



STRENGTHENING
RESILIENCE
IMPACTING **LIVES!**



**RISE
AGAIN**

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MISSION

We support and empower children with chronic illnesses & their families by providing compassionate relevant services in their journey towards an enriching life.

VISION

To be the charity of choice that inspires Hope and makes a Difference in the lives of children with chronic illnesses and their families.

VALUES



Strengthening Resilience, Impacting Lives

Club Rainbow (Singapore) was set up in 1992 by a group of volunteers who wanted to provide relevant services to support children who have chronic illnesses and their families. Over the years, as the number of beneficiaries grow, the organisation also grow from strength to strength, from being run by volunteers to being run by more than 40 full-time staff. From inception till present, we have touched the lives of many families. To continue impacting and changing their lives for the better, the organisation will continue to strengthen our resilience while staying focused on our mission, and ensuring that our evolving programmes and services remain relevant in the changing landscape that we operate in. Driving the organisation forward is an effective leadership, a clear organisational direction and a strong team to navigate towards a common goal. As an independent charity, we have built a strong network of corporate and community partners who play key roles in helping us to raise funds and contribute resources that enable us in delivering quality programmes and services to our families. Thanks to continuous efforts made in raising funds, our organisation is financially sound. We pride ourselves in being prudent and commit ourselves to upholding strong governance practices.

In our journey with our families, we will continue to partner them to build resilience, work towards self-sufficiency, and empower them towards achieving independence and leading a fulfilling life.

Read on to learn more about how Club Rainbow is making an impact on the lives of children and their families.

FEATURE STORY Living Life With Gratitude



▲ Jared was awarded the Talent Development Fund for three consecutive years.

When Jared was born, doctors did not notice anything unusual about him. However, a month later, his parents discovered that his face appeared blue when he took much longer to finish his bottle feeds. Jared was referred to a specialist in neo-natal care at NUH. He was then diagnosed with a heart condition known as idiopathic dilated cardiomyopathy (DCM) which can result in heart failure. What followed was a 51-day hospitalisation in NUH Intensive Care Unit (ICU).

Despite receiving a poor prognosis for his condition, His parents have never given up hopes on him. “Time and time again during his stay at ICU, we witnessed him fighting for his life. Jared is a fighter and he wants to live,” Mr Lee shared.

During Jared’s hospitalisation, Jared’s parents chanced upon Club Rainbow’s satellite centre at NUH. Upon learning that Club Rainbow supports children with chronic illnesses, they decided to register Jared as a beneficiary.

Growing up, Jared’s parents become concerned when he did not seem to have much eye contact during interactions. He showed Autism-like symptoms, his parent brought him for re-assessment and that was when he was diagnosed with Autism Spectrum Disorder (ASD).

From the age of 3, Jared started showing an emerging talent in arts. With the encouragement from his teachers and therapists at EIPIC, his parents brought him to art classes from the age of 5 to further his interest in art.

Jared made his parents proud when he won his first international award “BIG-i Art Project Award 2016”.

“ Today, Jared is a cheerful 17-year-old youth who has a passion and talent for arts. Since 2017, he has participated in various visual arts workshops organised by Club Rainbow. The workshops led up to a showcase of his art pieces at Dreamseeds Arts Fest. ”

“We were pleasantly surprised by the attention and effort that Jared puts in during every session. We can tell that he really loves participating in the workshops,” Mrs Lee added.

Selected for the visual arts mentorship programme in 2019, Jared was given one-to-one classes to help advance his visual art talents. The Talent Development Fund awarded to him from 2017 to 2019 also encouraged him to further his aspiration in arts and the grant is used to offset the course fees of his weekly art lessons.

Apart from developing his artistic talent, a Club Rainbow befriender visits his home every week to help him with his academics.

Growing up is not without any challenges. Other than his brother and us, Jared did not want to communicate with others. “When I heard from another caregiver that her son has benefitted from the play therapy offered by Club Rainbow, we decided that it is worth for Jared to have a try. After finishing one course of play therapy sessions, we observed improvements in Jared. By the time the second round ended, Jared is talking much more than before and is able to relate better to people around him.” continued Mrs Lee.

These days, Jared looks forward to participating in the social integration programmes organised by Club Rainbow. He has been to various programmes and events, ranging from clay trinket making, cycling, to the annual Camp Rainbow.

Club Rainbow believes in providing opportunities and resources to children and youths and empower them to lead a fulfilling life. Jared was part of a group effort to create motif-designs that have been printed on the trilogy book series to commemorate Istana’s 150th anniversary.

Full of gratitude, Mrs Lee said, “We are really thankful for the wonderful programmes and services that are provided to us at absolutely no charge. It is a relief to families’ financial burden.”

“Although we constantly worry about Jared’s heart condition, and a heart transplant may be the only “cure”, but we are not considering this option yet given his current condition,” she added.

“It is important to live each day with gratitude. We will do what we can to help him live life to the fullest. As parents, we have to be role models, be resilient, and be the pillar of strength that our children depend on. By being positive in our words and actions, we can raise happy kids who live life with positivity.” shared Mrs Lee.



▲ One of Jared’s art pieces.

Click Here
to read the full story!



Scan QR code
to read the full story!



▲ Camp Rainbow is one of the events that Jared looks forward to.

ABOUT CLUB RAINBOW (SINGAPORE)

Established in 1992, Club Rainbow (Singapore) (CRS) is a non-profit organisation with a mission to support and empower children with chronic illnesses & their families by providing compassionate relevant services in their journey towards an enriching life.

Children in Club Rainbow (Singapore) range from new-borns to youths up to the age of 20. Many of them require frequent hospital visits for treatment, complicated therapy and long-term medication. Club Rainbow (Singapore) works closely with KK Women's & Children's Hospital (KKH), the National University Hospital (NUH) and the neonatal unit of Singapore General Hospital. The children are referred to Club Rainbow (Singapore) for critical follow-up support on the recommendation of doctors.

With the vision to be the charity of choice that inspires hope and makes a difference in the lives of children with chronic illnesses and their families, Club Rainbow (Singapore) adopts a holistic approach to help our beneficiaries in 5 core aspects:



Emotional Support



Educational Assistance



Financial Support



Social Integration



Informational Resources

We offer an array of free support services to our beneficiaries in each core aspect, some of which include home and hospital counselling as well as tuition services and regular social integration programmes.

Underscoring the work that we do are our core values:



Club Rainbow (Singapore) is an independent charity that relies largely on corporate and public donations as well as government grants and funding to support our mission and sustain our work and daily operations.

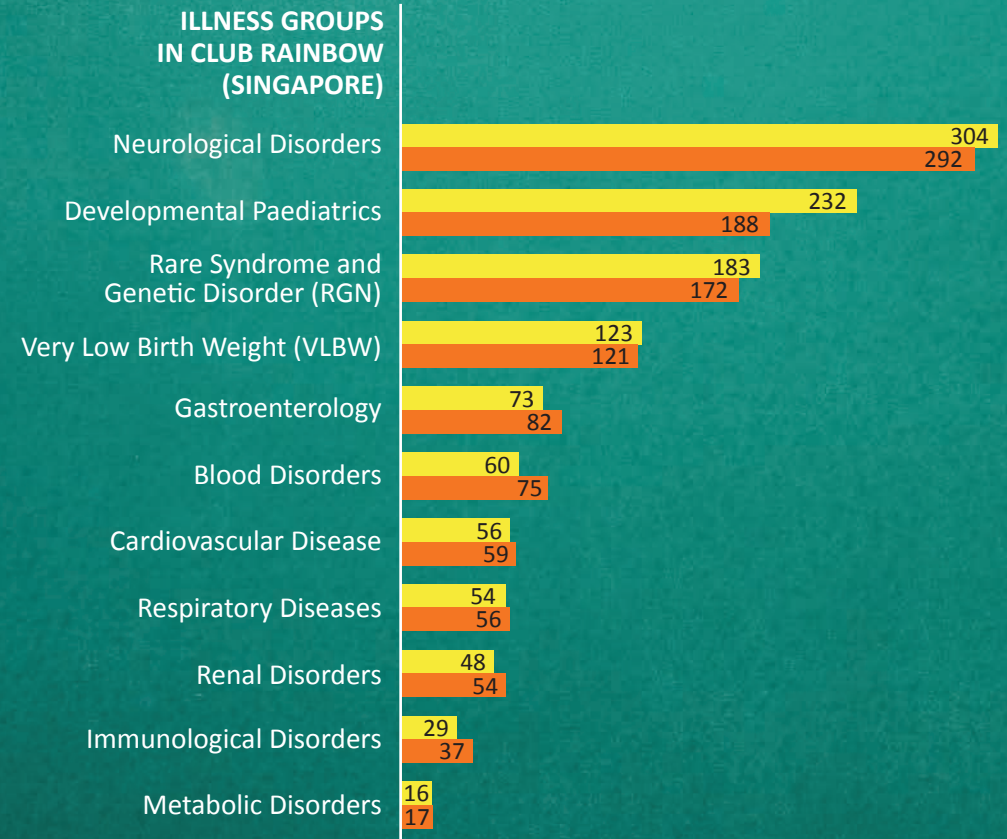
Club Rainbow (Singapore) is a full member of the National Council of Social Services and we are registered under the Registry of Societies and Commissioner of Charities. We have also been given the Institution of a Public Character (IPC) status by the Ministry of Health. The IPC status enables Club Rainbow (Singapore) to provide tax-exemption receipts for monetary donations received.

