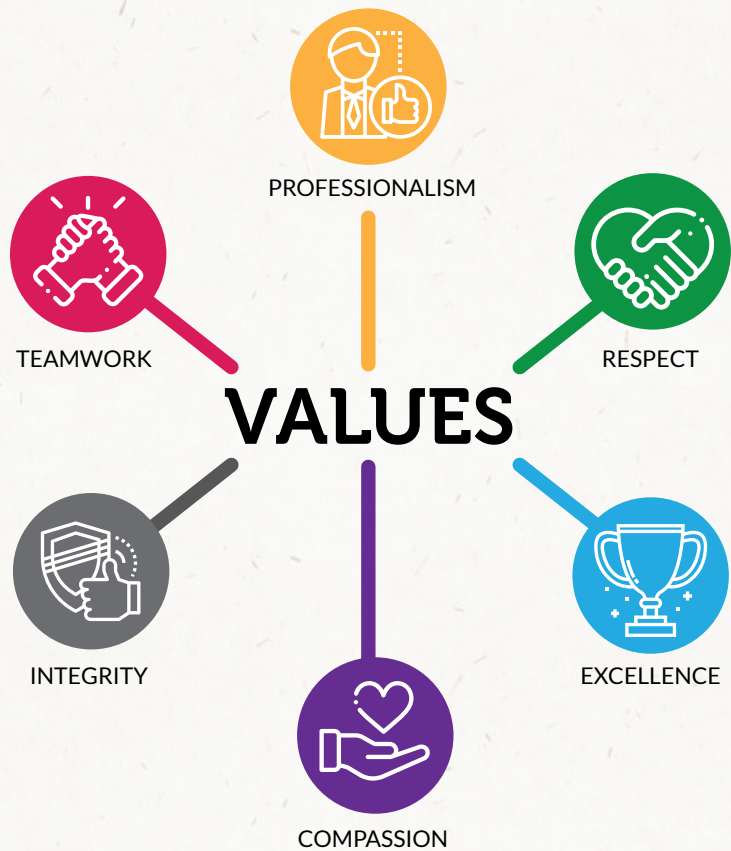


Journeying As One In Extraordinary Times



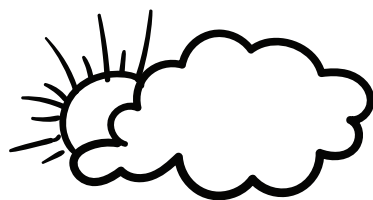


MISSION
 We support and empower children with chronic illnesses & their families by providing compassionate relevant services in their journey towards an enriching life.

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.

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Journeying As One In Extraordinary Times

When the COVID-19 pandemic broke out, our lives were invariably disrupted but we have learnt to adapt: to live, work, go to school and socialise under new norms.

The battle against chronic illnesses is a lifelong journey. During the pandemic, our children and families were facing greater adversities and pressure due to unexpected loss of employment and sole income, heightened concerns over our children's health and medical conditions, juggling working-from-home arrangements, home-based learning and parental responsibilities, amongst many other disruptions to daily routines that we have taken for granted of.

Since last year 2019, Club Rainbow has stepped up our efforts in supporting the needs of our children and families, only for the momentum to be disrupted but undeterred by the COVID-19 pandemic. We embraced new ways of reaching out to the community, shifted our stakeholders' engagement and fundraising efforts online and adapted and pivoted the mode of delivery of our programmes and services to continue to meet the needs of our children and families while safeguarding theirs and our staff's well-being and safety.

Looking ahead, we will continue to bring sunshine and hope to their lives in spite of the stormy weather they may encounter in their journeys. Club Rainbow will continue to journey as one with children with chronic illnesses and their families through extraordinary times.

In this unprecedented pandemic, Club Rainbow has engaged over 1,100 children and their families by implementing various initiatives and galvanising immense support from many others during the COVID-19 period through the following strategies:

Reinforcing Purpose

With disruptions to programme and service delivery during the COVID-19 period, Club Rainbow prioritised our focus on our key pillar of support in Social Work Intervention to provide equal opportunities to over 400 vulnerable families during the pandemic; a 20% increase as compared to the same period in 2019. These families were also supported through various essential aids, including laptops and hygiene care packs.

With several of these families facing greater challenges, various financial and non-financial assistance were essential to ensure their basic needs and sustenance were maintained. The laptops and bursaries also addressed the educational needs of our beneficiaries and siblings, so they can continue their academic pursuits, especially when home-based learning was a new norm.

We have leveraged the use of vouchers and online delivery to overcome restrictions imposed due to the pandemic. This has enabled our vulnerable families to receive fresh produce and healthier choice of items, diapers and special formula milk powder. Hygiene care packs comprising various hygiene and sanitation items were distributed to over 1,000 of our families through an extensive, concerted organisation-wide exercise. With children with medical conditions in the family, it was imperative that they were able to maintain higher levels of personal and environmental hygiene due to lower immunity and greater vulnerability of the children.

Reengineering Processes

Club Rainbow has pivoted to remote delivery of programmes and services to ensure that the development and engagement of beneficiaries and family members were not compromised. These include e-tuition, teletherapy, online social integration programmes, online arts development programmes, social work intervention and counselling conducted through tele/video conferencing and new initiatives in caregiver-centric programmes and new caregiver support groups.

Reconnecting Communities

Club Rainbow has worked closely with a network of agencies, community and corporate partners, ground-up community/voluntary groups and individuals to provide food rations and vouchers, laptops and temporary broadband, hygiene care packs and to deliver meaningful social integration programmes. Through online fundraising campaigns, some of which are ground-up initiatives we garnered support from close to 2,700 individuals and corporate partners to raise funds of over \$360,000.





Electronic platforms were adopted for the delivery of tuition sessions when face-face interaction was restricted due to COVID-19 safe management measures..



Online game challenge was one of the programmes that engaged our children during the May school holiday which coincided with Circuit Breaker period.



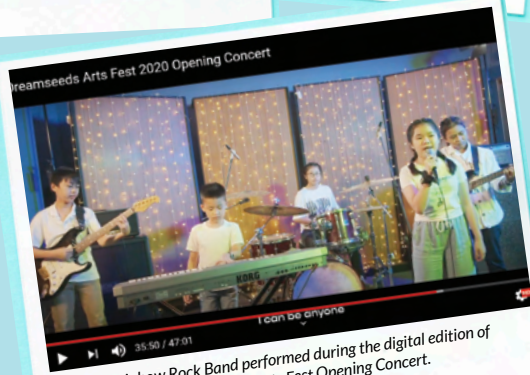
Staff packing essential items for hygiene care packs delivery to our children and their families.



Laptop donation allowed our children to engage in home-based learning during Circuit Breaker.



Ms. Sophya Lim, Head of Community Partnership and Marketing, out delivering laptops and hygiene packs to our families with Club Rainbow team.



Rainbow Rock Band performed during the digital edition of Dreamseeds Arts Fest Opening Concert.



FEATURE STORY

Defying the Odds

First Pregnancy

Like any first-time mother, Madam Suriati was full of excitement when she learnt of her pregnancy. During her first visit to the gynaecologist two months into the pregnancy, she was discovered to be bleeding and had to be hospitalised for further examination. When she learnt that she was bleeding severely and there could be a high chance of miscarriage, she broke down after hearing the devastating news.

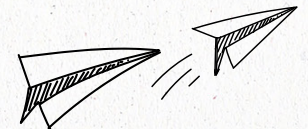
"I was told to rest in bed as much as possible for the rest of my pregnancy. We were told that our baby had a low chance of survival after birth, and we should consider terminating the pregnancy. But we knew that we had to keep the baby," said Madam Suriati.

"Up till the day of my delivery, the gynaecologist was still asking me to consider terminating the pregnancy. At 23 weeks old, the baby had only a 25% chance of survival, according to the doctors. It was just my husband and me. It was scary. We didn't have anyone to talk to. They also told us to be prepared that even if he survived, he would be unable to walk or talk." she continued.

Sufi was born in 2014, weighing only 620 grams and suffered from multiple complications due to premature birth. What followed was a 10-month stay in the hospital and multiple surgeries. To allow him to be discharged, a Tracheostomy surgery was performed. Sufi had to depend on an oxygen tube that was attached to the trachea tube inserted through his neck on one end and a ventilator machine on the other end to help him breathe.

A few days after returning home, Sufi fell sick and became breathless. He was rushed to the hospital and ended up staying there for another month. For the first three years of his life, Sufi had to be rushed to the hospital whenever he was breathless. Hospitalisation became part and parcel of his life. As Sufi fell sick easily, Madam Suriati and her husband avoided any outings with him as much as possible.

The trachea tube was finally removed when he was four. Not long after, a surgery to correct his squint eyes caused his lungs to collapse during the procedure. The surgery was a success, but the collapse of his lungs landed him in a high dependency ward. On the same night, when the medical team tried to intubate him and put him on oxygen support, Sufi struggled due to fear. His oxygen level then fell to 40. Lying motionless on the bed, he was in a critical condition. The medical team finally managed to put him on oxygen support and eventually revived him.



