



CALVARY COMMUNITY CARE
CHARITY • COMPASSION • CARE

CALVARY COMMUNITY CARE

2021

ANNUAL REPORT

OUR TEAM



Doing great things with love

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VISION & MISSION

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

Our vision is to be a respected charity serving the needy out of love for them relating to them holistically as individuals.

Mission

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

C3

CHARITY
COMPASSION
CARE



Dear friends of C3,

As we continued to adapt our work in 2021 in response to the pandemic, it was a welcome change when safe management measures were relaxed to allow more opportunities for in-person engagements. What the experience over the past 2 years has taught us is that COVID is anything but predictable; we need to remain nimble and constantly innovate to meet the needs of our beneficiaries. We are keenly aware that many households still struggle with issues such as pandemic safety, social isolation, digital access or conducive learning environments.

Harnessing Technology

To this end, our staff and volunteers continue to harness technology to connect with our children, youth and senior clients, delivering our service in a hybrid mode. C3 further embarked on a digitalization effort to not only improve the efficacy of our processes, but also enhance analysis and decision-making in areas such as client, donor and volunteer management, counselling assistance and referrals. This enables staff to focus more on improving our programmes and developing capabilities to better meet the needs of our beneficiaries.

Improving Our Serve

Our youth After School Engagement (ASE) programmes in 15 schools reached another milestone as C3 was among the few SSAs invited by MOE to pilot an enhanced support programme in 9 secondary schools, extending our ASE (GEAR UP) work to students struggling with long-term absenteeism and at risk of dropping out of school. At the same time, to meet rising youth mental health needs, exacerbated by the pandemic, our team of volunteer and intern counsellors grew from 4 to 9 in 2021, in an effort to provide affordable counselling to more youths every week.

With limitations on large face-to-face gatherings, we shifted gears towards befriending more seniors through home visits, paying particular attention to socially isolated seniors. This shift was both humbling and instructive, as it helped C3 staff and volunteers appreciate that the needs of the elderly in our community run much deeper. Some of the socially active seniors, who appear well during the activities, actually dwell in poor living conditions and struggle to make ends meet. As a result of more dedicated and personal connection, these seniors were able to open up on some of their struggles such as alcohol and gambling addiction, enabling staff and volunteers to offer encouragement and support.

Wonderful Team

I am grateful for the commitment and drive of a wonderful staff team as well as the management board in a time of great need. This year, we welcome into the staff team: Jude Soh, our new Youth Programme Manager and Phil Wong, our Social Worker, while we bid a fond farewell to Roger Ong who pioneered our youth work. Our management board is further strengthened with new members: Catherine Ong and Lim Teck Wee, and we thank departing member, Andre Toh, for his valuable contributions to the board.

You Made A Difference

The impact of the pandemic has deepened the social needs of Singaporeans, particularly those from disadvantaged backgrounds. C3 is committed to the government's mission to "leave no one behind". This is only made possible because many among you, as donors, volunteers and partners, showed the heart and courage to step up, offering your valuable time and financial resources to meet the needs of the most vulnerable amongst us. Thank you for journeying with us. May your acts of kindness help to ensure that few will endure irreparable damage to their lives as we pray and hope for an eventual recovery from this pandemic. God Bless.



WILLIAM SEE
Board Chairman

GROW CHILDREN

BUILDING YOUNG READERS

Wonderful team: Our Volunteers!



In 2021, we partnered with over **60 volunteers** on a weekly basis to support our students in their literacy development. Thanks to the almost **1500 collective hours** our volunteers put in in 2021, we managed to **rewrite the trajectory of the lives of 97 students.**

GROW Sponsorship Programme



Thanks to **9 generous donors**, we received **sponsorship of programme fees for 30 GROW students.** As part of the sponsorship programme our sponsored students received a Christmas present as well! They were all smiles when our staff delivered the Christmas cheer to them!

To know more about **GROW Sponsorship Programme 2022**, scan or visit



<https://www.giving.sg/calvary-community-care/c3grow>



GROW

Gain Reading Oral & Writing Skills

60 students struggling to read **7** centres **23** volunteers

28 started with zero reading proficiency **80%** of them reached grade-level reading proficiency

17 graduated & no longer require support at the end of 2021

"At 6, HE COULDN'T EVEN WRITE HIS NAME"

I don't like to go to school!



At the start of 2021, Quentin*'s grandmother contacted C3 desperate to find someone to help her K2 grandson as "he hates going to school and cries every time he has to go to school".

C3 suspected that Quentin was displaying school avoidance as he was unable to follow the lessons due to his weak English language proficiency. We found out that Quentin comes from a family where both parents and grandma are unable to speak or understand English.

During the reading proficiency assessment, he couldn't even write his name and had to copy it off his SafeEntry token, letter-for-letter.

Fearing for Quentin as he was due to start P1 in 2022, our staff decided to provide Quentin with intensive lessons 3 times a week to help him catch up. Quentin is a quick learner and once he was provided with the personal attention and support, his learning really took off and he made very good progress (refer to chart below).

We are thankful to be able to be part of Quentin's learning journey and are excited to see his continued growth in 2022!



*Not client's actual name

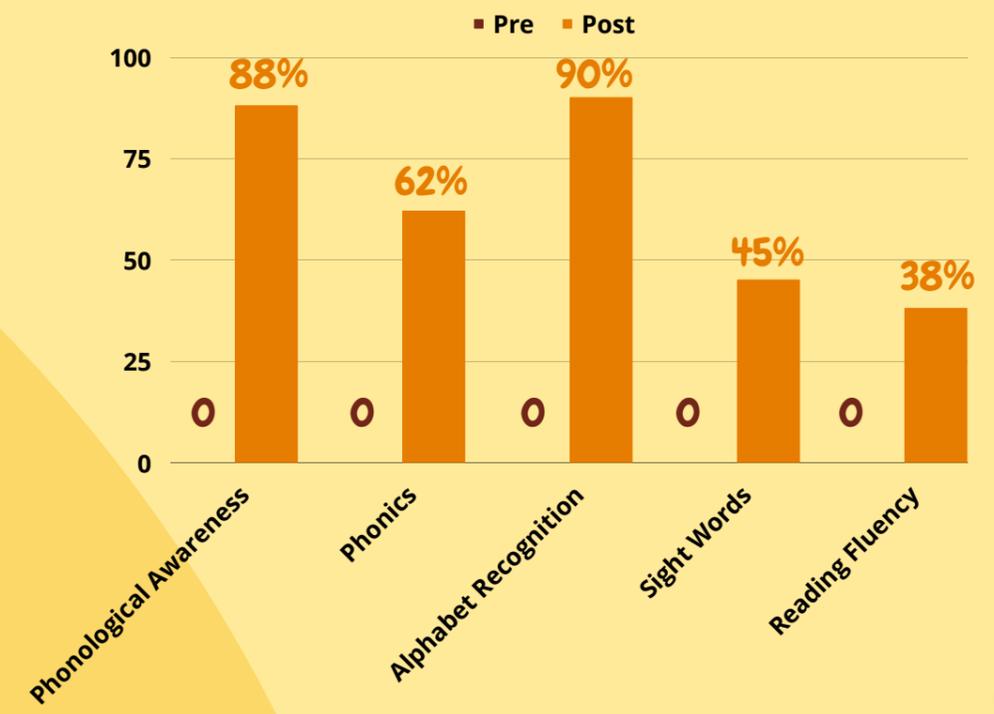
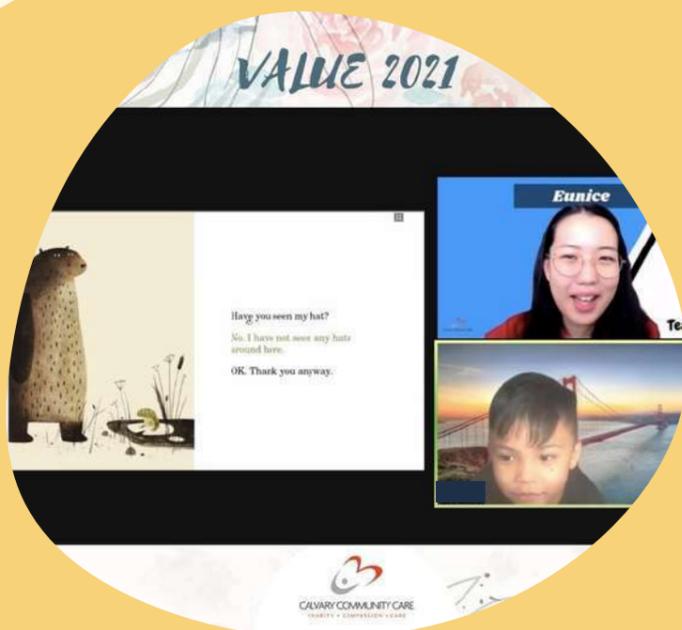
Stories of our GROW students