We were presented with the following awards:



MAJOR ILLNESSES Affecting Children In Club Rainbow (Singapore)

■ 2019 ■ 2018



**TOTAL NUMBER OF
ACTIVE BENEFICIARIES***

1,178

1,153

*CRS serves a total of 1,234 beneficiaries as of 31 December 2019, including 1,178 active beneficiaries.

PRESIDENT'S MESSAGE



For the past 27 years, Club Rainbow (Singapore) has been supporting and empowering children with chronic illnesses and their families, helping them to lead enriching lives. 2019 has been a year of reflection and collaboration as we reinforced our purpose and re consolidated our strategies and core pillars of support to remain relevant to the needs of those we serve. This has charted a renewed course for us to continually drive initiatives to strengthen the resilience of our children and families and create a greater impact in their lives.

We have continued to enhance the quality of our clinical intervention services through progressive reviews. 814 beneficiaries and their families were engaged meaningfully in social work interventions and service deliveries through over 5,300 sessions of casework and counselling, a 13% increase from 2018. Enhancements were made to the intervention strategies including the implementation of Individualised Care Plan, a holistic tool for needs assessment and goals development to necessitate intervention plans to better address the needs of our children and families towards achieving one or more of the four domains of social changes, namely Socio-Economic, Psycho-emotional, Individual and Social Wellbeing. These have further resulted in significant positive changes to the lives and well-being of over 280 families.

Financial support remains key in helping vulnerable families develop greater resilience and self-reliance in financial management to overcome socio-economic challenges. In 2019, interim cash assistance totaling \$148,200 were granted to support low-income families, a 48% increase from the prior year, while \$164,200 in bursaries and education awards provided our children with opportunities in educational and academic pursuits.

Therapy Intervention is critical in addressing the developmental needs of our children. We delivered almost 4,200 therapy sessions for 169 children, which is 15% more than those we served in 2018, many of whom required more than one therapy service to optimise their development. One in every two children achieved remarkable progress in their developmental milestones, which is a heartening indication that our children are moving one step closer towards greater independence. We have also supported two-thirds of the children in paid therapy services with means-tested subsidies so that they have greater accessibility to these critical services.

Over the years, we have garnered strong support from our corporate and institutional partners and this year, we focused on deepening engagement with our partners through purposeful collaborations. Those who have donated to us previously are now conducting enriching workshops for their staff volunteers and our children. Others who have volunteered their time or expertise with us are conducting impactful fundraising activities to raise critical funds for our cause through their networks. With the support of over 50 partners, social integration programmes were conducted for more than 500 children and their family members, a 27% increase in engagement as compared to the previous year. These programmes are essential in addressing psychosocial issues for our children, where they hone social skills and bonding with their family members, peers and volunteers. We are deeply grateful for the immense support, for these are the driving forces which have enabled us to continue in our work.

Our flagship annual Dreamseeds Arts Festival under the Arts Development portfolio continued to expand in traction, featuring artworks and performances from 112 of our young talents and seeing almost 1,100 festival attendees this year. One noteworthy initiative was a series of creative workshops where our corporate partners came on board to participate alongside our children. This created the ideal platform for our partners to mingle and get to know the children they were supporting, and experience first-hand how our Arts Development initiatives can impact our impressionable young minds. Our Arts Mentorship initiative has yielded a pool of young talented artists who were paired with industrial experts to gain deeper insights and development in their respective genres of the arts. Through such initiatives, more of our youth artists are given opportunities to participate in inclusive platforms to showcase their creative talents through commercial sales of their artwork or artwork-inspired merchandise.

LOOKING AHEAD

As we continue to progress in providing better support for our children and their families, we will be taking gradual and steady steps in developing initiatives targeted at the diversified needs at different stages of their journey with us.

To maximise the developmental potential of our younger children, we will concentrate on raising the quality of our Education Support programme to augment both their academic and character development. Pre-school education will be a key focus in building foundations to better prepare them for the transition to primary school. This is particularly essential for hospital bed-side support for children who frequently require medical attention at the younger age.

For our youths, we will focus on enhancing our Vocational Development programme to empower them to achieve full potential of independent living and become active contributors to society. A structured development pathway will be developed to expose them to various vocational tracks and employment options, while training and learning opportunities will be provided to enhance employability in open industries.

Caregivers play a pivotal role in the development and quality of life of our children. We will be devoting resources to improve programmes for caregivers on respite care and psychoeducation, as well as create opportunities to befriend, learn and bond with other caregivers so that they know they are not alone in their life journey with their child.

With a 65% growth in the last 5 years to the current 1,178 children that we are serving, and as our programmes and services intensify, there is an imperative need to secure a potential space for expansion. Given that we have been operating at optimal capacity, we aim to be able to secure this space quickly so that we can meet increasing demands from the grounds.

These achievements are possible with our continual efforts to anchor our organisational foundations in strong core values and sound governance. This year, to be conferred the Charity Transparency Award by Charity Council again is the best affirmation of our commitment to best industry practices. This is also a reflection of the trust and conviction of our partners and stakeholders, and we hope to include more partners in our programmes and events, bringing them closer to this community which they have given their unwavering support.

In an evolving and increasingly challenging landscape for the charity sector, our achievements have kept us on a good momentum and prepared us well to face challenges that will come our way. Together with the support and commitment of our Council members, staff and stakeholders, we will strive to bring about greater impact in the lives of our children and their families, and achieve greater excellence in the community we serve!

Sincerely yours,
Dr Sashikumar Ganapathy

MANAGEMENT COUNCIL 2019

<u>Title</u>	<u>NAME</u>	<u>ATTENDANCE AT BOARD MEETINGS</u>
President	Dr Sashikumar Ganapathy	13/13
Vice President	Mr Eric Teo Hong Kiat	10/13
Honorary Secretary	Ms Lim Huay Ling	12/13
Honorary Treasurer	Ms Jean Ang Bee Leng	4/9
Assistant Honorary Treasurer	Ms Karen Kok Shu Min	7/9
Education Director	Mr Ramanan Ramadoss	11/13
Governance & Compliance Director	Mr Allen Zheng Ren Hao	11/13
Fundraising & Marketing Director	Ms Karen Tan Sok Hong	2/7
Medical Director	Dr Aswin Warier	4/5
Medical Director	Dr Junaidah Badron	6/7
Programme Director	Ms Wong Qinlei	5/5
Member	Mr Clement Goh Eng Khong	3/7
Member	Mr Melvin Tan Ewe Kin	2/5

ADVISORY BOARD 2019

Professor Prabhakaran Krishnan
Associate Professor Quek Swee Chye
Dr Low Poh Sim
Professor Phua Kong Boo
Dr June Lou

Dr Chan Mei-Yoke
Dr Rosaleen Ow
Dr Jazmyn Chelliah
Professor Ho Lai Yun
Mr Gregory Vijayendran

COMMITTEES Of Club Rainbow (Singapore)

To assist the Management Council in covering key areas of management and improve its oversight over management and its accountability to stakeholders, the Management Council has established the following 2 committees:

INVESTMENT COMMITTEE

The Investment Committee recommends the investment guidelines and ensures that the investment objectives of CRS are met in accordance with these guidelines. The Committee provides oversight and monitors the performance and the risk/returns profile of the underlying investments for the sole interest of the beneficiaries. It also assesses the performance of the external investment manager, reports to the Council on the investment performance of the managed funds and advises on all matters relating to investment administration.

The Committee currently has 3 members, who have many years of financial investment experience among them, namely:

	<u>Attendance at meetings on</u>
Mr Adrian Foo (<i>Chairman</i>)	2/2
Mr Eric Khaw	2/2
Mr Amit Malik	2/2

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee reviews CRS' material internal controls, reports to the Council on its efficiency/effectiveness and makes recommendations to the Council on financial management policies and internal controls. It also has oversight over the risk management process and adequacy of corporate governance, serves as an independent and objective party to review the integrity of the financial information, monitors the tone as well as oversees CRS' ethical environment and acts as a liaison between the Council and external auditors.

The Committee consists of 3 members who have extensive financial experience, namely:

	<u>Attendance at meetings on</u>
Mr Albert Tan (<i>Chairman</i>)	4/4
Mr Peter Scully	2/4
Mr Adrian Tan (<i>joined 27 September 2019</i>)	2/2
Mr Lee Hanjie (<i>resigned on 6 November 2019</i>)	2/2

EXEMPLARY GOVERNANCE PRACTICES

Upholding of good governance in CRS has always been its top priority. The foundation is laid with the stringent selection of the Council and staff as well as implementation of tight internal controls and processes. CRS believes that exemplary governance practices are the key to attaining the funding required to sustain the relevant services required in the beneficiaries' Club Rainbow journey.

