



Kampong Kapor Community Services

Affiliated to Kampong Kapor Methodist Church

NAVIGATING TOMORROW STRENGTHENING TODAY

ANNUAL REPORT 2024/2025

NAVIGATING TOMORROW, STRENGTHENING TODAY

Kampong Kapor Community Services (KKCS) has since our beginning been about families, families in need and especially vulnerable and disadvantaged families. We hold the position that when we strengthen families, the 'we' is not just KKCS. We are a part of the community to strengthen families. We believe that we do not build on deficit. Our families and partners bring different strengths. Building on strength is usually easier than building on deficit. We know that as we participate in the strengthening of families and communities, KKCS needs to take responsibility to continue to strengthen ourselves.

The only way to prepare for tomorrow is to do the best that we can today.

We strengthen with an eye on the future, to build stronger families and community. Our mission to serve grounds us. Hopes, possibilities and people propel and energize us. There are many key shifts in our country and closer to home major shifts are coming to the social service sector. Hence, the theme of Navigating Tomorrow, Strengthening Today is chosen for this year. We believe that as we work together as part of the community to strengthen families, communities will be more connected, and we will also need to be stronger. We must work together to navigate tomorrow.



Ms Lee Yean Wun
Executive Director
Kampong Kapor Community Services

ABOUT US

At KKCS, we are committed to strengthening families and building resilient communities. Since 1978, we have journeyed alongside individuals and families in need, beginning with Kampong Kapor Methodist Church's outreach to support children's education in the neighbourhood. Today, we are a registered charity, an Institution of a Public Character, and a member of the National Council of Social Service. While our roots remain closely connected with Kampong Kapor Methodist Church, our impact has grown, extending holistic support that uplifts lives, restores hope, and empowers communities across generations.

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. KKCS 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.

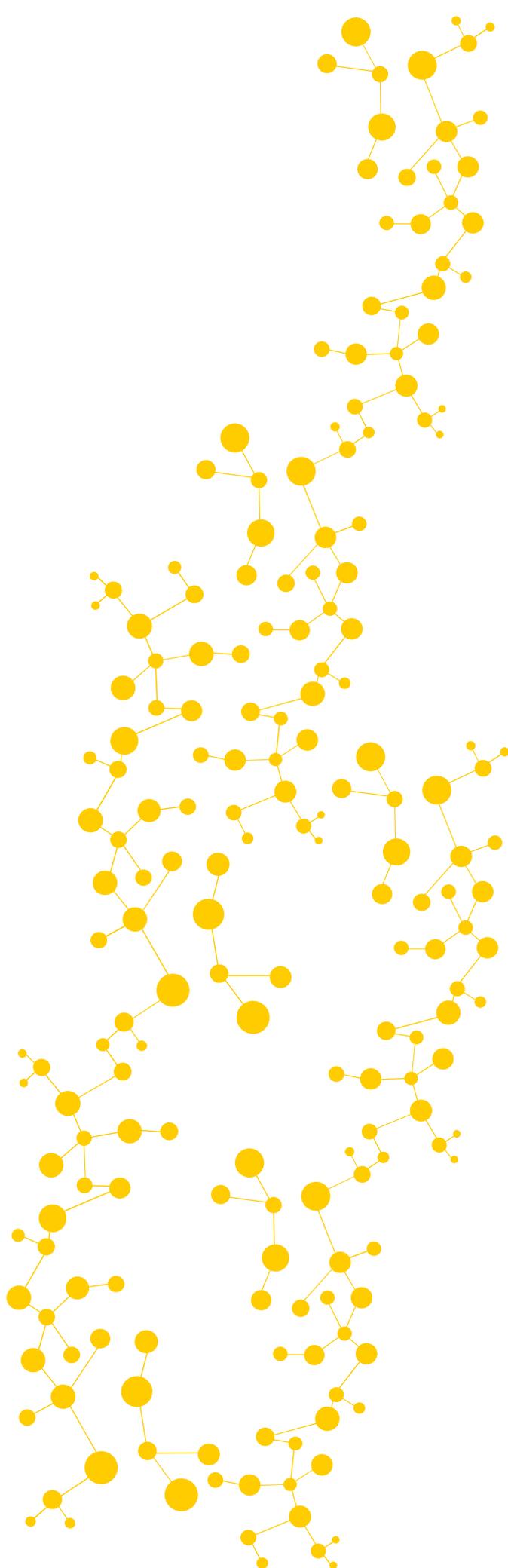
Our Values

- Trust
- Respect worth & dignity of people
- Uncompromising Integrity
- Service to All
- Teamwork



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CHAIRMAN'S MESSAGE

As we reflect on the past year, we are deeply grateful for the dedication, resilience, and strength demonstrated in KKCS. The steady commitment of our staff, partners and volunteers has propelled us forward — expanding programmes, deepening support, and anchoring ourselves more firmly in the communities we serve.

KKCS reached several important milestones in 2024. We expanded KidSTART, began developing our new space at City Square Mall, and embarked on our premise upgrade to better serve families with our holistic services. These efforts reflected more than operational progress—they demonstrated KKCS's continued commitment to meet the evolving needs of those we serve, with care and conviction.

The pace of transformation—driven by technology, demographic shifts, and rising community expectations—has become exponential. In such a climate, staying relevant requires more than adapting; it demands strategic foresight, agility, and the courage to lead from the front.

KKCS has begun laying the foundation for the future. We have realigned parts of our organisation, strengthened corporate functions, and assumed expanded roles such as developing a new Family Development Team. These steps reflect an organisation in motion—responsive, responsible, and rooted in purpose.

As we look ahead, our next phase of growth will focus on three strategic shifts:

- Integrating services to support families holistically, breaking away from siloed approaches
- Leveraging data and insights to inform programme design and measure outcomes that truly matter
- Investing in people—building depth of expertise while nurturing a culture of learning, collaboration, and compassion

KKCS will continue to rethink leadership and operations—creating space for innovation, expanding cross-sector partnerships, and ensuring long-term sustainability without losing sight of the heart of our mission.

The future is not something we wait for—it is something we shape daily through our decisions and relationships. In navigating tomorrow, we remain anchored in our purpose today: to serve with integrity, to uplift with dignity, and to lead with both courage and care.

