainties, we received more donations in 2020 than we did in each of the previous 5 years.

Because so many of you showed that you cared and stepped up to give and to serve, C3 and our beneficiaries were able to tide over the initial upheavals caused by the pandemic and emerge stronger at the end of 2020. On behalf of our beneficiaries, we thank you for your support and partnership.

2020 also saw changes to our Management Board and staff team. Ps Edwin Lam, Lester Leong and Evelyn Tan stepped down in 2020 and we thank them for their valued contribution to the Board over the past 10 years. We are pleased to welcome on board Lim Tee Wee and Ho Han Kiat who join the Management Board and also Fiona Tan, Peter Lim and Aileen Wang who are in the staff team. We are grateful to all board members and staff for their tireless efforts, excellent teamwork and unwavering commitment to the cause, which has been crucial in overcoming the many challenges in this journey.

We look forward to the continued partnership with all our stakeholders as C3 strives to make a greater impact in the community in the years ahead!

### VALUE 2020

As part of our 10th anniversary celebration, our volunteers, partners, donors and friends of C3 were invited to attend an appreciation lunch. During the event, they got to participate in different workshops, have fun over games, and celebrate CNY together.



Clay Therapy Workshop conducted by our Counsellor



Our senior volunteer interacting with a student volunteer during VALUE's tea blending workshop



Batik painting class to thank our volunteers!



C3 X ASI National Day carepack distribution



Youth Zoom sessions conducted by SIT Project Thailand



Launch of StoryLAB Online

### EMERGING STRONGER TOGETHER

We extend our deepest gratitude to all our partners for journeying alongside C3 in 2020; Potong Pasir Citizen Consultative Committee (PPCCC), Aberdeen Standard Investments (ASI), Bell Flight, China Tai Ping Insurance (S) and Calvary Baptist Church, to name a few.

It is these partnerships that enabled us to collectively meet the pressing needs brought on by the pandemic.

# HIGHLIGHTS

# Emerging Stronger Together...



Blessing Potong Pasir residents together!

C3 Day 2020 was a refreshing departure from the annual fundraising food fair in Calvary Baptist Church (CBC). Instead of serving up food items, 52 volunteers from CBC partnered with C3 to bless more than 100 families in Potong Pasir with carepacks.

The purpose of this collaborative outreach with CBC was to bless the Potong Pasir community with essential items such as face masks, disinfectants and vitamins.

Despite the heightened anxiety about interacting with people outside their households, our volunteers shared that it was a delightful and heartwarming experience to enjoy brief and genuine conversations with people that they had just met.



C3 X BELLFLIGHT : The sky's the limit!

Students from our GEAR UP programme went for an industry visit to Bell Flight's premises.

It was such an interactive experience for them! Additionally, their staff warmly welcomed our youths and took time out to share about their life and career journeys, hoping to inspire the youths as they share similar backgrounds.

They must have succeeded, as many youths responded with countless enthusiastic queries.



Volunteers blessing our seniors at the Dumpling Festival

This year's National Day Celebration was a very different one for C3's seniors. 60 seniors participated in games and celebrations via Zoom.

During the Zoom session, they heard knocks on their doors - it was volunteers from Aberdeen Standard Investments (ASI) delivering carepacks! These carepacks were sponsored and individually packed by ASI employees across their departments.



Happy National Day from C3 & ASI!



Seniors receiving CNY gifts from China Taiping Insurance (S)

*with the ones rewriting stories with us...*



# CHILDREN'S PROGRAMME

## STORY FEATURE

(A testimony from one of our GROW partners)

“ Amy\* aged 6, started out with a poor literacy foundation and reading ability. By the end of the 1 year reading support programme, she achieved the reading level of a Primary 1 student, even surpassing her brother who is a year older than her!

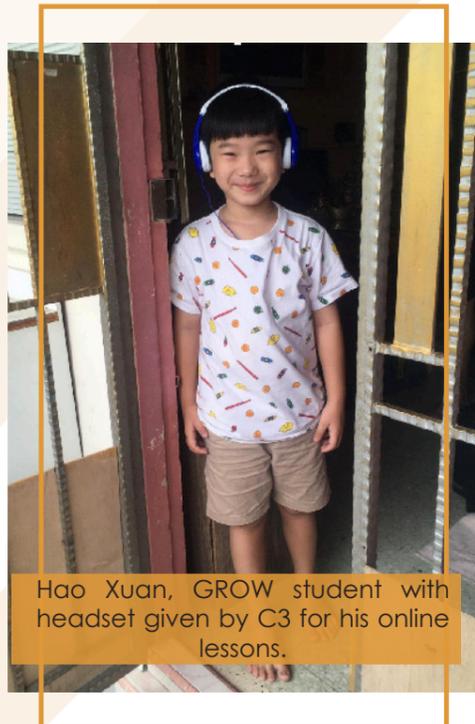
It was truly amazing, and her parents are grateful that she had this opportunity to learn. ”

\*Not her real name

# GROW

**GROW** (Gain Reading Oral and Writing skills) is a weekly structured skills-based programme to help struggling readers aged between 5-8 years old acquire reading skills.

Launched in 2009, we saw the **best progress amongst our students in 10 years** since we started our GROW programme! This would have not have been possible without the dedication of our volunteers who persevered and adapted to the new mode of lessons.



Hao Xuan, GROW student with headset given by C3 for his online lessons.



