A close-up photograph of a young boy with glasses, smiling and holding a piece of torn, light-colored paper in front of his face. The paper has a handwritten message in black ink.

Thank you for
making a difference!

**Stock image used*

BOY'S TOWN ANNUAL REPORT

2024



OVERVIEW OF BOYS' TOWN

Boys' Town is a charity founded by the Montfort Brothers of St. Gabriel in 1948. We first began as a residential care for war-torn children, imparting education to and providing shelter for them. Over the years, we have expanded to provide a continuum of services for children and youth in need. Boys' Town's services now include residential care, fostering, respite care, youth outreach, clinical intervention and adventure-based therapy.

Boys' Town serves both boys and girls, from infants to young adults. We help children and youths from disadvantaged and disengaged families, who may have faced hardship resulting from difficult home situations, financial struggles, abandonment, and abuse. With over 75 years dedicated to the social mission, Boys' Town equips children and youth in need with the skills they need to become socially integrated, responsible and contributing members of society.



CHARITY TRANSPARENCY AWARD

Boys' Town is a proud recipient of the Charity Transparency Award in 2022, 2023 and 2024, as a testament to our commitment towards transparency, accountability and good stewardship of our resources.

The Charity Transparency Award recognises charities that have adopted good transparency standards. An initiative of the Charity Council, the award aims to promote good transparency in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate their best practices.



Boys' Town was incorporated on 14 September 2015 as a Company Limited by Guarantee and registered with Accounting and Corporate Regulatory Authority. We were also registered under the Charities Act since 3 February 2016 and received an Institution of a Public Character (IPC) status since 15 February 2016.

Unique Entity Number	201534576H
IPC Period	15/02/2023 to 14/12/2025
Registered Address	624 Upper Bukit Timah Road Singapore 678212
Banker	Standard Chartered Bank
Auditor	RSM SG Assurance LLP
Website	www.boystown.org.sg
Facebook	Boys' Town (www.facebook.com/boystown.spore)
Instagram	@boystownsg
LinkedIn	Boys' Town (sg.linkedin.com/company/boystownsg)

CONTENTS

Mission, Vision, Values, Objectives	4
Message from Our Chairman	5
Board of Directors	6
Organisation Chart	9
Environmental, Social and Governance Report	10
Key Milestones	16
Overall Clients Served	20

Key Services & Programmes

Residential Services	21
Clinical Intervention Centre	25
YouthReach	27
Fostering Services	31
Sanctuary Care	33
Boys' Town Adventure Centre	35
Our Milieu Project	37
Community Partnerships	39
Thank You	42
Governance Evaluation Checklist	43

MISSION

To help children and youth in need become socially integrated,
responsible and contributing members of society

VISION

A CARING milieu

VALUES

C	A	R	I	N	G
Care and Concern	Adaptability	Responsibility	Integrity	Nurturing	Godliness

OBJECTIVE

To achieve our mission by providing the children and youth we serve:

- (i) a nurturing and caring residential boarding environment conducive to their education and for their moral and social developments;
- (ii) social work and counselling services;
- (iii) general education in the academic and vocational realms and to prepare them for gainful employment and good citizenship; and
- (iv) outreach, community and school-based programmes and services that would support the development of children and youth

FUTURE PLANS

In the next 5 years, Boys' Town seeks to continue offering various children and youth services. We will remain a key service provider for children and youth who require out-of-home care services through our residential service, fostering and short-term respite care.

Community youth outreach will also be part of our focus with the emphasis in using sports and arts as key interventions in reaching out to youth in need.

Educational and specialised training for children and youth with mental health conditions will remain as one of our key service deliveries.

Other strategic programmes such as adventure-based services will continue as part of our service delivery to the community as well as for students in schools.

Boys' Town aims to continue our core services as mentioned and also to identify new areas of service. We will continue to remain relevant by providing the necessary resources in fulfilling the needs of the community.

MESSAGE

FROM OUR CHAIRMAN

It is my great pleasure to present the Annual Report 2024 for Boys' Town. On behalf of the Board of Directors and the management team, I am proud to say that this has been a year of great progress and accomplishments for our organization.

More than 75 years ago, the founders of Boys' Town had a vision of a safe and supportive community where boys in need can grow up to be responsible and productive citizens. Today, that vision continues to be realised, along with our expanded services and domains to serve children and youth in the community.

Boys' Town evolution over the years has seen us serving children and youth, both girls and boys, beyond the Residential Services. One of our latest offerings, Our Milieu Project, also involves reaching out to children, youth and families in the community to increase awareness on children and youth mental health and well-being. We have organised various roadshows within schools and the community, and are endeavouring to reach more in time to come.

2024 was also a year of achievement and recognition. For the third time in a row, Boys' Town has been awarded the Charity Transparency Award (CTA) in November 2024 by the Charity Council of Singapore. This is a testament of our ongoing commitment to good stewardship to strengthen the trust and confidence of our donors, partners and the communities we serve. The CTA is a strong and positive affirmation of our efforts in demonstrating good governance, transparency and accountability in our operations, whilst inspiring other charities to emulate our best practices.

Boys' Town's achievements would not have been possible without the support of our donors, volunteers and community partners. I would like to express my sincere gratitude for your ongoing support. Your bountiful charity has made a tremendous impact on the lives of children and youth we serve, and you amplify the good work that we do.

I would also like to thank our dedicated staff and Board members for their hard work and dedication to our mission. Most importantly, I would like to thank the children and youth, as well as their families, for their resilience, determination, and spirit in journeying through 2024 with us. Boys' Town is committed to continuing our mission of providing a safe and nurturing environment for our children and youth to thrive, and we look forward to your continued support in the years ahead.

As we look to the future, I believe Boys' Town will continue to be a beacon of hope for children and youth in need. We will continue to provide essential services to the children and youth of our community, and support their families in caring for them. Let us continue to empower our children and youth to thrive in an ever-changing social landscape.

God Bless,

Mr Bruno Lopez
Chairman
Boys' Town Board of Directors



BOARD OF DIRECTORS

FOR 2024



Mr Bruno Lopez



Bro Dominic Yeo
Koh Tuan Kiok



Mr Ng Koh Wee
Leon



Mr Khoo Kian Teck
Gabriel



Mr Edmund Lim
Kim San



Mr Bonaventure Lek



Mr Ian de Vaz



Ms Valerie Tay
Kay Hwee



Ms Chiam Peng
Kee, Irene Clare



Mr Andre Ravindran
Saravanapavan Arul



Mr Yeap Beng
Swee, Philip



Mr Bernard Lim
Aik Kwang

The members of the Board of Directors are business professionals and community leaders who provide directional leadership on strategic planning, public relations, fundraising and development of resources to strengthen the ability of Boys' Town to serve. They render their services on a voluntary basis and are not remunerated. There are no members who have served on the Board for more than 10 consecutive years.

S/N Name	Board Appointment	Date of Appointment	Occupation	Experiences with Other Charities	Board Meeting Attended in 2024
1. Mr Bruno Lopez	Chairman Member – 1. <i>Human Resource Committee</i> 2. <i>Appointments Committee</i>	23 Apr 2020	Group Chief Executive Officer ST Telemedia Global Data Centres Pte Ltd	<ul style="list-style-type: none"> Board Member, St Gabriel's Foundation Member, Moral Thye Hua Kwan Technology Committee & Fund-Raising Committee 	4/4
2. Bro Dominic Yeo Koh Tuan Kiok	Chair - 1. <i>Case Review & Programmes Committee</i> 2. <i>Appointments Committee</i> Member – 1. <i>Estate & Building Committee</i>	1 May 2015	Supervisor of Schools Montfort Brothers of St. Gabriel	<ul style="list-style-type: none"> Board Member, St Gabriel's Foundation Board Member, Montfort Care 	4/4
3. Mr Ng Koh Wee Leon	Member – 1. <i>Audit & Compliance Committee</i> 2. <i>Investment Committee</i> 3. <i>Estate & Building Committee</i> 4. <i>Case Review & Programmes Committee</i>	2 Jan 2018	Former Chief Information Officer	<ul style="list-style-type: none"> Board Member, YMCA Singapore Volunteer, Catholic Welfare Services Medifund Committee 	4/4
4. Mr Khoo Kian Teck Gabriel	Chair – 1. <i>Finance Committee</i>	1 Apr 2019	Financial Professional	N.A.	3/4
5. Mr Edmund Lim Kim San	Treasurer Chair – 1. <i>Investment Committee</i> Member – 1. <i>Audit & Compliance Committee</i> 2. <i>Fundraising Committee</i> 3. <i>Appointments Committee</i>	27 Jun 2019	Chief Partnership Officer Ecosystems of Prudential Corporation Asia	<ul style="list-style-type: none"> Member, Catechists in Holy Trinity Church 	4/4
6. Mr Bonaventure Lek	Chair – 1. <i>Estate & Building Committee</i> Member – 1. <i>Finance Committee</i>	23 Jul 2020	Advisor (Business Development) Shimizu Corporation	N.A.	3/4
7. Mr Ian de Vaz	Chair - 1. <i>Audit & Compliance Committee</i>	23 Jul 2020	Partner Wong Partnership LLP	N.A.	3/4
8. Ms Valerie Tay Kay Hwee	Chair - 1. <i>Fundraising Committee</i> Member - 1. <i>Case Review & Programmes Committee</i>	21 Oct 2021	Manager Director, Asia Sky Aviation Leasing (Singapore) Pte. Ltd.	N.A.	4/4
9. Ms Chiam Peng Kee, Irene Clare	Chair - 1. <i>Human Resource Committee</i> Member - 1. <i>Case Review & Programmes Committee</i>	20 Oct 2022	Business Professional and CEO	N.A.	4/4
10. Mr Andre Ravindran Saravanapavan Arul	Member – 1. <i>Finance Committee</i> 2. <i>Fundraising Committee</i>	20 Oct 2022	Managing Partner Arul Chew & Partners	N.A.	4/4
11. Mr Yeap Beng Swee, Philip	Member – 1. <i>Fundraising Committee</i> 2. <i>Human Resource Committee</i>	26 Jan 2023	Marketing Vice President Red Hat	N.A.	2/4
12. Mr Bernard Lim Aik Kwang	Member – 1. <i>Finance Committee</i> 2. <i>Investment Committee</i>	17 Apr 2023	Chief Operating Officer SAC Capital Private Limited	N.A.	4/4

