



Kampong Kapor
Community Services

Affiliated to Kampong Kapor Methodist Church

Empowering Communities

through Purposeful Service



Annual Report
2023/2024



About Us

Kampong Kapor Community Services (KKCS) is a social service organisation registered with the Registrar of Societies. We are a member of the National Council of Social Services, a registered charity and an Institution of a Public Character. We started our journey in 1978, with the Kampong Kapor Methodist Church reaching out to provide academic support to the children living around the church. We continue to have close affiliation with Kampong Kapor Methodist Church.

Our Mission

The mission of KKCS is to reach out in Christian love to the surrounding community, by providing programmes and services to help families in need, irrespective of language, race or religion. Kampong Kapor Community Services serves to promote and improve the well-being of individuals at every stage of life and be a part of a community that cares for and supports its members. We work to strengthen the cohesion of vulnerable families, while equipping them with abilities to solve problems and cope with crisis.

Our Values



Trust



Respect Worth &
Dignity of People



Uncompromising
Integrity



Service to All



Teamwork

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CHAIRMAN'S MESSAGE

2023 has been a pivotal year for Kampong Kapor Community Services (KKCS).

We began charting the blueprint for change and revisited our core mission and values to review how we operate as an organisation to serve our clients, families and community better. We took a few bold initiatives to change the fundamentals of how we used to operate.

Revitalisation and redesign have been at the heart of our efforts. These concepts are not merely about change; they signify evolution. As we navigate the ever-changing landscape of our industry, we must adapt and realign ourselves strategically. Revisiting our core mission and values ensures that every step we take aligns with our long-term vision. Committed to continuous improvement and innovation in our services, we are undertaking a strategic overhaul to maintain our relevance and effectiveness. This restructuring is driven by two main goals: strategic alignment and succession planning. Aligning our strategies with our mission ensures that every effort contributes to our overarching goals, while succession planning is crucial for sustaining leadership continuity and organisational stability.

In our pursuit of financial sustainability, we have shifted our funding strategy to look beyond traditional sources and explore new avenues for financial support. Actively seeking new funding opportunities involves reaching out to potential donors, applying for grants, and building partnerships with corporate sponsors. This approach ensures financial resilience and the ability to fund innovative programs and initiatives.



Organisational restructuring and regrouping of our services have also been key components of our transformation. By categorising services according to intervention types and creating new scopes, we streamlined operations and improved efficiency. We are exploring new opportunities such as education, training, research and development.

We redesigned roles to create more middle management and team lead positions to empower our people to take on greater responsibilities and lead from where they stand. We foster a strategic leadership culture at all levels, encouraging professional growth, and preparing people for future challenges.

KKCS began reviewing our processes to move towards greater utilisation of systems in our work. We believe in working smarter, not harder. We invested in digitalisation to automate routine tasks, improve data management, and enhance service delivery. The possibilities that digitalisation and technology bring are immense, and we will invest in them when there is a need.

Recognising the efforts of our people is paramount. Our people are critical stakeholders of KKCS and we ensure that their efforts are not just acknowledged but celebrated. Building on the groundwork laid by the MERCER report, we aligned salaries and enhanced staff benefits to ensure fairness and competitiveness. We recognise that work-life balance is essential for long-term success and continue to provide flexible working arrangements, supporting personal and professional development, and fostering a supportive environment.

As we look beyond our 2025 strategic vision, the future beckons with new opportunities. We are already preparing for it by continually engaging with stakeholders and leveraging insights in our strategic planning. Together, there are no limits to what we can achieve. Let us embrace the challenges, seize the opportunities, and write the next chapter of KKCS's success story as an organisation.

*"As each has received a gift, use it to serve one another, as good stewards of God's varied grace."
1 Peter 4:10*

Mr Andrew How Wai Mun

Chairman

Kampong Kapor Community Services

EXECUTIVE DIRECTOR'S MESSAGE

Our strategic directions set in place by LC2025 is reaching completion and yet we know it is but a part of a journey. It is a time to take stock to see what we need to put in place in this year informed by an accumulation of the last 4 years.

This year, we have maintained our strategic direction by expanding our service range with the introduction of KidSTART. This program is designed to empower parents from lower-income families by enhancing their capacity to support the development of their children aged 0-6 years. KidSTART complements our existing suite of services, all of which are committed to strengthening families, especially those from lower-income backgrounds, in the Jalan Besar community.

Since its inception in July 2022, Strengthening Families Programme@FSC (Kampong Kapor Community Services - Jalan Besar) has rapidly expanded, reaching 220 families by the end of the year. The center offers a wide range of programs, including online counseling, support for couples facing difficulties, co-parenting guidance, and assistance for children in families experiencing divorce. These programmes represent a crucial addition to our family support services. Together with KidSTART, these initiatives have significantly enhanced our preventive and developmental efforts to strengthen families in our community.

In the last few years, foundation is being laid to expand KKCS to go beyond, going beyond funded

services to develop new services which we will seek funding for. This had required us to stretch our capacity in programme design, monitoring and evaluation frameworks as well as stepping up our ability to research and be more evidence based in our services as well as building up our capacity in sharing our work. We aim to have all services to have a logic model by 2025 and our Impact and Innovation team to support them in tightening their evaluation so that services can be more intentional and impactful. Digitalisation is a step to help us to do more and do better, we have taken significant leap in digitalising our financial, human resource management systems as well as data management.