Painting Narwhals @ Story Fun Holiday Workshop!



In 2020, we had 67 students in the GROW programme across 8 centres. When Circuit Breaker started, we moved our programmes online. Knowing that many of our students did not have the necessary devices such as laptops at home, donors and partners stepped up and gave our students the necessary devices to attend lessons online.

## Story Fun Holiday Workshop

We ran a scaled-down version of the Camp GROW and offered Story Fun Holiday Workshops in place of our annual 3 half day camp.

The 34 participants had a wonderful time listening to the story, doing fun crafts and returning home with their own personalized calendar for 2021!

“

Coming from a transnational family, **Emma\* receives little to no exposure to the English language at home.** She started C3's GROW programme in 2019 and experienced unfamiliarity and difficulty with the language. This caused her to be a reluctant learner, one whom teachers struggled to teach.

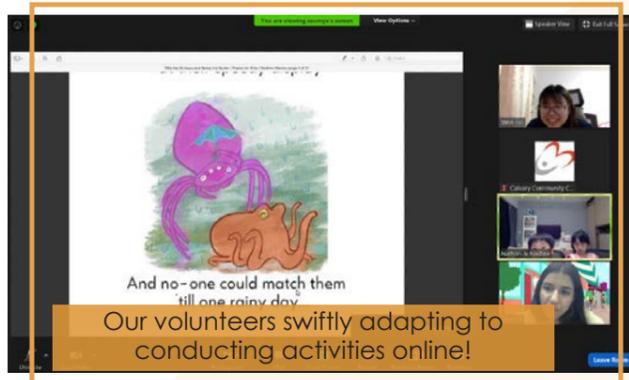
At the start of 2020, Emma could only cope with K2 GROW lessons despite being in P1. We were worried for her when we had to transition the lessons online.

However, **Emma surpassed our expectations; at the end of 2020, she achieved reading proficiency that was close to her grade level.** Moving into 2021, we could finally place Emma on the P2 GROW lessons!

”

\*Not her real name

# Story LAB



## StoryLAB Online



StoryLAB (**L**iteracy **A**wareness **B**uilders) started off with a bang. 30 children came down to Potong Pasir CC on Monday nights to be read to by our dedicated team of volunteers.

In response to the pandemic, we adapted our programme and launched StoryLAB Online in July 2020.

**NEW!**

# iREAD

Research has shown that reading enjoyment is more important for children's educational success than their family's socio-economic status (OECD, 2002).

**However, many of our students are not reading extensively or for pleasure, even though they may be able to read.**

Hence, in 2020, we launched a new reading mentorship programme, iREAD. Twice a week, our volunteers go online and mentor children to read from storybooks and engage them in discussions and story extensions.



This allows the children to enjoy positive experiences as they engage with books, **develop confidence in reading and an interest in books.**

We also sought to expand their life experiences through holiday activities. For Jane\*, she was able to visit the library for the second time in her life and she borrowed 5 books to pour over at her own leisure. Now she often declares, "My favourite hobby is reading !"

\*Not her real name



# YOUTH PROGRAMME

When Covid-19 hit the shores of Singapore, it presented a new set of challenges in engaging youths. At one point, everything went virtual. Following that, we could only engage youths in smaller groups. Though situations were uncertain, we progressed step-by-step alongside our youths.

Many tech-savvy volunteers came onboard to move our physical sessions online. This enabled our youth department, TEAM ACE to swiftly adapt such that we could conduct our interactive games and academic coaching online.

Small group settings initially mandated by safety measures allowed us to have deeper engagement with the youths. As 2020 came to a close, we were relieved to see normalcy returning, and the opportunity to engage with the youths in-person once again.

In 2020 we engaged youths in

**13** school-based centres (MACE)

**2** community-based centres  
(PACE@Potong Pasir and PACE@MARSiling)

# TEAM ACE

## 10 years and beyond

### Beginning

- Launch of C3
- 1<sup>st</sup> Camp ACE
- ACE(R) engaged first 3 schools
  - MACE engaged 1<sup>st</sup> school
  - Partnership with SJI

- ACE(R) engaged 7 schools
- MACE engaged 11 schools
- ACE JR engaged 2 schools
  - Launch of SPARKS
- Launch of WAYS Carnival
- Launch of PACE@MARS

### Moving forward

- MACE to partner 15 schools
- Enroll 9 Community partners
- CBC chaplaincy to Team ACE
  - Outreach@MARS

2010 - 2014

2015 - 2016

2017 - 2019

2020

2021

2022

- Launch of PACE@PPCC
- ACE(R) engaged 6 schools
- MACE engaged 2<sup>nd</sup> school

### Present

- MACE engaged 18 schools
- Enrolled 8 Community partners

- MACE to partner 18 schools
- PACE to grow to 3 Centers
- Enroll 9 Community partners
- Review of Project Calvary
- Concept of ACE Centre

#### Acronyms

- ACE (R)** - ACE Resilience Programme
- MACE** - ACE programme in MOE schools OR MOE based youth drop-in center
- PACE** - ACE programme in People's Association community centers OR community based youth drop-in center
- SPARKS** - Fathering programme for single parent raised kids
- WAYS** - We Are Young Singaporeans Bicentennial youth carnival
- TEAM ACE** - The name of our youth team

# A GLIMPSE INTO YOUTHWORK

(Sharing by Fiona, C3's Youth Programme Executive)

