Light the Way



CALVARY COMMUNITY CARE
CHARITY • COMPASSION • CARE

IMPACT REPORT 2023

Calvary Community Care

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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 "Lighting the Way, One step at a time" for the children, youths and seniors with Charity, Compassion and Care.



HO HAN KIAT

Chairman's Message

Dear Friends of C3,

I am delighted to write to you in the capacity of the 3rd Chairman of C3 Management Board. William See, our previous Chairman led us through a tumultuous period where the mission of C3 was tested and refined by the evolving needs in our community, especially during the pandemic. He and his team have affirmed that our call to action is in fact more relevant today than when we first started 13 years ago.

At this threshold of transition, I am filled with a profound sense of pride and optimism for what we have achieved and the journey that lies before us. The landscape in which we operate is marked by a push towards digitalization and an ever-increasing need for innovative, collaborative approaches to meet needs effectively and holistically.

Our Journey of Digital Transformation

This past year has been pivotal in our journey of digital transformation. We have kickstarted our 2-year digitalisation project under National Council of Social Service (NCSS)'s Tech-and-GO! funding to create more value for our stakeholders and enhance the efficiency and effectiveness of our services. This digital leap is not just about technological development; it is about fundamentally rethinking our approach to solve challenges and simplify work processes so that human resources can be liberated to do higher value work to deliver on our mission.

Looking Ahead: Our Five-Year Plan

As we look to the future, we are excited to unveil our plans ahead, underpinned by three strategic pillars:

- **Staying Grounded in Our Strategic Location:** We will leverage on the unique advantage of our geographical roots in Potong Pasir, towards subsequent expansion around the vicinity including Bidadari. This will involve building key partnerships with and gaining a deeper understanding of communities we serve.
- **Sustainable Expansion of Programmes:** Building on our existing strengths, we plan to expand selected key programmes through a re-envisioning exercise. This approach prioritizes deep engagement with our volunteers, empowering them to become pivotal contributors to our mission.
- **Strategic Partnerships**: Recognizing that our goals can only be achieved through collaboration, we are committed to forge new alliances with technology companies, academic institutions, government agencies, and other organizations that share our vision and values. By working together, we can complement each other's expertise and resources to achieve greater impact.

A Call to Action

As we embark on this exciting journey, I invite all our stakeholders to join us in shaping a future for a more caring and resilient community. Your continued support, insights, and collaboration will be invaluable as we move forward.

In closing, I wish to express my deepest gratitude to our dedicated team, partners, and everyone who has been a part of our journey thus far. I look forward to working alongside each of you as we write the next chapter of our story.



Dr Ho Han Kiat
Chairman



PAULINE RUTH CHIN

Executive Director's Message

Dear Friends, Supporters, and Partners,

2023 was a year of significant milestones for C3, marked by an unwavering commitment to "Light the Way" for those we serve. This mission to inspire hope and purpose in our beneficiaries has further empowered them to light the way for others, creating a ripple effect of positive impact. This cycle of support and empowerment is vividly reflected in the stories of Jack* and Lucy*.

Impact Stories of Change

Jack's transformation from avoiding school and public appearances (including his graduation due to severe anxiety) to confidently volunteering at C3's office illustrates how targeted virtual support and intervention through platforms like C3's Tete-a-Tete can profoundly impact those in the shadows. Lucy, a senior who was disengaged and engulfed in loneliness, found new strength and community through C3's Active Aging programmes. She is currently an active Befriender to the socially-isolated seniors in her community. These stories are testaments to the power of collective action and the profound impact of our efforts to light the way for those in darkness.

Illuminating Achievements in a Collaborative Space

In the last year, we have witnessed a significant increase in referrals from community partners such as ComLink, KidSTART, Salvation Army (Kids in Play) and social workers for our children and seniors programmes. This surge underscores the growing needs within our community and the vital role we play in helping disadvantaged children to level up through reading and bringing community to socially isolated seniors.

Individuals and partners from the educational sector, healthcare, government agencies, grassroots communities, interest groups, foundations, churches, and corporations united with us to create a significant impact. By coming together, we broaden our reach and deepened our impact.

Another highlight was C3's 3rd Fundraising Dinner & Art Auction held on 13th October 2023, an event that truly epitomized the spirit of our mission. Themed "Light the Way," it was an evening where art and compassion converged, drawing in support from dedicated partners, donors and volunteers. The generosity of our guests, combined with the Enhanced Fund-Raising Grant, allowed us to raise over $250,000 at the event before the dollar for dollar matching grant.

Forward, Together

Our journey is far from over. To our volunteers, partners and donors - your support has been the cornerstone of our success, and we thank you for standing together with us as we light the way forward together.



Pauline Ruth Chin
Executive Director

TOGETHER WITH YOU, WE HAVE...

