



CALVARY COMMUNITY CARE  
CHARITY • COMPASSION • CARE

# IMPACT REPORT

## 2022

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## VISION

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

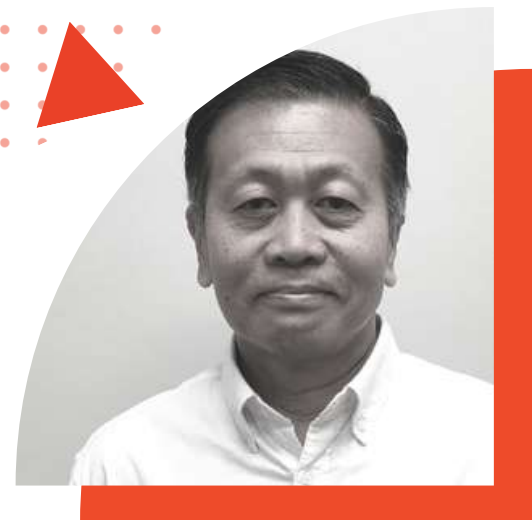
## MISSION

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

## OUR VALUES

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 with **Charity**, **Compassion** and **Care**.





## Chairman's Message

### Dear Friends of C3,

The past year has been liberating as the lifting of COVID restrictions has allowed C3 to resume in-person meetings with our beneficiaries. This has enabled our staff and volunteers to have a more comprehensive assessment of their needs and to offer more effective support and interventions. It has also led to an increase in demand for our services as people struggle to adjust to post-pandemic life.

### Co-Creating our Social Space

This year, C3 made a special attempt to reach out to corporate partners to support scaling up of our programmes. Aptly termed 'Co-creating Our Social Space', we forged a partnership with a generous corporate donor to pioneer 2 new initiatives. The **Club Treasure** initiative targeting 100 children from rental HDB blocks, is helping C3 to do even more for children from low income and disadvantaged families. C3 goes the distance to provide the literacy help and support they desperately need to ensure they are not left behind in their education.

Building on the work started in late 2021 with 'at-risk' youths, such as those with high school absenteeism rate or those struggling with mental health issues, we started the **Tête-à-tête**, which utilises technology to provide a platform of engagement that is more accessible and attractive for these youths. This "half-step" enables youths to interact with our team of youth mentors in an online space they are comfortable with, and consequently become more open to C3's intervention to help them find their bearings in life.

### Team Renewal

This year, we welcomed into the staff team, Clare Tan, our new Children Programme Reading Specialist, while we bid a fond farewell to Phil Wong, our Social Worker in the Youth department. Our management board is further strengthened with new members Janice Lee and David Tham, and we thank departing member Abigail Teo for her valuable contributions to the Board.

### Valuing our Partners

One thing we have come to recognize is that C3 is not alone in this social endeavour. There is a whole ecosystem of like-minded individuals and organisations who are committed to meeting the social needs of Singaporeans, and we need to collaborate and complement each other on capabilities we may not have. Thank you all for your partnership in this journey. God bless.

**WILLIAM SEE**

*Board Chairman*



## Executive Director's Word

2022 was a fruitful year for C3 as we started moving into a post-pandemic routine. In the year, C3 ran more than 9,000 sessions of programmes for our beneficiaries. Our work revolves around **uplifting lives in the community, closing the opportunity gap, improving social mobility** and providing timely **mental health support**. Together with the team, I see the creative demonstration of service delivery as we go about the mission to close service gaps for our beneficiaries.

### **Growing Team & Resources**

The Covid-19 pandemic made us realise that not only was our health at stake but so were our mental and social well-being. We invested in staff strength and technology to reach more people. We levelled up on our capacity and competency to do deeper work. From an office of 8 people back in 2020, we have grown to over 30 in staff strength today! Scaling up the work demands will and resources. With a new office at Noel Building, we have added capacity for counselling, training and youth work. As more partnerships sprang up, we are delighted to be able to serve more clients.

Last year, \$1.34 million was poured in to fuel over 9,000 sessions of support and help to approximately 1,200 beneficiaries. 280 volunteers from different walks of life worked with us to run those sessions. Partners from the educational sector, healthcare and government agencies, grassroots communities, interest groups, foundations, churches and CSR partners joined us in making a huge impact together, and paved the way for us to reach more beneficiaries.

Some of the programmes we have today such as Club TREASURE and Tete-a-Tete, are fully supported by corporate donors, enabling us to advance social innovation and provide deep engagement for children who have fallen through the cracks.

### **Better Together**

To our donors, we want to say, Thank you for your generous donations, your vision for the community and for giving to social and technological innovations. Together, we will see breakthroughs in your social investments. We are immensely thankful for the collective effort, quality of relationships and trust you have in C3. By ourselves, we can only achieve a little but with you, our work goes deeper, wider and further. C3 has a clear mandate to link partners, donors and volunteers to the needs on the ground. Please continue to journey with our beneficiaries. Together, we bring out the best in one another and help our beneficiaries rise to their greatest potential.

**PAULINE RUTH CHIN**

*Executive Director*

# FOCAL AREAS 2022



## LAUNCH OF CLUB TREASURE & OUTREACH

With full funding from a corporate, C3 piloted Club TREASURE in 2 locales - Kembangan-Chai Chee and Tampines Ville with intentional outreach to children from rental blocks and lower-resourced families. Through Club TREASURE, our suite of literacy programmes is made accessible for these children who need the additional support.



## BREAKING NEW GROUNDS WITH YOUTHS

In 2022, C3 embarked on a new Enhanced Uplift programme - a hybrid between after-school engagement and casework for higher-risk youths. Tete-A-Tete (TAT), C3's online social platform powered by Gather was also launched the same year, allowing us to have deeper engagement with youths over the technological platform.



## EXPANDING OUR MENTAL HEALTH REACH

Since the pandemic, we have built up our Counselling Department and scaled up the team's response to the evolving mental health needs in Singapore. C3 grew from having 1 to 4 counselling rooms, and worked closely with partners and schools to respond to the swell in mental health needs.

## GROWTH IN BEFRIENDING REACH

C3's Befriending service for seniors stood out in our steadfast commitment to meet seniors' physical, emotional, psychological and relational needs. Our services have gone beyond Potong Pasir to neighbouring estates at Bidadari and Joo Seng. We offer a range of help, from befriending, medical escort services and home improvement for those living in poor conditions - to make a positive impact in seniors' lives.

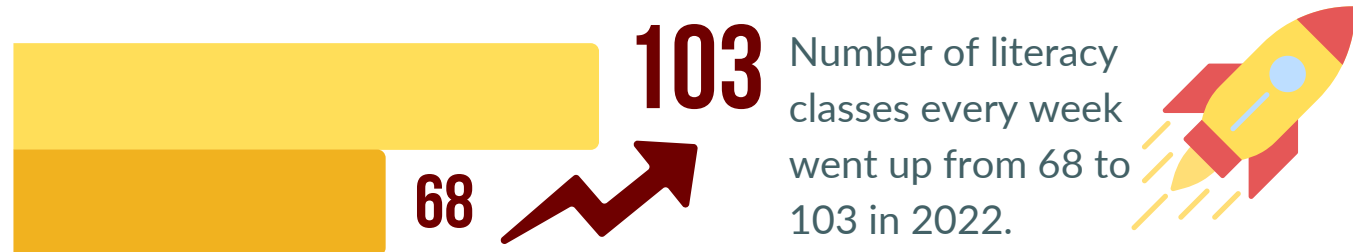


# Empowering Children with the Gift of Reading

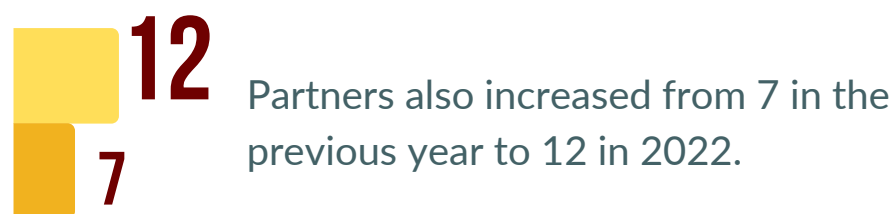
A new normal has emerged after two years of pandemic restrictions – C3 now provides online literacy support for all the core programmes: GROW, StoryLAB, iREAD. We are now able to impact children island-wide as the support is no longer limited to geographical locations!