## A RESTLESS YOUTH REFERRED

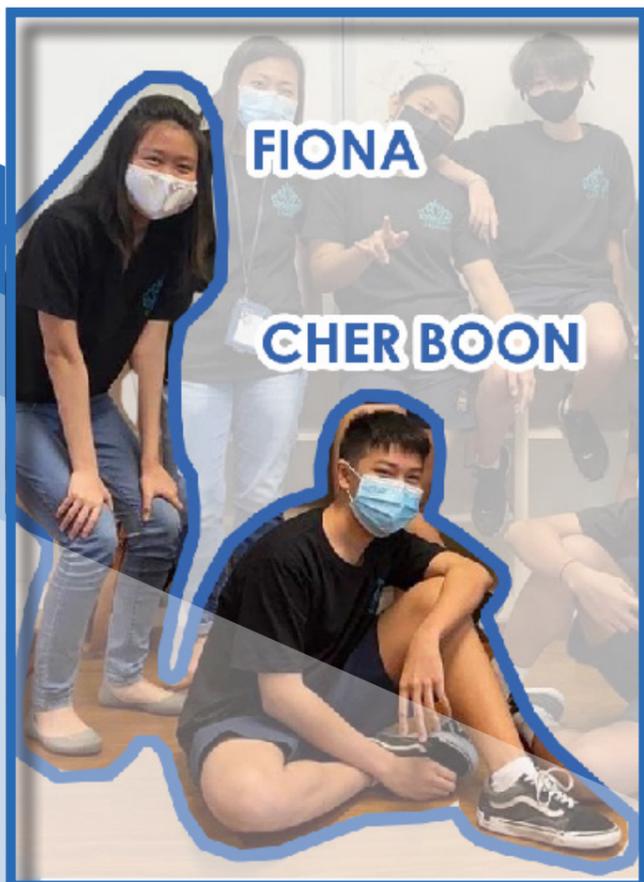
Cher Boon was introduced to my programme this year. On first impression, **he was extremely disengaged, uncooperative and a trouble-maker.** He smoked and often picked fights with others. Cher Boon would tell me he wants to stop, yet I will hear from others that he's been asking them to smoke. Whatever money he has, he spends it without regard despite being under financial assistance.

It did not help that he was also constantly in trouble for using profanities and denying it. The rule was that for every profanity uttered, a student had to do 5 push-ups. Over just one short month, he had done over 200 push-ups.

## THE TURNING POINT

One day he told me "Ms Fiona, today I'm not going to say a single curse word". I was skeptical and asked him, "Are you sure?" He replied, "Yes."

He did not utter a single profanity that day.



## I was so proud of him!

I now encourage the other students to look to Cher Boon as a good example. He has now reached a stage where he would make the effort to refrain from using profanities even when I'm not present to remind him.

## A REAL CHANGE

As the MACE programme continued to empower him to take value in his words, he started to understand what it feels like to be trusted.

## He grew in integrity, working extra hard to ensure he did what he said even if the decision was painful.

Cher Boon has also stopped smoking. He told me that each time he feels tempted to buy a pack of cigarettes, he would save that money instead, proudly waving the \$80 he had saved at me.

Just last month, Cher Boon sat beside me in an interview to become a committee member of his school's MACE centre. Trustworthiness is now his strength.

## THE TRUTH

He is an amazing, absolutely delightful boy.

**Yet he told me he never saw himself that way** because he had very bad experiences in his primary school.

It makes me wonder how many more students have readily allowed their past experiences to define their future, and how hopeless they must feel about themselves. It is my absolute honour to have had the privilege of walking with him through this short but astounding journey. I am greatly motivated to continue doing what I do.

# PACE

## PACE@PPCC



Donor appreciation project: PACE youths lending a helping hand

## PACE@MARS



A new beginning; Project Thailand from Singapore Institute of Technology (SIT) collaborated with our youths to do a repaint of the MARS centre

## RACE



RACE session: Youths receiving academic coaching



Time management workshop and potluck session; Our youth worker introduced different tools and concepts to help our youths better steward their time. Feast time after!



Christmas and End of Year Celebration; Every youth came up with one new year resolution and shared them with everyone.

Our PACE (community drop-in centres) saw a drop in attendance due Covid-19 restrictions, however this paved the way for creative engagements and more in-depth and individualised activities.

## PACE@PPCC

PACE @PPCC saw a significant increase in our youths stepping up to volunteer. During the months from August to January, we saw a total number of 7 students taking the initiative to volunteer for ad-hoc events organised by C3. Every Wednesday night, our PACE@PPCC youths also attend RACE (Reaching Academic & Character Excellence), our volunteer-run academic coaching sessions.

## PACE@MARS

Over in the north, our youths did a centre makeover as a way to celebrate PACE@MARS's first year since the official launch in September 2019!

Despite the pandemic, the latter half of 2020 saw an increasing number of youths being engaged through a series of activities planned towards the end of the year. This was made possible only with strong volunteer support and partnerships.

# MACE

Our youth workers at MACE (school based drop-in centres) took a slightly different approach adapting to the pandemic.