This year, we underwent a significant organisation restructure to support our growth while maintaining agility. We established two key groups: the Family Intervention Group and the Family and Community Development Group. This team-based structure not only enhances our service delivery but also fosters the development of younger leaders within our organisation. Leadership grooming is a key pillar of focus in the coming years, ensuring KKCS continues to have a passionate, caring, and capable team dedicated to serving our community.

I am thankful for a team of like-minded people, coming together, growing together while remaining rooted in our commitment to deliver quality services. As our society changes, we aspire to stay grounded as we envision our direction to take us to 2030.



Ms Lee Yeon Wun

Executive Director
Kampong Kapor Community Services



2023 Impact

Statistics from 1 April 2023 to 31 March 2024



Family Service Centres

1,069

Families supported

Strengthening Families Programme @ Family Service Centre (Kampong Kapor Community Services - Jalan Besar)

More than

220

Families benefitted



Safe And Strong Families – Preservation

18

Families served



KidSTART

164

Children were reached



SG Cares Volunteer Centre @ Jalan Besar

4,416

Volunteers engaged

23,778

Volunteer hours contributed

228

Volunteers supported
KKCS Programmes

Donors

\$49,785.40

Cash donations received
in the financial year



Our Stories





Kasih Sayang

A Gift of Love

Kasih Sayang, which translates to “Gift of Love,” has continued to touch the lives of over 1,000 households this year through its weekly distribution of fresh produce. Thanks to the generous donations from corporations and individuals, Kampong Kapor Family Service Centre (KKFSC) has been able to stock its fridge with fruits and vegetables, providing essential support to those in need.

Every week, twice a week, the distribution takes place at KKFSC, and the number of low-income individuals relying on this support continues to grow due to rising food costs. One beneficiary shared, “The weekly distribution has helped me

save on household costs, especially with the increasing prices of food.”

The heart of Kasih Sayang’s success lies in its dedicated group of volunteers, many of whom are stay-at-home mothers residing in Jalan Besar. These mothers, some of whom have received assistance from KKFSC themselves, give back to the community by preparing the produce for distribution.

Kasih Sayang not only provides necessary sustenance but also fosters a strong sense of community and mutual support. This program’s success is a testament to the generosity of donors and the dedication of volunteers, creating a sustainable model of assistance and community engagement.

*We are grateful for the generosity of the following in-kind donors:
City Missions Church, Grace Mission, Shivina and Manisha, Singapore American School, SMU Hydroponics.*



“It brings me joy to work with the other mothers and to see how many people benefit from this fresh produce.”

**Madam Armin,
KKCS volunteer**



Madam Nora - From Recipient to Giver

Madam Nora has been receiving help from KKFSC for several years, facing her own challenges with the support of social workers. During the weekly produce distributions, staff noticed that the mothers volunteering were struggling with English and expressed a desire to improve their language skills.

Madam Nora, who speaks fluent English, was approached by her social worker with the idea of teaching English to the mothers. Initially hesitant and unsure of her teaching abilities, Madam Nora eventually agreed after much encouragement and discussion.

In 2023, Madam Nora began leading weekly English lessons for a small group of mothers in Jalan Besar. Using everyday conversations and practical settings like supermarket visits, she helped the mothers become more confident in their English skills.



“Seeing the mothers enjoy my classes and improve their English keeps me motivated. I am grateful for my social worker’s encouragement that has brought me this far,”

Madam Nora



FAMILY SERVICE CENTRES

Kampong Kapor Family Service Centre (KKFSC) and Whampoa Family Service Centre (WFSC) offer a range of services, including information and referrals, casework and counselling, group work, and community work.

In 2023, KKFSC’s cases primary presenting issues included accommodation, family violence, and parenting-related challenges. Similarly, WFSC faced these issues, with an additional focus on family violence.

We have dedicated our efforts to supporting individuals and families dealing with family violence and parenting challenges. Enhancing our competencies, we integrated various practice methods to better impact the lives we serve. We developed a comprehensive handbook on parenting topics to enhance the work with KKCS clients for parenting-related concerns.

Casework and Counselling

	KKFSC	WFSC
Total No. of Cases	669	400
New Cases	196	130
Closed Cases	210	104

No. of referrals and enquires

KKFSC **508** | WFSC **270**



Safe ME!

In 2023, the Safe ME! team launched another successful programme, engaging 10 children. This programme empowers children aged 10 to 12 with skills and confidence to employ Protective Behaviours in unsafe situations. With weekly face-to-face sessions and two half-day sessions, the programme plans to collaborate with schools to reach more children in the future.

Children’s Programme

The Child Development Team continued its efforts to empower children through the Early Learning Programme (ELP) and Peer Mentoring. In 2023, the ELP reached 23 students, with plans to continue next year. Support from Raffles Girls’ School and Raffles Institution provided valuable mentoring, helping children learn essential life skills and contribute to their character development.

HEARTS@78A

HEARTS@78A is a programme aimed at meeting the holistic psychosocial needs of children living in Whampoa. Monthly sessions at WFSC help children learn life skills and make friends in the community. In 2023, the programme impacted more than 19 children and 10 parents. The year ended with a Family Carnival organised in partnership with Kampong Kapor Methodist Church, filled with games and prizes.



“The day was fun with games and good food, but the best part was celebrating with my friends.”

