



**Children's
Cancer
Foundation**



TOGETHER

We Light the Path of Hope

ANNUAL REPORT 2024



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Corporate Governance
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Registered Address:

535 Kallang Bahru, #02-01
GB Point
Singapore 339351

Auditors

RSM SG Assurance LLP

Bankers

The Development Bank of Singapore Ltd
United Overseas Bank Limited

About us

Founded in 1992, Children's Cancer Foundation (CCF) provides children with cancer and their families, the much needed support in their battle against the life-threatening illness. Over the years, CCF has helped more than 4,000 children and their families at different stages of the illness and recovery.

Vision

To become a **leading provider of resources and psychosocial services** to children and their families impacted by cancer.

Mission

To **improve the quality of life of children with cancer** and their families and children impacted by cancer through enhancing their emotional, social and medical well-being.

Core Values



Compassion: We serve with concern, kindness and empathy.

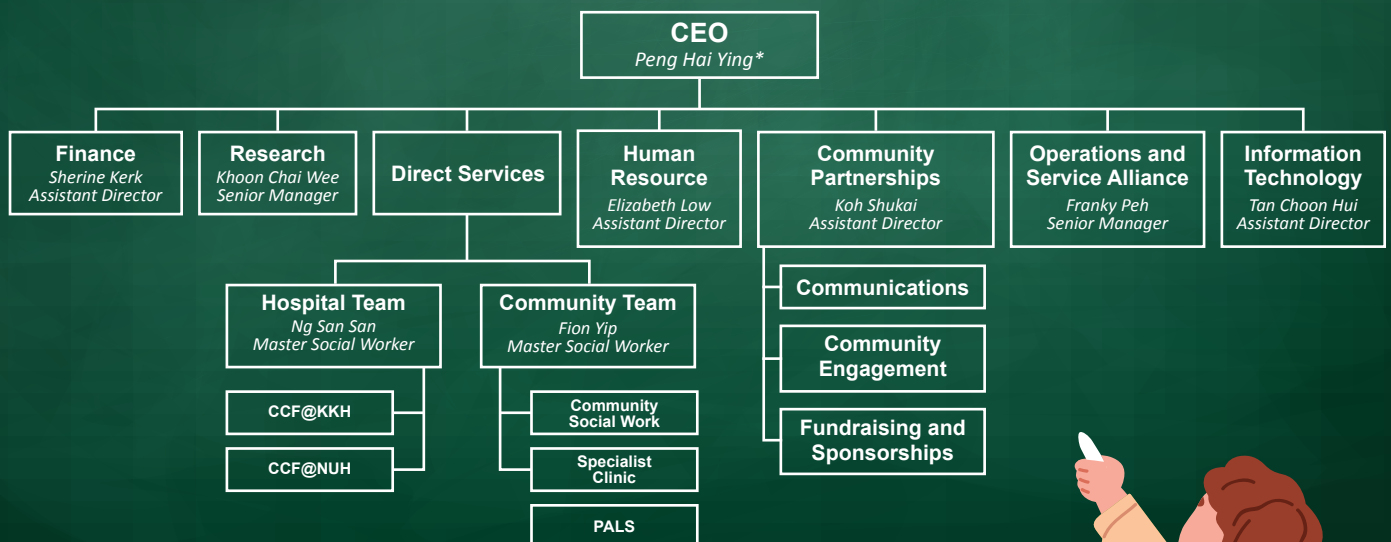


Integrity: We do the right things the right way.



Excellence: We do good well by excelling in all that we do.

ORGANISATION CHART



*Ms Peng Hai Ying was appointed as CEO of CCF on 4 June 2020. Prior to CCF, Hai Ying was the Executive Director at SUN-DAC and various organisations including Family Service Centres, Disability Homes and those serving children in need.

This organisation chart is valid and correct as of 31 Dec 2024.

CCF Model of Care

CCF offers a spectrum of critical services to our beneficiaries through our hospital-community service model. It is aligned to their continuum of needs throughout their childhood cancer journey.

CCF Service Model

1. IN THE HOSPITALS

CCF supports children and their families to cope with their experiences from complex treatment procedures and its side effects, during their extended hospital stays and repeated hospital visits. Our comprehensive support system includes social workers and child life therapists, strategically placed at KK Women's and Children's Hospital (KKH) and the National University Hospital (NUH). These professionals work hand in hand with the medical teams in the paediatric oncology wards, aiming to enhance the quality of life for the child and their family. In cases where a child is at the end stage of their life, CCF extends its support to provide palliative and bereavement care.

