

Children-At-Risk Empowerment Association

www.care.sg Tel: 6583 3481
428 Pasir Ris Drive 6 #01-21 S(510428)

VISION



Young people who are resilient, involved, purposeful and empowered

SERVICE MODEL

- School-based training programmes
- Volunteerism
- Community involvement

CLIENT TYPE

No of Clients Served	YE 2010	YE 2009
Students	922	1,223
Secondary & Primary Schools	8	10

PROGRAMMES

- Preventive programmes focus on building constructive relationships between youths and their environment to ensure that they develop a positive attitude towards life. CARE also provides individualised centre-based counselling sessions for youths.
- Uth Power and Starkidz are comprehensive and intensive school-based programmes that help build motivation and life-skills among at-risk youths and vulnerable children.
- Organises workshops, trainings and offers consultancy services pertaining to youth issues.

FINANCE

Year	YE 2010	YE 2009
Income (\$'000)	1,543	1,944
Expense (\$'000)	1,293	1,426
Surplus/Deficit (\$'000)	250	518
Surplus/Deficit % of Expense	19%	36%
Operating Reserve Ratio	19 months	15 months
Direct Charitable Expense %	Ratio not reported. See charity's financial statements for detailed activity expense.	

GOVERNANCE/LEADERSHIP

ORGANISATION

President	Mr Jeffrey Neo	Registered Charity	Yes
Chairman Tenure	2002 – Present ^b (5 th term)	Registered IPC	Yes
Board Size	9	Sector	Social Services
CEO/ED Name	Dr John K E Tan	Regulator	Charities Unit
No of Employees	30	No of Years Operation	14
Salary Info Disclosure	Yes	Recognition/ Endorsement	Centre of Specialisation in Youth Empowerment (2010).

^a Figures are based on reserve information in CARE's audited financial statements for year ended 30 April 2010.

^b Based on CARE's verbal update.

IMPORTANT NOTICE

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Mission: Helping youths succeed

- Provides school-based youth programmes since 1997
- Improves students' resilience against negative influences
- Strives to be youth services specialist and thought leader

Most Pressing Need:

- Build a sustainable youth work profession to attract more talent.
- Retain and motivate staff for succession.

Sector	Children/Youth	Model	<ul style="list-style-type: none"> • Services in schools and centres • Training for other NPOs, research 																			
Client Type	Students in Primary and Secondary Schools	No. Of Clients	922 students (YE 2010) 7 secondary schools (YE 2010) 1 primary school (YE 2010)																			
Financial Health	<table border="1"> <thead> <tr> <th>Year</th> <th>2007/8</th> <th>2008/9</th> <th>2009/10</th> </tr> </thead> <tbody> <tr> <td>Income</td> <td>\$1.91 m</td> <td>\$1.94 m</td> <td>\$1.54 m</td> </tr> <tr> <td>Expense</td> <td>\$1.26 m</td> <td>\$1.43 m</td> <td>\$1.29 m</td> </tr> <tr> <td>Surplus/Deficit</td> <td>\$0.65 m</td> <td>\$0.52 m</td> <td>\$0.25 m</td> </tr> <tr> <td>Reserve Levels</td> <td>13 months</td> <td>16 months</td> <td>19 months</td> </tr> </tbody> </table>	Year	2007/8	2008/9	2009/10	Income	\$1.91 m	\$1.94 m	\$1.54 m	Expense	\$1.26 m	\$1.43 m	\$1.29 m	Surplus/Deficit	\$0.65 m	\$0.52 m	\$0.25 m	Reserve Levels	13 months	16 months	19 months	<i>See FINANCE section and GLOSSARY for important notes</i>
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ANALYSIS SUMMARY

Programmes	<i>Client-focused delivery in school; strong outcome focus lead to positive student impact</i>
Finance	<i>Increasing reliance on fee income; funds spent on delivery of services to students</i>
Leadership	<i>Succession being addressed by building a sustainable professional path for youth workers</i>
Organisation	<i>Expertise in programme innovation and youth work skills development</i>

BACKGROUND: Singapore youth work focuses on empowerment and building resilience

In 2010, about 6% of students are “discouraged youth”.ⁱ Secondary 2 students feel the most negative about school, which is the primary source of stress for students overall.ⁱⁱ Stress and other negative influences can lead youth to more destructive behaviour. Youth NPOsⁱⁱⁱ aim to develop empowered and resilient youth that can cope with such factors. While preventive programmes develop resilience by emphasizing youth strengths, current programmes mostly remediate problems already surfaced. **Children-At-Risk-Empowerment Association (CARE)**, a youth development agency, has been providing preventive programmes since 1997.