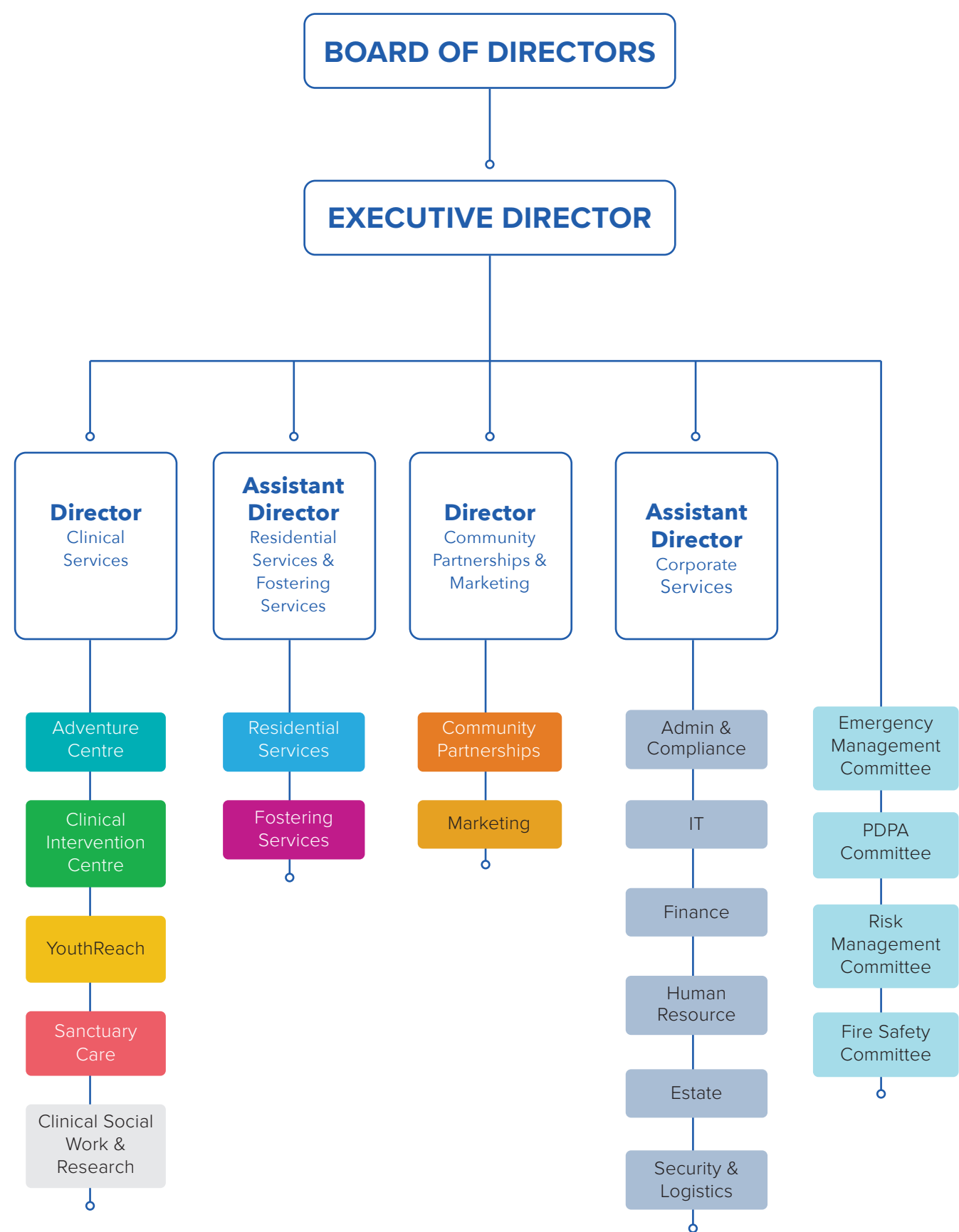
SENIOR MANAGEMENT



From left: Ms Adrienne Sng, Mr Trevor Chan, Dr Roland Yeow, Mr Ong Teck Chye, Ms June Eng

Name & Designation Date of Appointment	Brief Introductory Profile
Dr Roland Yeow Executive Director 1 September 2018	<p>Dr Roland Yeow has a Doctorate in Management - Specialization: Organizational Learning, Development & Non-Profit Management and is also a graduate of the Harvard Business School Executive Education Program.</p> <p>He is a former resident of Boys' Town. After leaving Boys' Town, he went on to further his education in Institute of Technical Education, before entering University to achieve a degree in the Engineering field. He worked in the technical and training consultancy sector before returning to Boys' Town as a youth worker in 2004 and rose up the ranks over the years.</p>
Ms Adrienne Sng Director, Clinical Services 1 January 2018	<p>Ms Adrienne Sng is a clinical psychologist who has more than 22 years of experience working with children, youth and families in Boys' Town. She currently oversees various departments, including Adventure Centre, Clinical Intervention Centre, YouthReach and Sanctuary Care. Adrienne also holds other portfolios like Chairman of Practice Research Committee and in-house Audit and Governance Committee.</p> <p>Adrienne graduated from James Cook University with Masters in Clinical Psychology, and is currently pursuing her Doctor of Philosophy. She is also a three-term Social Service Fellow with NCSS, and currently sits on the NCSS Leadership Selection Panel and on the Board of New Life Community Services.</p>
Mr Trevor Chan Director, Community Partnerships & Marketing 1 January 2023	<p>Mr Trevor Chan graduated from the National University of Singapore with a Bachelor of Science in 1987 and worked in the commercial sector for many years before joining Boys' Town in 2013.</p> <p>He is the Director responsible for the Community Partnerships and Marketing departments in Boys' Town. His other portfolios include providing leadership support in the Volunteer Management Committee and the Marketing Committee.</p>
Mr Ong Teck Chye Assistant Director, Residential Services & Fostering Services 1 January 2020	<p>Mr Ong Teck Chye graduated from the National University of Singapore with a Bachelor of Arts and Social Sciences in Social Work in 2006. Since his graduation, Teck Chye has dedicated his career to working with children and youth.</p> <p>Currently, Teck Chye is overseeing the management and operations of Boys' Town's Residential Services and Fostering Services.</p>
Ms June Eng Assistant Director, Corporate Services 1 January 2020	<p>Ms June Eng began her journey with Boys' Town in 2015 as a Human Resources Manager - a pioneering member of a newly established Corporate Services (CS) division to restructure internal support systems. In 2019, she became the first Head of CS and soon afterwards in 2020, took on the responsibilities of an Assistant Director.</p> <p>She holds Masters of Management in Non-Profit Management, and Bachelor of Arts in Business and Human Resource Management.</p>

ORGANISATION CHART



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Board Governance

- **Policy for Board Selection and Recruitment**

The Appointments Committee assists the Board of Directors in fulfilling its responsibilities for corporate governance (including compliance with relevant corporate governance requirements prescribed by regulators), and the nomination of Board members for appointment and/or re-appointment.

- **Process of Board Re-Nomination and Re-Appointment**

The Appointments Committee explores the re-nomination and re-appointment of the eligible Board member(s). The considerations include the tenure of service, expertise and professional needs in accordance with the Board and the specific committee. All re-nominations and re-appointments are then presented to the Board for final approval and re-appointment.

- **Policy for Training and Evaluation of Board Effectiveness**

All newly appointed Board members will go through an orientation provided by the Human Resource Department and the Executive Director. The orientation will include understanding of the organisational mission, key programmes and services, the culture and manpower orientation, and structure of the organisation.

More specific training programmes with regards to Board governance and other Board related strategies, learning and training will be nominated by the Executive Director. All Board members are encouraged to attend these trainings with attendance taken in reference to the types of specialisations and training conducted.

A Board evaluation is conducted and presented to the Board on an annual basis.

- **Brief Description of Process of Evaluation of Board Performance and Effectiveness**

A self-evaluation on Board effectiveness is done annually during a Board meeting. The process includes an individual evaluation by filling up a Board effectiveness checklist.

The consolidated results are presented during a subsequent Board meeting and shared with all Board members. Results are also shared with the executive management where relevant, such as where it pertains to Boys' Town's strategic direction, and the Board's relationship with the executive management. Feedback and areas of improvement are identified for follow-up. The entire process is done through a transparent manner and detailed information is consolidated for future Board review.

- **Disclosure of Board Members' Tenure**

There are no Board members who have served on the Board for more than 10 consecutive years.

- **Key Points of the Terms of References of the Board**

Boys' Town abides by the terms and conditions as listed in our Memorandum and Articles of Association as a registered Charity (an approved Institution of a Public Character) under the Charities Act. The Board has set up several committees to look at various areas or functions of work and there are comprehensive terms of references associated with each Board committee. Any amendments made are recorded for future reference.

1. The **Appointments Committee** assists the Board in fulfilling its responsibilities for corporate governance (including compliance with relevant corporate governance requirements prescribed by regulators), and the nomination of Board members for appointment and/or re-appointment.
2. The **Audit & Compliance Committee** assists the Board to enable the Board to fulfil its responsibilities for financial reporting, external and internal auditing matters, and internal controls.

The Committee also helps Boys' Town to improve its processes, procedures, to identify and review significant enterprise risks and generally, to strengthen its internal controls and compliance with applicable laws, rules, regulations and standards in order to safeguard Boys' Town's assets and reputation.

3. The **Case Review & Programmes Committee** assists the Board in fulfilling its responsibilities for governance of programmes developed and implemented, including providing critical oversight of the quality and overall service and supervision provided to the clients of Boys' Town.
4. The **Estate & Building Committee** assists the Board in fulfilling its responsibilities to ensure smooth operations, maintenance, servicing and enhancement (if necessary) of the building.
5. The **Finance Committee** assists the Board to provide financial oversight to achieve responsible and prudent financial management and compliance with prevailing laws and regulation.
6. The **Fundraising Committee** assists the Board in fulfilling its fundraising responsibilities, including reviewing the strategy. The Committee oversees the organisation's overall fundraising strategy and activities, such as reviewing the general strategy and fundraising plan, leading certain types of outreach efforts, monitoring fundraising efforts, ensuring ethical practices are in place, appropriately acknowledging donors, and ensuring fundraising efforts are cost-effective.
7. The **Human Resource Committee** assists the Board in fulfilling its responsibilities in reviewing human resource policies for Board approval, reviewing of Senior Management's job descriptions, salary structure, reviewing staff salaries annually, and reviewing the benefits package.
8. The **Investment Committee** assists the Board in fulfilling its responsibilities of strategising, identifying, evaluating and making investment decisions, monitoring and managing a portfolio of investments to optimise Boy's Town's risk adjusted returns on its investments.