With this provision of online lessons, we were able to take in **more referrals from government agencies** such as ComLink, Family Service Centres, KidSTART and partner organizations such as Yong-En Care Centre and Salvation Army (Kids In Play).

## NUMBER OF LITERACY CLASSES HELD EVERY WEEK



## NUMBER OF PARTNERS



# 171

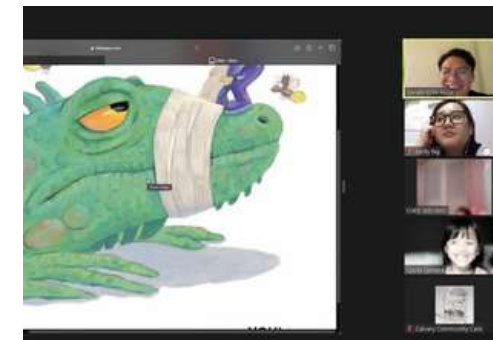


## CHILDREN IMPACTED\*

Of these children, half were referrals and in great need of the literacy support as they typically come from non-English speaking and lower-income families. Given the current trends and needs reported in Singapore, C3 is eager for collaborations with government agencies and partner organizations to reach more children who have fallen through the education cracks.

# 98

## NUMBER OF VOLUNTEERS



A total of 98 volunteers conducted the sessions; see picture of StoryLAB Online (left) and GROW (right), many of the sessions involved one-to-one engagement.

## NUMBER OF CHILDREN IN...

**GROW**  
93

**StoryLAB**  
37

**iREAD**  
33

[Click to find out more!](#)

\*some children are in multiple programmes

# Children-GROW Support Scheme

CHILDREN SUPPORTED:

26 IN 2022

The **Children-GROW Support Scheme** allows donors to directly support a child from lower-income families - covering their GROW programme fees, holiday activities as well as a Christmas present.

Helping these children from their starting point (however low that may be) and allowing children to **experience success** during the lessons are vital features of C3's literacy support programmes that have helped **struggling readers** move from **fear to confidence** and **reluctant readers** from **resistance to enjoyment**.



The 171 children in C3's literacy programmes are children who have fallen behind in their education through no fault of theirs. In all these children is the willingness to learn, if only someone would take the time and effort to teach them in a way that they could follow.

“For Aaron (a K2 boy from a low-income Chinese-speaking family), who was **loud, distracted** and **restless** in the first lesson, his GROW teacher, James needed to firmly instruct him to listen carefully and to look at the word presented instead of making wild guesses.

James had to slow the lessons down to help Aaron take the time to focus and process the words. **With patience, firmness and some humour** during the lessons, he was able to gradually **help Aaron get excited about learning**. Though Aaron still has a long way to go, C3 has helped him take the first steps of his learning journey in the right direction.”

“Natasha (P1 girl from a transnational family that does not speak English) could only read a few words when she started GROW lessons.

In the initial weeks, when she was not able to read a word or work with the sounds, she would **clam up and refuse to respond**. If her mother pushed her to continue with the lesson, she would burst into tears. Her GROW volunteer, **Ann had to exercise much patience and gentle encouragement with her to help allay her fears**.

After a few months of lessons, when **Natasha started to experience small steps of success**, such as being able to recall words she was taught, knowing how to blend the sounds in words, she began to gain the confidence to learn. Her mom shared that Natasha started to enjoy the GROW lessons and no longer sulked when told it was time for her lesson.

Today, she has become more confident in using the English language.”



# BRIDGING LITERACY:

## Uplifts Communities & Promotes Social Mobility



Left: Speaker Tan Chuan-Jin reading a story to children at Club Treasure (Kembangan-Chai Chee)  
Right: Children discovering the joys of reading at Club Treasure (Kembangan-Chai Chee)

Located within a physical space in the vicinity of rental blocks, Club TREASURE provides children with literacy support to help them discover the joy and the importance of reading.

Since its inception in 2022, C3's first Club TREASURE centre engaged 20 children from lower-income and single parent families. Time spent at Club TREASURE is protection from screen time. Children also receive affirmation for their strengths and are encouraged to develop aspirations. Providing them with access to quality services, resources, and literacy support is a crucial first step to improve social mobility for these children who need it.



Craft activities held at Club TREASURE @ Tampines Ville

In addition to the Club TREASURE@Chai Chee, a new collaboration with Lighthouse Evangelism and Tampines Ville Residents Network opened the door for C3 to pilot weekly Club Treasure sessions at the Tampines Ville centre on Saturday mornings.

## Club TREASURE

Many low-resource families are multi-stressed and often lack the bandwidth and resources to nurture their children with educational stimulation or literacy support. These children from needy families often face barriers to access books - lack of encouragement, time constraints and transport costs.

An extended and deep engagement targeting children aged 5 - 12 years old, Club Treasure in partnership with KidzCare was officially launched by Speaker Tan on 26 June 2022. Club TREASURE is an embedding of our literacy support programmes (GROW, iREAD, StoryLAB) under one roof.



# BRIDGING LITERACY:

## Uplifts Communities & Promotes Social Mobility

### Deep impact to the children of Club TREASURE



The Club TREASURE team wasted no time in helping him get started, through naming common objects with picture cards and encouraging him to speak in English.



Left: Naming Objects with picture cards  
Right: Children participating in Club TREASURE activity

Ronald is a keen learner who would show up at every Club TREASURE session - he was excited to have someone work with him, helping him learn from his very low starting level.

Ronald, a Primary 1 student from a Chinese-speaking family could barely understand English when he joined Club Treasure. C3 staff and volunteers were taken aback when he could not name common objects such as ball, or terms like boy or girl. His usual response to the staff was “你说什么?”.

\*(Translation) What did you say?

你说什么?



These days upon encountering an unfamiliar word, Ronald holds up his hand, meaning, “Wait! Do not tell me the word!”, so he has the chance to figure out the word on his own.

Although he still struggles with using English in conversations, he has come a long way from his first day at Club TREASURE. This is the deep impact C3 makes in the lives of the children through the extended engagement in Club Treasure. **Individual children impacted for life.**

Wait!