A Participant of
Hearts@78

Parenting Together

Parenting Together is a psycho-educational and supportive group work for parents with children aged 9 to 12 years. It helps them build parenting confidence and competency. In 2023, the programme impacted 10 participants over six sessions. The sessions empowered parents with knowledge about child development, equipped them with appropriate disciplinary skills, emphasised the importance of self-care and good emotional regulation, and connected parents for mutual support.



Safe Circle

Safe Circle, was a support group with psycho-educational components for female adult survivors of intimate partner violence (IPV). It was conducted over 6 weekly sessions and impacted 9 participants. The group work aims to diminish feelings of isolation, heighten awareness of the effects of family violence and possible trauma and to explore and impart effective coping strategies for emotion regulation.

The team also developed a journal known as "Safe Thoughts" to provide a safe space for survivors to reflect on their situation, document their journey and work through their challenges as part of their healing process.

“We are heartened to provide this needed space for these survivors to share their stories, and receive and render support to one another. We hope the participants would continue to grow their coping ability and resilience, as well as maintain the informal support network after their shared positive group work experience.”

WFSC Safe Circle
Groupwork Team



The impact of these programmes is profound, offering not just support but also a renewed sense of hope and community. Through the dedicated efforts of our team and the generosity of our

supporters, we continue to make a difference in the lives of many families, helping them find strength and resilience in challenging times.

STRENGTHENING FAMILIES PROGRAMME @FAMILY SERVICE CENTRE



(Kampong Kapor Community Services - Jalan Besar)

Launched in July 2022, Kampong Kapor Community Services was appointed to support couples and families facing relationship challenges and showing early signs of stress. Our various services include family counselling, marital and divorce support, as well as issues related to LGBT and active ageing.

Family Counselling

Since our inception, marital issues and divorce support have been the most common presenting issues for FAM@FSC Casework & Counselling (C&C) services. Despite the challenges of rising cases and the diverse needs of our clients, our team remains unwavering in their commitment to providing holistic support. We have also seen an increase in clients seeking help for extramarital affairs and support for new parents.

302 Lives Supported

Statistics from July 2022 to March 2024

Online Counselling on Family Assist (OCFA)

OCFA is an anonymous online counselling platform for individuals facing challenges with family, marriage, or parenting. Counselling sessions are conducted through live chat, email, and phone, and are available free of charge to Singaporean residents aged 18 and above.

315 Individuals Served

Divorce Support Programmes

Mandatory Co-Parenting Programme (CPP)

The Mandatory Co-Parenting Programme (CPP) supports couples with children under 21 who are undergoing divorce and struggling to agree on ancillary matters. FAM counsellors conduct consultations ranging from one to three sessions, either individually or with both spouses. These sessions help parents and children navigate the emotional complexities of divorce and develop effective co-parenting plans. In 2023, CPP supported 124 participants, providing them with essential guidance and support.

“These sessions have helped us find common ground for the sake of our children. We are learning to communicate better and co-parent effectively.”

Participant of the Mandatory
Co-Parenting Programme



Parenting PACT

Parenting PACT is a one-time group consultation session for divorced parents on a simplified track, focusing on those with children under 21 years old. This programme helps parents understand the impact of divorce on their children, teaches co-parenting skills, encourages self-care, and raises awareness of community support resources. In 2023, Parenting PACT served 106 participants, equipping them with the tools to better support their children through the transition.

Children of Divorce Intervention Programme (CODIP)

CODIP is specifically for children whose parents are going through a divorce or are already divorced. These children, who may not outwardly show signs of distress, benefit greatly from support. CODIP helps reduce the stress of parental divorce and teaches children coping skills. This programme is designed for children aged 7-12 years and includes six 2-hour sessions.

Children-In-Between

Children-In-Between (CIB) is a skills-based programme designed for divorcing or divorced parents and their children who are caught in the middle. It aims to reduce the negative impact of divorce, especially on children. CIB Parents involves two 2-hour sessions covering topics such as co-parenting skills, reducing parental conflicts, and understanding the needs of children in divorce situations. CIB Children consists of three 2-hour sessions that help children manage the emotional impact of their parents' divorce. In 2023, CIB reached 3 children and 27 parents, helping families navigate this difficult period.

“Thank you to both Ian and Ryan for the programme. This is helpful and I will try to apply to my situation when needed.”

Participant of
Children-In-Between



SAFE AND STRONG FAMILIES - PRESERVATION (SSFP)

SSFP is a home-based service dedicated to keeping children safe and well within their families in the community. We work closely with families for several months, partnering with community organisations to provide the support they need to thrive.

18 Families Served

Growing in Practice

Our team is committed to professional growth and continually deepens its understanding of trauma's impact on children and adults. Through engaging Play and Learn sessions, we explore how trauma affects those we serve, ensuring we are equipped to provide compassionate care. Regular group supervision creates a supportive environment where staff can seek guidance on trauma-related cases.

In August 2023, our staff participated in a deeply impactful session led by a trained therapist, helping them process their emotions related to managing child sexual abuse cases. This experience has significantly enhanced our team's resilience and effectiveness in their daily practice. Additionally, the team engaged in two sessions of clinical supervision, focusing on dyadic work with adults, particularly those with disorganised attachment patterns. These supervisions empower adults to relearn their attachment patterns, enabling them to better attune and bond with their children.



