

Annual Report 2022

Dream The Future

Club Rainbow (Singapore)



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President's Message

Dr. Sashikumar Ganapathy,
President

The year 2022 was a momentous year for Club Rainbow as we celebrated 30 years of supporting and empowering children with chronic illnesses, and their families. This milestone achievement was also an especial one, as it was the same year where we emerged triumphant after more than two years of our fight against COVID-19. Notwithstanding, the pandemic has given us the opportunity to reinforce our purpose, and catalyse the changes that we needed to ***Dream the Future.***

With gradual resumption of programmes and activities, Club Rainbow was ready to scale up our operations to serve close to 900 beneficiaries and their families in 2022. This was attainable with the setting up of Sandbox in January 2022, our second purpose-driven programme hub in the past 30 years. Taking bold steps to materialise Sandbox in the midst of the pandemic, the new centre has proven to be instrumental in enhancing the quality and scale of our programmes to do more for our children and their families.

Engagement through the core pillar of support, Education Support, have seen 331 participants, constituting a 91% increase in participation as compared to the preceding year 2021. Having a dedicated learning and inclusive environment at Sandbox, the total number of

sessions have increased significantly from 1,268 in 2021 to 1,724 in 2022, with programmes spanning across pre-school, primary and secondary school levels. We have successfully initiated the ***LEAP – Early Intervention*** programme which would target children in the younger age group between three and six years old, so as to maximise their learning potential and prepare them well for the next stage of mandatory primary school education. Our ***LEAP – Primary & Secondary*** weekly tuition programme, coupled with varied enrichment programmes during the school holidays have enhanced the learning and development of our children, and ensured continual progression in their academic pursuits.

With a newly-minted micro kitchen at Sandbox, the inaugural ***LAUNCH vocational skills training*** programme under the Vocational Development core pillar of support materialised in the fourth quarter of 2022. A pioneer cohort of 10 caregivers and 9 beneficiaries were trained in pilot baking programmes and WSQ Food Safety certification course. The first baked products, including Rainbow cookies and madeleines, were subsequently sold to members of public, aptly at our 30th Anniversary Birthday Bash event. Consequentially, the impact on the caregivers and children has surpassed the

outcomes of the vocational skills learnt. Some caregivers would later return as programme assistants and mentors, and more notably, others have started home-based micro-businesses or found a job at a food stall for greater self-sufficiency and more sustainable livelihood. In the aftermath of the peak of the pandemic, the livelihoods of our vulnerable families, particularly those in the low income sphere, have continued to be exacerbated in an uncertain and inflationary economic environment. In 2022, Club Rainbow supported 444 families, a 16% increase from 2021, with financial assistance and education bursary amounting to a total of \$180,000, and specially-curated food ration, special-formula milk powder and other in-kind assistance tailored to the needs of the families. More importantly, our social workers have worked closely with these families towards greater self-reliance by securing better or more stable employment, and being more financially aware and self-directed in better managing their finances.

CRS families' normal rhythm of life is usually disrupted due to their children's diagnosis and intensified caregiving needs, which may cause various constraints and reduction in their emotional well-being and mental health. Our Care Connection initiative with programmes specially tailored for caregivers has seen close to 300 participants; a 57% increase from that in 2021. Our social workers have provided relevant psychoeducation, coping strategies and mechanisms, and practical resources to empower caregivers to overcome and better cope with adverse psycho-emotional consequences of crises they would face in their day-to-day care of their child.

Corporate and institutional volunteerism was amplified in 2022 to augment human capital in Club Rainbow and collective impact for our community. This is evident from the 190 corporate social responsibility (CSR) and values in action (VIA) activities and engagements in 2022, which is a 31% increase from 145 in 2021. Such engagements have been particularly critical to the implementation of another new initiative, **LINK life skills training** programme which would seek to equip our youths with essential life skills, financial and digital literacy, and expand their horizon through exposure to different industry verticals. Through the LINK programme, 84 beneficiaries were provided unique opportunities for purposeful engagement with volunteers for industry exposure programmes with Google and Ngee Ann Polytechnic; digital programmes such as cybersecurity, coding and robotics with Amazon, Cisco and Logicalis; and other life skills programmes with Singapore University of Social Sciences, amongst many others.

Club Rainbow has been awarded the Charity Transparency Award in 2022, making it three in a row having received the same award in 2018 and 2019 while the award has taken a two-year hiatus for review by the Charity Council in 2020 and 2021. This is yet again a strong testament of our ceaseless efforts to consistently strengthen our policies and processes, and uphold exemplary governance standards to build uncompromising trust amongst internal and external stakeholders across the people, public and private sectors.

Looking Ahead

With Sandbox and several initiatives coming to fruition in the year 2022, these will form the baseline for us to carry on with developing and expanding our strategic plans in the coming years to address the evolving needs of our beneficiaries and their families at different stages of their journey with Club Rainbow.

Through our 3Ls (**LEAP-LINK-LAUNCH**) initiative, the LEAP programmes will strive to maximise developmental potential of our children from early childhood stage through primary to secondary education levels, while LINK and LAUNCH programmes will equip our youths with the necessary hard and soft skills for smooth transition from school to work. Adopting this holistic approach with a view of their journey with Club Rainbow, the ultimate goal is to empower them to becoming independent, active contributors in society.

Social work intervention will remain pivotal in building resilient and self-sufficient families against the backdrop of inflation and rising cost of living in the next two years. Support will not be applicable only to low-income families, but those who are in the “sandwich class” – middle income earners who may face added financial burden of high healthcare expenses imposed by chronic illnesses. While Care Connection will continue to focus on improving the well-being of caregivers, intentional efforts will be taken in the year 2023 to enhance the programmes to include siblings and spouses together with the caregivers and beneficiaries so as to build stronger relationships within and between families.

Greater emphasis will be placed on building capacity and capability of the organisation in volunteer management. Corporate and institutional volunteers will play a critical role in scaling up our programmes to serve more. In particular, a new centre-based and home-based Befrienders’ Programme will be initiated to provide friendship and care to our beneficiaries, especially those with special needs and at the older age range of 18 to 20 years old where support care is limited. This will in turn provide the much needed respite for their caregivers. However, this initiative is contingent on having adequate volunteers with long-term commitment to support beneficiaries of diverse conditions.

Our 30th anniversary was not merely an event to celebrate our past achievements, but a symbolic milestone that would signify the start of a new phase for Club Rainbow to continue our momentum and progress towards better achieving our mission, vision and purpose. We invite all partners in the entire ecosystem – medical institutes and primary care providers, intermediate and long-term care service providers, social service agencies and community-based organisations, corporates and organisations in the public and private sectors – to join us in this shared journey as we carry on our dreams into the future!

Dream the Future



2022 marked a significant milestone in the purposeful journey for Club Rainbow, together with our children and their families. As we commemorate past achievements by founding members and past leadership that laid down the foundations of this organisation, our 30th anniversary year would more appropriately represent the start of a new phase for Club Rainbow.

Our 30th anniversary and this year's annual report is aptly themed **Dream the Future** to accentuate our commitment to making impactful differences to the lives of our children and their families, and that every child deserves equal opportunities to lead a fulfilling and independent life, regardless of their conditions.

In 2022, we launched our new centre, Sandbox, which is central to our strategic plans to be future-ready as we scale up our programmes and services to remain relevant to the needs of our clients. Sandbox is a purpose-built space where our children, caregivers and their family members can participate in programmes and services in a safe environment defined by autonomy and social inclusivity – two fundamental aspects of quality of life.

In the same year, we initiated the 3Ls (**LEAP-LINK-LAUNCH**) programmes that span across different stages of our children's journey with Club Rainbow.

LEAP – Early Intervention focusses on play-based learning and multi-sensory teaching approach to develop literacy and numeracy skills for children in the pre-school age band;

LEAP – Primary/Secondary provides weekly tuition programme by volunteers to augment our children's learning in schools from primary to secondary levels;

LINK Programme imparts essential life skills, financial and digital literacy, and delivers other relevant activities with support from corporate partners; and

LAUNCH Programme offers different vocational trainings to our youths and caregivers, and opportunities to develop micro-enterprises suited to their unique abilities, strengths and interests.

As the adverse impact of the COVID-19 pandemic extended into the year 2022, our Social Work Intervention core pillar of support continued to play a crucial, meaningful role to support our vulnerable families and maintain equilibrium in their day-to-day life. Care Connection, an initiative implemented at the onset of COVID-19 to better address the social and psycho-emotional needs of our caregivers, has grown strength to strength over the years.

The next phase will see us building on various initiatives implemented in 2022 to support our adolescents and prepare them for their transition from school to the workforce before their graduation from Club Rainbow. We will also focus greater efforts on building stronger family nucleus through Care Connection to equip not just the main caregivers, but their spouses, siblings and other family members, with relevant skills and know-hows that will promote greater bonding and empower them to be self-reliant and self-sufficient.

The ecosystem will yet again be critical to our plans to scale up our programmes and services, and augment human capital, knowledge and expertise. We will also be stepping up on volunteer management capabilities and piloting new programmes for volunteer befrienders to intentionally engage our children of diverse special needs and those who are home-bound due to their medical conditions, and offer respite care to caregivers of these children.

As the saying goes, "It takes a village to raise a child". In this evolving social landscape, it will undoubtedly take an ecosystem to provide the best opportunities for a child to realise one's dreams and aspirations. Being part of an integrated ecosystem, we can draw on the support of our donors, volunteers, and partners, to bring about greater collective impact to our children and their families. Together, we can **Dream the Future!**

Feature Story

Double the Happiness

Four months into her pregnancy, Mdm Siti Nurhafizah (Fiza)'s doctor had noticed that one of the twins she was carrying was smaller in gestational size than usual. Further blood tests detected abnormal blood flow from the placenta to the baby. Subsequently, Mdm Fiza had to go for an ultrasound scan three times a week to monitor their development.

At 28 weeks of pregnancy, Mdm Fiza's heart sank when her doctor broke the news to her. "He told me that one of my twins only had a 20 percent chance of survival. I had to undergo an emergency caesarean section to save one of my babies. I broke down at that moment. I could not bear to lose any of them," she said.

Fortunately, Nur Dina Shazia, the smaller of the twins, weighing only 900 grams at birth, survived against the odds. She was born with retinopathy of prematurity, an eye disease affecting premature babies, which may lead to blindness in serious cases. Her condition was successfully treated after an eye surgery during her 2-months stay in the Neonatal Intensive Care Unit (NICU). Her twin sister, Nur Dina Shaista, was also a Very Low Birth Weight (VLBW) infant, weighing 1.2 kilograms at birth, and stayed in NICU for four months before her discharge.

VLBW infants weighing less than 1.5kg at birth have a lesser chance of survival and are at higher risk of suffering from further complications.



Nur Dina Shaista (left) and her twin sister, Nur Dina Shazia (right)

Photo by volunteer photographer Balasubramaniyam Ragavan

After their discharge from the hospital, Mdm Fiza and her husband, who also have three elder children, had to monitor the girls closely for signs of Global Developmental Delay.

A significant delay in two or more developmental domains affecting children under the age of five years is termed Global Developmental Delay.

Health and developmental challenges

Mdm Fiza has been proactively bringing them for therapies since they were toddlers so they could catch up with their peers. Still, she worries about Shazia's literacy skill which is not on par with other children of her age and her hearing difficulties.

Shazia and Shaista used to suffer from asthma attacks once every two to three months, which have gradually become less frequent as they grow older. Every six months, Mdm Fiza has to bring them to National University Hospital (NUH) for hearing and vision assessment and follow-up on their asthma condition.

Journey with Club Rainbow

Their doctor and medical social worker from NUH referred the family to seek help from Club Rainbow when the twins were 1 year old. On one occasion, when the twins were hospitalised for bronchitis, triggered by a change of their milk powder, Club Rainbow stepped in to provide support and relieve the family's financial burden by providing them with diapers as well as milk powder that is suitable for the children's condition. The family is then further supported with monthly food rations. When the children reached schooling age, they are also supported with annual bursaries, to ease the family's financial burden.