EMPOWERING CHILDREN 9

# Impacting the Youth Landscape

## After-School Engagement

SCHOOL  
BASED

15

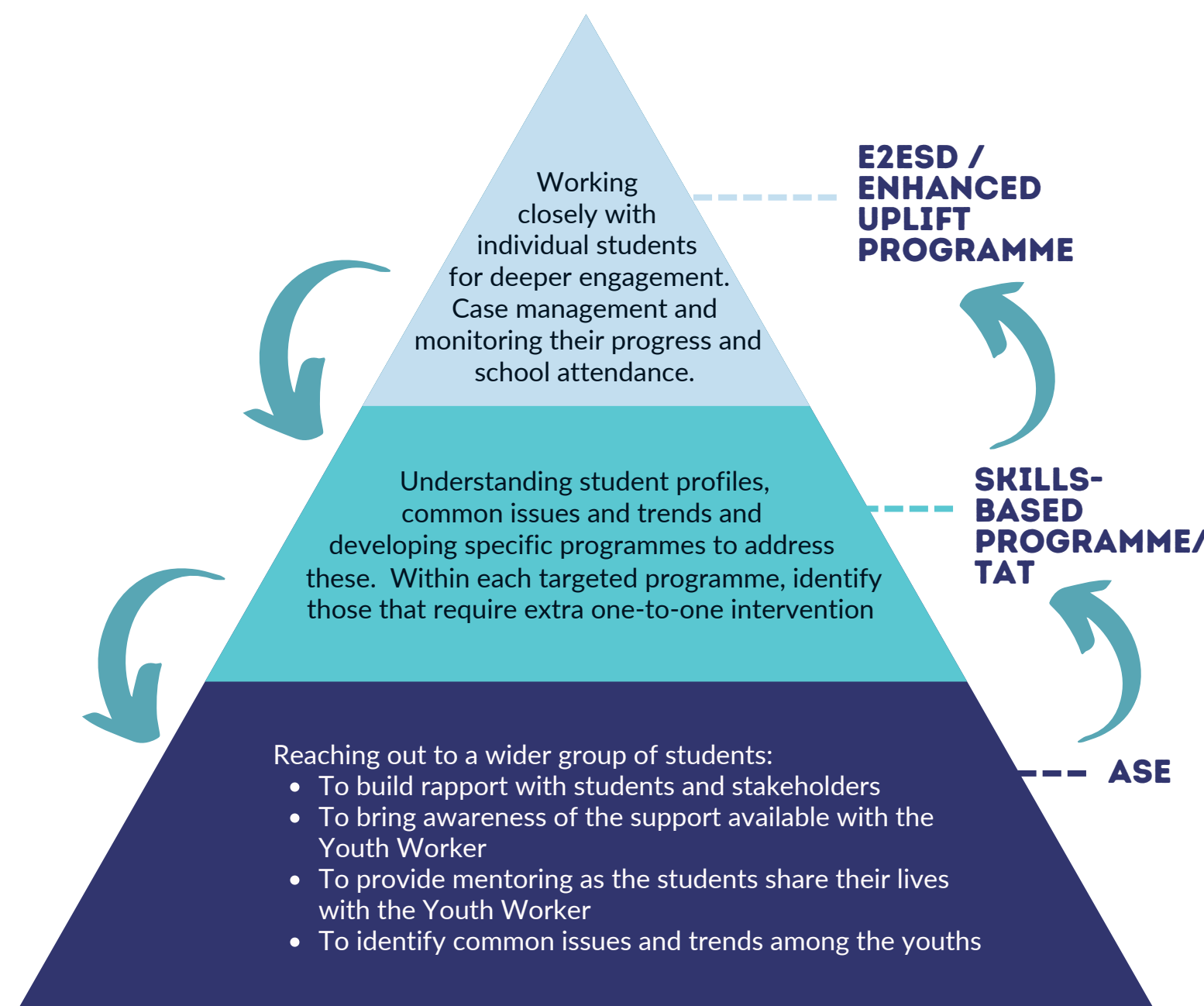
COMMUNITY  
BASED

2

C3's youth programmes are found in 15 secondary schools and 2 community clubs (Marsiling Community Club and Potong Pasir Community Club). C3 partners the Ministry of Education (MOE) and grassroots to provide After School Engagement (ASE) programmes. These are weekly, on-location touch points where youth workers interact with students to help build up their social and emotional skills. Each month, C3's team of youth workers clock more than 600 hours of engagement time with over 400 youths. The programmes have seen positive outcomes of improved student attendance and higher confidence and self-esteem.

In addition to the ASE programmes, we were appointed by MOE to be in the pilot run of End-to-End Service Delivery (E2ESD) model for students with high school absenteeism and at risk of dropping out of school. 2022 marked a complete year of this programme in both Woodlands Secondary School and Yuan Ching Secondary School.

We also kickstarted a hybrid of the ASE and E2ESD model, also known as ASE & UPLIFT Enhanced Programme in Marsiling Secondary School.



C3 ACE Pyramid: Differences between ASE, Skills-based and EESD/Enhanced Uplift

In C3, the youth programmes are tiered into 3 different levels to meet the different needs of the youths. The higher up the tier on the pyramid, the fewer the number of students in that programme and the greater the need for focused help and specialisation.

# Impacting the Youth Landscape

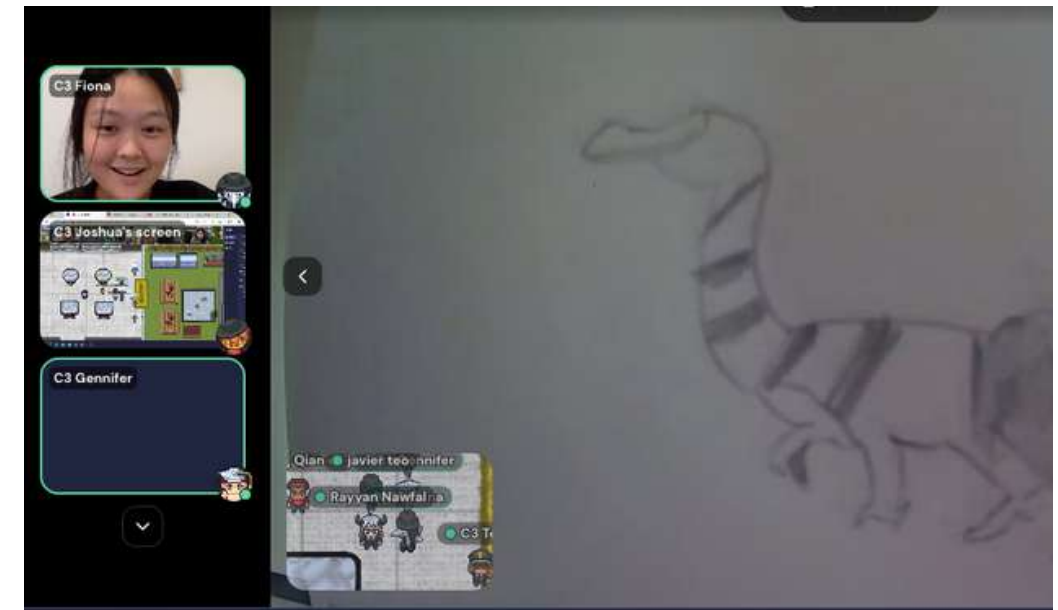


Illustration of C3's TAT online platform

## TETE-A-TETE (TAT)

TAT (short for Tete-A-Tete, a French term for "face-to-face" or "heart-to-heart") is C3's online social platform powered by Gather. Our team designed a **virtual space** with various resources a youth would need in one place.

TAT was founded as a response to the Covid-19 pandemic in 2021, when youth programmes and large-scale events had to come to a halt every now and then. C3 sought to provide this space that would enable us to go beyond physical centres to effectively engage youths from both within the school as well as out of school.



Sketch activity on TAT

“

Claire had **severe anxiety** to the point where she would **skip school for a month**. The school activated counsellors and social workers but she was too intimidated by a face-to-face counselling session and felt that the social worker did not “get her”.

Initially, Claire would log on to TAT but run away when approached, or would leave the camera and microphone off. However, as C3 youth workers on the platform gradually broke through to her, she began to open up and share more freely. After a month, Claire was devastated to learn that TAT was going to be closed for the school holidays. She shared that “life would be so much easier” if TAT could continue.

After encouraging her to look forward, she braced herself to re-enter school so she could meet the team face-to-face. For someone with extreme social anxiety, that was a great testimony to me. She has also agreed to go for online counselling within TAT. ”

Gennifer, C3 Youth Programme Executive

# After-School Engagement @ PACE Community Drop-in



Left (two pictures): Youths making their own burgers at our Burger Challenge session  
Right: PACE@PPCC youths and volunteers appreciating the PA staff with tarts

PACE youth drop-in centres operates in close partnership with People's Association (PA) in Potong Pasir and Marsiling community centres.

**A**CE – Aspiration, Confidence, Excellence

## Mission:

**Connecting and Impacting Youths, Influencing Communities**

The objectives of PACE include promoting social interaction and participation in activities after school in a safe and comfortable environment, as well as to providing avenues for youths to seek assistance and counselling.

Quarterly events and outings are held to meaningfully engage the youths. Through these initiatives, PACE youths get to bond with one another, have fun and find a community to belong to.



Paranomic shot of PACE@Marsiling located in Marsiling CC

C3 partners with volunteers from institutes of higher learning, who serve as befrienders and positive role models for our youths.

Our key partner in PACE@MARS is a dedicated group of volunteers from Singapore Institute of Technology (SIT), known as Project YOUth.