Following the ordeal in hospital, Sufi has to go for review every 6 months and had to be hospitalised for a thorough check-up each time. A year later, the doctor decided that it was safe to remove his trachea tube.

Over the years, Sufi recovered from most of the complications, except for a chronic lung condition. Today, he is active like any 7-year-old children and is able to take part in physical activities. But he has to be reminded to slow down whenever he gets too excited. Sometimes he still gets breathless. When that happens, he has to use the inhalers to help his breathing resume back to normal. When the inhalers did not help, Sufi would have to be rushed to the A&E.

Caregiver Stress

Madam Suriati's job at that time required her to work shifts. When Sufi was admitted to the Intensive Care Unit (ICU) at birth, rushing to the hospital before and after her shift work proved to be difficult. Finally, she decided to resign to spend time with Sufi in the hospital in the daytime. Soon, the separation from her firstborn was taking an emotional toll on her.

"I was crying myself to sleep every night, hugging his playpen. On the eve of Hari Raya, it suddenly hit me that Sufi was not with me, and I started to weep."

"I felt terrible in the hospital when I saw all the new mothers returning home with their babies, knowing that I couldn't bring Sufi home. I would make sure that I visit him every day in the ICU and prayed for his recovery," Madam Suriati said.

Being a jovial person, no one around her, including her family members ever suspected that she has depression. Fortunately, her condition was detected by the hospital staff, who then referred her to see a psychiatrist and to Club Rainbow for further community support.

On days that she feels her depression setting in, focusing on the achievements of her children gives her strength to carry on. She always looks forward to meeting her social worker at least once a month.

"My social worker, Sandi, is the best person to share my problems with. Others around me might not understand what I am going through mentally and emotionally. Whenever I have my sharing sessions with her, she never fails to offer a listening ear while I pour out all my troubles and frustrations. She also gives me practical advice on how to cope with them."



Extraordinary Times

When Sufi was hospitalised early last year, his father took time off to accompany him in the hospital. Very soon, he was retrenched by his employer due to his absence from work. Then came the pandemic.

With school closure due to the pandemic, many caregivers including Madam Suriati were subjected to greater stress in life. Doing household chores and helping Sufi with his home-based learning was part of her daily routine. Not only did she have to care for the well-being of Sufi and his two younger siblings, but she also had to care for her elderly parents who are staying with her, especially her father who is diabetic. The sudden loss of income and uncertainties caused by the pandemic placed immense stress on Madam Suriati and her husband. Thankfully, Sandi, who has been following up on her case since Sufi joined Club Rainbow when he was two, stepped up on providing emotional support.

Positive coping strategies taught by Sandi, such as journaling, have enabled Mdm Suriati to manage her stress and improve her emotional well-being, particularly during the trying period. Even though home visits were not possible due to Circuit Breaker measures, Sandi continues to render emotional support through regular phone calls and text messages.

To ensure that the family would continue to have food on the table during Circuit Breaker, Club Rainbow carried on with critical services such as delivering food rations and necessities to them.

"We are thankful that Club Rainbow provided food rations, diapers and formula milk to us. Luckily for us, my husband managed to find a job just before Circuit Breaker ended."

Hope to Journey On

Day by day, witnessing the growth and development of Sufi from a preterm baby who had only a 25% chance of survival to the 7-year-old he is today is nothing short of remarkable in the eyes of his parents.

"Before learning about Club Rainbow, I didn't know who to seek help from. Thanks to the Club Rainbow team, we know that we are not alone in this long-term battle with chronic illnesses."

"We worry for Sufi all the time. What we can do is to provide the best for him so that he will not feel that he is different from everyone else. Every day, I pray that he will recover from his chronic lung condition. And eventually he will grow into an independent adult and be able to find a good life partner who will care for him when I am no longer around." Madam Suriati said emotionally.



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 our children and their families in their journey to achieve the following objectives at different stages of their lives:

KEY THRUSTS



Core Pillars of Support



SOCIAL WORK INTERVENTION



EDUCATIONAL SUPPORT



VOCATIONAL DEVELOPMENT



ARTS DEVELOPMENT



THERAPY INTERVENTION

Underscoring the work that we do are our core values:



TEAMWORK



PROFESSIONALISM



RESPECT



EXCELLENCE



INTEGRITY



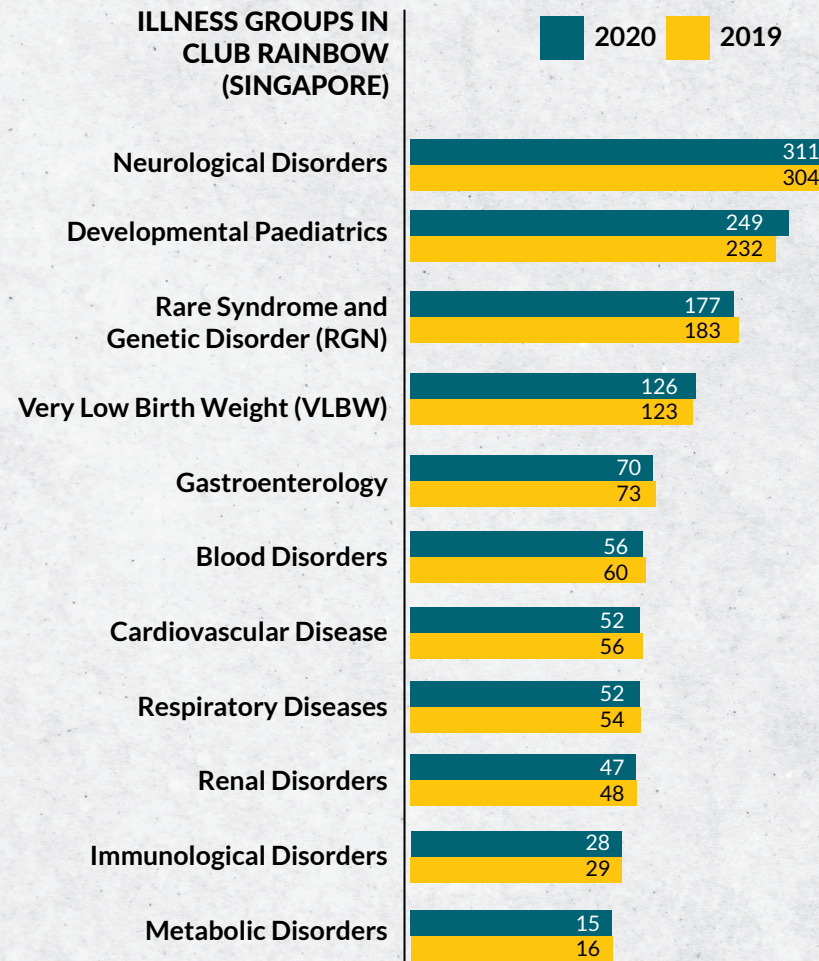
COMPASSION

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 the Ministry of Health, monetary donations received may be tax-exempted.

Our Children

In 2020, Club Rainbow served 1,248 children who range from newborn to youth aged 20 years old. 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 the society.

MAJOR ILLNESSES AFFECTING CHILDREN IN CLUB RAINBOW (SINGAPORE)



TOTAL NUMBER OF ACTIVE BENEFICIARIES*

1,183

1,178

*Club Rainbow serves a total of 1,248 beneficiaries as of 31 December 2020, including 1,183 active beneficiaries.



PRESIDENT'S MESSAGE

Dr. Sashikumar Ganapathy, President

Club Rainbow has been serving our community for 28 years but I have to say this year has been truly extraordinary. The emergence of COVID-19 has affected nearly every aspect of our life, from work and school to our simple daily activities.

To counter the spread of COVID-19, Singapore went into DORSCON Orange and subsequently Circuit Breaker was initiated from April to June 2020. For our children with chronic illnesses, not only did their families have to heighten their vigilance on hygiene and sanitation matters, for many of them, the very basis of their livelihood was threatened as the economy went into near shutdown.

Extraordinary times bring out the extraordinary in people. Many arose from the community to support one another, reaching out to help those who were more vulnerable and affected by the pandemic. We are immensely grateful that Club Rainbow has received much of such goodwill.

In this unprecedented pandemic, Club Rainbow has successfully engaged and supported more than 1,100 of our children and their families by re-engineering our processes to remain relevant to their needs and galvanising strong support from our partners who stepped forward and continued to give to our children and their families amidst all the uncertainties. We were whitelisted to be an authorised organisation to continue with the delivery of essential aids during Circuit Breaker and the initial phase of re-opening, hence ensuring that the immediate needs of our children and their families for critical pandemic essentials, such as hand sanitisers, high-grade disposable face masks and cleaning detergents, were promptly addressed. We also moved our in-person food ration deliveries to online contactless purchases and deliveries so that our families will continue to have undisrupted source of food and necessities to meet daily basic needs and sustenance. Another advantage of such online purchases is that now we are able to provide fresh and healthier choice of food which are tailored to the nutritional and dietary needs of our children with chronic illnesses.