HAVING CLARITY OF STRATEGY

In CRS, it is important that all staff has a clear idea of where the charity is heading towards. Through the annual strategic planning meeting, the vision, mission and strategy as well as short and long term goals are reviewed. The Council takes into consideration that the final strategic plan is aligned with the vision and mission, and stays relevant in current and future changing landscape before approval.

The plan is communicated to all staff during the department meetings and incorporated into their own department work plans and subsequently into their individual key performance indicators. As all staff step into the new year, they are well aware of how their roles are aligned with CRS' plan and how their performance will lead to the fulfilment of the objectives. Progress reports about the activities, performance, financials and governance of CRS are also shared regularly with the Council to ensure alignment with plan.

ESTABLISHING A RISK MANAGEMENT FRAMEWORK

A risk management policy has been set out to implement an organisational wide philosophy that ensures risk management is an integral part of CRS' objectives, plans and management systems. A process was developed to record the risks in a risk register, stating the risk items, causes, impact and mitigation/resolution plan/date. The management team is held accountable for these risks and develop/implement measures/strategies to manage/mitigate the risks on a regular basis. Any key issues shall be promptly escalated to the Council for their information and advice.

MANAGING CONFLICT OF INTEREST

CRS has established a Conflict of Interest Policy and Procedures to assist in identifying and managing potential areas of conflict. All Council members, Committees' members and staff of CRS are required to read and understand the conflict of interest policy in place and make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest, upon appointment and annually thereafter during the term of office.

In the event where there is a conflict of interest, the staff and/or Council members involved will be excluded from any discussion and decision-making on the matter. They are also required to make a negative affirmation annually.

No paid staff is a close member of the family belonging to the Executive Director or a Council member. None of the Council/Committee members hold staff appointments.

FINANCIAL MANAGEMENT & CONTROLS

CRS adopted a set of internal controls and guidelines to govern its financial matters in key areas such as budget planning, authorisation and approval limits for financial commitments, operating expenditure, purchases and approval of contracts. CRS does not approve any loans or

donations to any Council/Committee members, staff, or external parties.

Council approves the annual budget and monitors its financial performance regularly to ensure CRS operates efficiently and adheres to the financial governance policies.

Council will determine the amount of assets for investments and through the recommendation of the Investment Committee, to decide on the type and size of investments. CRS limits its exposure by investing in high quality fixed income securities and only with issuers that have high credit ratings.

GETTING THE RIGHT PEOPLE

All prospective employees are assessed and evaluated by their experience, skill sets and high ethical standards through CRS' stringent hiring and interviewing practices. This applies to prospective new Council members too, who are equally assessed. The current Council comprises a diverse group of professionals with wealth of industry experience within their specialised domains and each competently fulfilling their roles and responsibilities in the areas of paediatrics, education, business strategy, marketing and fund raising, investment, accounting and compliance. Some of the Council members who have served more than 10 consecutive years with CRS are retained for knowledge continuity reasons as well as for their valuable expertise.

CRS establishes a robust Performance Management System and processes to regularly review and appraise staff's performances, as well as to cater to their professional development, career planning and progression.



BUILDING A ROBUST COMMUNICATION CHANNEL

CRS has a contact email address that facilitates feedback from all stakeholders and allows all interested parties to make enquiries about CRS and how these parties can extend their help. There is a whistle-blowing policy in place and its email address also makes it possible for all stakeholders to report any activity that infringes on CRS' code of conduct or violates any law, directly to the Audit and Risk Committee members, who shall conduct an investigation and take up appropriate actions.

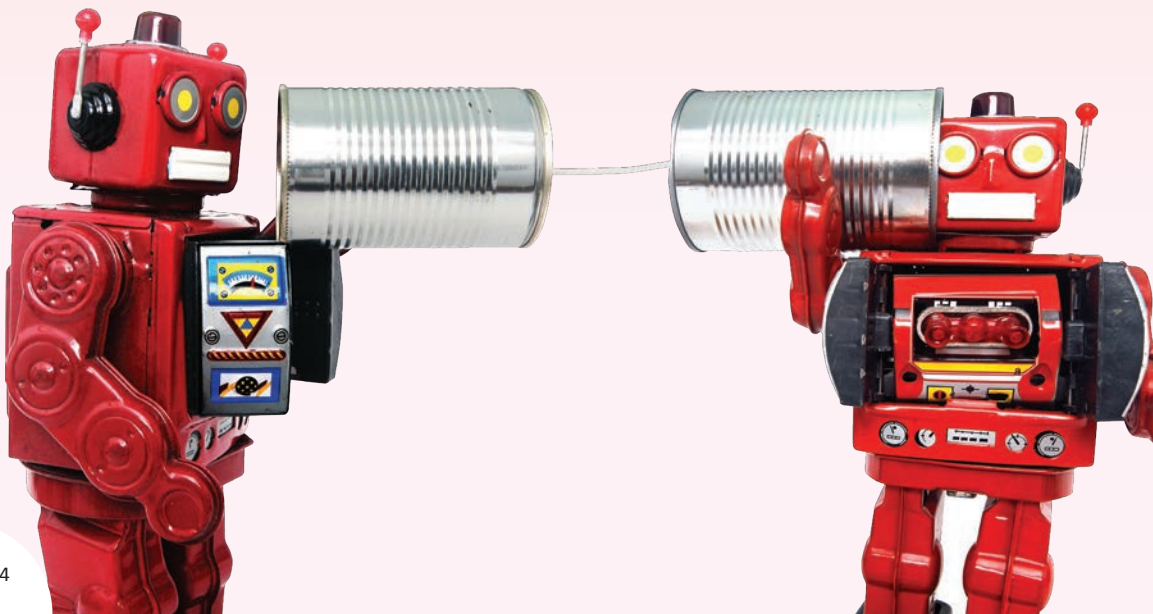
Major events like the signature annual Ride for Rainbows and Celebrating Heroes provide the platform where members of the public, partners and corporate sponsors can interact with the Council, staff and beneficiaries and allow the Council to express their appreciation for the continuous support and donations.

The regular Council, Executive Committee (EXCO) meetings and annual general meeting (AGM) are available communication channels for staff and members to voice their feedback, opinions and concerns. According to its Constitution, a Council meeting shall be held at least once in two months and during the months without Council meetings, an EXCO meeting will be called by the President to ensure that decisions are made in a timely fashion. The EXCO consists of President, Vice President, Honorary Treasurer, Assistant Honorary Treasurer, Honorary Secretary, Governance & Compliance Director and Education Director.

In 2019, there were 6 Council meetings, 6 EXCO meetings and the AGM was held in the month of May. The meeting dates are as follow:

25 January 2019 (Council meeting)
27 February 2019 (EXCO meeting)
29 March 2019 (Council meeting)
24 April 2019 (EXCO meeting)
31 May 2019 (Council meeting & AGM)
26 June 2019 (EXCO meeting)

26 July 2019 (Council meeting)
28 August 2019 (EXCO meeting)
27 September 2019 (Council meeting)
23 October 2019 (EXCO meeting)
15 November 2019 (Council meeting)
20 December 2019 (EXCO meeting)



HIGHLIGHTS OF 2019

Served **1,234** children and their families.



814 unique children served by social work through interventions and service deliveries.

4,194 sessions of therapy services **13%** increase from 2018

5,325 casework & counselling with beneficiaries and families. **13%** increase from 2018

Received **Charity Transparency Award** for the second consecutive year



Engaged

246 children



over

2,440 hospital centre sessions

of art, play, parties and other activities.

88 children impacted through various development programmes of Bridge Programme. **33%** increase from 2018

Supported by **156** volunteers, medical personnel & staff.