Lighted the Way for

1,679

Beneficiaries

Committed

9,980

Sessions

to children, youth and senior clients

Dedicated

6,024

Hours

to counsel and mentor youth in Ministry of Education (MOE) programmes

Partnered

307

Volunteers

87

Organisations

Invested

12,719

Volunteer hours

167

Regular Volunteers

volunteer on a weekly or bi-weekly basis

Managed

20

Established programmes

Raised a total of

$822,398*

*Including dollar for dollar matching grant

with the generous support of

385

Donors

8

Corporate Organisations

4

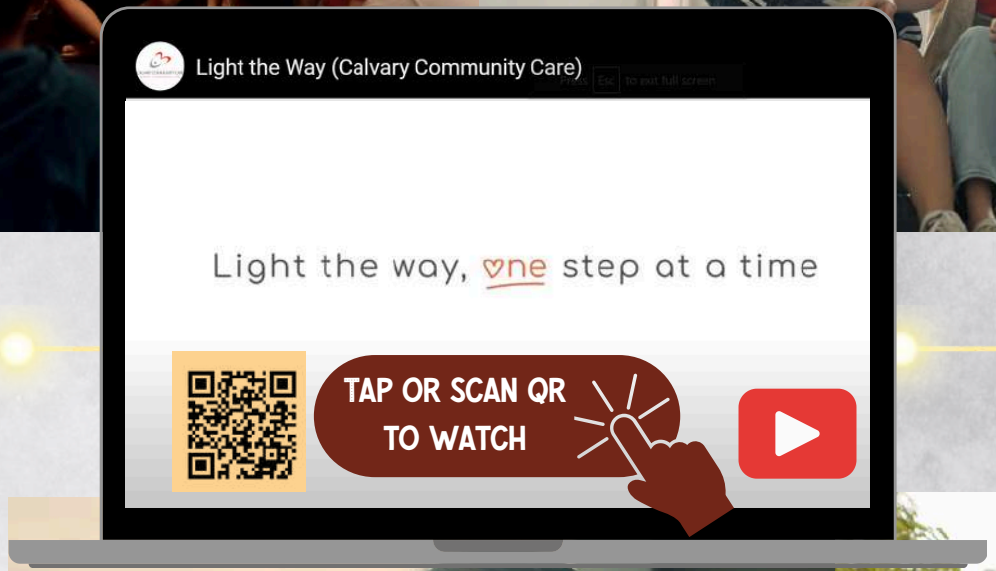
Grants Foundations

EMPOWERING CHILDREN WITH THE GIFT OF READING

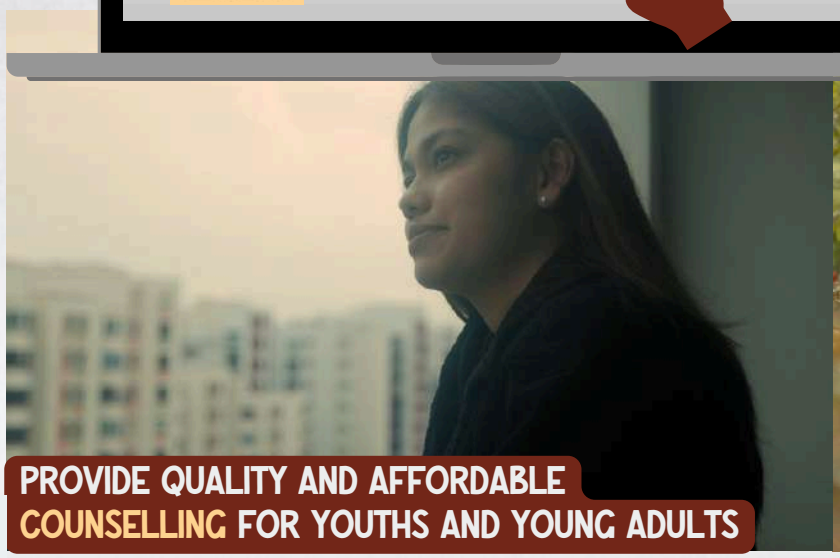


CREATE SAFE SPACES TO MENTOR YOUTHS-AT-RISK





PROVIDE QUALITY AND AFFORDABLE COUNSELLING FOR YOUTHS AND YOUNG ADULTS





EMPOWER SENIORS THROUGH ACTIVE AGING AND BEFRIENDING PROGRAMMES

EMPOWERING CHILDREN THROUGH THE POWER OF LITERACY



2023 was a fruitful year of collaborations for the Children Department. We continued to strenghten collaborations with partners such as Bethel Child Development Centre, Bethel Student Care Centre, ComLink, KidSTART, Salvation Army (Kids in Play) and Kidzcare @ Kembangan-Chai Chee..



37 children were able to enjoy the support from more than one programme to meet their literacy needs.

C3 provided literacy support for children aged 5 years old to 12 years old through the 4 programmes:

GROW CLUB TREASURE STORYLAB iREAD

PROGRAMMES

2,632 SESSIONS/YEAR	Children were provided with reading lessons through the GROW (Gain Reading, Oral & Writing skills) programme, 62% of the lessons were online sessions.
476 SESSIONS/YEAR	Children were mentored through the online iREAD sessions.
60 SESSIONS/YEAR	Children enjoyed weekly "bedtime stories" at StoryLAB (Literacy Awareness Builders) sessions on Monday nights over Zoom.
175 SESSIONS/YEAR	Club Treasure sessions that encourage reading enjoyment, creativity and critical thinking skills for the children to learn and enjoy.

4,533
VOLUNTEER HOURS
dedicated to building literacy foundations

CLUB TREASURE

Club TREASURE is C3's literacy based after school centre that opens five days a week, for children in Chai Chee referred by partners like KidzCare and SSO@Bedok.

In 2023, the daily sessions impacted a total of 26 children. They enjoyed homework support, engaging literacy activities, art and craft sessions, and thought-provoking games. These sessions fostered not just academic growth but also strong friendships and a sense of community among the children.

These sessions span over a total of 525 hours in the year. These are meaningful hours spent on intentional literacy activities, protected from screen time.



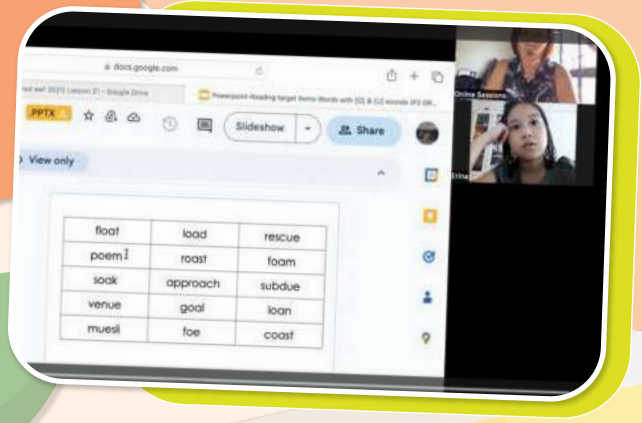
At the last session of the year, parents of the Club Treasure children were invited to a mini art exhibition of the children's art work.



BENEFICIARIES

In 2023, we continued to offer C3's suite of literacy programmes to more children, **95% of whom are from lower income families.**

New partnerships that came on board included Pertapis Children's Home and SSO@Geylang Serai where we provided weekly in-person GROW lessons.



The work done through C3's literacy support programmes remains a compelling cause even after more than a decade of support rendered to the many children. One of the factors sustaining this compulsion is the fact that **children want to learn to read!** This desire is evident in every child we have have had the privilege to support.

Igniting Yan Ting's Reading Journey

A GROW Programme Story

Yan Ting who hails from a Chinese-speaking family, s one of the GROW students who made remarkable progress in 2023. Starting in P1, she embarked on her literacy journey possessing only the alphabet knowledge and nothing beyond that. Fortunately her hunger to unlock the world of reading was a driving force that spurred her on to reading success. During lessons, when the teacher had to attend to another student, YY would eagerly reach for the flashcards to practise the words she was taught. Her path to literacy presented a steep climb as she was lacking oral vocabulary for many of the words she encountered. Her fervent desire to learn buoyed by her strong retention ability enabled her to swifly absorb new words with each session. YY was always excited to attend the weekly GROW lessons at her student care centre as she knew these sessions held the key to unlocking more words and expanding her reading horizons.

Being able to read opens up a whole new world to the reader.

