

**Children-At-Risk Empowerment Association**

**CARE Singapore**



**Helping Youths Succeed**

**ANNUAL REPORT  
2007 / 2008**

## **PHILOSOPHY**

**We believe that there is a success story in every youth. Given the right conditions, the seeds of success stories will germinate and grow to realisation.**

## **VISION**

**CARE's vision is to raise RIPE young people who are...**

- **Resilient, rising up again despite setbacks or disadvantages**
- **Involved, giving back and contributing to the community**
- **Purposeful, having a sense of direction and hope**
- **Empowered, possessing life skills to turn dreams to reality**

## **MISSION**

**Our operational mission is captured in these words "Helping Youths Succeed."**

**As an organisation, we strive to be Singapore's premier provider of services relating to at-risk youths.**

## **APPROACH**

**We take a comprehensive and holistic approach based on the PIT Model (Prevention - Intervention - Transformation). It works on the core belief that each person is useful and has something positive to contribute to society**

- **Prevention: RAISE awareness of the success story within through pro-social lessons designed to motivate, inspire and redirect youth towards positive life choices**
- **Intervention: STEM downward deterioration through one-on-one need driven work with high risk individuals and where needed, with the family**
- **Transformation: FUEL upward aspiration; helping willing & motivated individuals rise above perceived limitations to develop and achieve their potential**



## MESSAGE FROM THE EXECUTIVE DIRECTOR

We continue to be grateful as we enter our eleventh year of service to the community. As we look back at this financial year, we are thankful for several highlights:

### 10th Anniversary Celebrations

We celebrated our 10th Anniversary with a dinner held at the Grand Hyatt Hotel on 17 July 2007. This event, graced by the presence of His Excellency, President S R Nathan, also saw the launch of the MI-CARE Star Award motivational scheme which is dedicated to President Nathan. We were also glad to share the festivities that evening with some 500 guests comprising our corporate sponsors, school partners, donors, volunteers and well-wishers.

### Two Project Firsts

In the realm of projects, we embarked on two firsts through the support of the National Committee on Youth Guidance and Rehabilitation (NYGR): an expedition to Mount Kinabalu and the inaugural National Youth Congress.



The trek to Mount Kinabalu was helmed by Singapore's foremost adventurer Khoo Swee Chiow who volunteered his services. Twenty students from some of our partner schools trained arduously for three months, led by Khoo and other volunteers - two of whom hailed from Deutsche Bank who undertook the sponsorship of the project, together with NYGR funds.

The National Youth Congress spanned a period of seven months and required student-led teams to initiate awareness and prevention in the areas of cyber-wellness, theft, bullying and gangs among their schoolmates. The four schools, facilitated by our staff, performed well with three of our students receiving the honour of emceeing and performing at the Congress showcase event attended by government officials, principals and students.





## DEMOGRAPHICAL DATA

(Students Served in 2008)

### GENDER

33%  
Female

67%  
Male

### RACE

10%  
Indian

4%  
Others

35%  
Malay

51%  
Chinese

14%  
Single  
Parent

8%  
Others

78%  
Nuclear  
Family

### FAMILY STRUCTURE

5%  
Exec/  
Private

22%  
3 Room  
HDB

2%  
Always  
Broke

5%  
In  
Trouble

62%  
4-5 Room  
HDB

51%  
Managing

36%  
Stable

### DMELLING TYPE

### FINANCIAL SITUATION

**SCHOOL SOCIAL WORK REPORT**

The demand for CARE's school social work programme Uth Power!™ remained strong. In 2007 we served 1198 students from 12 schools. For 2008 we served 1239 students in 11 schools.

**YEAR 2007**

School	Program	Number Served
Anderson Secondary	Uth Power!	147
East Spring Secondary	Uth Power!	76
Fuhua Secondary	Uth Power!	144
Greenview Secondary	Uth Power!	133
Lakeside Primary	Uth Power! (Starkidz!)	60
Outram Secondary	Uth Power!	71
Pasir Ris Secondary	Uth Power!	81
Raffles Junior College	Heart2Heart Counselling	22
St Gabriel's Secondary	Uth Power!	72
Shuqun Secondary	Uth Power!	137
Swiss Cottage Secondary	Uth Power!	175
Yishun Primary	Uth Power! (Starkidz!)	80
<b>Total number of students served May to December 2007 : 1198</b>		