“But those who hope in the Lord will renew their strength. They will soar on wings like eagles; they will run and not grow weary, they will walk and not be faint.” — Isaiah 40:31 (NIV)



Mr Andrew How Wai Mun
Chairman
Kampong Kapor Community Services

2024 IMPACT AT A GLANCE

Families Served

1,029

Families supported

369

Marriages supported

22

Families with children preserved

416

Children supported through programmes

Communities Built

5,545

Volunteers connected through SG Cares Volunteer Centre @ Jalan Besar

446

Volunteers supported KKCS Programmes

24,453

Volunteer hours contributed

\$85,880

Cash donations received in the financial year

2024 IMPACT AT A GLANCE

Kampong Kapor FSC

- 489 referrals
- 634 families supported
- > 350 household regularly supported through Kasih Sayang Community Fridge
- 8 learners improved their English proficiency through English Boleh! Community programme
- IPS Debt Relief & EFI

Whampoa FSC

- 269 referrals
- 395 families supported
- 31 children uplifted through HEARTS@78A programme
- 10 parents engaged through 6 sessions of Parenting Together support group

Family Development Team (launched in January 2025)

- Launched a 10-week KKCS BRIGHT prototype impacting 5 families & 7 children
- Completed 6th run of Safe ME! Programme impacting 8 children

KidSTART

- 361 children uplifted through intervention
- 75 parents and children celebrated their children's K2 graduation milestone
- 2 families with children participated in the pilot Play and Learn Support (PALS) project
- 28 parent-child pairs engaged in the pilot LEGO® project

Strengthening Families Programme @Family Service Centre (KKCS - Jalan Besar)

- 369 individuals and families counselled on family, marital and divorce challenges
- 102 individuals assisted through Online Counselling on Family Assist (OCFA)
- 601 service users benefited from Mandatory Co-Parenting Programme (CPP)
- 95 participants equipped through Parenting PACT
- 9 children and 4 parents empowered through Children-In-Between
- 5 men supported through 6 sessions of Healing Space Support Group

Safe and Strong Families – Preservation (SSFP)

- 22 families preserved
- 5 sessions conducted
- 1 family using PlayLah! Intervention

SG Cares Volunteer Centre @ Jalan Besar*

- 5,545 volunteers engaged
- 24,453 volunteer hours contributed
- 33,044 service users impacted
- 250 partnerships brokered

**Statistics are from Nov 2023 to Nov 2024*

UPLIFTING FAMILIES THROUGH INTEGRATED, FAMILY-CENTRIC SUPPORT

In this year, KKCS explored how to integrate our various services together to better uplift families holistically. Integrated Casework Team was formed to bring together our spectrum of services for families with complex needs accessing various services. A common challenge for these families is that they will have different assigned workers from various services converging to support the family, resulting at times in piecemeal support with less desirable outcomes. The formation of the integrated Casework Team is to enable these families to receive multiple services with a single point of contact. This is shifting our services from a programme centric approach towards a family centric approach. As we begin this shift, it will take time and reorganisation in the year ahead to render our services more seamlessly.

KKCS aims to build resilience in families while restoring hope and direction for tomorrow. At every phase, the focus remains the same: protect the dignity of families and support their journey toward stability and resilience.

Empowering Families: The EFI Journey

In our continued collaboration with the Empowered Families Initiative (EFI), Kampong Kapor Family Service Centre (KKFSC) supported nine families as they took bold steps towards financial stability and personal growth. From October 2024 to March 2025, each participant

embarked on a tailored journey — transforming aspirations into action. Some reignited their dreams by launching home-based businesses; others took practical steps like enrolling in upskilling courses, clearing long-standing debts, or earning their driver's licence to expand job options. These families weren't just supported — they were empowered to rewrite their future. As a community they also empowered and inspired each other to greater possibilities.

Our Partner:
Empowered Families Initiative

Shared Moments: Celebrating with Families

KKCS partnered with PARKROYAL on Beach Road and a community of generous donors to create a memorable celebration for low-income families we served in 2024. Families were hosted to a thoughtfully arranged family dining experience at the hotel, an occasion that offered the opportunity for family connection and warmth. The partnership reflected the powerful outcomes that can emerge when corporate partners and community organisations unite with purpose.

Our Partner:
PARKROYAL on Beach Road

Photo by: PARKROYAL on Beach Road



Parenting Together: Strengthening Parenting Capacity

Parenting Together is a psycho-educational and supportive group work program run by the Whampoa Family Service Centre for parents with children aged 7 to 12 years. In 2024, 10 parents participated in 6 group sessions that built their capacity in child development, positive discipline, emotional regulation, and self-care—while fostering a supportive peer network.

Healing Space: Supporting Divorced Fathers

Our FAM@FSC team started a new support group for divorced men - Healing Space - which provided a safe environment for men to share their experiences, receive emotional support, and develop coping skills. The group fostered a sense of community among 5 men who experienced similar challenges, helping them find strength and resilience across 6 sessions.

‘The group work and peer support have great benefits to me. The topics and pace in the closed group allowed me to pause, to think, and to process my thoughts.’

– Participant of
Healing Space



LAYING STRONG FOUNDATIONS FOR THE NEXT GENERATION

In FY2024, KKCS deepened its commitment to strengthening families with young children, recognising that the early years are critical in shaping a child's lifelong trajectory. Our Family Development Team (FDT) was birthed in January 2025, with the vision to design, implement and adapt evidence-informed programmes that address community needs and promote overall well-being of individuals and families. The team ensures that all programmes remain family-centric, grounded in a clear theory of change, and supported by robust monitoring and evaluation frameworks.

After a successful pilot, our KidSTART team grew from 2 to 13 staff. They worked alongside families to nurture strong parent-child relationships, school readiness, and emotional resilience. Our focus remained clear: help families thrive today so their children can navigate tomorrow with confidence.

Play and Learn Support (PALS): Encouraging Parent-Child Interaction

KidSTART piloted the PALS project in 2024 to engage children not enrolled in school or lacking quality interaction at home. Through 10 home visits with two families, activities like reading, play, art and craft, and letter writing helped children improve focus, confidence, and communication.



Children-in-Between: Supporting Children Through Divorce

Our FAM@FSC team ran Children-In-Between (CIB), a skills-based programme designed for divorcing or divorced parents and their children. It aims to reduce the negative impact of divorce, especially on children. CIB Parents segment involves two 2-hour sessions covering topics such as co-parenting skills, reducing parental conflicts, and understanding the needs of children in divorce situations. The separate CIB Children segment consists of three 2-hour sessions that help children manage the emotional impact of their parents' divorce. 9 children and 4 parents benefited from the programme.

“My child is excited and looks forward for the session. She gets up early on Saturday and eagerly waits for Auntie J to turn up.”

– Participant of PALS



Building Resilience, Igniting Growth, Harnessing Togetherness (BRIGHT): A Holistic Approach to Learning and Parenting

KKCS BRIGHT is a comprehensive and collaborative programme designed by FDT to improve children's academic outcomes by providing holistic support to under-resourced families. The programme addresses the needs of both children and their caregivers through structured interventions:

Children receive weekly one-on-one literacy lessons using Learning Vessels's Early Learning Programme literacy curriculum to strengthen foundational literacy skills.

Children receive weekly group social-emotional learning (SEL) sessions delivered by 32 Pages to build social-emotional competencies.