Club Rainbow has also anchored one of our strategic objectives in building resilience amongst our families under the core pillar of support, Social Work Intervention. At the beginning of the year, COVID-19 had put to test our resolve and commitment to reinforce our purpose. We implemented the enhanced Individualised Care Plan (ICP) in 2019, which is a critical impact measurement tool for needs assessment and goals development so that intervention plans can be designed to meet the needs of our children and families towards achieving one or more of the four domains of social changes, namely Socio-Economic, Psycho-emotional, Individual and Social Wellbeing. Unbeknownst to the

Photo credits: Ragavan

team that in 2020, these plans have become indispensable as the core intervention roadmap to help our families navigate through the unfamiliar pandemic-ridden waters. We are heartened to report that 94% of 440 vulnerable families identified were meaningfully engaged and supported through the purposeful use of ICPs. We have made tangible differences in the lives of 126 children and their families who have achieved at least one domain of social changes, which is more than 50% increase from that in 2019.

While many of our families lost jobs and incomes due to the pandemic, our social workers extended their support to a larger number of these families who were eligible for, but might not be aware or familiar with financial aids from the government as more schemes were rolled out to support them. Club Rainbow re-directed our resources to support more children in their school expenses through our annual bursaries. A total of 268 children received these bursaries, an 11% increase from 241 in 2019, to defray the costs of their schooling needs so that they were presented with equal opportunities to continue their academic pursuits, especially when home-based learning became a new norm. Besides providing the financial assistance to support their learning, our team also worked with partners to provide laptops, tablets and wireless connectivity for our children during the home-based learning period imposed during the lockdown. Many of the benefitting families had more than one child learning from home, sharing one device. With provision of these electronic devices, children within the family were able to log on concurrently without having to take turns to use the devices and potentially, missing out on important school lessons.

Many of our programmes and activities, typically requiring physical interface, were forced to be cancelled or scaled down. The adverse impact of COVID-19 on our operations was evident in the 24% decrease in the number of children engaged across programmes in our three core pillars of support, namely Arts Development, Educational Support and Therapy Intervention. Notwithstanding, we pivoted nimbly to ensure the continual development and engagement of our children and their families through varied modes of delivery via different electronic and online platforms. Leveraging on a hybrid of physical and online programmes throughout the year and acclimatising to the dynamic situations of the pandemic, we have supported over 470 children across the abovesaid programmes. Teletherapy and e-tuition, held over videoconferencing platforms were introduced swiftly to ensure that the conditions of our children with high needs would not regress, neither would the academic progression of the children, especially those taking critical year examinations such as PSLE, be impeded. 16 of our talented young artists were still given the opportunities for community collaboration projects and mentorships by industry professionals, while our annual, signature Dreamseeds Arts Fest garnered more than 1,600 unique counts of viewership and online participation in the virtual environment in its very first digital presentation of the flagship performing arts concert, visual arts exhibition and daily festival online workshops.

Social integration programmes have also seen a significant 27% drop in engagement, though we were able to engage over 370 children in a hybrid of physical and online programmes throughout the year. At the onset of Circuit Breaker, novel programmes were quickly implemented online to better engage our children who were at home to interact with others and build social capital. This had also provided brief respite for the caregivers. Our new initiative, Care Connection was also timely to provide opportunities for caregivers to participate in interactive online activities for relaxation while learning coping and stress management skills. Two more caregivers support groups for the major illness groups, Neurological Disorders and Rare Genetic Disorders were formed to provide more in-depth, therapeutic intervention for those with heightened caregivers' stresses and needed the support system during the pandemic.

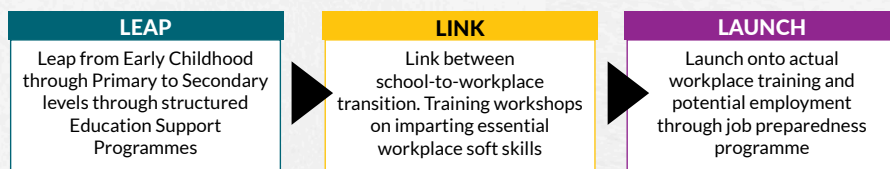
One other area which was deeply affected was our fundraising initiatives. Corporate partnerships and donations quickly dried up as most organisations had to continue operating from homes of their staff. Deeply concerned with the uncertainty of the economy and various restrictions, many held back their Corporate Social Responsibility initiatives. The increase in government grants, reduction in spending for in-person programmes and activities helped us to maintain a balanced budget but more importantly, we saw an overwhelming outpour of support from individuals for in-kind and monetary donations. Thanks to the generosity from the ground and the furtherance of government aid, we managed to maintain our overall donations at \$4.3M.

Looking Ahead

The pandemic has forced our organisation to relook at our processes and reinforce our commitment to be future-ready. Disruptions caused by the COVID-19 situation has accelerated the digitalisation journey for the organisation. We have found ways to go cashless and paperless in our internal processes, and many of the digital solutions implemented have found a place in our long-term operations. These have supplemented and expanded our capacity and capabilities in programme delivery, and enhancing the experience for our children and family, partners and other stakeholders.

With regards to our children's journey with Club Rainbow, we continue to progress in providing better support for them and their families. In the next two years, we will be taking gradual and steady steps in strengthening two of the core pillars of support in Educational Support and Vocational Development, and developing initiatives targeted at the diversified needs at different stages of their journey with us.

The organisational focus will be to institutionalise a holistic education journey comprising three learning pathways, LEAP, LINK and LAUNCH from early childhood, through primary and secondary levels to school-to-work transition and actual workplace training.



For our younger children, we will be commencing with LEAP – Early Childhood to provide supplementary support to maximise their learning development, so as to build stronger foundations to overcome challenges in latter years of their life. Subject experts have been engaged to develop structured curriculum, learning plans and progress tracking tools to optimise the learning opportunities.

Under LEAP – Primary and Secondary, we will be introducing a more structured Education Support Programme where qualified tutors will guide our children through a formalised curriculum which keeps pace with the Ministry of Education framework. This programme serves to supplement their learning in school and ensure sustainable and cohesive learning among students of the same level, achieving better outcomes in their studies.

For our youths who will be graduating from our organisation in a few years' time, we are working with a number of industry experts to develop a series of mentorship and internship programmes which are designed to guide our youths as they are preparing to enter the working world. This will be done through a proper runway of LINK, a structured programme targeted at training of our youths in essential workplace soft skills, and LAUNCH, which will comprise actual workplace training and internship opportunities leading to potential employment. These programmes will be made available to them, based on their respective interest and aptitude levels, making the programme very relevant at the crossroads which our youths would be at.

The pandemic has impeded our progress in securing a new space for expansion as the number of our children and families continue to grow, and programmes have to intensify to remain relevant to their needs. Notwithstanding, this has given us more time to rethink our strategies to focus on intervention services at our current centre and setting up a proper training and development centre at the new space, so that we can be better poised to serve different niches, based on the pertinent needs, strengths and interest of our children and youths and their families.

With 2020 being generally touted as a year of uncertainty and gloom, the underlying theme which kept us going has been "Together We Can", and indeed, we did, together with you! It is because of your continued belief in us; we are able to look forward to an even better 2021 for our children and their families!

MANAGEMENT COUNCIL 2020



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

ADVISORY BOARD 2020

Professor Ho Lai Yun	Clinical Professor Phua Kong Boo
Professor Prabhakaran Krishnan	Clinical Associate Professor Chan Mei Yoke
Professor Low Poh Sim	Dr June Lou
Professor Quek Swee Chye	Dr Rosaleen Ow
Dr Jazmyn Chelliah	Mr Gregory Vijayendran, SC

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 3 members, who have many years of financial investment experience among them, namely:

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



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:

	<u>Attendance at Meetings</u>
Mr Allen Zheng	4/4
Mr Adrian Tan	4/4
Mr Peter Scully	4/4



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 needed for the beneficiaries' Club Rainbow journey.

HAVING CLARITY OF STRATEGY

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

The plan is communicated to all staff during the department meetings and incorporated into their 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 the 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, mitigation plan and resolution date. The management team is held accountable for these risks and develop strategies and implement 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. Some of the Council members who have served more than 10 consecutive years with Club Rainbow are retained for knowledge continuity reasons as well as for their valuable expertise.

