



caregivers alliance
— limited —

Summer

ANNUAL REPORT 2023



Summer

is the theme of this year's Annual Report.

Looking back on 2023, Caregivers Alliance Limited (CAL) had a positive year.

Our board, staff, donors, volunteers, community and corporate partners came together to give help, hope and offer the hand of friendship to our caregivers. It warmed our hearts to witness them stepping out of their daily routines to learn new skills, see mental health caregiving challenges with fresh eyes, and discover new-found confidence and the ability to care for themselves. It made us beam knowing they found purpose from meaningful connections with their peers. With CAL alongside them, caregivers can look forward to brighter and better days during and beyond summer.

We invite you to peruse the pages and view the fulfilling year we had.



OUR IMPACT IN 2023

→ **2,296 Caregivers** received help, hope and friendship through:

EDUCATION

99

C2C classes

equipped 1,429 caregivers with **knowledge and coping skills**

EMPOWERMENT

2,925

volunteer hours

helped caregivers find **hope and purpose**

ENGAGEMENT

493

individuals connected

to engagement activities, support groups and counselling, **alleviating stress and burnout**

Advocating for Mental Health and Caregiving through Collaborations with Partners in the Community:



Community Clubs



Schools



Corporations



Faith-based Organisations

1,649

awareness talks & workshops

13,970

individuals reached

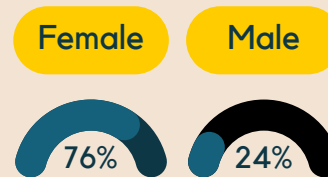
Our Dedicated Team



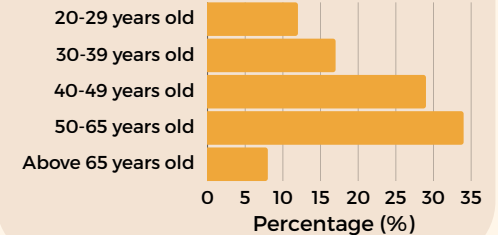
CAL walks the talk, and advocates for mental health and caregivers. More than half of CAL's full-time staff are caregivers. Most graduated from the C2C programme, volunteered with CAL and eventually joined as staff.

With a staff strength of 42 in 2023, CAL has grown in strength, and we are passionate about our work in supporting and empowering caregivers of persons with mental health issues.

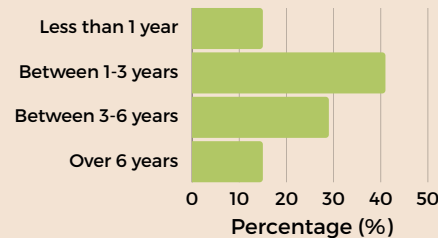
Gender



Age



Years of service



Race

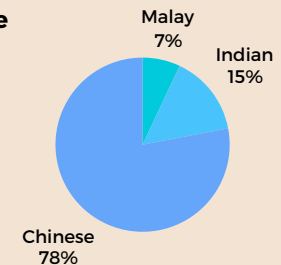


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Empowering Hidden Heroes

Vision

To reach out to all caregivers of persons with mental health issues in Singapore and empower them to achieve a high level of well-being and resilience.

Mission

CAL is the only non-profit organisation in Singapore dedicated to meeting the needs of caregivers of persons with mental health issues, through education, support networks, crisis support, long-term engagement and self-care enablement.

Beneficiaries

Caregivers of Persons with Mental Health Issues (PMHI) are often the unsung heroes in our communities. These dedicated individuals choose to remain out of sight due to the stigma surrounding mental illness, quietly and selflessly dedicating themselves to the care of loved ones, often over extended periods. The challenges they face in their caregiving journey are immense, marked by feelings of helplessness, hopelessness, and fatigue. Unfortunately, many caregivers also experience their own mental health struggles, including depression and anxiety disorders.

CAL is committed to supporting these hidden heroes through our Caregivers-to-Caregivers (C2C) Training Programme and the Caregivers-for-Caregivers (C4C) Support Programme. Beyond caring for caregivers, CAL also seeks to empower them. We witnessed this when many of our graduates step forward to be trained as volunteer trainers to co-facilitate our programmes.

All our programmes, support services and engagement activities are fully complimentary for caregivers.

“

I am alone no more

- A CAREGIVER



A message from our *Chairman*

In 2023 mental health gained its well-deserved spot on the national agenda, recognised to be as important as physical health. This is a testament to the steadfast work of mental health services, hospitals, practitioners, workplace champions, community partners, schools, volunteers, CAL and many others. Akin to the Summer theme of this year's annual report, we are optimistic and energised because for caregivers or "hidden heroes", this means they are alone no more. As I serve my second year as Board Chair, I reflect on how the mental health ecosystem in Singapore has grown. As mental health takes centre-stage, existing gaps CAL has witnessed over the last decade will soon be filled, benefitting countless caregivers and their families.

We cheer and highlight the notable changes and initiatives in the mental health space that will be impactful:

- The launch of Singapore's National Mental Health and Well-Being strategy, spotlighting mental health as a rising and significant health and social issue
- A National Mental Health Office being established by 2025 to oversee the implementation of the strategy and future mental health care developments
- The trend of more people willing to seek help for mental health even whilst mental health in Singapore has worsened
- Primary care capacity being expanded to meet mental health needs
- More front-line personnel and volunteers being trained to identify those struggling with mental health
- A national mental health helpline and text service in the pipeline

However, the stigma that still surrounds mental health issues despite it gaining increasing national and public acknowledgement continues to plague caregivers who support persons with mental health issues. These caregivers fight unseen battles including prolonged provision of care, prejudice, discrimination, social exclusion – resulting in fatigue, stress, and burnout.

Can Singapore be a more supportive and understanding environment for mental health caregivers? We certainly believe so.

In furthering our cause, we are immensely grateful for the contributions of our staff, volunteers, corporate and community partners, funders, donors and most importantly, our caregivers. Your contributions have been pivotal in advancing CAL's mission: to reach out to all caregivers of persons with mental health issues in Singapore and empower them to achieve a high level of well-being and resilience.



Jennifer Fan

Chairman since 01 January 2023

A message from our *Chief Executive Officer*

As the summer sun illuminates our days, it not only brings warmth but a vibrant energy that invigorates and inspires.

This season, we are witnessing the initial successes of our efforts in the Community Mental Health space, thanks to our collaboration with the People's Association and the National Council of Social Service (NCSS). Together, we have successfully established caregiver support networks across six community clubs (CCs). This included the graduation of over 30 cohorts from the Caregivers-to-Caregivers (C2C) classes and the formation of 12 Caregivers-for-Caregivers (C4C) support groups. Additionally, we expanded our reach by partnering with eight more community clubs, each eager to offer support to caregivers in their localities and strengthen community ties.

In August 2023, we launched the inaugural Caregivers-to-Be (C2B) Programme, aimed at enhancing mental well-being and resilience in the workplace. This initiative trains workplace mental wellness champions to recognise and support colleagues facing mental health challenges or caregiving-related stress and fatigue. We recognise that, in our fast-ageing and increasingly stressful society, the role of caregiver is one we are all likely to assume.

We are deeply appreciative of everyone who has embraced the energising warmth of summer, channelling their enthusiasm towards ensuring that caregivers receive all the necessary support. Your dedication is crucial in empowering caregivers to sustainably care for their loved ones and themselves.

Thank you for your unwavering support and commitment.

