

Catholic AIDS Response Effort



**RESTORING DIGNITY
RENEWING HOPE**

ANNUAL REPORT 2025

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1. WHO WE ARE & WHY WE SERVE



ABOUT US

“Let us not love with words or speech but with actions and in truth.”
– 1 John 3:18

The objective of the Charity is to provide holistic care and support to People Living With HIV/AIDS (PLWHA) and their families.

It includes providing basic needs like temporary housing and meals as well as emotional and spiritual support whenever required.



Our Vision

Be a sign of God's love to People Living with HIV/AIDS.

Our Mission

To serve the spiritual, psychological, financial and physical needs of People Living with HIV/AIDS (PLWHA).

To raise awareness and encourage compassion for PLWHA as a sign of God's love.



MESSAGE FROM PRESIDENT



This past year has been one of meaningful impact and quiet transformation for Catholic AIDS Response Effort, CARE. Guided by our mission to restore dignity and bring hope to People Living with HIV/AIDS, we continued to serve the community through both residential care and outreach programmes.

At our residential shelter, we provided a safe and stable home for 21 residents during the year. Beyond meeting basic needs, our team focused on rebuilding confidence and resilience through structured routines, counselling support, and community living. Many residents made tangible progress in their personal journeys, with 6 residents successfully transitioning to independent or assisted living arrangements.

CARE's non-residential programmes extended support to a broader group of beneficiaries. Over the year, we assisted 54 individuals and families, providing financial aid, food support, and essential supplies. We also supported 5 children through educational assistance, ensuring continuity in schooling despite challenging family circumstances.

Community outreach and advocacy remained a key pillar of our work. During the year, CARE conducted Parish Outreach initiatives and rolled out advocacy and awareness programmes in schools, reaching a wide audience and fostering greater understanding of HIV/AIDS. We also participated in World AIDS Day (WAD) events in collaboration with National University Hospital, reinforcing the importance of collective action in addressing stigma and supporting those affected.

A particularly meaningful milestone was the World AIDS Day Mass held at the Church of St Ignatius, which brought together the community in prayer, remembrance, and solidarity. This event reflects CARE's commitment not only to practical support but also to spiritual care and community inclusion. In addition, it was gratifying and spiritually uplifting to experience the love and support the community has for our beneficiaries. In total, our outreach and engagement efforts—including these initiatives—comprised various sessions and events, reaching to many participants across different segments of the community.

CARE also organised and participated in fundraising and community initiatives, including events such as Walk with Caritas Family themed One Walk, Many Causes, which collectively raised funds not just for CARE but for all other Member Organisations within the Caritas Family. These contributions directly support our programmes and enable us to sustain and expand our services. None of these outcomes would have been possible without the dedication of our volunteers and the generosity of our donors and partners. They form the backbone of many of our programmes and activities. The work of CARE would not be possible as well with the commitment, professionalism and compassion of our full-time staff. Working often behind the scenes and in challenging circumstances, they provide consistent care, support, and guidance to our beneficiaries, and their contributions are integral to the impact we achieve.

While the challenges faced by our beneficiaries remain complex, the progress we have witnessed—whether in restored dignity, improved stability, or renewed hope—affirms the importance of CARE's work. Each number represents a life touched, a burden eased, and a step forward. Despite progress in awareness, social stigma surrounding HIV/AIDS continues to persist in our modern society. This underscores the continued relevance of our mission. Yet, we remain steadfast in our faith and trust in God's providence, confident that His presence guides and sustains our work each day. As we look ahead, we remain committed to deepening our impact, strengthening our programmes, and continuing to serve with compassion and purpose.

On behalf of the Board, I extend our sincere gratitude to all who have supported CARE in this journey. Together, we will continue to make a meaningful difference in the lives of those we serve.

Tan Jui Lian Ambrose
President



Catholic AIDS Response Effort



2. LIVES TOUCHED, HOPE RESTORED



KEY HIGHLIGHTS

Pastoral Care Sessions

637
sessions

Each lasting 30 minutes to 2 hours, where the pastoral team met residents individually for personal accompaniment and support.



Pastoral Care & Well-Being

109
sessions

- Weekly Exercise with Residents: 40 (New)
- Weekly Community Sharing: 40
- Night Community Sharing: 11 (New)
- Night of Worship: 11
- Church : 7 (Penitential, Days of Obligation, Talks)

Providing consistent emotional, physical, and spiritual support throughout the year.



In-House Programmes

18
sessions

- 4th Saturday Activities (Residents & Non-Residents): 8
- Festive Celebrations: 7
- Community Events:
 - Assisi Fun Day
 - Day Trip to Johor Bahru
 - Walk with Caritas

Building community, joy, and a sense of belonging within CARE.





Improved well-being

Weekly exercise and nature walks helped residents stay physically active, reduce stress, and improve overall mental and physical health.



Emotional support

Community sharing sessions provided a safe, non-judgmental space for residents to voice concerns, give feedback, and support one another. One resident shared, “We are homeless, but not helpless.”



Independence & reintegration

76% of able-bodied residents are employed or ready for gainful employment.

29% of residents were discharged after moving into their own flats or HDB rental housing.



Empowerment & dignity

Residents and non-resident beneficiaries—many isolated from family—were able to celebrate festive occasions and take part in meaningful outings, fostering joy, belonging, and social connection.



Connection & inclusion

Regular engagement through activities and pastoral care strengthened self-esteem, rebuilt self-worth and provided renewed hope for the future.



OUR MILESTONES

Founding of CARE

Catholic AIDS Response Effort (CARE) was inaugurated on 6 June 1992 as a lay apostolate ministry of the Catholic Church, marking the beginning of our mission to serve people living with HIV/AIDS with compassion and dignity.

1992

Registration as a Society

On 2 August 2004, CARE was formally registered as a Society, strengthening our organisational structure and enabling us to expand our programmes and outreach. CARE's Unique Entity Number UEN T04SS0204E

2004

Charity Registration and Caritas Affiliation

On 7 July 2006, CARE was registered as a Charity and became an Affiliate of Caritas Singapore. In the same year, CARE relocated to 43 Toa Payoh Rise to better support the growing needs of our beneficiaries.

2006

Establishment of Our First Shelter

CARE set up its first shelter at 11 Hillside Drive, the former St Joseph's Convent School. This milestone marked a significant step in providing a safe and supportive environment for homeless men living with HIV/AIDS.

2005



OUR MILESTONES

Institution of Public Character (IPC) Status

CARE was granted Institution of Public Character (IPC) status effective 1 November 2010 for a period of two years, enabling tax-deductible donations and enhancing our fundraising capabilities.

2010

Launch of the Non-Resident Support Programme

CARE initiated its Non-Resident Support Programme to support women living with HIV/AIDS and their children, extending our services beyond residential care to families in the community.

2008

Relocation to Current Premises

In May 2014, CARE relocated to its current premises under the Singapore Land Authority, where we continue to operate today, providing shelter, support services, and community-based programmes.

2014



3. HOW WE

A photograph of two men walking away from the camera in a garden. The man on the left is wearing a dark grey t-shirt and the man on the right is wearing a white t-shirt. They are walking towards a fence and some greenery. In the background, there are houses with red roofs and trees.