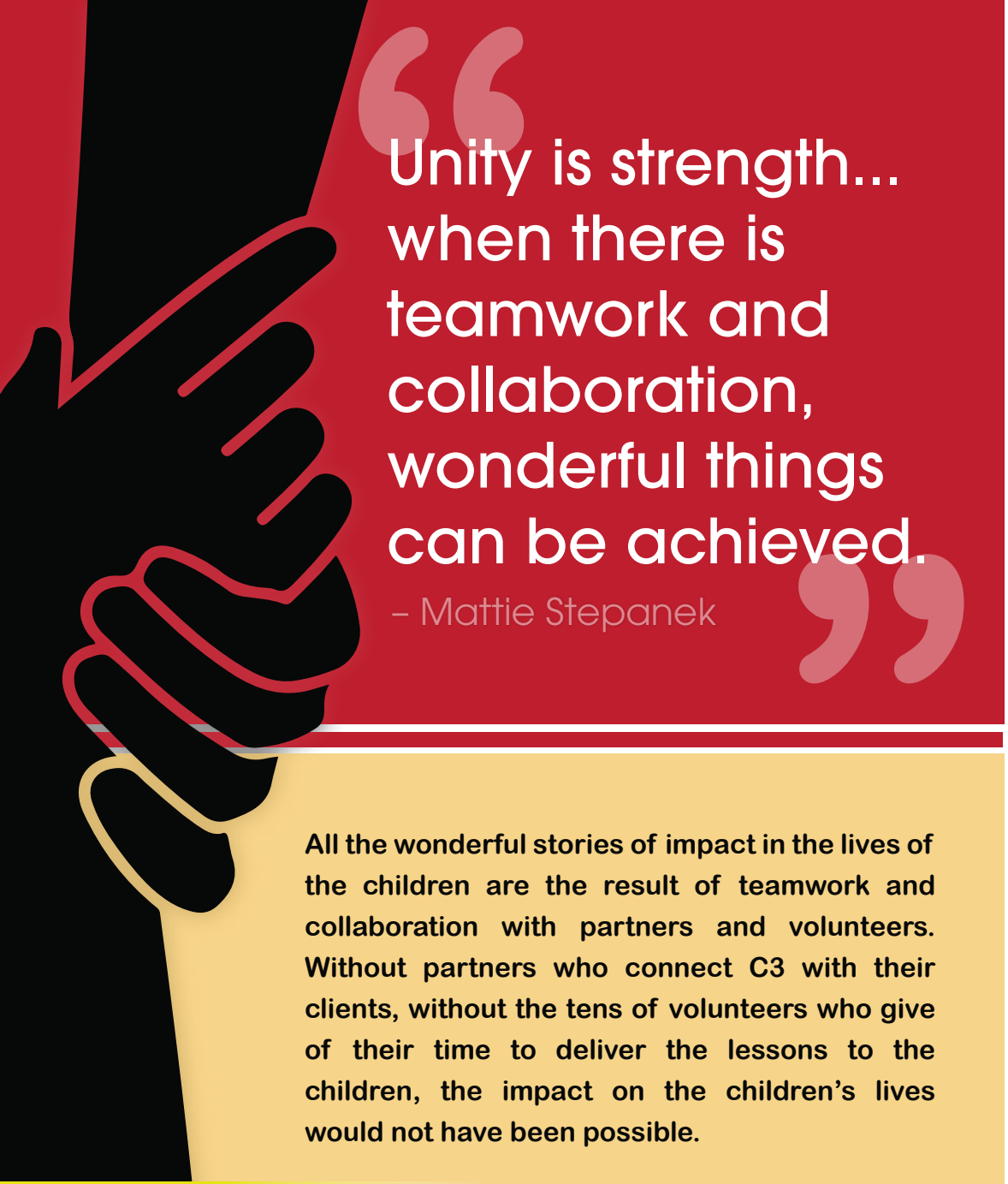
For many children from disadvantaged families, their world often revolves around their home, school, and immediate neighborhood. In this context, extensive reading becomes all the more crucial for their development. Through the iREAD sessions, children benefit from the guidance of dedicated volunteers who engage them in enriching story discussions, expanding their knowledge and horizons.



From Hesitation to Joy:

Hani's iREAD Experience

*Hani, who was diagnosed with global developmental delay, reads well below her grade level at P5. When she first started in the iREAD programme, **her reading mentor observed that her eyes wandered all over the screen** (as the student reads from the ebook shared on the mentor's screen), and she also showed resistance to reading stories with more than 3-4 sentences per page. To assist her, the **mentor selected stories with just 1 or 2 lines of text and even alternated reading with her.** By year's end, her mentor proudly remarked on **Humairah's ability to independently read entire books with 3-4 sentences per page.** Despite initial challenges, the **iREAD mentoring programme empowered Humairah to embrace the pleasures of reading.** No child should be deprived of the chance to discover the joy of reading!*



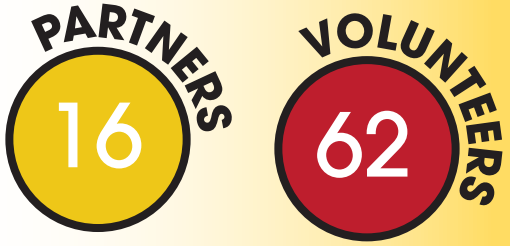
> Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved.
>
> – Mattie Stepanek

All the wonderful stories of impact in the lives of the children are the result of teamwork and collaboration with partners and volunteers. Without partners who connect C3 with their clients, without the tens of volunteers who give of their time to deliver the lessons to the children, the impact on the children's lives would not have been possible.

ELEVATING **GROWTH** IN GROW

C3 extends heartfelt appreciation to dedicated volunteers like Alicia, a long-time supporter of the GROW programme. Alicia's commitment shines through as she goes above and beyond to support her students. In 2023, she noticed one of her students struggling to keep pace with the lessons. Alicia took the initiative to offer additional one-on-one sessions for the struggling student during the June school break. These personalized lessons not only boosted the student's confidence but also marked a turning point in her progress.At year-end GROW assessment, the student was on par with her peers.

The wonderful work in 2023 was only accomplished with the support and collaboration from partners and volunteers.



Thank you from the bottom of our hearts!

BUILDING ASPIRATIONS, CONFIDENCE AND EXCELLENCE IN THE YOUTHS

4,055 HOURS POURED INTO MENTORING YOUTHS
through various structured and unstructured sessions, workshops & learning journeys
700 youths impacted

15 SCHOOL-BASED PARTNERSHIPS
14 youth drop-in centres
3 Enrichment & Mentoring programmes
345 structured sessions

2 COMMUNITY-BASED DROP-IN CENTRES



The Youth Department - Team ACE (Aspirations, Confidence, Excellence) celebrating at our end of year gathering, where youth workers - staff and volunteers shared their experiences and bonded over a night of food and games.

IMPACTING YOUTHS IN SCHOOLS

In 2023, the Youth Department continued our partnership with 15 schools to engage identified youths-at-risk after school.

C3's after school engagement programmes, in partnership with Ministry of Education (MOE), seek to mentor youths and develop their socio-emotional skills by building their character and a sense of community in a supportive environment.



C3 partnered with MOE for the End-to-End Service Delivery Model programme at two schools: Yuan Ching Secondary School and Woodlands Secondary School. This was a 2 year pilot programme targeted at students with high school absenteeism rate.

*"One memorable encounter was during the last Gear Up Session on 26 Sept with the Secondary 4 students,. We gave the students the opportunity to **make personalised cards to appreciate their teachers for their love and care**. This provided an opportunity for the **introverted students to talk to us about their appreciation for their teachers.** It was heartwarming to see their enthusiasm in the activity as they acknowledged the efforts of their teachers."*

- *Sharing from K.F., C3 youth worker*



Through a blend of structured and unstructured activities, our youth workers find teachable moments in the big and small encounters - lighting the way for our youths, one step at a time.

Keychain making activity in Bartley Secondary School





Learning Journey to Dignity Kitchen where youths prepared food for low-income families in Boon Keng

Finding Friends: Alex's Journey of Confidence

In a heartwarming journey, I mentored Alex, a secondary one student **navigating the rough seas of family and friendship issues.** Our after-school sessions became a safe sanctuary for him, where he slowly opened up about his struggles with making friends and feeling accepted.*

*Through patient listening and gentle advice, I watched Alex gradually emerge from his cocoon. **It wasn't an overnight transformation, but over time, he proudly shared that he had made two trustworthy friends.***

This marked a significant milestone in his journey toward self-confidence—a journey that is still unfolding, but now, with companions by his side and a newfound sense of hope.

*Not clients real name

- *Jamie, Youth Programme Executive*

ENRICHMENT & MENTORING PROGRAMMES

In 2023, the youth department extended our services beyond our usual after school engagement, to include the aforementioned cohort-wide programmes and also holiday programmes.