PACE@MARS open house with over 30 youths, organised by C3 and Project YOUth (SIT)

At the start of 2022 when the pioneer batch of youths at PACE@MARS graduated, there was a sharp decline in the number of drop-ins. Together with Project YOUth, a successful Open House was organised where over 30 youths bonded and learnt more about PACE@MARS! This allowed C3 to reach more youths who would benefit from attending activities at our community drop-in centre.



Quarterly PACE excursions where the youths had a blast with Laser Tag, BOUNCE activities and others



# Youths Are Leaders of Today, Not Just Tomorrow

Through our various approaches to engage youths - from hanging out with them after school to making home visits and intentional efforts to increase their exposure through learning journeys, our message to them is, "**You can be leaders today!**"

## From missing school to embracing it

### YOUTH FROM C3'S ENHANCED UPLIFT PROGRAMME

“Nihal was referred to me due to his **high absenteeism rate in school**. His **father had been incarcerated** for the past seven years while his mother is busy working to provide for their family, including his sister with special needs. Nihal also struggled with **poor self-esteem due to some slight deformity on his limb** and there was a lack of motivation for him to attend school.

After getting to know him more, he opened up about **being bullied by his close friends in the past**. As I paid full attention to whatever was shared, remembering little details and how they affected him, I began to notice that Nihal would look forward to sharing more at the next session.

I learnt that listening without judgement made him receptive to my inputs, such as receiving academic coaching for his weaker subjects, and helping him build closer friendships with others. In partnership with his family, teachers and community partners,

**his attendance shot up from 39% to 91%!**

He also appeared more cheerful coming to school and has a more positive outlook in life.”

- Shao Shiuan, C3 Social Worker



# Empowering Youths to Lead and Influence Others

“Justin, 14, had very **low self-esteem and self-confidence** when I first met him. He was withdrawn and kept to himself.

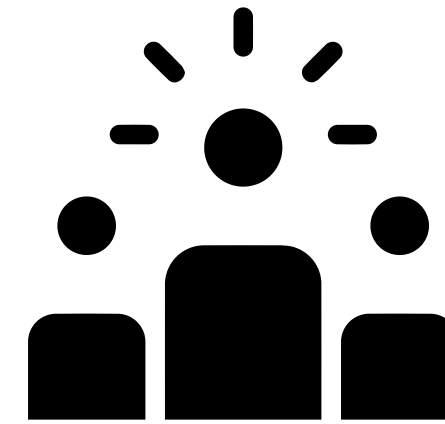
During one of the sessions, I taught the students how to make origami roses and specifically told Justin to master it and teach it to his peers. He did a very good job teaching the rest of the students during the sessions and **it built his self-confidence. Soon after, he even went on to teach the student counsellors and it became a larger-scale school project.**

Through this experience, he became more confident of himself and started speaking out more and interacting with his peers. At the end of the school year, he even represented his CCA (NPCC) to do a presentation on CSI and activities on how to get fingerprints from a crime scene! ”

- Phoebe, C3 Youth Programme Executive



Roses that were folded by the youths



“Ashwin was from the boys' home. He displayed **disruptive and rebellious behaviour**, challenging anyone who questions him, picking fights easily and bullying others.





During one of our sessions, we were learning about our personalities and I spoke about his personality, being an eagle. **I told him that he possesses natural leadership skills and is capable of giving directions.** Even though he was mean, somehow he was able to rally others. He grew unusually quiet, silently digesting the information about his potential and capabilities.

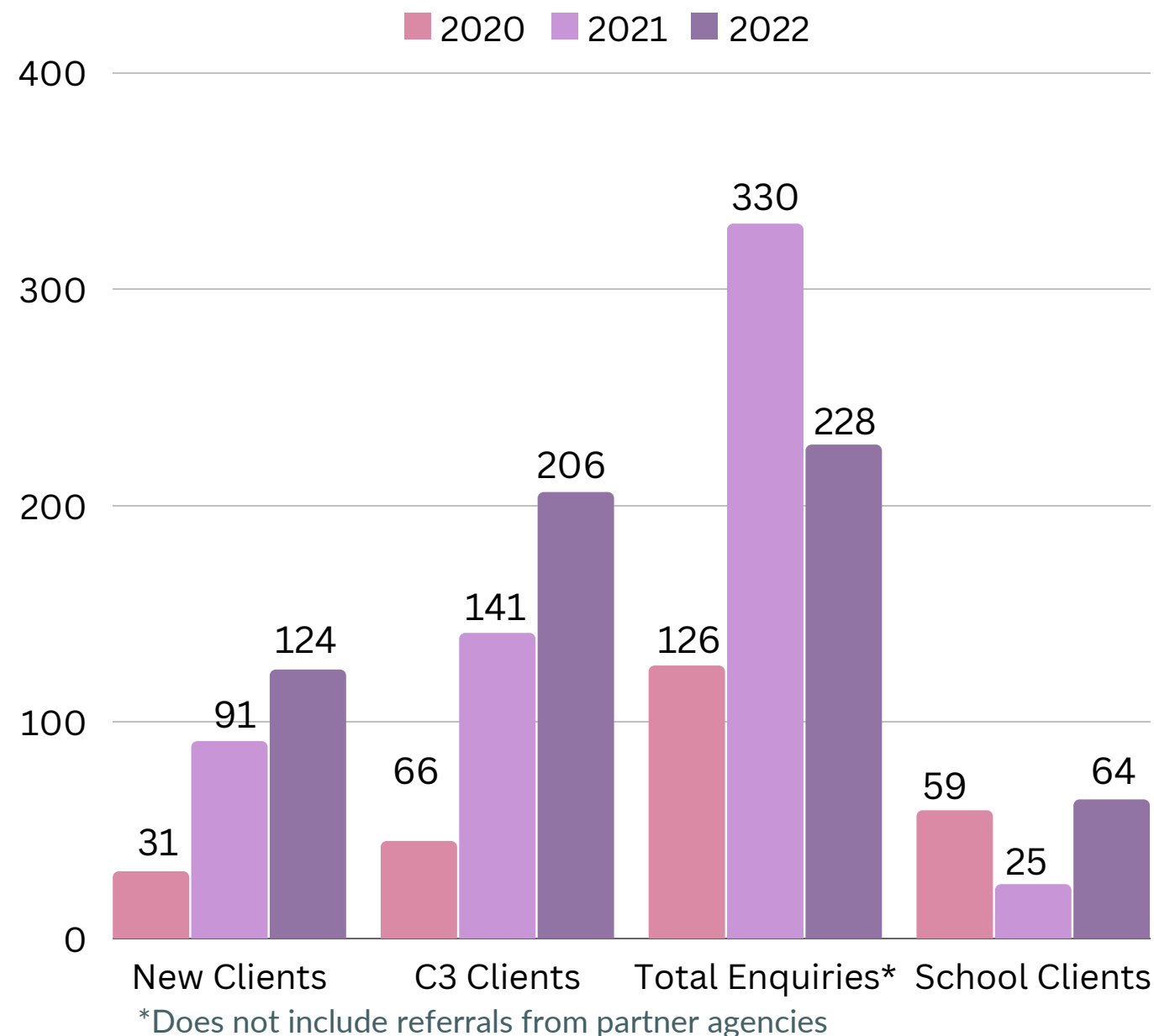
After the programme ended, he approached me to ask what the white board behind me was about because it read “Canopy Committee”. I told him it’s about students who sign up to be leaders, to contribute to this community and help others. **For the first time, he asked to be part of the leadership group.** To me, that was a huge step for someone who has not seen the best in himself. Not only did he start to believe in his leadership ability, I now see his desire to use it for a good cause. ”