110 children engaged in **6** children took up positions in the committee

Ride for Rainbows raised **\$1,039,423** with **404** riders



Bursaries benefited **241** children **\$118,000**

Educational Awards presented to **95** children **\$46,200**

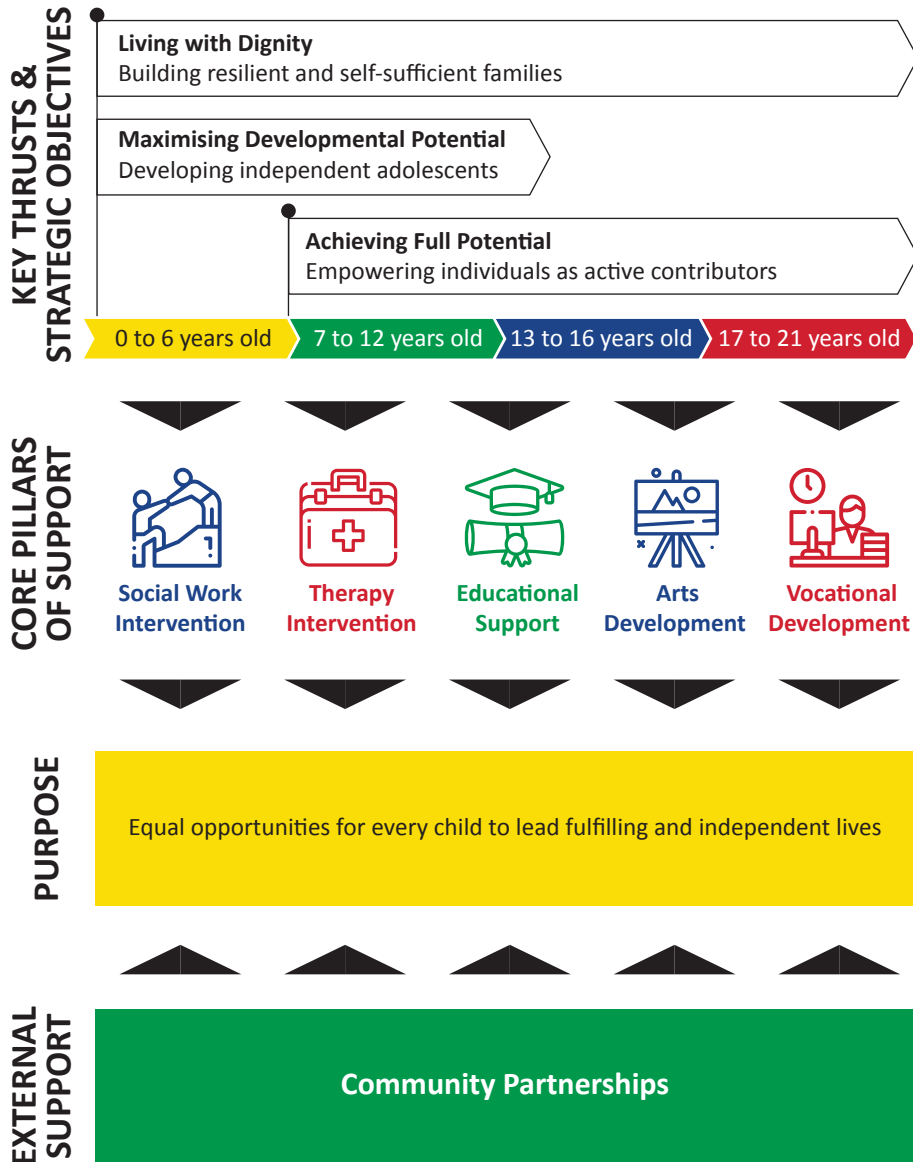
508 children engaged in social integration programmes. **27%** increase from 2018

45 performing art children brought together at Dreamseeds Arts Fest, celebrating the artistic pursuits of our aspiring talents.

67 visual arts children

996 public, children & their families attended the 6-day inclusive event.

JOURNEYING WITH Our Beneficiaries & Their Families

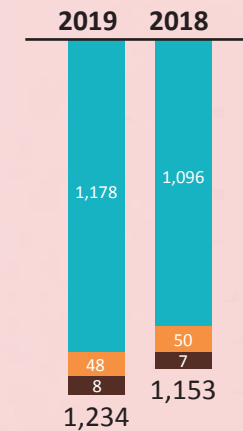


SOCIAL WORK INTERVENTION

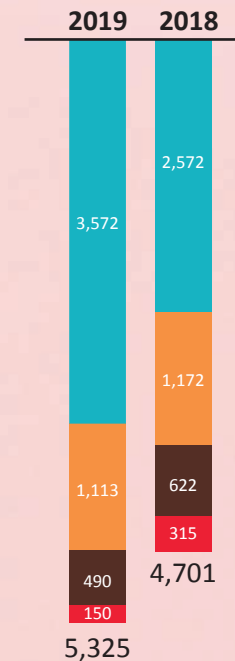
Our social workers have been journeying with our children and their families to enhance their individual and collective wellbeing and enable them to live their life with dignity. We aim to help our children with chronic illnesses and their families to develop their skills and abilities, and to learn to use their own resources and those of the community to improve their situation or resolve problems, such as unemployment and poverty, in their lives.

Every child and family is assigned to a social worker to assist them. Social workers will also work out an individualized, holistic care plan, to meet the needs of the children and families. Armed with the strategic objective of building more resilient families, social workers will conduct a needs assessment before formulating a detailed individualized care plan (ICP) for each beneficiary and family. Goal-setting will be done together with the family. Being catalyst of change, social workers will work hand in hand with families to meet their needs and working towards achieving the goals which aim towards greater social changes in four different domains: Socio-economic, Psycho-emotional, Individual and Social wellbeing. Social workers take the children and families as partners in the change process and not the target of change, by building therapeutic relationships with families. By empowering families, they take on an active role in finding the solution alongside social workers, and are not to be seen as the problem that needs fixing.

Beneficiaries Served as of 31 December



Casework



- Active beneficiaries
- Graduated beneficiaries
- Demised beneficiaries

- Follow-up contacts
- Meetings in the office
- Home Visits
- Hospital Visits

5,325

Number of casework and counselling sessions with beneficiaries and families.

130% increase from 2018

814 beneficiaries or **69%**

were meaningfully engaged through

2,703 social work interventions & service deliveries



CASEWORK AND COUNSELLING

ICP (Individualized Care Plan) Tool for Beneficiary Profiling & Impact Measurement

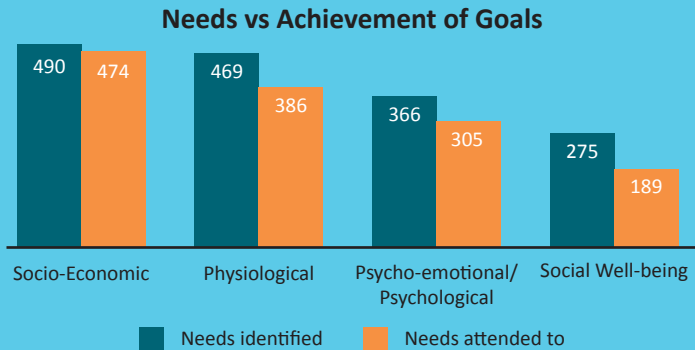
First introduced in 2018 and further updated and implemented in 2019, an individualized care plan (ICP) is drawn up for every active case. It is a holistic tool that helps the social worker to understand the needs of the family, set goals, plan and carry out the interventions required to address the needs of the family. There are four domains in the ICP, which are Financial (Socio-Economic), Psycho-emotional, Individual/ Physiological and Social Well-being.

467
beneficiaries
are identified as
active cases

450
total
active cases
have an ICP

Active cases are identified as beneficiaries that require social work intervention. Working closely with the beneficiaries and their families, social workers have engaged 96% of all the active cases, exceeding the expected target of 70% and made a meaningful impact on their lives.

Impact measurement through ICP is categorized according to four broad domains of change which are Financial (Socio-Economic), Psycho-emotional, Individual/ Physiological and Social Well-being aspects.



283
Beneficiaries & Their Families
have achieved
a minimum of
1 sub-goal.

83
Beneficiaries & Their Families
achieved social change
in at least 1 domain
of their lives.

EMOTIONAL SUPPORT

Our social workers provide emotional support through individual counselling, group work and support group.

Counselling and advice giving are key strategies to address psycho-emotional needs of the CRS beneficiaries and caregivers. This is done widely by Social Workers in their daily engagement via face to face meetings in the centre or hospital settings and telephone conversations when face to face is not viable.

Group work is another avenue whereby Social Workers address needs of children and families. In 2019, workshops and group work were specifically tailored to our beneficiaries of various age group and assist them to learn through games and activities, and gave them an avenue to socialize and make friends at the same time.

Self-esteem refers to an overall evaluation of one's worth or value as a person. Children tend to be easily influenced by their surroundings – this includes them perceiving the views that others have on them to be true.

Self-esteem and confidence are broad issues with children especially when they are suffering from chronic illness. It is vital for caregivers to address this when they are young and CRS targeted a group of children in 2019.

4 group works
targeted at children,
youth and parents
were conducted.

x 12 sessions
were held.

Building My Self-Esteem Workshop

The workshop aims to build self-esteem and instil confidence in the children through a series of fun and engaging games, activities and discussions. In the process, the children learnt to recognize their strength and discover what makes them special! The group work also provided an engaging platform for the participants to communicate with each other and understand what each other is going through.



▲ Children navigating their way through an obstacle course.

▼ Build My Self-Esteem Workshop.



Youth Engagement through activities

(13-18 years old)

This was organized to introduce beneficiaries to a new prosocial activity in a peer support group setting for youth mentoring; and explore volunteering opportunities for the youths to contribute their time at CRS events like Celebrating Heroes and Dreamseeds Arts Festival. Through the board game activities, the youths were able to know others and forged friendship as they found common experiences with each other.

Being parents in this day and age is no easy feat, and it gets more challenging when you have children with chronic illnesses. Thus, group work is conducted to support parents and caregivers. The group work mainly focuses on psycho-education, experiential and respite activities as well as therapeutic activities. This is also a platform for them to make friends with other parents and to share encouraging stories and strategies and at the same time provide each other with needed informal support.