Ever since they were pre-schoolers, Shazia and Shaista have been actively participating in various social integration programmes, including drama workshop, excursions to KidsStop and Night Safari, Equine Tour (horse riding and stable tour experience), and more. One of the most memorable events for them was a Christmas lunch event at a hotel, sponsored by our corporate partner. It was their first dining experience at a hotel, and the ambience and presentation of the food left a vivid impression on them.

Mdm Fiza particularly enjoys family bonding events like outings to the zoo. She also looks forward to receiving useful gifts for the girls like new school bags under our yearly "Back to school" programme.

Since trying out Hip Hop dancing under our Arts Development programme in 2019 and having the opportunity to perform at the opening concert of Dreamseeds Arts Fest, the twins found a common passion in Hip Hop dancing.

When asked about their dreams, Shazia replied without hesitation, "I want to be a Hip Hop singer!"

"I want to be a Hip Hop singer too! I also want to be a firefighter so I can save people," exclaimed Shaista.



The twins with their mother, Mdm Fiza (first from the right), father, Mr Muhammad Sarifee (second from right), and elder siblings.

Both of them are recipients of the Talent Development Fund, a grant to encourage our children to pursue their interests in a non-academic area. Mdm Fiza plans to utilise the grant to pay for Hip Hop dance lessons during the June school holidays.

Taking care of a pair of twins with medical conditions and her three elder children is no easy task. The emotional and counselling support Mdm Fiza receives from her Club Rainbow social worker, Sylvia, helps her to cope with her journey as a caregiver and her caregiver stress. Sylvia checks in regularly with her and often gives useful suggestions such as how she can support her elder son who would be taking his 'N' level (even though he is not a beneficiary), as well as to ensure she does not neglect her own self-care by setting aside her "me-time", and how she can set aside time to go on dates with her husband to strengthen their marital relationship.

Her pride and happiness

"With the support from Club Rainbow, I feel much less burdened," said Mdm Fiza. "Having twins meant double the trouble but also double the happiness for me." The twins makes her proud in their own ways. She shared that Shazia who once refused to speak in Malay recently surprised her by singing Malay songs while Shaista is advanced in her reading ability.

Her wish for her children is simple. "I hope that they can get along well with their friends, be happy, and be who they want to be."



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.

ABOUT CLUB RAINBOW (SINGAPORE)

Established in 1992, Club Rainbow (Singapore) is a non-profit organisation and charity with the mission to support and empower children with chronic illnesses and their families. Armed with the firm belief that every child deserves equal opportunities to lead a fulfilling and independent life, Club Rainbow supports our children and their families in more than 30 critical programmes, services and assistance schemes. Adopting a holistic approach based on five core pillars of support, Club Rainbow partners with our children and their families in their journey to achieve the following objectives at different stages of their lives:

KEY THRUSTS

Living with Dignity
Building resilient families

Maximising Developmental Potential
Developing independent adolescents

Achieving Full Potential
Empowering individuals to be active contributors

CORE PILLARS OF SUPPORT



Underscoring the work that we do are our core values:



TEAMWORK



PROFESSIONALISM



RESPECT



EXCELLENCE



INTEGRITY



COMPASSION

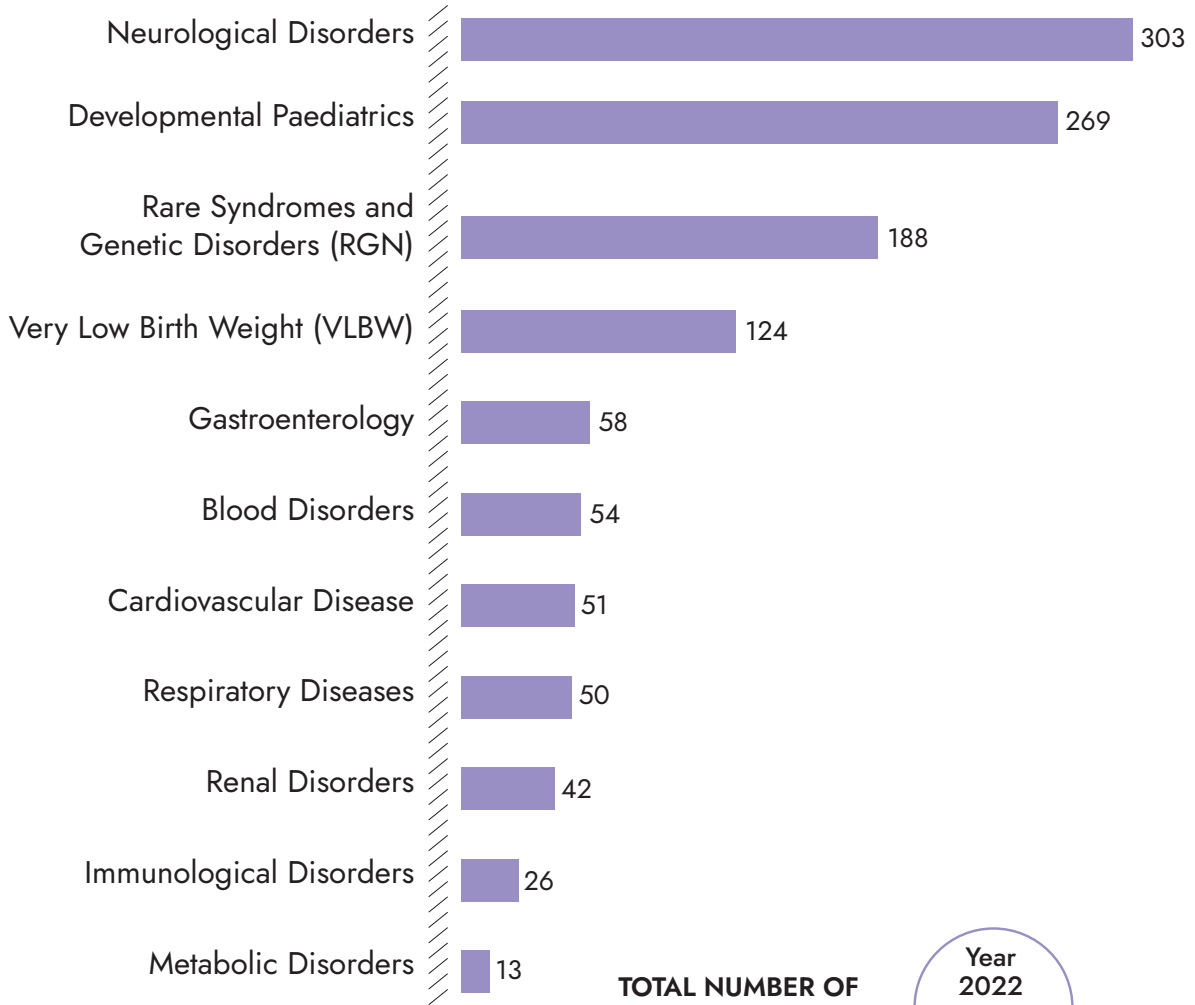
As an independent charity, Club Rainbow relies largely on corporates and public donations to support our mission. Granted the Institution of a Public Character (IPC) status by Ministry of Health, monetary donations received may be tax-exempted.

OUR CHILDREN

In 2022, Club Rainbow served a total of 1,234 children who range from newborns to youths of age 20. Many of them require frequent hospital visits for treatment or surgery, complicated therapy and long-term medication. Referred to Club Rainbow by their doctors, these children suffer from a wide range of health challenges, from having very low birth weight to developmental delays and many other forms of organ disorders. With over 85% of children surviving into adulthood, Club Rainbow provides the resources and opportunities to support their development towards becoming empowered, independent individuals and active contributors to society.

MAJOR ILLNESSES AFFECTING CHILDREN IN CLUB RAINBOW (SINGAPORE)

ILLNESS GROUPS IN CLUB RAINBOW (SINGAPORE)



**TOTAL NUMBER OF
ACTIVE BENEFICIARIES***



BENEFICIARIES SERVED	2022	2021
Active beneficiaries as of 31 December	1,178	1,170
Graduated/Discharged	46	66
Demised	10	8
TOTAL BENEFICIARIES (JAN – DEC)	1,234	1,244

LEADERSHIP AND ORGANISATION STRUCTURE



MANAGEMENT COUNCIL



Patron
Speaker of Parliament,
Mr Tan Chuan-Jin

EXECUTIVE COMMITTEE



Education Director
Ramanan Ramadoss



Honorary Secretary
Lim Huay Ling



President
Sashikumar
Ganapathy



Vice-President
Allen Zheng



Honorary Treasurer
Jean Ang



Assistant Honorary Treasurer
Karen Kok



Member
Clement Goh



Member
Eric Teo



Programme Director
Wong Qin Lei



Fundraising & Marketing Director
Karen Tan



Medical Director
Aswin Warier



Medical Director
Junaidah Badron



Member
Melvin Tan

ORGANISATION STRUCTURE



MANAGEMENT COUNCIL



SECRETARIAT SUPPORT



EXECUTIVE DIRECTOR

PROGRAMMES & SERVICES



- Arts Development
- Education Support
- Therapy Intervention
- Hospital Centre Services
- Transportation

SOCIAL WORK



- Casework & Counselling
- Youth Work
- Care Connection
- Research & Advocacy

FINANCE & ADMINISTRATION



- Accounting & Finance
- Human Resources & Admin
- Systems & Processes
- Centre Management

ENTERPRISE & COMMUNITY ENGAGEMENT



- Community Integration
- Volunteer Management
- Enterprise & Partnership
- Marketing & Communications

MANAGEMENT COUNCIL 2022

Name and Appointment	Date of Appointment	Roles and Responsibilities	Occupation	AGM	Council Meetings	EXCO Meetings
 <p>DR SASHIKUMAR GANAPATHY, PRESIDENT</p>	<p>Sashi is a Council member since 2012 and serving as President since April 2015</p> <p>Years of Service: 10</p>	<p>Chairman at all general and Council meetings, and represent Club Rainbow in its dealings with outside persons.</p>	<p>Paediatrician</p>	<p>1/1</p>	<p>6/6</p>	<p>5/5</p>
 <p>ALLEN ZHENG, VICE-PRESIDENT</p>	<p>Allen is a Council member since 2015 and serving as Vice-President since May 2021</p> <p>Years of Service: 7</p>	<p>Assist the President and deputise for him in his absence</p>	<p>Chief Compliance Officer and Counsel</p>	<p>1/1</p>	<p>5/6</p>	<p>4/5</p>
 <p>LIM HUAY LING, HONORARY SECRETARY</p>	<p>Huay Ling is a Council member since 2009 and serving as Honorary Secretary since April 2015.</p> <p>Years of Service: 13</p>	<p>Maintains records, except financial, of the Council and ensure effective management of Club Rainbow's non-financial records.</p>	<p>Finance Manager</p>	<p>1/1</p>	<p>5/6</p>	<p>2/5</p>
 <p>JEAN ANG, HONORARY TREASURER</p>	<p>Jean is a Council member since 2019 and serving as Honorary Treasurer since May 2019.</p> <p>Years of Service: 3</p>	<p>Ensure effective management of Club Rainbow's funds and financial records.</p>	<p>Managing Director</p>	<p>0/1</p>	<p>3/6</p>	<p>4/5</p>

Name and Appointment	Date of Appointment	Roles and Responsibilities	Occupation	AGM	Council Meetings	EXCO Meetings
 KAREN KOK, ASSISTANT HONORARY TREASURER	<p>Karen is a Council member since 2019 and serving as Assistant Honorary Treasurer since May 2019.</p> <p>Years of Service: 3</p>	<p>Perform all duties of the Honorary Treasurer in the absence of the Honorary Treasurer</p>	<p>Associate Director, Office of Internal Audit</p>	1/1	3/6	1/5
 RAMANAN RAMADOSS, EDUCATION DIRECTOR	<p>Ramanan is a Council member since 2007 and serving as Education Director since April 2015.</p> <p>Years of Service: 15</p>	<p>Oversee educational programmes organised for Club Rainbow children</p>	<p>Chief Executive Officer</p>	1/1	6/6	5/5
 KAREN TAN, FUNDRAISING & MARKETING DIRECTOR	<p>Karen is a Council member since 1998 and serving as Fundraising & Marketing Director since May 2018.</p> <p>Years of Service: 24</p>	<p>Oversee fundraising and/or sponsorship activities of Club Rainbow</p>	<p>Managing Director</p>	0/1	0/6	NA
 DR ASWIN WARIER, MEDICAL DIRECTOR	<p>Aswin is a Council member since 2019 and serving as Medical Director since May 2019.</p> <p>Years of Service: 3</p>	<p>Manage database of Club Rainbow children and their families who may be able to participate and benefit from Club Rainbow's activities, and oversee provision of professional and/or volunteer counselling/assistance to the children and their families.</p>	<p>Senior Resident Physician</p>	1/1	4/6	NA