- Fiona, C3 Youth Programme Executive

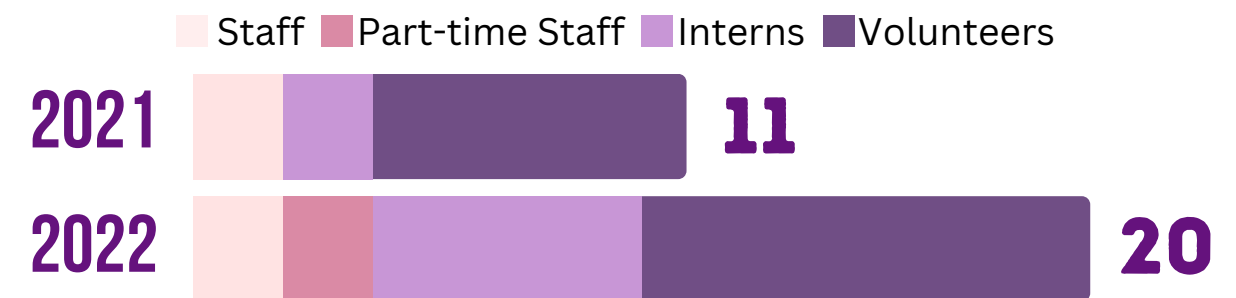
# Championing Mental Health for Youth

## 2022 IN A SNAPSHOT

-  Counselling 206 clients who came forward with mental health struggles + provided counselling support to 3 schools
-  Doubled our capacity to serve, 0-week waiting time for youths
-  Conducted workshops in schools to equip teachers
-  Group supervision sessions for our team of counsellors



## GROWING OUR TEAM'S CAPACITY & COMPETENCY



C3's qualified pool of volunteer counsellors increased from 7 to 10 and number of interns from 2 to 6. With 2 new part-time staff, this almost doubled the team's full strength from 11 to 20.



2 new counselling rooms in C3's Noel Office (Completed in September 2022)

With more counsellors and 2 new counselling rooms, C3 steadily increased our capacity to meet the needs of youths seeking mental health support.

In addition to community cases, C3 continues to partner 3 schools - National Junior College, Pei Chun Public School and Cedar Girls' Secondary School to provide counselling to students.



Group Supervision sessions held in C3's Noel Office

The counselling department holds bimonthly group supervision sessions with our volunteer and intern counsellors. Counsellors present cases, brainstorm approaches and give feedback, and learn more about one another's specialisations during the supervisions.

This is a time where our counsellors come together as a community, provide one another support, and pool our strengths so we can give our clients the best care possible.



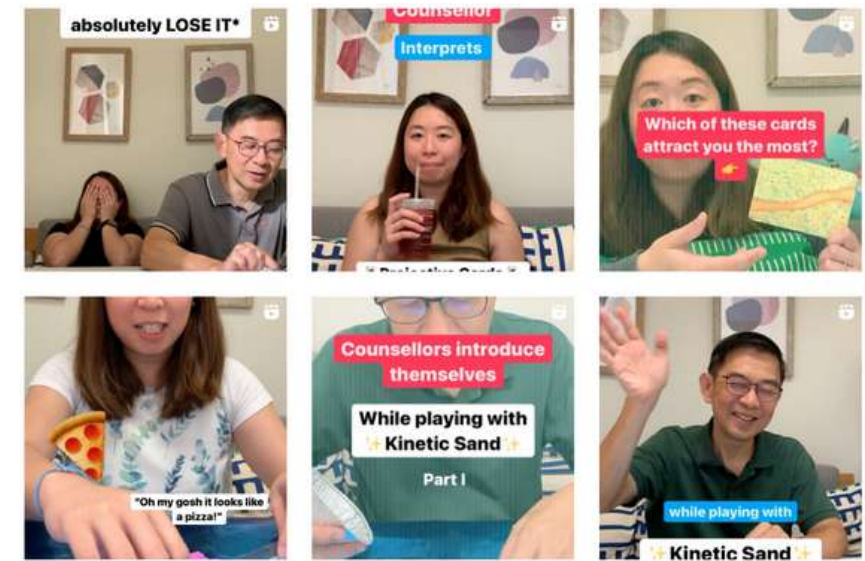
2 workshops held in Yishun Town Secondary School

C3 ran workshops for Yishun Town Secondary School involving head of departments, form teachers and case managers. We covered basic counselling skills and crisis management skills to equip these leaders. Through active role play, the teachers became better equipped in knowing how to do risk assessments and talk to students in distress.

## LAUNCH OF SOCIAL MEDIA SERIES: GET TO KNOW OUR COUNSELLORS!



We recently launched a new, mental-health focused Instagram and Tiktok account called @c3counsellors. We aim to produce content that is useful, relevant, and fun for our target demographic!



Through these initiatives, we hope to increase our visibility among the youths and unite our efforts with other agencies who share a common mission for enhancement of youth mental health.



# Counselling Testimonies

Common issues among our youths aged 12 to 25 are life transitions, relationship (peer, family), mental health struggles (anxiety and depression), grief, self-identity and so on.

C3 provides subsidized rates: \$50/hr; \$25/hr or \$5/hr. Counselling rates are deliberately kept low to lower the barrier to help-seeking. Instead of charging the clients, we turn to our community of donors to raise the financial support to **build mental resilience.**

*"I now have ways to deal with my anxiety episodes, and I've changed my perception about anxiety so I feel less scared when it comes. My counsellors has been so patient and helpful!"*

*Daphne, 24 years old*

*"My counselling internship at C3 has been enriching and enjoyable. The staff are friendly and growth-oriented. Seeking guidance from the team has also been prompt and helpful in ensuring that I am well supported. There are also opportunities for learning development through group supervision and trainings." - Counselling Intern*

*"There were main takeaways at the end of each session that stuck with me for a long time. There were also mental exercises that helped me process my emotions and actions better. The sessions were also happening during a season of good change in my life, so the timeliness of everything that was happening played an important role in my emotional change and stability."*

*Clarence, 23 years old*

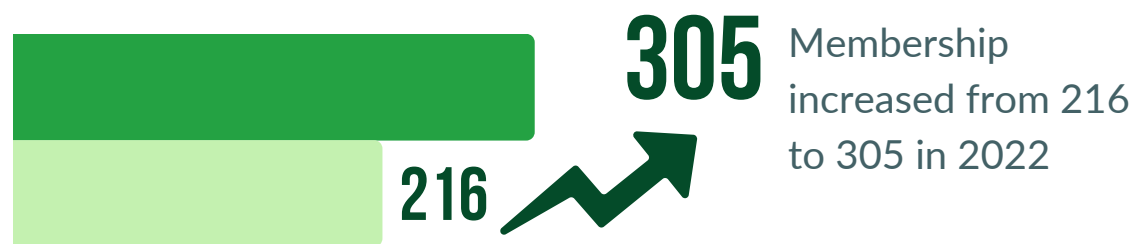


# Building the Elevating Lives of Seniors in Potong Pasir

During the first quarter of the year, C3's Active Aging programmes were predominantly restricted to online activities. Generous donors who donated items contributed greatly as we used the gifts as rewards for these online engagement.

After the Safe Management Measures were relaxed in April, we were delighted to organize five excursions to Kway Guan Huat Joo Chiat Popiah where the seniors had a great time learning to make their own popiahs.

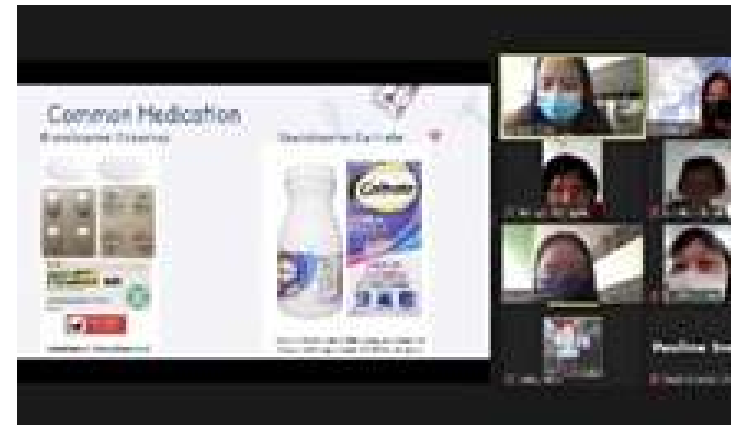
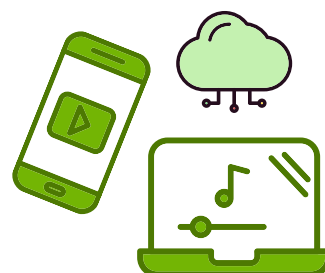
## GROWTH IN OUR SENIORS PROGRAMME



With a lean staff team, programme's post-Covid expansion and increase in membership were only made possible as a result of collaboration with community partners and institutes of higher learning.