Conflict of Interest

- **Disclosure of Remuneration and Benefits Received by the Board**

Board members do not receive any remuneration.

- **Process of Setting Remuneration of Key Staff**

The key staff are not involved in setting their own remuneration, and their salaries are approved by the Board.

- **Management of Conflict of Interest**

Our conflict of interest policy is based on National Council of Social Service (NCSS) guidelines. All employees, key management personnel and Board members of Boys' Town are required to make full disclosure of any interest, relationships and holdings that could potentially result in a conflict of interest on an annual basis or whenever there are updates. When a situation with a conflict of interest arises, the conflicted party shall abstain from participating in the discussion and decision-making of that matter.

- **Whistle-Blowing Policy**

The Board has set in place a whistle-blowing policy and is disclosed on the Boys' Town website.

- **Anti-Money Laundering and Terrorism Financing Policy**

Boys' Town maintains robust financial controls to ensure the appropriate use and lawful origin of all funds, and promotes transparency in all its activities.

These controls are designed to mitigate the risk of exploitation by those engaged in money laundering or terrorism financing.

To this end, Boys' Town regularly reviews and updates its internal controls, policies, and procedures related to anti-money laundering (AML) and countering the financing of terrorism (CFT). Comprehensive risk assessments are conducted on key programs and other areas of financial risk associated with AML and CFT.

Human Resource Management

- **Disclosure of Annual Remuneration of the Three Highest Paid Staff Who Each Receives More Than \$100,000**

Remuneration of Top 3 Executives Salary Band for 2024:

\$100,000 to \$200,000 – 3

The three highest paid staff do not serve as governing Board members of the charity.

- **Loans (Internal, Related and External Parties)**

Boys' Town does not provide loans to any parties, internal, related or external.

In the event that there are any special loans to employees or other forms of transactions that are not according to regular practice, these will be presented to the HR committee for their consideration.

- **Disclosure of Paid Staff Who Are Close Members of the Family of the Executive Director or Board Members, and Whose Remuneration Each Exceeds \$50,000 During the Year**

There are no paid staff who are close members of the family of the Executive Director or Board members.

- **Volunteer Management Policies/Processes**

Volunteers are an important part of the Boys' Town family, and there are various opportunities for volunteering with our different services.

Signing Up: Interested volunteers are welcome to express their interest on our website's Online Volunteer Application Form. We have a volunteer management team that reviews the needs of our direct services to match volunteers to.

Screening: All volunteers supporting in roles that involve direct interaction with our clients are sent for a mandatory security screening conducted by the Ministry of Social & Family Development (MSF). Volunteers will only be deployed when they have cleared the security screening process.

Induction and Training: Volunteer induction is conducted by the respective services' volunteer managers. Where applicable, volunteers may be provided with training to help them perform their roles effectively. Our staff will also provide guidance to volunteers where applicable.

Financial Management and Internal Controls

- **Procedures for Key Financial Matters**

There are policies and procedures in place for procurement, purchases and payment, including approval limits and delegation of authority matrices.

- **Budget Review, Forecast and Financial Statements**

The Finance Committee reviews the Boys' Town's annual budget prepared by management, for approval by the Board and monitors the budget on a quarterly basis.

Where there are significant variances from the budget, the committee will seek clarifications and explanations from management.

The audited financial statements are reviewed by the Audit Committee, ensuring transparency for the benefit of all stakeholders.

- **Level and Purpose of Reserves**

The Board periodically reviews the amount of reserves that are required to ensure that they are adequate to fulfil Boys' Town's continuing obligations.

1) Level of Reserves

Boys' Town shall maintain a reserve of not more than 3 years of our annual operating expenditure. This amount can be revised through a Board resolution.

2) Purpose of Reserves

The purpose is for the reserves to sustain the operations and meet our service obligation.

- **Level and Purpose of Designated Funds**

The level of designated funds is maintained based on the requirement of the designated projects. The purpose of designated funds is to sustain the designated projects.

- **Reserves Ratio**

Boys' Town's reserves ratio for the year 2024 is 1.13.

- **Disclosure of the Purpose, Amount and Planned Timing of Use for Restricted Funds**

The restricted funds are managed in compliance with the specified purpose intended by the funders.

These funds are used with approval from the Board based on the proposal by the Executive Director and is to be used only based on the approved amount within the financial year or approved designated period.

Fundraising Practices

- **Disclosure of the Nature, Purpose and Amount of Funds Received in 2024:**

The nature and purpose of funds are as follows (refer to audited financial statements published separately):

(i) Donations in cash (solicited/unsolicited):

This fund is used for daily operations as well as sustaining of the organisation in terms of infrastructure, corporate development, manpower, programmes and services related to the mission.

(ii) Sponsorships:

This fund is used to support identified clients. Sponsorships may include expenditure of residential youth and other clients for purposes such as school fees, educational needs and living expenditures etc.

(iii) Grants:

This fund is used for programmes and services. It includes grants from the government, foundations and other individual donors that have specified their support of a specific programme and/or service.

(iv) Others:

This fund includes fees charged from counselling or adventure-based services provided to identified clients. These funds are used to support manpower expenditure and other programme expenditure on an annual basis.

- **Disclosure on Information on Fundraising Events**

Please refer to Page 39 under the Community Partnerships section.

- **Fundraising Efficiency Ratio**

The fundraising efficiency ratio is 11.58%. For more information, please refer to Page 40 under the Community Partnerships section.

Auditor's Report

Please refer to the published financial statements for the auditor's opinion.

Personal Data Protection Act (PDPA) Committee

- The purpose of the PDPA Committee is to ensure Boys' Town complies with the Personal Data Protection Act and fulfils its obligations in handling personal data related to clients, donors, supporters, volunteers, and employees.
- The Committee is responsible for:
 - a. Developing and implementing data protection policies while promoting good practices among employees through regular reviews;
 - b. Conducting risk assessments to identify potential data privacy risks;
 - c. Establishing data breach management and mitigation plans to respond effectively to incidents;
 - d. Providing guidance on personal data management to minimise risks related to data breaches or non-compliance; and
 - e. Conducting staff training to raise awareness and ensure proper handling of personal data.
- The Committee is committed to upholding Boys' Town's PDPA compliance and building trust with stakeholders who engage with and support the organization.

Risk Management Task Force (RMTF)

- A Risk Management Task Force has been formed to evaluate operational and financial risks related to Boys' Town. This is carried out on a monthly basis according to the needs of specific departments. Proper documentation and reviews are provided. A Board member is present during this review.

Fire Safety Committee

- The purpose of a Fire Safety Committee is to ensure the safety and well-being of all employees, clients, and visitors by preventing fire-related incidents and ensuring preparedness in case of emergencies. The committee will develop and implement fire safety policies and procedures to minimize fire risks, conduct regular fire safety inspections, organize quarterly fire drills and ensure compliance with SCDF regulations.

Emergency Management Team (EMT)

- The purpose of EMT is to ensure Boys' Town is prepared for, can respond to, and to recover from various emergencies and disasters.
- EMT will also coordinate activities in preparation for any emergency according to emergency management plans, including table-top exercises to prepare staff and clients for emergency situations.

Our Commitment to Environmental, Social and Governance Pillars (ESG)

3 Pillars of ESG



ENVIRONMENTAL

As part of our commitment to improving energy usage and efficiency, Boys' Town partnered with Sembcorp's Energy for Good Fund to be a part of their Solarisation Programme. Sponsored by Sembcorp, this involved the installation of a solar energy system on our rooftops in late 2024, to reduce Boys' Town's annual energy consumption by around 20% yearly. Beyond reducing our energy consumption and costs, the Solarisation Programme provides us with a structured pathway for integrating environmental, social and governance principles into our operations.



SOCIAL

Boys' Town is committed to social sustainability through its mission of serving children and youth from disadvantaged and disengaged families, as well as its focus on the well-being of staff and the communities we serve. This ranges from ensuring workplace safety, staff training and retention, to cultivating employee engagement programmes for greater workplace health and work life balance.

Please refer to Page 21 for our programmes and services for the community.



GOVERNANCE

Our dedication to fulfilling our governance responsibilities include clear processes and procedures for internal operations, to build trust and confidence in our internal and external stakeholders, from our beneficiaries, to donors, volunteers and supporters.

In recognition of our efforts towards transparency and accountability, Boys' Town was awarded the Charity Transparency Award in 2024, for the third year in a row.

KEY MILESTONES



The Brothers of St. Gabriel arrived in Singapore. They are a Catholic institution formed by religious brothers who have dedicated their lives to providing education and empowering youth, particularly those who are poor and marginalised.

Programmes were set up to teach the boys leadership skills and responsibility. They were given opportunities to operate the canteen for residential boys and the Boys' Town radio station.

Brother Dominic Yeo Koh formed the Social Work Department to provide professional support for boys' well-being

1936

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1948

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1955

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1960s

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1985

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1999



Boys' Town was started by Brother Vincent, with the support of Mr. William Thomas McDermott, an Australian businessman and philanthropist. It took over the grounds of St. Joseph's Trade School and Orphanage, and started caring for orphans and poor children who were victims of World War II.



Boys' Town's facility was extended with the construction of a new administrative building and dining hall.

Brother Emmanuel, our longest serving Director General of Boys' Town, stepped down after 30 years. He was succeeded by Brother Dominic Kiong.

Boys' Town appointed its first lay Executive Director, Ms Irene Loi, marking a shift in its leadership paradigm.

An alternative schooling programme was formed to support boys with different learning needs and provide them with a home-schooling environment at Boys' Town.



Boys' Town launched the YouthReach centre at Tampines, an outreach programme in partnership with Catholic Welfare Services. YouthReach helps vulnerable youths engage in meaningful activities, provides counselling, and conducts street outreach and home visits.