FROM "BARELY ABLE" TO CONFIDENT

Andy*, 6, (in K2) started the year barely able to read any word. Thankfully, Andy's dad was very supportive of his lessons and would ensure that Andy logged in to Zoom for every lesson.

After 1 year of weekly GROW lessons, Andy progressed by leaps and bounds and was able to read all the sight words as well as a mid-year P1 passage with 99% accuracy. We are pleased to share that Andy is currently able to read ABOVE grade level.

In Dec 2021, we invited Andy to demonstrate his reading skills at our annual volunteer appreciation programme where he confidently read the book, "I Want My Hat Back" by Jon Klassen to 50 volunteers!



StoryLAB

Literacy Awareness Builders

We reached out to 20 children in StoryLAB Online on a weekly basis to engage them in bedtime storybook reading and provide them with exposure to English texts.

Camp TREASURE



At our inaugural Camp TREASURE for lower primary students this year, we engaged with 26 children over Zoom during the June school holidays! Held over 3 sessions, the children participated in a variety of Team vs Team games to earn points for their group.

Games like prompt-based drawing and spelling bee helped to open the children's eyes to the fact that reading isn't just limited to school work and that it can be fun too!

iREAD

iREAD is a reading mentoring programme where volunteers listen to children read aloud and engage the children through book discussions.

We did a trial run of iREAD in 2020 and received very encouraging feedback from parents, students and volunteers. Effective from 2021, it is one of the core literacy programmes C3 runs.

Through the programme, our 14 students have developed a love for reading; parents have shared that their children are now excited to read and some even take the initiative to borrow books from their school library to read in their own time.

iREAD student's parent

He was super excited bc of the Henry books. He was telling me before the session

Great choice of books!

C3

He actually didn't like the synopsis of the books when we first started the series but so glad he pushed through and loves it now!!

Thanks to the generosity of our sponsors from Trip.com & Calvary Baptist Church, we managed to bring 19 of our GROW and iREAD students and their siblings for an excursion to the SEA Aquarium during the December holidays in 2021!



YOUTHIS

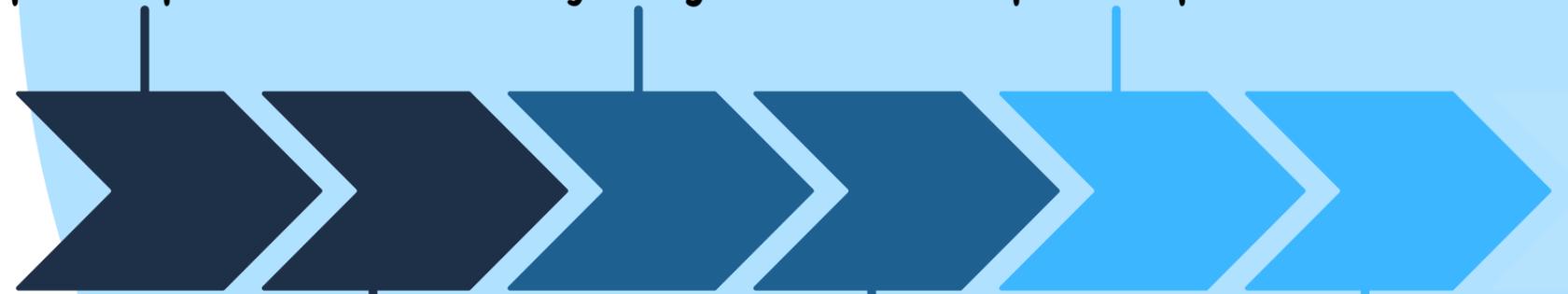
CONNECTING YOUTH, IMPACTING LIVES AND INFLUENCING COMMUNITIES



1st Inter-school e-sports competition

Cross learning with other youth agencies

4 new school partnerships



End-to-End service delivery

15 drop-in centres

7 community partnership

2 **COMMUNITY**
DROP-IN CENTRES

13 **SCHOOL**
DROP-IN CENTRES

MORE THAN

3000

STUDENTS REACHED

PAGE & MACE

**P.A. (Community-based)
Youth Drop-in Centres**

**M.O.E. (School-based)
Youth Drop-in centres**



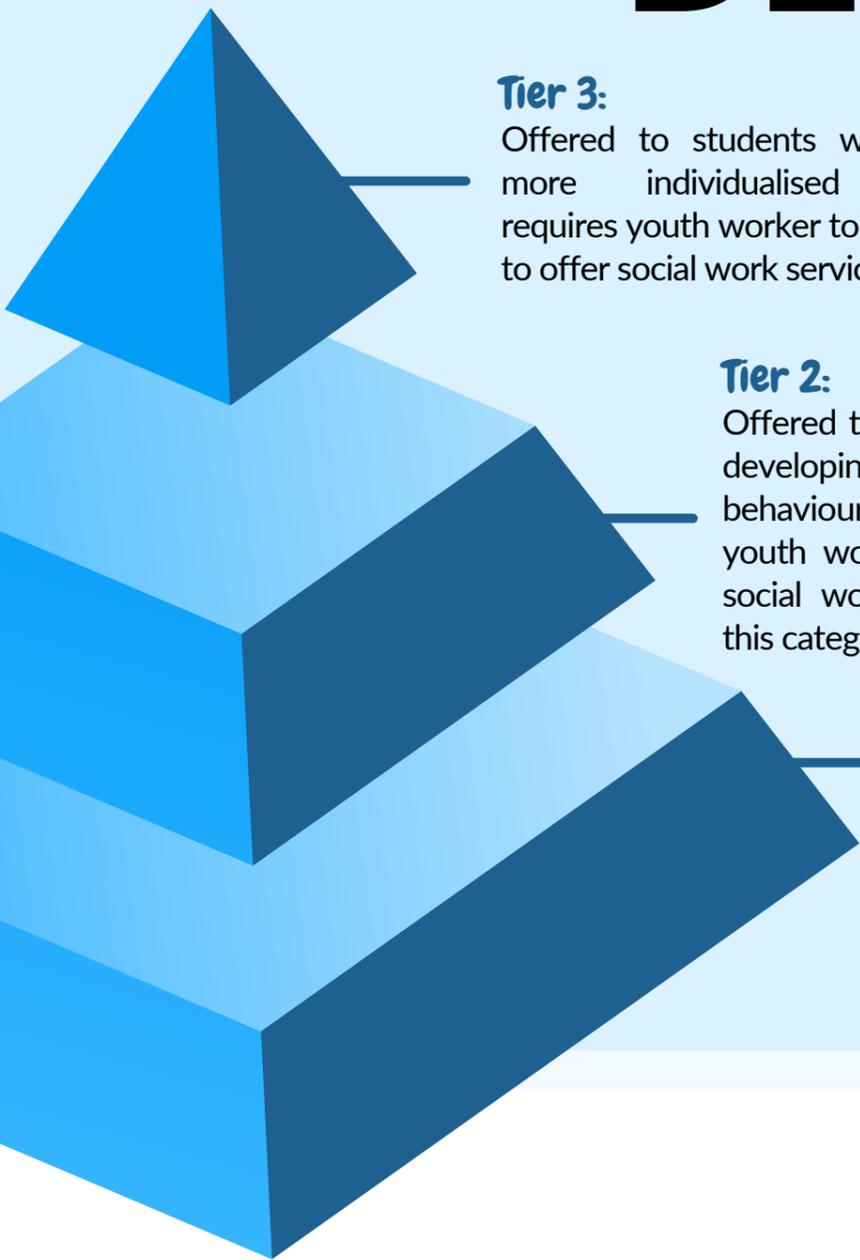
Our **PACE*** centres (community drop-in centres) had to halt our activities during the Phase 2 Heightened Alert period. During this tough time, [we saw a rise in the need for financial assistance among our youths](#). With the contributions of supportive partners such as Food Bank, our youth team was despatched to deliver food items to youths whose families were struggling to make ends meet. A kind donor also came forward to gift NTUC vouchers to 8 of the youths.