Caregivers participate in regular home visitations, which aim to build their knowledge and skills in emotionally and educationally supportive practices, while also strengthening their belief in their ability to contribute meaningfully to their children's learning.

Supported by The Majority Trust, a 10-week prototype was conducted with five families (seven children) from February to April 2025. To assess the programme's relevance and impact, evaluation interviews and focus group discussions were conducted in May 2025 with participating families and key stakeholders.

Initial findings indicate that KKCS BRIGHT is both well-received and differentiated from other services. Families engaged well across all components. Caregivers valued its holistic approach, combining academic support with social-emotional development, and appreciated the non-judgmental, relational facilitation approach of staff, partners and volunteers.

Our Partners:

32 Pages
Learning Vessels
The Majority Trust



The LEGO Project: Playing Together, Growing Together

In partnership with LEGO and Community Chest, the year-long project harnesses the power of play to strengthen parent-child relationships, enhance parenting confidence, and improve the quality of daily interactions. To prepare for implementation, the KidSTART practitioners underwent structured training, including a PLAY Sessions Training and Indicator of Parent-Child Interaction (IPCI) workshops. These sessions equipped staff with the skills to facilitate guided play, observe and assess parent-child interactions, and administer both pre- and post-intervention surveys to measure impact.

28 parent and children engaged in four structured play sessions, with each session focusing on one play activity and one small talk strategy to encourage playful engagement in daily routines. We also conducted observational assessments and surveys before and after the sessions to track progress.

Our Partners:

LEGO Group
Community Chest Singapore

“The LEGO project introduces parents a new way of being with their children. Many of them may find it unusual to just sit and spend time playing with their child intentionally. During the play activity, the parent pays full attention to the child and engages the child meaningfully.”

**– Fenni, Programme Head,
KidSTART**

Hearts@78A: Building Character and Wellbeing

Whampoa Family Service Centre's Hearts@78A piloted a new series, Building My Healthy Self, where children explored digital wellness, mental wellness and self-compassion through experiential activities. The children learned new knowledge and skills that improve their overall wellbeing in various domains. We conducted 9 sessions in 2024. On top of that, we organised a day camp for the children in June 2024, a family celebration, an outing in December 2024, and an art workshop in March 2025. 15 volunteers supported these efforts, ensuring safety, guiding small group discussions, and enriching the children's learning experience.

Hearts@78A is guided by three key aims: nurturing a strong sense of self, fostering emotional safety, and building social competence in children. We create environments where every child feels valued and included, ensure safe and comfortable spaces, and model positive relationships through respectful, kind engagement from both staff and volunteers.

Our Partner:

Kampong Kapor Methodist Church

Safe ME!: Building Safety Awareness in Children

Safe ME! is about keeping children safe in the community. We completed its sixth run this year with 8 children. Participants achieved an average attendance of 87.5%. Pre- and post-tests showed that participants demonstrated improved knowledge and skills of protective behaviours. These results affirmed Safe ME!'s effectiveness in building children's confidence and safety awareness in a supportive group setting.

FDT is seeking new partnerships to bring the programme to more children in the community so that more young lives can be equipped with the skills to stay safe, recognise unsafe situations, and seek help when needed.



STRENGTHENING COMMUNITY BONDS AND VOLUNTEERISM

Kasih Sayang: A Community Fridge with Heart

Kasih Sayang, which translates to “Gift of Love,” has continued to touch the lives of over 350 households in 2024 through its weekly distribution of fresh produce. Thanks to the involvement of corporations and individuals, 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 who have received assistance from KKFSC themselves, through this experience they have the opportunity to give back to the community by preparing the produce for distribution.

What began as a simple community fridge has grown into a vibrant ecosystem of community engagement activities. Today, we provide platforms where residents and clients are not only recipients of support—but also active contributors, giving back meaningfully to others around them. This reflects our commitment to mutual reciprocity and empowerment, and to building communities where everyone has a role to play in fostering care and connection.

Our Partners:

Amriteswari Society Singapore
City Missions Church
Grace Mission
Hilton Garden Inn Singapore Serangoon
SMU - Centre for Social Responsibility (C4SR)
Tibetan Buddhist Centre

Kampong Jio: A Table of Connection and Community Spirit

Kampong Jio was conceived in FY24 to build belonging and leverage the strengths present in the community. By creating regular touchpoints where residents can gather, contribute, and celebrate one another, Kampong Jio aims to nurture community conversations —one where neighbours look out for each other, share resources, and create a safe, vibrant environment for families to thrive.

The inaugural gathering on 8 February 2025 brought this vision to life. Over 80 residents, 20 partners, and 29 volunteers and staff came together for a lively evening of food, performances, games, and conversation. Beyond the conversations, the gathering encouraged volunteering and sparked new partnerships to support home-based businesses and family bonding. Kampong Jio is more than a gathering, it is a growing movement to strengthen social ties and activate community-led change.

Our Partner:

Institute of Policy Studies



Volunteer Engagement and Recognition

SG Cares Volunteer Centre @ Jalan Besar amplified its outreach in 2024 by taking part in two flagship events—MSF Volunteer Fest and State of Play—where interactive booths connected community and corporate partners to meaningful collaboration opportunities. At Volunteer Festival 2024 (VFest), organised by the Ministry of Social and Family Development as part of the Year of Celebrating Volunteers, our team—supported by enthusiastic student volunteers from Ngee Ann Polytechnic—engaged the public on the power of volunteerism and showcased ways to serve within Jalan Besar. These engagements strengthened our network of partners and inspired more Singaporeans to step forward, further embedding a culture of giving across the town.

“As a volunteer during the Volunteers’ Festival, I was inspired by the admirable spirit of service shown by people from all walks of life. This deepened my appreciation for how a shared commitment to volunteering can drive greater community involvement across Singapore. I’m grateful to SG Cares Volunteer Centre @ Jalan Besar for the opportunity to volunteer in this festival and to contribute to Singapore’s volunteering landscape.”

– Khairunnisa

“Thank you for equipping our volunteers with essential communication skills. Strengthening their verbal and non-verbal abilities has not only built their confidence but also deepened their capacity to connect meaningfully with children and families impacted by childhood cancer. We are grateful for your support in helping us uplift those we serve.”

– Ally Ho, Fundraising and Volunteer Management, Children’s Cancer Foundation (CCF)

Be a Better Friend Series: Building Volunteer Capability

SG Cares VC @ Jalan Besar continued to strengthen volunteer capability through the Be a Better Friend training series in 2024. Over 1,700 volunteers were equipped with practical skills in suicide prevention, effective communication with seniors, and techniques such as mindfulness and active listening. These sessions supported volunteers in navigating personal barriers and building more meaningful, empathetic engagements with the community.