**CARE
&
ACCOMPANY**



RESIDENTIAL SHELTER PROGRAMME

At the heart of CARE's mission is its Shelter Home—the only one of its kind in Singapore for People Living with HIV/AIDS (PLWHA). More than just a roof over one's head, the Shelter is a place where lives are gently rebuilt.

THE HEART OF CARE'S MISSION IS ITS SHELTER HOME



For the men who come through its doors, the journey is often marked by loss—of family, of stability, and sometimes of hope. Many arrive with nowhere else to go, facing the reality of homelessness. At the shelter, they are provided with basic necessities, lodging, food, bathing facilities, and it is not just a safe haven, but also a community that receives them with dignity and care.



For the year 2025, CARE journeyed with 21 residents. Nine were newly admitted, each carrying their own story. Six residents moved on to the next chapter of their lives—five into HDB rental flats and one back to his own home. These transitions, though quiet, are deeply significant. They speak of restored stability, renewed confidence, and reintegrating into society.



RESIDENTIAL SHELTER PROGRAMME

Life in the shelter is simple but purposeful. Most residents—about 76%—are gainfully employed, heading out each day to work and gradually rebuild their independence. For those who are not working, the days are still filled with meaning. They contribute through daily chores, caring for the shared space, and participating in activities that nurture both body and spirit.

DUM SPIRO SPERO —“WHILE I BREATHE, I HOPE.”

One such initiative is [Dum Spiro Spero](#)—“While I Breathe, I Hope”. Here, residents create rosaries, candles, scented wax melts, and even potted plants. What begins as recycled material becomes something beautiful, much like their own journeys. These sessions are more than just craft—they are moments of reflection, quiet healing, and rediscovery of self-worth.



The shelter also fosters a rhythm of community life. Weekly sharing sessions offer a safe space for residents to be heard. Simple group exercises encourage well-being.

The residents come from diverse backgrounds—mostly Chinese, followed by Malay and Indian residents, as well as one Filipino Permanent Resident - *a microcosm of the diversity found in Singapore society*. Yet within the shelter, these differences fade, replaced by a shared journey of resilience and hope.

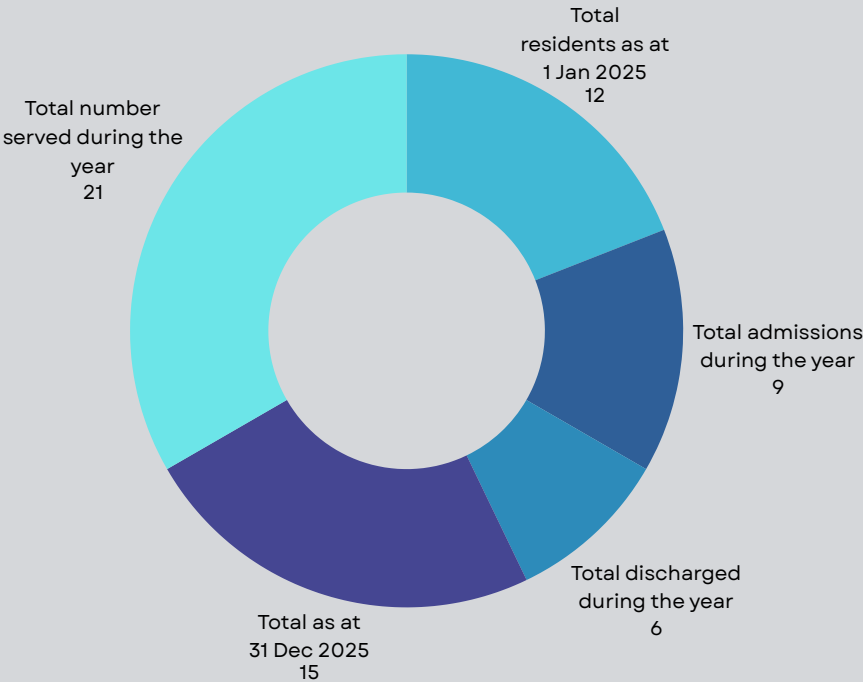


RESIDENTIAL SHELTER PROGRAMME

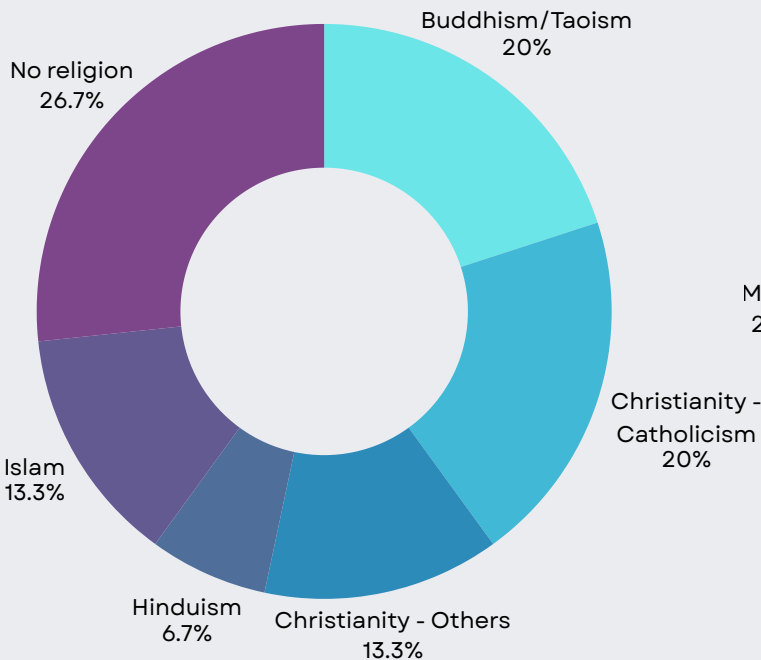
CARE is the only shelter in Singapore set up intentionally to serve homeless People Living with HIV/AIDS (PLWHA).



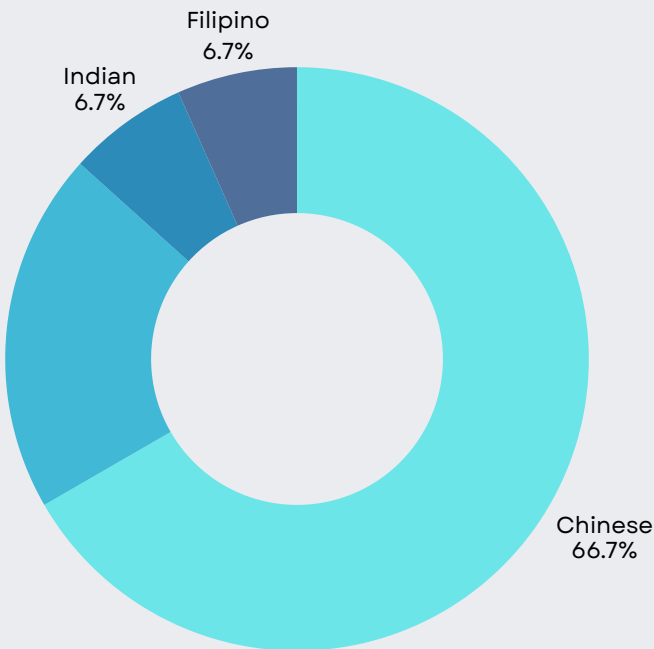
Admission And Discharge



Distribution by Religion



Distribution by Ethnic Groups





RESIDENTIAL SHELTER PROGRAMME

A JOURNEY OF TRANSFORMATION: BAPTISM OF A CARE RESIDENT

“Steven” (not his real name), one of CARE’s residents, was known for his hot temper and would often snap easily.