Some youths from our **MACE** centres (school based drop-in centres) who needed help were provided financial support from Calvary Baptist Church's Calvary Assistance Fund. We are thankful for collaborations like these that helped us meet the critical needs of the youths we serve.

Our youth team came together to brainstorm ways to engage our clients online, and we are glad to see the efforts of our labour in 2021 bear fruits in year 2022. We are still in the pioneering stages of our new online engagement platform, but we have already been receiving positive reviews.

****ACE (Aspirations, Confidence, Excellence)** is an acronym for C3's core Youth Programme which seeks to build Resilience in youths by helping them discover and build their Aspirations and Confidence to Excel in life.*

END-TO-END SERVICE DELIVERY MODEL



Tier 3:

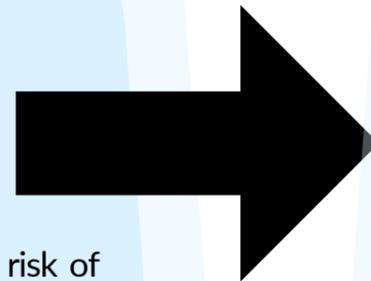
Offered to students who require more individualised support; requires youth worker to be certified to offer social work services.

Tier 2:

Offered to students who are at risk of developing learning, social, emotional, behavioural or mental issues. Requires youth worker to be certified to offer social work services. ASE falls under this category.

Tier 1:

Offered to all students to encourage development and growth. Regular lessons and CCAs fall under this category.



What it is:

C3's youth department is privileged to partner MOE's UPLIFT team to pioneer a new programme structure, called the End-To-End-Service-Delivery-Model, or E2ESDM.

In a nutshell, E2ESDM service providers provide services for both Tier 2 (youth work) and Tier 3 (social work services such as casework, mentoring and counselling to students with low school attendance, extended absenteeism, and/or high dropout risk) youths.

Updates, progress, information and intervention measures for students under this programme are provided bi-weekly, then monthly, to the school to help achieve ONE of the outcomes listed below:

Outcomes:

1. Return to mainstream schooling
2. Enrolment in non-school based education/ vocational learning or training
3. Engagement in gainful employment
4. Engagement in meaningful pursuits

ANECDOTES FROM THE GROUND: EVERY YOUTH MATTERS



Fiona

"In the past year, I've had the privilege of walking closely with a number of students. There was a student who was unable to contact the school counsellor and was escorted by concerned classmates into my After School Engagement (ASE) room. Through our conversation, I quickly learnt that this student was self-harming, volatile, and feeling suicidal. We discussed their stresses, coping mechanisms and discussed the most effective yet least harmful option. Within the hour, the mood in the group shifted and the student was able to calm down, rationalize and bounce back. It made me realize how important the role of a youth worker is. I saw the student's bloodied cuts and listened as they shared about their reluctance to seek support from school personnel. I could see that though my role was neither that of a teacher nor a school counsellor, it certainly has its place – by a student's side."

"Asif, a youth who participates in one of our ASE programme, was doing poorly in his Science and Math subjects. After building rapport with him over conversations and games, I offered to personally coach him in Chemistry and challenged him to put in his best effort. As a youth worker, I saw and encouraged Asif's perseverance, and with a little push I noticed his increased motivation to work with me to attain his goals."



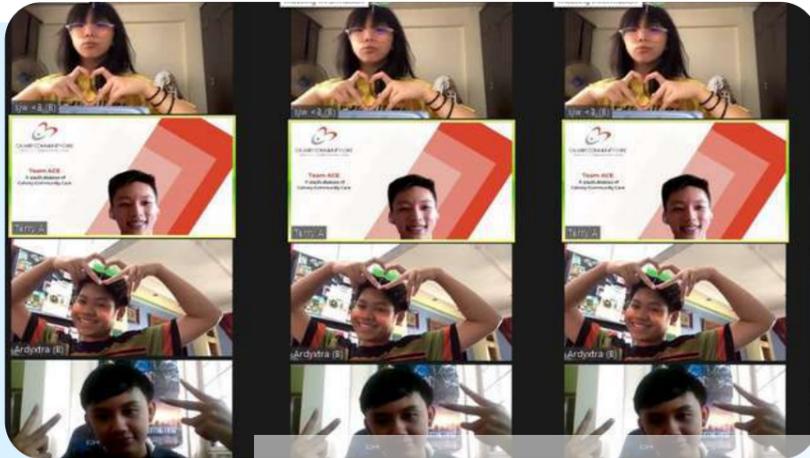
Xing Quan

"Whenever his teacher caught him loitering around in school, this student would be 'forced' by his teacher to attend ASE even on days that he was not due to attend. I could tell that he was not happy about it as his friends were not there and he felt alone. I intentionally spent more time with him and gave him space to be heard. Over time, I noticed a shift in his attitude toward ASE; he now willingly and happily walks into the ASE room to chat with me."



Phoebe

HIGHLIGHTS



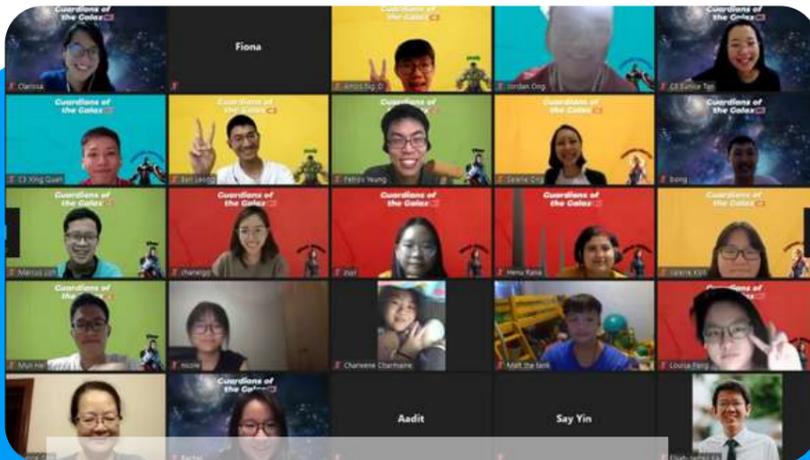
1st Inter-school e-sports competition



Packing exam care packs for our students



Cross learning with other youth agencies



Guardians of the GalaxC3!