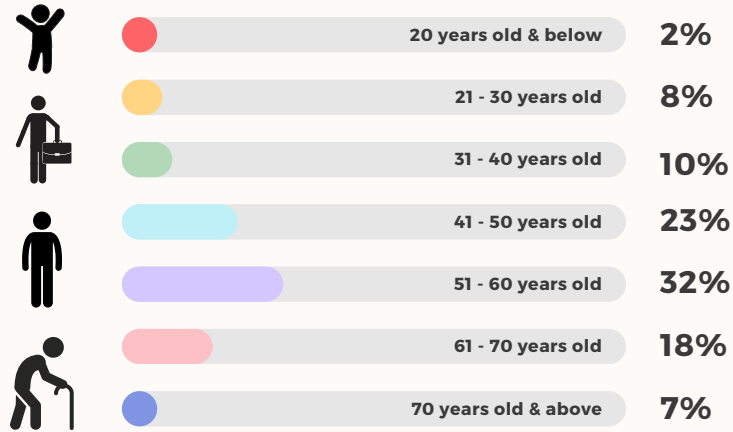
Tim Lee

CEO since 02 April 2018

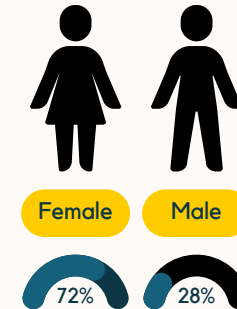


Caregiver Demographics

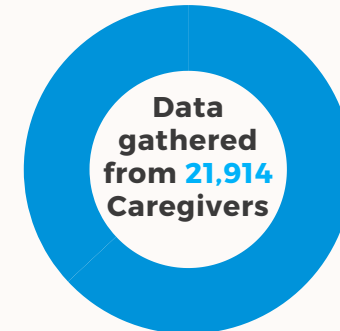
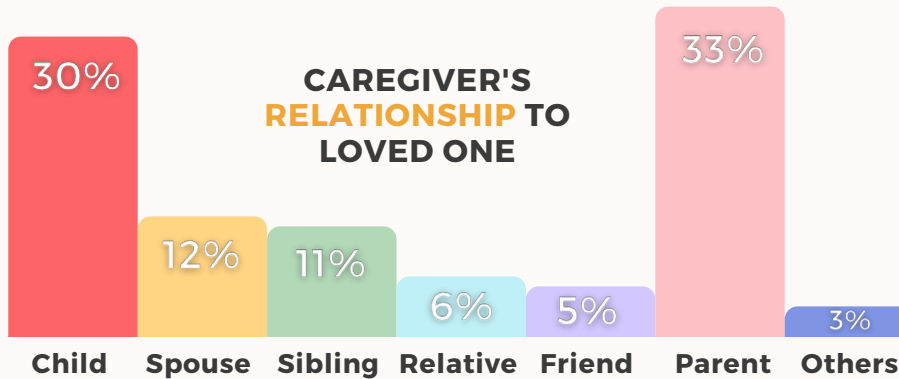
CAREGIVER'S AGE



CAREGIVER'S GENDER



CAREGIVER'S RELATIONSHIP TO LOVED ONE

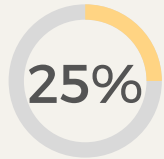


*The above data are taken from CAL's service logs and exclude participants who did not provide data

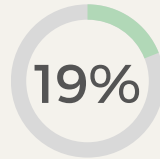
LOVED ONE'S **DIAGNOSIS**



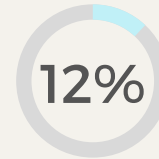
Depression



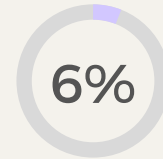
Dementia



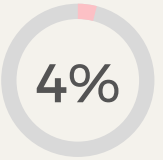
Schizophrenia



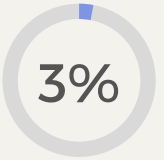
**Anxiety
Disorder**



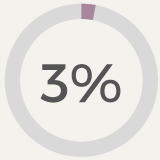
**Bipolar
Disorder**



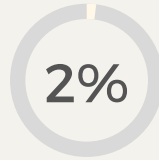
Autism



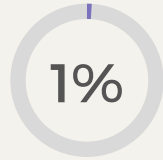
**Obsessive
Compulsive
Disorder**



**Intellectual
Disability**



**Attention
Deficit
Hyperactivity
Disorder**



**Borderline
Personality
Disorder**



Since 2020, depression, dementia and schizophrenia have been the most common conditions that caregivers attending our classes are facing. The trend has remained consistent from 2020 to 2023, with **major depressive disorder (25%) and **dementia (25%)** being the most prevalent diagnosis, followed by **schizophrenia (19%)**.**

**The above data are taken from CAL's service logs and exclude participants who did not provide data*

How We Care For Caregivers

Just as the summer sun radiates warmth reaching every corner of Singapore, CAL strives to be a beacon of hope and vitality for caregivers wherever they may reside.

We do so by equipping and empowering mental health caregivers through education and support. Our Caregivers-to-Caregivers (C2C) Training Programme has since expanded from Persons with Mental Health Issues (PMHI) to C2C-Dementia, C2C-Young Caregivers (YCG) and C2C-Eating Disorder (ED).

We also work with like-minded organisations in our outreach efforts, to conduct workshops and talks that reach caregivers in places where they work, live and play.

We continue to reduce stigma and improve overall mental health literacy in the wider community, collaborating with partners from hospitals, businesses, faith-based groups, and schools to achieve our goals.



CAREGIVERS-TO-CAREGIVERS (C2C) TRAINING PROGRAMMES

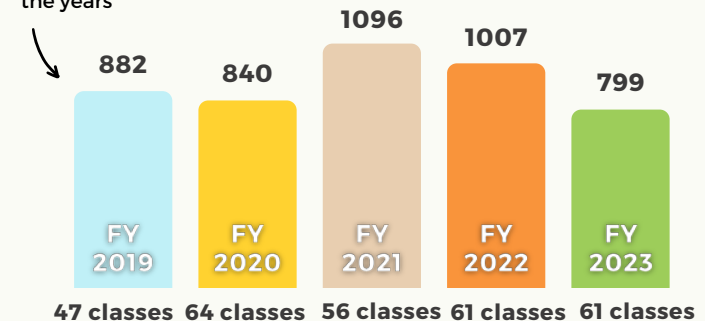
C2C-Persons with Mental Health Issues (PMHI) Programme

The 12-week C2C-PMHI Programme is CAL's signature training programme. It aims to provide caregivers with an in-depth understanding of mental health conditions, and to care for their loved ones better through learning about self-care, communication, resilience-building, advocacy and access to community resources.

CAL offered 61 C2C-PMHI classes in FY 2023. Although there was a decrease in participants in FY 2023, the smaller class sizes allowed for more personalised attention and support for each participant.

*FY refers to the reporting period from April of the current year to March of the subsequent year. For example, FY2023 refers to April 2023 to March 2024.

Participants through the years



PP

"My journey with CAL truly changed the way I thought about caregiving. Witnessing my course mate's resilience and listening to how they are coping inspired me tremendously."

Warren Sheldon Humphries

C2C-PMHI Programme Graduate

At one point of his life, Sheldon was so overwhelmed by life, the inability to cope led him to feel anxious, depressed and have suicidal thoughts. At home, he was grappling with family losses, plus his loved ones were battling with depression. At work, his job was crucial as he was the sole breadwinner for his family. On the health front, Sheldon was diagnosed with Charcot-Marie-Tooth, an incurable disease that causes progressive nerve damage.

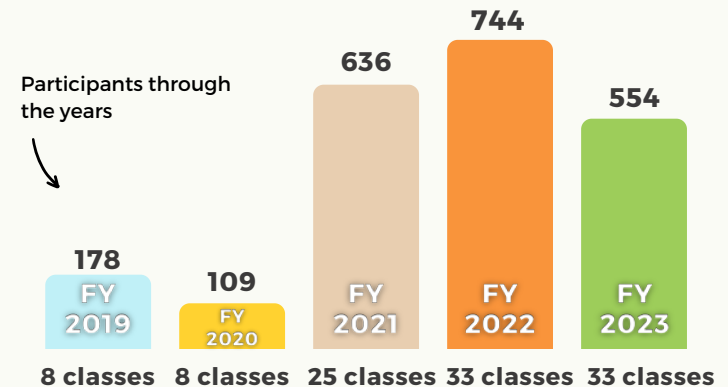
In a serendipitous turn of events, Sheldon discovered CAL's C2C PMHI programme on social media. Attending the programme gave him newfound hope. He gained a better understanding of his loved ones' challenges and found solace and comfort in his classmates. Fuelled by his experience, Sheldon signed up to be a volunteer trainer and advocate for CAL.

CAREGIVERS-TO-CAREGIVERS (C2C) TRAINING PROGRAMMES

C2C-Dementia Programme

Did you know that Singapore is fast tracked to be a super-aged society by 2026? One in five Singaporeans would be 65 and above, and as our population rapidly ages, increasingly families require support to care for their loved ones with Dementia. Our 8-week C2C-Dementia Programme helps caregivers understand the differences between dementia and normal ageing, debunk myths surrounding the condition, and teaches them creative strategies to manage their loved ones' behaviour. In addition, caregivers find comfort in the supportive environment, journeying and learning from each other's experiences.

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Michael

C2C-Dementia Programme Graduate

Michael (not his real name) discovered CAL's Dementia programme through a friend, and it helped him understand his father's dementia better. In class, Michael and his peers were able to talk openly about their challenges and caregiving journeys. They also learnt to navigate the emotional demands of caregiving. Eventually, Michael was able to see caregiving positively, choosing to focus on what really matters – his father and family.