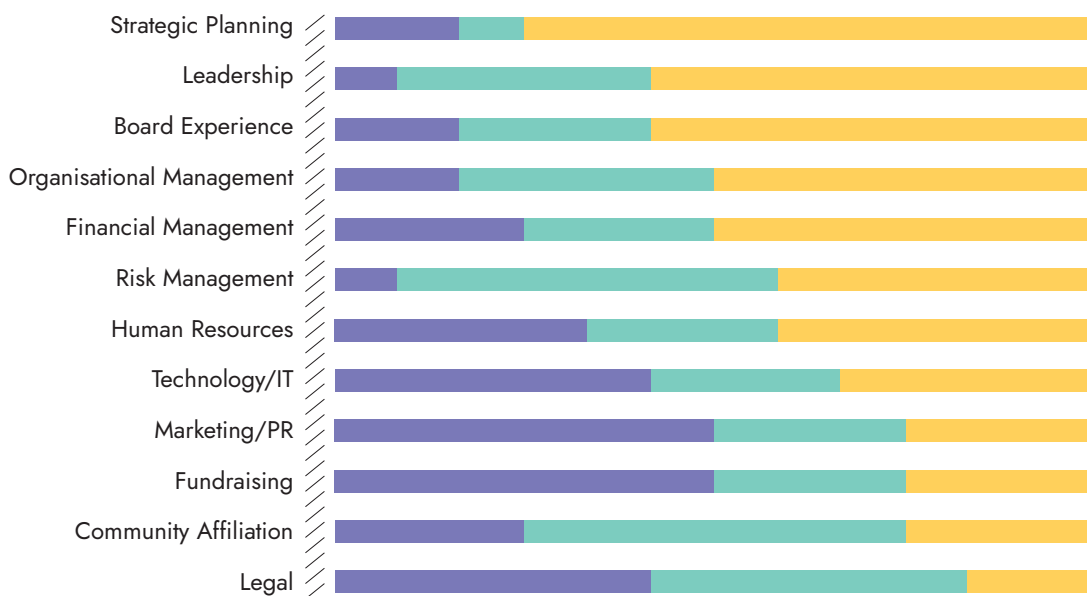
Name and Appointment	Date of Appointment	Roles and Responsibilities	Occupation	AGM	Council Meetings	EXCO Meetings
 DR JUNAIDAH BADRON, MEDICAL DIRECTOR	<p>Junaidah is a Council member since 2015 and serving as Medical Director since April 2015.</p> <p>Years of Service: 7</p>	<p>Manage database of Club Rainbow children and their families who may be able to participate and benefit from Club Rainbow's activities, and oversee provision of professional and/or volunteer counselling/assistance to the children and their families</p>	<p>Doctor</p>	<p>1/1</p>	<p>4/6</p>	<p>NA</p>
 WONG QIN LEI, PROGRAMME DIRECTOR	<p>Qin Lei is a Council member since 2019 and serving as Programme Director since May 2019.</p> <p>Years of Service: 3</p>	<p>Oversee organisation of medically supervised activities, events and programmes for Club Rainbow children</p>	<p>Assistant Director, Corporate Development</p>	<p>1/1</p>	<p>5/6</p>	<p>NA</p>
 CLEMENT GOH MEMBER	<p>Clement is a Council member since 2012.</p> <p>Years of Service: 10</p>	<p>Council member</p>	<p>Chief Executive Officer</p>	<p>1/1</p>	<p>1/6</p>	<p>NA</p>
 ERIC TEO, MEMBER	<p>Eric is a Council member since 1996 and Chairman of Investment Committee since 2022</p> <p>Years of Service: 26</p>	<p>Council member</p>	<p>Chief Operating Officer</p>	<p>1/1</p>	<p>1/6</p>	<p>NA</p>
 MELVIN TAN, MEMBER	<p>Melvin is a Council member since 2019.</p> <p>Years of Service: 3</p>	<p>Council member</p>	<p>Chief Communications Officer</p>	<p>1/1</p>	<p>4/6</p>	<p>NA</p>

COUNCIL DIVERSITY

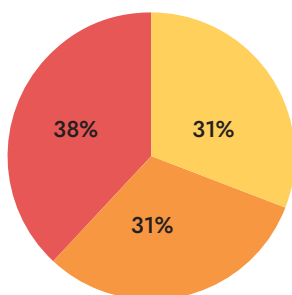
The Council maintains diversity in terms of a good mix of skills, knowledge and experience to ensure effective leadership and guidance in the best interest of the charity. All members will be assessed using a skills and evaluation matrix during the two-year term of office prior to appointment/reappointment. For Treasurer and Assistant Treasurer, there will be a maximum term limit of four consecutive years.

The current Council composition comprises a balanced gender representation and spread in experience – one-third of members are with 1 to 5 years of service, another one-third with 6 to 10 years of service, and the remaining are those with more than 10 years of service. This has ensured robust and strong board-management dynamics with injection of fresh perspectives and ideas, and contribution of relevant expertise and experience for effective collective decisions and adoption of appropriate strategies to achieve the charitable objectives. Council members who have served for more than 10 consecutive years were retained for knowledge continuity reasons as well as for their valuable, niche expertise.

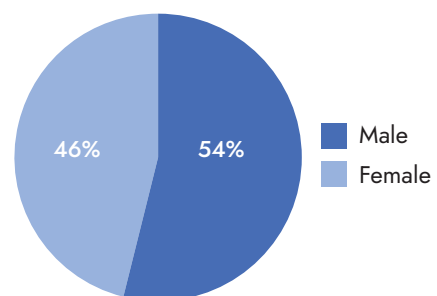
COUNCIL SKILLS ASSESSMENT MATRIX



- High: More than 5 years of experience in relevant field
- Medium: Between 1 to 5 years of experience in relevant field
- Low: Less than 1 year of experience in relevant field



- Number of Members with 1 to 5 years of service
- Number of Members with more than 10 years of service
- Number of Members with 6 to 10 years of services



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 Club Rainbow 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 4 members, who have many years of financial investment experience among them, namely:

Attendance at meetings

Mr Eric Teo	1/2
Mr Adrian Foo (<i>left August 2022</i>)	1/2
Mr Amit Malik (<i>left August 2022</i>)	1/2
Mr Eric Khaw	2/2

The two members who left the committee in August 2022 were subsequently replaced by new members in January 2023, in accordance with the committee's Term of Reference.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee reviews Club Rainbow's 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 Club Rainbow's 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:

Attendance at meetings

Mr Allen Zheng	4/4
Mr Adrian Tan	4/4
Mr Rick Teng	4/4

ADVISORY BOARD 2022

Our Advisory Board plays a critical role in helping to manage the charity. Members are frequently called upon for their expert advice on medical matters. Some members of the Advisory Board also assist the Financial Committee to make decisions on providing financial assistance to families based upon the recommendations of our social workers.

Members of the Advisory Board also share their expertise by conducting seminars and talks on their respective areas of specialisation.

Members Of The Advisory Board Are:

**PROFESSOR
PHUA KONG BOO**

Emeritus Consultant
KK Women's and
Children's Hospital

DR. CHAN MEI YOKE

Senior Consultant
KK Women's and
Children's Hospital

**PROFESSOR
QUEK SWEE CHYE**

Senior Consultant
National University Hospital

DR. JUNE LOU

Medical Director
Ovspring Development Clinic

**PROFESSOR
LOW POH SIM**

Professor
National University Hospital

DR. ROSALEEN OW

Senior Lecturer
National University of Singapore

**A/PROFESSOR
K. PRABHAKARAN**

Senior Consultant
National University Hospital

**DR. JAZMYN
CHELLIAH**

Psychologist & Educationalist
Private Practice

**A/PROFESSOR
HO LAI YUN**

Emeritus Consultant Paediatrician
Singapore General Hospital

**GREGORY
VIJAYENDRAN**

Partner
Rajah & Tann LLP

EXEMPLARY GOVERNANCE PRACTICES

Upholding of good governance in Club Rainbow 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. Club Rainbow 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 Club Rainbow, it is important that all staff have 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 Club Rainbow's plan and how their performance will lead to the fulfilment of the objectives. Progress reports about the activities, performance, financials and governance of Club Rainbow 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 Club Rainbow's 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 develops strategies and implements measures to manage and 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

Club Rainbow 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 Club Rainbow 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, and whose remuneration exceeds \$50,000 during the year. None of the Council/Committee members hold staff appointments.

FINANCIAL MANAGEMENT & CONTROLS

Club Rainbow adopted a set of internal controls and guidelines to govern its financial matters in key areas such as budget planning, receipting and payment, authorisation and approval limits for financial commitments, operating expenditure, purchases and approval of contracts. Club Rainbow does not approve any loans nor donations to any Council/Committee members, staff, or external parties.

Council approves the annual budget and monitors its financial performance regularly to ensure Club Rainbow 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, decide on the size of investments. Club Rainbow limits its exposure by investing only in liquid debt securities and only with counterparties 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 Club Rainbow's 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 fundraising, investment, accounting and compliance. A new Nominating Committee will be established to assist in Council renewal and succession planning strategy, and nomination and appointment of new members.

Club Rainbow 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

Club Rainbow has a contact email address that facilitates feedback from all stakeholders and allows all interested parties to make enquiries about Club Rainbow 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 Club Rainbow's 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 may 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 and Education Director.

In 2022, there were 6 Council meetings, 5 EXCO meetings and the AGM was held in the month of May. The meeting dates are as follow:

28 January 2022 (Council meeting)	29 July 2022 (Council meeting)
23 February 2022 (EXCO meeting)	30 September 2022 (Council meeting)
25 March 2022 (Council meeting)	26 Oct 2022 (EXCO meeting)
27 April 2022 (EXCO meeting)	25 November 2022 (Council meeting)
20 May 2022 (Council meeting & AGM)	21 Dec 2022 (EXCO meeting)
29 Jun 2022 (EXCO meeting)	

REGULAR PLATFORMS FOR TRAINING AND BRIEFING

All new Council and Committee members, once appointed, will attend appropriate induction to ensure that they are familiar with the charity's work and governance practices. This includes an orientation programme which also provides them with a good overview of the organisation's programmes and services, and their social impact on the community.

Council members are encouraged to attend relevant training to develop core skills and competencies relating to their responsibilities as Council members, and keep abreast of evolving laws and regulations. Regular updates on changes or new policies, guidelines and initiatives at national and sector level will also be tabled at Council and EXCO meetings, where deemed appropriate.

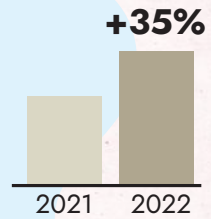
Regular sharing will be done through various platforms, namely CRS Townhall, CRS Huddles, induction briefings for new joiners, scheduled briefings for all staff and email circulars, to ensure that all staff are constantly aware of information related to the charity and compliance matters. Some key topics shared and reiterated regularly include Anti-Money Laundering/Countering the Financing of Terrorism (AML/CFT), PDPA, cybersecurity, risk management, and financial policies and procedures. The AML/CFT briefing and quiz has been conducted annually with 100% passing rate for all staff.

Our Impact

Served
1,234
children and
their families



35% increase
in engagement of
distinct children and
number of sessions
across all Education
Support Programmes
in 2022 as compared to
2021.



767
distinct children
and their families
served by social
work through
3,657
service deliveries.