Club Rainbow establishes a robust Performance Management System and processes to review and appraise staff's performances regularly 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 will be called by the President to ensure that decisions are made in a timely fashion. The EXCO consists of President, Vice President, Honorary Treasurer, Assistant Honorary Treasurer, Honorary Secretary, Governance & Compliance Director and Education Director

In 2020, there were 6 Council meetings, 6 EXCO meetings and the AGM was held in the month of May. The meeting dates are as follow:

- 31 January 2020 (Council meeting)
- 26 February 2020 (EXCO meeting)
- 27 March 2020 (Council meeting)
- 29 April 2020 (EXCO meeting)
- 22 May 2020 (Council meeting & AGM)
- 25 June 2020 (EXCO meeting)
- 24 July 2020 (Council meeting)
- 26 August 2020 (EXCO meeting)
- 25 September 2020 (Council meeting)
- 28 October 2020 (EXCO meeting)
- 27 November 2020 (Council meeting)
- 23 December 2020 (EXCO meeting)

OUR IMPACT



Served 1,248 children and their families.

789 unique children served by social work through **3,991** interventions and service deliveries. A **48%** increase in the number of interventions and deliveries from 2019.



74 children received total of **\$57,300** in Talent Development Fund.

Conceptualised New Initiatives

Three learning pathways, LEAP, LINK and LAUNCH from early childhood, through primary and secondary levels to school-to-work transition and actual workplace training.



8 children were commissioned to create both for our Charity Sale merchandise as well as for our partners' corporate needs. Through the Charity Sale, we raised **\$274,079** in 2020 compared to \$120,618 in 2019.



Engaged 1,156 or 98%

of children and families we served through delivery of **at least one** programme or service, and provision of hygiene care packs and essential aids.



372 children

were engaged in **55 social integration programmes**, with **2/3** conducted virtually.



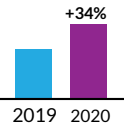
INCREASE 8% **54%** of **124 children**

receiving therapy services have achieved at least one or more developmental milestones. An improvement as compared to 46% in 2019.



127 children

with mobility constraints benefited from a total of 2,174 transport trips A **34%** increase in the number of children from 2019.



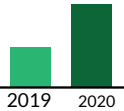
Ride for Rainbows raised \$544,134, through **483 riders** and corporate partners.



Dreamseeds Arts Fest opening concert streamed via YouTube attracted **over 700 viewers**, art exhibition garnered **more than 900** virtual visits and workshops attracted **more than 100** online participants.

126 beneficiaries and their families

achieved social change in **at least one** domain of their lives. A **52% increase** from 83 beneficiaries in 2019.



OUR SERVICES

Journeying with our beneficiaries and their families

KEY THRUSTS & STRATEGIC OBJECTIVES

- Living with Dignity**
Building resilient and self-sufficient families
- Maximising Developmental Potential**
Developing independent adolescents
- Achieving Full Potential**
Empowering individuals as active contributors

0 to 6 years old | 7 to 12 years old | 13 to 16 years old | 17 to 21 years old

CORE PILLARS OF SUPPORT

Social Work Intervention	Therapy Intervention	Educational Support	Arts Development	Vocational Development

PURPOSE

Equal opportunities for every child to lead fulfilling and independent lives

EXTERNAL SUPPORT

Community Partnerships

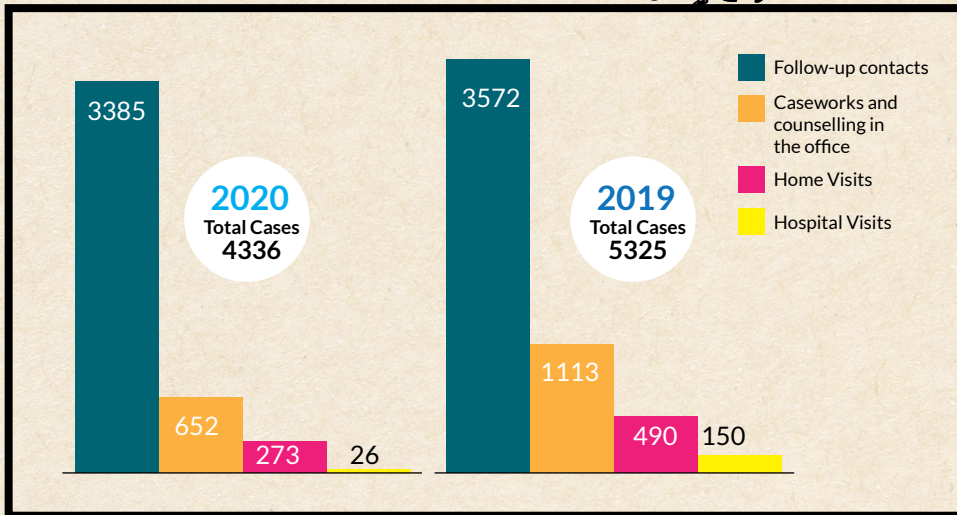
Social Work Intervention

Through social work intervention, we help our children with chronic illnesses and their families enhance their individual and collective well-being, and enable them to live their life with dignity. We aim to help our children and their families to develop their skills and abilities, and to learn to use their own resources and those of the community to improve their situation or resolve problems, such as unemployment and poverty, in their lives.

Every child and family is assigned to a social worker for the purpose of working out an individualized, holistic care plan, to meet the needs of the child and family.



CASE MANAGEMENT



ENGAGEMENT OF BENEFICIARIES

4,336
caseworks and counselling sessions with children and families.

An **increase** from 2,703 social work interventions and service deliveries in 2019.

789 Beneficiaries or **67%** meaningfully engaged through **3,991** social work interventions and service deliveries

Decrease in the number of case management as compared to 2019 is due to COVID-19 restrictions on face-to-face sessions. To overcome the restrictions, we stepped up on our support by conducting more counselling sessions through tele/video conferencing.

CASEWORK AND COUNSELLING

Individualized Care Plan Tool for Beneficiary Profiling & 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 work hand in hand with our families to meet their needs and achieve goals towards greater social changes in four different domains:

Financial/Socio-Economic

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

Psycho-Emotional

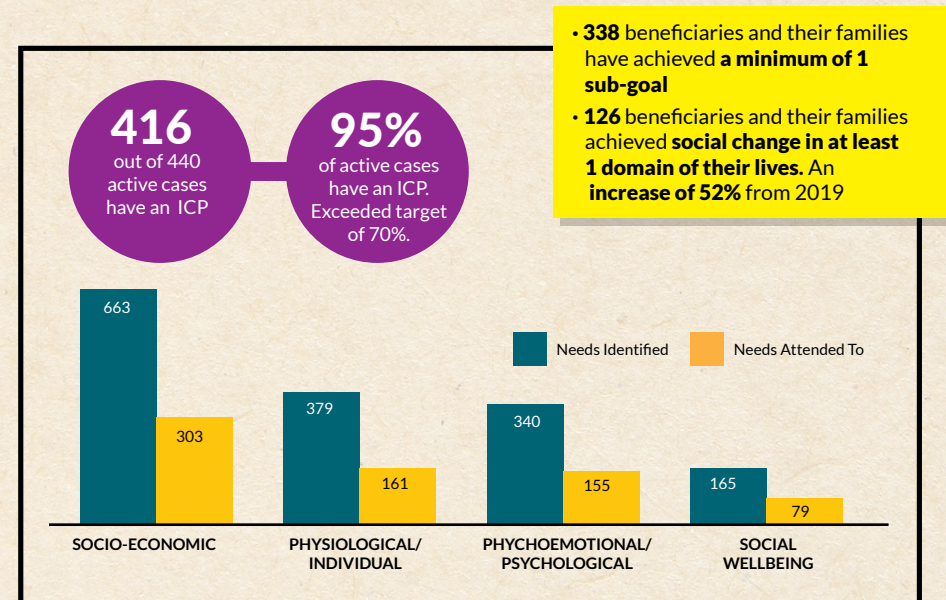
Child's and family's psychological (mental/emotional) well-being. With medical conditions, some of our children or even families may experience self-image issues, mental health issues, and some difficulties in coping with their illness. Caregiver may also be experiencing caregiver stress which may need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

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.

Social Well-being

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



EMOTIONAL SUPPORT

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



Youth Engagement

• 51 youths, aged 13 to 18 years old engaged through 8 sessions

An online magic session introduced youths to a new prosocial activity in a peer support group setting conducted online for youth mentoring, casework, and counselling.

Sessions on Think out of the BOXXS introduced youths to new prosocial activities to promote interest and social interaction.

The Next Steps – Going to Work! aimed to instil and inculcate participants with positive career-oriented ethics and attitudes, understand their personalities for self-awareness, and to discover their life's goals and purposes.

Both programmes were also designed to:

- Facilitate communication from a peer support group setting by fostering shared experiences
- Build group rapport and to create opportunities as a platform for future and further group work-related activities Improve the working relationship directly with individual youths for subsequent mentoring, casework, and counselling.
- Build character and develop resilience in youths as they go through life's transitions.



▲ Youth Engagement Workshops.

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
- Minimise stressors in caregivers' lives towards greater resilience.

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.