Autism Parent Support Group

The support group was set up in 2017 to provide a safe environment for parents who have children with Autism Spectrum Disorder (ASD) to enjoy activities with their children without judgement and stigma, and at the same time to build a social support and share resources with one another. Varied activities including a couple dinner, movie screening, trampoline park and horse riding session were organised to foster closer bonding between the spouses, the entire family, parent-and-child, and child-and- siblings.

▼ Parents out on a romantic dinner date.



“ We had a memorable night. The four minutes activity that allowed each couple to enjoy a chat and focus their attention on each other without any distraction from our gadgets was meaningful. The romantic night out reminded us that besides juggling work and family, setting aside couple time for ourselves is one of the best gifts that we can offer to our relationship, to ourselves and to our children. ”

Participating parent from the ASD parent support group



▲ A fun experience with horse riding for parents from the ASD parent support group, and their children.

Joyful Grieving Workshop

A workshop to impart knowledge about the dual process model of coping and healthy ways of coping with the loss of their loved ones through experiential learning.



▲ Caregivers learnt how to cope with their loss during the workshop.

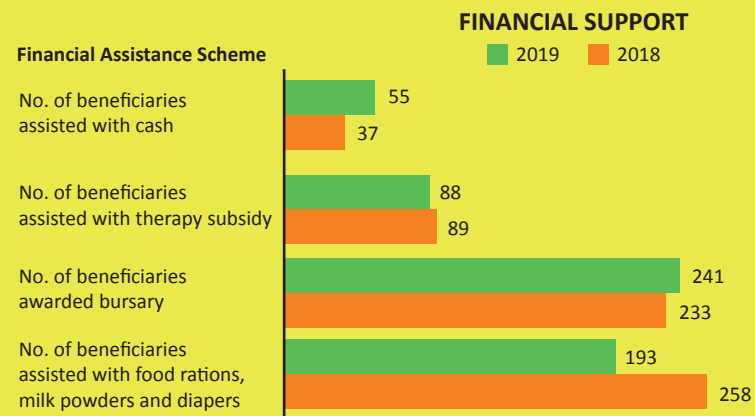


45 beneficiaries
& their families
impacted



FINANCIAL SUPPORT

We aim to help the families towards resilience and self-reliance in managing their finances before the child graduates from Club Rainbow. Short-term and interim assistance are given in the form of cash and in-kind to the families in need. They also enjoy additional subsidies for therapy services provided by Club Rainbow.



\$148,200

in cash were given to

55 children & their families

to alleviate their financial difficulties

82% of the budget

went into cash assistance.

\$137,898

in financial subsidy aided

64% of the children

who received therapy services

\$118,000

in cash bursaries assisted

241 children with their educational needs.

An increase of **\$12,800** as compared to 2018.

STORY OF

Child Diagnosed With Developmental Delay

Diagnosed with Developmental Delay, Amin* has been under the care of his maternal grandparents. His grandfather who is in his 70s is the primary caregiver. In 2019, his grandfather was hospitalised frequently and underwent operations due to a heart condition. Help from his grandmother is limited as she suffers from a chronic condition. The sole breadwinner of the family is his maternal aunt, a single mother of 5 children.

Amin has been attending early intervention programme for infant and children (EIPIC) to address his developmental delays. However, on the days that his grandfather visits the hospital for treatment, he will not be able to bring Amin to the EIPIC centre. Our social worker in-charge began the search for nearby childcare centre to support Amin's educational needs. From contacting all the childcare centres near his home to seek for placement, writing appeal email for placement when the childcare centre is full, calling Family Service Centre to prepare application for Letter of Recommendation, assisting with



administrative work for the placement, to accompanying the grandfather to the childcare centre on the day of admission, their social worker has been providing the necessary support at every step of the way.

His aunt is empowered to arrange the transport to the EIPIC centre and keep his EIPIC teachers informed on his schedule. Assistance is sought from the childcare teacher to bring Amin to the transport pick up point on the days that he has lessons at the EIPIC centre.

Since attending childcare, his aunt has given positive feedback that Amin is receptive to the teachers and through regular interaction with other children of his age, his social skills has improved. Also, Amin is now able to speak a lot more words. The childcare arrangement has provided respite for his elderly grandparents.

*Names have been changed to protect the privacy of the family

STORY OF

Youth Diagnosed With A Rare Disorder

Edward* is a polytechnic student and the younger of two brothers. He suffers from Fanconi Anaemia, a form of rare disorder while his elder brother, Aden*, who is serving in the army has mental health issue and autism symptoms. The family does not have a stable income as his father is working freelance and his mother is working part-time.

Aden's illnesses only occurred in the recent years. His mother was under emotional stress as she was unable to come to terms with his illness and she didn't know how to manage and help him. She required help in managing her emotional stress. Other than that, she was experiencing stress from her marriage. She hoped to improve the relationship with her husband, but she didn't know how to go about.

Our social worker-in-charge provided financial assistance to the family by disbursing bursary to Edward to help the family cope with his education expenses and explored other bursary options with them at the same time. To help the family to achieve financial stability, their social worker shared and explored the various community resources available for employment and other avenues for financial assistance. Resources on mental wellness and autism has also been shared with the family to educate them on Aden's conditions. A referral letter has been given to the mother to help her gain access to the community resources.

Coping strategies has been taught to the mother to help her in handling her stress. She shared that she is now able to manage her stress better with the coping skills she acquired. She is beginning to come to terms with Aden's conditions after learning more about them from the community resources and educational material given to her. She is aware of the ways to manage her son and where to seek help in future regarding his illness. The social worker has also linked her up with professional counselling services which will continue to support her in building relationship and resolving marital conflict after Edward's graduation from Club Rainbow.

By putting the marriage building skills into practice, there have been significant improvements in the couple's interpersonal relationship, and they have experienced healing in their marriage.

*Names have been changed to protect the privacy of the family.

STORY OF

Child Diagnosed With Inborn Errors Of Metabolism

Coming from a family of four, Sherry* is the eldest daughter. Her father is the sole breadwinner of the family. Her mother has been supporting her parents and maternal aunt who is still in school. After she was laid off, the family fell into financial difficulty as her husband's current income is unable to support the family's financial needs and there is a high number of dependents in the family. They were not receiving any financial support from any community aids and Club Rainbow stepped in to alleviate the family's expenses by providing food ration and donation in kind to help the family tide over difficult times.

Sherry's mother was given resources to aid her in her job search. Eventually she found a job and has been in employment for more than 6 months. After the family gained financial stability, they no longer require food rations.

*Names have been changed to protect the privacy of the family.

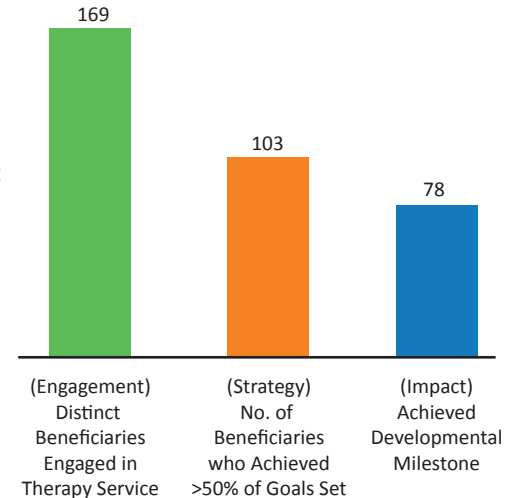
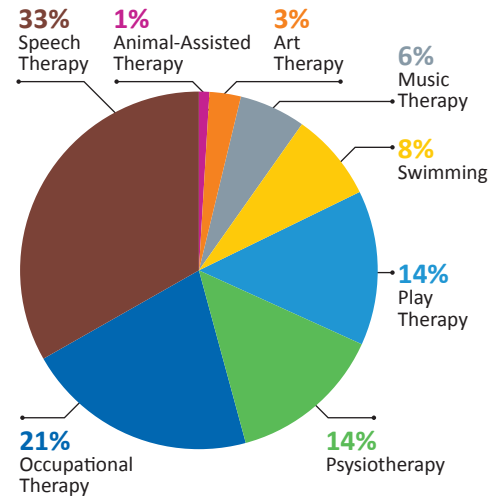
THERAPY INTERVENTION

Different therapy services are put in place to address the diverse developmental needs of our children. The services continue to play a pivotal role in helping the younger children achieve their developmental milestones and giving them greater opportunities for independence in their lives.

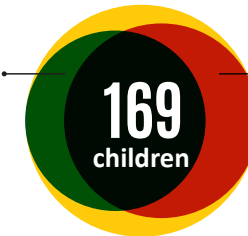
169 unique children received therapy services.
15% more children were served as compared to 2018.

4,194 therapy sessions delivered to **263** service users served across all therapy services.

40% of them required more than **1** therapy service.



46% have achieved the developmental milestones identified by the therapists with appropriate intervention strategies.



61% more than **50%** achieved of goals set between therapists and families at the onset of the service.