76 children from mainstream and
special education received education
awards to recognise their efforts and
motivate them in their academic pursuits.

105 out of 433
distinct children and
their families (active
cases) have been impacted
through Social Work
Intervention in different
domains and **achieved
social change in at least
1 domain of their lives.**



Arts Development engaged
92 distinct children
by presenting programmes and
workshops of various art forms.



Our pilot baking programme under
Vocational Development equipped
caregivers with WSQ Food Safety
knowledge and basic baking skills.



10 caregivers
from the pilot programme received
their WSQ Food Safety Level 1
certification.

64% of
102 children
receiving Therapy
Services have
**achieved one or
more developmental
milestones.**



9 out of 10
children achieved **75%**
of the intervention
goals set.

**74 Social Integration
programmes/events**
were organised in 2022.

A **45% increase**
from that in 2021.

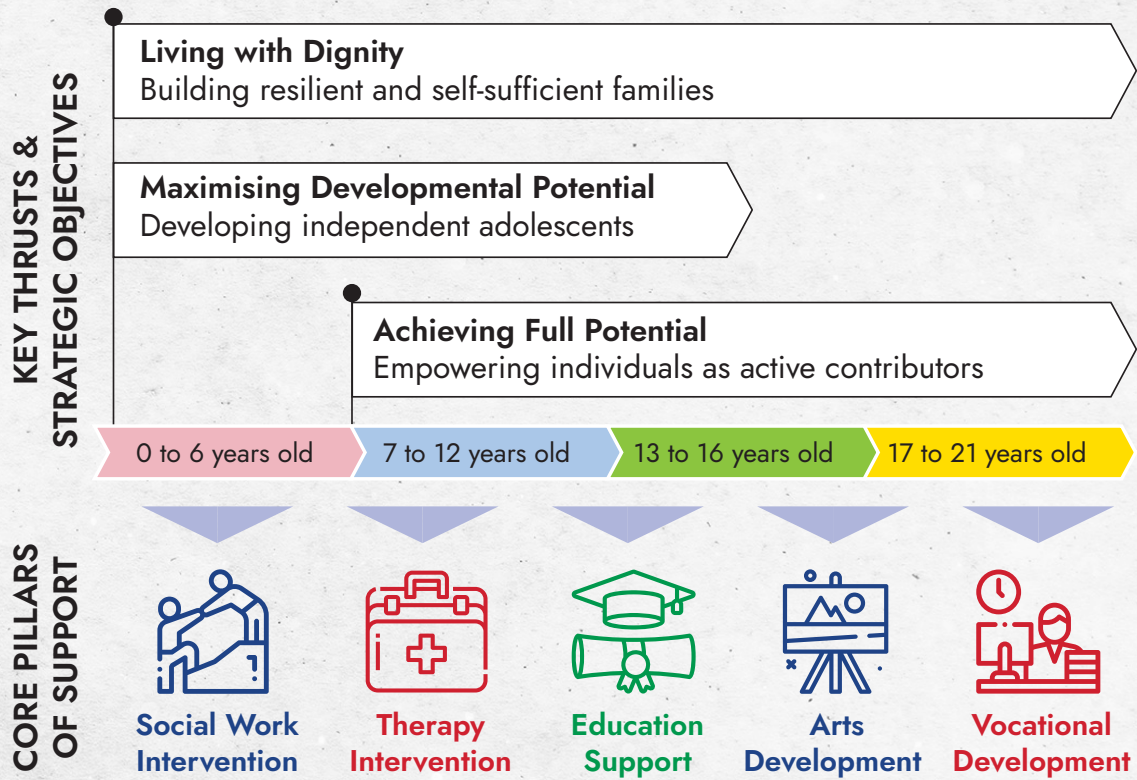
Total of **1,512**
participants in 2022.

A **7% increase** from
2021.



OUR STRATEGIC OVERVIEW

Journeying with our beneficiaries and their families



Social Work

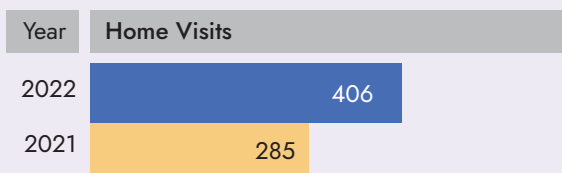
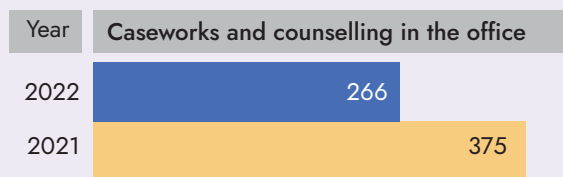
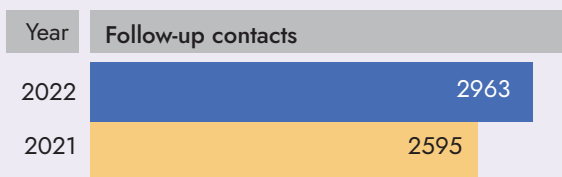
Intervention



Social Work Intervention is critical in effecting positive social changes, as we help our children and their families enhance their individual and collective well-being, and enable them to live their life with dignity. We aim to build resilient and self-sufficient families through helping our children and their families to develop their skills and abilities, and learn to use their own resources and those of the community to improve their situation or resolve issues, such as unemployment and poverty, in their lives



CASE MANAGEMENT



CASEWORK AND COUNSELLING

Beneficiary Profile and Impact Measurement

An individualized care plan (ICP) is drawn up for every active case. It is a holistic tool that helps Club Rainbow to understand the needs of the family, set goals, plan and carry out the interventions required to address the needs of the family. We will work hand in hand with families to meet their needs and work towards achieving the goals which aim towards greater social changes in **four different domains**:



1. Financial/Socio-Economic

Family's financial situation, employment as well as housing.

2. Psycho-Emotional

Child's and family's psychological (mental/emotional) well-being. With medical conditions, some of our children or even families may experience self-image issues, mental health issues, and some difficulty in coping with their illness. Caregiver may also be experiencing caregiver stress, which may need to be addressed by regular counselling follow-up.

3. Individual/Physiological

Child's and family's medical condition and physical well-being, including functional status and care needs, educational and vocational needs as well as spiritual needs.

89%

of active cases have an ICP, **exceeding** target of 70%

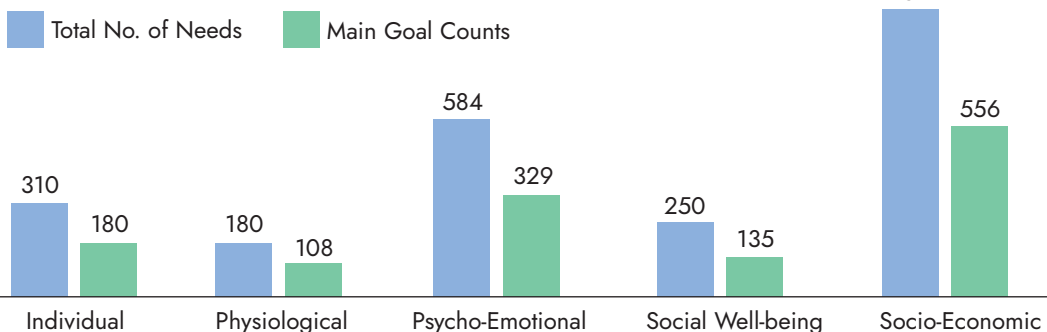
4. Social Well-being

Family's dynamics and relationships as well as their internal and external support system and social environment.

384

out of 433 active cases have an ICP

NEEDS VS ACHIEVEMENT OF GOALS



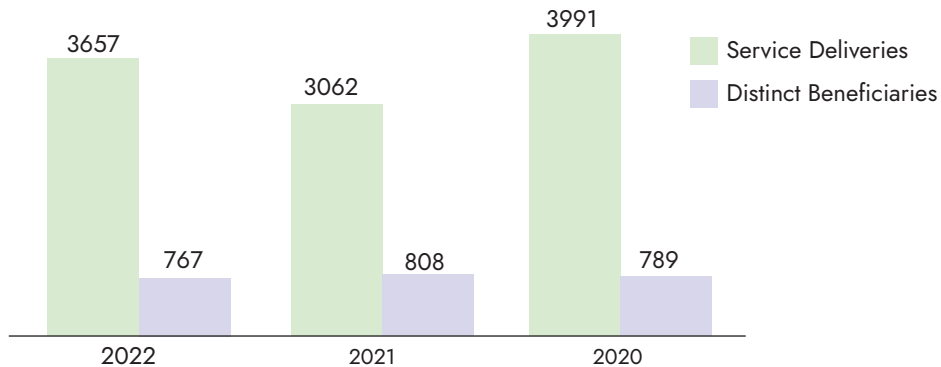
Impact By Domains

Domain	Number of Impacts Achieved
Socio-Economic	37
Physiological/ Individual	31
Psycho-Emotional	26
Social Well-being	11

Engagement of Beneficiaries

767 distinct beneficiaries or **65%** of **1,178** active beneficiaries were meaningfully engaged through **3,657** social work interventions and service deliveries

3-YEAR SERVICE DELIVERIES VS NO. OF FAMILIES



1,308 out of the 2,261 needs identified were attended and we will continue to work closely with our children and families and journey with them through their issues.

326 or 85% of distinct beneficiaries and their families have achieved a minimum of 1 goal.

105 distinct beneficiaries and their families have been impacted in different domains and achieved social change in at least 1 domain of their lives.

EMOTIONAL SUPPORT

Emotional support is rendered through individual counselling, group work and support group.



Counselling and psycho-education are key strategies to address psycho-emotional needs of the children and their caregivers. This is done widely in 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 we address the needs of children and families.

Care Connection

Care Connection, comprising Caregivers' Programmes and Caregiver Support Groups was initiated in 2020 to:

- Strengthen caregivers' pivotal role in the lives and development of our children
- Building and reinforcing caregivers' healthy emotional coping and stress management

There was a series of activities for psycho-education, and respite and relaxation directed at caregivers' well-being in stress management, self-care and relationship management.

54 participants were engaged through **9** Caregiver Support Group (CSG) sessions. **18** volunteer befrienders engaged **9** children and siblings while their caregivers were attending the CSG sessions.

245 participants were engaged through **10** sessions of Caregivers' Programmes.

Engagement by Programmes

Caregiver Support Groups

Caregiver Support Group workshops were conducted for caregivers of children with similar conditions in our top three major illness groups, namely, Developmental Paediatrics, Neurological Disorders and Rare Genetic Disorders. Based on an overarching theme of Self-Compassion, these workshops provided a safe and judgment-free environment with a focus on:

- Introducing emotional regulation and self-care techniques.
- Guided use of healthy coping strategies to manage challenges in their caregiving journey.
- Enhancing caregivers' socio-emotional well-being through group sharing, self-appreciation, reflection of strengths, networking, and peer-based support.



Each of the caregivers brought back a Nagomi artwork completed during the workshop.



Caregiver Support Group Workshop titled "House My Heart" provided caregivers with the opportunity to learn and practise self-compassion.

Caregivers, Programmes

For Caregivers' Programmes, there was a diverse range of programmes (mainly in-person), comprising fun, interactive and therapeutic activities for relaxation, respite and self-care, and a CPR & AED workshop to equip them with life-saving skills.



Learning floral arrangement provided a therapeutic and creative outlet for caregivers.



CPR and AED workshop equipped caregivers with life-saving skills.



Caregiver-and-child bonding time during an Acrylic Pour Workshop



Caregivers having fun during a games session

Youth Engagement (13 - 18 years old)

85 participants or 26 distinct youth beneficiaries were engaged through 23 sessions



Club Rainbow organizing team with participating youths and volunteer trainers from DBS

In partnership with DBS, **The Next Step: Going to Work** is a series of career-oriented workshops running for the third consecutive year. Volunteer trainers from DBS equipped youth beneficiaries age 15 to 20 with valuable coaching advice and introduced essential presentation skills, coding and artificial intelligence over 3 sessions.