Fostering Strategic Partnerships

In April, SSFP completed a joint practice circle for the Safe and Strong Families Programmes. Our team collaborated with Chen Su Lan Methodist Children's Home's Safe and Strong Families - Reunification team, sharing insights on "Working with Men who Harmed." This collaboration underscores our commitment to comprehensive practice and community partnership, emphasising the importance of family reunification and safety.

PlayLAH!

The team brought the programme to the families' home in 2023 and tailored the sessions according to the needs of the families. 2 families took part in the 5-play sessions conducted every fortnightly. These play sessions were facilitated by a staff and volunteer. Parents were empowered with tools to bond and connect emotionally with their children and learned that play can happen spontaneously with the use of simple household items. Parents tapped on their creativity and rekindle their child-like playfulness while bonding with their children.



“I enjoyed the play sessions with my child. I like how the volunteer demonstrated the activities with me and I have the chance to try it with my child in the play session. It also gives me the confidence to try out the activities with my son. I had many questions about sending my child to childcare, and volunteers' answers were helpful for me and helped to feel more assured.”

Parent of PlayLAH!

KIDSTART @ KAMPONG KAPOR COMMUNITY SERVICES

KKCS has been appointed the social service agency anchoring KidSTART in the Jalan Besar and Toa Payoh region for the financial year. We support eligible families with young children from 0-6 years old through the following areas:

- **Support in a Home Setting:** Providing assistance to families with children from birth to 6 years old.
- **Regular Home Visits:** Guiding parents with skills and practical knowledge in early childhood development, health, and nutrition.
- **Regular Screening:** Monitoring the child's growth and maternal well-being to ensure early intervention if needed.

KidSTART complements the array of services provided by KKCS, offering holistic support to individuals and families. The team, comprising KidSTART practitioners and administrative staff, began managing cases in August 2023. Staff go through a series of essential trainings and are mentored by experienced practitioners from KidSTART Limited to be equipped with the necessary practice skills and knowledge, and together they developed resources to effectively support each family, thereby enhancing the team's capabilities.



One notable resource is the Brainbow Connection board game, designed to facilitate interaction and bonding between parents and children. This game not only strengthens family connections between parents and between parent and child, but also helps parents gain valuable insights into effective parenting techniques and strategies to enhance their child's development.

Looking ahead, the team looks forward to serving more families in the region and aims to enhance its service and effectiveness in working with families through developing new initiatives and programmes.



52 Intakes

164 Children Supported

Statistics from August 2023 – Mar 2024

SG CARES VOLUNTEER CENTRE @ JALAN BESAR

Connecting for Better

Since its appointment in 2020, SG Cares Volunteer Centre @ Jalan Besar has brought together more than 6,000 compassionate volunteers, touching the lives of nearly 40,000 people. Over the past year alone, we engaged over 4,100 volunteers who generously contributed more than 23,000 hours of their time. By partnering with over 150 community organisations, we effectively matched corporates, schools, and individual volunteers with the needs of various social service agencies in Jalan Besar.

>4,100

Volunteers Engaged

>39,000

Lives Touched

>23,000

Volunteering Hours Contributed

Fostering Purposeful Partnerships Through Conversations

Throughout the year, SG Cares VC @ Jalan Besar hosted networking sessions with community partners to identify local needs and leverage each other's strengths to build sustainable partnerships. Themed "Connecting for Better," these sessions allowed participants to share challenges, learn best practices, and foster a spirit of collaboration.

On February 2024, we celebrated our first Partners' Appreciation Day. Mr. Heng Chee How, Lead Adviser to SG Cares Volunteer Centre @ Jalan Besar, joined over 80 community partners for this heartfelt event.





Empowering Volunteers Through 'Be a Better Friend' Training Series

SG Cares VC @ Jalan Besar continues to empower volunteers through the 'Be a Better Friend' training series and partnerships. Since its inception, over 1,000 volunteers have been trained in crucial areas such as grief management, psychological first aid, dementia awareness, and effective communication with seniors. Psychosocial Initiative, a social enterprise, played a pivotal role by providing psychological first aid training to more than 300 volunteers, serving over 17 different social service agencies in the town. These curated trainings ensure our volunteers are equipped with the right skills to better serve the community.

Through the dedication and warmth of our volunteers, we continue to make a significant impact, nurturing a more connected and caring community in Jalan Besar.

>1,000

Volunteers Trained



“These platforms allow us to appreciate the many partners who support SG Cares Volunteer Centre @ Jalan Besar, enhancing volunteerism and sparking meaningful conversations to build a more caring Singapore.”

Mr. Heng Chee How



CORPORATE HIGHLIGHTS

At KKCS, we believe that our achievements are driven by the dedication and expertise of our staff. We organise various activities to foster a strong sense of community spirit. A highlight was our annual Staff Retreat held on 3 November 2023 at an area around the Singapore River. Our staff participated in a day filled with exciting games and concluded with a delightful lunch, reinforcing our commitment to a supportive and collaborative work environment.



Building Sector Capability Through Impact and Innovation

On 29 September 2023, our Impact and Innovation team organised a sub-sector sharing session that brought together nearly 80 staff from various Family Service Centres. The team shared valuable insights and into the overall composition and distribution of workload for Family Service Centre Social Work Staff. This sharing underscores KKCS's commitment to being an evidence-informed organisation and to contribute to the knowledge of the sector.