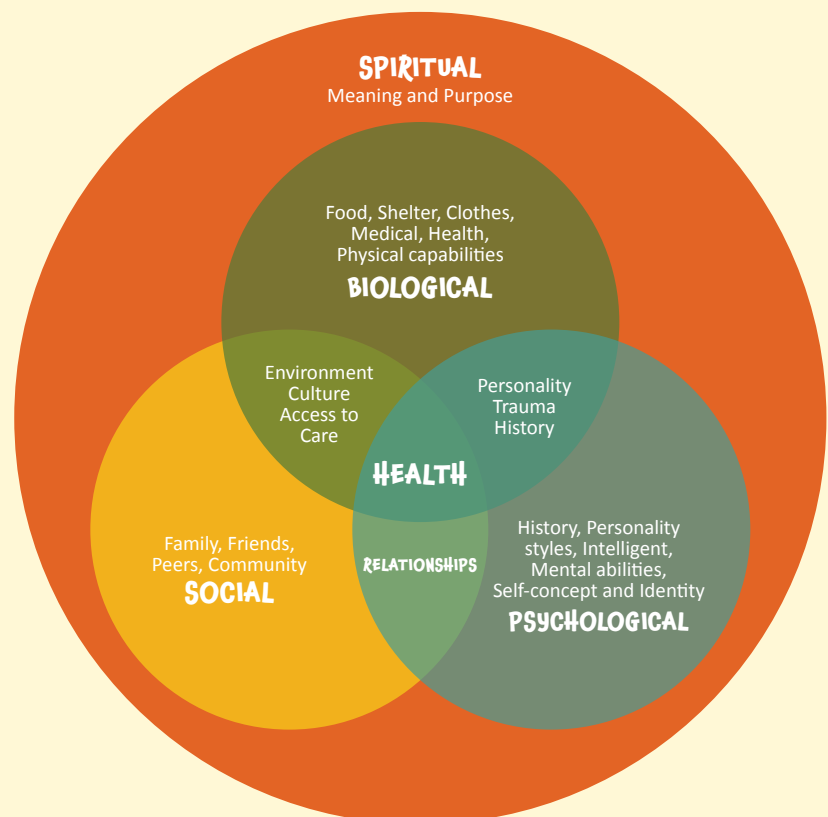
2. IN THE COMMUNITY

With more children surviving childhood cancer, CCF provides continual care to help our survivors reintegrate into their communities and lead fulfilling lives. These include supporting younger children in joining or transitioning back to mainstream schools as well as youth survivors with long-term side effects due to cancer treatment. We also serve siblings impacted by immediate family members diagnosed with cancer.

CCF Model of Care

BIOPSYCHOSOCIAL-SPIRITUAL (BPSS) MODEL

CCF adopts the biopsychosocial-spiritual (BPSS) model of care for our beneficiaries. This holistic approach considers the unique biological, psychological, social, and spiritual factors that impact each individual's subjective experiences and clinical outcomes. Our social workers conduct specialised assessments using the BPSS model, tailoring a suitable psychosocial treatment plan for the best possible outcomes.



Patron's Message

I extend my heartfelt thanks to each and every one of you—our volunteers, partners, and donors—who have played an invaluable role in supporting our mission. At the heart of Children's Cancer Foundation (CCF) lies a steadfast commitment to uplifting and supporting children and families impacted by childhood cancer. Our collective efforts bring this mission to life, ensuring its continuity for generations to come.

Over the past year, I have witnessed the incredible strength of our community. From the selfless dedication of volunteers who freely give their time to the generosity of donors and the tireless efforts of our staff and leadership, every contribution has played a vital role in driving our initiatives forward. The spirit of openness and service has left an indelible mark on the families we support, offering them hope and strength throughout their journey.

A memorable moment for me this year was participating in the inaugural The Hope Train x ARTrepreneur 2024 Exhibition. It was a joy to engage with the programme's talented young beneficiaries, who have expressed their optimism and creativity through art.

It was inspiring to see these young artists and entrepreneurs share their vision with exhibition visitors. Beyond celebrating artistic talent, the exhibition introduced our beneficiaries to essential concepts of employment and financial independence—teaching them how to price their artwork, cover costs for materials, and develop sustainable practices.



This year's annual report highlights the key initiatives and milestones, as well as inspiring stories, that shaped 2024. I am deeply heartened to see our team pushing boundaries, expanding their reach, and continually innovating to better serve our beneficiaries. From dedicated outreach programmes that bring comfort and care to families, to research initiatives that pave the way for improved outcomes, each effort underscores our shared commitment to making a tangible difference.

As we look ahead, I remain hopeful and confident that CCF will continue to grow in impact and reach. Let us remain steadfast in our mission, knowing that together, we can and will make a lasting difference.

CCF Caring Hearts 2024



The Hope Train x ARTrepreneur 2024 exhibition at Gardens By the Bay.



“

It was a heartwarming experience at the Caring Hearts Appreciation Dinner to witness so many donors, volunteers and partners coming together in support of CCF. Your generosity has greatly contributed to our programmes and events in 2024, helping us make a meaningful impact.