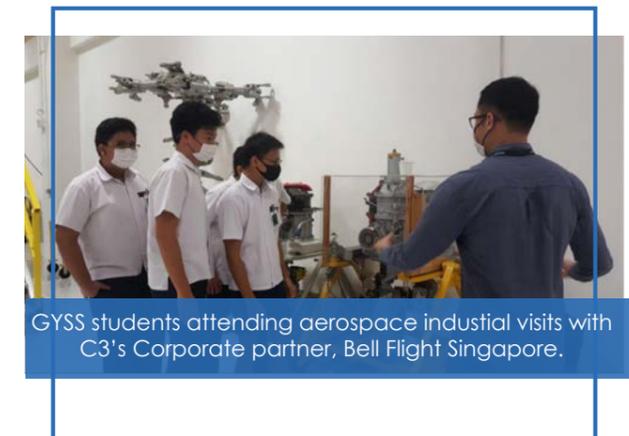
Due to the Covid situation, the June school holiday was brought forward to May which left many students with an abrupt end to their daily activities. Recognizing their need for engagement during the lock-down period, our youth workers worked alongside key teachers from various schools to select small groups of students to return to the school's drop-in centres for programmes, academic supervision and activities.

Students had to register for specified timeslots for their sessions at the drop-in centres to allow more students to drop by and participate in activities. For some MACE schools, our youth workers maintained engagement with the students through online programmes.

***“Jay Tan\*, who is a youth-at-risk has shown tremendous overall improvement for all his subjects in 2020. He was awarded the Best Progress Award due to his hard work. He often continues to spur his peers and juniors to excel in their studies by guiding them whenever possible.”***

- Sharing from C3 youth worker

\*Not his real name





# 2020 SNAPSHOT

Growth & Changes

Clients aged

**12** to 25  
instead of 13-25

Counselling in numbers

**2** school  
partnerships      **166.7%**  
Increase in number of  
community clients

Mode since Covid-19

**ONLINE**  
& Face to Face

**103** youths  
impacted  
up from 69 in 2019

# COUNSELLING

# OVERCOMING TRAUMA & FEAR

“

I had a child who lost her father suddenly to a work accident. **she suffered symptoms from the traumatic loss and had nightmares every day.** It was necessary to help her process her fears and pains.

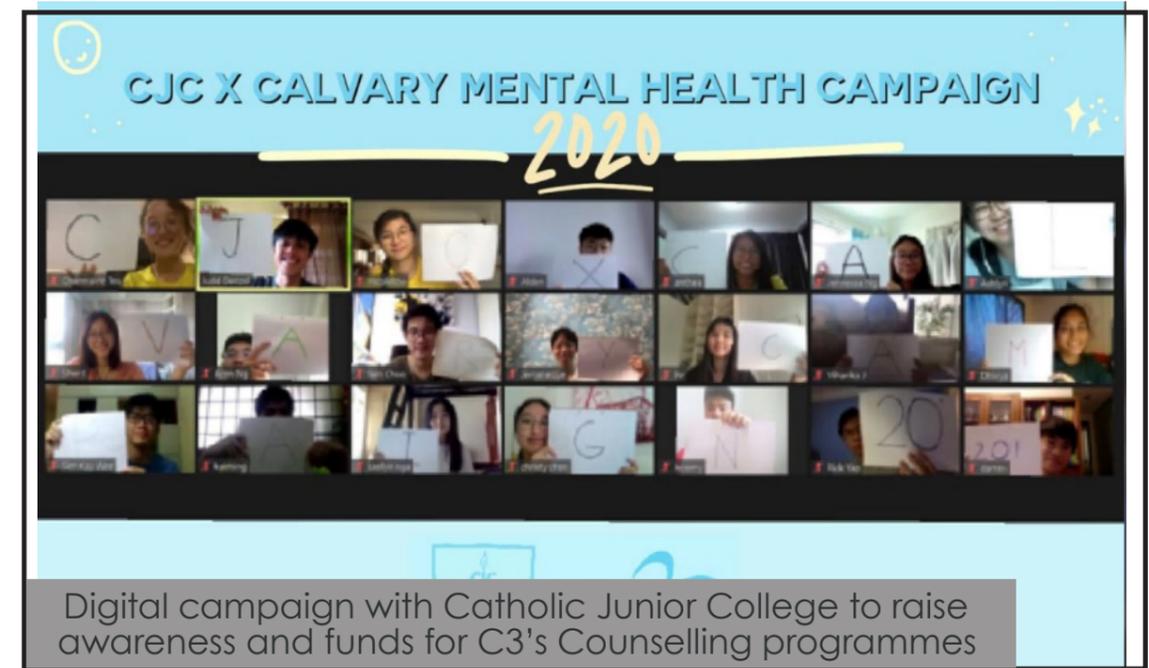
After several sessions using Eye Movement Desensitisation Reprocessing (EMDR) – a psychotherapy that enables people to heal from the symptoms and emotional distress, her well-being improved and she stopped having nightmares.

It was a breakthrough and I am glad for the chance to help her in her journey.

What I found helpful at C3 was that individual supervision was readily available. Apart from the group supervisions, there was also peer supervisions where we learned from one another.

The **cohesiveness, warm acceptance, and an openness kept me happy in C3.** ”

- Oileen Lee, Volunteer Counsellor



With home-based learning and our usual activities going online, C3 also partnered with class iT21 of CJC to run their Service-Learning Project online. Over the course of 2 months, the students created posters and videos to raise awareness of depression, PTSD, Imposter syndrome and anxiety. They managed to raise a total of \$5,000 (after 1-for-1 matching)!