Making Lasting Social Impact with Staff Volunteerism

KKCS demonstrated our commitment to community service through our Staff Volunteer Day in August 2023. Our staff made an impact on the wider community by partnering with various organisations in different social causes. Some staff spent a meaningful afternoon crafting with beneficiaries from the Movement for the Intellectually Disabled of Singapore (MINDS), while others prepared meals at Willing Hearts' soup kitchen. These activities strengthened our ties with the community and enriched the lives of both our staff and the beneficiaries.



Recognising our People

On 1 March 2024, we hosted our annual Staff Townhall, a key initiative to foster engagement and greater alignment with our vision and mission. The event highlighted key developments of the previous year and upcoming plans, including digitalisation efforts to streamline finance and HR processes for improved efficiency. During the event, we also recognised the dedication of long-serving staff who have been with KKCS for 5, 10 and 20 years.

Through these initiatives, KKCS continues to nurture a supportive, innovative, and community-focused environment, driving lasting social impact.

DONORS ACKNOWLEDGEMENT

KKCS would like to express our heartfelt gratitude to the donors and volunteers who contributed in cash, in kind, in time, and in skills. Your generosity has greatly enriched our work and amplified the impact we make.

During the financial year, KKCS received cash donations totaling \$49,785.40. We extend our heartfelt appreciation to all donors, including those who contributed anonymously and in-kind. Together with our donors and partners, we believe we can better meet the needs of our community.

Fundraising Efficiency Ratio is at 0% as donations collected did not incur fundraising expenses.

Donors

**Names are in alphabetical order*

Akash Senguttuvan Goud	Kat Ang	Perfection General Services Pte Ltd
Andrew Januarius Gomes	Lee Foundation	Phang Seng Chuan
Chan Tiong Hin	Lee Hock Seng	Rimpi Khera
Chia Thai Cheong	Lee Kiaw Hooay	South Central Community Family Service Centre
City Missions Church- The City Church AC2	Lim Huey Min	Tan Phuay Miang
Fu Yingqi	Lim Tanguy Yuteck	Tan Poh Hoon
Ian Tan	Lim Teck Chai, Danny	Tan Ziming, Timothy
Joseph Lim Pheng Weng	Madam Tan	Wong Thong Wah Annie
Joseph Mok	Mok Chee Keong	Yuraida
Kampong Kapor Methodist Church	Molly Town	
	Ng Wei Chiang, Jason	

FY24 FUNDRAISING PLANS

Our fundraising efforts in the upcoming year will support our continued efforts to impact and uplift the lives of the beneficiaries we work with. The funds raised will support our operating, corporate, governance and programme costs. We target to raise \$500,000 for FY24 through various outreach methods, including our giving.sg and give.asia platforms, and we seek your continued support and contribution to our goals.



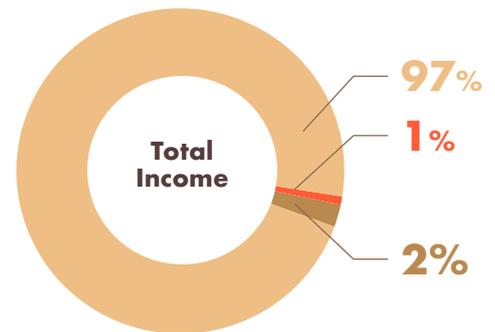
Scan to support with your giving!

Campaign	Strengthening Families. Building the Community	Quarterly
Duration	1 April 2024 - 31 March 2025	Every 3 months
Description	Fundraising campaign on digital fundraising platforms	
Target	\$100,000	\$50,000
Project expenditure on campaign (\$)	No more than 10% of the funds raised	-
Utilisation of funds raised	Overhead governance cost, non-funded portions of services, capacity and capability building	

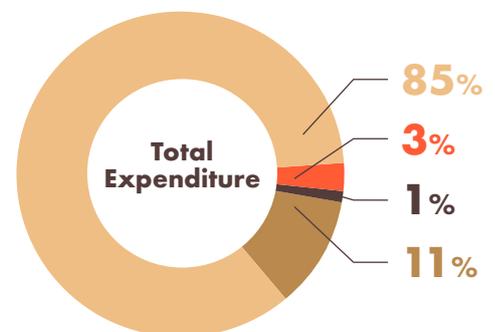
SUMMARY OF FINANCIAL PERFORMANCE

Income & Expenditure

Total Income		S\$
Funding from Government	8,768,030	
Donations in Cash and in Kind	64,769	
Programme Fees	3,190	
Other Income	221,299	
		\$9,057,288



Total Expenditure		S\$
Expenditure on manpower	7,611,785	
Staff training and other benefits	235,572	
Specific financial assistance	124,277	
Other operating expenses	975,358	
		\$8,946,992



Balance Sheet

Assets

Non-Current Assets	\$56,257	} Total Assets \$10,112,216
Current Assets	\$10,055,959	

Funds and Liabilities

Unrestricted Funds	\$1,770,524	} Total Funds and Liability \$10,112,216
Restricted Funds	\$6,615,251	
Current Liabilities	\$1,726,441	

Please refer to our website for full audited financial statements.

DISCLOSURES

Kampong Kapur Community Services was registered under the Societies Act in Singapore on 10 February 2010. The Society is a registered charity under the Charities Act since 1 April 2010. The Society is also an approved Institution of a Public Character (IPC) under the Income Tax Act 1947. The current IPC status is granted till 28 February 2027. KKCS is also a full member of National Council of Social Service.