An online session of Ruby Pop Up Card

For the second year in running, **Youth in Action: Volunteering** offered our youth beneficiaries the opportunity to mentor their peers. Through a series of youth-led activities, each youth volunteer was given the platform to share his/her interest and experience with other youth beneficiaries. The opportunity helped to foster new friendships, build leadership skills and instill the value of giving-back in these youths.



Guitar Mentoring workshop for youths

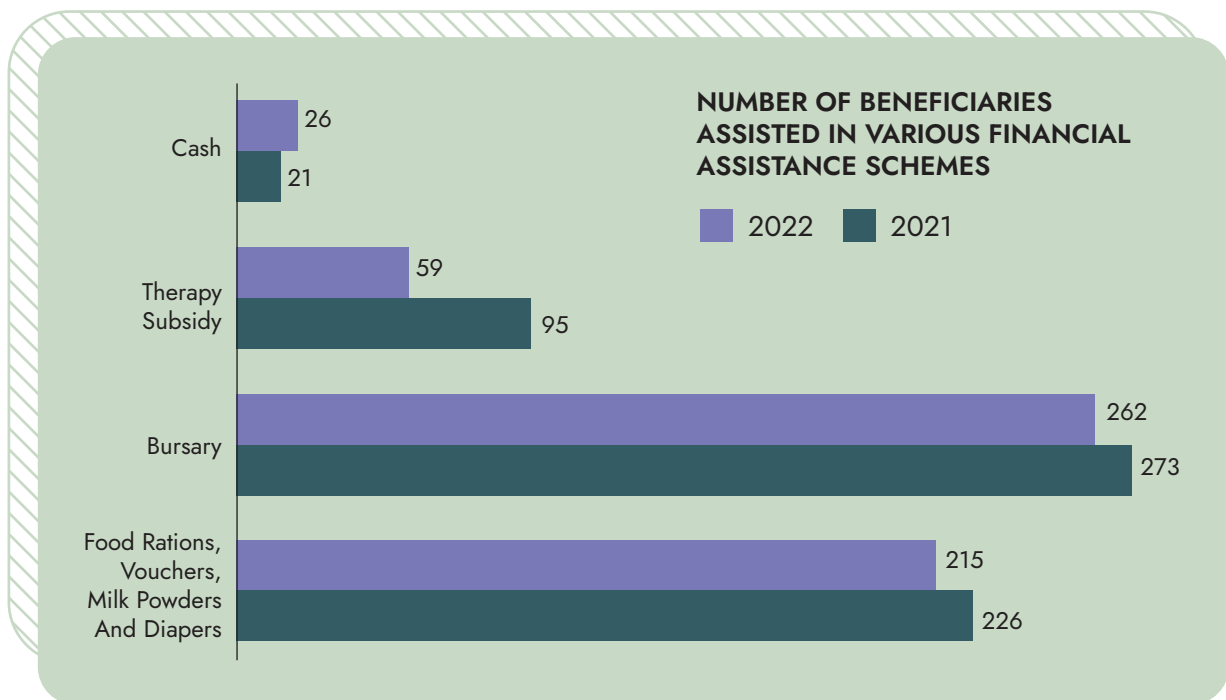
Guitar Mentoring is a beginner-level guitar programme to impart youth beneficiaries with basic guitar skills as a form of coping mechanism and build their discipline and perseverance in the process.



FINANCIAL SUPPORT

We aim to empower 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. Families are also eligible for additional subsidies for therapy services provided by Club Rainbow.

Financial Assistance is subdivided into 4 types. They are meant to address different identified needs of the children and their families.



BURSARY	2022	2021	2019
No. of Beneficiaries Awarded	262	273	268
Total Amount	\$125,800	\$132,700	\$127,800

\$54,274 in total was given to **26** distinct beneficiaries and their families to alleviate their financial difficulties. **\$20,774** more in cash assistance was given out as compared to 2021.

\$93,654 aided **59** beneficiaries who received therapy services.

215 distinct beneficiaries have received in-kind assistance

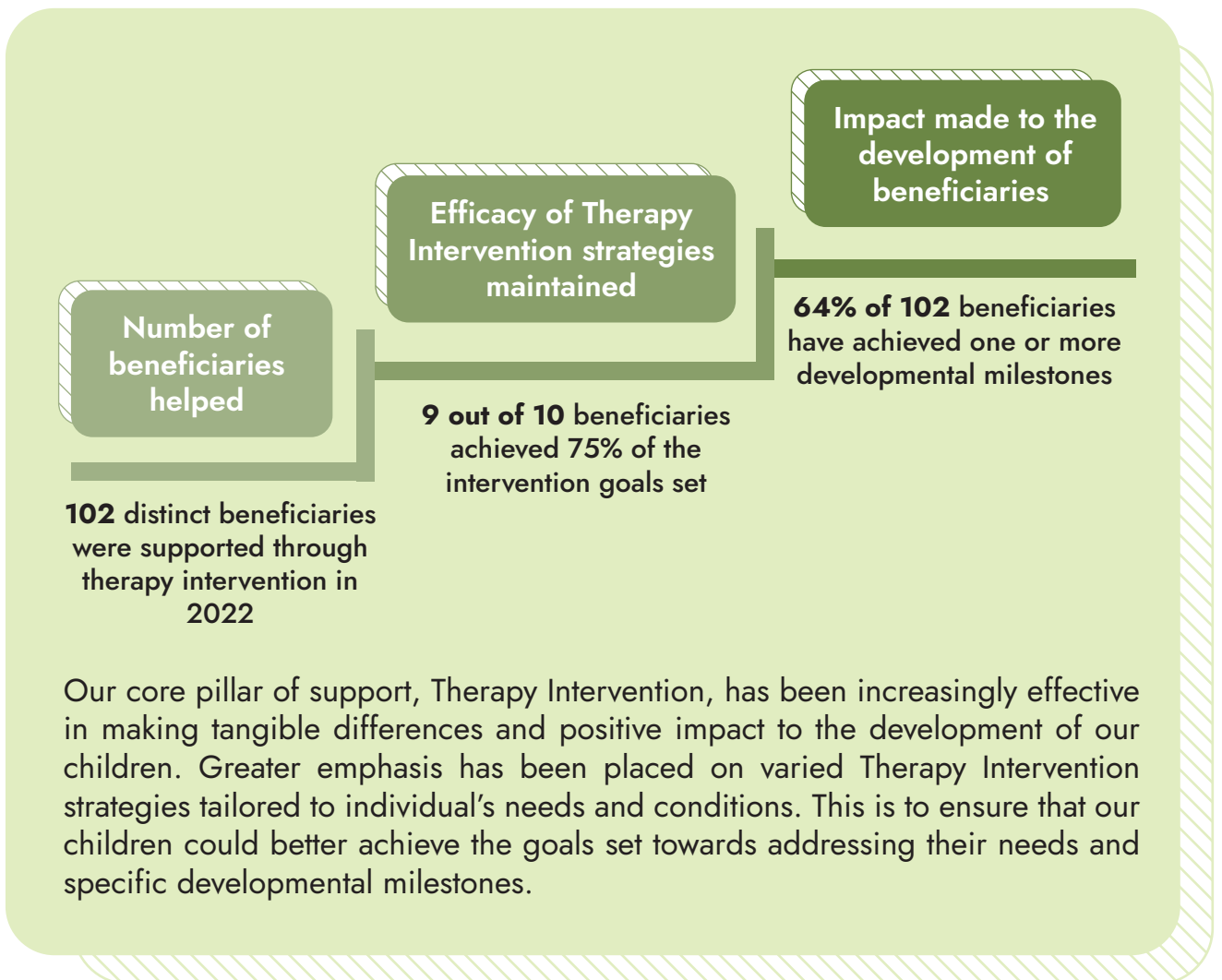
\$125,800 in cash bursary disbursed to assist **262** beneficiaries with their educational needs.

Social workers continue to focus on needs identification and addressing targeted needs using different schemes and interventions.

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. Our staff and therapists will share their expertise and work closely with caregivers to support each child through Occupational Therapy, Speech Therapy, Physiotherapy and other forms of therapy, such as Art and Play.



Our core pillar of support, Therapy Intervention, has been increasingly effective in making tangible differences and positive impact to the development of our children. Greater emphasis has been placed on varied Therapy Intervention strategies tailored to individual's needs and conditions. This is to ensure that our children could better achieve the goals set towards addressing their needs and specific developmental milestones.

Achieving developmental milestones through Art Therapy

At the start of therapy, Rifqi refused to give up his gadget, and his mother had to sit in the session. He hastily worked with different art media and left the room abruptly within ten minutes. He demonstrated a lack of interest and tactile defensiveness. Initial intervention plan focuses on improving his ability to regulate his body and integrate sensory experiences through material exploration (e.g. shaving foam, flour-based dough, ice). His ability to stay in session to explore different materials and engage with sustained attention increased in subsequent sessions where he could complete the 1-hour session without behavioural challenge. His mother also noticed improved impulse control and regulation, and that he was more responsive and demonstrated listening skills, improved engagement with sustained attention and better motor skills.

May, Art Therapist

“ Feedback from Caregivers



Occupational Therapy

I really appreciate ChenXi's Occupational Therapist, Meijie. She is able to work on his weakness and underlying problem. Through her keen observation and discussions with me, she has discovered his difficulties with self-regulation. Since then, she has been teaching me how to manage this challenge. Now he has better attention and improved body control, and is more aware of his surroundings. He falls sleep easily and is able to put on clothes and shoes by himself, which was a struggle me for nearly two years. He is starting to write simple letters and numbers. With Meijie's experience and skills, I feel more hopeful for Chenxi and more relieved!

Mdm Mou, caregiver and mother of ChenXi



Physiotherapy

Our Physiotherapist is a perfect fit for Ethan and us, as she is always punctual, brings enthusiasm, and gives clear communication on how we can assist Ethan in his developmental milestones. Ever since she starting seeing Ethan, we have witnessed tremendous progress and we are thankful for Club Rainbow's support and arrangement.

Mdm Ang, caregiver and mother of Ethan

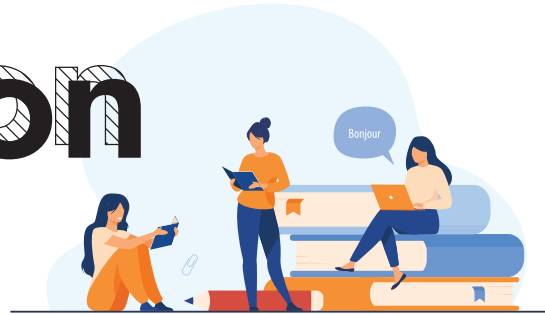


Speech Therapy

Teacher Gin is able to communicate with Grace well and she has also taught me how to use some visuals to communicate with her. Recently the peeling of her skin has worsened and I could not find the reasons. Gin is also able to help. Overall, I rate her highly!

Mr Ng, caregiver and father of Grace Vera

Education Support

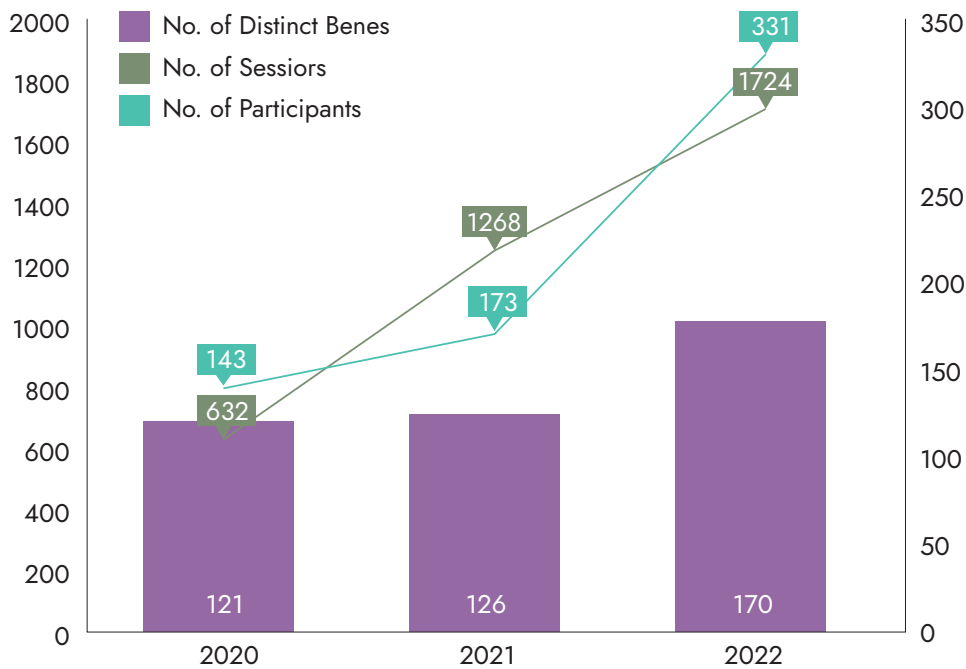


Education remains a cornerstone for holistic development of our children to achieving their potential and inculcating positive learning values in their academic pursuits, so that they are able to better face adversities and overcome challenges in the later stages of their lives. The LEAP programme seeks to maximise learning outcomes at the early childhood stage and prepare the children adequately for progression through different stages of their academic journey from primary, secondary to tertiary educational levels.