## THE YOUNG CAN IMPACT OUR PIONEER GENERATION

Volunteers from Hwa Chong Junior College and Catholic Junior College created online programmes and a crafts app, respectively, for our seniors.



Zoom sessions with Temasek Polytechnic

Other partnerships included Republic Polytechnic which conducted a series of creative crafts sessions and donated extra crafts to C3's befriending programme and Temasek Polytechnic Pharmacy students who conducted Zoom sessions on drug knowledge and usage.



Left: Volunteers from St Joseph's Institution conducting a game at Dumpling Festival Event  
Right: Group photo with Leo Club (Singapore Polytechnic) and C3 seniors

Singapore Polytechnic (SP) Leo Club volunteers took the seniors out for three nature walks - with 80 active aging seniors for each walk. C3 provided wheelchairs to encourage less mobile seniors to join in the walks to Kent Ridge Park, Berlayer Creek Walk@Labrador and Sungei Buloh Wetland Reserve. These are places our seniors would not have ventured to if not for the help of dedicated volunteers! SP's Optometric Department also partnered C3 in offering some of our seniors free eye check as well as prescription spectacles.

## ACTIVE AGING ACTIVITIES IN A YEAR



OUTINGS

36

WEEKLY SESSIONS\*

196

EVENTS

32



\*Regular sessions that take place weekly such as Line Dancing, Rummikub and others added cumulatively

## FESTIVE EVENTS: CELEBRATING WITH OUR SENIORS

In 2022, C3 collaborated with Calvary Baptist Church to celebrate Mid-Autumn, which was attended by 80 seniors and graced by Mr Sitoh Yih Pin, Member of Parliament (Potong Pasir). The event was indeed a memorable one complete with good food, much fun, conversations and laughter.



Left: Seniors line-dancing to the festive music over dinner



Right: Christmas-themed games at individual tables!

For Christmas, C3 worked with Commonwealth Concept, Korean Church of Singapore, Glory Presbyterian Church and SJI volunteers to bring Christmas cheer to the seniors.

Besides the annual festive celebrations, events such as visits to the Yakult factory, a karaoke hi-tea session at Dignity Kitchen, free haircut sessions, and Heritage online Zoom talks were organized to keep active aging and befriending seniors engaged.

## REGULAR WEEKLY PROGRAMMES FOR SENIORS

To keep our Active Aging seniors meaningfully occupied throughout the week, various weekly programmes were conducted.



Left: Weekly Rummikub sessions are packed to the brim!



Right: Chinese painting classes on Wednesdays - taught by talented RCBT volunteer, Milan

The popular Rummikub sessions saw a 100% increase in participation from March, aided by donations of new game sets from Rotary Club Bukit Timah (RCBT). Additionally, RCBT conducted weekly Chinese painting classes enjoyed by the seniors.



Left: Ukulele classes held in C3's Potong Pasir office

Right: Christmas shot with our Line Dance volunteers and seniors - it was a blast!!

A Zumba and K-pop exercise class started in May, followed by a line dancing class in June, fully helmed by volunteers. This passionate group of volunteers trained our seniors for the Mid-Autumn Celebrations performance and even planned a line dancing party in November! C3 also finally resumed the ukulele class, which is a great hit with seniors.



# "You Are Not Alone"

Social isolation and loneliness are serious social issues.

The **Seniors Befriending** programme aims at **improving the physical, emotional and psychological well-being of seniors** living in Potong Pasir, Bidadari and Joo Seng areas. These seniors stay alone, face social isolation and are physically frail. Many of them are not eligible for financial aid and need help to mitigate these issues.

## BEFRIENDING THE SOCIALLY ISOLATED SENIORS

2022 saw an increase of 14 new befriending seniors bringing the total to 33 seniors. A number of the befriended have physical conditions like frailness and are wheelchair bound.

They remarked, " **This was a rare and memorable trip for us**".



*Befriending Seniors Nature Walk at Pang Sua Pond, Bukit Panjang*

## THEIR WINDOW TO THE WORLD OUTSIDE

Enterprise Singapore and Calvary Baptist Church provided sponsorships to support our outings and meals for seniors. We also partnered with Caring Fleet, who offered discounted fares for wheelchair transport, making it possible to bring seniors with mobility issues on longer outings. We organized four outdoor outings and were able to bring about 10-12 befriending seniors each time.



*Left: Befriending Seniors enjoying a Shake Shack meal with Enterprise Singapore  
Right: Befriending seniors arrived at their destination with the help of Caring Fleet!*

## TRANSFORMING HOMES AND LIVES

Our befriending service has extended its reach to the Joo Seng locality this year, where we now have five seniors under our care.

We did home improvements for seniors who lived in poor conditions.



Before: Living conditions of Mr P for the past decades

“When we first entered his house, a strong urine stench filled our noses. A huge burden started to form in our hearts as we peered in because his living conditions were simply unacceptable. Belongings were all over the place, the rooms were cluttered and dusty - even **his sleeping area was covered with dust and dirt**. Over time, we learnt that the stench stemmed from a leaking toilet bowl, and that Mr P had been unable to purchase gas or use a stove to cook in the last 10 years. There was no one else in his life who could help him. As a result, he was **suffering from depression and insomnia**.

With the support of volunteers and donors, we helped to clean and paint his house, replace the broken toilet bowl, lighting fixtures, appliances and furniture. (Refer to the pictures above - before and after). After the clean-up, we were so glad that Mr P could have a proper clean area to prepare meals for himself.

**His home is now a daily reminder of people who care enough about him to step into his boat and make it better.”**

- Aileen, C3 Seniors Programme Manager



After: Significant changes made for Mr P's home after we cleaned and painted his house

Another senior whose hearing aids were damaged in a fire was so touched when C3 helped her to replace them. C3 also makes it a point to be more attentive to the seniors who have no other form of external support and would increase the frequency of medical visitations.

## AMAZING TEAM OF VOLUNTEER LEADERS

To accommodate the growth of our befriending programme, we introduced cluster befriending groups led by volunteer leaders. The leader oversees a group of befrienders, assists with reporting, volunteer training and allocates available resources thereby reducing the workload of the full-time staff.



Left: Befriending Volunteers Meeting in June 2022

Right: Singapore Polytechnic Volunteers cleaning up one of the homes

# Corporate Highlights

To emphasize the words from William, Chairman of C3's Board;  
*"One thing we have come to recognize is that C3 is not alone in this social endeavour. There is a whole ecosystem of like-minded individuals and organisations who are committed to meeting the social needs of Singaporeans."*

We are thankful for the treasured partnerships in this ecosystem that allowed us to collaborate with and complement each other.

## C3 DAY 2022: THE PARTS WE PLAY (20 AUG 2022)



Left: Group shot taken of C3 Day Committee members and volunteers.

Right: Intergenerational game of Rummikub at the seniors booth, C3 staff cum buskers

C3 Day is an annual event held by Calvary Baptist Church to raise a call to action among the Calvarians to serve the community alongside C3. Through the sharing of C3's work and impact, Calvarians were encouraged to discover how they could play a part to support the work.

The theme of C3 Day 2022 *"The Parts We Play"* was centered on the scripture in 1 Corinthians 3:5-9 which establishes how we are co-workers as individuals and as two different organisations. There is a higher purpose and bigger picture as people serve and give in the different areas according to their means. The event saw different C3 Programme Booths (Children, Youths, Seniors & Counselling) set up across the church courtyard as engagement points for church members to participate in some hands-on activities where they could learn more about specific work and volunteer opportunities.

It was a heartwarming sight to see both the young and old coming together to learn about serving the community, and many givers stepping forward to support C3's causes.