An online escape room event hosted by C3 and Calvary Baptist Church



Terrarium workshop

Terrarium DIY workshop held for our students at PACE @ Marsiling



Trip to the Science Centre

COUNSELLING

Growing in strength & numbers



Group Supervision Sessions

In 2021, we began group supervision session with our volunteer counsellors to share experiences, learn from one another, and refine our approaches to cases. Sessions were fruitful as the team grew together as individuals and counsellors.

With several new faces in 2021, our group doubled in size since the sessions were first introduced!

What we accomplished



- 
Revamped our Counselling Enquiry Process
 - An easier & more efficient intake assessment
 - More structured, seamless and automated
 - Contributed to reduced waiting time from 8 weeks to 1 week
- 
More than doubled our caseload
 Established a healthy flow of new as well as successfully closed cases
- 
Developed internal resources to provide clinical supervision

COUNSELLING

"I just completed my A level exams. I have been struggling with depression and anxiety since my lower secondary school years. My parents, who work long hours as hawkers, do not believe in counselling. C3's heavily subsidised \$5/h counselling fee allowed me to talk to a counsellor about my conditions. I am much better now and have just found a part time job while waiting for my results. Thank you."



C3 Female Client, 20

Stories from our stakeholders



New C3 donor

"Mental health issues among our young people have become so serious that we all have responsibilities to help. We can make a difference if we each do our part. I am thankful that I can be in the position to give."

"I began my voluntary service with C3 in Aug 2019 by providing counselling services to the community. I worked with youths struggling with anxieties and low self-esteem. I feel very privileged and humbled to have journeyed with them as they shared their struggles and life stories.

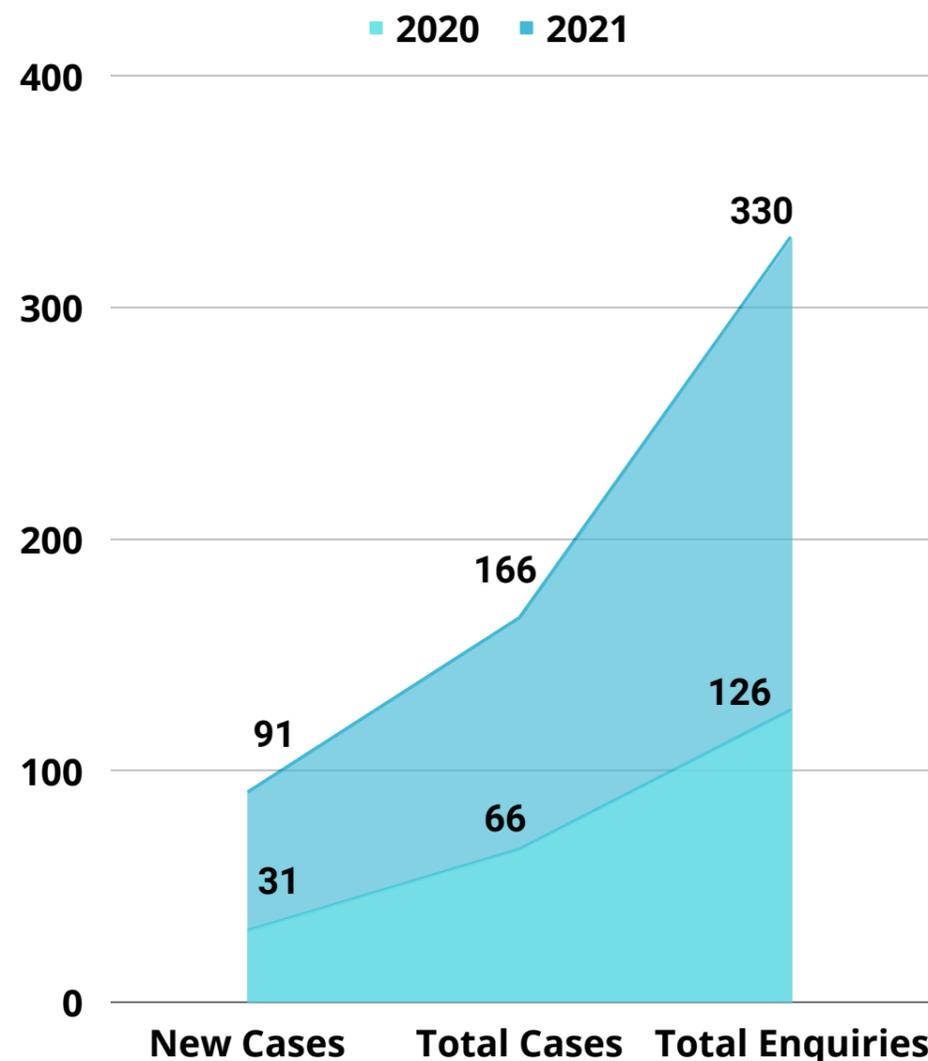
As much as my clients have learned new insights through our work together, I too have benefitted and learned so much from them. It is most rewarding when their quality of life improves and they grow in maturity and resilience after receiving counselling."



Von

Volunteer Counsellor

In 2021, the number of enquiries seeking mental health intervention continued to rise. With a growing team and capacity, we were able to meet more needs and more than doubled the intake of new clients from 31 in 2020 to 80 in 2021.



SENIORS

AGING WELL TOGETHER

Donors came forward to sponsor 100 mushroom kits for our seniors as an activity during the Covid-19 lockdown



Launch of 'Let's Go Gai Gai' programme, funded by Council of Third Age (C3A)



Calligraphy sessions organised by volunteers from Singapore Polytechnic



Flower making sessions



Despite the constraints faced as a result of the pandemic and Phase 2 Heightened Alert in 2021, we had an increase of 14% in membership registration, enabling us to increase our impact from **195 to 222 seniors.**

Partnerships amidst the pandemic

On top of our regular programmes in 2021, we collaborated with partners such as Singapore Polytechnic, Rotary Club of Bukit Timah, Hwa Chong Institution and many others to organise:

- 4 outings for **120** seniors,
 - 2 festive celebrations involving **178** seniors,
 - 16 crafts and digital literacy sessions involving **128** seniors,
 - 2 talks involving **51** seniors,
 - 18 walks involving **48** seniors,
 - > 50 sessions of online activities via Zoom and Whatsapp
- All in all, more than **1000** face to face engagement opportunities!

ACTIVE

AGING

Mid-Autumn Rummikub Special



Rotary Club of Bukit Timah (RCBT)'s partnership with C3 has allowed more than **50** seniors to participate in weekly Rummikub sessions since 2018.

Their generosity extends beyond the much appreciated donations of goodies during Chinese New Year, mooncakes to celebrate the Mid-Autumn Festival and mahjong tables to ensure our seniors can sit comfortably. On many occasions, members of RCBT would personally come down to engage the seniors.

During one of our seniors' favourite festive seasons, the Mid-Autumn Festival, we had a few additional activities planned out for them!

- 猜灯谜 (Lantern Riddle Guessing)
- 做灯笼 (Lantern Making)
- 拿月饼 (receiving mooncakes)

Together with our volunteers, we distributed 40 mooncakes and cards to seniors who lived alone and were not able to join us for the activities.