**YEAR 2008**

School	Program	Number Served
Anderson Secondary	Uth Power!	316
East Spring Secondary	Uth Power!	73
Fuhua Secondary	Uth Power!	140
Greenview Secondary	Uth Power!	151
Outram Secondary	Uth Power!	67
Pasir Ris Secondary	Uth Power!	69
Raffles Junior College	Heart2Heart Counselling	33
St Gabriel's Secondary	Uth Power!	79
Shuqun Secondary	Uth Power!	158
Swiss Cottage Secondary	Uth Power!	74
Teluk Kurau Primary	Uth Power! (Starkidz!)	79
<b>Total number of students served January to April 2008 : 1239</b>		



## YOUTH POWER! STUDENT EVALUATION FEEDBACK

Students were asked to rate the programme, on a 5-point scale, based on the following statements:

1. The CARE lessons are clear and easy to understand
2. The CARE lessons are useful to me
3. My CARE teachers care about me
4. My CARE teachers are helpful
5. I have learnt to get along better with people
6. I have learnt to manage my problems better
7. I have learnt to understand myself better
8. I will recommend this programme to others

School	Number Surveyed	Average Rating
Anderson Secondary	128	4.5
East Spring Secondary	58	4.0
Fuhua Secondary	124	3.8
Greenvview Secondary	120	4.2
Lakeside Primary	25	4.9
Outram Secondary	62	4.2
Pasir Ris Secondary	72	4.2
St Gabriel's Secondary	63	4.4
Shuqun Secondary	110	4.3
Swiss Cottage Secondary	131	4.0
<b>Overall Average Rating</b>		<b>4.2</b>

## LIST OF SELECTED ACTIVITIES AND EVENTS BEYOND THE CLASSROOM

We are thankful for the support of the community in organising and hosting events that provide opportunities for our students to expand their learning experiences beyond the confines of their school classroom. The following is a selection of the activities that our students participated.



**Trek to Mount Kinabalu**  
Led by Singapore's foremost adventurer Khoo Swee Chiow, 20 selected students trained for over three months with the help of experienced mountain trekkers.

**Charity Golf Tournament organised by Dow Chemical Pacific (S) Pte Ltd**

Our students had the opportunity of assisting in the running of a golf tournament that raised funds for CARE.



**Outrigger Canoeing**  
The Singapore Paddle Club sponsored a series of rowing practices and sessions for our students exposing them to the fun and rigours of outrigger canoeing.



**Paddles @ Marina Bay**

As part of the National Day celebrations, CARE partnered with the Singapore Paddle Club for this event. 91 students participated, beginning with an evening prep, land rehearsal and chalet stay-over and finishing with the kayaking from Kallang to Marina Bay and back, saluting the President at Marina.



**Fortis Party**

This event at Mandai Orchid Park was a reward for the 46 top students from all CARE's schools and was fully sponsored by the bank. The students were feted to food, performances and appearances by local TV celebs.

## LIST OF SELECTED ACTIVITIES AND EVENTS BEYOND THE CLASSROOM

### International Storytelling Event

12 CARE students and one staff person were invited to this event, part of the International Storytelling Showcase, by the Arts House. Tickets were sponsored by an anonymous sponsor.



### Creative Thinking Workshop

Organised by volunteers from the staff of Ngee Ann Polytechnic, this workshop focused on the application of creative thinking and "thinking out of the box" to daily life and challenges.

### Nature Nurtures Project

CARE collaborated with the National Parks Board with sponsor Shell on this eight-month long project. Sessions will include teambuilding, skills building, environmental awareness, community involvement and confidence building in various venues like Sungei Buloh, Labrador Park, Bedok Reservoir and Pulau Ubin.

### M1 Mooncake Festival

M1 invited 40-50 CARE students to their Mooncake Festival to enjoy dinner, ice-cream, games and competitions.



### NYGR Youth Congress

CARE supported four school teams to take part in the inaugural youth congress promoting positive values and attitudes and tackling youth issues. The project ran over a period of eight months and required the participants to act as catalysts of positive change in their respective schools.

### Leadership and Team-building Projects by SMU

CARE continued to host various student groups from the Singapore Management University embarking on their Leadership and Team-building module. Projects included an adventure camp, finance workshop, an Amazing Race event and a team-building camp with CARE students as the beneficiaries.

## LIST OF SELECTED ACTIVITIES AND EVENTS BEYOND THE CLASSROOM

### **MOE Leadership Development Programme**

CARE participated once more in the MOE's Leadership Development Programme with two teams of students who hail from various SAP schools. Team 1 conducted a series of Video Editing workshops for a group of CARE students teaching them the basic skills of short film making and editing. Team 2 developed games and activities for one of CARE's camps in held in March 2008.