Corporate Information

UEN	: T10SS0030D
Registered Address	: Block 2 Kitchener Road #03-89 Singapore 200002
Auditor	: Baker Tilly TFW LLP
Bankers	: OCBC Bank and DBS Bank
Governing Instrument	: Constitution
IPC period	: 1 April 2024 to 28 February 2027

Disclosure of Remuneration of three highest paid staff

Staff Strength (as of 31 March 2024): 82

Disclosure of annual remuneration of three highest paid staff who each receives more than \$100,000, in bands of \$100,000:

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	2 staff
Between \$200,000 to \$300,000	1 staff

None of the above staff serve in the Management Committee (MC) of the charity.

The charity has no paid staff who are close members of the family of the Executive Director or MC members.

MANAGEMENT COMMITTEE

The role of the Management Committee is to provide strategic direction and oversight of Kampong Kapor Community Services's services and objectives and to steer the charity towards fulfilling its mission through good governance. The MC also forms sub-committees with specific functions to assist in discharging its duties.

MC members do not receive any form of remuneration. To enable succession planning and steady renewal in the spirit of sustainability of the charity, the MC has a term limit of ten years. In particular, the Chairman has a term limit of three consecutive two-year terms and Honorary Treasurer has a term limit of two consecutive two-year terms.

The MC would like to record their gratitude for the services rendered by Ms Goh Poh Gek and Mr Lim Fang How, who had both completed the maximum allowed term limit of ten years. They had both contributed enormously through their various MC appointments and in their personal capacity.

No MC member has served more than 10 years. A total of six MC meetings and one AGM were held during the financial year. Details of the MC members including their meeting attendance are as follows:



Mr Andrew How Wai Mun

Appointed as Chairman on 1 Oct 2021

Member since 17 May 2018

Managing Director, Kincentric Singapore and Indonesia



Mr Evan Law Yew Kwong

Appointed as Vice Chairman on 1 Oct 2021

Member since 19 Sep 2019

Assistant Chief Executive, ACRA



Mr Andrew Cheong Kwok Onn

Appointed as Honorary Secretary on 1 Oct 2021

Member since 19 Sep 2019

Adjunct Lecturer, ITE



Mr Victor Lai Kuan Loong

Appointed as Honorary Treasurer on 1 Oct 2021

Member since 19 Sep 2019

Principal Consultant, CitadelCorp Pte Ltd



Ms Dorothy Ching Pui Wah

Appointed as Assistant Honorary Treasurer since 1 Oct 2021

Member since 17 May 2018

Executive Director, Transformational Business Network Asia



Mr Chin Soon Theen

Member since 1 Oct 2023

Superintendent, Singapore Prison Service



Dr Joseph Leong Jern-Yi

Member since 16 Sep 2021

Senior Consultant Psychiatrist, Promises Healthcare Pte Ltd



Mr Lim Tanguy Yuteck

Member since 19 Sep 2019

CEO, Pro Bono SG



Mr Oon Jin Gee

Member since 21 Sep 2023

Freelance Consultant



Dr Darius Pan Shaw Teng

Member since 16 Sep 2021

Emergency Medicine Senior Resident, NUHS

Mr Goh Poh Gek

Member since 2014

Completed term of service on 21 Sep 2023

Honorary Treasurer 2014-2018

Assistant Honorary Treasurer 2018-2021

Retiree (Financial Advisory Consultant, Philip Securities Pte Ltd)

Mr Lim Fang How

Member since 2014

Completed term of service on 21 Sep 2023

Honorary Secretary 2016-2021

Regional Director, SAP

Name	Attendance at FY23 MC Meetings
Mr Andrew How Wai Mun	5/6
Mr Evan Law Yew Kwong	4/6
Mr Andrew Cheong Kwok Onn	6/6
Mr Victor Lai Kuan Loong	4/6
Ms Dorothy Ching Pui Wah	6/6
Mr Chin Soon Theen	3/3
Dr Joseph Leong Jern-Yi	3/6
Mr Lim Tanguy Yuteck	5/6
Mr Oon Jin Gee	1/3
Dr Darius Pan Shaw Teng	3/6
Ms Goh Poh Gek	2/3
Mr Lim Fang How	2/3



MANAGEMENT SUB-COMMITTEES

Audit and Governance Committee

Name	Designation	
1 Mr Evan Law Yew Kwong	Chairman	The Audit and Governance Committee plays a vital role in fulfilling its responsibility for governance in KKCS. It takes guidance from, and provide recommendations and advice to, the MC in the course of developing and executing the audit plans.
2 Mr Lim Tanguy Yuteck	Member	
3 Dr Clarence Tan	Member	

Human Resource Committee

Name	Designation	
1 Mr Andrew How Wai Mun	Chairman	The Human Resource Committee oversees and guides all aspects of the charity's human resources policies and practices, including senior management recruitment and succession planning.
2 Mr Evan Law Yew Kwong	Member	
3 Mr Lim Tanguy Yuteck	Member	

Nomination Committee

Name	Designation	
1 Mr Lim Tanguy Yuteck	Chairman	The Nomination Committee assists the MC in sourcing appropriately qualified candidates for the MC and the sub-committees. In addition, the NomCom may give recommendations to the MC concerning the forming of the board's subcommittees, the nominations guidelines and process.
2 Mr Andrew How Wai Mun	Member	
3 Rev Tay Kay Leong	Member	