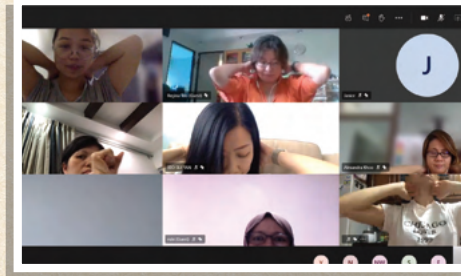
Caregivers' Programmes 116

Caregiver Support Groups 106

• 222 participants in the pilot year were engaged through 17 sessions of Caregivers' Programmes and Caregiver Support Groups.



For Caregivers' Programmes, there was a series of programmes, comprising fun, interactive activities for relaxation, psycho-education talk on stress management and activities to foster bonding between caregivers and their children. **These programmes were mostly conducted online**, and open to caregivers in general.

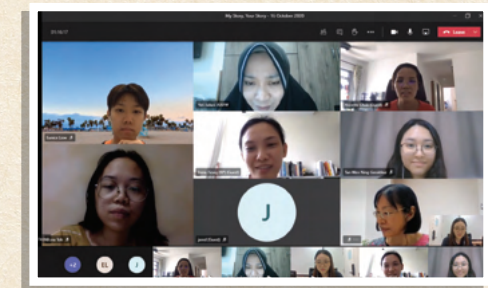


▲ A session on self-care techniques.



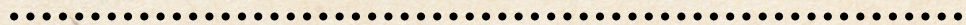
▲ Caregivers' Programmes help to strengthen bonding between our children and their caregivers

Caregiver Support Groups focused on caregivers with children of similar conditions in our top three major illness groups, namely, Developmental Paediatrics, Neurological Disorders and Rare Genetic Disorders. Topics include finding your strengths at home and family violence, while specific therapeutic activities were curated for participating caregivers.



▲ A Caregiver Support Groups' session.

- The sessions created an opportunity for caregivers to meet other caregivers online who have children with similar conditions, in a safe environment without judgements and stigma. At the same, the sessions provided a platform for caregivers to get support from each other and also share information and resources.
- They are able to learn and continuously practice on their own to continue to deepen their self-awareness about own self, their family as well as their resources. At the same time they were also taught self-care activities that they can do on their own.

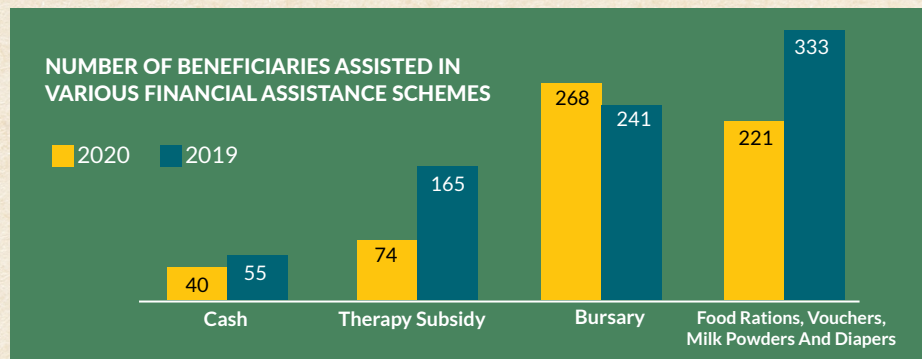


FINANCIAL SUPPORT

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



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



- **\$61,325** in total was given to **40** beneficiaries and their families to alleviate their financial difficulties and support them in basic living needs and/or sustenance.
- **\$101,681.50** aided **85** beneficiaries who received therapy services.
- **\$127,800** in cash bursary disbursed to assist **268** beneficiaries with their educational needs.
- **221** distinct beneficiaries have been assisted with in-kind assistance

Club Rainbow ensured that our children and families continue to receive food ration as needed even during the Circuit Breaker. Hygiene care packs with essential items like masks, hand sanitizers and items needed to combat against COVID-19 were also given out. As families are advised to stay home during the pandemic and our children are at a higher risk due to their chronic conditions, we came up with alternative ways to ensure our families continue to receive food ration. We purchased fresh produce online and these were then delivered to their doorstep, minimising the need to go out of their home.

Story of Nur Ardillah

Nur Ardillah, 18, lives together with her five siblings and parents in a 2-room rental flat. In her free time, Ardillah loves dancing on Tik Tok videos and chatting with her friends online.

Diagnosed with multiple conditions when she was born, she had to undergo more than 20 operations and has more surgeries planned for her. When she was 10, she was referred to Club Rainbow. "Before joining Club Rainbow, we were not aware of the support available for children like Ardillah, and programmes that can benefit us," Madam Azlina said.

Madam Azlina is a homemaker caring for Ardillah and her five other children aged 9 to 20 years old; all of them are still schooling. Ardillah's father is currently unemployed. He was a luggage handler at Changi Airport and was retrenched last year after air travel came to a standstill during Circuit Breaker. He has difficulties in obtaining a stable job. To make ends meet, he has been taking on odd jobs. Club Rainbow, together with other social service agencies, has been helping the family in various ways.

Financial Support

To help defray the family's expense on education-related costs, Ardillah has been awarded bursaries for the past 10 years. Since 2011, we have been providing the family with cash assistance, as and when they have been assessed to require additional support. The cash assistance was also significantly increased from October to November 2020 to alleviate more of their financial burden during the pandemic. Provision of monthly food ration started in 2018, on top of the cash assistance they are already receiving.

Hopes for the future

When asked about her hopes for Ardillah, Madam Azlina said, "My health is not good. I hope that Ardillah is able to undergo all the necessary operations while I am still able to care for her. I wish that she is independent enough to look after herself when I am not around. Fortunately, she is close to her siblings, particularly her brother who always stand up for her. For now, I cannot give up for the sake of my children. I have to stay positive in order to move forward."

"I wish to thank all donors for their generosity and Club Rainbow team for being ever so supportive. Ardillah enjoys the social integration programmes. Being able to go for outings as a family, and to Club Rainbow annual family retreat in 2011 and 2019, has given us opportunities to spend time together as a family, and help to strengthen our family bonding."



Story of **Thaqif**



Born premature at 24 weeks old, Thaqif suffers from multiple complications. Diagnosed with neurologic disorders at 2 years old, he is non-mobile, non-verbal and dependent on his mother for his daily living needs. Thrice a week, she brings him to his Early Intervention lessons and stays with him throughout the sessions. As a security officer, Thaqif's father has to work shifts. On days when he is unable to send Thaqif's younger sister to school, Thaqif will have to miss his lessons. His mother, Madam Rafiza will not be able to accompany him to his lessons as she has to care for his younger sister.

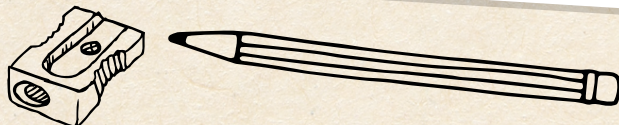
The family of four receives assistance from several social service agencies, including Club Rainbow. Monthly practical support from us includes food ration, formula milk and diapers. As the primary caregiver and homemaker, Madam Rafiza receives emotional support from our social worker, Siti.



Coping with Caregiving Stress

Madam Rafiza has honed positive coping skills after working closely with Siti. She is able to utilize at least two of the skills to help her manage caregiving stress.

Despite her daily struggles, Madam Rafiza is able to celebrate and appreciate small successes; the enrolment of her younger sister in a psychology course was a family achievement to her. She is also able to identify her formal and informal support system. After each sharing session, Siti will work closely with Madam Rafiza to explore new strategies to manage her stressors.



Therapy Intervention

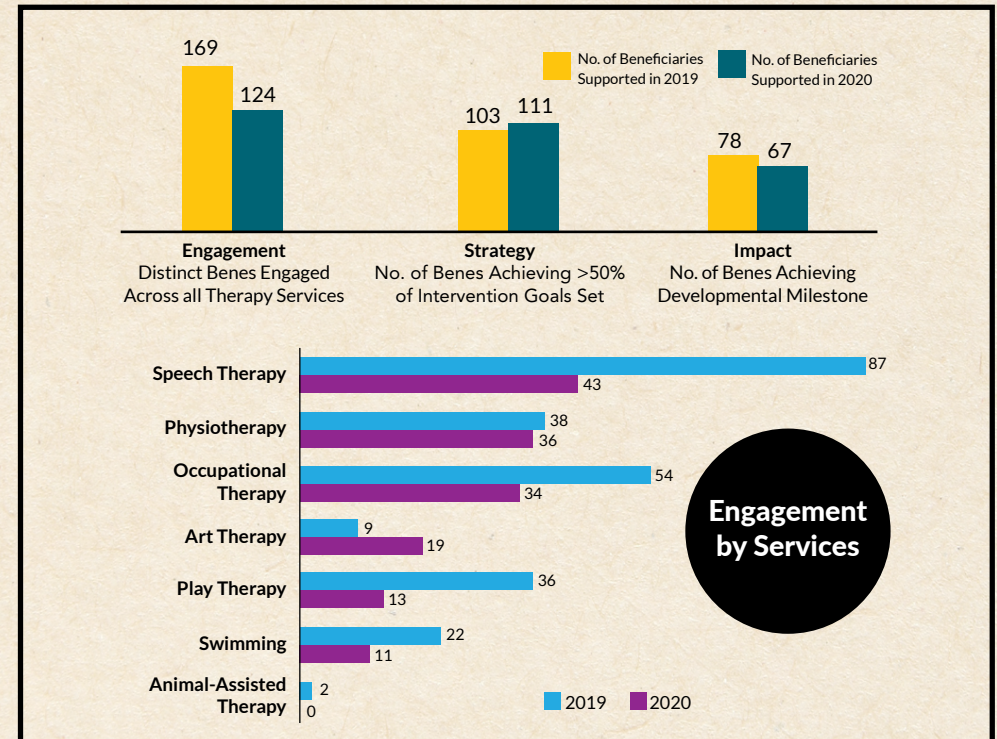
Different therapy services are put in place to address the diverse developmental needs of our children. The services continue to play a pivotal role in helping the younger children achieve their developmental milestones and giving them greater opportunities for independence in their lives.