Team ACE was invited by Hua Yi Secondary School to conduct workshops and activities for selected students across the Secondary 1 to 3 cohort. The 4-day programme entailed learning about their personalities, strengths and weaknesses, and culminated in a learning journey trip to Gardens by the Bay.

In this learning journey, the students were equipped with hands-on photography skills and sent on a photography competition, showcasing their talent. Both students and school showed satisfaction with the programme, and have reached out to partner with us again this year in 2024.

Together with the team of youth workers and volunteers, C3 conducted cohort-level engagement at Bartley Secondary School - a thrilling Nerf War activity that saw over 200 Secondary 2 students participating.

In the engaging half-day event, youths had different “hurdles” to overcome in each edition of the Nerf War, teaching them the power of teamwork and empathy that is needed in the challenges.





COMMUNITY-BASED PROGRAMMES

COMMUNITY-BASED YOUTH DROP-IN CENTRES

C3's PACE youth drop-in centres, in partnership with People's Association (PA) in Potong Pasir and Marsiling, are dedicated to promoting social engagement and providing support to youths-at-risk. This is done through providing a safe and welcoming environment where youths are able to participate in meaningful activities, build positive relationships enabling them to seek assistance and counselling when needed.

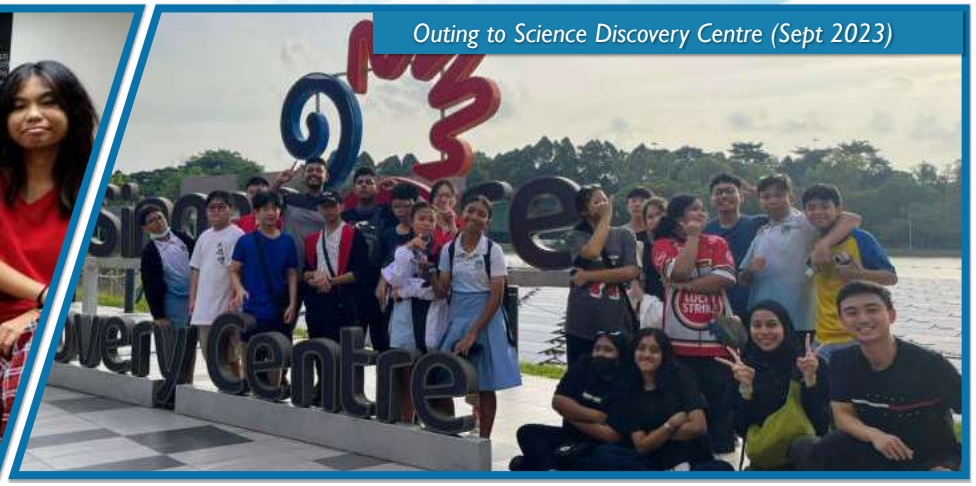
Regular events and outings facilitate meaningful interactions among youths, helping them find a sense of belonging and enjoyment.



When organizing events like the open house and sports day, we ensure youth involvement in the planning stages, empowering them through committees to shape activities that reflect their interests. This participatory approach fosters ownership, enhances event appeal, and cultivates leadership among the youths.



Pool Tornament in PACE at MARS (Aug 2023)



Outing to Science Discovery Centre (Sept 2023)

"I APPRECIATE PACE BECAUSE...

Pace is like my second home.
- Patri

The people here are wonderful!
- Tee Heng

"I COME TO PACE@MARS BECAUSE...

To escape family
- James

It's fun and I get to be around with friends
- Tessa



Unconventional Families: The Power of Community for Two Young Souls



In my role as a youth worker, I've had the privilege of getting to know two remarkable students who come from very challenging family situations.

For them, ***the experience of a conventional family is a distant dream - their parents are either absent or nonexistent.*** *These two young souls confided in me separately, revealing that if left to their own devices, they would spend countless hours in an empty home...*

But after they joined our youth group, everything changed. They no longer feel desolate; they began to experience the joy of meaningful engagement and eagerly embraced opportunities to participate in competitions, enriching learning journeys and even performances to showcase their talents. ***In the process, they didn't just find activities to fill their time; they discovered a newfound sense of purpose and belonging.***

Through shared experiences, these once discounnected youths formed a close-knit circle of friends. ***They became a surroate family, a support system that they could rely on and grow up with.*** *For me, witnessing this transformation and seeing them integrate into a larger, caring community - it's a deeply touching and meaningful experience.*

- Gennifer, Social Worker

TETE-A-TETE (TAT) VIRTUAL PLATFORM

Since 2022, C3's online social platform TAT - a virtual space designed with resources and unique features for the youth has effectively engaged them, in particular youths that are "unreachable" through in-person programmes, such as Jack.



Breaking Barriers: Jack's Triumph Over Social Anxiety with Tete-a-Tete

When Jack first joined TAT, it was evident that social anxiety had a firm grip on his life, hindering him from navigating the outside world independently.

His low self-confidence further exacerbated his struggles, leading to extended periods of absenteeism from school. ***His anxiety was so severe, he missed his graduation because he could not imagine going up the stage.***

However, on his first day, Jack faced the challenge of turning on his mic and camera, reflecting the depth of his social anxiety.

The breakthrough in Jack's journey occurred when C3 Youth Workers established their first contact point through text. Recognizing the need for a non-intimidating means of communication, conversations were initiated with their online avatars side-by-side. This approach allowed Jack to express himself without the pressure of face-to-face interaction, fostering a sense of safety and comfort.

As weeks turn into months, ***the rapport built through their virtual conversations became the foundation for Jack's progress.*** *The consistent and supportive environment provided him with the courage to gradually open up about his fears and challenges. Jack gradually began to vocally engage in discussions and activities within the online programme.*

One year later, Jack has found himself in the physical center of C3's office, volunteering his help to others. Through the encouragement and support he received, Jack not only conquered his fear of participating with his mic and camera on but went beyond that. ***He demonstrated remarkable courage by volunteering in C3, showcasing his newfound confidence and willingness to step out of his comfort zone.***

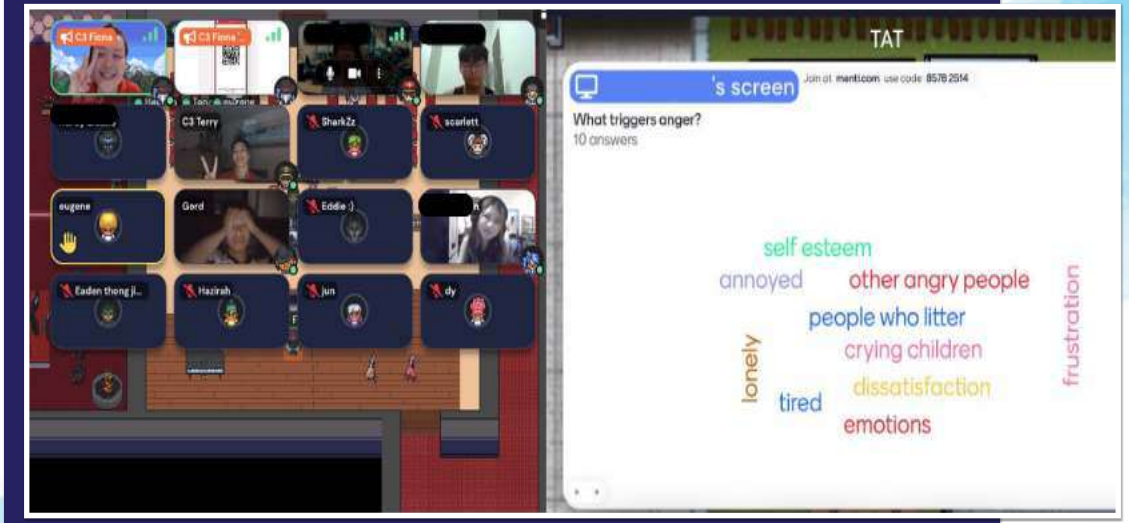
Jack's journey is a testament to the power of online intervention in creating a supportive environment for individuals dealing with social anxiety.