The smiles on the faces of every senior were most rewarding. We look forward to working even more closely with RCBT and all our valued partners to make a difference together.

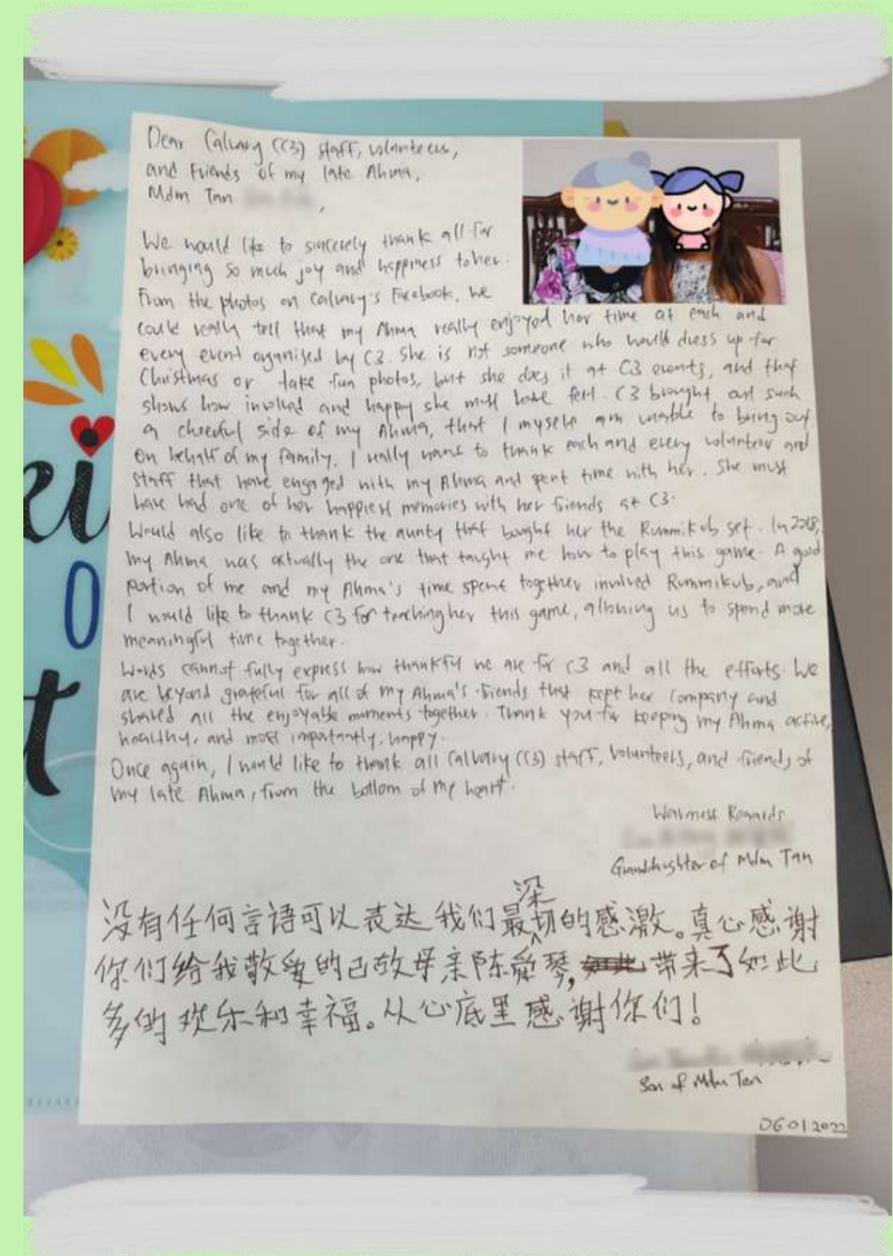
The completed lanterns



Mid-Autumn visits & blessings



Our partnership with RCBT has a deep impact on the seniors who come weekly for the programme. One such senior was Mdm Tan, who lived alone in the vicinity. She was a regular attendee of Rummikub and other C3 programmes. After her passing, her family wrote a heartfelt letter to share how the volunteers, partners, C3 staff as well as fellow C3 seniors had made her days meaningful.



This affirmation of a senior aging well and meaningfully spurs us on to keep doing what we do for our beneficiaries.

Rediscovering Singapore together



When our government extended the expiry date for the SG Rediscover vouchers, we realised many seniors had unused vouchers as they did not know how the redemption worked.

Hence in April, we started helping them to redeem their vouchers. We were so glad that we went ahead with the outing (with safe measurement measures in place), after the initial hesitation of waiting out the Heightened Alert!

A total of **56** seniors joined us across a few sessions. For many of them, it had been 18 months since their last group outing. You can imagine how precious this opportunity was, and they thoroughly enjoyed themselves as they posed for photos during their trips to the Trick Eye Museum and the Duck Tour.



Volunteers from Hwa Chong Institution's Photography Club taught our seniors basic photography skills!

It was such an enjoyable event as our seniors became the "models" of the day. With props and suggestions on the different poses they could strike, they had such fun taking turns to get their photos taken!

MAKING MEMORIES WHILE KEEPING PHYSICALLY & SOCIALLY ACTIVE

Let's Go Gai Gai was a new programme where we took seniors out on hikes to explore various parts of Singapore!

The seniors enjoyed the nature walks, and for most of them, it was their first visit to our local nature sites such as the Singapore Quarry. Despite their age, every senior put in his/her best effort to try to complete the hikes. Kudos to them all! More than the physical activity, new and deeper bonds were also forged amongst the seniors during the hikes. A fun fact: our oldest participant is 82 years old!



Destination reached - Singapore Quarry

BEFRIENDING

Befriending the socially isolated



2021 saw a threefold increase in befriending households under C3's care. Visitation to more needy seniors increased to twice weekly with our pool of diversified volunteers, ranging from students to working adults and retirees.

We had several donations of wheelchairs for our befriending seniors in 2021. This allowed us to replace some wheelchairs which were in bad condition.

For seniors with walking difficulties, the wheelchairs enabled the befrienders to take seniors to active aging programmes and go on long walks together.

Go-jek's the way!



Under the Go-jek Programme, we acquired vouchers to ferry our befriending seniors to their monthly medical appointments for free.

"Dirty Hands" initiative



"Dirty Hands" came about when our staff discovered the poor living conditions that some of our seniors were living in.

With the help of strong and compassionate volunteers, we cleaned the homes of our needy seniors. On top of ensuring that the seniors live in clean and comfortable homes, we also replaced broken furniture and appliances.

Generous donors provided over 100 ART kits to support our Befriending programme and also CDC vouchers to bless the needy seniors.

Christmas dinners and gifts



At the end of the year, the befriendees were blessed by a generous donor who sponsored gifts of their choice.

Our befriending volunteers helped the seniors with the purchases and there was much Christmas cheer in many of the households.

In addition, the donor also made it possible for some of the befriendees to enjoy nice meal out. For these seniors, eating out at a nice cafe was something they had not done in a long time. They enjoyed the special treat and made wonderful memories.



GOORPORATE

HIGHLIGHTS

C3 X Thrive Consultancy Project



We had an opportunity to partner with Thrive Social Consulting to see how C3 can accelerate social impact through an improved value proposition and donor engagement strategy.

Thrive Social Consulting, founded in April 2020, seeks to strengthen Singapore's social sector through future-proofing Non-Profits and creating enduring impact alongside them. The 3-month long consultancy project gave many insights into impact measurement and how we can communicate results more effectively to our stakeholders.



It's a Merry Christmas!