ACTIVITY	FREQUENCY	DURATION / MINIMUM VOLUNTEERS	LOCATION
ACTIVITY FACILITATORS Design activities for seniors to engage in for active socialisation among each other	Quarterly	2 hours 10 pax	McNair, MacPherson and St. George
BEFRIENDERS Organise beneficial services and activities to provide companionship for seniors	Every 2 months	2 hours 10 pax	Pohang Fair and Serangoon
SOCIAL FACILITATOR Plan meaningful outings and activities to promote social interactions among seniors	Monthly	3 – 4 hours 10 pax	Pohang Fair and Serangoon

ACTIVITY	FREQUENCY	DURATION / MINIMUM VOLUNTEERS	LOCATION
DISCUSSING & HOUSE MAINTENANCE Thoroughly clean and remove hazards from cluttered areas to ensure safe living conditions for tenants	Monthly	Weekdays 10am – 4pm 5 pax	818 811 French Road, #01-112 120811
SKILL-BASED VOLUNTEERING Help with various tasks including administrative, logistics and event support	Monthly	Ad-hoc 1 – 4 pax	
MEDICAL BODIES Provide companionship and support to patients in and from home, and throughout medical appointments	Monthly	Ad-hoc 2 pax	
DIVERSITY IN SERVICE SG Cares offers cultural programmes that enable volunteers to learn about unity and harmony in Singapore to provide basic resources e.g. laptop, screen, art supplies, etc.	Every 2 weeks	Mon or Fri, 3.30pm – 4.30pm 3 – 12 pax	18 Serangoon Avenue, #2 554108
HEALTHY LIVING Design programmes with healthy activities (e.g. art, games, wellness activities) to promote healthy living among students, and provide basic resources e.g. laptop, screen, art supplies, etc.	Every 2 weeks	Wed and Fri, 3.30pm – 4.30pm 3 – 12 pax	23 Woodlands Ave 1, 572924
MINDFULNESS Plan for programmes that introduce students to a meditation ritual in Singapore and the ways that they can contribute to those efforts (volunteers to provide basic resources e.g. laptop, screen, art supplies, etc.)	Every 2 weeks	Wed, 3.30pm – 4.30pm 3 – 12 pax	31 Senja Road 547742
EMPOWERING SENIORS Design fun activities (e.g. storytelling, story writing, etc.) for the seniors at the Centre's day centres	Weekly	Mon or Tues, 2pm – 4pm 2 pax	818 811 French Road, #01-112 120811
EMPOWERING YOUTH Assist with onsite and online activities during engagement and social interactions (volunteers to provide such as laptop, screen, headphones, etc.)	Weekly	Mon, 10.30am – 4.30pm 10 – 20 pax	1205 Upper Boat Road, #01-112 120811

STATE OF PLAY 2024

STRENGTHENING TODAY AND NAVIGATING TOMORROW

As we look towards tomorrow, we see the importance of building our people, services and structures to ensure we remain strong to strengthen families and community.

Strengthening Programme Design and Sector Impact through Evidence and Evaluation

Our Impact & Innovation Team grounded KKCS in using theory of change in our programmes and developed a guide to ensure our staff are sufficiently informed to conceptualise and design a programme with vigorous monitoring, evaluation and learning. The team supported in the development of KKCS BRIGHT. Working closely with the FDT, we established the programme's theory of change, designed a robust monitoring and evaluation framework, and supported the formative evaluation of the 10-week prototype. This systematic approach ensured KKCS BRIGHT remained evidence-informed and client-centric from conception through implementation.

Programs like Hearts@78A and Kasih Sayang have also benefited from strengthened frameworks. The team worked closely with our Family Service Centres to develop stronger theories of change and monitoring and evaluation frameworks that enhance programme intentionality and impact measurement.

This systematic approach across all programmes has resulted in clearer outcome definitions, more targeted interventions, and enhanced capacity for evidence-informed programme refinement. These strengthened frameworks provide reliable data for continuous improvement and demonstrate programme value to stakeholders.

Beyond our own programmes, we extended our programme development expertise to the broader sector. National Volunteer & Philanthropy Centre invited KKCS as a development partner for their impact measurement playbook, drawing on our hands-on experience in programme design and evaluation to help other organisations strengthen their impact work.

Enhancing Productivity through AI and Technology Adoption

Social Service Practitioners spend a significant amount of time on documentation tasks. To address this challenge,

we piloted Scribe, an AI-powered documentation tool from Open Government Products.

Early findings indicated that participating staff are saving up to 40% of their documentation time. Staff also reported that the reduction in administrative burden reduces stress associated with paperwork requirements and helps them be more present and engaged when seeing clients. Building on these positive outcomes, we have begun scaling Scribe implementation across all service units.

The pilot also strengthened KKCS's capacity for responsible technology adoption in the age of generative AI, positioning the organisation as an early adopter willing to explore innovative solutions. We documented our implementation process and shared findings with other social service organisations through the National Council of Social Service's NAISE platform, contributing to sector-wide learning.

Growing Our Learning Culture

We believe that investing in our staff is key to delivering quality services and sustaining meaningful impact in the community. We deepened our commitment to professional development, equipping our team with the skills, knowledge, and competencies needed to respond to the evolving needs of the individuals and families we serve.

The general increase in investments to our staff's development since 2022 was driven by agency-wide capacity-building efforts following the focus on upskilling our team to meet new and emerging community needs. The increase in staff training is also reflective of new and expanded programmes and competencies that KKCS had been building over the past few years.

FY	Average Training Hours per Staff	Average Training Investment per Staff
21/22	14.05	\$910.22
22/23	23.16	\$1,391.82
23/24	20.95	\$1,284.81
24/25	37.85	\$1,881.58



Kampong Kapor Community Services

Affiliated to Kampong Kapor Methodist Church

KKCS Townhall 2025

21 February



Supporting Our People

People is the greatest asset of the organisation. As part of KKCS's ongoing commitment to recruiting, retaining and recognising talent, we have taken concrete steps to enhance flexibility, equity, and responsiveness in our human resource policies to keep pace with a changing employment landscape.

In 2024, KKCS implemented a comprehensive set of changes to our HR policies to better meet the evolving needs of our workforce. This includes a Flexible benefits plan that empowers staff to tailor benefits according to their lifestyle and wellness preferences, promoting work-life harmony and supporting holistic well-being.

We also made significant strides in our approach to remuneration equity. Over the past three years, KKCS has worked systematically to align our salary structures with the National Council of Social Service (NCSS) Salary Guidelines. Adherence to NCSS Salary Guidelines is a foundational step that KKCS put in place to demonstrate our commitment to fair, transparent, and competitive compensation.

These ongoing initiatives reflect KKCS's broader mission to cultivate an inclusive, equitable, and supportive workplace, where every employee feels valued, respected, and empowered to grow.