The team encouraged him to channel his emotions through positive actions – such as cleaning, sweeping, or mopping – going for walks, and most importantly, surrendering his struggles to God and asking for strength.



Although he was not Catholic, Steven began joining the morning prayers at the chapel. As we journeyed with him, we began to see gradual transformation. Instead of using harsh or vulgar words, he began uttering phrases such as “Praise God,” “Thank you, Mother Mary,” and “Alleluia.” He was entrusted with the responsibility of keeping the chapel clean, and many times we witnessed him kneeling quietly in prayer.

One day, Steven opened up and expressed his desire to be baptised. His journey was not without challenges. On one occasion, he fell ill on the day of his RCIA session. Despite the setback, he persevered, faithfully attending and completing all required sessions. At Easter, Steven was baptised at the Church of Our Lady Star of the Sea – a milestone marking not just a religious sacrament, but a profound personal transformation.



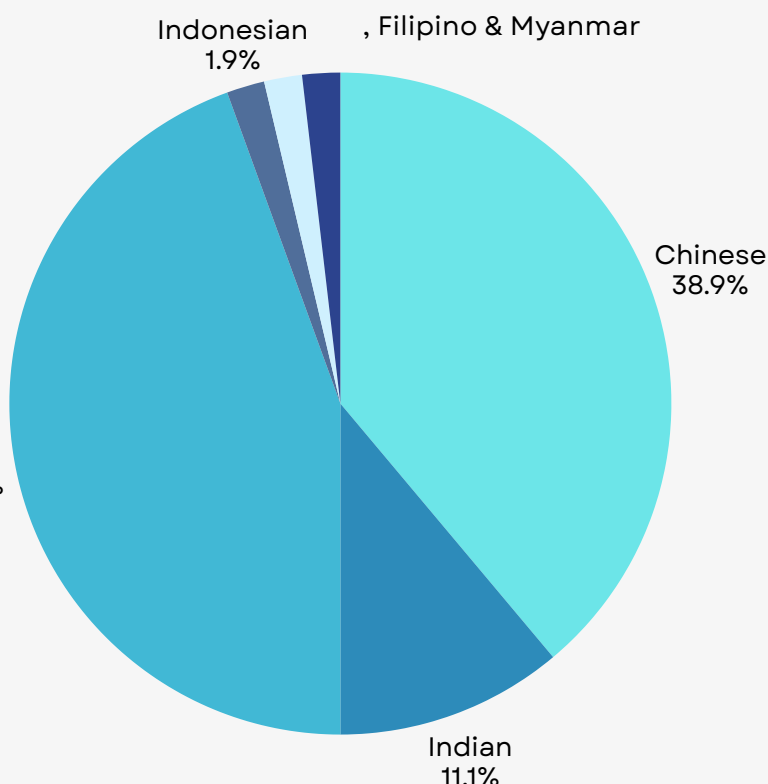
His journey is a testament to the power of faith, patience, and accompaniment. It reminds us that when we walk alongside someone with compassion and hope, change is possible.

NON-RESIDENTIAL PROGRAMME (NRP)

In the year under review, the NRP benefitted a total of **54 people** living with HIV/AIDS and staying on their own.

This group includes:

- **Women PLWHA (People Living with HIV/AIDS)** and their dependent children.
- **Male PLWHA** living on their own and requiring some form of assistance.
- **Ex-residents** who have transitioned out of the shelter and are now living independently.



Many of them are women from diverse ethnic backgrounds, with the majority being Thai nationals married to Singaporeans and raising Singaporean children.



54 people supported under this programme

Support given to them includes:



Monthly food rations



Annual school textbook funding for the children



Transport allowances for their school-going children

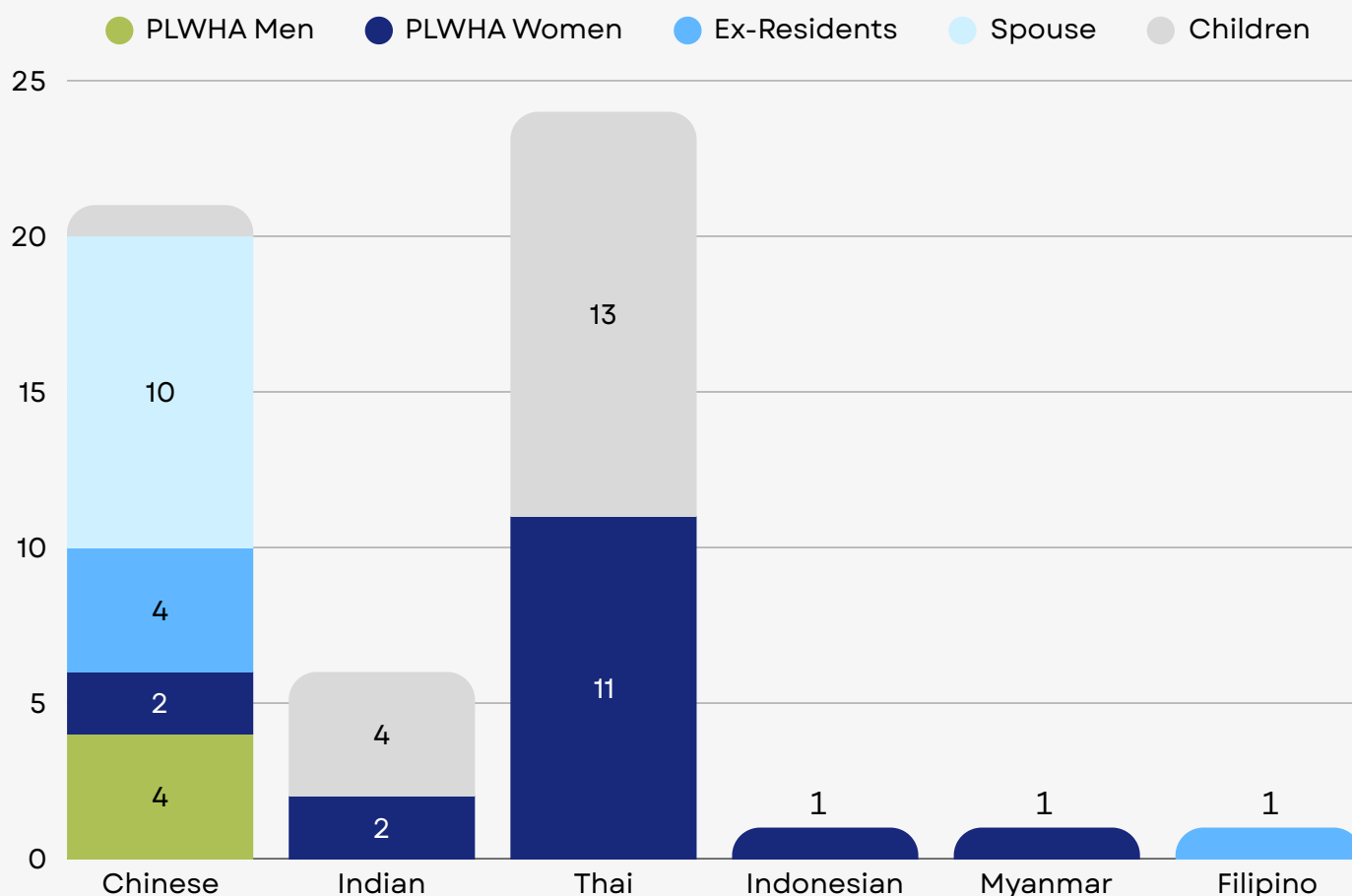


Pastoral & Emotional support



NON-RESIDENTIAL PROGRAMME (NRP)

NUMBER OF NON-RESIDENTS



Though they have built their lives here, their circumstances remain fragile. Without citizenship and holding only long-term passes, they are often unable to work or access medical benefits. This leaves them navigating daily life with uncertainty, carrying the weight of financial strain while caring for their families.