SAFE ZONE

OPENED FROM MONDAYS TO FRIDAYS, 7-9PM
45 YOUTHS IMPACTED
25 SOCIAL-EMOTIONAL LEARNING SESSIONS

Through TAT's "Heart-to-Heart-Talk" (HTHT) online segment, C3 addressed socio-emotional issues through youth trends. Facilitated by intern counseling volunteers, we hosted HTHT sessions such as "pick me", "red flags, green flags" and more based on the youths' polled interest!

Building on this success, TAT officially initiated counseling services in November, already attracting interest from the youths.



GOING LIVE

Another momentous occasion is the successful progression of our online program, "TAT," from virtual to live!

TAT officially went live in 2023 and garnered so much interest it continued on a weekly basis during the holidays.

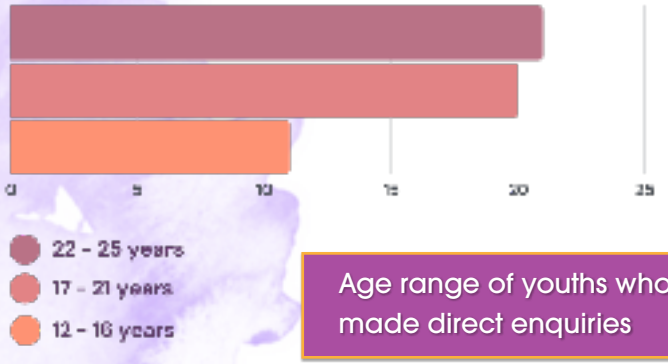


As the year drew to a close, we celebrated Christmas with funded festivities, enabling youths to enjoy the season with their peers. Overall, it was a year marked by growth, innovation, and meaningful engagement with our youth community.

NAVIGATING MENTAL WELLNESS ENLIGHTENING LIVES

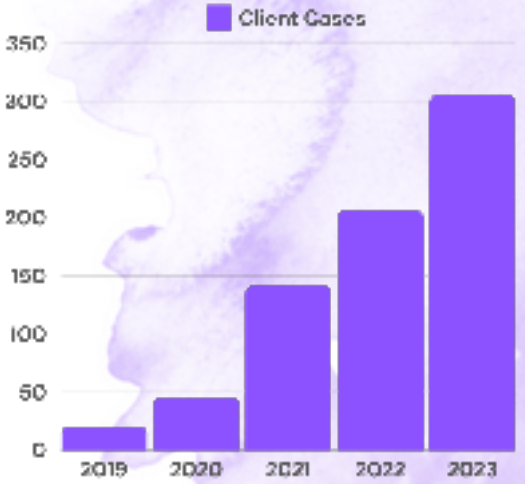
2023 HIGHTLIGHTS

Over the past year, C3 provided in-person counselling for 305 youths with mental health challenges and provided counselling support to four schools.



Age range of youths who made direct enquiries

GROWING IMPACT IN THE MENTAL HEALTH SCENE



17
Trained counsellors in C3's volunteer and staff team

305
Youth Clients

4,213
Hours of Counselling

Additionally, C3 expanded our outreach through partnerships, including launching Project Thriving Resilient Youth (T.R.Y) and a social media campaign with Care Corner INSIGHT.



The campaign showcased how counsellors are approachable individuals that youths in need can turn to. The collaborative effort has improved access to mental health resources and built a supportive community.

COUNSELLING

The counselling teamconducts bi-monthly group supervision sessions and monthly individual supervision for our counsellors to enhance their clinical skills.

The team made up of volunteers, interns, part-time and full-time staff, had the chance to present their case work during group supervision, fostering a learning environment where everyone could benefit from shared experiences and insights.

These sessions, both group and individual are crucial to maintain the quality of C3's counselling programme and ensure the well-being of our counsellors.



Finding Light Through Counseling: A Journey of Acceptance and Gratitude



"Counselling has helped me come to terms with the fact that I am imperfect and that I will face many more, even worse problems in life as I grow older. What it has taught me is that there is always a way out of the worst parts of life, if you're willing to take the difficult step – even if that means confiding your rock-bottom moments in someone. Counselling also reminded me that I am loved by so many people, if I choose to let myself see it.

I want to thank Calvary from the bottom of my heart, as well as Peter, for journeying with me through my rollercoaster. I also want to thank Project T.R.Y, which held a mental health check-in supported by Calvary. Without it, my road to recovery would have been much longer."

- Thomas **Not client's real name*

"Counselling sessions provided a safe and non-judgemental space for me to understand my thoughts and emotions, as well as guiding questions and a framework in my mind on how to better react to similar situations in the future. Through the guidance of my counsellor, I was able to come up with tangible coping strategies and take steps to improve the relationships in my life."

- Jessica, 23 **Not client's real name*

Being a Guiding Light to Youths:

PROJECT T . R . Y
(Thriving Resilient Youths)



Project T.R.Y is a youth-focused campaign aimed at enhancing access to mental health services.

Serving as professional "community navigators," our mission is to ensure that youths never feel alone in their search for the most suitable resources. Our objectives include guiding and supporting youths as they navigate the array of available resources to find the ones that best meet their needs.

PARTNERS WE JOURNEYED WITH
T.R.Y PROJECT COLLABORATION

- Care Corner
- Limitless
- Shine
- Shan Yu
- Touch Community Services
- Care Singapore
- Fei Yue Community Services
- Singapore Association for Mental Health
- Samaritans of Singapore
- Morphosis
- The Other Clinic
- It All Starts Hear
- Thrive Family
- Youthline
- Brahm Centre
- Lakeside Family Service Centre

POSITIVE REVIEWS FROM YOUTH PARTICIPANTS

90%
of youths were extremely or very engaged

87%
of youths were extremely or very confident in recommending initiative to their friends

Project T.R.Y ran from March to July, engaging 331 youths aged 18-25 island-wide. Among them, 92 opted for counseling follow-ups, while 9 cases were referred to partner agencies. Notably, around 20% of T.R.Y respondents identified depression, anxiety, or stress issues, underscoring the significance of such initiatives in addressing youth mental health concerns.

A Gateway to Mental Wellness

The project served as a valuable platform for youth to identify their mental health needs, effectively illuminating the path toward seeking support and improving their overall well-being.

Project T.R.Y was initiated in response to a donor's request to extend support to a broader audience, and it was made possible through full funding from donations. Leveraging popular youth platforms such as Instagram and Telegram, we successfully promoted our counselling services for youth mental health, reaching over 2,000 viewers. This initiative exemplifies our commitment to expanding access to mental health resources for young people in need.



It was my first time, so it was quite new and nice. I didn"t feel stressed about talking to her at all, and I felt heard and understood."

"Though it was brief and remote, the counsellor really understood where I was coming from and was able to capture the essence of my problems."