Preparing For Tomorrow

KKCS remains focused on deepening our impact through innovation, partnerships, and capacity-building in the years ahead. We will expand promising initiatives like KKCS BRIGHT and Safe ME!, leveraging early successes and evaluation insights to strengthen outcomes for families and children. With continued collaboration from community partners and funders, we aim to scale holistic, evidence-informed interventions—particularly in early childhood development and family resilience. At the same time, we are actively exploring new ways to increase access to emotional and developmental support for underserved groups.

KKCS will continue to invest in our people and processes to enhance service quality and responsiveness. We plan to scale up the use of productivity tools like Scribe across all service units, unlocking more time for direct client work. Our commitment to sector learning and sharing also deepens, as we share our programme design and evaluation expertise with peers through national platforms. We will further embed flexible, equitable HR practices to ensure our team is supported, valued, and equipped to navigate emerging community needs. In all we do, KKCS remains rooted in our mission—to journey with families and build strong communities.





REFLECTIONS BY OUR PEOPLE

A Story of Resilience and Growth by Celine Cheng, Asst Senior KidSTART Practitioner

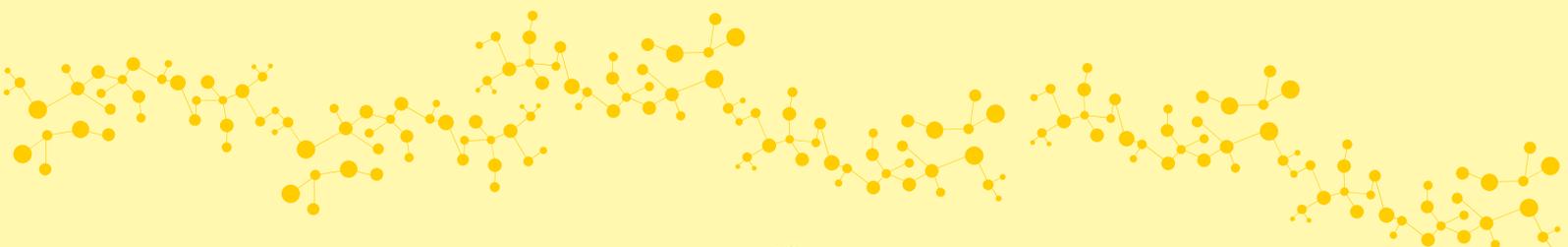
I first met Mr *Adam, Mdm *Rose and *Fahyiz in April 2024. Fahyiz was diagnosed with autism spectrum disorder (ASD) in July 2024. The diagnosis brought with it mixed emotions - relief at having an explanation for Fahyiz's unique behaviours, but also uncertainty about the road ahead. Despite the uncertainties, Fahyiz's parents are determined to provide the best possible environment for their son to thrive.

What stood out most about Mr Adam and Mdm Rose are their unwavering patience. Parenting a child with ASD can be demanding, yet they approach every challenge with quiet strength and composure. They are deeply attuned to Fahyiz's signals—whether it is a subtle change in his mood or a new interest he has recently developed. This attunement allows them to respond to Fahyiz's needs

promptly and sensitively, creating a safe and nurturing environment for their child.

Celebrating achievements, no matter how small, was the anchor of their parenting mindset. I have witnessed countless moments where Fahyiz, after mastering a new song or reciting the names of planets, is met with enthusiastic applause and heartfelt praise from his parents. They consistently acknowledge his efforts, not just his successes, reinforcing Fahyiz's self-identity. Mdm Rose shared, "Fahyiz will always be Fahyiz. I love him for who he is."

Mr Adam and Mdm Rose have also made it a priority to foster Fahyiz's interests. His fascination with alphabets, shapes, animals, numbers and the planetary system is not



only encouraged but woven into the child's daily routines. Learning is not forced; instead, learning is made joyful and meaningful through regular playful moments between parents and the child. Through their encouragement, Fahyiz has built a positive sense of attachment towards his parents, affirming their strong parent-child bonding.

Beyond their dedication to Fahyiz's development, Mr Adam and Mdm Rose have demonstrated a commendable commitment to their own well-being. They made a conscious decision to adopt intermittent fasting and reduce their overall food intake. This was not merely a dietary change but a holistic shift toward better health.

Physical activity has become a family routine. Whether it is a walk around their neighbourhood or water play at various public waterparks, these outdoor activities have strengthened their familial bonds while promoting physical and emotional health. Fahyiz benefits from these outings, as they provide opportunities for sensory exploration and social interaction in a relaxed setting.

How KidSTART impacted the Family

My role has been to support and empower Mr Adam & Mdm Rose in their parenting journey. Through regular home visits, I shared evidence-based strategies to promote meaningful parent-child interactions in their day-to-day activities with their child, using the child's interests, tactile sensorial materials, and facilitating communication through play.

Discussions on the importance of strong parent-child

bonding have resonated deeply with the parents. They now see that the warmth, encouragement and responsiveness they provide are not just comforting for Fahyiz but are foundational to his development. The parents expressed appreciation for the reassurance and validation of their role as a parent. They have also found value in learning how everyday activities are powerful opportunities to build connections with their child.

How the family impacted me

Working with the family has been a deeply enriching experience for me. Professionally, they have reinforced the importance of a strengths-based approach, focusing on what families are doing well and building upon those foundations. Their parenting journey has reminded me that resilience is about facing "the ups and downs" with hope, creativity, and love.

On a personal level, the family has touched me in ways I did not anticipate. Their unwavering commitment to Fayyad, their willingness to adapt and grow, and their ability to find joy amid challenges have inspired me. I have seen firsthand the transformative power of celebrating a child's small victories and the genuine impact of building a secure attachment between parent and child.

Their story has also deepened my understanding of the unique strengths that each family brings to the table. Every family has strengths worth celebrating, and every practitioner has much to learn from the families we serve.