Boys' Town was appointed by the Ministry of Social and Family Development to set up a fostering agency to recruit and support foster parents in caring for vulnerable children.

2007

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2009

2010

2011

.....

2013

.....

2015



The Clinical Intervention Centre (CIC) with an in-house psychologist and therapist was started to support children and youths with psychological interventions, to help our clients express their feelings and understand what they are going through.



Boys' Town celebrated the official opening of its new building to become an integrated centre for children, youth and families. With the new facilities, Boys' Town brings together a multi-disciplinary team comprising psychologists, counsellors, social workers, teachers and programme supervisors to provide one-stop, coordinated care for its clients.

Boys' Town was awarded the Non-Profit of the Year (Philanthropy Management) by the National Volunteer and Philanthropy Centre for having the best practices in donor management, fundraising and financial management and accountability among the non-profit organisations in Singapore.

Therapeutic Group Home (TGH) was introduced as a new programme under Residential Services. TGH provides intensive therapeutic treatment for youths who have faced significant trauma resulting from abuse and neglect.



Boys' Town invited community partners and stakeholders to an Open House for its 70th Anniversary celebration. It was also the official launch of the Boys' Town Adventure Tower.

Boys' Town also appointed Roland Yeow as our first Executive Director who was a residential boy in his youth. This is a testament to the value of our social mission in supporting children and youths.

2016

2017

2018

2019



Boys' Town launched a new service, Sanctuary Care (SC), a community-based fostering service to provide short-term care and shelter to infants and young children whose families are facing crisis and in need of assistance.

The Boys' Town Adventure Centre (BTAC) was launched, providing adventure therapy to evoke positive behavioural change in clients, as well as climbing and outdoor programmes for schools and companies.



Our Family Fiesta 2019 was graced by former President Halimah Yacob, where Boys' Town also launched our key services logos.



In response to the COVID-19 pandemic, Boys' Town adapted to continue our service delivery by responding with resilience and setting up appropriate safety measures. This included adjusting our residential services to meet clients' needs without staying on campus, shifting to provide counselling services online, ramping up digital capabilities for home-based learning, and expanding our youth outreach to the digital space.

2020-2021

2022



Boys' Town commemorated its 75th Anniversary with a slew of activities, from celebrating with former President Halimah Yacob at the Family Fiesta to organising our 75th Anniversary Charity Dinner with Minister-in-charge of Social Services Integration, Desmond Lee, as our Guest-of-Honour.

2023-2024



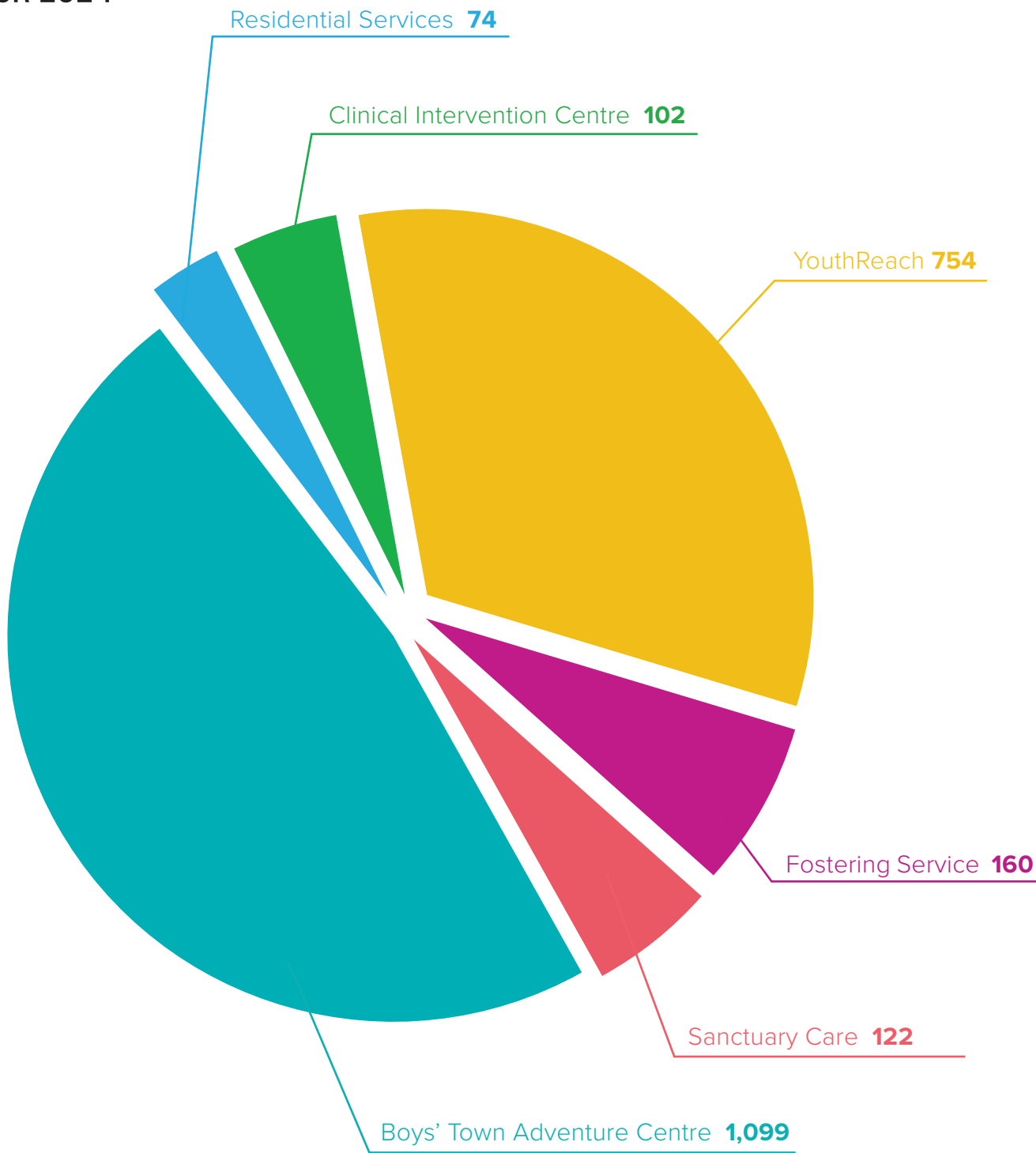
Boys' Town initiated a pilot service, Our Milieu Project (OMP), focusing on the need to teach and support vulnerable children and youths on mental health and well-being, and educate families and the community on these issues. It involves the interprofessional collaboration of experts in children and youth work.



In recognition of our good transparency standards, Boys' Town received the Charity Transparency Award from the Charity Council in 2022, 2023 and 2024.

OVERALL CLIENTS SERVED BY OUR KEY SERVICES

FOR 2024



TOTAL CLIENTS SERVED
2,311

RESIDENTIAL SERVICES

The Residential Services in Boys' Town comprises four categories of units to provide residential care for male clients aged between 10 and 21. Each unit caters to the different needs and age range of the children and youth who enter the Residential Services.

SHELTER (JUNIOR AND SENIOR)

The Shelter unit serves boys between 10 and 16 years old who are referred to Boys' Town due to concerns about child welfare and protection at home. These boys have gone through abuse or neglect, which led to their removal from their home environment. The Shelter seeks to provide residents with a safe and nurturing environment through trauma-informed practices.

GROUP HOME

Group Home serves boys between 13 to 17 years old who exhibit delinquent and challenging behaviours. Some of them come under Probation or Family Guidance Orders (FGO). In addition, some of the Group Home boys are older Child Welfare cases who come from disadvantaged backgrounds and exhibit similar risky behaviours. Group Home adopts a mentoring model of care where each resident is paired with a staff as a mentor figure. The care staff take on a personal interest in the lives of the youth and are involved with the social workers in the case planning of the residents.

HOSTEL

The Hostel aims to provide shelter for older boys who need residential care. It serves boys between 17 to 21 years old who have poor relationships with their families or do not have any caregivers. The youth require a place to stay as they pursue their tertiary education, employment or while serving in National Service. Their assigned social worker will develop care plans for the boys to work on their independent living skills. The boys are taught independent living skills such as employment, financial management, and daily functioning through monthly individual and group sessions with their social workers.

THERAPEUTIC GROUP HOME (TGH)

TGH is a residential treatment programme for residents diagnosed with Complex Trauma. The 12 to 18 months programme serves boys between 13 to 16 years old. Using Trauma Systems Therapy as the model of care, each resident will be served by a clinical team comprising a psychologist, social worker and primary staff. The unit also has a smaller staff-to-client ratio, as the boys require more intensive supervision and care.

Statistics 2024



Number of clients served

74



Number of admissions

29



Number of clients discharged

19

SERVICE-LEARNING

On a quarterly basis, the Residential boys actively engage in various service-learning projects designed to foster personal growth, social responsibility and community engagement. In these initiatives, we partnered with a variety of Social Service Agencies (SSAs) and corporate partners, creating a collaborative environment for all involved.

i) Service Learning at the Society for the Prevention of Cruelty to Animals (SPCA)

In March 2024, 40 boys had the opportunity to visit SPCA to clean the adoption shelters that house cats and dogs. This hands-on experience also nurtured their compassion, as they saw firsthand the impact a clean and well-maintained environment has on the well-being of these animals awaiting to be adopted.

ii) Youth for Change Programme with Certis



Certis partnered with Boys' Town to launch the "Youth for Change" programme, aimed at empowering youth through service-learning activities every quarter. Over the course of a year, around 60 youth participants engaged in impactful community projects. The initiatives were kicked off with a beach clean-up on kayaks at Pasir Ris Park on 19 June 2024 during our annual Residential Services camp, with an initial focus on environmental stewardship.

In September, Certis facilitated a collaboration between 30 youths from Boys' Town's Residential Services and 17 clients from SPD's Day Activity Centre, where we organised an ice-cream making workshop in Boys' Town. Prior to the workshop, Boys' Town and Certis participants attended a disability awareness session conducted by SPD to promote respectful and meaningful interactions.

During the Christmas season of giving, we brought joy to underserved children and youth by providing them with school bags and water bottles. Our Residential boys actively participated in packing presents generously contributed by the Certis team. The boys then distributed these presents to children and youth identified by Beyond Social Services, fostering a spirit of care and community support.