Michael has since found a deep desire to support other caregivers, particularly those struggling financially. A CAL donor, Michael hopes his contributions will help to ease the financial load of caregivers in need.

“There is no shame when your loved ones lose themselves, their personalities, or their abilities. For caregivers, we assume a new role, new identity, new season of life for our loved ones. Everyone will go through the same journey one day.”

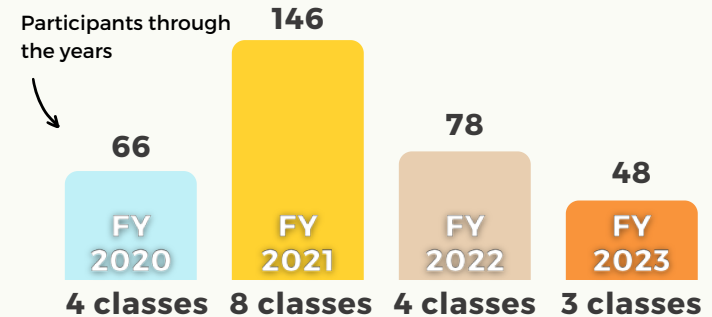


CAREGIVERS-TO-CAREGIVERS (C2C) TRAINING PROGRAMMES

C2C-Young Caregivers (YCG) Programme

The National Population Survey conducted by the Ministry of Health in 2022 found that younger adults aged 18 to 29 had the highest proportion of poor mental health at 25.3 per cent. As more young people become cognisant and support their peers experiencing mental health issues, so does the need to equip them with relevant skills. CAL collaborates with youth organisations, schools and Institutes of Higher Learning (IHL) to roll out the 8-week C2C-YCG Programme. Launched in 2020 for those 15 to 35 years old, it aims to equip young caregivers of family members, relatives, or friends with mental health concerns. Our key partners are Singapore University of Social Sciences (SUSS) and Singapore Institute of Management (SIM), who have been actively encouraging mental health literacy among their students.

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*C2C (ED) & C2C (YCG) are new programmes launched with pilot runs in 2020



“Our class grew and learnt together, creating a community of support for each other. Every week, we found solace in having a safe space where our challenges could be heard, and our wins celebrated.”

Mason Chia

C2C-YCG Programme Graduate

Mason Chia stepped up to help his friends on their mental health journeys, however, despite his intention to be there for them every step of the way, Mason found himself struggling to maintain his own mental and emotional well-being, eventually leading to burnout.

After confiding in a friend, Mason turned to CAL's Young Caregivers (C2C-YCG) programme. Initially worried about the stigma surrounding "caregivers", Mason started to change his perspective as the lessons went by. He began to acknowledge and accept that everyone is a caregiver. The programme also taught him to communicate effectively with his friends and prioritise self-care.

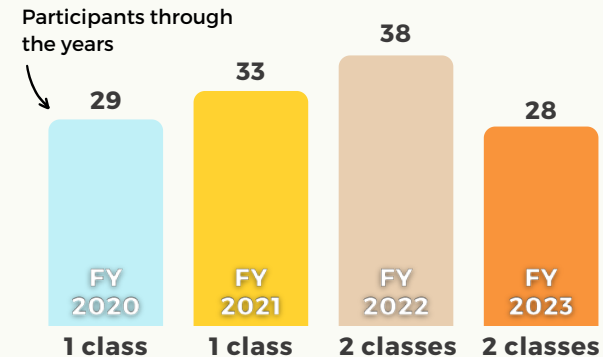
Understanding the impact support networks have on caregivers, Mason is now a volunteer trainer with CAL and has witnessed several fellow young caregivers become more resilient.

CAREGIVERS-TO-CAREGIVERS (C2C) TRAINING PROGRAMMES

C2C-Eating Disorder (ED) Programme

In 2021, CAL launched the C2C-ED Programme, a 12-week programme adapted from CAL'S core C2C-PMHI curriculum and developed with our partner and collaborating hospital, KK Women's & Children's Hospital Eating Disorder unit. The curriculum covers various eating disorder conditions like anorexia, bulimia nervosa and binge eating disorders including related mental health conditions of depression, anxiety, and OCD. Caregivers are recruited through referrals from the hospital and CAL's online registration platforms.

The programme has received positive feedback, with 128 caregivers graduating from the 6 runs completed.



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Angela Tan

C2C-ED Programme Graduate

At primary six, Angela's daughter was diagnosed with an eating disorder (ED). With the media exposing her to weight loss topics and influence from K-pop artistes, she started displaying ED symptoms - eating slowly, separating foods and exercising constantly. Initially dismissed as being picky, it was only when Angela's former colleague recognised the persisting symptoms that the family sought help. Immediately, her daughter was hospitalised due to a dangerously low heart rate and skinny frame. Faced with the sudden emotional turmoil, Angela quit her job to support her daughter full-time. Through the recovery process, she sought guidance from CAL, learning to pace herself, share the load with secondary caregivers in the family, and support her daughter.

Now four years on, Angela's daughter has recovered and excels academically.

“It's really important to be equipped as a caregiver. With the support from CAL, I've learnt how to breathe.”

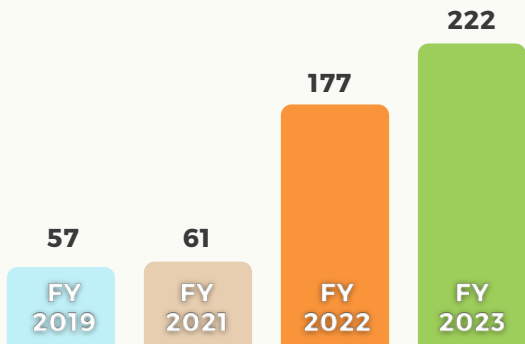


CAREGIVERS-FOR-CAREGIVERS (C4C) SUPPORT PROGRAMME

After completing the 12-week C2C-PMHI Programme, caregivers often wonder “what’s next?”. Many value the connections and support they receive during the programme and hope to continue maintaining a network of support.

Addressing this need, the C4C Support Programme offers a structured, monthly support group for a year, fostering a supportive community for caregivers to continue their journey together. Unlike the C2C Programme, C4C allows caregivers to delve deeper into topics not covered in C2C-PMHI previously. The first five sessions are guided by a CAL staff, facilitating discussions on common caregiver topics. Subsequently, caregivers take the lead, driving discussions on topics aligned with their interests and needs.

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Caregivers who signed-up over the years

C4C support groups are conducted in both English and Chinese

C4C support groups can be formed based on:

Common diagnosis

Faith-based groups

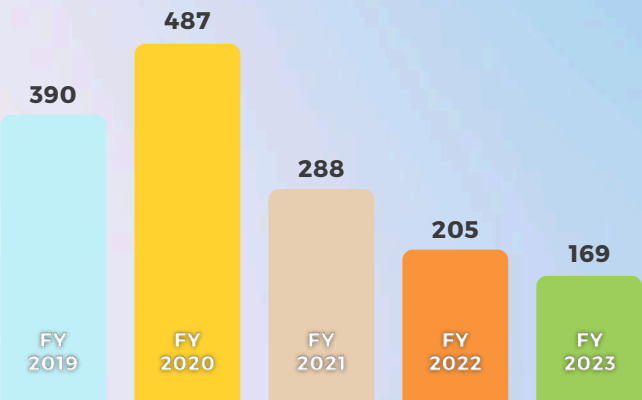
Role-based groups like parents

Loved ones with suicidal tendencies

INDIVIDUAL TRAINING AND SUPPORT (ITS)

The Individual Training and Support (ITS) Programme are tailored for caregivers who require immediate emotional support and psychoeducation to care for their loved ones. These caregivers either have dependents whom they are not able to leave for long periods of time, or do not have the capacity to commit to CAL’s C2C programmes as they may be on the verge of burnout. Sessions may be conducted through face-to-face meetings at a location convenient to caregivers, or through other means such as video calls, phone calls, messaging, or email.

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Caregivers supported through the years

CAREGIVERS-TO-BE (C2B) PROGRAMME

Launched in 2023, the C2B Programme takes place over 4 weeks and is designed to enhance mental awareness at the workplace. Early intervention has proven to be an effective way to arrest deteriorating mental health symptoms and build mental resilience to face uncertain and complex situations. The aim is to train employees to be aware of mental health distress and learn to be first responders and subsequent mental health advocates and champions, promoting a psychologically safe workplace environment.