** Name has been altered to protect the privacy of our service user.*





A Story of Pain and Continuity by Dorcas Koh, Senior Social Worker, FAM

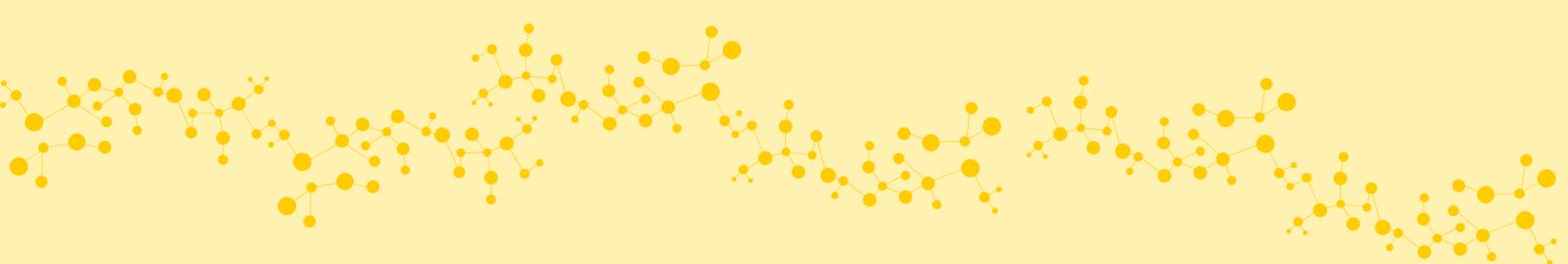
In February 2025, *Peter and *Jane enrolled in the Mandatory Co-parenting Programme (CPP) under FAM@FSC KKCS, intending to proceed with divorce. They hoped the sessions would facilitate mutual agreement on co-parenting arrangements and division of assets. Prior attempts to resolve these matters independently often ended in conflict, intensifying strain and impeding progress. Both parents also struggled with how best to inform their children, each holding differing views shaped by their emotional perspectives.

Despite the breakdown of their marital relationship, what stood out in the first session was their shared commitment to their children's well-being. This became a critical anchor throughout their CPP journey. When disagreements arose—over the co-parenting plan or how to break the news—revisiting their shared hopes for the children helped reset the tone of conversation.

The sessions created intentional space for expression and understanding. Jane's hesitation around selling the flat stemmed from concern for the children's sense of stability. Peter acknowledged this while voicing his own financial and housing anxieties. These emotionally honest exchanges paved the way for more constructive dialogue, even amid tension.

Journeying with Peter and Jane reaffirmed the value of CPP as more than just a procedural requirement. Parents can reconnect with shared intentions and begin to rebuild respectful communication in a supported setting. Without such a space, agreements made solely through legal means risk deepening resentment and harming long-term co-parenting. This case underscored the transformative potential of facilitated dialogue—offering not only clarity, but compassion.

** Name has been altered to protect the privacy of our service user.*



A Story of Community Support and Discovery of Strength by our Kasih Sayang Team

The community fridge has been sustained over the years through the steady generosity of organisations and everyday individuals who believe in the power of shared care.

One such story began during the COVID-19 pandemic, when a mother and daughter duo searched for a cause to support. They came across the Kasih Sayang Community Fridge, sparked by a contact who had volunteered at a soup kitchen in 2018 and mentioned the initiative in passing. Moved by the belief that everyone deserves access to nutritious food, the pair approached KKFS and offered to help. With minimal guidance, they took ownership—sourcing a wholesale supplier, managing logistics, and coordinating weekly grocery deliveries for the past two years.

Another long-time supporter has been donating vegetables weekly for over five years. Working at a nearby coffeeshop, she learned about the fridge through community word-of-mouth and approached our team at KKFS with a simple but generous intent: to give what she could, consistently.

These stories remind us that ordinary people, through simple and sustained acts of giving, can make an extraordinary impact. Regardless of background or means, our donors embody the kampong spirit—proving that community care is built not just on resources but on heart.



CORPORATE GOVERNANCE

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.

Reserve 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 can 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.

Loans Policy

KKCS does not grant loans to the MC, employees, related parties or external 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 terrorism financing activities related to the organisation.

Code of Conduct

KKCS has set out a Code of Conduct 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.

Volunteer Management Policy

KKCS has a volunteer management policy that establishes clear guidelines and procedures for the recruitment, engagement, training, supervision, and recognition of volunteers, ensuring alignment with KKCS's mission, safeguarding practices, and governance standards.

ESG INITIATIVES

As part of KKCS's broader commitment to Environmental, Social, and Governance (ESG) principles, we have taken steps to embed environmental sustainability into our operations.

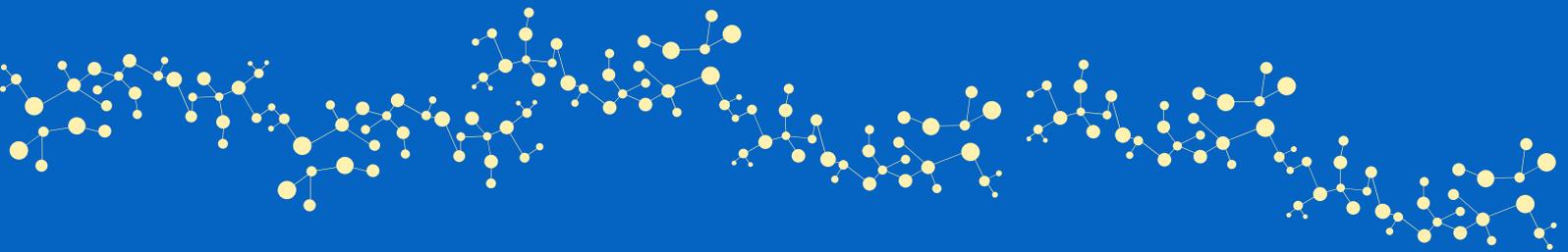
Environment

From FY23/24 to FY24/25, we made measurable progress in resource conservation through more mindful practices across our sites. While reductions in printing, water and electricity usage were modest, these incremental changes reflect a shift toward more responsible daily practices to reduce wastage. Together, these efforts contribute to our long-term goal of integrating sustainability into our culture, service delivery, and operational planning.

Social

Volunteer Day 2024

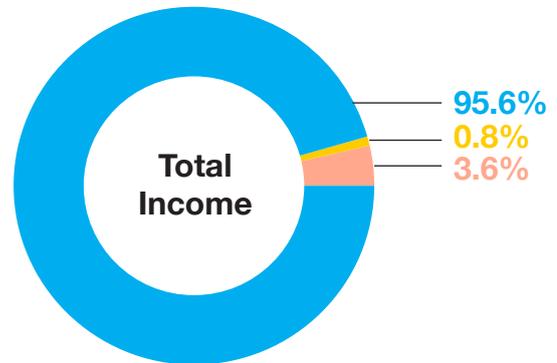
KKCS demonstrated our commitment to community service through our Staff Volunteer Day in 2024. Our staff made an impact on the wider community by partnering with local communities on different social causes. We partnered Singapore Council of Women's Organisations to organise their thrift store on 13 September 2024 while some staff did a beach clean-up at East Coast Park on 24 September 2024.