PROGRAMMES: Client-focused delivery in school; strong outcome focus with positive impact.

- CARE focuses on developing constructive relationships between youths and their environment through preventive programmes. The goal is to prevent gateway behavior that can lead to a troubled future.
- Uth Power, an intensive and class-based key programme, integrates youth workers into school curriculums and support systems. Students, mostly from stable family environments, learn how to cope with difficult situations involving their friends, teachers, in school and families.
- CARE works with each group of students on a weekly basis for at least one academic year. CARE workers remain accessible to students even after the academic year is over.
- Teachers, parents and peers provide key input when structuring CARE programmes. Holding programmes onsite in schools helps students build positive associations with their surroundings.
- **RESULTS: Steady enrollment, positive student response**
 - Stable enrollment with long-term school partners who are satisfied with CARE’s services.

- Students express more awareness of issues or problems; teachers and parents report most students have sustained behavioural or mindset change.
- Students have “above average satisfaction” (4.5 from 5-point scale) year-on-year, surpassing NCSS’ minimum of “average satisfaction”.

• MONITORING: Outcome-focused for improvement

- Quantitative and qualitative monitoring through surveys, observations and case reports. Feedback is from students, teachers, parents and counselors.
- Results are tracked mid-year and at year-end. Year-on-year comparisons help identify areas for improvement.
- Based on other socio-emotional well-being indicators, CARE plans to improve methods to assess its impact.

FINANCE : Increasing reliance on fees; funds spent on youth services

- Income includes grants, donations, and programme fees. There is now less reliance on grants and more on donations and fees (see graph above).
- Fundraising is more innovative, using Twestival (Twitter-based), Changi Airport donation boxes, physical feats by Singapore Paddle Club, and other ideas.

- Almost 2/3 of funds are spent on youth workers’ and counselors’ time in service for students, under the executive team’s management. Staff were motivated with revised salary bands and training investment.

LEADERSHIP : Building a sustainable professional path for youth workers for succession

- The Exco strongly concurs with the executive team’s approach to achieve CARE’s objectives and overcome their challenges. The founders form the executive team and are not in the Exco. These are signs of CARE’s commitment to strong governance.
- CARE is concerned over leadership succession, as there are few individuals who have true “calling” for youth work. CARE hopes sustainable youth work career paths can attract more talent for succession.

ORGANISATION : Expertise in programme innovation and youth work skills development

- CARE’s mission focus and unique approach led to NCSS recognition as Centre of Specialisation in Youth Empowerment. It also published skills standards to professionalise youth work under the Workforce Skills Qualification programme, and conducted a training event in November 2010 to further the professionalization of youth work which was attended by national and regional participants.
- Other efforts to build expertise include innovative programmes (e.g. targeting parents) and ongoing skills development to realize the vision of a sustainable youth work profession.

ⁱ “Youth.sg: The State Of Youth in Singapore 2010”, National Youth Council.
ⁱⁱ “The Singapore Youth Resilience Survey© A Secondary School Pilot Study”, Beyond Social Services, 15 Jan 2010.
ⁱⁱⁱ Please see glossary for definition.

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2009/10 Programme Results

100% of clients **more aware of their issues or problems**

99% of clients **sustain behavioural or mindset change***

4.5 out of 5 **client satisfaction rating**
(NCSS minimum standard = 3.5)

Source: Client Satisfaction Surveys completed by students/teachers
 *99% clients show/report at least 1 sustained change observed 3 months later