We will conclude the final service-learning activity for *Youth for Change* in 2025.

OUTDOOR ADVENTURE AND EDUCATION CLUB (ODAEC)

ODAEC builds resilience, confidence and teamwork among Residential Services boys through adventure-based activities. In partnership with Loola Adventure Resort in Bintan, the programme combined expeditions with service-learning, challenging participants physically and mentally while fostering character development. Beyond activities like rock climbing and kayaking, the boys helped to construct a water tower and a Safe Water Garden for an underprivileged family. This experience deepened their empathy, social awareness and sense of responsibility, reinforcing the value of community support and collective action.

RESIDENTIAL SERVICES

JUNE CAMP 2024

Our Residential Services ran the annual BT Camp 2024 during the June school holidays. The camp served as a meaningful platform for team-building, fostering friendships between residents from different units while instilling essential life skills. Through various engaging activities, the boys developed qualities such as resilience and leadership.

One example was the Rope Runner challenge, which encouraged active listening and teamwork. The boys took turns giving directions, allowing others to lead and required minimal staff guidance. Other camp activities, such as tent pitching, campfire sessions and survival skills training, further nurtured their confidence. This invaluable experience was made possible by the generous support of the Tan Chin Tuan Foundation, whose contributions left a lasting impact on the youths.



THE ASTRONAUTS COLLECTIVE

& BOYS' TOWN

From June to November 2024, The Astronauts Collective partnered with our boys on the Mission X Programme, providing career guidance and mentoring to help youths explore post-secondary education pathways and meaningful careers. The Programme provided practical learning experiences through industry field trips, goal-setting and reflection activities. This initiative empowered 22 boys aged 15 and above to gain valuable insights into various industries, helping them explore potential career paths and develop essential skills for their future. Through mentorship and interactions with industry leaders, the boys gained valuable insights and strengthened their interest in pursuing their career aspirations.



BOYS' TOWN LEARNING (BTL)

BTL consists of two key components: **BTL Morning** (Paid Tutors) and **BTL Evening** (Volunteer Tutors).

BTL Morning sessions: Held on Mondays to Fridays, these are designed for Residential boys who have been temporarily removed from mainstream schools. The sessions aim to keep the boys academically engaged and facilitate a smoother reintegration into school upon their return. Lessons are taught according to Ministry of Education's (MOE) syllabus and cover subjects such as English, A Mathematics, E Mathematics, Physics, Chemistry and General Science. The sessions are conducted by MOE-certified tutors, with a class ratio of one teacher to a maximum of four students.

BTL Evening sessions: Held on Mondays to Wednesdays, these cater to the remaining Residential boys across all primary and secondary levels. The sessions provide academic support in various subjects, with volunteer tutors and current students from NTU. These dedicated tutors assist the boys in addressing their specific learning needs and academic challenges.

RESIDENTIAL BOYS OUTSIDE MAINSTREAM SCHOOLS	ACROSS ALL RESIDENTIAL BOYS		
Number of boys fully reintegrated to school	Number of boys who sat for school exams	Number of boys who sat for National Exams	Passing Rate of boys who sat for National Exams
12 boys	39 Boys	12 Boys	100%

Overcoming the Past, Embracing the Future

Beyond the Struggles

As he sat alone, his mind wandered to what it would be like to have a place to call home, a safe space where he could finally feel at peace. From a young age, Isaac's* life was filled with challenges no child should face, neglected by his family and left to navigate the world on his own. Placed under Child Protection Services, he was referred to Boys' Town, carrying the weight of his past. Over time, he became withdrawn, keeping his emotions locked away and distancing himself from his family. Seeking a sense of belonging, he followed his peers and got into trouble, leading to school disciplinary issues.

It was at Boys' Town Residential Services that his journey towards healing and transformation truly began. Since his admission, Isaac went into isolation, spending most of his time alone in his room. He avoided socialising with the other residents, convinced that they would not understand him or share his experiences.

Building Strength, Building Bonds

Soon after, Isaac came out of his shell and received the 'Boy of the Month' award several times for his respectful behaviour, pride in his duties and adherence to the Home's rules. As he opened up, he formed strong friendships with his peers, bonding over football. His growing confidence led to him being chosen to lead the Boys' Town sports interest group in a friendly match, a role that greatly boosted his self-esteem as he received recognition for his teamwork and sportsmanship.

Isaac has begun opening up to Boys' Town staff, gradually sharing his thoughts with them. Through honest conversations with the Social Workers in Boys' Town, Isaac has gained deeper insights into his past and his perception of his family. These sessions created a crucial space for Isaac and his mother to engage in meaningful conversations, fostering positive communication and strengthening their bond. With more frequent, supportive contact in a safe environment, Isaac grew closer to his family, holding onto hope that one day he could reintegrate and rebuild the connection he had longed for.

Hopes For the Future

Our Boys' Town staff have seen remarkable perseverance in Isaac and through carrying out his daily duties and willingness to learn from his mistakes, he has evolved into a positive role model for others. Boys' Town is heartened to be a part of his growth and to see him blossom from once a reserved individual into a confident and proactive young man today.



**Not his real name
**Stock image used*

CLINICAL INTERVENTION CENTRE

Clinical Intervention Centre (CIC) offers mental health services for children, youth, their families and other stakeholders in the community through the following core services:

OUTREACH AND EDUCATION

We hope to increase awareness of mental health and the availability of resources through providing mental wellness talks and workshops for the community and participating in discussions to support various mental health initiatives. In 2024, we participated in the following roadshows:

- Gongshang Primary School
- Springfield Secondary School
- Ngee Ann Secondary School
- East Spring Primary School
- Cantonment Primary School
- Unity Secondary School
- North-West CDC:
Mental Wellness Day @ North West



TRAINING AND CONSULTATION

We provide training and consultation for parents, schools, students, volunteers, peer supporters and other helping professionals to integrate accessible and effective support that foster healing and recovery.

COUNSELLING AND THERAPY

We provide therapeutic support and intervention to improve the psychological, social or emotional well-being of our clients. This comes in the form of counselling and therapy, behavioural intervention and parenting work. We provide a safe space for our clients to work through their issues in a trauma-informed environment, and we work closely with parents, schools and other professionals in coordinating their care.



Statistics
2024

Total number
of cases
102



Total number
of outreach
2,966



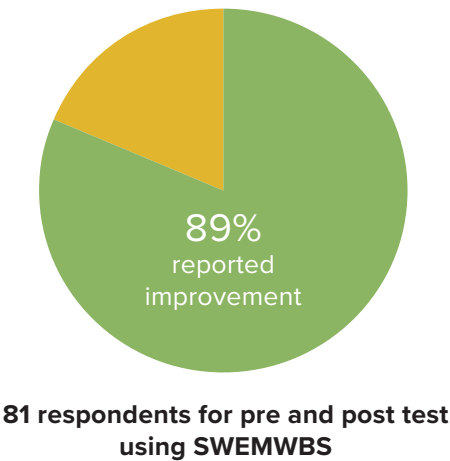
PROGRAMME IMPACT

Pre and Post Test

1. Short Warwick-Edinburgh Mental Well-Being Scale (SWEMWBS)

Based on pre and post test done using SWEMWBS (Short Warwick-Edinburgh Mental Well-Being Scale) on a sample of 81 clients, 89% reported improvement after receiving intervention from CIC, where they:

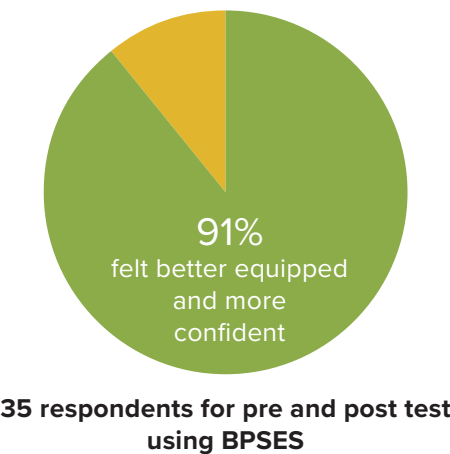
- Feel more optimistic about the future
- Feel more useful
- Feel more relaxed
- Deal with problems better
- Think clearly
- Feel closer to other people
- Are able to make up their own mind about things



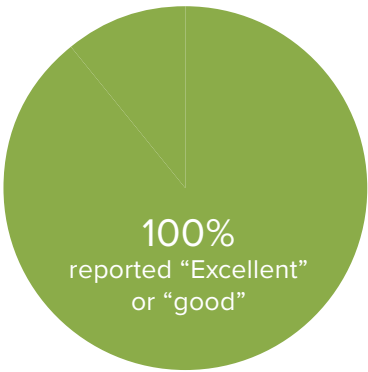
2. Brief Parental Self-Efficacy Scale (BPSES)

Based on pre and post test done using BPSES (Brief Parental Self-Efficacy Scale) on a sample of 35 parents, 91% felt better equipped and more confident to handle their children’s behavioural and emotional problems, where they:

- Know what they need to do with their children, even though they may not always manage it
- Are able to do the things that will improve their children’s behaviour
- Can make an important difference to their children
- Know what they should do to ensure their children behaves
- Are able to make a difference to their children’s behaviour



3. Client Satisfaction Survey



91 respondents for Client Satisfaction Survey

On a scale of “Excellent, Good, Average, Poor, Very Poor”, 100% of our clients who responded to the client satisfaction survey reported either “Excellent” or “Good”

YOUTHREACH

YouthReach is the outreach arm of Boys' Town that works with youths at-risk who have fallen through the cracks. We serve youths aged 10 to 24 who come from complex family and socio-economic backgrounds, often facing issues such as poor school performance, dropouts, conflicting family relationships, self-harm, addictions, and gang associations.

YOUTH DEVELOPMENT PROGRAMMES SOCCER PROGRAMME

In collaboration with Balestier Khalsa Football Club, the Soccer Youth Development Programme continues to offer structured soccer training and mentorship to male youths aged 13 to 23. The program focuses on more than just developing soccer skills—it also equips the youths with essential life skills such as teamwork, discipline, and leadership, helping the youths grow both on and off the field.

Through weekly training sessions, friendly matches, and professional match support, participants experienced a sense of belonging and achievement. The programme had a clear positive impact, with participants reporting increased self-efficacy, improved teamwork, and better overall fitness.