### **Very Terrific Teens Workshop**

This event was a series of workshops for a select group of female students, aimed at teaching them skills and improving their motivation and self-confidence. It also included a career guidance session.



### **Beauty Management Workshop**

This was a two-day workshop for a group of CARE students, aimed at teaching them the basics of self-care and skin care. In this, we were partnered by Sensual Touch, a beauty salon in Jurong.

### **Megamedia Basketball Match**

This was a reward kindly sponsored by Mega Media, the official sponsors of the Singapore Slingers. Students were given complimentary tickets to watch the basketball match between the Slingers and the Razorbacks.

### **M1 Christmas Snow City Treat**

As a reward, students who performed well at one of our camps were invited by M1 to Snow City and a Christmas lunch.



### **Christmas Eve Party at Chen Su Lan Children's Home**

We continued our annual tradition where CARE students took the lead in organising games and activities for the children at Chen Su Lan Home during Christmas Eve.

### **Leaders In Action Camp**

This camp, run by Ngee Ann Polytechnic students, aimed to groom and train student leaders through situational decision-making and teamwork. 44 students from various CARE schools attended.

### **Learn & Earn Programme**

This was the pilot session of a potential long-term programme. CARE students spent a day at a chocolate producer, learning to make chocolates, followed by their own efforts which were then gift-wrapped and delivered to the Ministry Of Manpower (MOM) who sponsored the event by providing payment for the training and the chocolates.

## TURNING AROUND – A STUDENT’S STORY

Around the beginning of 2007, Raymond\* stole an iPod. He was a typical teachers' nightmare - he never listened, never did any work, talked and walked around in class with total disregard for teachers and even shouted back at teachers who reprimanded him. Together with like-minded friends, he smoked, had fun, made sport of school and life difficult for teachers. His mother had to endure incessant complaints from the school.

For the sake of students like Raymond, the school principal, decided to place Raymond's class on the Uth Power! programme run by CARE Singapore. Designed to help youths find direction, hope and success, Uth Power! is a full year motivational lifeskills and counselling support programme targeted at youths at risk of academic failure, behaviour problems, emotional maladjustment, self-harm or delinquency.

The investment paid off. Today, Raymond is a totally different person. His teachers are happy with him. His average academic score rose from 50% to about 60%, and his next target is 70%. He is determined to do well and has mapped out his plan to eventually get to polytechnic and someday be a successful businessman.

His parents are delighted with the improvements they noted in him. He communicates openly with them and keeps them informed of his whereabouts. Best of all, they do not get any more complaints from the school. His little brother even added that he is much nicer to him, and even helps and plays with him.

Raymond attributes his transformation to the Uth Power! programme and the personal touch of the CARE staff who worked with him.

He said he has learnt how to choose his friends wisely. He regrets the mistakes he made in the past and recognises that he did so because of the influence of his friends. He acknowledged that without CARE in his life, he would probably have ended up like his friends, a gang member too. He also noted that without CARE's guidance, he would have done much worse in school as he was always playing and never listened. He also would not have discovered how much hidden talents he had.

"CARE has taught me to be a better person in my studies and behaviour. I learnt to be patient, don't go the wrong way, learn as much as I can, give my best in exam, and how to achieve my goals. CARE helped me to know how important it is to study and do well. CARE has supported me a lot and given me many opportunities to discover my talents through the talent showcase and now the soccer. To CARE and all the sponsors who made this programme possible, THANK YOU! You are making a huge difference in the lives of young people like me!"

\*name has been changed

## APPRECIATION OF DONORS, SPONSORS, PARTNERS & CONTRIBUTORS

CARE truly appreciates the unstinting support of its donors, sponsors, partners and well-wishers. From the bottom of our hearts, a big "Thank-You!" The following list (not comprehensive as there are many who do not want to be named) is an attempt to acknowledge and appreciate their invaluable contributions:



### Major Donors/ Grant Contributors

- Chew Hua Seng Foundation
- Crocodile International Pte Limited
- Deutsche Bank AG
- Dow Chemical Pacific (S) Pte Ltd
- Fortis Bank S.A./N.V.
- Ministry of Community Development, Youth & Sports
- MobileOne Ltd
- National Council of Social Service
- Singapore National Cooperative Federation
- Singapore Totalisator Board
- SouthEast CDC