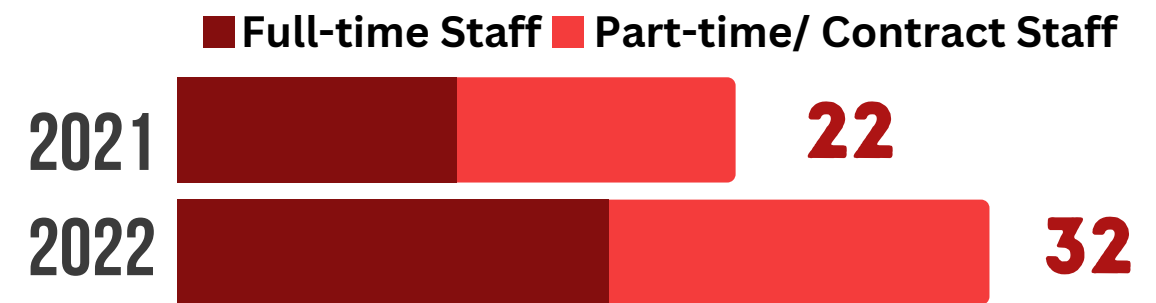
# A Time of Growth and Introspection

## OPENING OF C3'S SECOND OFFICE (NOEL BUILDING, TAI SENG)



Left: Group shot taken at C3's new office's entrance. Right: Fun shot of the youth team in office pantry area

In September, C3 moved to our second office just a stone's throw from Tai Seng MRT. The new C3 Noel Office is about four times the size of our Potong Pasir office, providing a better working space and improved meeting facilities for staff, volunteers and beneficiaries.



We took advantage of the borders reopening to organize a staff retreat in June, which allowed us to bond, learn about one another's work styles as well as discussed plans for the future. Additionally, C3 held a Board & Staff Retreat in September to envision our growth and develop strategic plans for C3.

## STAFF & MANAGEMENT RETREATS - GROWING IN STRENGTH & NUMBERS



Left: Group shot taken at C3's first staff retreat held in Johor Bahru, Malaysia in the month of June

Middle & Right: Photos of C3's staff and management board retreat held at Calvary Baptist Church in September, with the help of C3's volunteer HR consultant, Audrey

# Volunteer Impact

## PARTNERSHIPS WITH INSTITUTES OF HIGHER LEARNING (IHL)



Left: C3's booth in Singapore University of Social Sciences (SUSS) Community Engagement Fair  
Right: Individual volunteers and youths from SJI after a successful Christmas Celebration with seniors:

**280**  
  
**VOLUNTEERS**

**1,460**  
COUNSELLING HOURS

**161**  
VOLUNTEER REGULARLY ON A  
WEEKLY OR BI-WEEKLY BASIS

**520**  
HOURS OF HOME VISITS  
TO ISOLATED SENIORS  
**10**  
PARTNERSHIPS WITH IHLS

Several long serving community and IHL partners have served alongside C3 for many years, these cherished partnerships have added much value to our services.

Through the effort of dedicated individuals and groups who contribute their time, skills and resources, we are able to extend our programmes to **more beneficiaries** and **serve them better**. Recognising the need for upskilling and investing in our volunteers, C3 organised gatherings for volunteers to bond, as well as different trainings to equip our volunteers.

## VOLUNTEER COMMUNITY AND TRAININGS



Left (2 pictures): 1st and 2nd run of Suicide Prevention Workshop conducted by Samirations of Singapore for staff, youth workers, counsellors and volunteers  
Right (3 pictures): Introduction to Youth Work training, CPR + AED training, GROW Volunteers gathering



# Partnership Highlights

## C3 X MANULIFE YOUTH DAY (7 SEPT 2022)



Left: Group photo of C3 and Manulife Singapore staff, with our youths at the event  
Right: Dongo booth set up by Guangyang Secondary School

C3 partnered with Manulife Singapore to plan Manulife-C3 Youth Day held on 7th September 2022 to fundraise and raise awareness on mental health among their staff. C3 conducted a mental health talk for the staff, who in turn hosted our youths, showing them behind-the-scenes processes of their IT and General Insurance departments.



3 secondary schools: Yio Chu Kang Secondary, Guang Yang Secondary and Woodlands Secondary had the platform to participate in this fundraising project. They prepared for this project months ahead and came up with their fundraising items.

This experience provided the students with the opportunity to hone and display their project management skills! Furthermore, these youths gained insights and exposure to the working world.

## #BENGS4GOOD CHARITY DINNER (26 OCT 2022)



#Beng4Good Charity Dinner social media posts

On 26th October 2022, C3 had a first ever 4-way collaboration with Nothing But Cheese Burger (NBCB), Beng Who Cooks, The Meatman and Kizuna. Behind the dinner service that featured a combined menu by all 4 F&B owners, was the mission to fund and create programmes that support marginalized and disadvantaged youth through C3.

The hashtag #BENG4GOOD, came about because each of the “bengs” (Hokkien for someone whose behavior is considered brash and loud), has his own backstory that he overcame to reach where he is now in his current field of expertise. Knowing that support for the youth is important, the work that C3 does resonated with these F&B owners, and this meaningful partnership was thus formed.

# Corporate Governance

Name	Vocation	Appointment	Year Elected	Attendance
Mr William See*	Deputy Director, Temasek Polytechnic (School of Engineering)	HRR (Chair), Nominations (Chair)	2010	7/7
Ms Lim Puay Yin	Master Teacher, Geography at the Academy of Singapore Teachers (AST), Ministry of Education	Secretary	2013	6/7
Ms Rachel Koh	Finance Manager, WME-IMG group	Audit, Fundraising	2013	2/7
Ps Koh Kok Chuan	Lead Pastor, Calvary Baptist Church	Nominations	2015	2/7
Ms Leah Ng	15+ years of diversified HR experience	HRR	2019	6/7
Mr Ho Han Kiat	Associate Professor, National University of Singapore	Fundraising	2020	6/7
Mr Lim Tee Wee	Senior Investment Analyst, Nomura Asset Management Singapore	Audit	2020	7/7
Ms Catherine Ong	CEO Catherine Ong Associates	Member	2021	6/7
Mr Lim Teck Wee	Regional Director CyberArk Asean	Member	2021	3/7

Name	Vocation	Appointment	Year Elected	Attendance
Ms Abigail Teo	KidSTART Executive Singapore Children's Society	Member	2022	3/3
Mr David Tham	Director Jazcreation Pte Ltd	Member	2022	6/7
Ms Janice Lee	Executive Director United Overseas Bank Ltd	Member	2022	7/7

## 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

### Registered Address of Charity

147 Potong Pasir Ave 1  
#02-83 Singapore 350147

### Auditors

Robert Tan Partners PAC

# Corporate Governance

## REMUNERATION CLAUSE

Annual Remuneration	No. of Paid Staff				
	2018	2019	2020	2021	2022
FY					
<\$50,000	3	3	5	12	13
\$50,000 - \$100,000	5	5	3	2	4
>\$100,000	0	0	1	1	1
Total No. of staff	8	8	9	15	18

- Total remuneration includes salary, bonus and allowance
- Only report on current staff (including trainees) as at 31 Dec 2022

## 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.

# Corporate Governance

## CORPORATE GOVERNANCE CHECKLIST

(For the period January - December 2022)

S/N	Code Guidelines	Code ID	Response	Explanation
<b>Board Governance</b>				
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	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	

S/N	Code Guidelines	Code ID	Response	Explanation
<b>Board Governance</b>				
7	The charity discloses in its IMPACT 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	
<b>Conflict of Interest</b>				
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	
<b>Strategic Planning</b>				
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	
<b>Human Resource and Volunteer Management</b>				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity?		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	