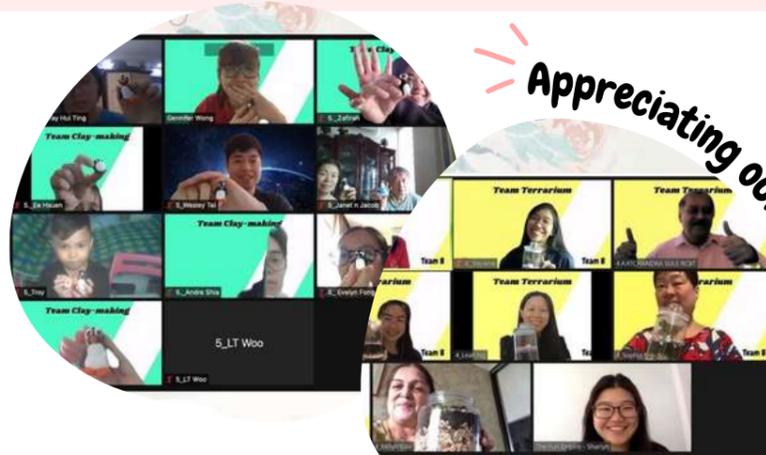
Christmas came early for more than 200 of our seniors who were greeted by warm volunteers from Manulife Singapore and Korean Presbyterian Church! They received a carepack filled with essentials, cloth masks, even chicken essence and a Christmas toy popper. Each Christmas card was also handwritten by the volunteers. Many of them were touched by the gesture and were very game to participate in the simple (Covid-19 friendly) mini games we had at their doorsteps.

C3 Day 2021 – 14th & 15th August

Project CBC (Calvarians Bless the Community) was birthed from our Zoom Conversations on C3 Day, where close to 50 Calvarians joined us and many stayed in breakout rooms for more sharing and discussion.

Through this initiative, we can channel resources from Calvarians in response to critical and specific needs of C3 beneficiaries.

A huge 'Thank you' to all who stepped forward to bring smiles to the individuals and families!



Appreciating our Volunteers

VALUE 2021 – 4th December

We held our first ever virtual Volunteers' Appreciation event on Zoom, where we celebrated International Volunteers Day together. Over 50 volunteers set aside time on a Saturday morning to receive our gesture of appreciation via sharings and activities such as Virtual Escape Room, Terrarium & Clay Making and even Mukbang (eating together online)! It was a great time and we are reminded that C3 can only do what we do because of an amazing pool of volunteers.

VOLUNTEER PARTNERSHIPS



Project Eleos was formed by 4 students who partnered C3 under the YMCA 'Youth for Causes' programme.

Over the course of 3 months, this amazing team designed care packages to fundraise for C3 and advocate for healthy stress management. Through this initiative, they supported some local businesses via the bake sales and sale of carepacks.

"It does not require big, grand gestures to continue being a voice for social causes, even being a good listener for your friends can help to spread this message of destigmatising mental health issues. These small actions go a long way, and we can still spread this message." - Project Eleos

A group of Temasek Polytechnic students studying pharmaceutical science designed and conducted Zoom talks for our seniors.

Through the sessions over 4 weeks, they engaged our seniors virtually and educated the seniors on safe drug use.



Project YOUTH was mooted by students from Singapore Institute of Technology (SIT). With a passion for youth impact, they planned different initiatives to bond and impart skills to our youths from PACE@MARS.

Despite the disappointing news that some plans could not be carried out due to the pandemic restrictions, Project YOUTH persevered and launched their workshops online; they managed to forge great memories and friendships with the youths!



SJI ACE: Chess competition @Lichess!



We are thankful for our long-standing partnership with St Joseph's Institution (SJI) of more than 9 years!

Each year, student volunteers from SJI ACE are attached to C3 and are given the opportunity to explore different volunteering roles. Last year, some of that engagement included designing youth programmes and virtual fundraising campaigns! Their creativity also led to them setting up a chess competition online to raise funds for C3.

"It was truly a rewarding experience :) thank you for your guidance"
- Disha, Student Group Leader



GOVERNANCE

Name	Vocation	Appointment	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	Fundraising (Chair), Treasurer	2011	5/6
Mr Andre Toh	Asean Leader, Valuation & Business Modelling Partner of Ernst & Young Transaction Advisory Services Group	Audit (Chair)	2012	3/3
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	6/6
Ps Koh Kok Chuan	Lead Pastor, Calvary Baptist Church	Nominations	2015	5/6
Ms See Hui Min	Manager for Social Assistance, Ministry of Social and Family Development (MSF)	HRR	2018	4/6
Ms Leah Ng	15+ years of diversified HR experience	HRR	2019	5/6
Mr Ho Han Kiat	Associate Professor, National University of Singapore	Fundraising	2020	5/6
Mr Lim Tee Wee	Senior Investment Analyst, Nomura Asset Management Singapore	Audit	2020	5/6
Ms Catherine Ong	CEO Catherine Ong Associates	Member	2021	6/6
Mr Lim Teck Wee	Regional Director CyberArk Asean	Member	2021	3/6

Board Members

*Board member who has served for more than ten years.

*William See has played a critical role in providing strategic direction and guidance for Calvary Community Care. His 2-year term as Board Chairman was extended to see through a critical phase of ED transition.

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.

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.

Corporate Information

Bankers
United Overseas Bank
Development Bank of Singapore

Unique Registration Number (UEN)
T10SS0047C

Auditors
Robert Tan Partners PAC

Registered Address of Charity
147 Potong Pasir Ave 1
#02-83 Singapore 350147



GOVERNANCE

Remuneration Clause

Annual Remuneration	No. of Staff					
	FY	2017	2018	2019	2020	2021
<\$50,000		2	3	3	6	12
\$50,000 - \$100,000		4	5	5	3	2
>\$100,000		0	0	0	1	1
Total No. of staff		6	8	8	10	15

* Total remuneration includes salary, bonus and allowance

* Only report on current staff as at 31 Dec 2021

Governance Policies

RESERVE POLICY

The C3 reserves policy is to maintain our reserves at a level which is equivalent to two years' expenditure for the purpose of continuing our existing services. The reserves that we have set aside provide financial stability and the means for the development of our principal activities. Our reserves level currently is more than adequate to meet our reserves policy target. The exceptional situation of our healthy reserves is due to intensive fund raising efforts and receipt of the matching Care & Share grants.

The Management Board reviews the amount of reserves that are required annually to ensure they are adequate to fulfil our continuing obligations.

WHISTLE BLOWING

To ensure that C3, her board members, staff and volunteers conduct themselves appropriately and in the best interests of her beneficiaries, all existing and previous board members and staff are encouraged to whistle blow about any possible corporate or employee misconduct in good faith without fear of punishment or unfair treatment. All reports may be directed to the Board, the Executive Director, the Commissioner of Charities, and the Agency's Auditor.

FINANCES

Budgeting and financial decisions are jointly made by the Board, and monthly financial reports are circulated to the Chairperson and Executive Director to monitor the actual spending against budget. A Mid-Year budget review is also conducted and reported during the regular board meetings. According to the Agency's policy, three quotations are required for any procurement of goods and services above S\$1,000, and procurement and payment for non-operational expenses are done in consultation with the Board.

TRANSPARENCY & CONFLICT OF INTEREST

C3's Governance Evaluation Checklist, as well as a yearly summary of its financial information can be found on the Charity Portal, and accessed by members of the public. Guided by the Agency's COI policy, all board members and staff are required to declare any personal interests that may affect the Agency's integrity, fairness and accountability.