Music Therapy

A new initiative conducted by CRS for the child and caregiver to teach them necessary skills to strengthen their emotional bond through music activities conducted by music therapists. The caregiver and child were given numerous opportunities to interact via this programme and be engaged positively, thereby renewing and strengthening familial bonds.



“ During the music therapy session, my child interacted more with me. I found it very useful in strengthening the bond with my child. ”

Participating caregiver



“ The music therapy sessions are enjoyable. The activities conducted are easy to follow and implement at home. ”

Participating caregiver

“ Before Yoginash started attending therapy sessions, I was not expecting any significant improvement. To my pleasant surprise, with the speech therapy and occupational therapy sessions, he has been gaining more confidence in his speech and is able to express himself better. In class, his teachers notice that his ability to focus and maintain eye contact is also improving. We are able to understand him better in our daily interactions. Really grateful to Club Rainbow for the therapy subsidies we are receiving. It helps to alleviate our financial burden substantially. ”

**Madam Atri,
mother of beneficiary, Yoginash**



▲ Yoginash has been receiving weekly speech and occupational therapy sessions at a subsidised rate.

“ I am now confident to handle the challenges in caregiving for my child. ”

Participating caregiver

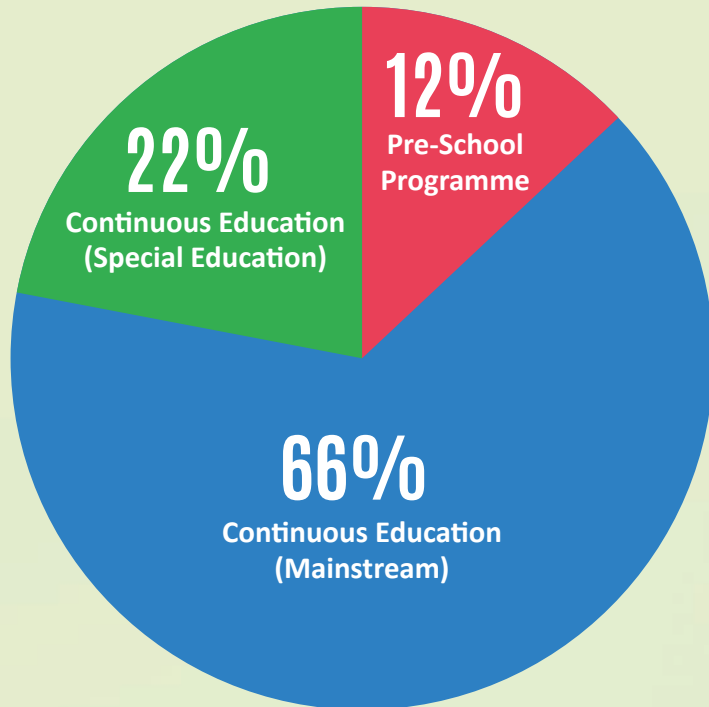
“ I have acquired a new skill to manage our children through music therapy. ”

Participating caregiver

EDUCATIONAL SUPPORT

Education remains a cornerstone for holistic development of our children to achieving their potential and inculcating positive learning values in their academic pursuits, so that they are able to better face adversities and overcome challenges in the later stages of their lives.

144 children
across all academic levels received weekly tuitions, reading & literacy programmes.



▲ Beneficiary, Mikaela (right), featured with her friend, Ruey Yu, who is also a beneficiary of Club Rainbow.

“ My two children attended tuition for 2 years. There were significant improvements in their results, especially for Mikaela. Under the guidance of her befriender tutor, Mikaela strived hard to excel in her studies. If she didn't understand what is being taught, the befriender will use different methods to help her comprehend and learn. Since then, Mikaela had been scoring around 85 to 95 marks. When my younger daughter was in Primary 2, she met a wonderful befriender tutor. She made tremendous improvement in her academics. She even scored 90 marks in English and almost full marks in Math.

Both my girls like to interact with the befrienders and make friends with them. Through the interaction, they gained knowledge in other aspects, other than academics.”

Mdm He, mother of beneficiary, Mikaela who is a recipient of Education Award for Achievement in Special Education

Education Awards

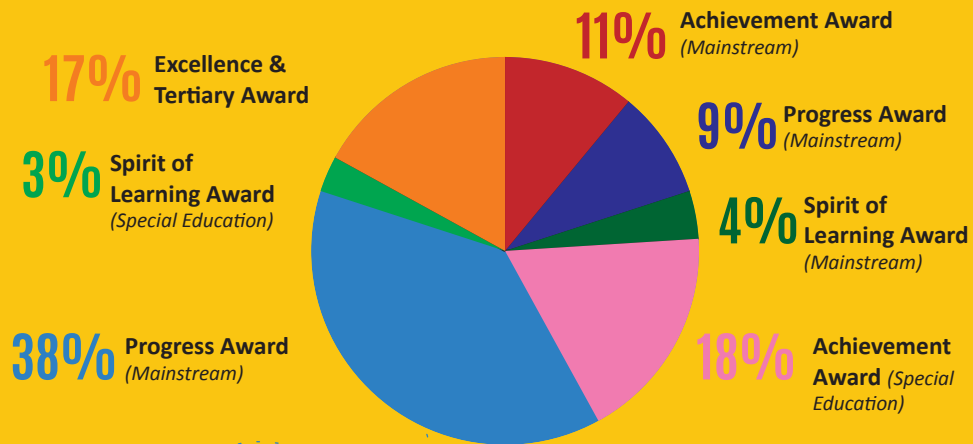
Established to inspire and motivate our children from both mainstream and special education schools to strive for better academic performances and inculcate in them the desirable values of excellence and positive learning attitude, despite their challenges.



95 children from mainstream & special education schools

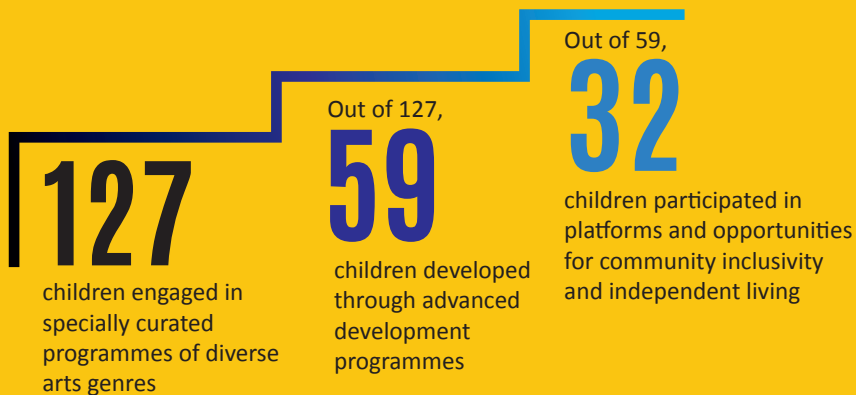
received awards for Achievement, Progress and Spirit of Learning





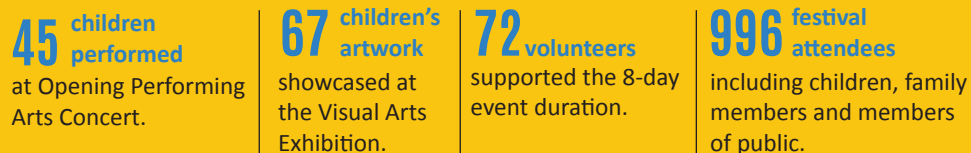
ARTS DEVELOPMENT

In its formative years, talent development in Arts has been identified as a viable mean for our children, some may not be academically inclined due to their medical conditions nor the financial capacity, to pursue their aspirations and areas of interest.



DREAMSEEDS ARTS FEST Themed "Gen-C", 23 to 30 November 2019, *SCAPE Orchard

Conceptualised in 2016 to champion the creative pursuits and celebrate the artistic creations of our children who are empowered towards achieving their full potential and aspirations, and striving towards independent living and community inclusivity.



▲ Our little Hip Hop dancers grooving to the tune of Aladdin.



▲ Lead vocalist, Li Li (third from the right) and the Rainbow Thunder Rockers band!



▲ Artworks of our children displayed at the arts exhibition.



▲ Launch of top donor wall. From left: Mr Teo Siang Loong, Executive Director, Ms Wong Qin Lei, Programmes Director, Ms Karen Tan, Fundraising and Marketing Director and representation from corporate partner, Woh Hup Trust.



TALENT DEVELOPMENT FUND

The fund is a grant awarded to our children to recognise and nurture their talents in diversified genres of performing and visual arts, sports and other areas of interest and as a form of motivation to encourage them to develop that talent. Since its pioneering inception in 2005, the grant has been awarded and supported the aspirations of more than 400 children.