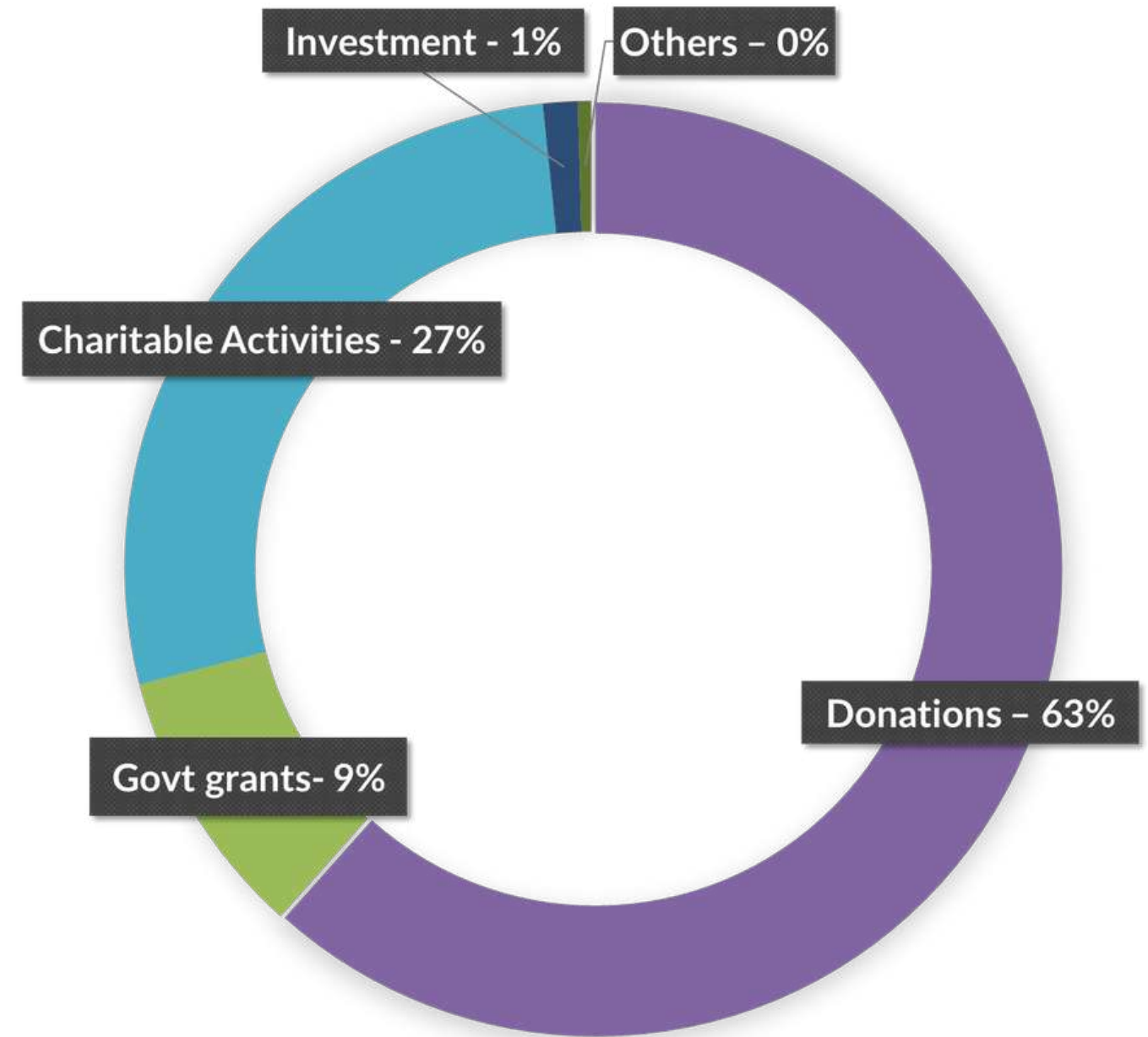
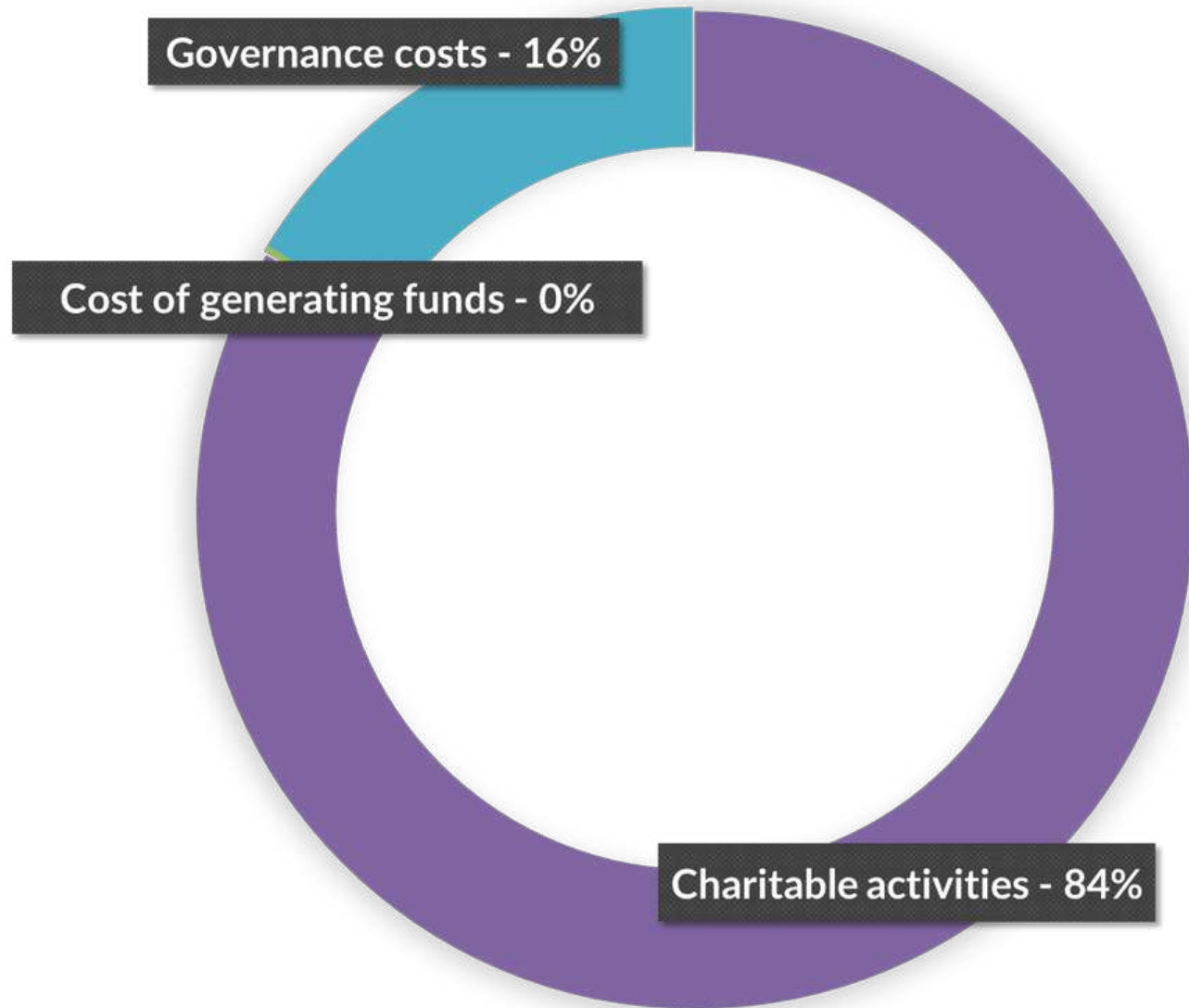
S/N	Code Guidelines	Code ID	Response	Explanation
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
	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	
<b>Disclosure &amp; Transparency</b>				
24	The charity discloses in its IMPACT 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	

S/N	Code Guidelines	Code ID	Response	Explanation
	Are governing board members remunerated for their services to the Board?		No	
	Does the charity employ paid staff?		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its IMPACT REPORT – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
<b>Public Image</b>				
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	

# Our Financials

**EXPENDITURE: \$1,341,533**

**INCOME: \$1,362,542**



*For every dollar donated, 84cents goes to C3 beneficiaries*



CALVARY COMMUNITY CARE  
CHARITY • COMPASSION • CARE

# IMPACT REPORT

## 2022