CAL hopes to build a strong caregiving culture among communities to strengthen mental resilience in Singapore, particularly in the workplace. This will have a trickle-down effect to the community through their families as more are equipped with knowledge, skills and acquire affective attitudes towards persons with mental health conditions, including themselves.

1

Raise community champions and volunteers who will be able to **advocate & support** their communities' mental well-being

2

Provide community champions and volunteers with mental health **knowledge, skills & attitudes** to care for self & others

3

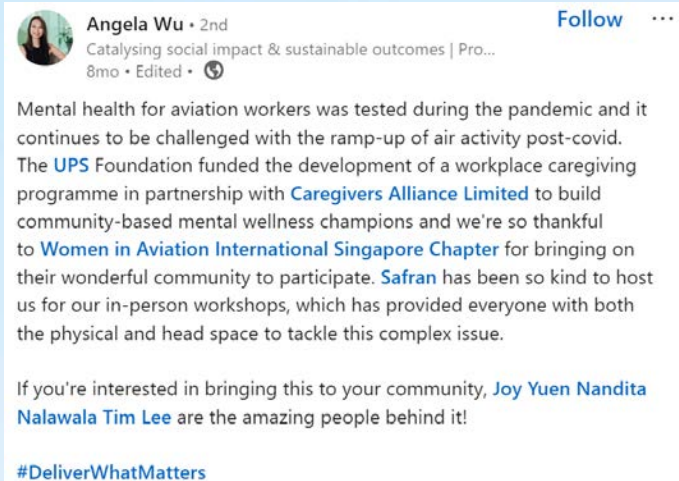
Identify persons with **mental health issues**, know how to handle crisis situations, and support them in seeking the relevant help

4

Uncover existing caregivers **at the workplace** and refer them to help and support from CAL and other social service agencies

5

Expand the reach to Caregivers-to-Be, to support fellow colleagues, family members and friends who struggle with mental issues



In Q3 2023, we kicked off the inaugural programme in partnership with the aviation sector working with the Singapore Chapter of Women in Aviation. Participants came together to learn about mental health distress and how they could be first responders and subsequent mental health advocates and champions in their respective professional and personal domains.

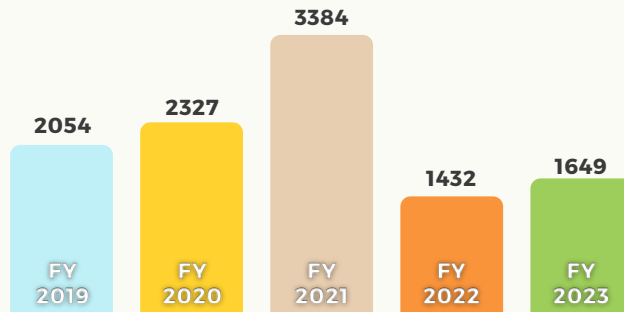
OUTREACH THROUGH THE YEARS

According to a 2022 survey by the Ministry of Health released in 2023, while mental health has worsened in Singapore, more Singapore residents are willing to seek help, particularly from informal support networks. When this happens, CAL wants to be there - to equip every caregiver with resources and support networks to care for their loved one.

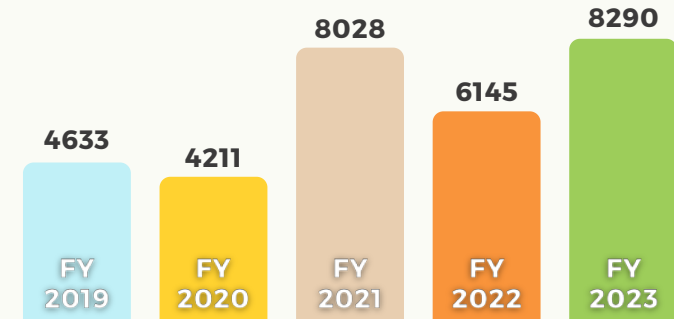
With co-funding support from NCSS, our Programme and Outreach Managers are able to go on the ground and raise awareness about mental health and caregiving through talks, workshops and roadshows. On weekends, CAL staff and volunteers can be found at community clubs, hospital grounds and schools. On weekdays, our staff are creating awareness about mental health and caregiving, plus rallying for a community of mental wellness champions in the workplaces of corporations and businesses.

Workshops & Modular Training Courses

CAL regularly conducts talks and workshops to educate and inform the public and community about mental health and caregiving. CAL also delivers customised in-depth workshops related to mental health and caregiving to meet the needs of our corporate, community, faith-based and IHL partners.



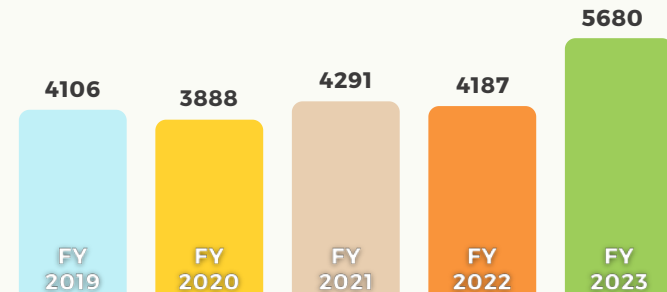
Participants through the years



Caregivers reached through the years

Community Resource, Engagement & Support Team (CREST - Caregivers)

AIC has supported CAL with funding support for three CREST-Caregivers Team that facilitate our efforts in outreach and referrals. This has enabled CAL to raise greater awareness about mental health issues to corporates, faith-based groups, and the community, provide links to support services and empower caregivers to support other caregivers.



Caregivers reached through the years

Active Partnerships (January - December 2023)

Community

- Anglican Care Centre
- Aljunied GRC Grassroots Organisation
- Aphasia SG
- Ayer Rajah Community Club
- Balmoral Neighbourhood Committee
- Bethesda CARE Centre
- Bizlink Centre Singapore Ltd
- Bishan-Toa Payoh Constituency
- Brahm Centre
- Brickland Community Club
- Bukit Batok Community Club
- Bukit Batok East Community Club
- Bukit Batok Green Ribbon Task Force
- Chasing Happy
- Chinese Development Assistance Council (CDAC)
- Chong Pang Community Club
- Fengshan Community Club
- Go! Care Social Service Centre
- Henderson Dawson Community Club
- Home Nursing Foundation
- Hong Kah North Community Club
- Hillview Community Club
- Jalan Kayu Community Club
- Jurong Green Community Club
- Jurong Spring Community Club
- Kampong Chai Chee Community Club
- Keat Hong Community Club
- Kreta Ayer Community Club
- Lions Clubs Singapore
- Marymount Community Club
- Mental Health Film Festival Singapore
- Movement for the Intellectually Disabled of Singapore (MINDS)
- Moulmein-Cairnhill (MoCa) Balmoral NC
- Nee Soon South Community Club
- Nee Soon East Community Club
- New Hope Community Services
- Pacific Activity Centre
- People's Association (PA)
- Precious Active Ageing Centre
- Punggol 21 Community Club
- Radin Mas Community Club
- Rotary Club of Singapore West (RCSW)
- Serangoon Community Club
- SG Assist
- Singapore Anglican Community Services (SACS)
- Silver Generation Office (SGO)
- Silver Ribbon (Singapore)
- Stigma2Strength Singapore
- Sree Narayana Mission Senior Care Centre
- St. Andrew's Senior Care (SASC) (Bedok North & Bedok South)
- St. Andrew's Nursing Home (Taman Jurong)
- Tampines North Community Club
- Tampines Central Community Club
- Tekka Residents' Committee
- Telok Blangah Community Club
- Toa Payoh Active Ageing Centre
- Toa Payoh Central Community Club
- Toa Payoh West Community Club
- The TENG Ensemble
- Thye Hua Kwan Moral Charities (THKMS)
- Tsao Foundation
- Sparks @ Bukit Canberra
- Ulu Pandan Community Club
- 'Vibrance @ Yishun' Self-Help Groups Centre
- WeCare@MarineParade
- Woodlands Constituency Office
- Woodlands Galaxy Community Club
- Woodlands Zone 2 Residents' Network
- Yew Tee Community Centre
- Yong-en Community Services