Since the Circuit Breaker, C3 had a huge influx of counselling enquiries and saw a jump of more than 50% of our clients who reported either having symptoms of depression, anxiety or both.

To cope with Covid-19 restrictions, we managed to move our counselling sessions to an online platform and faced minimal disruption in attending to our clients.

***“It was most rewarding when they improve their life qualities and grow in their maturity and resilience.”***

- Von Hui, Volunteer Counsellor



# SENIORS PROGRAMME

Seniors from C3's BEFRIENDING and ACTIVE AGING programmes belong to the vulnerable population who are most affected by social distancing measures.

It was inevitable that events had to be cancelled and suspended. Disappointment, coupled with seniors' unfamiliarity and discomfort with digital applications were challenges we had to overcome.

Out of over **200 seniors**,

**73%** has internet at home

**66%** uses whatsapp

**23%** uses functions like whatsapp video calls

**<23%** knows advanced apps e.g. zoom

Despite the constraints, volunteers and partners found innovative ways to tackle these challenges.

# Befriending

**BEFRIENDING** reaches out to socially isolated seniors, where volunteers make weekly home visits to offer social and emotional support.

When Circuit Breaker started in 2020, our volunteers made regular phone calls to check in with them.



Alice, a senior in C3's Befriending programme receiving groceries during Circuit Breaker

“ As a befriender, I visit Auntie Alice and Mdm Peh on Thursdays.

**Befriending is important, especially for seniors that are living alone.**

I think that having volunteers to visit them once or twice a week and have a simple conversation with them brightens up their day.

During the pandemic, I was not able to visit auntie and phone chats with her would last for only up to 30 minutes. The conversations we used to have were cut short and I was not able to buy groceries for her, bring her out for a walk or collect her mail from the letterbox for her. I had to make an arrangement with C3 to ensure the groceries which she needs are delivered to her. Thankfully, we could visit her again after 2 months.

**Auntie Alice has dementia. What touched me is that she remembers my name.** ”

I am very happy and glad that she has trust in me.

- Christabel Ng, Befriender

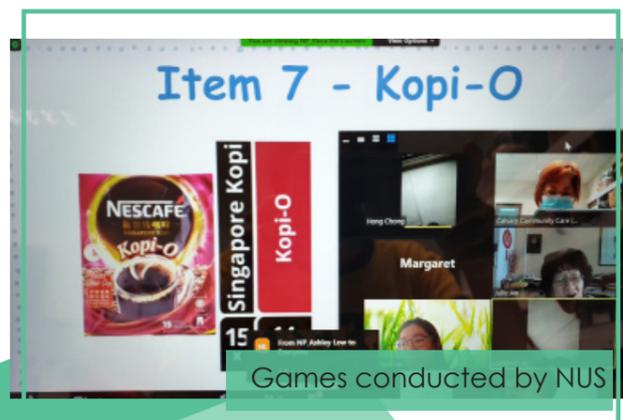


Jia Yi (left) and Christabel (Right) befriending Mdm Peh on Thursday mornings, where they will usually play a game of Rummikub

# Active Aging

2020 was definitely an unprecedented year for our seniors - one which saw all our plans brought to an abrupt halt.

Yet it was a year we saw how mobilisable and responsive our partners were. Student groups were quick to conduct online activities and partners were gracious in blessing the seniors.



We started hosting online sessions such as BINGO as early as April 2020. Our first session took an entire hour to gather all 20 seniors over zoom as we guided them over whatsapp.

However, many seniors could not enjoy the zoom experience on their mobile while others were clueless about the app. Thankfully, the regular volunteers rose to plug that gap by taking the initiative to design senior-friendly puzzles and games to keep these seniors engaged.

Every week without fail for 10 weeks, games were designed and shared with our seniors in whatsapp chats. On top of that, these volunteers called 79 active aging seniors once a week to check on their needs.



As regulations started to ease and the nation progressed to Phase 3, we immediately resumed the Rummikub sessions with safe management measures in place. Rummikub is a much loved game that provides mental and social stimulation for our Active Aging members.



## A DIFFERENT KIND OF CHRISTMAS

Though there was no belting out of Christmas carols on a hippo bus along Orchard Road with the Christmas lights this year, 20 volunteers were mobilised to bring Christmas cheer to the doorsteps of 108 of our seniors.

Despite having to keep the interaction time to under 5 minutes (in adherence to safety measures), our volunteers were still able to extend warm Christmas greetings in creative ways, such as dancing to festive music and recording a "music video"!

Their presents and presence helped spread the joy of Christmas to our seniors.

# CORPORATE GOVERNANCE

## Management Board & Remuneration Clause

Name	Vocation/Experience	Appointment/Committee	Year Elected	Attendance
Mr William See	Deputy Director, Temasek Polytechnic (School of Engineering)	HRR (Chair), Nominations (Chair)	2010	6/6
Ms Janet Hu	Compliance Professional, Standard Chartered Bank Group	Treasurer, Fundraising (Chair)	2011	5/6
Mr Andre Toh	Asean Leader, Valuation & Business Modelling Partner of Ernst & Young Transaction Advisory Services Group	Audit (Chair)	2012	5/6
Ms Lim Puay Yin	Master Teacher, Geography at the Academy of Singapore Teachers (AST), Ministry of Education	Secretary	2013	6/6
Ms Rachel Koh	Finance Manager, WME-IMG group	Audit, Fundraising	2013	5/6
Ps Koh Kok Chuan	Lead Pastor, Calvary Baptist Church	Nominations	2015	4/6
Ms See Hui Min	Manager for Social Assistance, Ministry of Social and Family Development (MSF)	HRR	2018	6/6
Ms Leah Ng	15+ years of diversified HR experience	HRR	2019	6/6
Mr Ho Han Kiat	Associate Professor, National University of Singapore	Fundraising	2020	4/5
Mr Lim Tee Wee	Senior Investment Analyst, Nomura Asset Management Singapore	Audit	2020	5/5