Statistics 2024

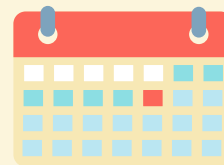


**Total number of
new outreach youth**
565

**Total number of
youths served**
754

**Total number of
youth under youth
development
programme**

91



**Total number of
youth under
regular follow-ups**

98



MUAY THAI

YouthReach continues to partner with LeFit Muay Thai to introduce a martial arts programme aimed at helping youths develop self-discipline, emotional resilience, and physical fitness. The programme allowed youths to have a comprehensive understanding of Muay Thai, including techniques, philosophy, and mental strength in combat sports. Beyond the physical benefits, the programme had a strong emphasis on helping youths build their emotional resilience, manage stress, overcome challenges, and boost their self-efficacy. Many participants shared feeling more disciplined and confident, thanks to the holistic approach this programme had towards their personal development.



CANTEEN OUTREACH

2024 marked the launch of the Canteen Outreach Programme. This programme aimed to promote mental health awareness and offer peer support to youths in a school canteen setting. Through activity-based interactions with students during lunch breaks, the team was able to provide mental health tips, stress management strategies, and share relevant resources with them which can be found at YouthReach. This created an opportunity for students to connect with peers who experienced similar challenges, fostering a sense of community and support. It also helped lower the barriers to seeking help and raised awareness among the youths about the importance of mental health.



STREET OUTREACH

The street outreach programme continued to play a critical role in connecting with at-risk youths in high-need areas. Designed to provide immediate support, mentorship, and access to resources for youths struggling with isolation, mental health issues, or risky behaviours, our programme reached over 227 youths in 2024. The team roamed the streets of both the east and west regions of Singapore. We engaged youths in open conversations, offering support, and connecting them with relevant services. This initiative aimed to build long-term relationships between the youth workers and the youths, creating a trusted network they can turn to when needed.



CASE MANAGEMENT PROGRAMME

The case management programme continued to be a cornerstone of YouthReach's work through offering ongoing support to youths navigating difficult circumstances. Our case management services involve regular check ins with at-risk youth in the community to help them face daily life challenges, transition into adulthood, make informed career choices, and improve their decision-making. In 2024, the programme expanded to include more intentional follow-ups for youths with higher risk, allowing for more targeted interventions and ensuring these youths received the support they needed.

BEYOND THE RING: JAVIER'S* JOURNEY OF GROWTH AND GRATITUDE

For 17-year-old Javier, joining YouthReach was not something he had planned. He first heard about it from his friends, who were part of the Muay Thai programme. They shared with him that it was free of charge, but more importantly, they spoke about how kind and welcoming the people at YouthReach were. That really stood out to Javier.

Although nervous, Javier took a leap of faith and went for his first Muay Thai class. He expected to feel out of place, but instead, he found himself surrounded by supportive teammates who guided him through the steps, ensuring he never felt left behind.

As Javier continued to attend the trainings, he came to the realisation that Muay Thai was much more than just simply learning how to fight. 'Muay Thai is about fitness, discipline, and respect' as his coach always says. These values started to be translated into Javier's life.

Before joining YouthReach, Javier described himself as impulsive, a little arrogant, and mischievous. Now he sees an improved version of himself, thinking and acting differently. Having learnt through the trainings that discipline shapes a person, he now makes it a point to be punctual, show respect, and carry himself with confidence. Javier's fitness has improved significantly, and he can finally execute a proper Muay Thai kick!

Javier is especially grateful for his youth worker, whom he describes as warm and genuine, because she regularly checked in on him even outside trainings and created a space where he felt safe to be himself. When asked to describe YouthReach in three words, Javier did not hesitate and exclaimed, 'kind, respectful, and welcoming.' More than just participating in a Muay Thai programme, Javier's life is transformed through his engagement with YouthReach and he continues to walk this journey with gratefulness in his heart.



**Not his real name
** Stock image used*

FOSTERING SERVICES

Boys' Town Fostering Services (BTFS) was appointed by the Ministry of Social and Family Development (MSF) in February 2015 and started its operations in November 2015. We support children who are placed in foster care and kinship care arrangements. These children are referred by Child Protective Services and their ages range from newborns to 18 years old.

KEY ACHIEVEMENTS

BTFS conducted a total of 20 outreach and awareness events and activities in 2024.

ADVANCED CERTIFICATE IN THERAPEUTIC LIFE STORY WORK

BTFS successfully organised the 'Advanced Certificate in Therapeutic Life Story Work' in July 2024, reaffirming our commitment to strengthening professional competencies within the out-of-home care sector. This specialised training programme equips participants with the skills to support children and young people in their care.

The 2024 cohort comprised 45 participants from various agencies, creating a collaborative learning environment where professionals could exchange insights and best practices.

SYMPOSIUM ON MASCULINITY AND HEALTHY RELATIONSHIPS



As part of our ongoing efforts to raise awareness on fostering, we participated in the Symposium on Masculinity and Healthy Relationships, organised by Thye Hua Kwan Moral Charities. At the event, we set up a fostering booth and engaged with over 200 participants, sharing insights about the fostering scheme and its impact. Our team also took the opportunity to highlight the importance of challenging stereotypes surrounding men and male figures in caregiving roles.

MOTHER'S DAY EVENT

BTFS had the privilege of sharing information about fostering at a Mother's Day event held at the workplace of one of our dedicated foster mothers. This engagement allowed us to connect with 80 mothers, raising awareness about the fostering scheme and its impacts. By bringing fostering awareness into workplace and community settings, we continue to inspire more individuals to consider opening their hearts and homes to children who need safe and nurturing environments.



Statistics
2024

Total number of
children served
160



Total number
of new cases
24



Total number of
closed cases
23

A Journey from Adversity to Hope

THREE LIVES SHAPED BY ABANDONMENT

For some children, childhood is filled with warmth, security and love. For others, it is a struggle for survival. **Despite facing the cold reality of abandonment by their natural parents, three remarkable children found warmth and love through the support of Boys' Town Fostering Services (BTFS) in the safe embrace of their grandparents.**

Justin, Olivia and Yohan* were born to natural parents who were in and out of prison. Beyond their absence, these siblings were also physically abused and received threats of harm constantly. Too young to fend for themselves, they struggled to endure this daily reality of life. In their darkest moments, when it seemed like the world had turned its back on them, these children clung to a hope for something better.

A BEACON OF HOPE EMERGED

Fortunately, amidst their suffering, the light of hope shone through. **During their time of great need, BTFS social workers worked closely with the family, offering vital support and parental guidance to their grandparents, who stepped up to take over caregiving.** Initially at a loss on how to manage the siblings due to their advanced age and lack of resources, Justin, Olivia and Yohan's grandparents eventually overcame these difficulties with the help of BTFS social workers. Over the course of 1.5 years, our social workers provided unwavering support and became a lifeline for the family in need.

SIBLINGS REBUILD THEIR LIVES WITH GUIDANCE

Today, the children experience a newfound sense of self-sufficiency and their daily lives have stabilised. The siblings are now interacting positively among themselves and with their peers. Today, BTFS and Justin, Olivia and Yohan's grandparents stepped in to provide the care, protection, and nurturing these young children desperately needed. Not every child is fortunate enough to find comfort and warmth in the arms of family.



*Not their real names
**Stock image used

SANCTUARY CARE

Sanctuary Care (SC) is a community-based programme that offers emergency and interim respite care for low-income families. These families have minimal or no other caregiving support which they can rely on when faced with crises. Typically, parents and caregivers who approach us for assistance are those who are temporarily unable to provide care for their infants and children. The issues these parents face include medical emergencies, sudden job loss, parenting stress or young parents struggling to care for their children, amongst others.

All parents are referred by Social Workers of existing Social Service Agencies or other community partners. Each infant or child is then carefully placed with our trusted respite carers who provide much-needed support for these parents' facing difficulties. Our respite carers are carefully screened, and they provide the best level of care for our clients. Given that this service is temporary, SC ensures that parents are empowered so that their infants and children can return home permanently to a safe and stable environment.



ACUTE RESPITE CARE SERVICE (ARC)

In 2024, there was a total of 67 enquiries about the service, and SC was able to support 35 new infants and children. These cases were referred by social workers in the community such as Family Service Centres, Child Protection Specialist Centres and hospitals.

- 80% of the cases were re-integrated to their families successfully
- Average respite stay per child is three months

RECRUITMENT OF RESPITE CARERS

SC was also privileged to welcome 4 new respite carers onboard the SC family to support underprivileged families in their time of need. Presently we have a total of 38 respite carers.

OUTREACH ACTIVITY RESPITE SERVICE (OARS)

Outreach Activity Respite Services (OARS) Programme is an upstream early intervention programme to reduce at-risk behaviour of children living in public rental housing. The one-year programme targets group cohesiveness, pro-social skills and positive support for the children. On average, 10 to 13 children participate regularly in the programme. As a preventive service, the programme equips at-risk children with help-seeking behaviours. This supports them should they face familial crisis and traumatic events which may jeopardise their safety and wellbeing.

OARS also serves as a respite for parents and/or caregivers. As it is a monthly half-day programme on the weekend, it allows parents and caregivers to have a short break from caregiving and engage in their personal self-care activities.



SANCTUARY CARE PROGRAMMES

MILK & DIAPER RUN

SC partnered with Social Service Office @ Taman Jurong to support low-income families by providing essential supplies for their infants and young toddlers. This initiative aimed to ease financial burdens and ensure that young children from vulnerable households received necessary nutrition. Through this collaboration, SC distributed 147 tins of milk powder, 48 milk bottles, and 38 packets of diapers to 50 families, offering much-needed relief and support to caregivers facing financial challenges.

POSTNATAL STRESS CAMPAIGN

SC raised awareness and provided education and outreach on postnatal stress, highlighting its prevalence and the support resources available for struggling mothers. By equipping the community with essential knowledge, the initiative aimed to foster a more supportive environment for new mothers. Through three outreach roadshows, SC engaged with 886 members of the public, promoting early intervention and encouraging open conversations about maternal mental health.

NETWORKING & PUBLICITY

VOLUNTEER APPRECIATION

SC organised a tea session for 20 respite carers and delivered gift packs to 37 respite carers and volunteers in May 2024 and November 2024 respectively. These initiatives served as a gesture of appreciation, reinforcing the importance of their role in providing care and relief to vulnerable families within our community.