Corporates

- Agency for Integrated Care (AIC)
- Agency for Science, Technology and Research (A*STAR)
- All Age Entrepreneurs
- Applied Materials South East Asia (AMSEA)
- Avallis Financial Pte Ltd
- Bakery Brera & Café Brera
- Brain Juice Collective
- Cuscaden Peak Investments Private Limited
- Deloitte Singapore
- Deutsche Bank AG
- Economic Development Board
- Gartner, Inc.
- Lifelong Learning Institute (LLI)
- Mediacorp
- Mercer Singapore
- Mintable.app
- Mummy Circle
- My Life of Hope (Myloh) Pte Ltd
- National Council of Social Service (NCSS)
- National Library Board (NLB)
- National Museum of Singapore
- National Parks Board (NParks)
- National Volunteer & Philanthropy Centre (NVPC)
- Safran Helicopter Engines Asia
- Shell Singapore
- Singapore Prison Service (SPS)
- The UPS Foundation
- Tripartite Alliance Limited
- Women in Aviation (WIA) Singapore Chapter Ltd

Faith-based Groups

- Adam Road Presbyterian Church (ARPC)
- An-Nur Mosque
- Assyakirin Mosque
- Bedok Bethesda Tampines Church
- Bethel Assembly of God Church
- Church of Our Saviour
- District West Mosques
- District South Mosques
- Hebron Bible-Presbyterian Church
- Mangala Vihara Buddhist Temple
- Poh Ming Tse Temple
- St George's Church
- Soka Gakkai Singapore
- Tai Pei Buddhist Centre
- Tzu Chi Humanistic Youth Centre

Hospitals & Healthcare Providers

- Changi General Hospital (CGH)
- Institute of Mental Health (IMH)
- Khoo Teck Puat Hospital (KTPH)
- National University Health System (NUHS)
- National University Hospital (NUH)
- National University Polyclinics (NUP)
- Ng Teng Fong General Hospital (NTFGH)
- Singapore General Hospital (SGH)
- Tan Tock Seng Hospital (TTSH)

Schools & Institutes of Higher Learning

- Can Eng Seng Primary School (GESPS)
- Management Development Institute of Singapore (MDIS)
- Nanyang Polytechnic (NYP)
- Nanyang Technological University (NTU)
- National University of Singapore (NUS)
- Queenstown Secondary School (QTSS)
- Singapore Management University (SMU)
- Singapore University of Social Sciences (SUSS)
- S P Jain School of Global Management

Year in Review

**Outreach @ Management Development
Institute of Singapore Open House**

CAL Team
Chinese New Year Celebration



New Hope Community Services
Workshop on "Self-Care For Social
Service Professionals"



**Ng Teng Fong General Hospital
& West Region Partners**
Introduction to CAL

**Outreach @ Yew Tee
Community Club**



Quarter One (January - March)



**Agency for Integrated Care
Silver Generation Office (Jurong)**
Talk on "Importance of Self-Care"

**National
Library Board**
Talk on
"Effective
Communication
Practices"



Punggol 21 Community Club
Talk on "Importance of Mental
Health Awareness"

**Queenstown
Secondary School**
Workshop on
"Emotions and You"

Outreach @ Radin Mas Community Club



Institute of Mental Health Community Virtual Visit Introduction to CAL to IMH Medical Social Workers & NUS Social Workers-to- be

National University of Singapore Arts Festival Panel Discussion on "Mental Health and Caregiving"



Quarter One (January - March)



Assyakirin Mosque Workshop on "Importance of Self-Care"



Rotary Club Service Day Outreach @ Henderson Community Club



Outreach @ Marymount Community Club Talk on Mental Wellbeing

Telok Blangah Community Club International Women's Day Talk on "Mental Wellness for Caregivers"

Shell Talk on "Responsibility of Care - Do Women Bear an Unreasonable Load"

Agency of Integrated Care
Launch of "We See You Care" Campaign



St. Andrews Nursing Home
Talk on "Beyond Geriatric Conditions"



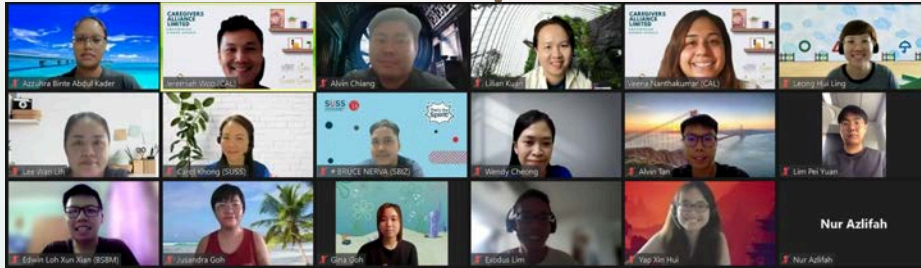
Myloh Pte Ltd
Caregiver Focus Group for app-based community platform

Tripartite Alliance Limited
Talk on Caregiving

Outreach @ National University Health System Health Carnival



Quarter Two (April - June)



Singapore University of Social Sciences
Trauma Informed Care (TIC) Workshop for SUSS Peer Supporters

**Cityruth
Cocoanna
Christian**

**Edward
Pang**



Rotary Club of Singapore West
Family Caregiver Awards 2023

Bethel Assembly of God
Mental Health
Awareness Day
Outreach

St. Andrew's Senior Care
Bedok North & South
Caregiver Support Outposts

Changi General Hospital (Medical Centre)
Introduction of CAL to CGH Geriatric Medicine Department

**National University
Polyclinics**
Introduction of CAL &
Networking Event

Singapore General Hospital Beo Crescent
SGH Population Health and Integrated Care Office
Health Screening Programme



Moulmein-Cairnhill Group Representation Constituency
Mental Wellness Dialogue on "It's Ok not to be Okay"



Quarter Two (April - June)



People's Association Women Integrated Network Council
Panel Discussion



Lions Club (Raffles City)
Workshop on Mental Health

Applied Materials South East Asia
Talk on Understanding Dementia &
Managing Caregiving Stress"

Gan Eng Seng Primary School
Talk on "Stress & Me" Mental Health

Cuscaden Peak Investments
Talk on “Stress and Burnout at the
Workplace”

Deloitte
Talk on “Caregiving Stress is Real”

CAL 4 Mental Wellness (C4MW)
Annual Fundraising Campaign



**National University Health System -
National University Polyclinics**
Patient Grand Round Panel



**Train-The Trainer
Dementia Graduation**



Quarter Three (July - September)



An-Nur Mosque
“Introduction to Mental Health Awareness” (in Malay)



Soka Gakkai Singapore
Pilot C2C-Dementia Graduation



Hebron Bible Presbyterian Church
Community Day Event

Sree Narayana Mission (Singapore)
Outreach @ Community Health Fair Event

CAL Staff Retreat @ Bintan

Khoo Teck Puat Hospital
World Mental Health Day Outreach



**CAL @ SingHealth Patient
Advocacy Network**



CAL Charity Dinner



Quarter Four (October - December)



Brain Juice Collective
Talk on Mental Wellbeing for Holland-Bukit
Timah GRC Secondary School Students



Mediacorp President's Star Charity



Tan Tock Seng Hospital
Talk on "Creating Awareness for
Caregivers of Persons with Dementia"

**Institute of Mental
Health Community
Wellness Clinic**
Caregiver Support
Outpost

St. Andrew's Senior Care (Bedok North)
Inaugural Chinese C2C-Dementia Class



Singapore Management University
Talk on "Myths and Realities of Caregiving and
Mental Health at the Workplace"

A*STAR
Talk on "A Reset on
Mental Health"

CAL Year-end Dinner



Quarter Four (October - December)



SingHealth President's Challenge
"Caring Hands, Compassionate Hearts"



Adam Road Prebysterian Church
C2C-Dementia Graduation



Singapore Prison Services
Prison Learning Journey

Nanyang Technological University
"OCD Forum and Theatre Play" Outreach

People's Association
Mental Wellness Carnival
Talk on "CAL for Hidden Heroes"

Caregiver Engagements

Committed to caring for caregivers' physical, mental and emotional wellbeing, we organised a range of activities throughout the year, to give them an opportunity to step out of their homes and caregiving duties, to focus on themselves. Caregivers welcome the fireside chats where they picked up new skills; they also enjoyed going to the arts or trying their hand at creating art. From yoga and mindfulness to walking together, there's something for everyone. Check out the year of fun we had with our caregivers!

Engagement Activities



If I Had Known Better...
30 September, Saturday | 2pm - 4pm

Join us, but due to limited space, we kindly ask you to register early to secure your seat.

TRAINER: JENNY TEO

Founder, Stigma2Strength (Singapore)
Author, Grieving and Living: A Mother's Hope, A Mother's Journey

If I Had Known Better...