Our board members are made up of volunteers. Each term of appointment is 2 years with a 10-year cap as per the Code of Governance. No board member received remuneration from C3 and none has served for more than 10 consecutive years. Board independence: There is no staff on the board.

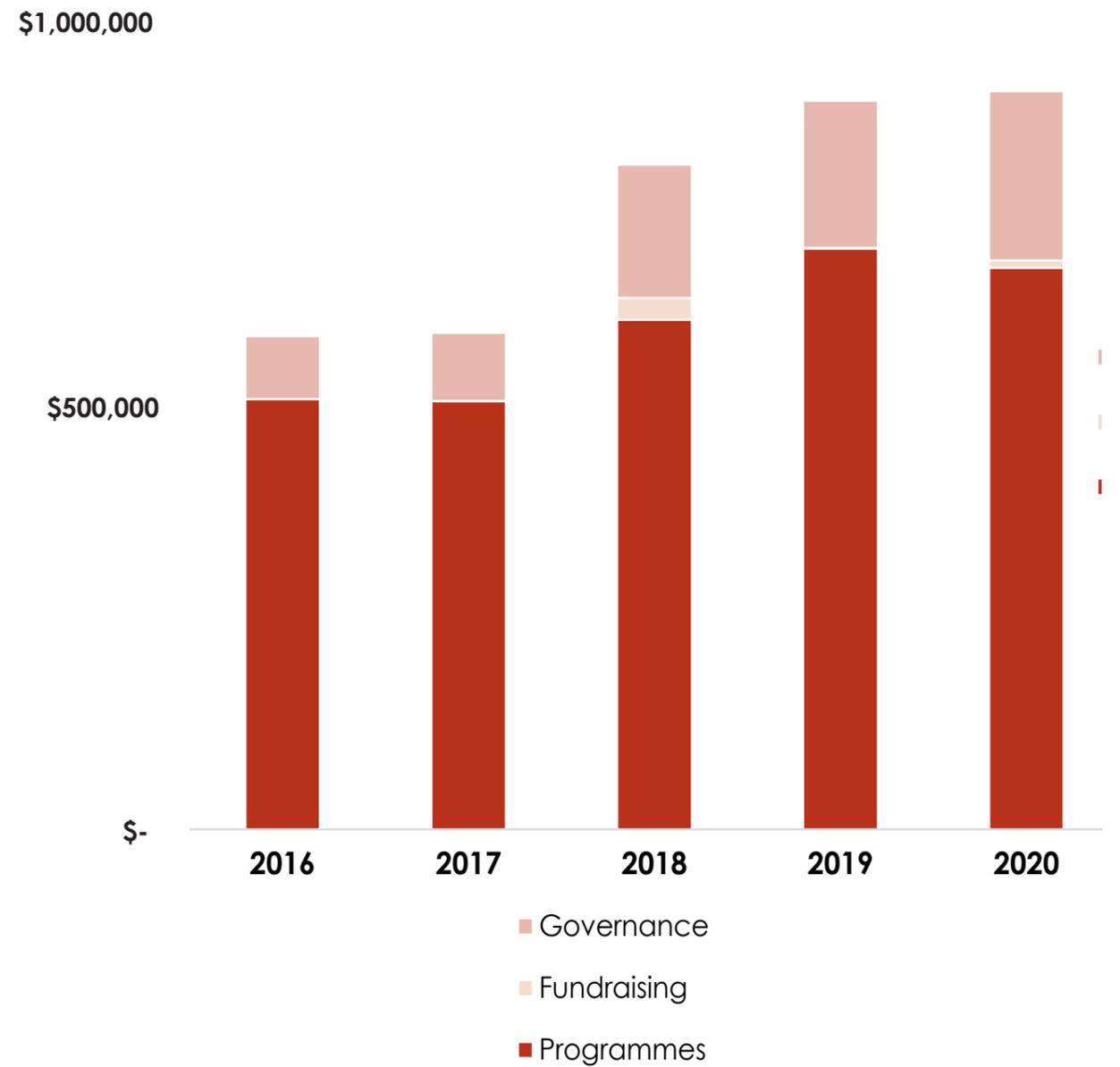
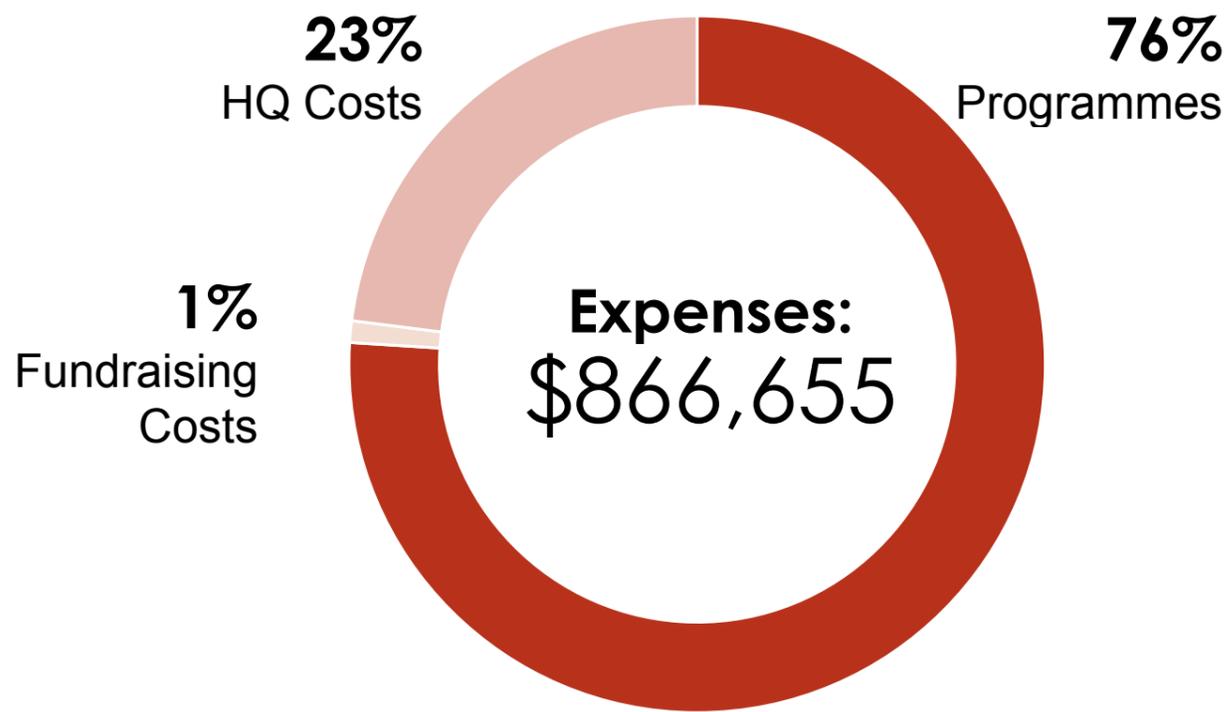
Whenever a member of the Board in any way, directly or indirectly, has an interest in a transaction, project or other matter to be discussed at a meeting, the member shall disclose the nature of his interest before the discussion on the matter begins. The member concerned should recuse himself or herself from the meeting.