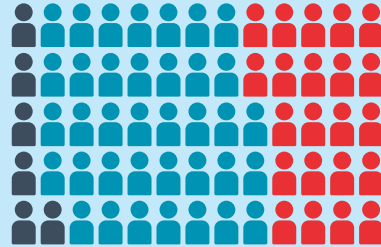
▲ Beneficiary, Nicholas Heng, receiving the Talent Development Fund award from Ms Wong Qin Lei, Programmes Director
Photo Credits: Benjamin Tan

“ When Nicholas was 9, he started taking swimming lessons. At 11, he picked up para-canoeing. He enjoys water sports. Engaging in water sports has improved his fitness level and his gross motor skills. He has even become more cheerful. Receiving the TDF award will encourage him to continue pursuing his passion. We will use the grant to offset the fees for his swimming lessons. ”

Mdm Yee,
mother of beneficiary,
Nicholas Heng

\$53,300

65 was awarded to children

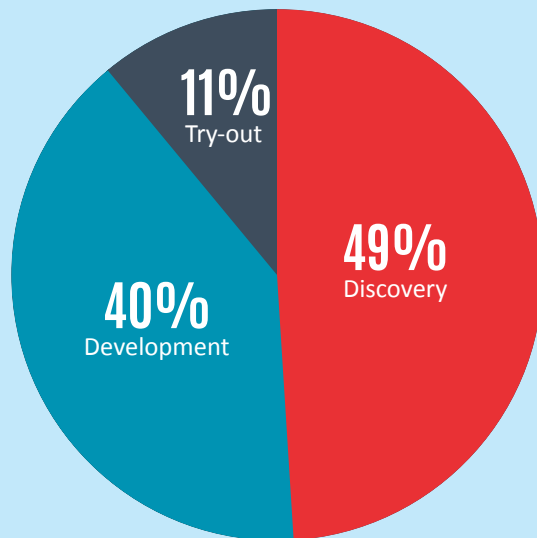


57% of awardees

were proactively identified from Arts Development programmes for further development.

22 repeated awardees

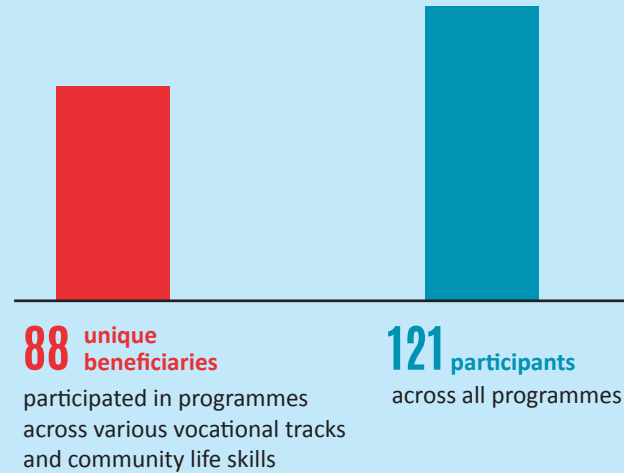
have received higher award quantum to better support their talent progression, in recognition of their accomplishments and potentials in the last year.



VOCATIONAL DEVELOPMENT

Through BRIDGE, a series of learning journeys is curated for children aged 13-20 to expose them to different vocational tracks where they can learn more about their strengths and interests. Through these programmes, they explore and develop their interests under the mentorship of community partners. They also worked towards co-creation of various milestones together with the facilitators.

Community partners who have the subject matter expertise in the following sectors: Creative Arts, Culinary, Design and Marketing, Entrepreneurship and Education, have been invited to join in the co-designing of the programmes. We have also secured various employment opportunities with the partners for committed participants who have shown an interest to pursue a career in that particular field.



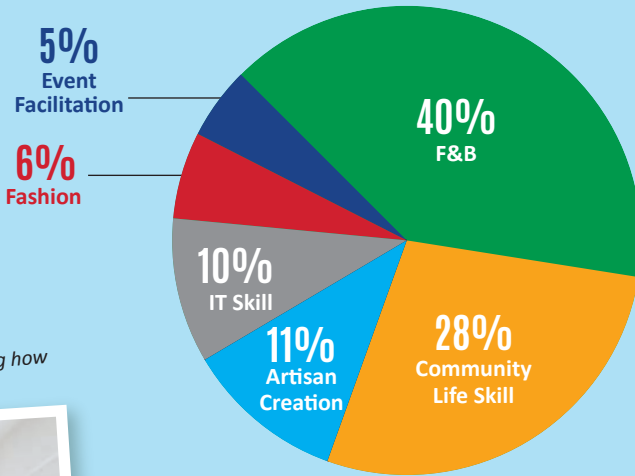
COMMUNITY PARTNERSHIPS

As an independent charity, Club Rainbow builds social capital by leveraging on a cohesive network of corporates, institutions, organisations, and group and individual volunteers. By working closely with our sponsors and partners, this allows for continuity and sustainability in the provision and expansion of programmes and services for our children and families.

Social integration programmes are a medium to incorporate balance in the physical and emotional aspects of a child's life. These aim to provide equitable opportunities to empower our children and families towards social inclusion through building self-esteem and confidence, strengthening family ties, and social communication and interaction.

Camp Rainbow 2019, themed "Expedition 72" 16 to 18 March 2019, Cherryloft Resorts @ Pasir Ris and various locations

With its history dating back to 1991, Camp Rainbow is a medically-supervised, three-day, two-night camp residential camp where our children stay in-camp away from their parents and caregivers. This allows their caregivers to enjoy a short respite from their caregiving duties. One unique feature is the individual attention paid to needs of each child by an adult befriender throughout the duration of the camp. This enables the children to develop a sense of independence, confidence and foster lasting friendships. Camp Rainbow is solely organised by volunteers, with many of them being current or former children of Club Rainbow (Singapore), and work on a succession model that allows development of the children for leadership positions.



▼ Beneficiary, Song Cheng, learning how to make pasta from scratch.



“ I am interested in cooking and wanted to try something new like making clay trinkets. I really enjoyed interacting with the facilitators. They were understanding and willing to listen to us and clarify any doubts that we had and address our questions. After attending the culinary sessions, I realised that we can create a beautiful dish even with simple ingredients. ”

Ang Song Cheng,
Participating beneficiary
in BRIDGE programme



▲ Beneficiaries learnt to how to use colours to add the finishing touch to the clay trinkets.

▼ Young campers are looked after by adult befrienders during Camp Rainbow.



CELEBRATING HEROES 14 September 2019, Singapore Zoo

An initiative to celebrate the caregivers who are extraordinary heroes in their day-to-day care of their child. The event provides a platform for families to get to know each other, forge and renew friendships. Parents and caregivers will be able to expand their horizons and learn new skills through specially curated workshops. First introduced in 2015, the Exemplary Caregivers' Award was set up to recognise exemplary commitment and efforts of our caregivers in overcoming challenges in the ceaseless care of their children. At the same time, encourage other caregivers and let them know they are not alone in their journey.



▲ Our long-term volunteer and emcee, Gurmit Singh (centre), with caregiver (left) and exemplary caregiver awardee (right).
Photo Credits: Ragavan



6 Exemplary Caregiver Awardees

2 Special Awardees

2 Exemplary Sibling Awardees

Children	204
Accompanying Family members	500
Volunteers & staff	279





◀ Specially curated programmes for caregivers at the event included a yoga session.
Photo Credits: Josh Wijaya

CLUB RAINBOW FAMILY RETREAT

Nautica Fantasia Cruise to Phuket and Langkawi, 1 to 4 December 2019

An annual iconic event where our children and families are invited to an overseas trip to promote quality time for bonding as a family in a relaxed environment and social interaction with other families. There are also respite moments provided to relieve parents and caregivers from their caregiving duty. Majority of the families would not have had the chance for an overseas trip without the comprehensive financial or medical support that was specially provided for the event or due to their financial situations.



▲ Our families had a memorable time on the cruise.

 **84** children engaged with **227** accompanying family members

 Supported by **35** volunteers, medical personnel, Advisory Board & Council members, and staff



Facilitated by our social workers, activities organised for parents aim to help them to realise and rely on their strengths to overcome hardships faced in their lives, and also learn to feel appreciated for the many sacrifices they have gone through.

Facilitators observed that participants have increased self-awareness, self-worth and personal growth, and are able to gain support and forge friendship with other participants. Participants feedback that through the activities, they were able to get in touch with their own inner self and know themselves better while they also enjoyed some respite away from their children who were engaged in other activities.

At the end of the activity, caregivers felt that it is important for them to show gratitude even to themselves for all the hard work and sacrifices they have made for their families.



▲ Beneficiaries taking part in the family bonding workshops organised by Club Rainbow during the family retreat.

“ I was actually very excited before and during the family retreat. Our family didn't go for any holiday since the last family retreat with Club Rainbow 5 years ago and we were in need of a good family bonding trip as it is not easy for us to go on a trip with Hillary due to her conditions. During the cruise, we got to meet and connect with new families, and catch up with other families. The sharing session was memorable. It allowed us to share our story and experiences with other caregivers. Taking care of one another and looking out for other families during trip was meaningful too!

I was very happy with the service provided by the staff on-board. They helped to prepare blended food for Hillary which was a great relief for us as she couldn't take solid food.