Programme and Services Committee

Name	Designation	
1 Ms Dorothy Ching	Chairman	The Programme and Services Committee holds the responsibility of enhancing KKCS's overall standard of services. The PSC is tasked with the responsibility of developing, maintaining and evaluating programme services and needs. The committee will monitor KKCS programmes and services to ensure they meet the mission of the organisation.
2 Mr Chin Soon Theen	Member	
3 Mr Andrew How Wai Mun	Member	
4 Dr Trina Tan	Member	

MANAGEMENT TEAM



Ms Lee Yeon Wun

Executive Director

*Appointed on
1 Jun 2017*

Group Service Director
**Family and Community
Development**



Mr Martin Ho

Group Service Director
Family Intervention

*Appointed on
1 Apr 2024*

Director
Corporate Services

*Appointed on
1 Mar 2023*



Ms Jessica Chan

Clinical Director
Clinical Director Office

*Appointed on
1 Apr 2024*



Ms Jen Goh

Centre Head
FAM@FSC

*Appointed on
1 Jul 2022*



Mr Dominic Soh

Programme Head
Impact and Innovation

*Appointed on
27 Oct 2022*



Ms Bavani Pillai

Centre Head
**Kampong Kapor
Family Service Centre**

*Appointed on
25 Mar 2023*



Ms Fenni Sim

Programme Head
KidSTART

*Appointed on
1 Apr 2023*



Mr Eric Hu

Programme Head
**SG Cares Volunteer
Centre @ Jalan Besar**

*Appointed on
1 Dec 2022*



Ms Ashley Lim

Programme Head
**Safe & Strong
Families -
Preservation**

*Appointed on
1 Jul 2022*

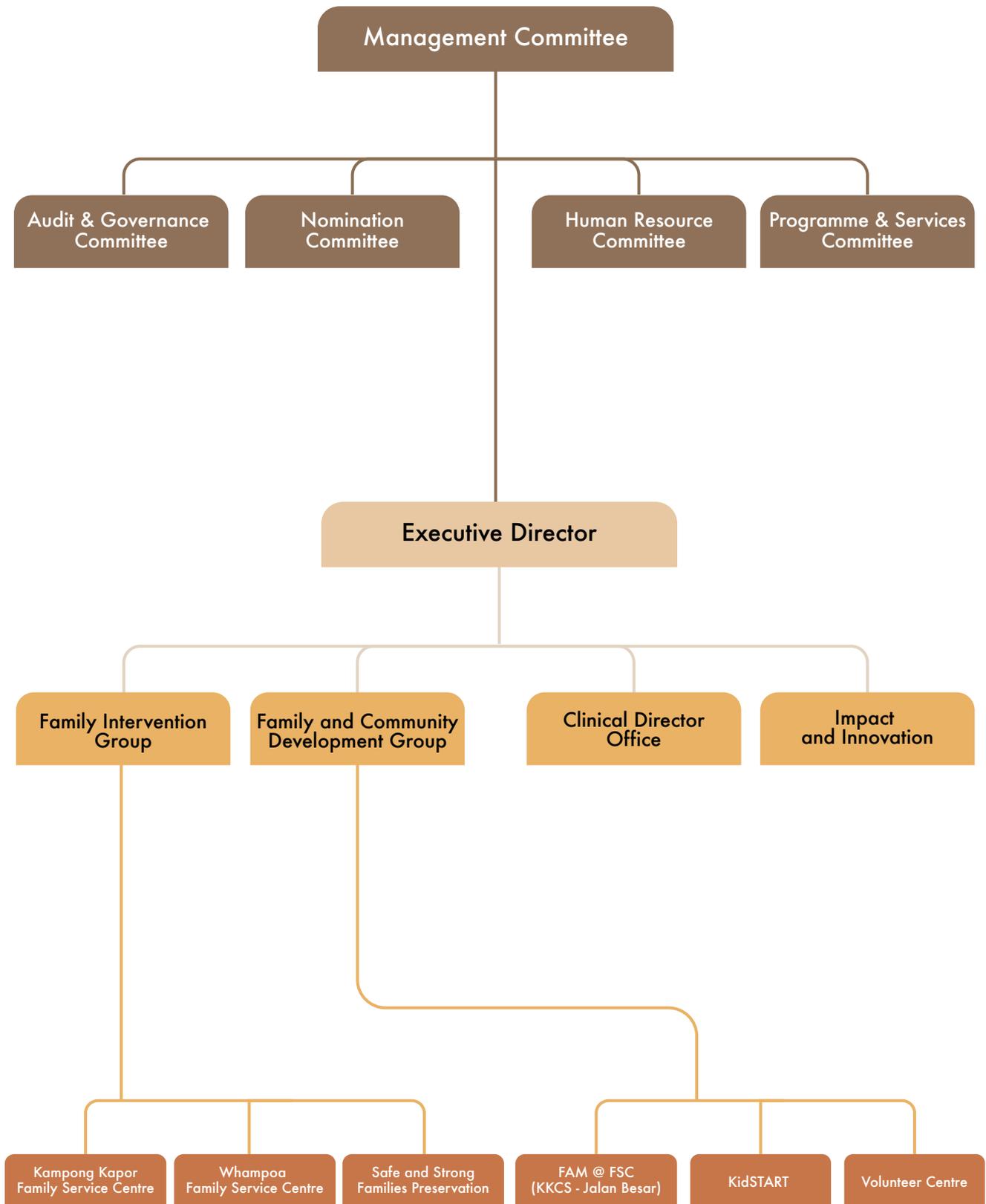


Ms Christina Ng

Centre Head
**Whampoa Family
Service Centre**

*Appointed on
1 Aug 2018*

ORGANISATION STRUCTURE



POLICY STATEMENTS & PRACTICES

Conflict of Interest Policy

All MC members and staff are required to comply with KKCS's conflict of interest policy. KKCS has put in place documented procedures for MC members and staff to declare actual or potential conflicts of interests on a regular and need-to basis. Members will also abstain and do not participate in decision-making on matters where they have a conflict of interest.

Procedure Regulating Supply and Provision of Goods and/or Services by Related Parties

Any member of the MC or staff who desires to supply or provide goods and/or services, either directly or indirectly, must declare his/her interest in writing to the Chairperson, with a copy extended to the Treasurer.

Reserves and Restricted Funds Policy

Reserves are maintained to provide financial stability and enable KKCS to develop its activities over the longer term. They are not expected to exceed the equivalent of 2 years of KKCS's expenditure. Restricted Funds are donations or grants received that are set aside for specific programmes or projects according to the donors' or grantgivers' wishes. Restricted funds are not expected to be in deficit except due to timing differences. Any deficits experienced by such restricted funds will be covered by unrestricted funds at the conclusion of the programme or project. Details of the various funds of KKCS can be found in the audited financial statements. There is no planned timing of use of the restricted funds.

Institution of a Public Character Status and Donations

KKCS is an Institution of a Public Character (IPC) and is able to issue tax deductible receipts for qualifying donations to donors. KKCS has established guidelines on fundraising. These guidelines are based on the recommendations set out by the National Council of Social Service and the Charity Council. For FY2023, KKCS did not incur any fundraising expenses for the donations raised.

Loans Policy

KKCS does not have a loan policy as it does not grant loans to the MC, employees, any related parties or third parties.

Anti-Money Laundering Policy