RECRUITMENT DRIVES

SC expanded its outreach efforts by conducting two recruitment drives at the *Not So Little Fair* and New Life Community Church in March 2024 and September 2024 respectively. Through meaningful engagements with the community, the drives provided an opportunity to educate potential respite carers about the impact they could make in the lives of children and families in need.

Statistics
2024

Total number of Acute
Respite Care
Service clients
35



Total number of
Respite Carers
recruited
38



A Mother's Love, An Unbreakable *Spirit* Amidst Life's Toughest Challenges

Homeless, unemployed and heavily pregnant—a situation that could easily overwhelm anyone. **Yet for Amelia*, she was determined to rise above her challenges, all for the sake of her unborn child.** With resilience, she fought for stability, despite the countless obstacles that stood in her way. Amelia once held a steady job, but as her pregnancy progressed, she was asked to resign due to the physical demands of her work that could cause risks to her child.

Without an income or a support system, she found herself living in a temporary shelter, struggling to meet even the most basic needs. Soon after, she welcomed a precious baby boy into the world and named him Kyle*, a moment filled with joy and challenges. Food became scarce, medical care was difficult to afford and the weight of responsibilities pressed heavily on her shoulders.

Dedicated Support from Sanctuary Care

Amelia was then offered support through Boys' Town Sanctuary Care. **When Kyle was just a few days old, he was placed in the care of the respite carers. Though the decision was heartbreaking, Amelia knew it was the best choice for his well-being at the time.** The respite carers played a crucial role in Kyle's early months, ensuring he received the love and care every newborn deserves.

At first, Kyle's respite carers felt overwhelmed by the responsibility of caring for such a young baby, but with the guidance and support of Sanctuary Care, they adapted smoothly. **Boys' Town Sanctuary Care's Social Worker provided regular support, offering reassurance and hands-on assistance to ensure Kyle's needs were met.** As their confidence grew, so did their joy in witnessing his development. This nurturing environment gave Amelia peace of mind, knowing her son was in safe hands as she worked to rebuild her life.

Unwavering determination to Build a Better Future

Amelia is currently staying in temporary housing while working toward securing a more permanent home. She is now employed, working hard to provide for Kyle, while he thrives in childcare. Though the journey has been anything but easy, she has met every challenge with strength and resilience. **From facing homelessness and uncertainty to finding stability and hope, Amelia's story is one of perseverance—a testament to a mother's love and an unbreakable spirit.** With each passing day, she moves closer to a comfortable life she fought to achieve.

She expressed her gratitude, saying, "Boys' Town Sanctuary Care supported me through one of the toughest times in my life after giving birth. The carers were all well-trained and great in caring for my son. They carefully coordinated my visits with him, ensuring well-organised arrangements, including the support from the transport minders. Thank you to the Social Worker and all the carers who looked after my son."



*Not their real names
**Stock image used

BOYS' TOWN ADVENTURE CENTRE

Launched in 2016, Boys' Town Adventure Centre (BTAC) aims to deliver adventure-based activities to fuel children and youths' active learning and character development, transforming them to be responsible and socially integrated members of the community. These programmes complement Boys' Town's existing sports for character programme in shaping the personality and psychology efficacy of our residents and clients.

Since its establishment, BTAC has expanded to serve both internal and external clients, increasing the coverage of Boys' Town's service audience. Utilising the Group Development Theory as an underlying framework for team building and relationship development, BTAC programmes and activities are designed specifically to support clients as they move along the various developmental stages.

Guided by Trauma-Informed Practices, BTAC programmes apply Activity/Adventure-Based Learning in a participant-centric Strength-Based Approach to facilitate and support the participants' learning.



INTER-AGENCY COLLABORATION FOR YOUTH MENTAL WELLNESS Inaugural Limitless Peer Support Summit



BTAC collaborated with Limitless and Care Corner to launch the inaugural Peer Support Summit, a first-of-its-kind event in Singapore. Held during the June holidays, the summit brought together secondary school students, teachers and youth social service agencies to equip participants with essential skills and empower them to play a proactive role in youth mental health.

BTAC conducted a three-day programme aimed at developing resilient peer support leaders by equipping young adults from various schools with essential skills in identity-building, self-confidence and coping strategies. Through Cognitive Behavioural Therapy (CBT) and a series of interactive workshops, participants gained valuable tools to strengthen their emotional well-being and enhance their ability to support their peers effectively.

The programme equipped peer support leaders with skills like self-awareness, empathy and responsibility management. Over three interactive two-hour sessions, participants engaged in activities such as Freediving, Leap of Faith, and Physical 30. They learned techniques like body scanning, the Subjective Units of Distress (SUDS) Scale, and the CBT triangle to better manage their emotions and challenges. The programme fostered collaboration by bringing together students from different schools, providing them with opportunities to connect, exchange ideas and enhance their communication skills.



HOLIDAY PROGRAMMES

During the March holidays, we reintroduced FEAR.LESS (Sports Climbing/Bouldering) and Riley (Freediving) alongside the new MyMastery Series: Responsible Decision Making, designed to build confidence, critical thinking, and gratitude.

In June, MyMastery: The Leader in Me was launched to develop leadership skills and a positive mindset. Children as young as 11 participated in activities like an adventure trip to Sungei Buloh Wetland Reserve, abseiling, and Quick Flight, helping them understand leadership through hands-on challenges. Facilitators encouraged reflections and discussions, strengthening decision-making and problem-solving skills.

BTAC's holiday programmes continue to attract both returning and new participants, fostering a vibrant community of learners. The growing interest, driven by word of mouth, reflects the lasting impact of these enriching experiences.

NATIONAL COUNCIL OF SOCIAL SERVICES (NCSS) 40-UNDER-40 WELCOME DAY

BTAC had the opportunity to kick-off 2024's NCSS 40-Under-40 programme on the Welcome-day with a game of Physical-40 for the opening of the programme.

The NCSS 40-Under-40 programme is a programme that aims to empower young and promising leaders within the social service sector by providing them with a platform to network and be mentored by veteran professionals in the sector.

As part of the NCSS 40-Under-40 initiative, participants from various social service agencies engaged in Physical 40, an interactive game designed to foster teamwork and collaboration. Through this activity, they worked together to "stitch" a web of community support, passing a connective thread through multiple loops while balancing their individual tasks on the boulder wall and preventing leaks in a perforated barrel. These exercises served as a powerful simulation of the complexities of navigating daily challenges while striving to create a meaningful impact in the social service sector.

Statistics 2024



Total number of clients served

1,099

865 (Youth)
234 (Adults)

Total number of programme sessions

136



Total number of programme hours

520.5hrs

OUR MILIEU PROJECT (OMP)

In 2022, as Singapore slowly emerged from the global pandemic, Boys' Town launched OMP as a special outreach project focusing on children and youth mental health. The project was designed because of increasing societal concerns over children and youth mental well-being and their social behaviour.

The name of the project was in keeping with Boys' Town vision - A CARING MILIEU. According to the American Psychological Association, 'milieu' is defined as the social environment of the individual that affects both the personality and adjustment of the person.

The uniqueness of OMP stems from the interprofessional collaboration of experts in children and youth work in promoting a series of mental health and well-being activities. We firmly believe that providing a safe milieu for the child and youth, we would be able to facilitate their growth and change.

Through OMP, Boys' Town aims to continue to reach out to the community and families to educate and empower vulnerable children and youth who are struggling with such issues.



OUR 2024 EVENTS

WANDER-LAND, A MENTAL HEALTH CARNIVAL

Organised in schools and the community, Wander-Land is a roadshow that utilises hands-on activities, interactive media and printed media to educate participants on strategies promoting active coping, and gain deeper understanding on children and youth mental health.

The main objective of Wander-Land is to promote Conversations, Awareness, Relationships and Empathy (C.A.R.E.) in mental wellness through:

- C.A.R.E. for Others: How to provide support
- C.A.R.E. for Self: How to building a stronger sense of self

We have partnered with 9 schools to reach out to 3260 students. Some of our partner schools in 2024 were:

Unity Secondary School

294 pax

Ngee Ann Secondary School

285 pax

East Spring Primary School

550 pax

Gong Shang Primary School

850 pax

Springfield Secondary School

175 pax

Cantonment Primary School

468 pax

Community Outreach

We partnered with North West Community Development Council's Mental Wellness Day at Kampung Admiralty to organise three booths to bring mental wellness awareness to the community, reaching over 580 participants.



Boys' Town also had the honour of presenting on Wander-Land at the International Allied Health Conference (IAHC) at the Singapore Expo from 1 to 2 November 2024. During the conference, our Director for Clinical Services, Ms Adrienne Sng, shared on the role of Wander-Land as well as other OMP roadshows as a touchpoint of the care continuum in global health.



Statistics 2024

Total number of visitors
to roadshows
5,122



Canteen Outreach in Schools

To engage school-going children and youth on mental well-being, OMP conducted canteen outreach activities. These consisted of pop-up stores manned by youth workers who delivered a series of mental health activities designed to energise students, and to introduce them to our youth outreach and mentoring services. Through canteen outreach activities, OMP engaged 388 students.



Caregiver Stress Campaign

Parents and caregivers form a part of the social milieu that make up the lives of children and youth in need. Therefore, it is critical that they understand their own mental well-being and learn coping strategies whilst caring for the mental wellness of their own children. OMP organised campaigns to help members of the public understand caregiver stress at the Not So Little Fair and Walk with Caritas Family in 2024. Through the Caregiver Stress Campaign, we reached out to 886 participants to discuss their mental well-being and share about coping strategies.

COMMUNITY PARTNERSHIPS

Boys' Town actively collaborates with the community in various areas, including volunteering, fundraising and public engagement, to create a meaningful impact in the lives of the children and youth we serve. Unless otherwise specified, general donations are channelled to support Boys' Town's programmes and operations.

KEY FUNDRAISING CAMPAIGNS:

BROTHER ROGER'S 95 YEARS: A LIVING LEGACY SPECIAL APPEAL

(30 May 2024 – 31 July 2024)



Brother Roger's journey is a testament to the power of unconditional love and sincerity, and the transformative impact it can have on the lives of others. Over the years, Brother Roger touched the hearts and lives of many boys who passed through the doors of Boys' Town. To this day, they remember the unconditional love and care he had for them. Brother Roger's journey inspires all of us to continue Boys' Town's mission of caring for the last, the lost and the least.