They are also invited into the life of the CARE community, participating in activities and events throughout the year. In these moments, relationships are formed, stories are shared, and a quiet strength begins to grow. Their journeys are not easy. But through each visit, each conversation, and each act of care, hope is gently sustained—one family, one story at a time.



ADVOCACY AND OUTREACH

As part of our mission to raise awareness and foster compassion for People Living with HIV/AIDS (PLWHA) as a reflection of God's love, CARE partnered with **local churches, school, hospitals, and member organisations** of Caritas to conduct outreach programmes and workshops.

9

Churches

42

Masses

20,150

Parishioners





World AIDS Day 2025 - “I Dare To CARE”

On the last weekend of November 2025, the Church of St Ignatius became more than just a place of worship—it became a space of encounter, compassion, and hope.

As part of World AIDS Day, CARE held its annual outreach on 29 and 30 November, centred on the theme “I Dare To CARE.” Tables filled with handcrafted rosaries, crucifixes, candles, scented wax melts, tote bags, and even potted plants. Each item told a quiet story. Made with love by beneficiaries, they were not just objects for sale, but expressions of dignity, resilience, and hope.



The highlight of the weekend was the special Mass on Sunday, 30 November. As the Church marked the Feast of Christ the King—the close of the liturgical year—Friar George Ho, OCD, invited the congregation to reflect more deeply. Linking it to World AIDS Day and the coming season of Advent, he reminded all present that the Church is called to be a community of compassion—one that remembers, heals, and embraces.

“The call of Christ, is not to turn away from suffering, but to recognise God’s presence within it.” - Friar George Ho, OCD said

After Mass, the community gathered at the Sacred Heart Hall for a Thanksgiving Luncheon hosted by CARE. The atmosphere was warm and joyful. Beneficiaries, volunteers, and guests sat side by side, sharing a meal and, more importantly, sharing presence.



In his address, Mr Ambrose Tan, President of CARE, reflected on the organisation’s journey over the past 30 years. CARE, he said, continues to be a sign of God’s love—reaching out to those who often feel alone, rejected, or forgotten, and reminding them that they are not.



Catholic AIDS Response Effort

The spirit of **World AIDS Day 2025** extended beyond the church grounds, reaching a wider community through stories shared in different ways.



On 30 November 2025, CARE launched its new video—a heartfelt glimpse into its mission and the lives it touches. Through simple yet powerful moments, the video invites viewers to see beyond stigma and statistics, and instead encounter the human faces of hope, resilience, and dignity.

The outreach at the Church of St Ignatius also found its way into the wider media. It was featured in Hai Sing Pao in its 4 January 2026 issue, capturing the essence of the weekend and the conversations that took place.



Earlier, CARE's reflection on World AIDS Day had been published in Catholic News (23 November 2025, Vol. 75 No. 24), helping to prepare hearts ahead of the outreach.

Together, these platforms became bridges that connect stories to people, and people to a deeper understanding of what it truly means to care.

Events Held Outside the Catholic Church

28 February



Service Learning Fair 2025 at Catholic Junior College

CARE participated in the Catholic Junior College Service Learning Fair 2025 on 28 February, where we set up a booth and engaged Year 1 students about CARE's mission and the people we serve.

The interaction sparked strong interest among a group of students, who subsequently invited CARE to conduct a class workshop. Deeply moved by the sharing, the students later initiated a Food Donation Drive in July, translating learning into action.

28 February



Experiential Workshop for Clarity

CARE conducted an experiential workshop at Clarity for 25 staff members, including the Executive Director, representing a range of professional roles.

For many participants, this was their first structured engagement on HIV-related topics. Pre- and post-workshop polls revealed significant improvements in knowledge about HIV as well as increased comfort levels in interacting with People Living with HIV/AIDS, highlighting the effectiveness of experiential learning in reducing misconceptions and stigma.

1 December

Advocacy & Outreach at National University Hospital Singapore



CARE was invited by National University Hospital Singapore to participate in its World AIDS Day event on 1 December 2025.

CARE set up a booth showcasing handicrafts made by our beneficiaries, alongside informational standees, brochures, and paper fans featuring CARE's mission and work. The event reached a wide audience, including hospital staff, patients, visitors, and members of the public, helping to raise awareness and promote compassionate understanding of HIV.

13 and 14 December

Advocacy & Outreach at Pasir Ris Elias Community Club



CARE took part in a Christmas outreach event organised by the Church of Divine Mercy at Pasir Ris Elias Community Club on 13 and 14 December 2025.

Through a booth displaying handicrafts made by our beneficiaries, volunteers engaged the public, shared CARE's mission, and spoke about the challenges faced by People Living with HIV/AIDS. A key highlight of the event was a visit by Ms Indranee Rajah, Minister in the Prime Minister's Office, Second Minister for Finance and Second Minister for National Development, which further underscored the importance of community solidarity and public awareness in supporting marginalised communities.



TESTIMONIALS

from our beneficiaries (Names changed for privacy)



Testimonial – Roy (Resident)
Date of Admission: 01 September 2025
Gender: Male
Nationality: PR of Singapore
Race: Filipino

1. Initial Challenges



“I entered DRC for drug rehabilitation, and after one year of incarceration, my savings were completely drained from paying off debts and being unemployed. When I was released, I faced financial hardship and uncertainty about how to rebuild my life.”

2. Experience with the Programme

“While I was in DRC, my cellmate referred me to CARE. I reached out to CARE, and was invited for an interview and was accepted into the shelter. At CARE, I met others who were facing similar challenges, and we journeyed together through the various activities provided. The community sharing sessions allowed us to encourage one another. The nights of worship brought comfort and hope. Festive celebrations such as Christmas and Chinese New Year, celebrated together with the dedicated volunteers, made the experience even more meaningful and memorable.”



3. Impact of the Programme



“CARE is more than just a shelter. It is a family that supports and nurtures you, so that when the time comes, you are ready to stand on your own and reintegrate into society as an independent person. I am grateful for the care, support, and community that CARE has given me during this important season of rebuilding my life.”



Testimonial – Dan (Resident to Non-Resident)

Date of Admission: 05 February 2025

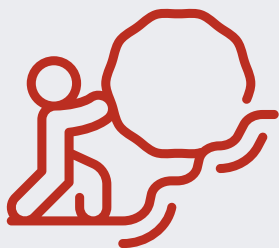
Date of Discharge: 25 June 2025 (Rental Flat)

Gender: Male

Nationality: Singaporean

Race: Chinese

1. Initial Challenges



“When I was first admitted to the shelter, I was afraid of what the structure and routine would be like. I worried about whether I could adapt to the changes. Most importantly, I was anxious about finding a more permanent place to call home.