"It felt like an elephant getting off my chest"

"It helped me to acknowledge that I need help and gave me the boost I needed to start seeing someone."

"I feel like they understood some of our thought processes and are able to help us untangle it and make it clearer for us."

"Got some useful tips on dealing with my current stress."

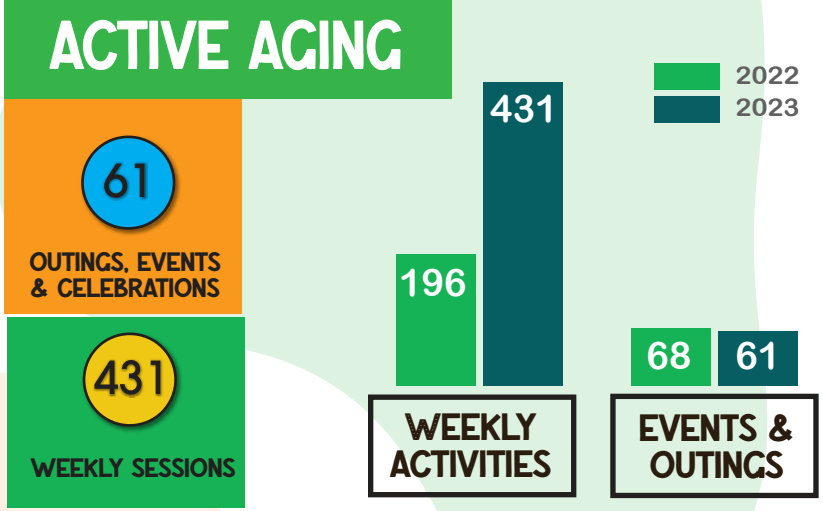
ENRICHING THE LIVES OF OUR SENIORS

In 2023, we forged diverse partnerships with corporate and community partners Manulife Singapore, Presbyterian Community Services, Institute of Higher Learnings among many others.

These partnerships enabled a sustainable expansion of programmes to include enriching activities and outings for C3's growing membership base.



ACTIVE AGING



Through win-win partnerships and the launch of new initiatives, seniors embarked on a year of cultural enrichment and emotional fulfillment.

From the grand Chinese New Year celebration organized by Victoria Junior College to the collaborative efforts with Calvary Baptist Church and many more, the year proved to be one of meaningful community engagements for the seniors.



WEEKLY PROGRAMMES

With an expanded array of programmes like C3 Supermarket, Line Dance Beginner's Edition, Ukulele Class and Rouli Balls Execise, C3's enhanced offerings come up to a total of 10 diverse activities.

These regular programmes enable seniors to be engaged meaningfully every week.

NEW PROGRAMMES

- LINE DANCE BEGINNERS' CLASS
- C3 SUPERMARKET
- ROULI BALLS
- UKULELE





VALUE-ADDED ENGAGEMENTS WITH SCHOOL PARTNERS

ST. ANDREW'S SECONDARY SCHOOL



One of the activity stations hosted by Secondary 2 students in St Andrew's

It was an interesting National Day celebration in St Andrew's Secondary School, where students transformed their school hall into a lively carnival and their classrooms into activity stations.

Their class efforts brough joyous moments to both beneficiaries and volunteers.

SINGAPORE POLYTECNIC

Through collaboration with Singapore Polytechnic, C3 seniors were able to experience 3 different memorable nature walks and art exploration, fostering deeper connections with nature and culture.



Nature walk at Sentosa Fort Siloso

Art Gallery at Gilman Barracks



CREATING MEMORIES FOR SENIORS ALONGSIDE COMMMUNITY PARTNERS

SATA COMM HEALTH & NATIONAL UNIVERSITY CANCER INSTITUTE

The joint collaboration offered health talks, and free immunizations for eligible seniors. The seniors found the activities beneficial as they gained insights on wellness and nutrition

PRESBYTERIAN COMMUNITY SERVICE



Bonsai Growing Programme



Herbal Talk & Tea Appreciation Workshop



CNY Shopping

CALVARY BAPTIST CHURCH



Regular Walks



Parents' Day Thanksgiving Dinner



Carepack Distribution

CNY WITH ROTARACT CLUB OF BUKIT TIMAH & VICTORIA JUNIOR COLLEGE

In a heartwarming show of community, Victoria Junior College (VJC) welcomed 100 C3 seniors to participate in their Chinese New Year celebration. Amidst laughter and conversations, students and seniors came together to craft colourful CNY bags for oranges and enjoyed lively line dances.





The event provided seniors with an opportunity to showcase their masterpieces to the community. Many were admiring the display of at work at this Chinese Painting Art Exhibition.

Members and volunteers of Rotary Club Bukit Timah, C3's longstanding partner were also present to celebrate with the seniors and brought much delight with their gifts of hongbaos.

LIGHTING THE WAY IN ONENESS

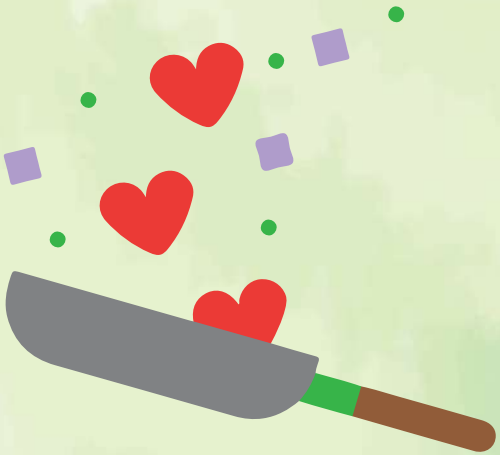
In 2023, the Senior's department is grateful for the support from a growing team of committed partners and volunteers. Despite the challenge of recruiting volunteers to be befrienders, our expanding range of programmes ensured all seniors remained engaged and connected.



Bringing Cheer with Homecooked Delights

Since 2022, a few generous individuals, eager to contribute through their cooking talents, have been **preparing and delivering homemade meals to socially isolated seniors** as part of our befriending initiative. This programme was specifically aimed at a small group of needy seniors, ensuring they **receive a nutritious meal at least once every week.**

In 2023, the involvement of Korean Presbyterian Church marked a significant boost to our efforts, with church members committing to **provide these home-cooked meals to C3 befriendees every Thursday.**



One notable impact of this initiative was with Mr S who lived in solitude. Though he faced mobility challenges due to a stroke and was living under financial strain, he was initially adamant about not wanting any social engagement. We initiated contact by ***delivering nutritious meals to him twice a week,*** *on Tuesdays and Thursdays.*

After some time, we were able to accompany him to his medical appointments. Recently, ***he expressed willingness to participating in a specialized exercise programme*** *which we have secured sponsorship for.*

This programme is designed to strengthen his muscles, potentially enabling him to walk again. Regaining his mobility will be a significant ***step towards improving his quality of life and reducing his isolation.*** *These efforts underline the profound impact that targeted support and community involvement can have on individuals like Mr S.*



OUR VOLUNTEERS

We were heartened by the close collaboration with Calvary Baptist CHurch, who generously supported our seniors through sponsorship, befriending visits and outings. Christmas was a special time for our seniors as volunteers brought cheer homebound seniors through home visits and Christmas caroling.



Ngee Ann Polytechnic students made a meaningful impact as they raised funds for the house painting project for the home of a C3 befriendee.