When a situation arises where there is a conflict of interest, the board member or staff abstains from participating in the discussion and decision making on the matter.

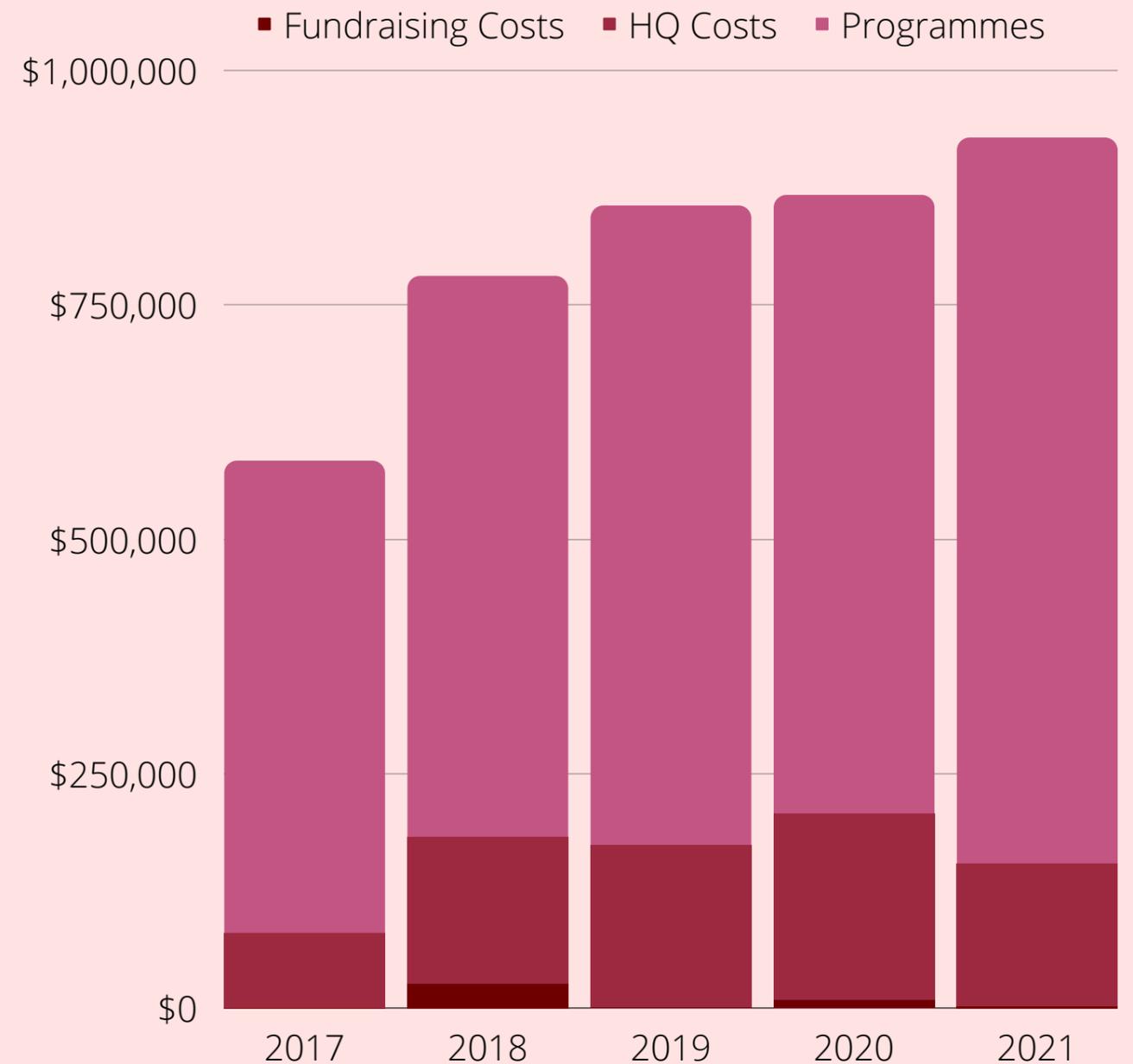
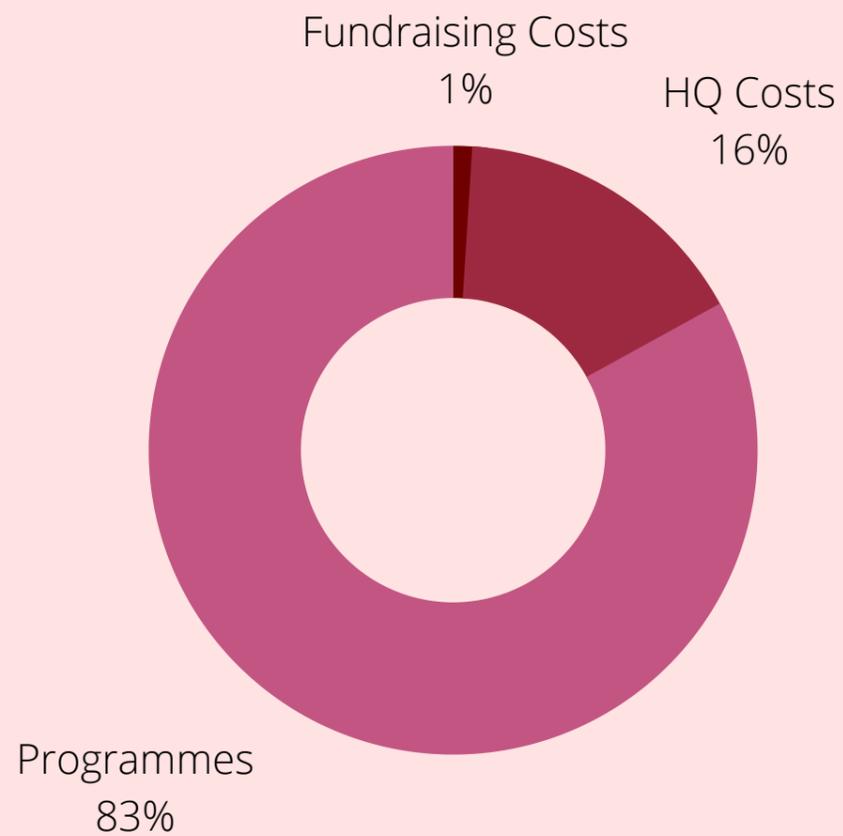
ETHICS AND CONFIDENTIALITY

The Agency adheres to confidentiality guidelines established by the Australian Association of Social Work (AASW) under its Codes of Ethics when interacting with all individuals engaged as clients, beneficiaries or programme participants. When said guidelines are unavailable or are assessed to be harmful to its clients, the charity will adhere to the Ethical Principles Screen to make an ethically appropriate decision.