During admission, Michael went through the rules and regulations with me and asked me to read them again on my own. He came across as a no-nonsense person, and I was afraid that I might not be able to meet his standards.”

2. Experience with the Programme

“However, as I settled into the shelter, I felt greatly relieved. I was able to relate to the other residents and to the staff. I am especially grateful to Michael, Stanley, and Kenneth for walking with me every step of the way during my time as a resident.

Michael treated me with dignity, respect, and love. He always made time for me whenever I needed someone to talk to. Stanley looked after my needs within the shelter, ensuring that I was well taken care of. Kenneth worked tirelessly to help secure my HDB rental flat, and I am deeply thankful that I was able to obtain my flat within a short period of time.”



3. Impact of the Programme



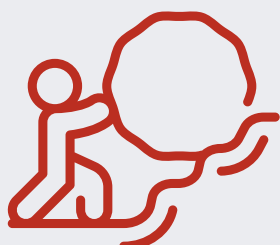
“Through this journey, I learned how to approach a mentor whenever I was feeling down or simply needed someone to talk to. I also began to see myself as part of a larger community. There were many activities at the shelter, and with them came opportunities to contribute – whether it was clearing tables, setting up for events, or helping in other ways. I was even given the opportunity to cook dinner for the residents, staff, Management Committee members, and volunteers during a Night of Worship. Everyone enjoyed the food and complimented my cooking. That experience gave me a great boost in confidence, reassured my self-worth, and made me feel good knowing that I could contribute meaningfully to the shelter community.

I am truly appreciative of the work of the staff. I once asked Michael what motivated him to take on this ministry when many others might avoid serving People Living with HIV. His dedication deeply touched me and strengthened my respect for the work that CARE does.”



Testimonial – Nit (Non-Resident)
Date of Admission: 7 October 2006
Gender: Female
Nationality: Singaporean (foreigner married to a Singaporean)
Race: Others

1. Initial Challenges



“Besides facing the stigma of living with HIV, I struggled financially and often did not have enough money to cover my daily expenses. Making ends meet was extremely difficult. It was both physically exhausting and emotionally draining to work hard while constantly worrying about how to support myself.”

“I was introduced to CARE in 2006. Beyond the financial assistance, what touched me most was the love and acceptance I received. The staff and volunteers at CARE never looked down on me. They showed me unconditional love and never judged me. They treated me with dignity and reminded me that I am human, just like everyone else.

Each month, when I come to collect supermarket vouchers and food rations, I experience joy – not only because of the support, but also because of the conversations, care, and concern shown to me. The staff listen to both my joys and my struggles. Whenever I need prayer, they pray with me and for me.

CARE also organises many activities for us. I participate because these activities give me the opportunity to meet fellow Thai friends who are also part of the CARE non-resident programme. Through these events, I have visited places like Gardens by the Bay, enjoyed nice meals, played games, and even won prizes. These moments bring happiness and encouragement into my life. I have been able to visit places of interest in Singapore that I had never seen before.”



3. Impact of the Programme



“I feel truly blessed and thank God for opening this door for me. Through CARE, I have received not only financial support in the form of supermarket vouchers and food rations, but also genuine love and compassion from the staff.

I am thankful to be connected with others who are facing similar struggles. Being part of this community reminds me that I am not alone. Meeting them during activities and events gives me strength and companionship for my journey. Over the years, I have built many meaningful friendships.

The staff at CARE treat me with respect and dignity. They are like friends to me. Whenever I am with them, I feel loved – I feel human. I am truly thankful and grateful to CARE. Thank you, CARE.”



Testimonial – Nat (Non-Resident)
Date of Admission: 11 August 2011
Gender: Female
Nationality: Foreigner
Race: Others

1. Initial Challenges



“Finances were my main challenge. I worked at CDC, Patient Care Centre (PCC), helping mostly Thai patients with translation. My salary was \$400 per month, and I also had to support my parents in Thailand. The work was stressful as I had to communicate with staff, volunteers, and patients every day. Managing financial responsibilities while coping with work stress was very difficult for me.”

2. Experience with the Programme

“I was introduced to CARE in 2011. Through the programme, I received rations and food vouchers, and I also participated in handicraft activities. I truly enjoyed the activities and events organised by CARE. They gave me opportunities to meet other beneficiaries, as well as the staff and volunteers. I even had the chance to visit places I had never been to before, such as Gardens by the Bay.”



3. Impact of the Programme



“I am very happy to be part of the CARE programme. The vouchers help me to buy fresh food for my family and supplements for myself, which makes a big difference in our daily lives. The activities and events also bring non-residents together. Among the Thai non-residents, we used to meet regularly in the past, but as everyone became busy, we stopped meeting. Thanks to CARE’s monthly activities – sometimes even twice a month – I am able to reconnect regularly with my fellow Thai ladies. I would also like to share that the staff and volunteers treat all of us with dignity and genuine care. We are treated with respect and kindness at all times. I am very thankful and grateful to CARE. Thank you! I hope to remain under this programme for a long time.”



4. WALKING TOGETHER AS ONE COMMUNITY





BOARD AND SPIRITUAL DIRECTOR

MANAGEMENT COMMITTEE MEMBERS



**FRIAR
EMMANUEL NOEL,
OCD**

Spiritual Director



**TAN JUI LIAN
AMBROSE**

President



**GOH WEI-LING
SUSANNA**

Vice President



**JACINTA
JAMUNA RAJOO**

Secretary



**TAN YEW KIM
MAURICE**

Treasurer



**DR JEFFERY
LAWRENCE
CUTTER**

Assistant Treasurer



**GOH ENG YAU
LAURENCE**

Committee Member



**NEIL ALAN
DYASON**

Committee Member



STAFF

Meet Our Staff



- (1) Valerie Tan - Executive Director
- (2) Kenneth Sum - Social Worker
- (3) Joseph Kwok - Admin & Org Support Manager
- (4) Michael Chiam - Assistant Programme Manager
- (5) Stanley Kwek - Senior Programme Executive



VOLUNTEERS



In 2025, CARE was supported by **25 registered volunteers**, with **16** volunteers participating in two **CARE Volunteer Training sessions**.

In addition, **6** volunteers completed the **WSQ – Practical Counselling (Basic)** course. These trainings equipped volunteers with essential outreach and befriending skills to better support CARE's Residents, activities and events.

Volunteers generously contributed their time and talents across **multiple programmes**:



Building meaningful relationships with residents

20 Volunteers
18 Outreach
349 Hours

5 Volunteers
Befriending
78 Hours



CARE also welcomed four volunteer groups from **CDM – Missionaries of Hope**, who enlivened **Saturday afternoons** with Ukulele and Terrarium workshops, Happy Exercise sessions, and a choir performance during the **Easter** celebration. Their presence brought joy, energy, and connection to Residents, Volunteers, and Staff alike.

Together, these hours of service reflect the generosity and dedication of CARE's volunteers. Made possible through the support of our donors, volunteers remain a vital part of CARE's mission to nurture the physical, emotional, and social well-being of our Residents.