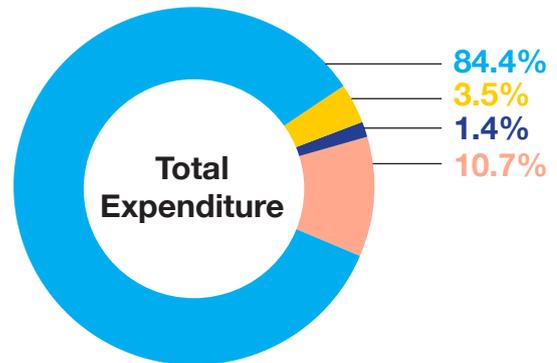
SUMMARY OF FINANCIAL PERFORMANCE

Income & Expenditure

Total Income		S\$
Funding from Government	10,887,900	
Donations in Cash and in Kind	85,880	
Programme Fees	1,826	
Other Income	411,258	
		\$11,386,864



Total Expenditure		S\$
Expenditure on Manpower	8,580,631	
Staff training and other benefits	356,110	
Specific Financial Assistance	138,861	
Other operating expenses	1,092,127	
		\$10,167,729



Balance Sheet

Assets \$11,473,569 (Total)

Non-Current Assets	\$111,914
Current Assets	\$11,361,655

Funds and Liabilities \$11,473,569 (Total)

Unrestricted Fund	\$1,865,585
Restricted Fund	\$7,425,017
Current Liabilities	\$2,182,967

DISCLOSURES

Kampong Kapor 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 2025): 97

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

- Between \$100,000 to \$200,000 – 1 staff
- Between \$200,000 to \$300,000 – 2 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.

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
Partner, Mercer



Mr Evan Law Yew Kwong
Appointed as Vice Chairman on 1 Oct 2021
Member since 19 Sep 2019
Retired CEO / Board Member



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 Honorary Assistant 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

Name	Attendance at FY24 MC Meetings
Mr Andrew How Wai Mun	5/6
Mr Evan Law Yew Kwong	5/6
Mr Andrew Cheong Kwok Onn	6/6
Mr Victor Lai Kuan Loong	2/6
Ms Dorothy Ching Pui Wah	6/6
Mr Chin Soon Theen	4/6
Dr Joseph Leong Jern-Yi	4/6
Mr Lim Tanguy Yuteck	5/6
Mr Oon Jin Gee	5/6
Dr Darius Pan Shaw Teng	3/6

MANAGEMENT SUB-COMMITTEES

Audit and Governance Committee

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.

Mr Evan Law Yew Kwong	Chairman
Mr Lim Tanguy Yuteck	Member
Dr Clarence Tan	Member

Human Resource Committee

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.

Mr Andrew How Wai Mun	Chairman
Mr Evan Law Yew Kwong	Member
Mr Lim Tanguy Yuteck	Member

Nomination Committee

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.

Mr Lim Tanguy Yuteck	Chairman
Mr Andrew How Wai Mun	Member
Mr Oon Jin Gee	Member

Programme and Services Committee

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.

Ms Dorothy Ching	Chairman
Mr Chin Soon Theen	Member
Mr Andrew How Wai Mun	Member
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 Director
FAM@FSC
Appointed on 1 Jul 2022*



Ms Christina Ng

*Centre Director
Whampoa Family Service Centre
Appointed on 1 Aug 2018*



Ms Chew Jia Hui

*Programme Head
Family Development Team
Appointed on 2 Jan 2025*



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*



Ms Ashley Lim

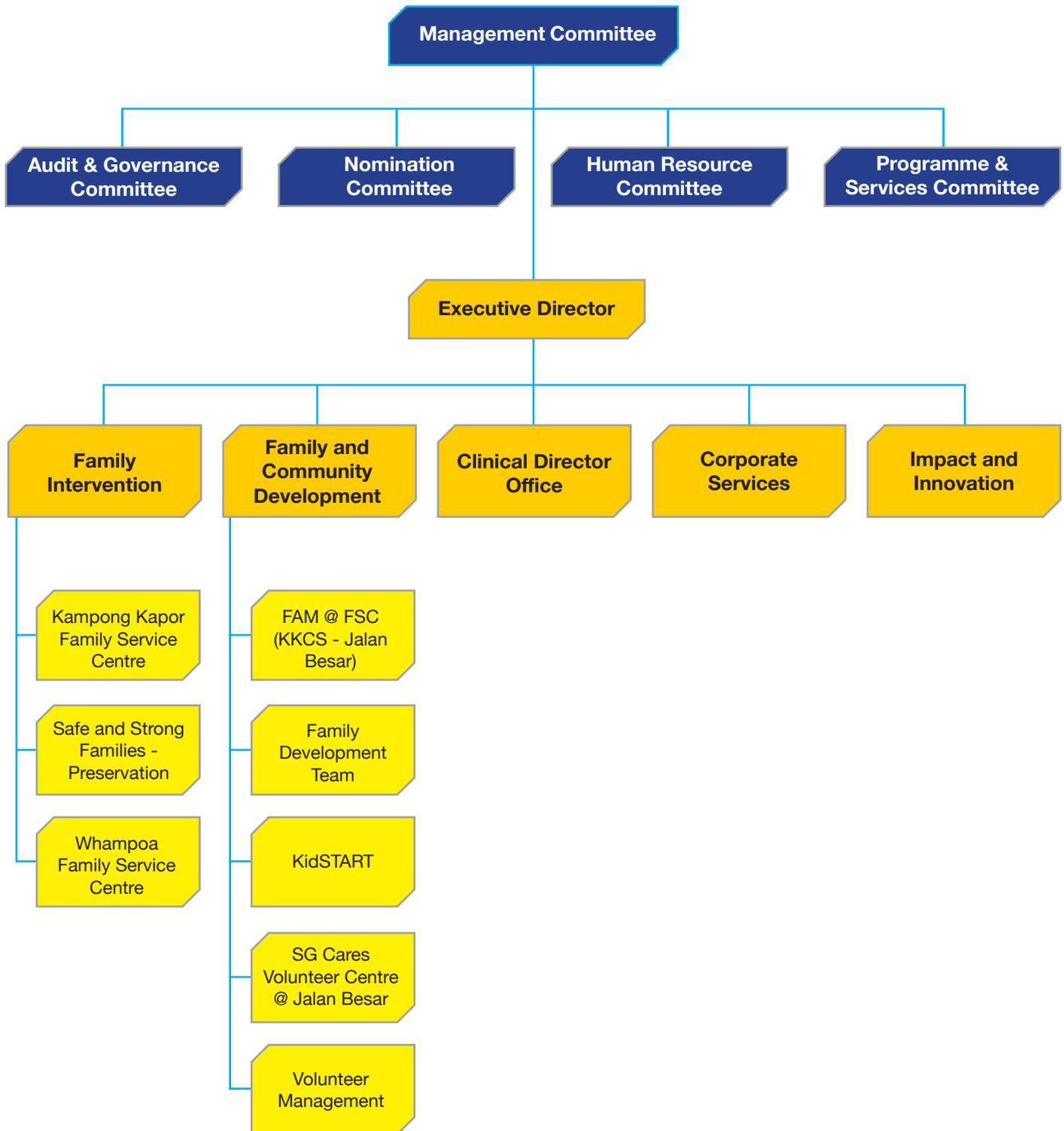
*Programme Head
Safe & Strong Families - Preservation
Appointed on 1 Jul 2022*