BEFRIENDING

Befriending volunteers make weekly or bi-weekly visits to socially isolated seniors, talking to them and engaging them in activities they need or enjoy. For some, this included playing the role of medical escorts for seniors who needed someone to bring them to their hospital visits. Such practical actions of care made a big, tangible impact in their lives.

In the past year, C3's Befriending Services included free haircuts and homecooked meal delivery to those in need. At our weekly C3 Supermarket, seniors receive rescued vegetables, bread and donated items such as adult diapers. When we receive a bigger supply of vegetable donations, volunteers assist in delivering them to the homes of the seniors with mobility challenges.





Our befriendees enjoyed three memorable outings to Rifle Range Nature Park, Sungei Buloh Nature Reserve, and Gardens by the Bay. As most of them are wheelchair bound, the help of volunteers is integral to ensure the safety and well-being of our befriendees during these excursions.



1,280
VOLUNTEER HOURS

48
BEFRIENDEES IN TOTAL

C3 FUNDRAISING DINNER & ART AUCTION







On 13th October 2023, C3 successfully hosted its 3rd Fundraising Dinner & Art Auction, themed **"LIGHT THE WAY".**

The event featured a blend of art, illumination, and laughter, with guests welcomed by handmade hydro-dipped jars created by C3's staff and beneficiaries, a drum performance by the youth team, and more, all under the hosting of Gurmit Singh. The evening's highlights included a thrilling art auction and a finale performance centered around the song "Light the Way." Thanks to the overwhelming support and generous contributions, C3 achieved its fundraising goal of $250,000 for its beneficiaries, an amount that was further doubled through the Enhanced Fund-Raising Grant.







C3 DAY 2023

The annual event held in Calvary Baptist Church (CBC) saw members join forces with C3 staff and volunteers for a meal and briefing before distributing care packs. This initiative significantly impacted the community, blessing 60 C3 befriendees and less-fortunate seniors with gifts from CBC and offering compansionship during the visits.

Through this event, members of CBC are encouraged to embrace and care for the community in practical ways via the different "Opportunities" booths set up to share about the different ways members can contribute.

CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES

C3 was immensely grateful following the incredibly successful Manulife Family Day held on 16 June 2023, a cornerstone event of the Manulife Move for Community initiative.

How the 'Move for Community' initiative by Manulife Singapore surpassed its ambitious goal of raising $100,000 for charity beneficiaries including C3, is a clear demonstration of the powerful impact that collective action can make. The generous donation of $44,306 C3 received is instrumental in enhancing our Children, Youth, Seniors, and Counselling programmes. This enables C3 to deepen our efforts in meeting the needs of our beneficiaries and supporting them in overcoming their challenges.







MANULIFE FAMILY DAY

Thanks to Manulife Singapore's thoughtful gesture of extending coupons, our youths and seniors could enjoy the festivities to the fullest. Witnessing our at-risk youths - many of whom come from complex backgrounds volunteering at the event was moving. Our seniors, adorned in red, were visibly rejuvenated, reveling in the games and photobooths, which reminded them of the joy of community and belonging.







TRG SCREEN'S FESTIVE DECOUPAGE WORKSHOP

In a heartwarming display of festive cheer, TRG Screen employees hosted a DIY Bottle Decoupage craft session for seniors in C3's befriending programme for Christmas. The event saw 8 dedicated TRG Screen team members come down to share their skills and enthusiasm for crafts with the seniors.

It was a precious opportunity for socially isolated seniors to step out of their homes, engage in a creative activity and foster meaningful connections with others. The event brought smiles and a sense of accomplishment to all involved as the seniors brought home their very own decoupage creations!

CORPORATE GOVERNANCE

BOARD MEMBERS

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

Unique Registration Number (UEN)
T10SS0047C

Registered Address
50 Playfair Road
Noel Building #03-01
Singapore 367995

Bankers
United Overseas Bank
Development Bank of Singapore
Maybank Singapore Limited
The Bank of East Asia

Auditors
Robert Tan Partners PAC

CORPORATE GOVERNANCE

Name	Occupation	Current Charity Board Appointment	Year Elected	Attendance	Past Appointments on this charity, if any	Other Charity Board Appointments
Dr Ho Han Kiat	Associate Professor, National University of Singapore	Chairman, (Chair) HRR, Nominations 2023 to current	2023	4/4	Member 2010 to 2013, 2020 to 2022	Nil
Ms Hu Shu-Chen	Director, Conduct, Financial Crime & Compliance Standard Chartered Bank	Treasurer 2023 to current	2023	4/4	Treasurer 2012 to 2015, 2020 to 2021	Board Member - Precept Ministries (Singapore) since June 2011
Ms Janice Lee Chuey Keng	Executive Director United Overseas Bank Ltd	Secretary, Investments 2023 to current	2023	4/4	Member from 2022	Nil
Ms Ong Chui Lan Catherine	CEO Catherine Ong Associates	Investments	2021	3/4	Nil	Nil
Mr Chew Hock Yong	Retiree	Member	2023	2/4	Member 2015 to 2016, 2023 to 2024	Board Member - UBS Optimus Foundation since Jan 2020
Mr David Tham	Director Jazcreation Pte Ltd	Member	2022	2/4	Member From 2021	Nil
Ps Koh Kok Chuan	Lead Pastor, Calvary Baptist Church	Member, Nominations	2015	2/4	Member from 2015	Board Member - Baptist Theological Seminary Singapore from 1 Nov 2022
Mr Lim Teck Wee	Regional Director CyberArk Asean	Member, Fundraising	2021	3/4	Member from 2021	Nil
Mr Lim Tee Wee	Senior Investment Analyst, Nomura Asset Management Singapore	Member, Audit Investments	2020	3/4	Member from 2020	Nil
Ms Ng Wei Leng Leah	HR Manager, Shell	Member, HRR	2019	3/4	Member from 2020	Nil
Mr William See*	Deputy Director, Temasek Polytechnic (School of Engineering)	Member HRR	2010	3/4	Chairman Appointed 2015	Nil
Ms Pauline Ruth Chin	Executive Director of Calvary Community Care, appointed to position since 2 Jan 2020					

CORPORATE GOVERNANCE

REMUNERATION CLAUSE

Annual Renumeration	No. of Paid Staff				
FY	2019	2020	2021	2022	2023
<$50,000	3	5	12	13	10
$50,000 - $100,000	5	3	2	4	4
>$100,000	0	1	1	1	1
Total No. of staff	8	9	15	18	15

- Total remuneration includes salary, bonus and allowance
- Only report on current staff (including trainees) as at 31 Dec 2023

RESERVE POLICY

Calvary Community Care's reserves policy is to maintain reserves at a level which is equivalent to 2 times of its operating costs in each year for the purpose of continuing their welfare services. The reserves that have been set aside will provide financial stability and the means for the development of our principal activities. Currently, Calvary Community Care's reserves level is more than adequate to meet the reserves policy target. The exceptional situation of the healthy reserves is due to intensive fundraising efforts and receipt of the matching Care & Share grants in previous years.