COMMUNITY PARTNERS

CARE is deeply grateful for the strong network of community partners who journey with us in serving our beneficiaries.



Through collaboration and shared commitment, we are able to provide holistic support that addresses medical, psychosocial, spiritual, and practical needs.



COMMUNITY PARTNERS

We work closely with **Caritas Singapore, Catholic organisations and Catholic Churches**, including **the Society of St Vincent de Paul (SSVP)**, whose generosity and outreach efforts have strengthened our support for beneficiaries facing financial hardship. Their partnership reflects the shared mission of serving the vulnerable with compassion and dignity.

Our collaboration with institutions such as the **Prisons, Fei Yue Community Services**, enables us to extend support to individuals preparing for reintegration into the community. Through coordinated care and referrals, we help ensure continuity of support during critical transition periods.

Healthcare partners – including the **National Centre for Infectious Diseases (NCID), Singapore General Hospital (SGH), National University Hospital (NUH)**, and **Changi General Hospital (CGH)** – play a vital role in the referral and care ecosystem. Through these partnerships, beneficiaries receive coordinated medical care, case management, and access to essential support services.

We also work alongside **the Ministry of Social and Family Development, Agency for Integrated Care (AIC)** and **Family Service Centres (FSCs)** to connect beneficiaries with broader community resources, including financial assistance, counselling, and social support services. These collaborations enable us to respond more effectively to the complex and evolving needs of those we serve.

Together with our community partners, CARE continues to build a supportive network that empowers individuals to live with hope, resilience, and dignity.



5. STEWARDED TRUST WITH INTEGRITY





GOVERNING BOARD

Governance and leadership structures are put in place to guide us in providing quality services as well as exercising responsible stewardship, accountability and controls.

Members are elected to the Management Committee (MC) for the Term 2025/2026 during the Annual General Meeting held on 20 May 2025 for a term of one year (office bearers and Committee Members) and a term of two years (President). The appointments of President and Treasurer are renewable for up to a maximum of two terms.

Name	Appointment(s) Held	Occupation	Attendance/ Board Meetings & Retreat
Mr Tan Jui Lian	President (since 2024), (2020-22) Vice President (2016-2020, 2022-2024) Secretary (2013-2015) Treasurer (2011-2013) Asst Treasurer (2015-16)	Chief Executive Officer, Essentia Partners Pte Ltd	5/5
Ms Goh Wei-Ling Susanna	Vice President (since 2024) Treasurer (2013-2015) (2016-2018, 2022-2024) Assistant Treasurer (2018-2020) Committee Member (2011-13, 2015-16, 2020-22)	Office / Finance Manager, Nair, Jen & Tan LLC	5/5
Ms Jacinta Jamuna Rajoo	Secretary (since 2022) President (2012-2016) Committee Member (2011-12, 2016-18, 2019-22)	Director, CJ Consulting Group Pte Ltd	5/5
Mr Tan Yew Kim Maurice	Treasurer (since 2025) Assistant Treasurer (2024-2025)	Retired Company Director, Social Mission Volunteer	5/5
Dr Jeffery Lawrence Cutter	Assistant Treasurer (since 2025)	Senior Consultant, Ministry of Health and Communicable Diseases Agency	5/5
Mr Goh Eng Yau Laurence	Committee Member (since 2024)	Lawyer, Laurence Goh Eng Yau & Co	4/5
Mr Neil Alan Dyason	Committee Member (since 2025)	Counsellor, Self-employed	4/5



GOVERNING BOARD

Management Committee members with more than 10 consecutive years' of service

Mr. Tan Jui Lian, Ms Goh Wei-Ling Susanna and Ms Jacinta Jamuna Rajoo have served in the Management Committee for more than 10 consecutive years. Their professional experience and dedication to CARE's cause have made them valuable members of the Catholic AIDS Response Effort (CARE). Their re-election to the Management Committee was deliberated upon and approved at the Annual General Meeting.

Management Committee renewal is part of CARE's ongoing efforts to strengthen the Board's composition by ensuring the presence of relevant, area-specific expertise. CARE has established a Board succession plan, which is reviewed regularly during board strategic retreat.

In the election and co-option of new Management Committee members, CARE places emphasis on key qualities such as a strong passion for serving People Living with HIV/AIDS (PLWHA), as well as a demonstrated commitment to contributing their time and expertise to the organisation.

The Management Committee provides oversight in the following areas:

- Approval of policies, organisational strategies and annual budget
- Board and corporate governance
- Oversight of financial sustainability, talent management, programme impact, stakeholder engagement, and risk management
- Monitoring and evaluation of management performance



GOVERNING BOARD

BOARD COMMITTEES

To assist in the execution of its responsibilities, the Management Committee has established five committees, namely:

Community Engagement & Partnership Committee

- Mr Tan Yew Kim Maurice – Chairperson
- Mr Tan Jui Lian
- Ms Goh Wei-Ling Susanna

Audit Committee

- Ms Jacinta Jamuna Rajoo – Chairperson
- Mr Neil Alan Dyason
- Ms Goh Wei-Ling Susanna

Human Resource & Compensation Committee

- Mr Goh Eng Yau Laurence – Chairperson
- Dr Jeffery Lawrence Cutter
- Ms Jacinta Jamuna Rajoo

Finance Committee

- Mr Tan Yew Kim Maurice – Chairperson
- Dr Jeffery Lawrence Cutter
- Mr Tan Jui Lian
- Ms Goh Wei-Ling Susanna

Programme Committee

- Ms Goh Wei-Ling Susanna – Chairperson
- Mr Tan Jui Lian
- Mr Neil Alan Dyason
- Mr Michael Heath Yeo Hock Lai



GOVERNANCE

CARE remains firmly committed to upholding the highest standards of governance, recognising that strong accountability, transparency, and ethical stewardship are fundamental to fulfilling our mission and maintaining the trust of our stakeholders. Guided by these principles, we have established and continue to strengthen a comprehensive suite of key policies that underpin our organisational integrity, ensure regulatory compliance, and support effective decision-making across all levels of the organisation. These include, but are not limited to:

- Anti-Money Laundering and Countering Financing of Terrorism Policy
- Finance Policy
- Grievance Handling Policy
- Human Resource Management Policy
- Information Technology Policy
- Volunteers Policy
- Whistle Blowing Policy

Together, these policies reflect our ongoing efforts to align with best practices in the charity sector and to foster a culture of responsibility and good governance.

Governance Evaluation Checklist

CARE complies with the Governance Evaluation Checklist.

In line with this commitment, CARE has also compiled a Governance Evaluation Checklist to regularly assess and enhance our governance practices. This checklist serves as an important tool to ensure that we remain accountable and responsive to evolving standards and expectations. For further details, please refer to the full checklist available in Appendix 1.



MANAGEMENT

New Appointments

Valerie Tan

Executive Director | Appointed to position on 14 November 2025

Joseph Kwok

Admin & Operational Support Manager | Appointed to position on 1 July 2025

Kenneth Sum

Social Worker | Appointed to position on 3 March 2025

Remuneration

None of the paid staff members are members of the Management Committee. No executive staff member was remunerated between \$100,000 and \$200,000 in FY2025.

Two executive staff members were remunerated below \$100,000 in FY2025.