### Corporate Donors

- Alcatel-Lucent Singapore Pte Ltd
- Allen & Gledhill
- Architects 61 Pte Ltd
- C Melchers GmbH & Co
- CEMEX Asia Pte Ltd
- Change Golf Club
- Citibank Singapore Ltd
- CitySpring Infrastructure Mgt Pte Ltd
- ComfortDelGro Corporation Ltd
- Crocodile Corporation Limited
- Dopod International (Singapore) Corporation Pte Ltd
- Ericsson Telecommunications Pte Ltd
- Fuji Xerox Spore Ltd
- Hermes-Epitek Corporation Pte Ltd
- Hitachi Data Systems Pte Ltd
- Johnson Controls (S) Pte Ltd
- Johnson Controls Holding (S) Pte Ltd - Automotive Experience
- Johnson Controls Holding (S) Pte Ltd - Building Efficiency
- Laguna National Golf and Country Club Ltd
- Lam Chuan Import Export (Pte) Ltd
- Lippo Realty (Spore) Pte Ltd
- Made With Love Pte Ltd
- MediaCorp Studios Pte Ltd
- Morgan Stanley Asia (Singapore) Pte Ltd
- Motorola Electronics Pte Ltd
- National Parks Board
- Nera Telecommunications Ltd
- Nokia Pte Ltd







STATEMENT BY THE  
MANAGEMENT COMMITTEE

In the opinion of the Management Committee, the accompanying financial statements together with the notes thereon are drawn up so as to give a true and fair view of the state of affairs of Children-At-Risk Empowerment Association (CARE Singapore) as at 30 April 2008, and the results and cash flows of the Association for the financial year ended on that date.

On behalf of the Management Committee,

  
  
Jeffrey Neo Kheng Leong Rudy Pierre Low  
Chairman Honorary Treasurer  
Singapore  
4 July 2008

INDEPENDENT AUDITOR'S REPORT

to the Members of CHILDREN-AT-RISK EMPOWERMENT ASSOCIATION (CARE Singapore)

We have audited the accompanying financial statements of Children-At-Risk Empowerment Association (CARE Singapore) (the "Association") which comprise the balance sheet as at 30 April 2008, the statement of revenue and expenditure and cash flow statement of the Association for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Association's Management Committee Responsibility for the Financial Statements

The Association's Management Committee is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Singapore Companies Act, Cap. 50 (the "Act") and Singapore Financial Reporting Standards. This responsibility includes:

- (a) devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair income statement and balance sheet and to maintain accountability of assets;
- (b) selecting and applying appropriate accounting policies; and
- (c) making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements are in accordance with the Singapore Financial Reporting Standards and so as to give a true and fair view of the state of affairs of the Association at 30 April 2008 and of the results and cash flows of the Association for the year ended on that date.

UHY LEE SENG CHAN & CO

Public Accountants and

Certified Public Accountants

Singapore

4 July 2008



**STATEMENT OF INCOME AND EXPENDITURE**

Notes	2008	2007
<b>Income</b>		
6	591,289	199,139
7	677,659	452,167
8	644,205	222,045
	<b>1,913,153</b>	<b>873,351</b>
<b>Expenditure</b>		
9	943,252	805,677
10	36,820	42,845
11	34,620	23,093
12	86,464	48,858
13	131,816	88,362
14	25,588	8,152
	<b>1,258,560</b>	<b>1,016,987</b>
	<b>654,593</b>	<b>(143,636)</b>

*Handwritten signature of Jeffrey Neo Kheng Leong*

*Handwritten signature of Rudy Pierre Low*

**Jeffrey Neo Kheng Leong**  
Chairman

**Rudy Pierre Low**  
Honorary Treasurer

See accompanying notes for financial statements

**CASH FLOW STATEMENT**

ANNUAL REPORT 2007 / 2008	CHILDREN-AT-RISK EMPOWERMENT ASSOCIATION	ANNUAL REPORT 2007 / 2008	CHILDREN-AT-RISK EMPO
Cash flows from operating activities			
Net surplus/(deficit) for the year	654,593	(143,636)	
Adjustments for:			
Depreciation of plant and equipment	25,588	8,152	
Interest income	(4,635)	(10,207)	
Operating profit/(loss) before working capital changes	675,546	(145,691)	
Changes in working capital			
Account receivable	(18,675)	58,785	
Deposits		(41)	
Other payables	149	18,716	
Cash generated from/(used in) operations	657,020	(68,231)	
Interest income	4,635	10,207	
Net cash generated from/(used in) operating activities	661,655	(58,024)	
Cash flows from investing activities			
Purchases of plant and equipment	(10,744)	(57,270)	
Net cash used in investing activities	(10,744)	(57,270)	
Net change in cash and cash equivalents	650,911	(115,294)	
Cash and cash equivalents at beginning of year	537,279	652,573	
Cash and cash equivalents at end of year	1,188,190	537,279	
See accompanying notes for financial statements			