• **124** distinct beneficiaries received therapy services.

Out of the 124 distinct beneficiaries, 77% received only one service in 2020. This is due to limited resources during the pandemic and the need to support as many beneficiaries as possible.

Despite a **30% decrease** in the number of beneficiaries engaged across all therapy services, our therapy intervention strategies remained effective.

- **Close to 90%** of distinct beneficiaries supported by therapy services achieved **more than 50% of the goals set** at the onset of the service cycle.
- **A significant improvement** as compared to 61% in 2019.
- **54% or 67** of the 124 distinct beneficiaries have achieved one or more developmental milestones. An **improvement** as compared to 46% in 2019.



Engagement through Teletherapy

Therapy Service	Number of Teletherapy Sessions Conducted	Number of Service Users
Speech Language	9	25
Physiotherapy	4	8
Total	13	33

Club Rainbow continued to provide continual therapy support through teletherapy with the suspension of face-to-face sessions due to the circuit breaker. The focus was on beneficiaries with high needs to minimise regression of their conditions.



Maximising Developmental Potential - Daniel Goh has been receiving physiotherapy, including teletherapy during Circuit Breaker

“ Club Rainbow offered teletherapy to Daniel when regular therapy sessions could not be conducted due to the circuit breaker measures. Teletherapy has helped him get the consistent therapy that he needs for to better manage his condition. We are very appreciative that Club Rainbow has offered this critical therapy for him to improve his motor development. With the guidance of the experienced physiotherapist, our family was able to carry out the much-needed activities. Thanks to the consistency of these sessions, we can see that Daniel has better head and neck control, and improved arm movements. ”

- Mother of Daniel

“Really appreciate the tele-session when Physiotherapist cannot come over. Cos my child is still getting help. Face to face is the best. But not possible tele is good too.”

“Appreciate the therapist’s efforts to tailor the session and engage the child.”

“The therapist did a great job. On her explaining to me about the therapy making me more confident in engaging with my child exercises. Keep up the good work! Appreciate it a lot.”

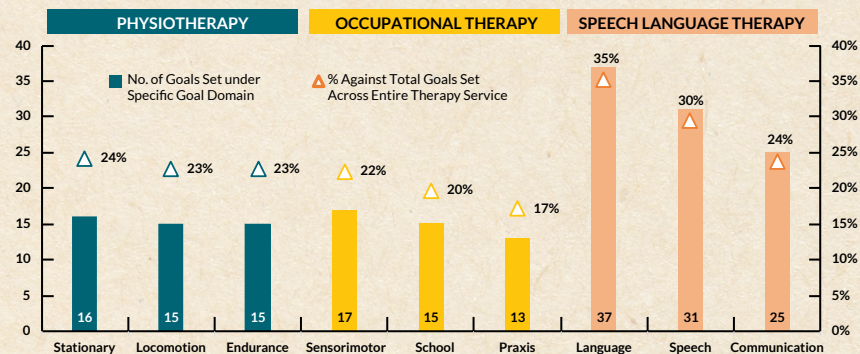
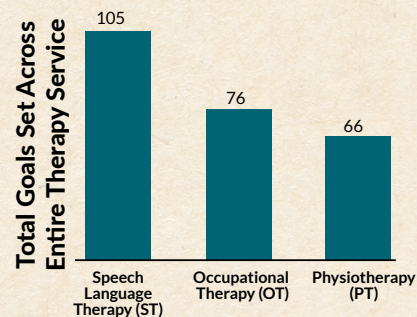


Feedbacks from Caregivers



Beyond service engagement, greater emphasis was placed on the therapy intervention strategies to ensure our beneficiaries better achieved the goals set towards addressing their needs and achieving specific developmental milestones.

The following examples of goal domains and achievement of outcomes would better illustrate how the core therapy services have been effective in supporting our beneficiaries in achieving set goals and developmental milestones:



TOP THREE GOAL DOMAINS FOR PHYSIOTHERAPY

Goal Domain	Condition at Start of Therapy	Outcome at End of Service Cycle
Stationary	Client X's upper and lower limbs were within functional range, with mild tightness in her lower limbs. She also had a slight increase in tone in her arms extensors bilaterally.	She has maintained her muscle length and range of movements in her upper and lower limbs with diligent follow up of daily stretches by her caregivers.
Locomotion	Client N is able to walk on the floor surface.	He is able to walk down one step independently from the raised platform in the gym. Even though he still needs a lot of encouragement to do so, he has improved a lot in participating in the gym exercises as well as in his compliance to therapist.
Endurance	Client J had poor sitting tolerance with assistance.	She is able to tolerate sitting while engaging trunk rotation exercise (passive) for 5 mins without arching her back.

TOP THREE GOAL DOMAINS FOR OCCUPATIONAL THERAPY

Goal Domain	Condition at Start of Therapy	Outcome at End of Service Cycle
Sensorimotor Skills	Client H was presented with high incidence of fall risk, with maximum assistance required for unstable surfaces e.g. stairs and curbs.	She is able to regain her balance when being purposely displaced, with minimum to moderate assistance. When manipulating unstable surfaces e.g. stairs/curbs, Mother shared client has shown increased confidence in climbing stairs by self/with 1 handhold.
School Readiness	Client W displayed consistent task avoidance with every activity and does not look to engage.	He showed the ability to follow therapist's idea to facilitate another client's learning, with max assistance.
Praxis (Planning and sequencing)	Client D was presented with difficulty in bringing out the perspective from third party point, to generate ideas and plan.	He showed the ability to follow therapist's idea to facilitate another client's learning, with max assistance.

TOP THREE GOAL DOMAINS FOR SPEECH LANGUAGE THERAPY

Goal Domain	Condition at Start of Therapy	Outcome at End of Service Cycle
Language	Client F mostly used incomplete or broken English to describe what he sees in pictures.	He is able to verbally use grammatically complete sentence with appropriate subject pronouns, verb tense and prepositional phrase during picture description tasks with 60% accuracy, given moderate verbal prompts.
Speech	Client C had no observation of described skill - to develop appropriate range of lip movements by establishing appropriate dental-lip contact at medial 1/3 in phrases during interaction with SLT and familiar communication partner independently 80% of the time in 1:1 therapy setting and at home.	Able to achieve above-mentioned.
Communication	Client K uses gestures (e.g. pushing away, turn away) to protest	She is able to initiate interaction by protesting (e.g. saying 'no') during interaction in unstructured activities with at least 3 familiar communication partners (e.g. brother, mother) at home and in 1:1 SLT intervention 80% of the time independently.

Educational Support

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

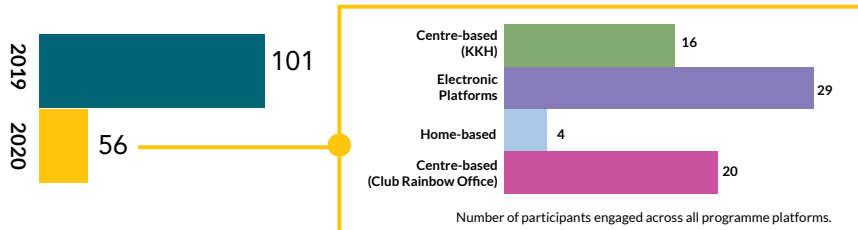
• 56 distinct beneficiaries across all levels received educational support.



EDUCATION SUPPORT PROGRAMME

A significant 45% decrease from that in 2019 due to the suspension of centre-based programmes at KKH and Club Rainbow main office during the Circuit Breaker. Programmes at Club Rainbow main office resumed in Phase 2 after the Circuit Breaker.

Electronic platforms were adopted for the delivery of the sessions, yielding the highest number of engagements in 2020.