During the cruise I get to know CRS staffs better through interactions with them. We normally communicate through phone calls and messages, and hardly have the chance to meet each other. All the best to CRS! Looking forward for another trip again! ”

Mdm Cindy Wong,
mother of beneficiary, Hillary Chua



KRIS KRINGLE

5 to 20 December 2019, Various locations

Kris Kringle is a holiday event that instills the spirit of giving and sharing for our children. The event, solely supported by corporates, allows our children to give back to others in return for the support and blessings that they have been continuously receiving from people who love and care for them. This also creates the opportunities for them to make new friends and understand the importance of companionship. The bond that is developed will help them add balance to their emotional well-being, as they will not need to walk through their life journey alone.



251 children
engaged in respective
programmes



14 corporate &
institutional partners
supported the programmes

► Thanks to FTI Consultancy, our youths and their families went on a shopping trip to choose their Christmas gifts.



▲ Every Marina Mandarin staff was paired up with a child before going for a shopping trip. The afternoon ended with a buffet lunch at the hotel.



▲ Teachers and Principals of My First Skool spread the Christmas cheer by organising a party for our children.



▲ A fun day out on Duck Tours with City Gas employees.

RIDE FOR RAINBOWS
27 April 2019, Marina Barrage

A flagship fundraising event of Club Rainbow since 2012, it aims to raise public awareness as well as funds to support children who suffer from a range of major chronic and potentially life-threatening illnesses and their families. It challenges the resilience and tenacity of riders to complete a gruelling ride around the island, which exemplifies the same qualities we hope to inculcate in our children in their journey towards an enriching life.

The event was graced by our Patron, Mr Tan Chuan-Jin, who also joined the 108km category to raise funds for our children.



▲ Riders ready for flag-off.
 Photo credits: Josh Wijaya

Riders across 3 categories:
 28km, 58km & 108km



404

Supported by
 volunteers & staff



124



\$1,039,423

raised through corporate
 & public donations.



▲ Mr Khor Eng Leong, Managing Director of Shanghai Tunnel Engineering Co. (S) Ltd, our top corporate donor, receiving a token of appreciation from guest-of-honor, Mr Tan Chuan-Jin.
 Photo Credits: Ragavan



▲ Our beneficiary, Jeremiah, receiving the top 10 fundraiser award from Mr Tan Chuan-Jin.
 Photo Credits: Philip



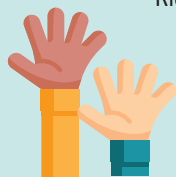
▲ Volunteers providing medical support during the stay-in Camp Rainbow.



▲ The annual Camp Rainbow is solely run by volunteers.

VOLUNTEER ENGAGEMENTS

We rely on individual, corporate and student volunteers to support many of our programmes, services and events, including weekly tuitions and signature events like Celebrating Heroes, Ride for Rainbows and Camp Rainbow.



307
active
volunteers

593
newly recruited
volunteers

124 regular
volunteers
supported our weekly
Befriending Tuition



9,444
volunteer hours
put in



61 CSR activities
engaged corporate &
school volunteers



◀ Volunteers take on the role of safety cyclists to ensure the safety of riders during the annual Ride for Rainbows.
Photo credits: Josh Wijaya



OTHER SUPPORT SERVICES

Club Rainbow provides transportation, and hospital centre services at KK Women's and Children's Hospital and National University Hospital to support our children's needs.

Transportation

This non-chargeable service helps children with mobility issues to travel to and from our centres, hospitals and other locations for their medical appointments, essential services, and attend our events and programmes.



95
children

took

3,532
trips

11% increase in the
number of trips
as compared to 2018.

Hospital Centre Services

Our centres at KK Women's and Children's Hospital and National University Hospital have provided opportunities for meaningful engagement of our children who are admitted to hospitals or have to periodically visit the hospitals for medical appointments and regular treatments.

These include art and play sessions in the hospital wards, and a variety of social programmes such as Children's Day and Christmas parties, education and recreational workshops to support our children's emotional and social well-being. Tuition was also conducted to bridge the gap while our children were in hospital and missing out on their studies in schools.



246 children
engaged



2,440

sessions
held at our KKH & NUH satellite centres.



▲ Christmas party held at KKH.

◀ Arts workshop held at NUH during school holidays.

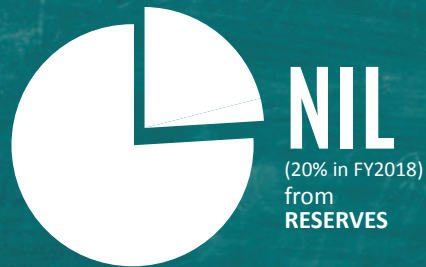
FINANCIAL HIGHLIGHTS

Around **68%** decrease in operating deficit in FY2019 over the deficit in FY2018

Other expenditures are **9% ONLY** of overall operating expenditures

21% from GOVERNMENT GRANT & INVESTMENT INCOME
(22% in FY2018)

79% from DONATIONS
(58% in FY2018)



CONTRIBUTION TO CHARITABLE ACTIVITIES EXPENDITURE (including cost of generating funds)

ONLY 3% drop of unrestricted fund reserves in FY2019 as a result of the increase in donations

Improvement of **14.09%** in direct fundraising expenses over gross donations (23.63% in FY2018)



EXTRACT FROM AUDITED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

As at 31 December 2019

	2019 \$	2018 \$
Assets		
Current assets		
Cash and cash equivalents	2,305,201	2,283,877
Receivables	42,990	42,037
Accrued income	-	373,704
Total current assets	2,348,191	2,699,618
Non-current assets		
Property, plant and equipment	356,437	481,255
Investment securities	11,244,349	10,768,865
Total non-current assets	11,600,786	11,250,120
Total assets	13,948,977	13,949,738
Liabilities, fund and reserve		
Liabilities		
Current liabilities		
Payables	581,686	586,232
Deferred income	126,729	-
Lease liability	35,232	-
Total current liabilities	743,647	586,232
Non-current liabilities		
Lease liability	18,330	-
Total non-current liability	18,330	-
Total liabilities	761,977	586,232
Fund and reserve		
Fund	13,092,424	13,478,943
Fair value adjustment reserve	94,576	(115,437)
Total fund and reserve	13,187,000	13,363,506
Total liabilities, fund and reserve	13,948,977	13,949,738

Club Rainbow (Singapore) ("the Society") was registered on 27 November 1992 under the Societies Act, Chapter 311. The Society is an approved charity registered under the Charities Act, Chapter 37 since 22 December 1992, and has been accorded the status of an Institution of a Public Character ("IPC"). The current license runs from 29 September 2017 to 28 September 2020.

The principal activities of the Society are to provide emotional, informational, financial, educational and psycho-social support to children suffering from life threatening illnesses and their families.

RESERVE POLICY

The reserve of Club Rainbow (Singapore) provides financial stability and the means for the development of Society's activity. Club Rainbow (Singapore) intends to maintain the reserve at a level, which is equivalent to \$15,005,562 (2018: \$16,251,075) (approximately 3 years of projected expenditure including depreciation).

The Management Council will review annually the amount of fund that is required to ensure that they are adequate to fulfill the Society's continuing obligations.

The Society is not subject to externally imposed reserve requirement and it does not maintain any restricted, designated or endowment funds.

STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 December 2019

	<u>2019</u>	<u>2018</u>
INCOME	\$	\$
Income from generated funds		
Voluntary income	2,032,847	1,897,290
Activities from generating funds	1,351,137	587,957
Investment income	308,257	350,327
Income from charitable activities		
Grants	581,081	595,945
Other income	17,331	9,396
TOTAL INCOME	<u>4,290,653</u>	<u>3,440,915</u>
EXPENDITURES		
Cost of generating funds	(190,432)	(138,962)
Charitable activities	(4,083,376)	(4,116,823)
Governance costs	(8,462)	(8,079)
Other expenditures	(393,776)	(393,279)
TOTAL EXPENDITURES	<u>(4,676,046)</u>	<u>(4,657,143)</u>
DEFICIT FOR THE FINANCIAL YEAR	<u>(385,393)</u>	<u>(1,216,228)</u>

The number of employees (including key management personnel) whose remuneration amount to over \$100,000 in the year is as follows, and they do not serve as Management Council members

	<u>2019</u>	<u>2018</u>
Number of employees in bands:		
\$100,001 to \$150,000	<u>2</u>	<u>2</u>

- (a) The Deputy Executive Directors having authority and responsibility for planning, directing and controlling the operations of the Society directly or indirectly.
- (b) The Management Council is the final authority and is overall responsible for policy making and determination of all activities. Management Council members are volunteers and received no monetary remuneration for their contribution.
- (c) All key employees' remuneration is approved by the Management Council.

Auditor: Helmī Talib & Co





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#05-263/269 Singapore 050538

UEN
S92SS0137H

www.clubrainbow.org

 [@clubrainbow.org](https://www.facebook.com/clubrainbow.org)  [@club.rainbow](https://www.instagram.com/club.rainbow)

Club Rainbow (Singapore)



CHARITY
TRANSPARENCY
AWARDS

CHARITY
GOVERNANCE
AWARDS 2018



CHARITY
TRANSPARENCY
AWARDS 2019