Celebrating Women: Fabulous Feminine Friday with Mudita Yoga



QUALITY CARE THROUGH SELF-MANAGEMENT STRESS (SMS) #1

Stress can affect a person's mental and physical health if it is not properly managed. Self-management of stress (SMS) is crucial for caregivers for several reasons, including bettering physical and emotional well-being and providing better care for loved ones. In this upcoming workshop, learn more about SMS from our trainer, Vasanthi Pillay.

15 April 2023, Saturday
10:00am - 11:30am

Online via Zoom
Details will be emailed to successful participants by 5 April 2023, Wednesday

Register via this link:
<https://tinyurl.com/caisms1504>

We welcome everyone to join us. For more information, visit <https://www.ca.org.sg/post/ime-1>

VASANTHI PILLAY

Quality Caregiving through Self-Management Stress



ARPC Let's Carnival!



Breathe Your Way to Mindfulness

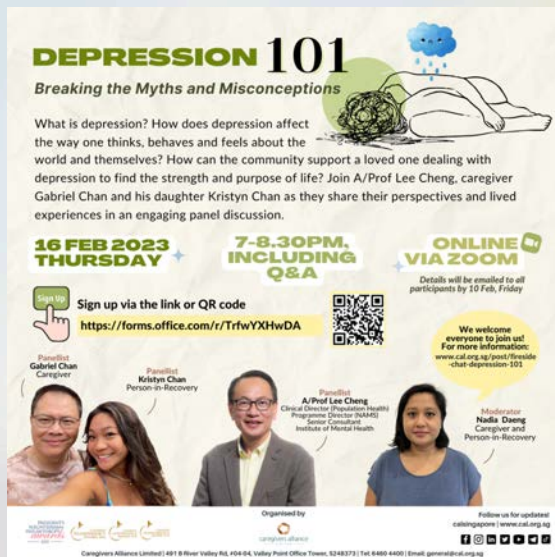


Being My Own Best Friend - Community Songwriting Workshop



**Unleash Your Inner Artist
(Four cycles conducted)**

Fireside Chats



DEPRESSION 101
Breaking the Myths and Misconceptions

What is depression? How does depression affect the way one thinks, behaves and feels about the world and themselves? How can the community support a loved one dealing with depression to find the strength and purpose of life? Join A/Prof Lee Cheng, caregiver Gabriel Chan and his daughter Kristyn Chan as they share their perspectives and lived experiences in an engaging panel discussion.

16 FEB 2023 THURSDAY
7-8.30PM, INCLUDING Q&A
ONLINE VIA ZOOM

Sign up via the link or QR code
<https://forms.office.com/r/TrfwYXHwDA>

We welcome everyone to join us! For more information: www.cal.org.sg/povs/flipside-chair-depression-101

Panelist: Gabriel Chan, Caregiver
Panelist: Kristyn Chan, Person-in-Recovery
Panelist: A/Prof Lee Cheng, Clinical Director (Prevention Health) Programme Director (M&M) Senior Consultant Institute of Mental Health
Moderator: Nadia Daeng, Caregiver and Person-in-Recovery

Organized by **caregivers alliance**

Follow us for updates! singapore.org.sg

Calgivers Alliance Limited | 401 B River Valley Rd, #04-04, Valley Point Office Tower, 5248373 | Tel: 6460 4400 | Email: general@cal.org.sg

Depression 101: Breaking the Myths and Misconceptions

Caregiver Resilience 101: How Resilient Are You?

Youth 101: The Youth Challenges of Yesteryear and Today

Journeying Through Shadows: Navigating Anticipatory Grief for Dementia Caregivers

Sponsored Events



Opera Show: Quest - The White Hare



Theatre Show: Flipside 2023: Chimpanzee



A Singphonic Christmas by Die Singphoniker (Germany)



Volunteer Engagement and Feedback Session



Van Gogh: The Immersive Experience



Snow White & The Seven Dwarfs

Our Volunteers

Volunteerism is one of CAL's key pillars. To volunteer with CAL, caregivers must complete CAL's C2C training programmes before embarking on their volunteer journey. Caregiver volunteers are encouraged to share their experience with their network, and dedicate their time and effort to advocate with CAL. They receive training to become skilled volunteer trainers and co-facilitate CAL's C2C training programmes, providing support and encouragement to other caregivers through their own lived experiences.

Volunteers help to advocate for mental health support for caregivers and their loved ones. They participate in events and outreach booths, talk about their caregiving experiences during in-class sharing and media interviews, and connect with other caregivers to build a stronger caregiving community. Their dedication and commitment to CAL's mission make a significant impact on the lives of caregivers and their loved ones.

We are proud for you to meet five caregiver volunteers who achieved personal breakthroughs in their caregiving journeys and read about how their experience with CAL inspired them to give back.

8 Volunteer Insights



51 hours

Contributed by a single volunteer, across 36-weeks worth of C2C lessons (Thank you Chew Bee Leng!)

139
new volunteers

Pay it Forward
is a common motivation



2925
hours
clocked by all volunteers

Top 3 Volunteer Roles

1. C2C Co-Trainers
2. Outreach at booths/roadshows
3. Share caregiving stories

Deployed to
235
volunteer opportunities

47

Volunteers graduated from Train-The-Trainer programme



30

Volunteers deployed as C2C Co-Trainers



7 in 10 volunteers are female

What is CAL to you?

"CAL is a beacon of light during the darkest moments. I struggled to find help for my daughter. To me, CAL rescued my family, coming to our aid with help, support, guidance, and counseling that was much needed. Thank you so much!"

How have you seen volunteering make an impact in someone's caregiving journey?

"There is so much sanctity when witnessing caregivers reveal their feelings and struggles. Sharing my own journey helps to facilitate more sharing from caregivers and allows us to be each other's emotional support, helping one another to move forward. I am humbled to be a volunteer trainer and privileged to serve other caregivers alongside CAL. Thank you, CAL."

How has volunteering changed your perspective of caregiving?

"Volunteering allows me to connect with a diverse group of caregivers, where I need to be understanding and empathetic of their unique circumstances. I have grown to appreciate differences and is able to better address the concerns of each caregiver."



Rozanna Read

- Volunteer since 2021
- Caregiver Sharing for C2C Programme
- Winner - C2C Sharing Award (2023)



Jennifer Teo

- Volunteer since 2021
- C2C-Dementia Programme Volunteer Trainer
- Winner - Volunteer Trainer (English - 2023)



Ivy Wu Pong

- Volunteer since 2022
- C2C-PMHI Programme Volunteer Trainer
- Winner - Volunteer Trainer (Mandarin - 2023)

What motivates you to support and encourage others through volunteering?

"I am deeply moved by the spirit of mutual encouragement and support in class. Like a candle, I hope to bring light and brightness to all caregivers. I want caregivers who are navigating tough times and long journeys - alone - to know they have support and to experience CAL's C2C training programme.

CAL brings hope to caregivers who have nowhere to turn to for help. Your teaching, care and support make our society warmer and more beautiful. Thank you, CAL."



Leong Wai Chin

- Volunteer since 2023
- C2C-PMHI Volunteer Trainer | Support Leader | Events & Outreach Volunteer
- Winner - 'Exemplary Outreach' Award (2023)

What roles do volunteers play in shaping the organisation and its impact on caregivers?

"As beneficiaries of CAL's C2C training programmes, volunteers can speak authentically about its positive impact on their own caregiving experience; volunteers can also assure caregivers that they are not alone, and there is a community of caregivers out there to journey together."



Ivan Nee

- Volunteer since 2023
- Caregiver Sharing for C2C Programme | Events & Outreach Volunteer | Advocacy
- Winner - 'Face of CAL' Award (2023)
- Featured on President's Star Charity (2023)

Special Acknowledgements

Key Volunteers and Partners

Our volunteers, & partners have been invaluable in supporting us. We are privileged to have received support not only in terms of finances, but in many other ways.