Annual Remuneration	No of staff				
	FY	2016	2017	2018	2019
< \$50,000	3	2	3	3	6
\$50,000 - \$100,000	4	4	5	5	3
> \$100,000	0	0	0	0	1
<b>Total Staff</b>	7	8	8	8	10

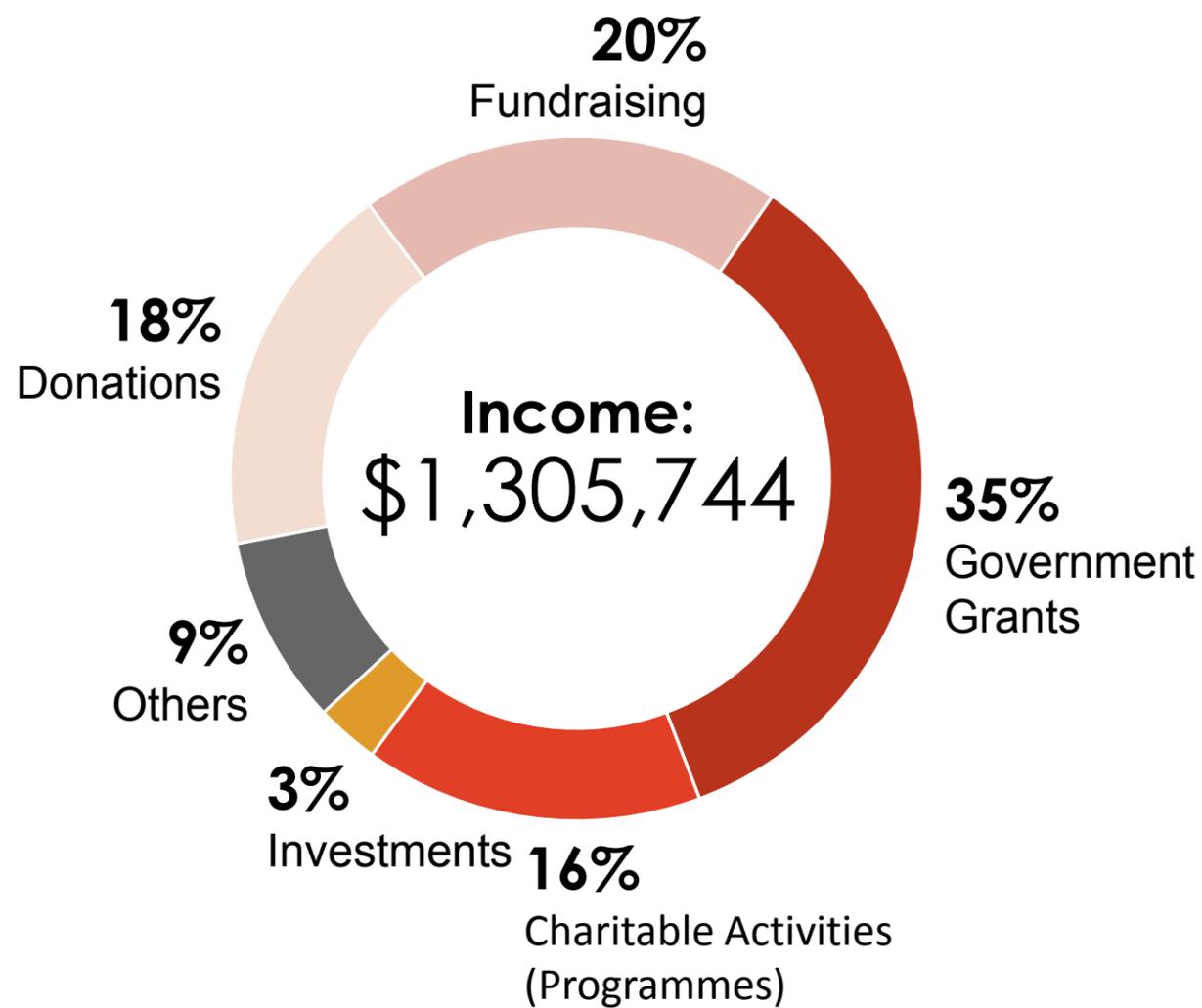
\* Annual remuneration includes salary, bonus and allowance.