Conflict of Interest

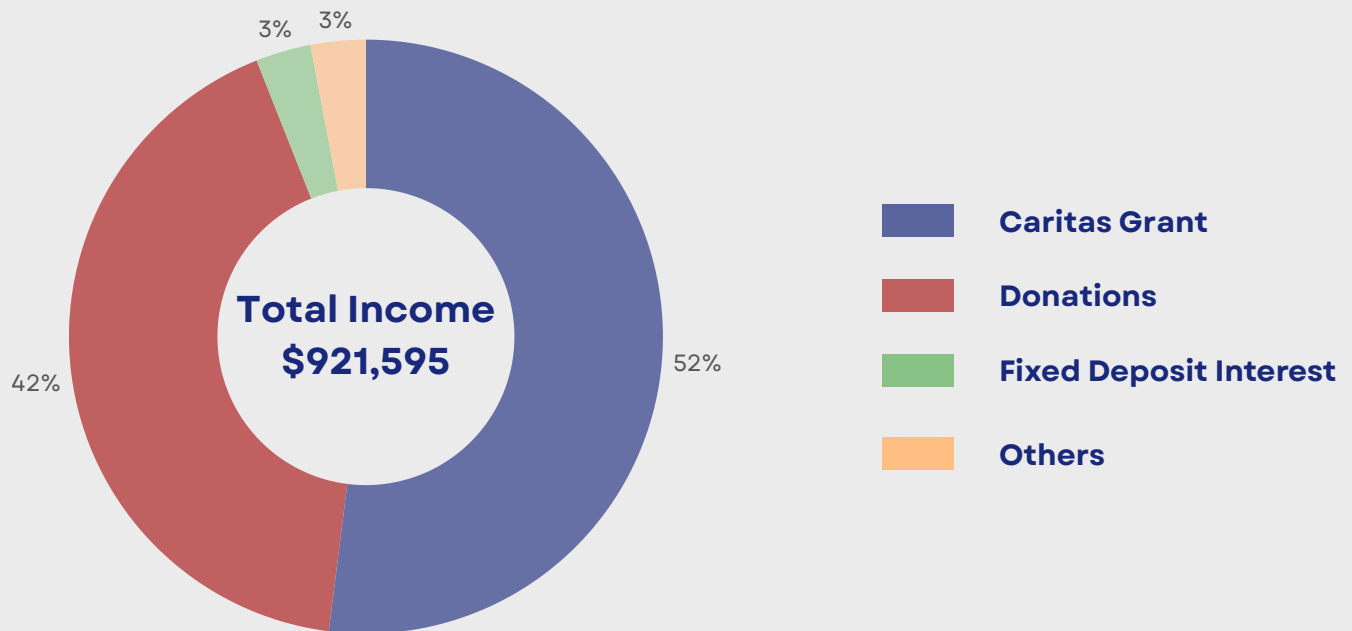
All members of the Management Committee are volunteers and receive no monetary remuneration for their contributions, except for reimbursements for out-of-pocket expenses, if any. There were no reimbursements for out-of-pocket expenses during FY2025.

There is no staff member who is a close family member of the Executive Director or a Management Committee member.

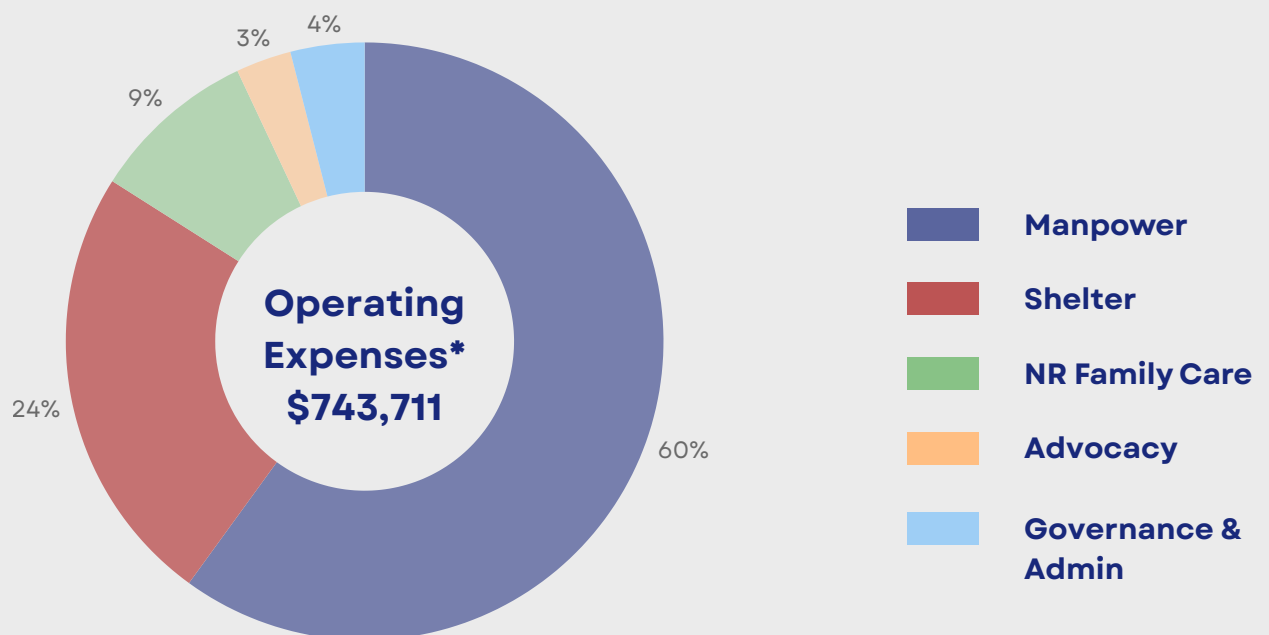


FINANCIAL SUMMARY

SOURCE OF INCOME



OPERATING EXPENDITURE



*Exclude Lease Reinstatement Provision

COMMITMENT TO ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PRACTICES

At CARE, we are committed to creating meaningful impact not only through our core services, but also by embedding Environmental, Social, and Governance (ESG) principles into our daily operations. As a charity serving vulnerable individuals, including those experiencing homelessness and social isolation, we strive to operate responsibly, sustainably, and transparently.

Environmental Stewardship (E)

While our primary focus is social service, CARE recognises the importance of environmental responsibility in our operations. We have implemented simple but meaningful initiatives to reduce our environmental footprint.

1. Energy Conservation

Promoting energy conservation practices within our shelter, such as switching off unused electrical appliances, using energy-efficient lighting, and encouraging mindful consumption of utilities.

2. Reduce & Reuse

We also advocate for waste reduction through recycling efforts and minimising single-use items where possible. Donations of pre-loved items are encouraged and redistributed to beneficiaries, supporting both environmental sustainability and community sharing. Through these small but consistent efforts, CARE contributes towards a more sustainable environment.

Making candles
by melting
used candles



3. Recycle & Repurpose

As part of our environmental sustainability efforts, CARE has implemented a meaningful circular initiative through the Dum Spiro Spero programme. Paschal candles are collected from Catholic churches across Singapore and carefully repurposed through a process of melting and remoulding into newly designed candles. This initiative not only reduces wax waste and promotes responsible resource use, but also transforms what would otherwise be discarded into items of renewed purpose and beauty.