EDUCATION SUPPORT PROGRAMME

NUMBER OF DISTINCT BENEFICIARIES, PARTICIPANTS AND SESSIONS ACROSS VARIOUS EDUCATION SUPPORT PROGRAMMES



By adopting a more structured approach to engage the beneficiaries throughout their academic journey, the engagement of distinct beneficiaries across all Education Support programmes has increased steadily since the onset of COVID-19 pandemic in 2020.

35% increase in engagement and number of session in 2022 as compared to 2021.

Several new initiatives in education programmes during the school holidays and early intervention programmes, including Joyful Learning in collaboration with EtonHouse Community Fund attributed to the increase. To express our heartfelt appreciation and gratitude towards our volunteer tutors and to celebrate the start of the school holidays, we held a year-end party for tutors and their tutees, where they got to relax, have fun and get to know each other better.



LEAP Year-end Party where beneficiaries, caregivers and volunteer tutors learnt about nature art and made ink from leaves, flowers and clay materials

This is further illustrated in the comparison chart below.

BREAKDOWN IN PARTICIPANTS BY PROGRAMME

Year	LEAP - Early Intervention
2022	22
2021	3

Year	Holiday Education Programmes
2022	52
2021	37

Year	LEAP - Primary/ Secondary
2022	72
2021	71

Year	Education Award
2021	76
2020	62

Education Awards for 2021 were given out in 2022.



Tyler attending an Early Intervention session

“ Feedback from Caregivers on Education Support Programmes:

LEAP Early Intervention

As Tyler has dyslexia, his pace of learning is slower. He has showed resilience by attending all the sessions and his teacher Choon Ling is very nice towards him. I appreciate the time and efforts that his tutor has invested into Tyler's learning journey!

Ms Chung, caregiver and mother of Tyler

Joyful Learning

Jacob attended the learning session last year, and he really enjoyed himself. The classes were well planned to incorporate singing, story time and artwork to capture the children's interest, and the teachers were very patient and understanding. It was a great experience.

Ms Sarah Teo, caregiver and mother of Jacob



Enriching activities like crafting, music and movement made learning fun!



Learning through hands-on activities



Volunteer tutor Meiru (left) with Gessica (right)

LEAP Primary/Secondary

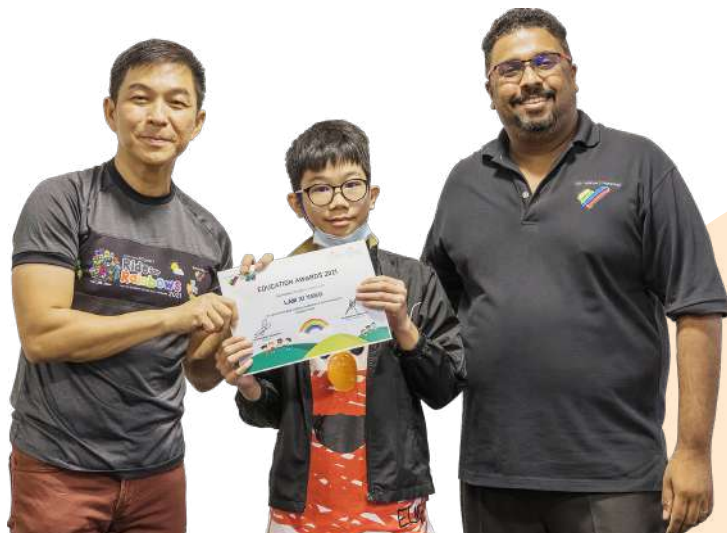
Since Gessica joined Club Rainbow's LEAP programme, her results has improved a lot. She has been promoted to a higher academic level programme. Her tutor Meiru has been putting in a lot of efforts. Even though Gessica tends to experience meltdowns very easily, Meiru has been very patient, caring and understanding towards her. She will think of different ways to engage her. Gessica looks forward to her weekly lesson with Meiru. The LEAP programme not only benefits the children but also caregivers like us. Lastly, I wish to say 'Thank You' to Club Rainbow team for matching Gessica with such a good tutor and for organising this programme.

Mdm Jasmine Sim, caregiver and mother of Gessica

EDUCATION AWARDS

Established to inspire and motivate our beneficiaries 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.

76 children from mainstream and special education received education awards to recognise their efforts and motivate them in their academic pursuits.



Lam Xi Yang (center) received Progress Award for Special Education from Mr Tan Chuan-jin, Speaker of Parliament and Patron of Club Rainbow (left), and Dr Sashikumar Ganapathy (right), President of Club Rainbow.

AWARD TYPE		2020	2021
MAINSTREAM	Achievement	7	11
	Outstanding Character	9	11
	Progress	4	5
	Spirit of Learning	1	0
SPECIAL EDUCATION	Achievement	12	16
	Outstanding Character	8	9
	Progress	0	15
TERTIARY	Excellence	11	9
Total No. of Recipients		62	76
Total Grant Amount		\$18,800	\$24,400
Average Grant Per Recipient		\$459	\$ 321

Education awards for 2021 were given out in 2022.

Close to 200 attendees, including Speaker of Parliament and Patron of Club Rainbow, Mr Tan Chuan-jin who was the Guest-of-Honour, our children and their families, Council members, corporate and individual supporters, staff and volunteers, attended the **Education Awards Presentation Ceremony** at our new centre, Sandbox.

During the ceremony, Club Rainbow’s mascot, Ray, made its first appearance. At the same time, we witnessed the soft launch of Sandbox – a purpose-built space where children and caregivers can attend programmes and services in a safe environment.

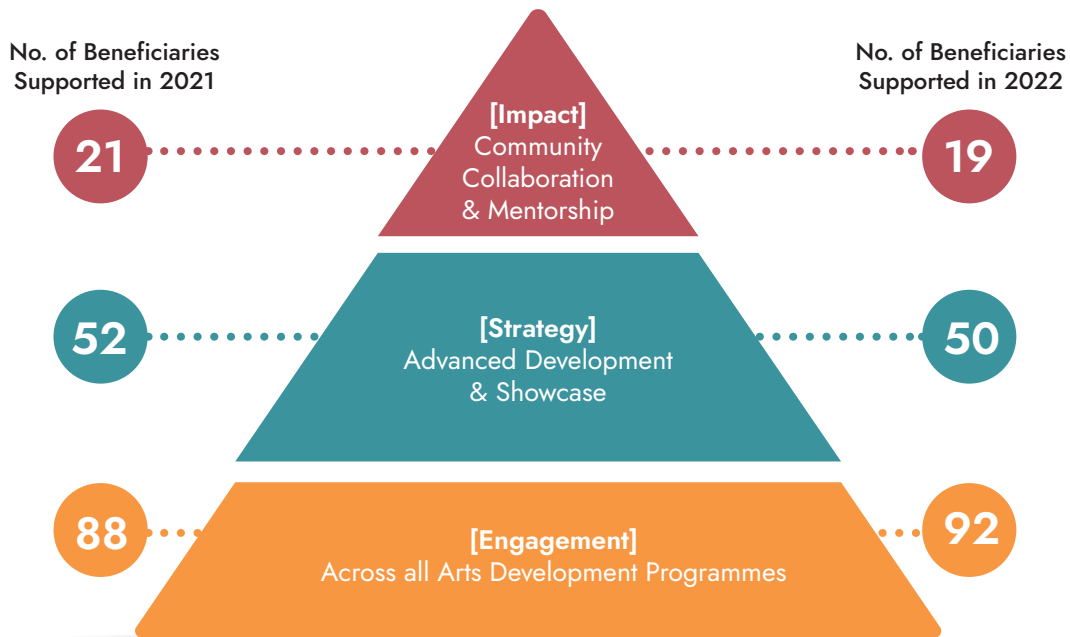


Our mascot, Ray, met our children and families for the first time.

Arts Development



In its formative years, talent development in Arts has been identified as a viable mean for our children; some may be deterred due to their medical conditions or financial capacity to pursue their aspirations and areas of interest. Through purposeful programming to ensure a bridge for interaction, self-development, and creative expression, Arts Development develops their potential and interest in the arts, towards independent living and community inclusivity.



As one of the core pillars of support, Arts Development expanded and deepened its engagement, having reached out to **92 distinct beneficiaries** by presenting programmes and workshops of various art forms. The team stepped up in their efforts in making the arts more accessible for children and youths with different abilities, particularly with Discovery-level workshops. More beneficiaries have been given the opportunities to participate in Discovery-level programmes to try out and discover their areas of interest, evident from a two-fold increase in the number of such programmes.

Close to **54%** of beneficiaries engaged were given opportunities for advanced development with creative practitioners and through showcase platforms.

A total of **19** or **21%** of distinct beneficiaries engaged across all Arts Development programmes were given the opportunities to further develop their artistic talents through community collaboration projects, which also helped in encouraging community inclusivity and social cohesiveness through mentorships by industry professionals.

ARTS DEVELOPMENT INITIATIVES

Some of these projects held in 2022 include **Art SSSplash**, a multi-faceted collaboration between Club Rainbow, NTU School of Social Sciences and professional arts studio Sage Artelier; **Visual Arts Mentorship Programme** with local artist, Sam Lo; **Lettering Co-creation with Leah Chong**; and **Music Mentorship Programme** with Thunder Rock School.



Visual arts mentee Jared (center) with his arts mentor, Sam Lo (left), working on our 30th Anniversary key visual.



Art SSSplash, a multi-faceted collaboration with NTU School of Social Sciences and professional arts studio Sage Artelier



Lettering co-creation workshop by Leah Chong

Pandemic - Collaborative Artmaking

Close to 50 participants comprising volunteers, beneficiaries, and family members, gathered at the activity table during Club Rainbow's 30th Anniversary Birthday Bash to partake in a collaborative pompom-making session, where the pompoms created will contribute towards an eventual art installation conceptualised by Beadbadwolf in collaboration with Club Rainbow. Reflecting on how the pandemic has taken over our lives — through pompoms — each pompom, whether big or small, signifies the scale of its impact on us. Through participants' involvement in the craft-making process and roping the community in the installation, the eventual art installation will be unveiled at Dreamseeds Arts Fest in the upcoming year.



Children engaged in pompom making



Our volunteers helped to guide the participants in pompom making.