KKCS has an Anti-Money Laundering and Countering Financing Terrorism Policy in place, with proper guidelines and procedures established to detect, prevent, identify and escalate potential money laundering and/or terror financing activities related to the organisation.

Code of Conduct

KKCS has set out a Code of Conduct policy for the MC, employees and volunteers.

Managing Risks

The MC has established procedures and systems to identify, monitor, review and manage any major risks that KKCS may be exposed to.

Whistleblowing Policy

KKCS is committed to the highest standard of ethical behavior and sound corporate governance. The whistleblowing policy is intended to provide guidance to those who have concerns about possible irregularities or wrongdoings within KKCS.

Communications Policy

KKCS has a communications policy that establishes procedures related to the release of information to the stakeholders, media and the public

Environmental, Social and Governance (ESG)

KKCS is committed to conducting its operations with due consideration of ESG factors, to ensure responsible and sustainable practices are in place. This include recognising the importance of environmental stewardship; being committed to ensuring positive and transparent relationships with stakeholders; and upholding and complying with all applicable governance standards. Refer to Corporate Highlights for more ESG initiatives.

GOVERNANCE EVALUATION CHECKLIST FOR THE FINANCIAL YEAR ENDED 31 MARCH 2024

Kampong Kapor Community Services is in full compliance with the Charity Code of Governance (enhanced tier).

S/N	Code Guideline	Code ID	Response
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? (skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	-
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	-
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	-
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? (skip item 15 if "No")		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

S/N	Code Guideline	Code ID	Response
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)? (skip item 21 if "No")		Yes
21	The charity has a documented investment policy approved by the Board.	6.1.3	Complied
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure 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? (skip items 25 and 26 if "No")		No
25	No governing board member is involved in setting his own remuneration.	2.2	-
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	-
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		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	-
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

OUR SERVICE POINTS



Kampong Kapor Community Services

Kampong Kapor Family Service Centre

Blk 2 Kitchener Road, #03-89, Singapore 200002

Lift Lobby B

Tel: 6299 7662

KidSTART @ Kampong Kapor Community Services

Blk 2 Kitchener Road, #03-89, Singapore 200002

Lift Lobby B

Tel: 9475 6450

Safe & Strong Families – Preservation

351 Jalan Besar, #03-05, Reliance Building,
Singapore 208988

Tel: 6291 0032



SG Cares Volunteer Centre @ Jalan Besar

Blk 78A Lorong Limau, Whampoa Dew, #01-01,
Singapore 321078

Email: volunteer@kkcs.org.sg

Strengthening Families Programme @ Family Service Centre (Kampong Kapor Community Services – Jalan Besar)

351 Jalan Besar, #03-05, Reliance Building,
Singapore 208988

Tel: 6291 0032

Whampoa Family Service Centre

Blk 78A Lorong Limau, Whampoa Dew, #01-01,
Singapore 321078

Tel: 6326 0300





Kampong Kapor Community Services

Affiliated to Kampong Kapor Methodist Church



www.kkcs.org.sg



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admin@kkcs.org.sg



Kampong Kapor Community Services

**Strengthening Families.
Building the Community.**