Target Amount	\$250,000
Total Raised	\$216,294

OUR MILIEU PROJECT (OMP) SPECIAL APPEAL

(27 Sept 2024– 27 Nov 2024)



In celebration of World Mental Health Day on 10 October, Boys' Town puts the spotlight on OMP, our newest initiative targeting children and youth mental health and highlighting the importance of mental health support for their caregivers. Donations received from this appeal support the programmes and operations of our key services that run OMP and its mental health outreach activities - Sanctuary Care, Clinical Intervention Centre, Adventure Centre and YouthReach.

Target Amount	\$250,000
Total Raised	\$201,294

BUILD A FUTURE, LEAVE A LEGACY FACILITY NAMING FUNDRAISING CAMPAIGN

(18 June 2024–31 Dec 2024)



In 2024, Boys’ Town invited companies and individuals to build our future and leave a legacy with us. Every contribution received goes directly into impacting young lives and building a stronger future for them. In recognition of contributions of \$10,000 and above towards this fundraising appeal, donors could opt to name a facility within Boys’ Town (subject to availability) and be acknowledged through facility naming.

Target Amount	\$500,000
Total Raised	\$206,702

Thank you to our generous supporters:
Mr Bruno Lopez
Certis Cisco Security Pte Ltd
MBinger Charity Fund
Arrowdynamic Venture Pte Ltd
In Memory of Paul Tan Peng Yong

No commercial fundraiser was engaged for our fundraising activities. In 2024, the fundraising expenses incurred was \$398,310 and Boys’ Town’s fundraising efficiency ratio was 11.58%. The fundraising efficiency ratio calculated includes the allocated salaries of staff directly involved with fundraising projects.

With our fundraising efforts, Boys’ Town raised \$3.43 million in 2024.

Boys’ Town is grateful to be a recipient of the President’s Challenge 2023. The second tranche was disbursed to us in 2024. We also received funding through various grants, as well as the strong support from the community in terms of donations.

VOLUNTEER MANAGEMENT

Our volunteers are the driving force of Boys’ Town, generously sharing their time, talents, and dedication to support a diverse range of initiatives. The Community Partnerships team offers volunteers an enriching experience by collaborating with the six services across Boys’ Town and external partners. Our volunteers came from all walks of life, including individuals and corporates and they engaged in ad hoc and regular volunteering activities. Among our key volunteers include respite carers, transport minders, tutors and coaches.



Total number of
volunteers*
135



Total estimated number of
volunteer hours contributed
2,439.5 hours

* not including foster parents and respite carers

Volunteer Appreciation Day

In line with this year’s theme of appreciation, Boys’ Town celebrated our dedicated volunteers on 29 June 2024 with a special screening of Inside Out 2. We were honoured to celebrate with 312 volunteers, partners, clients and staff, creating a meaningful opportunity to express our gratitude and strengthen our community bonds.



MEDIA

We were featured in several media engagements highlighting our staff, beneficiaries and the services we provide for children and youth in need. These platforms allowed us to share personal experiences and offer perspectives on social issues.

- **Channel News Asia**

- Dr Roland Yeow's Interview with CNA on Family Violence Trends Report Singapore Tonight (3 Sep 2024)
- How a Boys' Town kid formed a bond with people with disabilities – with the help of ice-cream (31 Dec 2024)

- **Lianhe Zaobao**

- 从战后孤儿院到现代庇护所 儿童城不忘初心守护少儿 (3 Sep 2024)

- **Straits Times**

- 'Everyone needs a safe space': Former Boys' Town resident is now its youth worker (4 Sept 2024)

- **8 World**

- 社会及家庭发展部将于本月 发布有关家庭暴力趋势报告 (3 Sep 2024)

- **Berita Harian**

- MSF bakal keluarkan Laporan Trend Keganasan Rumah Tangga (3 Sep 2024)

- **Shin Min Daily News**

- 博士少时寄宿今反哺：儿童城非罪犯管教所 (2 Sep 2024)

'Everyone needs a safe space': Former Boys' Town resident is now its youth worker



Boys' Town senior youth worker Ja Kishan Ramakrishnan roams the streets after sunset, looking out for children who may be veering down the wrong path. ST PHOTO: HUI LIANG

博士少时寄宿今反哺：儿童城非罪犯管教所

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曾在福利组织儿童城寄宿一段时日，之后一路考到博士学位，如今男子返回儿童城任职反哺成为执行董事。他受访打趣一些人的刻板印象，强调儿童城是照顾弱势孩童的机构，并非犯罪青年管教所，未成年犯只占极少数。

小学毕业后因学习不好而辍学的姚延楠，1992年住进福利组织儿童城（Boys' Town）。他受访时说，小学在家乡马来西亚柔佛州古来完成，父母都在新加坡的工厂打工，经常忙于工作无暇顾他。

等他长大一点后父母把他接来新加坡，但住宿却是个问题。那时的儿童城就像个寄宿学校，还有培训增值课程，他因此成为儿童城的一员。那两年间，他学习了不少专业知识和技术，成长不少。

离开儿童城后，姚延楠进入工艺教育学院（ITE），后继续考到了专业文凭，并一路在企业发展和非营利组织领域取得成就，甚至拿到博士学位。

2004年，在社工邀请下他决定回到儿童城任职，辅助更



姚延楠目前是儿童城的执行董事。（联合早报）

儿童之家为孩子提供三种级别服务

本地有19个儿童之家。

当局为不同需求的孩童推出三种级别的服务，而每个儿童之家有的提供其中一个级别的服务，有的则提供两个。

第一级别：针对需要保护和监护的弱势孩童，或者在家庭指导令（Family Guidance Order）和缓刑监督令（Probation Order）下为这些弱势孩童提供适合的居家环境。

第二级别：针对需要创伤护理有更多需求的孩童，并提供小组住宿和监护服务。

第三级别：针对需要专门高强度创伤护理的孩童，帮助他们从过去的创伤经历中恢复过来。

孙雪玲：我国有540寄养孩童

社会及家庭发展部前副部长孙雪玲今年走访儿童城。她之后表示，截至去年底我国约有540名寄养孩童。

与此同时，当局也在鼓励更多家长挺身而出担任养父母，目前约614对夫妻愿意这么做。当局希望能有更多夫妻这么做，确保为弱势儿童配对到合适的家庭。



提供73床位 入住率七成

儿童城是由慈善机构Montfort Brothers of St. Gabriel于1949年创立，原本是为收容受第二次世界大战影响的儿童孤儿院。

儿童城服务随时代变迁，目前提供住宿、寄养、紧急护理、少年开导、冒险疗法和临床介入等服务，帮助来自疏离家庭、或面对生活和经济困难、被收养和虐待等问题的弱势儿童和青少年。儿童城提供第一和第三级别服务。儿童城有73个床位，目前入住率约七成。

另外，儿童城也提供寄养服务，为孩子找到合适的寄养家庭，以及相关的跟进、支援和培训服务。



Minister of Social and Family Development, Lim Xue Ling (center), during her visit to Boys' Town of Upper Bukit Timah on 3 September. She met with staff and volunteers, and engaged in a discussion with the children. Photo by SHARIQ APANDI

从战后孤儿院到现代庇护所 儿童城不忘初心守护少儿





We are greatly appreciative of our kind benefactors,
corporate partners and volunteers who supported Boys' Town in 2024.
You play an important role in growing the seed of hope for our clients' future.

We seek your continual support to help bring healing
to the children and youth in need and their families.

If you are already a part of our mission, whether through volunteering your time,
contributing your talents or offering financial support, we thank you.

You make our work impactful and possible.

We remember each of you in our thoughts and prayers;
please do the same for all those who face tomorrow with uncertainty.

GOVERNANCE EVALUATION CHECKLIST (ENHANCED TIER) TIER 2

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?
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 (eg, Charity Portal, website, social media 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" refer to its expertise, skill and knowledge.	1.4	Yes
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The role 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 members) 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 Resources and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skill, 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 re-appointment, at least once every 3 years.	2.5	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer or equivalent position. For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer for equivalent position like Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) should be 4 consecutive years. If there is no Board member who oversee the finance, the Chairman will take on the role.	2.6	Yes
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly and performs well. a. No staff should chair the Board and staff should not comprise more than 1/3 of the Board.	2.7	Yes
12	Ensure the Management has suitable qualifications and experience, understands its duty clearly and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision making.	2.8	Yes

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?
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 2 years break.</p> <p>For all Board members.</p> <ol style="list-style-type: none"> Should the Board member leave the Board for less than 2 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. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' position) beyond the max of term limit of 10 consecutive years, the extension should be deliberated and approved at the AGM where the Board member is being re-appointed or re-elected to serve for the charity's term of service. The charity should disclose the reason 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</p> <p>2.9b</p> <p>2.9c</p>	Yes
14	<p>For Treasurer (or equivalent position) only:</p> <ol style="list-style-type: none"> A Board member holding the Treasurer position (or equivalent position like Finance Committee Chairman or key person on the Board responsible for overseeing the finance of the charity) must step down from the Treasurer after a maximum of 4 consecutive years. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position) , not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9b 	2.9d	Yes
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity	3.1	Yes
16	<p>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.</p> <ol style="list-style-type: none"> A Board member with a conflict of interest in the matters discussed should recuse himself 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
21	<p>Implement and regularly review key policies and procedure to ensure that they continue to support the charity's objectives.</p> <ol style="list-style-type: none"> Ensure the Board approves the annual budget for the charity's plan 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	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <ol style="list-style-type: none"> Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as : <ol style="list-style-type: none"> Revenue and receipting policies and procedure Procurement and payment policies and procedure and 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

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?
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: <ul style="list-style-type: none"> a. Anti-money laundering and countering the financing of terrorism 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 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
28	Disclose or submit the necessary documents (such as annual report, financial statement, GEC and etc) in accordance with the requirements of the Charities Act, its regulations and other frameworks (for eg, Charity Transparency Framework and etc)	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; <ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> b. 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

S/N	CALL FOR ACTION	Code ID	Did the charity put this principle into action?
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 is appropriate.	5.7	Yes
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (for eg, 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