# OUR FINANCIALS

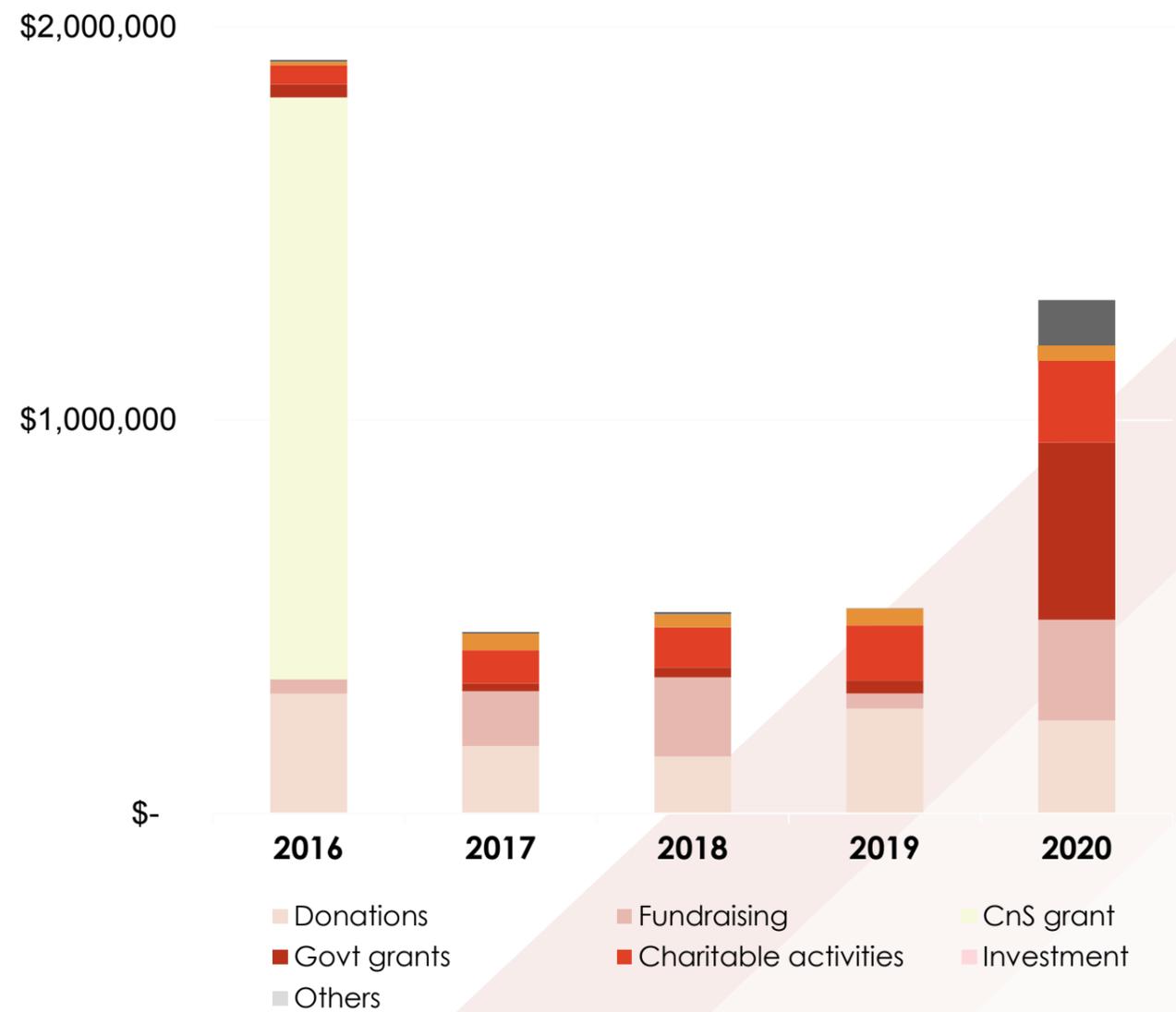
## Expenses Trend



# OUR FINANCIALS



## Income Trend





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# 2020



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