While the number of beneficiaries have dwindled, limited resources were dedicated especially to those in the critical years. More importantly, there were several encouraging feedbacks from parents:



“ A very big Thank You to Club Rainbow for offering tuitions to needy families. Without the help, we might not be able to get through this difficult time. I wish to thank Club Rainbow staff for sacrificing your Saturdays to organise tuition for the children. Thanks to Sally for trying your best to look for a suitable tutor who understands AJ's condition and is able to help him in his academics. Thanks to AJ's volunteer tutors - he was able to pass his PSLE because of your help and patience. ”

- Mother of AJ Chris

Photo credits: Josh Wijaya



Syasya was among the children who attended e-tuition during the Circuit Breaker.

“ I appreciate that Club Rainbow has made it possible for the children to continue with their tuition despite the circuit breaker. Club Rainbow also helped to source for a laptop for Syasya which enabled her to attend home-based learning. Previously either Syasya or her elder sister had to miss one of their lessons due to clashes in their home-based learning schedule. This eased our worries knowing that both our children's education needs are being catered for ”

- Mother of Syasya.

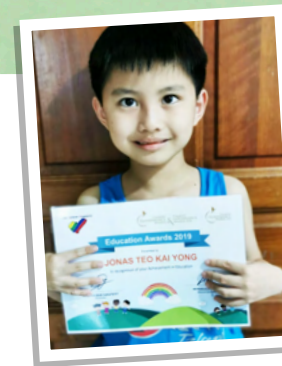
EDUCATION AWARDS

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

• 74 children from mainstream and special education schools received awards for Achievement, Progress and Spirit of Learning



- Excellence & Tertiary Education Awards, 13
- Mainstream - Achievement, 17
- Mainstream - Progress, 7
- Mainstream - Spirit of Learning, 1
- SPED - Progress, 21
- SPED - Achievement, 15



Jonas Teo, Recipient of Education Award in Achievement (SPED)

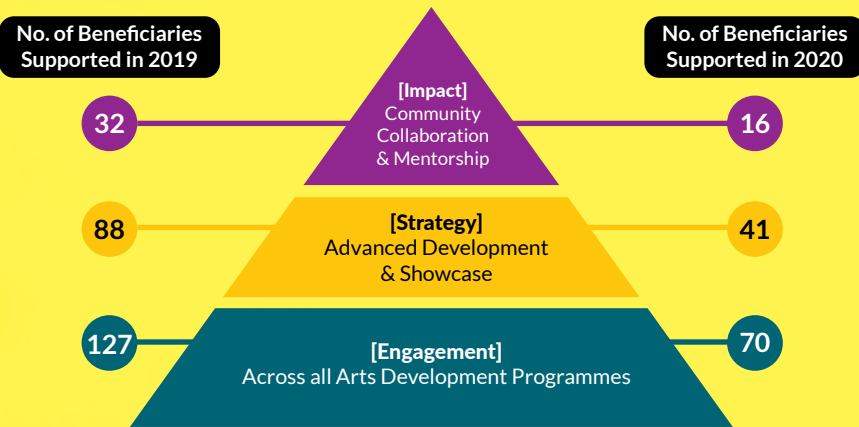
“ The award has indeed boosted his confidence as he has been working hard not only in academics but also in sports and art.

Thank you Club Rainbow for having this award to help children like Jonas to continue striving for excellence in whatever he does. ”

- Mother of Jonas

Arts Development

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



ARTS DEVELOPMENT INITIATIVES

Although there was a new shift in presentation, the children and their artist-collaborators demonstrated resilience in adapting to new ways of working together. Despite being faced with restrictions under the COVID-19 safe management measures, Club Rainbow Arts Development managed to hold 30 arts engagement programmes via a combination of virtual and hybrid platforms throughout 2020.

With greater restrictions, resources were directed towards more advanced development for children who have displayed the commitment and talent in specific arts genres. Some of these children who have gone through the programme in the past years, have been selected to commission artworks for our annual fundraising initiative, Charity Sale. The artworks were adapted onto merchandise for sale, to raise funds for the furthering of these initiatives so that more children may be able to develop their artistic aptitude.

This is in line with our goal for these budding artists, that when they graduate from our organization, their artistic skills may become a tool for employment, self-reliant and personal fulfilment. In 2020, there were **8** children who were commissioned to create both for our Charity Sale merchandise as well as for our partners' corporate needs. Through the Charity Sale, we raised **\$274,079 in 2020 compared to \$120,618 in 2019.**

- **Close to 60% of all children** engaged in Arts Development were given opportunities for **advanced development** with creative practitioners and **showcase platforms** at signature events such as Ride for Rainbows and Dreamseeds Arts Fest.
- **16 children** were given opportunities for **community collaboration projects**, as part of community inclusivity and deepening development through mentorship support from industry professionals. These include Band of Doodlers, National Arts Council and NTU Centre for Contemporary Art; though opportunities for collaborations were limited, as the pandemic has impeded projects and programmes across the arts sector in general.



One noteworthy achievement by the team was Club Rainbow's nomination of **Mr. Lim Hong Xiang, Samuel** for the **Goh Chok Tong Enable Awards (UBS Promise) 2020**, which he was eventually selected as the awardee.

◀ Samuel performed the guzheng during our 25th Anniversary Gala Dinner.



▲ Children participating in the 2D collage online workshop taught by artist, Jaxton Su.



▲ Character Clash Workshop guided by Band of Doodlers.

(Note: Photo was taken before Covid-19 safe management measures were introduced.)

DREAMSEEDS ARTS FEST 28 November to 2 December

The annual signature event, Dreamseeds Arts Fest 2020 Prism of Imagination, held its first edition with a full digital presence to sustain arts engagement with our children and the public amidst the pandemic in 2020.

Throughout the five days from 28 November to 2 December 2020, the virtual Opening Concert garnered unique viewership of more than **700** persons, the virtual exhibition received more than **900** online visits, and over **100** participants joined in 9 daily online programmes comprising of art therapy and creative expression and craft workshops, talks related to art therapy, creative expression and daily film screening.



Event official logo was designed by one of our children, Mass Amirah who was part of the visual arts mentorship programme.



Children in the Hip Hop dance programme during a filming session, with adherence to prevailing safe management measures.



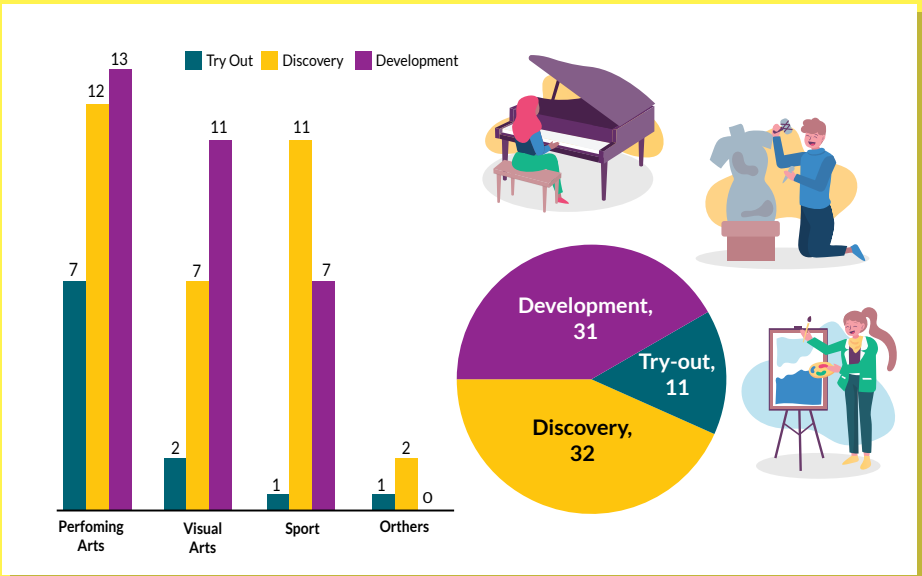
The Rainbow Rock Band formed by children under the Music Mentorship programme.



TALENT DEVELOPMENT FUND

The fund is a grant awarded to our children to recognise and nurture their talents in diversified genres of performing and visual arts, sports and other areas of interest and as a form of motivation to encourage them to develop that talent. Since its pioneering inception in 2005, the grant has been awarded and supported the aspirations of more than 500 children.

	2020	2019
No. of Recipients	74	65
Total Amount of Funds Approved	\$ 57,300.00	\$ 53,300.00



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.

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.

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.

REALISING FULL POTENTIAL

Lau Ling Jie, aged 19, has been a Talent Development Fund awardee for the past four years under the same genre – rhythmic gymnastics.

For the past five years, Ling Jie has been practising regularly with her school's rhythmic gymnastics CCA team and is also currently training at Rhythm and Groove to further advance her talents. Her aspiration and passion for the sport have seen her participating in competitions and achieving results. Ling Jie has clinched the 3rd Individual Placing in Level 7 Ball Event, 4th Individual Placing in Age Group 16 Years and Above Hoop Event, and 4th Individual Placing in Age Group 16 and Above Ball Event at the Singapore Gymnastics Open Championship in 2019.