Sponsorship and Support for Programmes

- AIC (CREST-Caregiver Funding)
- Capital Group (C2B Funding)
- NCSS (C2C and E2E Funding)
- President's Challenge 2023 (Respite & Resilience Retreat 2D1N Funding)
- The Community Foundation of Singapore (E2E Funding)
- Tote Board (Fund Matching for C4MW & Charity Dinner Campaigns)
- Tan Chin Tuan Foundation (C2C Eating Disorder Funding)
- UPS Foundation (C2B Funding)
- Catherine Tan, Voices of Singapore (Sponsorship of Charity Dinner 2023 Performance)

Engagement Activities and Programmes

- A/Prof Lee Cheng, Gabriel Chan, Kristyn Chan & Nadia Daeng [Depression 101: Breaking the Myths and Misconceptions]
- Adam Road Presbyterian Church [ARPC Let's Carnival!]
- Ali Esmaeilipour & Anonymous Sponsors [Unleash Your Inner Artist]
- Community Chest, STELLAIRE & Hustle & Bustle [Van Gogh: The Immersive Experience]
- Exhale [Breathe Your Way to Mindfulness]
- Gracie Mak, Dr Rinkoo Ghosh, Imran Wee & Ming Li Tan [Journeying Through Shadows: Navigating Anticipatory Grief for Dementia Caregivers]
- Hsieh Fu Hua of BinjaiTree & Shared Services for Charities [Snow White & The Seven Dwarfs]
- Jedaiah Chen, Alex Cheong, Sirin Yeoh & Veena Nanthakumar [Youth 101: The Youth Challenges of Yesteryear and Today]
- Jenny Teo, Margaret Ong, Fong Hoe Fang & Niky Sakhrani [Caregiver Resilience 101: How Resilient Are You?]
- Mudita Yoga [Celebrating Women: Fabulous Feminine Friday with Mudita Yoga]
- Singapore General Hospital, National Heart Centre Singapore & Healthcare Services Employees' Union [Self-Care: A Gift to Yourself and Others]
- Singapore National Eye Centre [See Clearly, Live Fully: Get a Free Eye Screening]
- Stigma2StrengthSingapore [If I Had Known Better...]
- The Esplanade Co Ltd [A Singphonic Christmas by Die Singphoniker (Germany); Being My Own Best Friend – Community Songwriting Workshop; Esplanade's Exclusive Online Screenings: Cassette of the Yesteryears & Divas of the Decades by Mathilda D'Silva; Flipside 2023: Chimpanzee; Quest – The White Hare]
- Vasanthi Pillay [Quality Caregiving through Self-Management Stress]

Donors who contributed

\$1,000 and above in 2023

Organisations

- BinjaiTree
- Bank J. Safra Sarasin Ltd
- Capital Group
- Charities Aid Foundation
- Clifton Partners Pte Ltd
- Corecam Pte. Ltd
- Cuscaden Peak Investments Private Limited
- Holywell Foundation Limited
- Hong Leong Foundation
- Intellect Company Pte Ltd
- La Parfumerie Pte Ltd
- Mellford Pte Ltd
- Orange Valley Nursing Homes Pte Ltd
- Raffles Medical Group
- Sun Venture Pte Ltd
- SymAsia Nehemiah Foundation
- Tan Chue Tin Clinic Pte Ltd
- The Community Foundation Of Singapore
- The Silent Foundation Ltd
- UK Online Giving Foundation

Individuals

- Adelia Yeo Teng Neo
- Alma Yong Shuyi
- Dr & Mrs Alvin Hong
- Ang Chia Hoon
- Ang Choon Her
- Ang Hao Yao
- Anthony Cheong Fook Seng
- Benny Ong
- Candy Shiu
- Cecilia Chu
- Chan Meow Khin
- Cheah Sui Ling
- Cheo Kim San Roland
- Cheung Fung Yi
- Chew Gek Khim
- Chew Woon Tat
- Chin Kim Tham
- Choy Wai Hoong Francis
- Chua Hong Thuan
- Chua Siew Eng
- Chua Soo Chew
- Chua Tiang Choon
- Cindy Tan Chai Hon
- Daniel Fung Shuen Sheng
- Dave Chin
- Demierre Pascal Guy Chung-Wei
- Dennis Tan Lip Fong
- Elisabeth Clarice Esther Gustava de Rothschild
- Feng Li Connie
- Gan Seng Chee
- Goh Yew Lin
- Goh Yong Sen
- Gulati Varun
- Halizah Binte Nordin
- Ho Hwee Shih
- Jason Lee Ho Fan
- Jennifer Fan
- Jenny Teo Poh Suan
- Joscelyn Tan Bee Leng
- K Muralidharan Pillai
- Karen Fawcett
- Koay Yin Tin
- Koh Wee Lick
- Koo Gek Lee Magdalene
- Lee Sheng Ti
- Lee Zhen Rong Daniel
- Leo Kum Yuen
- Liang Shih Tyh
- Liew Swee Ying Davina
- Lim Hsuen Elaine
- Lim Yin Choon
- Lin Ngai Lian
- Marie Elaine Teo
- Mark Fuchs
- Mok Yee Ming
- Ng Jui Sia
- Pang Thieng Hwi
- Phang Wai Man
- Quek Boon Tong
- Rahayu Binte Mahzam
- Raymond Choo
- Sook Sun
- Swapna Verma
- Tan Chye Chuan Ronnie
- Tan Geok Lan
- Tan Su Shan
- Tan Tin Wee
- Tan Wan Ling
- Tay Yew Kiong
- Teo Ching Mei Karen
- Teoh Tiong Ghee
- Thomas Joseph O'Donnell
- Tim Oei
- Timothy Lee Siew Teck
- Ting Lee Yaw
- Ting Ning
- Tok Yoke Wang
- Victor Tan Peng Hee
- Vikram Subrahmanyam
- Mr Winston Chin & Ms Amy Hsu
- Wong May Hoong Regina
- Wong Mei Ching
- Yap Suyin
- Yong Choon Miao Gerald
- Zalifah Binte Ibrahim

Board of Directors



Jennifer Fan

Appointed to Board: 1 October 2017
Appointed as Chairman: 1 January 2023
Member, Nominations & Human Resource Committee
Chief Executive Officer, Freemont Capital



Raymond Choo

Appointed: 11 May 2019
Member, Nominations & Human Resource Committee
General Counsel, Canyon Global Holdings Pte Ltd



Dr Chua Siew Eng

Appointed: 1 January 2019
Chairman, Fundraising Committee
Member, Programmes & Services Committee
Specialist Psychiatrist, Raffles Medical Group



Lim Jen Howe

Appointed: 21 March 2013
Chairman, Audit Committee



Francine Lim

Appointed: 26 September 2019
Member, Audit Committee
Former CFO, Certis CISCO



Jason Low

Appointed: 26 September 2019
Chairman, Finance Committee
Head, Strategic Portfolio Advisory, DBS Bank



Koay Peng Yen

Appointed: 1 May 2018
Chairman, Nominations & Human Resource Committee
Member, Audit Committee
Former Group CEO, Tiger Airways Holdings



Dr Mok Yee Ming

Appointed: 30 June 2020
Chairman, Programmes & Services Committee
Assistant Chairman Medical Board (Clinical), Senior Consultant and Chief, Department of Mood and Anxiety, Institute of Mental Health



Tim Oei

Appointed: 1 May 2018
Member, Finance Committee
CEO, National Kidney Foundation



Galen Tan

Appointed: 1 October 2017
Member, Fundraising Committee
Independent Consultant and Advisor



Wong Kok Yee

Appointed: 1 January 2017
Member, Finance Committee
Director, Wong Kok Yee Tax Services Pte Ltd



Tina Hung

Appointed: 1 April 2023
Member, Fundraising Committee
Member, Programmes & Services Committee
Senior Consultant, National Council of Social Service

Board Meeting Attendance

Directors	Number of Meetings	Attendance
Jennifer Fan	4	4
Raymond Choo	4	4
Dr Chua Siew Eng	4	4
Lim Jen Howe	4	4
Francine Lim	4	3
Jason Low	4	3
Koay Peng Yen	4	4
Dr Mok Yee Ming	4	2
Tim Oei	4	4
Galen Tan	4	3
Wong Kok Yee	4	3
Tina Hung	3	2

Board Sub-Committee Meeting Attendance

Directors	Number of Meetings	Attendance
Nominations & Human Resource Committee		
Koay Peng Yen, Chairperson	2	2
Jennifer Fan, Member	2	2
Raymond Choo, Member	2	2
Audit Committee		
Lim Jen Howe, Chairperson	3	3
Francine Lim, Member	3	3
Koay Peng Yen, Member	3	3

Directors	Number of Meetings	Attendance
Fundraising Committee		
Dr Chua Siew Eng, Chairperson	6	6
Galen Tan, Member	6	4
Tina Hung, Member	6	5
Finance Committee		
Jason Low, Chairperson	1	1
Tim Oei, Member	1	1
Wong Kok Yee, Member	1	0
Programmes & Services Committee		
Dr Mok Yee Ming, Chairperson	1	1
Dr Chua Siew Eng, Member	1	1
Tina Hung, Member	1	0

Board Participation in Affiliated Charities



BinjaiTree
Board of Directors:

Tina Hung



Caring for Life Ltd (CFL)
Corporate Representative:

Jennifer Fan



Caregivers Association of the Mentally Ill (CAMI)
Corporate Representative:
Raymond Choo



Resilience Collective (RC)
Board of Directors:

Tina Hung
Tim Oei

Corporate Representative:
Jennifer Fan



Singapore Anglican Community Services (SACS)
Board of Directors:

Raymond Choo

Corporate Governance

CAL is led by a Board of Directors who are elected or co-opted volunteers. The Board is headed by the Chairman and consists of Board Directors who possess diversified leadership experience and expertise across various public and private sectors.