Mr Eric Hu

*Programme Head
SG Cares Volunteer Centre @ Jalan Besar
Appointed on 1 Dec 2022*

ORGANISATION STRUCTURE



GOVERNANCE EVALUATION CHECKLIST (TIER 2) FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

SN	Call for Action	Code ID	Did the charity put this principle into action?
Principle 1: The charity serves its mission and achieves its objectives			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes
Principle 2: The charity has an effective Board and Management			
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes

10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Yes
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes
Principle 3: The charity acts responsibly, fairly and with integrity			
15	<p>Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.</p>	3.1	Yes

16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes

Principle 4: The charity is well-managed and plans for the future

21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes

Principle 5: The charity is accountable and transparent

28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes

Principle 6: The charity communicates actively to instil public confidence

36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

FUNDRAISING

During the financial year, KKCS received cash donations totalling \$85,880. Fundraising Efficiency Ratio is at 0.37% – a testament to our commitment to stewarding every gift wisely and making the most of our supporters' generosity.

Donors Acknowledgement

We deeply appreciate the unwavering support of our donors and partners. Your generosity has empowered us to impact the lives of individuals and families, helping to build stronger communities.

Donor List

Alice Hooi Wai Phang	Lim Choo Hwee
Amit Manocha	Lim Teck Chai, Danny
Andrew Ang Uun Loong	Loo Kay-Enne
Andrew Januarius Gomes	Low Xin Yan
Antony Raja Pazham Jerome Raj	Mark Tay
Bobby Tan Ching Leng	Martin Ho Tze Cheng
Caleb Mah	Mok Chee Keong
Chan Eng Kiat	Muhammad Iskandar Bin Razali
Chee Seng Hui	Nel Lim shu min
Cheong Kwok Onn	Ng Gak San
Chin Soon Theen	Ng Tian Ho
Cho Fong Lam	Ng Wei Chiang, Jason
Choh Tze Ming, Shaun	Ong Yeow Chon
Christina	Pan Si Yun
Chua Wei Bin	Pang Shi Hua
Connel Loh Hon Plow	Paul Anantharajah Tambyah
Eunice Kng Ai Hua	Phang Seng Chuan
Fenni Sim	Quek Nee Kim
Galimardanov Artur	Reliance Pte Ltd
Hu Zhenzhong	Richard Lee
Jacquelyn Peh Geh Kuoon	Seow Chiah Meng
Jiang Jie	Shaf
Jonah Lim Tuck Hway	Sie Loong Dang
Joseph Leong Jern-Yi	Sim Hoon Lu
Kevin Krisnadi Suma	South Central Community Family Service Centre
Koh Yin Lee Philip	Sugumaran Devaraja
Kotturu Vydehi	Suryanti Binte Fathillah
Kumarsamy Nallaymmaal Ratnahvel Rhirabbu	Tan Chia Sheng
Kwok Hui Shan	Tan Chin Hon
Lee Foundation	Tan Poh Shiang
Lee Han Siang	Terence Yong
Lee Hock Seng	Tham Suet Ping
Lee Kiaw Hooay	Umi Kalsom
Lee Lim Yoon	Winston Lau Leong Wee
Lee Xuan Zhong	Yeow Chern Chou
Lee Yean Wun	Other Anonymous donors
Liau Lian Lee	

OUR SERVICE POINTS

Kampong Kapor Community Services

Blk 2 Kitchener Road, #03-89, Singapore 200002 (Lift Lobby B)

Tel: 6485 4700 Email: admin@kkcs.org.sg

Family Development Team

Blk 2 Kitchener Road, #03-89, Singapore 200002 (Lift Lobby B)

Tel: 6485 4710 Email: fdt@kkcs.org.sg

Kampong Kapor Family Service Centre

Blk 2 Kitchener Road, #03-89, Singapore 200002 (Lift Lobby B)

Tel: 6485 4720 Email: kkfsc@kkcs.org.sg

KidSTART @ Kampong Kapor Community Services

Blk 2 Kitchener Road, #03-89, Singapore 200002 (Lift Lobby B)

Tel: 6485 4790 Email: ksa@kkcs.org.sg

SG Cares Volunteer Centre @ Jalan Besar

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

Tel: 6485 4699 Email: volunteer@kkcs.org.sg

Safe & Strong Family – Preservation

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

Tel: 6485 4719 Email: ssfp@kkcs.org.sg

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

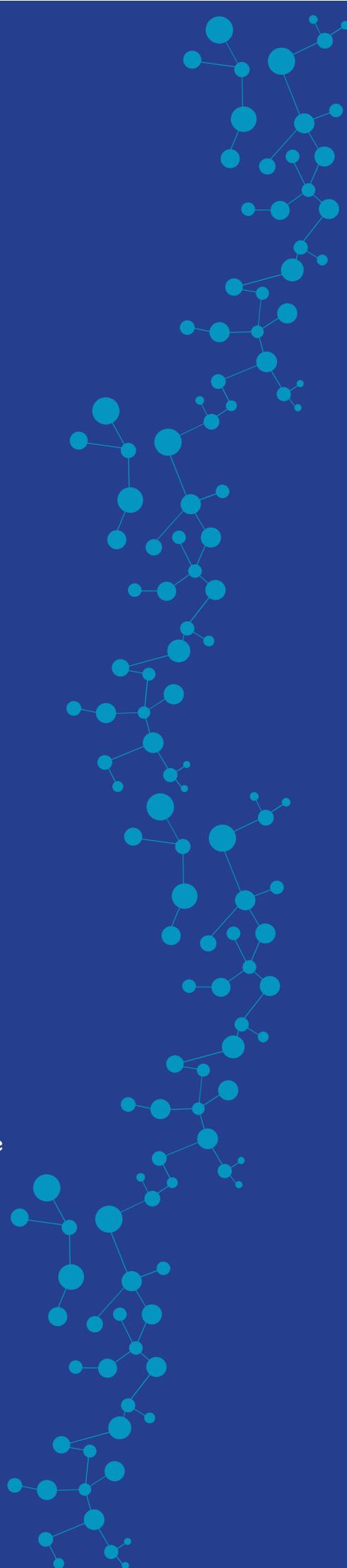
351 Jalan Besar, #03-05, Reliance Building, Singapore 208988

Tel: 64854770 Email: fam@kkcs.org.sg

Whampoa Family Service Centre

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

Tel: 6485 4750 Email: wfsc@kkcs.org.sg





Kampong Kapor Community Services

Affiliated to Kampong Kapor Methodist Church

 **kkcs.org.sg**

 **6485 4700**

 **admin@kkcs.org.sg**