GOORPORATE

OUR FINANCIALS - EXPENDITURE

Expenses: \$927,841

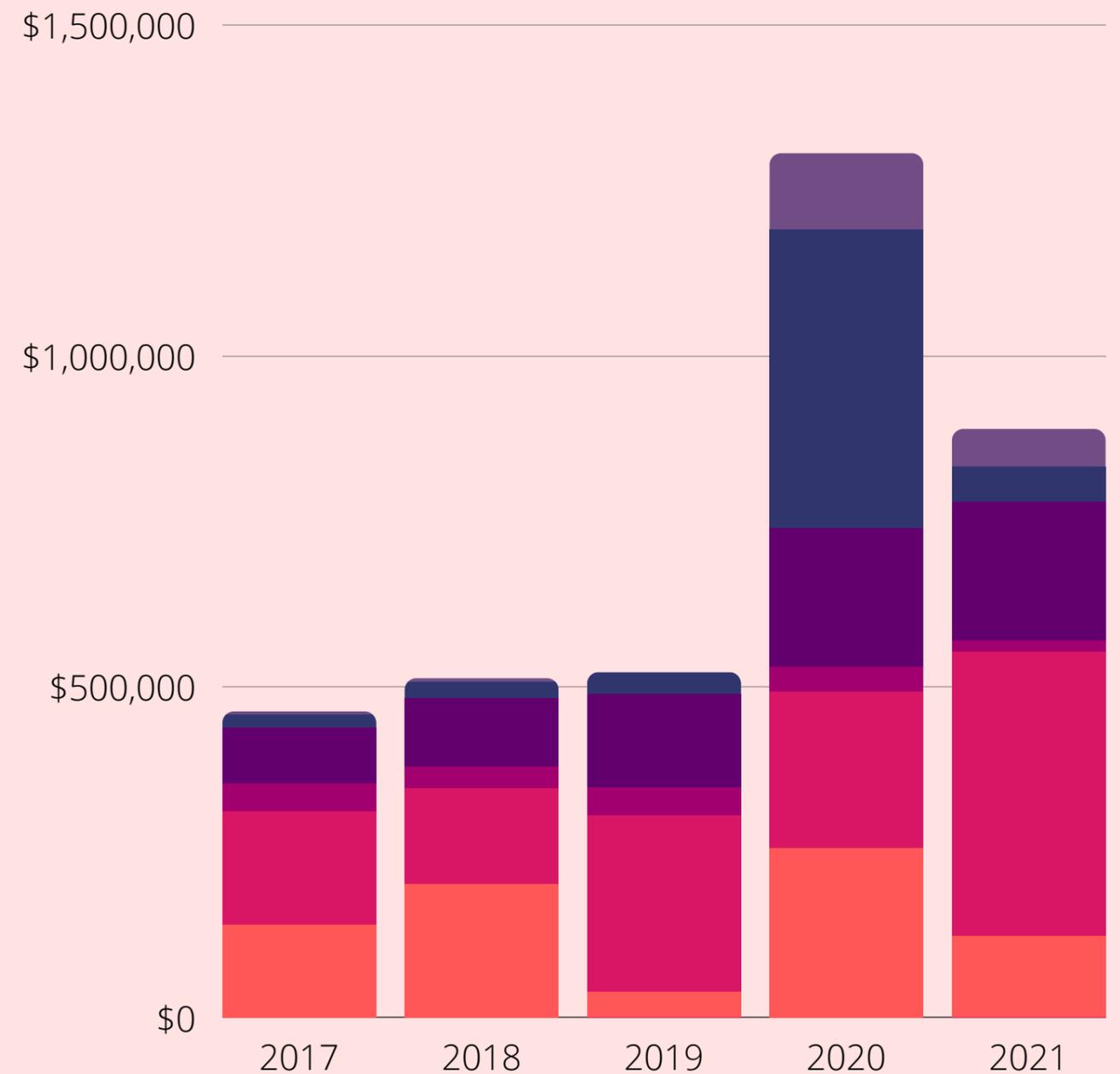
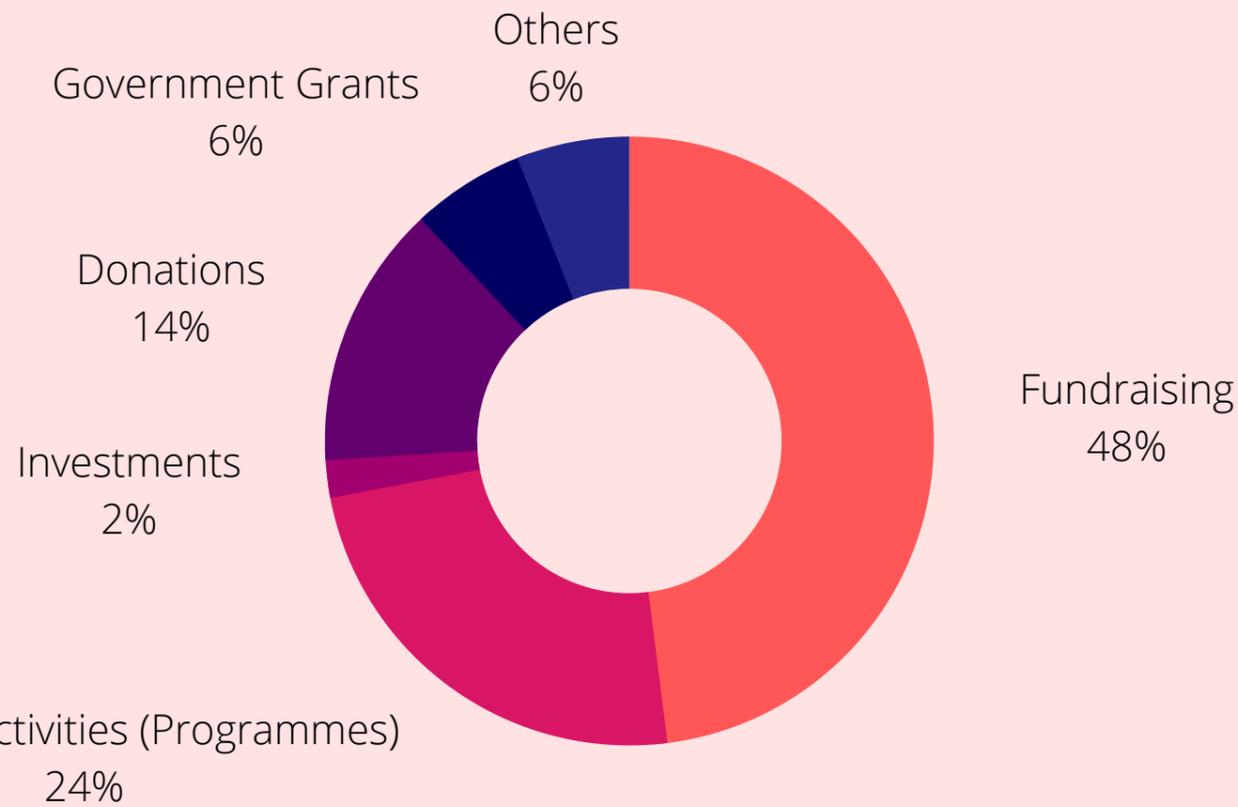


GOORPORATE

OUR FINANCIALS - INCOME

Income: \$888,967

- Fundraising ■ Donations ■ Investments
- Charitable Activities ■ Government Grants
- Others





GOVERNANCE EVALUATION CHECKLIST

(For the period January - December 2021)

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

S/N	Code Guidelines	Code ID	Response	Explanation
Board Governance				
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	



GOVERNANCE EVALUATION CHECKLIST

(For the period January - December 2021)

S/N	Code Guidelines	Code ID	Response	Explanation
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity?		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	

S/N	Code Guidelines	Code ID	Response	Explanation
	Does the charity invest its reserves (e.g. in fixed deposits)		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure & Transparency				
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board?		No	



GOVERNANCE EVALUATION CHECKLIST

(For the period January - December 2021)

S/N	Code Guidelines	Code ID	Response	Explanation
	Does the charity employ paid staff?		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	<p>The charity discloses in its annual report –</p> <p>(a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR</p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied	
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	

S/N	Code Guidelines	Code ID	Response	Explanation
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Yes	

COVERAGE - WHOLE OF C3



-  Youth Centres
-  End-to-End service
-  GROW Centres
-  Senior Centres
-  Counselling service

2021



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2021