In 2023, the Board met four times and exercised governance over CAL's strategic plans, progress and activities throughout the year. In addition,

- Strategic planning - The Board conducted a strategic review in April 2023 and endorsed a new 5-year strategic plan
- Board self-evaluation - The Board undertook a Board Capability Development exercise using the BoardPulse Framework by CNPL to assess board performance and effectiveness. The Board deliberated over the findings in February 2023 to identify strengths and areas for improvement.

Board Directors serve in the following Standing Committees to oversee governance and operations for CAL



- The authorities, duties and responsibilities of Board Directors are guided by CAL's Constitution and Terms of Reference (TOR) for the various standing committees.
- Induction and orientation are provided to new board directors through briefings by the CEO/Senior Management.
- None of the board members are paid staff (employees) nor hold any staff appointment.

Whistle Blowing Policy

- CAL promotes an open, transparent, no-rank culture where whistle blowers – staff, volunteers, suppliers, and the general public – are encouraged to whistle blow about any possible corporate or employee improprieties in good faith without fear of punishment or unfair treatment.
- Reports may be channelled to CAL's designated email account: whistleblow@cal.org.sg. This will be auto-forwarded to the Board Chairman and the Audit Committee Chairman. All reports will be treated in strictest confidence and promptly investigated.

Conflict of Interest

- All board directors and staff are required to read the Conflict of Interest policy and make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest. CAL also requires all board directors and staff to sign the Conflict of Interest Declaration form annually.
- When a situation arises where there is a conflict of interest, the Director or staff shall abstain from participating in the discussion, decision making and voting on the matter.

Disclosure & Transparency

- CAL provides its Governance Evaluation Checklist and copies of its Annual Reports and Financial Statements on the CAL website and on the Charity Portal for access by members of the public.
- There is no paid staff who is a close family member of the CEO or a Board Member, who has received remuneration exceeding \$50,000 during the year.

Financial Management & Internal Control

- The Board approves the annual budget before the beginning of the financial year.
- Regular monitoring of expenditures are conducted. These include monthly financial reports to the Finance Committee and quarterly budget reviews at Board meetings.
- Internal controls for financial matters are documented and there is a Purchase Approval Matrix
- There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance which are not part of the charity’s core charitable programmes

Remuneration Policies

- All Directors of the Board are volunteers and do not receive any remuneration.
- No employee is involved in deciding his or her own remuneration.

Total annual remuneration of the top 3 highest paid staff:		
Remuneration band	Number of Staff - 2022	Number of Staff - 2023
\$100,001 - \$200,000	3	1

Reserves and Investment Policy

CAL's Reserve Policy is set at four (4) months of budgeted operating expenditure (OPEX).
The Investment Policy follows the following guidelines :

Cash Category	Investment Type	Amount
Reserves Amount (i.e. 4 months of OPEX)	Current account	At least ½ of the Reserves Amount (i.e. 2 months of OPEX)
	Liquid investments * (≤ 3 months maturity)	Up to ½ of the Reserves Amount (i.e. 2 months of OPEX)
Excess Cash Amount (i.e. all cash less months of OPEX)	Liquid investments * (≤ 3 months maturity)	At least 1/2 of the Excess Cash Amount
	Short-term investments ** (> 3 months maturity up to 3 years) and long-term investment (> 3 years up to 5 years)	Up to 1/2 of the Excess Cash Amount
*Liquid investments: Time deposits (up to 3 months maturity), Money Market Fund(s) ** Short Term Investment: Time deposits (> 3 months maturity) Yield enhancing funds that aim to preserve capital and have high liquidity		

Fundraising Plans (2024)

Campaign	Duration	Target	Expenditure Plan	Description	Service Users
CAL 4 Mental Wellness	May to August 2024	\$550,000 including Tote Board dollar for dollar matching.	\$4,000	Annual fundraising campaign that rallies our caregivers, staff, and partners to raise awareness and funds within their circle.	Caregivers of persons with mental health issues including dementia

Governance Evaluation Checklist Submission for Jan to Dec 2023

Reference: Code of Governance for Charities & IPCs (2017)

S/No.	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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	
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?		Yes	Mr Lim Jen Howe has served on the Board since 21 March 2013. He will resign from the Board on 1 June 2024
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

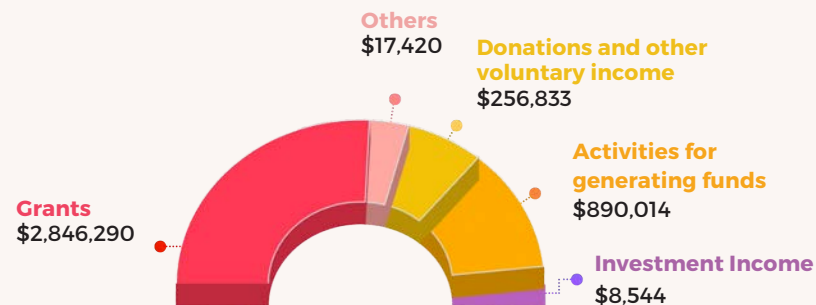
CONFLICT OF INTEREST				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they 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	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity?		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	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?		Yes	

DISCLOSURE AND TRANSPARENCY				
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board?		No	
	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 annual 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* belonging to the Executive Head* 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	Complied	

Financial Information

Income	2021	2022	2023
Income from charitable activities*			
• Grants	2,427,196	2,812,144	2,846,290
• Others	58,690	94,422	17,420
Donations and other voluntary income	395,612	369,152	256,833
Activities for generating funds	712,834	834,428	890,014
Investment income	9,901	3,472	8,544
Total Income	\$3,604,233	\$4,113,618	\$4,019,101



Total income in 2023: \$4,019,101

Expenditure	2021	2022	2023
Costs of charitable activities*	2,312,127	2,561,075	2,719,450
Costs of generating funds	955	11,331	60,444
Governance costs	302,894	542,050	522,046
Total Expenditure	\$2,615,976	\$3,114,456	\$3,301,940
Surplus	\$988,257	\$999,162	\$717,161



Total expenditure in 2023: \$3,301,940

*The charitable activities of the Company include our signature Caregivers-to-Caregivers (C2C) Training Programme, Engagement-to-Empowerment (E2E) Programme, AIC CREST Programme, Caregivers-to-Be (C2B) Training Programme, Respite & Resilience Programme.

Balance Sheet	2021	2022	2023
Total Assets	7,921,437	8,629,429	9,400,218
Total Liabilities	(378,607)	(87,437)	(141,065)
Net Assets	\$7,542,830	\$8,541,992	\$9,259,153
General Funds	5,073,095	5,556,466	6,063,231
Restricted Funds	2,469,735	2,985,526	3,195,922
Total Funds	\$7,542,830	\$8,541,992	\$9,259,153

Staff and related costs classified as:	2021	2022	2023
Costs of charitable activities*	2,153,203	2,366,806	2,507,000
Governance costs	276,445	484,962	478,265
	\$2,429,648	\$2,851,768	\$2,985,265
No. of Employees	35	42	42



*The charitable activities of the Company include our signature Caregivers-to-Caregivers (C2C) Training Programme, Engagement-to-Empowerment (E2E) Programme, AIC CREST Programme, Caregivers-to-Be (C2B) Training Programme, Respite & Resilience Programme.



caregivers alliance
— limited —

CAL Head Office

491-B River Valley Road, #04-04
Valley Point Office Tower, Singapore 248373
Email: general@cal.org.sg
Tel: 6460 4400

Caregivers Support Centre @ IMH

Lobby, Block 1, Institute of Mental Health
Buangkok Green Medical Park, 10 Buangkok
View, Singapore 539747
Email: emailcentral@cal.org.sg
IMH CSC Helpline: 6388 2686 / 6388 8631

Engagement to Empowerment (E2E) Team

Email: e2e@cal.org.sg

West Cluster

Email: emailwest@cal.org.sg

Central Cluster

Email: emailcentral@cal.org.sg

East Cluster

Email: emaileast@cal.org.sg