Despite the current COVID-19 situation, Ling Jie continues to train hard at Rhythm and Groove because she hopes to participate in more competitions and attain higher achievements at individual placings.



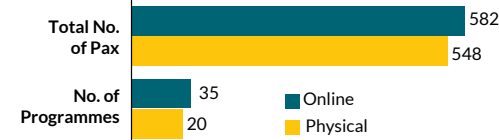
Community Partnerships

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

SOCIAL INTEGRATION

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.

Year	2020	2019
Number of Distinct Beneficiaries Engaged	372	508
Number of Programmes	55	63
Total Number of Participants (Pax)	1,130	1,552

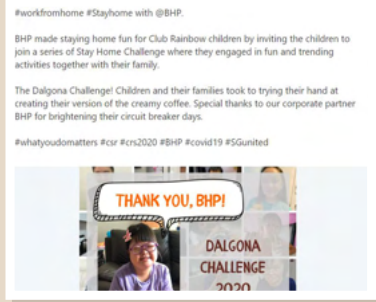


- Despite very stringent restrictions on programmes of the nature of social gathering, the team organised **55 programmes in 2020**, as compared to 63 in 2019.



Social Integration programmes remain key in creating positive social impact for our children and families and promoting bonding within and between families.

2/3 of all the programmes were organised online to engage our children throughout the pandemic continually, particularly during the Circuit Breaker, with the remaining being physical programmes that were permitted under relaxed guidelines in December 2020.



Our partner, BHP, initiated a series of Stay Home Challenge to bring sunshine to our children during Circuit Breaker.



Our children having doughs of fun at a cookie baking workshop sponsored by BHP.



▲ Mr. Tan with Exemplary Sibling, Arielle (right).

▲ From left: Dr Sashikumar Ganapathy, President of Club Rainbow, Patron Tan Chuan-Jin, Freida Iryana, Exemplary Caregiver, and Fakhri, beneficiary.

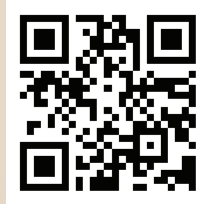
EXEMPLARY CAREGIVERS' AND SIBLINGS' AWARDS

First introduced in 2015, the Exemplary Caregivers' Award was set up to recognise exemplary commitment and efforts of our caregivers in overcoming challenges in the ceaseless care of their children. At the same, encourage other caregivers and let them know they are not alone in their journey. Since 2019, the Exemplary Siblings' Award is given out to siblings who show commitment in caring for their loved ones and improving their wellbeing.

• 3 Exemplary Caregiver awardees, 2 Exemplary Sibling awardees and 3 Commendable Awardees

The awards were typically presented at our annual signature event, Celebrating Heroes. However, the event had to be cancelled due to the COVID-19 pandemic. Our Patron, Mr Tan Chuan-Jin and Council President, Dr Sashikumar Ganapathy graciously visited each awardee's home to present the awards to them personally.

Watch videos of Exemplary Caregivers/ Exemplary Siblings on our YouTube channel:



Club Rainbow youth, Sage (left), cycled with his father.



RIDE FOR RAINBOWS 3 to 11 October 2020

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

This year's Ride for Rainbows is a special one. Even amidst the pandemic, our participants continued riding so others can see their rainbows. The event was graced virtually by our Patron, Mr. Tan Chuan-Jin, at our virtual launch event held online on 3 October, who also joined the 70km category to raise funds for our children. A special category for Club Rainbow beneficiaries and their caregivers was set up for the first time at Ride for Rainbows 2020. The participants were members of Team Rainbow. Each child, accompanied by his/her caregiver, completed a distance of 2 km on wheelchair.



▲ Club Rainbow youth, Jeremiah Liauw (front), who raised funds for the third time, completed 20km with his family.

• **483 riders** across 2 categories, 20km and 70km with a total of **\$544,134** raised through corporate and public donations.

Visit <https://www.rideforrainbows.org/> to learn more.



KRIS KRINGLE 9 to 21 December 2020

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 the opportunities for them to make new friends and understand the importance of companionship. The bond that is developed will help them add balance to their emotional well-being, as they will not need to walk through their life journey alone.

This year's Kris Kringle events were particularly memorable, as physical events were permitted towards the year-end festive season while complying with prevailing COVID-19 safe management measures. These events ranged from visits to local places of interest such as Gardens by the Bay, Night Safari and Snow City and Christmas gifting, kindly supported by corporate and institutional partners. Different from previous years, our children penned messages on postcards which was mailed back to the corporate partners, in appreciation of the gifts and kind gestures shown by the partners during the festive season.

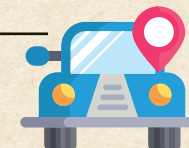
• **274 children** engaged in respective programmes, were supported by **16** corporate and institutional partners.

Other Support Services

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

TRANSPORTATION

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



• **Total of 127 children** benefitted from the transport service. **2,174 trips** were made. A **34%** increase in the number of children as compared to 2019.

Our transportation services have been critical during COVID-19 pandemic to deliver essential aids, food rations and hygiene care packs to 1054 families. The delivery of essential aids and food rations were particularly crucial during the circuit breaker and Phase 1 of re-opening to ensure continual support in basic needs and sustenance for our vulnerable families. While complying with COVID-19 guidelines, our transport service has continued to support 127 children for essential hospital visits.

HOSPITAL CENTRE SERVICES

Our centres at KK Women's and Children's Hospital (KKH) and National University Hospital (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.

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

• **Total of 92 children** engaged over **305 sessions** that were held at our KKH and NUH satellite centres.



Due to COVID-19 pandemic and more stringent safe management measures at the hospitals, majority of the activities, including art and play sessions in the hospital wards, various social programmes such as Children's Day and Christmas parties and educational and recreational workshops were suspended. Support was still rendered to our children and families by our staff at KKH and NUH, mostly for one-to-one sharing and emotional support and ward visits to ensure the well-being of our children and caregivers who have to be in the hospitals were well taken care of amidst the pandemic.

FINANCIAL HIGHLIGHTS



Other expenditures are only

9.7%

of overall operating expenditures.

Percentage of direct fundraising expenses over gross donations improved to

9.53%

(14.09% in FY2019).

100% of donations in FY2020 can cover

87%

(79% in FY2019) of our charitable activities (including cost of generating funds), with the balance **13%** (21% in FY2019) covered by government grant and investment income.



EXTRACT FROM AUDITED FINANCIAL STATEMENTS STATEMENT OF FINANCIAL POSITION

As at 31 December 2020

	2020 \$	2019 \$
ASSETS		
Current assets		
Cash and cash equivalents	2,812,955	2,305,201
Receivables	136,261	42,990
Total current assets	2,949,216	2,348,191
Non-current assets		
Property, plant and equipment	204,843	356,437
Investment securities	11,832,914	11,244,349
Total non-current assets	12,037,757	11,600,786
TOTAL ASSETS	14,986,973	13,948,977
LIABILITIES, FUND AND RESERVE		
Liabilities		
Current liabilities		
Payables	380,922	581,686
Lease liability	18,413	35,232
Deferred income	644,539	126,729
Total current liabilities	1,043,874	743,647
Non-Current liabilities		
Lease liability	-	18,330
Total non-current liability	-	18,330
Total liabilities	1,043,874	761,977
Fund and reserve		
Fund	13,581,838	13,092,424
Fair value adjustment reserve	361,261	94,576
Total fund and reserve	13,943,099	13,187,000
TOTAL LIABILITIES, FUND AND RESERVE	14,986,973	13,948,977

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 licenses run from 29 September 2017 to 28 September 2020 and 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:

	2020 \$	2019 \$	Increase \$	Percentage of Increase %
Total funds	13,943,099	13,187,000	756,099	5.73
Ratio of funds to annual operating expenditure	3.62	2.82	0.80	28.37

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 \$15,614,728 (2019: \$15,005,562) (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 fulfil 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 2020

	<u>2020</u>	<u>2019</u>
	\$	\$
INCOME		
Income from generated funds		
Voluntary income	2,198,868	2,032,847
Activities from generating funds	824,867	1,351,137
Investment income	358,424	308,257
Income from charitable activities		
Grants	417,772	581,081
Other income	542,678	17,331
TOTAL INCOME	<u>4,342,609</u>	<u>4,290,653</u>
EXPENDITURES		
Cost of generating funds	(78,646)	(190,432)
Charitable activities	(3,391,200)	(4,083,376)
Governance costs	(8,774)	(8,462)
Other expenditures	(374,575)	(393,776)
TOTAL EXPENDITURES	<u>(3,853,195)</u>	<u>(4,676,046)</u>
SURPLUS (DEFICIT) FOR THE FINANCIAL YEAR	<u>489,414</u>	<u>(385,393)</u>

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

	<u>2020</u>	<u>2019</u>
Number of employees in bands:		
\$100,001 to \$150,000	1	2

- (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



Registered Address

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Club Rainbow (Singapore)