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 CHECKLIST

(For the period January - December 2023)

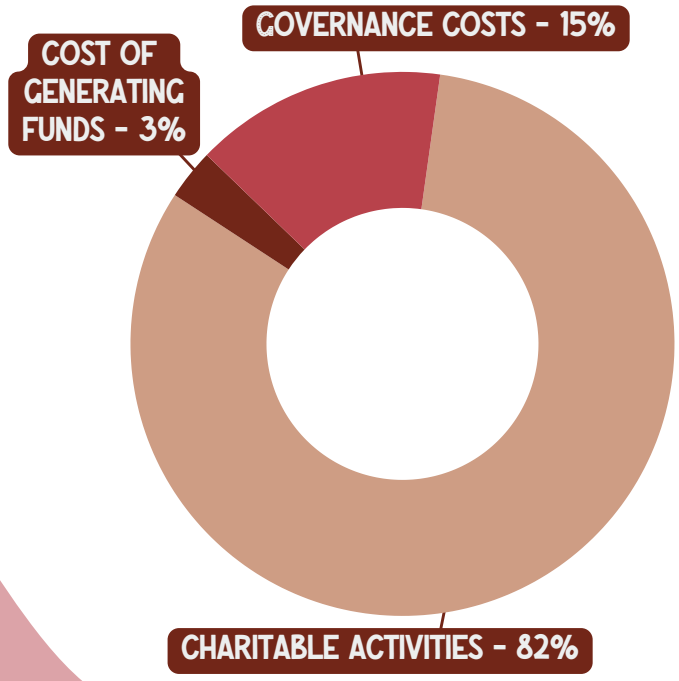
S/N	Code Guidelines	Code ID	Response	Explanation
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff appointments?		No	
2	Staff does not chair the Board and does not 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	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	*To guide the new leadership team

S/N	Code Guidelines	Code ID	Response	Explanation
Board Governance				
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	
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	

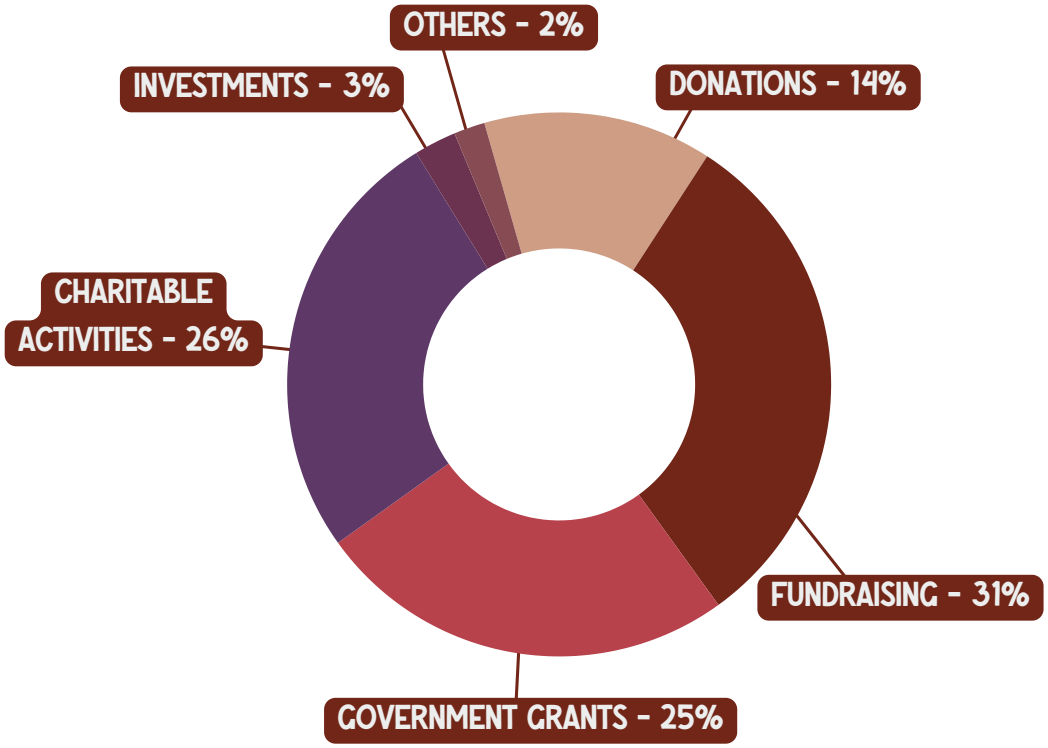
S/N	Code Guidelines	Code ID	Response	Explanation
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal 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	
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 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	
	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 family3 belonging to the Executive Head4 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	
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	

FINANCIAL INFORMATION

EXPENDITURE: $1,597,089



INCOME: $1,849,162



For every dollar donated, 82 cents goes to C3 beneficiaries

ACKNOWLEDGEMENTS

COMMUNITY & CORPORATE PARTNERS

FSC - Family Service Centre
SS - Secondary School
PS - Primary School
JC - Junior College

Calvary Baptist Church
Care Corner INSIGHT
Chew How Teck Foundation
CHAT – Centre of Excellence for Youth Mental Health
Community Foundation of Singapore
Dignity Kitchen
Marsiling Citizens' Consultative Committee
Enterprise Singapore
FairPrice Poiz Centre
Gardens by the Bay
Geylang East National Library Board
Health Promotion Board
Just Ants
Korean Church of Singapore
Lee Foundation
Manulife Singapore
Metropolitan YMCA
National Council of Social Service
National Trades Union Congress (NTUC) - Potong Pasir
Ngee Ann Polytechnic
Potong Pasir Citizens' Consultative Committee
Presbyterian Community Services
Mahabodhi Monastry
SATA CommHealth
SHINE Children and Youth Services
Silver Generation Office
(*continued*)
SG Cares Volunteer Centre@Toa Payoh
SG Cares Volunteer Centre@Woodlands
Tan Chin Tuan Foundation
The Majurity Trust
TRG Screen
Yi Xin Vegetarian

PROGRAMME PARTNERS

Allkin Singapore Ltd (kidSTART)
Assumption Pathway School
Bartley SS
Bethel Child Development Centre
Bethel Student Care Centre
Cedar Girls' SS
Eunos Residents Network
Fei Yue Child Protection Specialist Centre
Guangyang SS
Hua Yi SS
Kampong Kapor FSC
Kembangan-Chai Chee Kidzcare
Kreta Ayer FSC
Lighthouse Evangelism
Marsiling SS
Naval Base SS
National JC
Ngee Ann SS
Northbrooks SS
Qi Hua PS
Queenstown SS
Salvation Army (Kids in Play)
Sengkang FSC
Singapore Buddhist Lodge FSC
(*continued*)
SSO@Bedok
SSO@Geylang Serai
St Andrew's SS
St Anthony's Canossian SS
St Hilda's SS
Tampines Ville Residents Network
Toa Payoh ComLink
Whampoa FSC
Woodlands SS
Yuan Ching SS
Yio Chu Kang SS
Yong-En Care Centre

VOLUNTEER PARTNERS

Dunman High School
Executive Counselling and Training Academy (ECTA)
Hwa Chong Institution
Monash University
Ngee Ann Polytechnic
Republic Polytechnic, School of Engineering
Rotary Club of Bukit Timah (RCBT)
St Joseph's Institution (SJI)
Singapore Management University (SMU)
Singapore University of Social Sciences (SUSS)
Singapore Bible College (SBC)
Singapore Institute of Technology (SIT)
Singapore Polytechnic
Singapore Polytechnic Leo Club
Temasek Polytechnic
TCA College (Singapore)
Victoria JC

Light the Way



CALVARY COMMUNITY CARE
CHARITY • COMPASSION • CARE

IMPACT REPORT 2023

Calvary Community Care