## NOTES TO THE FINANCIAL STATEMENTS

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

### 1. GENERAL

The principal activity of the Association is relating to the provision of an innovative school-based programme using a multi-pronged approach to combat problems faced by children and youth.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) Basis of preparation

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards ("FRS").

The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies set out below.

The financial statements are presented in Singapore Dollar, which is the functional currency of the Association.

The preparation of financial statements in conformity with FRS requires management to exercise its judgement in the process of applying the Association's accounting policies. It also requires the use of accounting estimates and assumptions. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

#### (b) Depreciation

All items of plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation of an asset begins when it is available for use and is computed on a straight-line basis to allocate the depreciable amounts of the assets over their estimated useful lives as follows:

	Years
YOUTHCARE Centre office (renovation)	5
Office equipment	3
Electrical equipment	5
Furniture and fittings	5

The residual values, useful lives and depreciation method of plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date.

On disposal of an item of plant and equipment, the difference between the net disposal proceeds and its carrying amount is recognised in the income statement.



**NOTES TO THE  
FINANCIAL STATEMENTS**

**3. PLANT AND EQUIPMENT (continued)**

**2007**

	CHILDREN-AT-RISK	EMPOWERMENT	ASSOCIATION	CHILDREN-AT-RISK	EMPO
At beginning of the year	359,438	39,119	22,790	22,034	443,381
Additions	37,640	19,630			57,270
At end of the year	397,078	58,749	22,790	22,034	500,651
Accumulated depreciation					
At beginning of the year	135,955	33,671	13,028	9,791	192,445
Charge for the year	79,416	10,446	3,254	4,122	97,238
At end of the year	215,371	44,117	16,282	13,913	289,683
Net book value					
At 30 April 2007	181,707	14,632	6,508	8,121	210,968
Depreciation charge for the year:					
2008					
2007					
Included in:					
Accumulated fund	25,588				8,152
Building fund	71,381				89,086
	96,969				97,238

## NOTES TO THE FINANCIAL STATEMENTS

### 4. ACCUMULATED FUNDS

Balance at beginning of year	566,897	710,533
Surplus/(Deficit) for the year	654,593	(143,636)
Balance at end of year	<b>1,221,490</b>	<b>566,897</b>

### 5. BUILDING FUND

Balance at beginning of year	210,017	299,103
Depreciation charge for the year (Note 3)	(71,381)	(89,086)
Balance at end of year	<b>138,636</b>	<b>210,017</b>

Building fund represents donations received for the purpose of financing the renovation costs of the Association's new office premises (YOUthCARE Centre).

### 6. DONATIONS RECEIVED

Tax exempt	546,419	196,059
Others	44,870	3,080
	<b>591,289</b>	<b>199,139</b>

### 7. FEE INCOME

Course fee	530,375	295,808
Counselling fee	52,219	60,844
CAREvolution	86,005	87,005
Workshop fee	9,060	8,510
	<b>677,659</b>	<b>452,167</b>





## NOTES TO THE FINANCIAL STATEMENTS

### 14. NON-OPERATING EXPENSES

	2008	2007
Depreciation (Note 3)	25,588	8,152
	=====	=====

### 15. CASH AND CASH EQUIVALENTS

	2008	2007
Fixed deposit	350,000	
Bank balance and cash	838,190	537,279
	=====	=====
	1,188,190	537,279
	=====	=====

### 16. INCOME TAX STATUS

The Association is exempted from income tax under Section 13M of the Income Tax Act, Cap. 134.

### 17. COMMITMENTS

As at 30 April 2008, the Association has rental commitment under non-cancellable operating lease for office equipment payable as follows:

	2008	2007
Within 1 year	1,200	
Between 2 and 5 years	4,000	

### 18. FINANCIAL ASSETS AND LIABILITIES

The fair values of the Association's financial assets and financial liabilities approximate their carrying amounts as shown in the balance sheet due to the short-term nature of these financial instruments.