The remoulding process is carried out by our beneficiaries as a labour of joy, providing them with a sense of dignity, creativity, and contribution. Through this initiative, CARE integrates environmental stewardship with social impact—demonstrating how sustainable practices can also empower individuals and foster a deeper sense of community.



Social Impact (S)

1. Social Commitment

Social responsibility lies at the heart of CARE's mission. We provide shelter, care, and support to vulnerable individuals living with HIV and those facing homelessness. Our programmes focus on restoring dignity, fostering independence, and building a supportive community for our beneficiaries.

2. Community Engagement

We collaborate with community partners to extend care beyond our shelter, ensuring continuity of support. CARE actively engages with the local community through various outreach activities, fostering a sense of belonging and support.

3. Employee Well Being

CARE places strong emphasis on the well-being of our staff by fostering a healthy work-life balance. We support flexible working arrangements, provide time off for spiritual retreats, and sponsor participation in such retreats. In addition, we are committed to cultivating a supportive and caring work environment where staff feel valued and empowered.

Good Governance (G)

1. Ethical Leadership

CARE upholds strong governance practices to ensure accountability, transparency, and ethical management. Our Board of Directors provides strategic oversight, ensuring that resources are used effectively and in alignment with our mission.

2. Corporate Governance

We maintain clear policies and procedures for financial management, procurement, and programme delivery. Regular reporting are maintained to ensure compliance with regulatory requirements and to uphold donor confidence.

Decision-making processes are guided by integrity and stewardship, ensuring that the interests of beneficiaries, donors, and stakeholders are safeguarded.

CARE's ESG efforts may be modest in scale, but they reflect our commitment to responsible and sustainable service. Through practical environmental actions, strong social programmes, and sound governance practices, we continue to build a charity that not only serves with compassion but also operates with integrity and accountability.



LOOKING AHEAD 2026-2027



Our Commitment

In steadfast pursuit of CARE's mission, we remain devoted to serving the most vulnerable members of our community, People Living with HIV/AIDS (PLWHA). In the year ahead, we will strengthen existing programmes and develop new initiatives that are relevant, impactful, and deliver measurable outcomes. By continually refining our theory of change, we ensure that our interventions are both effective and sustainable, while unwaveringly supporting PLWHA and reflecting God's love to the most vulnerable in our community.

Financial Sustainability

At CARE, ensuring financial sustainability is critical to advancing our mission and serving the most vulnerable members of our community.

As we embark on initiating new fundraising efforts, we are focused on building new organisational capabilities, strengthening staff skills through targeted training and development, and leveraging available technologies to enhance efficiency and impact.



We are also committed to cultivating meaningful relationships with volunteers, donors, and key stakeholders, recognising that strong partnerships are essential to sustaining our programmes.



By combining strategic fundraising, innovative use of technology, and proactive engagement with our supporters, CARE aims to secure the resources necessary to continue providing vital services, expand our reach, and create lasting impact for People Living with HIV/AIDS and other vulnerable populations



Planting New Roots



As our current lease nears its end, we see this transition as an important opportunity to secure a home that continues to honour the dignity of the people we serve. Over the year ahead, our priority is to find a strategic location that maximises accessibility to essential services while offering a safe, modern, and trauma-informed environment for all our beneficiaries. In a space built to foster healing and growth, CARE remains a safe haven and a reliable pathway to permanent housing for the homeless and most vulnerable in our community.



CARE's Next Home





ORGANISATION INFORMATION

UNIQUE ENTITY NUMBER
(UEN) T04SS0204E

DATE of REGISTRY
Registered as a Society on 2 August 2004
Registered as a Charity on 7 July 2006

IPC STATUS
From 1 February 2024 to 31 January 2027

REGISTERED ADDRESS
9 Mandai Road, Singapore 779387

MAIN BANKER
DBS Bank

AUDITOR
Tan, Chan & Partners

AFFILIATIONS
**Member of National Council of
Social Service**

**Member of Caritas Singapore
Community Council Limited**





ACKNOWLEDGEMENT

On behalf of the beneficiaries, Management Committee, and staff of CARE, we sincerely thank all our partners, donors, volunteers and the following:

Our Acting Spiritual Director, Friar George Ho, OCD, for his spiritual guidance and his many invaluable contributions in spite of his extremely busy schedule.

- Caritas Singapore
- Catholic Nurses Guild
- Catholic Welfare Society
- Clarity Singapore
- Catholic Junior College
- Society of St. Vincent de Paul Singapore

- Ministry of Social and Family Development
- National Council of Social Service
- Singapore Land Authority
- Agency for Integrated Care
- Housing Board Department
- Fei Yue Family Resource Centre

- Cathedral of the Good Shepherd
- Church of Divine Mercy
- Church of the Holy Spirit
- St Anne's Church
- Blessed Sacrament Church
- Church of St Teresa
- Church of the Nativity of the Blessed Virgin Mary
- Church of St Francis Xavier
- Church of Our Lady Star of the Sea
- Church of St Ignatius

- National Centre for Infectious Diseases
- National University Hospital Singapore
- Singapore General Hospital
- Changi General Hospital
- Mount Alvernia Hospital
- Assisi Hospice





APPENDIX 1

GOVERNANCE EVALUATION CHECKLIST

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



Catholic AIDS Response Effort

2.5	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	Yes
2.6	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	Yes
2.7	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	Yes
2.8	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	Yes
2.9	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.	Yes
2.9a	For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.	



Catholic AIDS Response Effort

2.9b	b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).	Yes
2.9c	c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	
2.9d	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9b.	
3: The charity acts responsibly, fairly and with integrity.		
3.1	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	Yes
3.2	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	Yes
3.3	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly. Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	Yes



3.4	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	Yes
3.5	Take into consideration the ESG factors when conducting the charity's activities.	Yes
Principle 4: The charity is well-managed and plans for the future.		
4.1a	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	Yes
4.1b	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	Yes
4.2	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	Yes
4.3	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	Yes
4.4	Set internal policies for the charity on the following areas and regularly review them: - Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); - Board strategies, functions, and responsibilities; - Employment practices; - Volunteer management; - Finances; - Information Technology (IT) including data privacy management and cyber-security; - Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); - Service or quality standards; and - Other key areas such as fund-raising and data protection.	Yes



4.5	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	Yes
4.6	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	Yes
Principle 5: The charity is accountable and transparent.		
5.1	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	Yes
5.2	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	Yes
5.3	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	Yes
5.4	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	Yes
5.5	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	Yes



5.6a	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	Yes
5.6b	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	Yes
5.7	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	Yes
Principle 6: The charity communicates actively to instill public confidence.		
6.1	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	Yes
6.2	Listen to the views of the charity's stakeholders and the public and respond constructively.	Yes
6.3	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	Yes



BE PART OF US

At CARE, every act of support makes a meaningful difference.

Whether through donations, volunteering, or advocacy, you can help bring hope, compassion, and dignity to the lives of our beneficiaries.

Join us in walking alongside those living with HIV, creating a community of care, understanding, and love. Together, we can transform challenges into opportunities, and isolation into connection.

Your support sustains not just programmes and services, but the very heart of CARE – a place where everyone is valued, respected, and embraced.



Be a volunteer



**CARE is registered charity and an approved Institution of Public Character.
All donations \$10 and above are eligible for 250% tax deduction.**

**Be part of us.
Be part of the change**



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care.org.sg

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