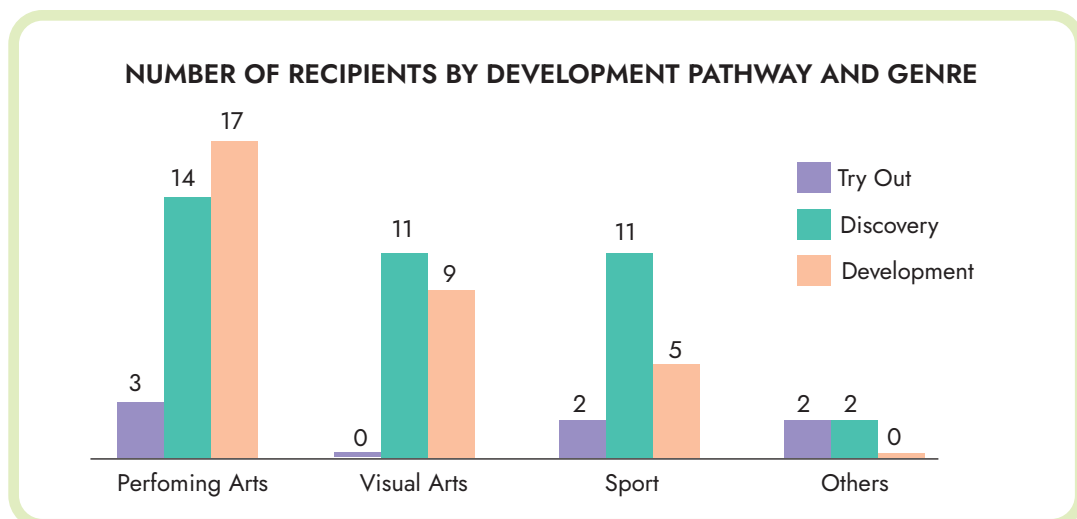
Photo by volunteer photographer, Koh Min Yi

TALENT DEVELOPMENT FUND (TDF)

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 500 children.

	2021	2022
Number of Recipients	70	76
Total Amount of Funds Approved	\$56,800.00	\$60,000.00
Average TDF Amount / Recipient	\$811.42	\$789.47

TDF continues to be an essential resource to support our children in taking up external courses and the purchase of relevant instruments or equipment to necessitate their learning journey. There has also been more proactive identification of children, based on their talents and level of commitment, to drive them towards greater external opportunities and resources beyond the limited scope of activities within Club Rainbow.



Tan Zhi Lin is one of several of our beneficiaries who have made notable progress to mentorship level, and attained significant achievements in the pursuit of her aspiration.



Tan Zhi Lin has been a TDF awardee (Development track) for her passion for piano. Playing the piano has initially helped her to relieve stress. Since then, she has found joy in expressing herself through the musical scales in the piano, showing how she feels through the art of music while appreciating the process of learning a piano piece and the sense of accomplishment when playing an entire piano piece. Despite being born visually impaired, it did not stop Zhi Lin from pursuing her piano journey, which has led her to attain the Trinity College London Grade 7 Piano Exam with Distinction.

In 2018, Zhi Lin received the Lee Kuan Yew Exemplary Student Award from the Ministry of Education, despite her limitation. She was also selected to participate in the Special Music & Art Festival in Pyeongchang, South Korea in 2019. In 2021, as part of the Beautiful Mind Music Academy (BMMA), Zhi Lin performed a solo piano piece at the academy's 2021 Concert and participated in Singapore Performing Arts Festival and 2021 President's Star Charity. Most recently, she performed at Club Rainbow's 30th Anniversary Birthday Bash, showcasing a medley of songs she has put together.



TRY-OUT TRACK

Provides seeding support for children who wish to explore opportunities without any prior relevant experience in their specified area of interest, or have shown interest to pursue and display attributes that contribute to further learning in the area of interest.



Dylan Chong

Dylan has been awarded TDF in 2021 and 2022 for his interest in Robotics.

Dylan has shown interest in learning more about coding and ICT tools but has lacked the opportunity and resources to develop in this area. Dylan hopes to learn coding to create websites or games in the future. Dylan is now working on his leadership capabilities as a Prefect and continues to serve as a good role model for his peers.

DISCOVERY TRACK

Provides funding support for children with minimal knowledge of the specified area of interest and have already taken actions to pursue a specified area of interest on a beginner level by attending/completing external beginner classes, or display aptitude to develop the talent further after attending Club Rainbow interest-based/vocational programmes.



Bryce Chan

Bryce is a 2019 to 2022 TDF awardee of the same genre - Wrestling.

He has been taking Pro Wrestling Lessons with Singapore Pro-Wrestling (SPW) School for the past few years. Since then, he has performed under SPW and the ring name Bryson Blade for corporate and live shows. He has also performed on SPW's YouTube series Prove and Prove 2.



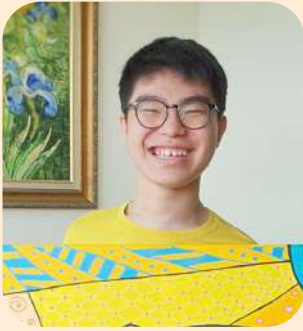
Gabriel Chung

Gabriel has been awarded 2021 and 2022 TDF for his interest in Drawing and Painting.

Gabriel participated in various Club Rainbow-initiated programmes such as Arts Kopitiam, Hip Hop Dance (Kids), 2D Collage with Jaxton Su, Fun with Music Notes, SNIP, SNIP, STICK!, Participatory Talk on The Basket, Cajon and Mixed Media Painting. Gabriel is interested in pursuing his interest in Visual Arts and wishes to attend art classes to help him develop his motor skills and gain confidence in himself.

DEVELOPMENTAL TRACK

Offers stronger funding support for children with strong knowledge and continual development in an area of interest. It also offers support to those who show strong commitment with long-term plans to develop a specified area of interest further, taking actions to pursue a specified area of interest on an intermediate-advanced level or the potential to demonstrate sustained results and contributions in the specified area of interest.



Sage Tan

Sage is a 2017 to 2022 TDF awardee under the same genre - drawing and painting.

Sage has been an avid participant in several Club Rainbow-initiated visual arts programmes over the past few years. In 2021, he was one of the selected beneficiaries for Club Rainbow Charity Merchandise Design, working with Kydra, a local activewear brand, to design eight water-resistant and UV-protected stickers for the Fun-raiser Water Bottle Kit. Besides that, he also participated in programmes on Digital Animation with Chips and Toons.

Sage was recently promoted to a higher level class at ART:DIS, bringing him closer to joining their Artist-in-Training programme. His artistic and conceptualisation abilities have helped him advance his drawing and painting skills. He wishes to use those skills when he progresses to the next phase of his education journey, as he now furthers his studies at ITE College studying Visual Communications.

Vocational Development

Vocational Development initiatives seek to empower our youth to achieving their potential to the fullest of their unique abilities towards becoming active contributors of society. The LINK programme will equip our youth with the relevant essential life skills and expand their horizon through varied industry immersion experiences in order to facilitate a smooth transition from school to workplace. The LAUNCH programme will provide the platforms for strength-based and interest-based explorations and endeavours, and opportunities for our youth and caregivers to attain higher levels of fulfilment and independence through gainful activities



LINK Programme

imparts essential life skills, financial and digital literacy, and delivers other relevant activities with support from corporate partners

LAUNCH Programme

Provides in-depth training and technical skills that create new developmental pathways.

LINK PROGRAMME

Intentional efforts were taken to engage corporates for discovery programmes such as Career Forum @ Google; Aerospace Hub Tour by Ngee Ann Poly; Casting and Auditioning by Hello Group (a Talent Management agency); and digitalisation workshops, including robotics and coding by Amazon and Singapore Computer Society (SCS); and cybersecurity mentorship programmes by CISCO and Logicalis Singapore.



Glider workshop and Aerospace Hub Tour by Ngee Ann Poly



Career Forum at Google



Cybersecurity course by Cisco and Logicalis Singapore

PILOT BAKING PROGRAMME

Our pilot baking programme equipped caregivers with WSQ Food Safety knowledge and basic baking skills, preparing them for jobs in the food and beverage industry. **10 caregivers** received their WSQ Food Safety Level 1 certification.

9 distinct beneficiaries participated in the Vocational Discovery Programme Christmas cookies workshop, and collaborated with caregivers to bake Rainbow cookies and madeleines for sales during our 30th Anniversary Birthday Bash, and no rum fruit cakes for Christmas celebration.



Baking and packing of no rum fruit cakes for a Christmas celebration



Caregiver, Li Fang (first from the right) guided a group of youth beneficiaries in Christmas cookie baking. Her son, Royce (2nd from the right), also participated in the session.

“ Feedback from Caregiver who participated in the programme

Firstly, I must thank Club Rainbow for having us at the baking sessions. I was able to learn the basics of baking from the chef. Importantly we had the chance to put our learnings into test: baking for the 30th birthday bash and fulfilling two orders. After participating in the sessions, I discovered that I am actually quite passionate about baking. Being able to see the results and making sure that the baked products turned out as planned is truly satisfying. Overall I enjoyed the baking session and hope that I can continue to put my skills into use in future.

Li Fang, Caregiver



As an independent charity, Club Rainbow builds social capital by leveraging on 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.

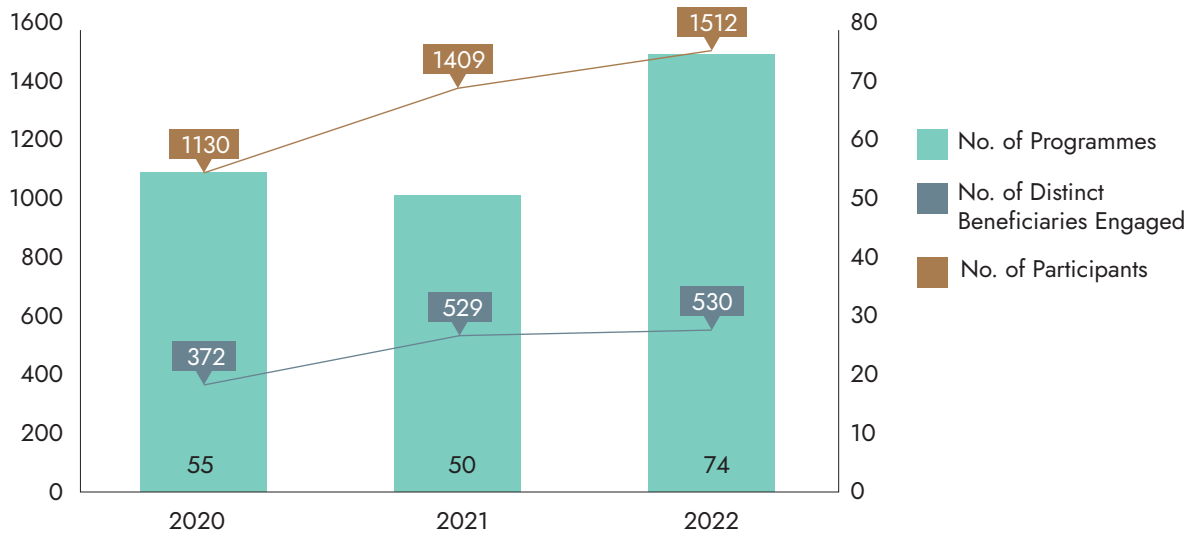
■ SOCIAL INTEGRATION

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.

- Programmes and events are organised throughout the course of the year, ranging from excursions and learning workshops, to recreational activities.
- Signature events like **Club Rainbow Family Retreat**, **Kris Kringle**, **Celebrating Heroes** and **Camp Rainbow** are held on an annual basis.

Apart from the signature events organised for our children and families, another flagship annual event, **Ride for Rainbows**, aims to raise public awareness and funds to support our children and their families through cycling.

ENGAGEMENT BY PROGRAMMES

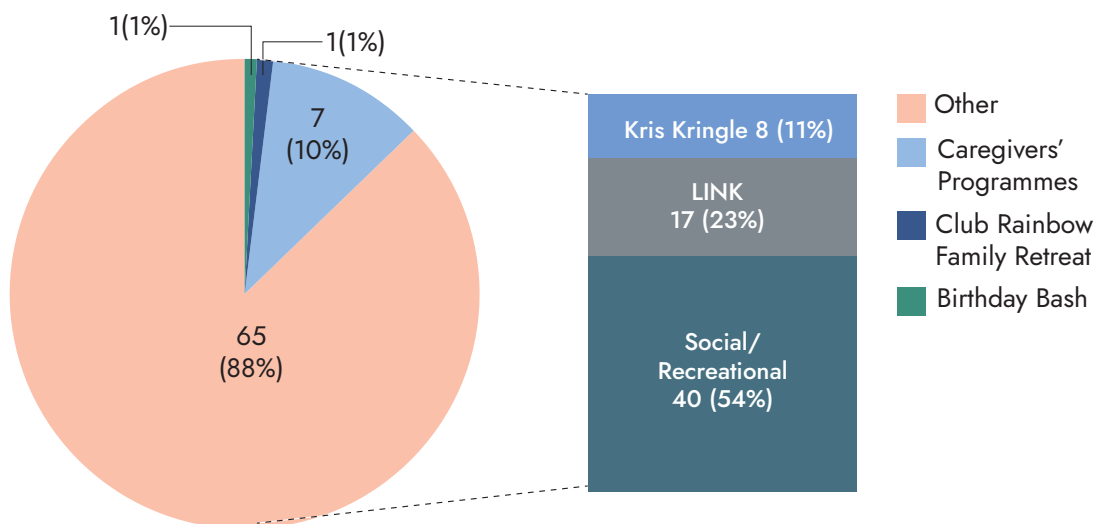


An increase in the engagement of corporates and institutions in 2022 has resulted in a corresponding increase in the number of corporate social responsibility (CSR)/values-in-action (VIA) programme initiatives. Participation rate has also returned to pre-COVID levels since in-person engagement was permitted with further relaxation of COVID-19 national guidelines.

74 programmes/events were organised in 2022. A **48% increase** from that in 2021.

Total of **1,512 participants** in 2022. A **7% increase** from 2021.

Social/recreational programmes remained the most popular CSR/VIA programmes, constituting more than half of all programmes organised. A quarter of all programmes was dedicated to LINK programmes under the core pillar: Vocational Development.



KRIS KRINGLE, DECEMBER

Kris Kringle is a holiday event that instils 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 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.

375 children engaged by the programme, supported by **8 corporate partners**



Youth beneficiary Nicholas Lim expressed his gratitude for the gift he received

Our youth beneficiaries were treated to a sumptuous lunch followed by a shopping trip to select their desired gifts.



CLUB RAINBOW FAMILY RETREAT, 5 – 8 DECEMBER

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.



Children putting on a fashion show with their creations



Group photo of Club Rainbow Family Retreat participants

67 children and their families participated in the 4-days 3-nights cruise to Penang, supported by **34** medical personnel, Advisory Board & Council members, and staff

30TH ANNIVERSARY BIRTHDAY BASH, 27 NOVEMBER

Club Rainbow celebrated its momentous milestone with the 11th edition of Ride for Rainbows, and a 30th Anniversary Birthday Bash at Marina Barrage.

Attended by

382 children,
103 families,
and supported by
51 Volunteers.

Mr Tan Chuan-jin, Speaker of Parliament and Patron of Club Rainbow, graced the event as Guest-of-Honour. He presented several awards, including Exemplary Caregiver and Exemplary Sibling Awards, Education Awards, and Top Fundraising Awards to Individuals and Teams of Ride for Rainbows.

Photo by volunteer photographers Koh Min Yi and Lai Weisong.



Mr Tan Chuan-jin, Patron of Club Rainbow (left), presented Exemplary Caregiver Award to Karen-Sophia Neoh (center), with Dr. Sashikumar Ganapathy, President of Club Rainbow (right).



From left: Dr Sashikumar Ganapathy, Mr. Tan Chuan-jin and Mr Peter Leong, Senior Partner and Head of Capital Markets from BDO LLP, at a cheque presentation ceremony.



Families worked with each other to complete missions and win the challenge



Family-oriented activities that encouraged the family to participate together as a collaborative unit.



Self-care activity for families guided by our social workers



Crafts like kite-making engaged the children and families.



Ride for Rainbows 2022 flag-off from Marina Barrage

RIDE FOR RAINBOWS, 27 NOVEMBER

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. Adopting a hybrid format this year, Ride for Rainbows offered three categories: a 30 km virtual category, a 60 km physical category, and a 120 km physical category, with different qualifying amounts. Close to 200 fundraising riders were flagged off from Marina Barrage.

Among the fundraising riders was Mediacorp artiste, Denise Camillia Tan, taking part in the ride for the first time as the Ambassador of Club Rainbow.

Mediacorp artiste and ambassador of Club Rainbow, Denise Camillia Tan

Photo by Karen Boo



In contrary to previous editions of Ride for Rainbows where my involvement in the event was solely as a donor, I decided to take a step further in the fundraising experience by participating as a rider in this year's event! Together with my two other friends namely, Koh Kwang-Wi & Tan Yuh Woei, we joined forces with Leong Chin Hui, who has been an avid supporter of this event for several years. With our participation, Ride for Rainbows 2022 saw the birth of the Cycle Uncles where we strived together as a team to raise funds and give back to the community.

We approached the fundraising event with all guns blazing, exhausting our network to promote the good cause. We were really encouraged and thankful for all the support received from family members, friends & colleagues, which saw Cycle Uncles emerging as one of the top fundraising teams in this year's event.

We had a pleasant and memorable event experience as we managed to conquer the 60km ride, which was not an easy feat! The drizzle towards the end of the ride did not dampen our spirits either and spurred us on even further. It was truly heartening to see the camaraderie between the cyclists, looking out and pushing each other towards a common goal. Overall, we had a very positive fundraising experience and we sincerely look forward to this year's participation in Ride for Rainbows 2023!

Jimmy Kwang, Fundraising rider

“

Feedback from Ride for Rainbows 60km Physical Ride Participant

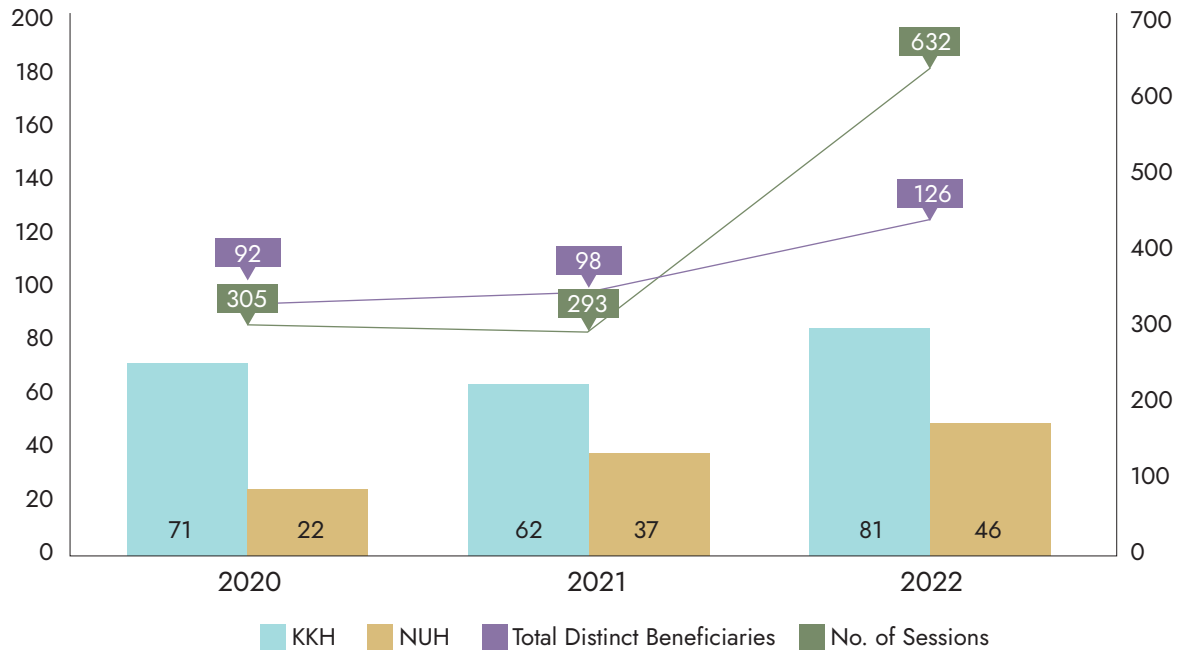
Other Support Services

Club Rainbow provides transportation and hospital centre services at KK Women's and Children's Hospital (KKH) and National University Hospital (NUH).

CENTRE SERVICE

Our centres at KKH and NUH 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.

ENGAGEMENT BY PROGRAMMES



Kite-making activity during a Christmas party at KKH

A **two-fold** increase in number of touch-points at both centres in 2022, as compared to the first two years since the outbreak of COVID-19.

An increase of **33%** in distinct beneficiaries supported.

TRANSPORTATION

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

	2021	2022
Total Distinct Beneficiaries	160	155
Total No. of Trips	2,887	2,350
Average Trip/Beneficiary	18	15



100% of donations in FY2022 can cover

69%

(**99%** in FY2021) of our charitable activities (including cost of generating funds), with the balance

31%

(**1%** in FY2021) covered by government grant and investment income.

.....

Other expenditures are only

9.3% of overall operating expenditures

Financial Overview

Our unrestricted fund reserves in FY2022 reduced by

8.5% as a result of decline in donations

.....

Percentage of direct fundraising expenses over gross donations increased to

24% (**7%** in FY2021)

EXTRACT FROM AUDITED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

As at 31 December 2022

	2022	2021
	\$	\$
ASSETS		
Current assets		
Cash and cash equivalents	2,193,787	3,161,733
Receivables	368,740	430,939
Total current assets	<u>2,562,527</u>	<u>3,592,672</u>
Non-current assets		
Property, plant and equipment	930,634	546,354
Investment securities	11,171,117	11,836,305
Total non-current assets	<u>12,101,751</u>	<u>12,382,659</u>
TOTAL ASSETS	<u>14,664,278</u>	<u>15,975,331</u>
LIABILITIES, FUND AND RESERVE		
Liabilities		
Current liabilities		
Payables	527,579	552,666
Lease liability	195,735	185,745
Deferred income	-	121,791
Total current liabilities	<u>723,314</u>	<u>860,202</u>
Non-Current liabilities		
Lease liability	67,557	263,292
Deferred capital grant	586,208	324,669
Total non-current liability	<u>653,765</u>	<u>587,961</u>
Total liabilities	<u>1,377,079</u>	<u>1,448,163</u>
Fund and reserve		
Fund	14,150,636	14,458,948
Fair value adjustment reserve	(863,437)	68,220
Total fund and reserve	<u>13,287,199</u>	<u>14,527,168</u>
TOTAL LIABILITIES, FUND AND RESERVE	<u>14,664,278</u>	<u>15,975,331</u>

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 2020 to 28 September 2023.

The Society's registered office and principal place of business is at Block 538, Upper Cross Street, #05-263/269, Singapore 050538.

The Society has two Family Resources Centre located at KK Women's & Children's Hospital and National University Hospital.

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 Society's reserve policy for the financial year end are as follow:

	2022 \$	2021 \$	Increase \$	Percentage of Increase %
Total funds	13,287,199	14,527,168	(1,239,969)	(8.54)
Ratio of funds to annual operating expenditure	3.15	3.71	(0.56)	(15.09)

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 \$15,146,691 (2021: \$15,982,008) (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 2022

INCOME	<u>2022</u> \$	<u>2021</u> \$
Income from generated funds		
Voluntary income	2,039,681	2,165,859
Activities from generating funds	584,366	1,156,331
Investment income	304,182	330,198
Income from charitable activities		
Grants	942,20	969,792
Other income	34,444	171,892
TOTAL INCOME	3,904,879	4,794,072
EXPENDITURES		
Cost of generating funds	(139,864)	(80,585)
Charitable activities	(3,670,134)	(3,277,991)
Governance costs	(9,369)	(13,766)
Other expenditures	(393,824)	(544,620)
TOTAL EXPENDITURES	(4,213,191)	(3,916,962)
SURPLUS (DEFICIT) FOR THE FINANCIAL YEAR	(308,312)	877,110

The number of employees (including key management personnel) whose remuneration amount to over \$100,000 in the year is as follows:

	<u>2022</u>	<u>2021</u>
Number of employees in bands:		
\$100,001 to \$200,000	3	1

(a) The Executive Director has the 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: Helmi Talib LLP

Club Rainbow (Singapore)



Office Address

Block 538 Upper Cross Street
#05-263/269 Singapore 050538

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