Seeing our community grow is a testament to the expanding awareness of childhood cancer, made possible, in no small way, by our donors', volunteers' and partners' involvement.

”



Associate Professor Ho Peng Kee
Patron, Children's Cancer Foundation

Chairman's Message

As I step into my first year as Chairman of the Children's Cancer Foundation (CCF), I am honoured to share this message in our annual report. Taking on this role is both a privilege and a deep personal commitment to CCF's mission—supporting children and families impacted by childhood cancer. The journey so far has been inspiring, and I am eager to build upon the foundation laid by those before me.

Our Vision for the Future

My vision for CCF is to create new opportunities that meet the evolving needs of our beneficiaries. I aspire for CCF to make a significant impact in the social service sector, positioning ourselves as a global leader in specialised services for childhood cancer support. As we navigate an ever-changing landscape, we will continue to refine and expand our initiatives to ensure that no child fights cancer alone.

Meaningful Moments in 2024

Since stepping into this role, I have had the privilege of participating in several significant events that reinforced my belief in the power of community support. One of the most impactful experiences for me was volunteering as a shavee for Hair for Hope 2024 (HfH). Standing in solidarity with Gabriel, a childhood cancer survivor, and Gurmit Singh, a celebrity advocate, was a profoundly moving moment—one that underscored the resilience of our beneficiaries and the unwavering dedication of our supporters.



Hair For Hope 2024 main event at Vivocity



Another milestone event was Childhood Cancer Survivors Day (CCSD), a celebration of the strength and perseverance of childhood cancer survivors. This year's theme, Constellation of Hope, was a powerful reminder of the deep bonds within our community and the vital support network that fuels survivorship. Witnessing the camaraderie among survivors was truly inspiring, reinforcing the importance of long-term psychosocial care.

Additionally, Caring Hearts 2024 was a significant highlight, where we honoured the collective contributions of CCF's donors, partners, and volunteers. Seeing the magnitude of support for CCF reaffirmed the strength of our community and our shared commitment to making a lasting difference.

Caring Hearts 2024: Community Champion Award Presented to Kong Meng San Phor Kark See Monastery



Key Achievements

One of our biggest milestones this year was the record-breaking success of HfH, which raised \$5.2million with 4,832 shavees—the highest amount in the campaign's history. This unprecedented support underscores the strong advocacy for children with cancer, and we are immensely grateful to everyone who participated and contributed.

To further understand the impact of HfH, we commissioned a public perception survey. Among 1,205 respondents, eight out of ten were aware of both CCF and HfH, affirming our efforts in raising public awareness and ensuring our message had reached a wide audience. These insights will guide us in refining our future strategies, enhancing engagement with partners, and encouraging greater participation.



Another milestone for us was receiving the Charity Transparency Dedication Award in 2024. This recognition reflects our unwavering commitment to good governance, transparency, and accountability. We take great pride in upholding best practices and will continue to lead by example in the sector.



The Hope Train x ARTrepreneur 2024 exhibition at Gardens By the Bay.

Looking Ahead: 1 CCF 2030

As we chart our course forward, we are laying the foundation for 1 CCF 2030, a strategic roadmap to position CCF as a world-class centre of excellence for psychosocial services in childhood cancer care. By 2030, we aim to foster collaborative learning as a sustainable approach to holistic support for children, their siblings, and parents. Our focus will be on empowering individuals, strengthening community connections, and enhancing the impact of our services over the next decade.



Caring Hearts 2024

A Heartfelt Thank You

I extend my deepest gratitude to our management team, staff, volunteers, donors, and supporters. Each of you has played an essential role in strengthening CCF's mission, and your dedication continues to inspire me. Your contributions—big and small—are the foundation of our success and the hope we bring to children and families impacted by childhood cancer.

As we look ahead, I am filled with optimism for the future. Together, let us remain steadfast in our commitment to hope, resilience, and care for those we serve.

“

As we navigate an ever changing landscape, we will continue to refine and expand our initiatives to ensure that no child fights cancer alone.

”



Dr Kevin Tay

Chairman, Children's Cancer Foundation

Key Highlights of 2024



Hospital Tour for Siblings

The Hospital Tour Programme, organised by CCF's Child Life Services Team, was designed to support the siblings of children diagnosed with cancer.

Held in November 2024, this initiative provided an interactive and educational experience where siblings had the opportunity to visit hospital facilities, role-play as healthcare professionals, and learn more about the diagnosis and treatment process.

By fostering a deeper understanding of their sibling's medical journey, the programme aimed to strengthen emotional resilience and provide support during a challenging period.

Childhood Cancer International Asia Conference 2024

CCF was honoured to present at the **Childhood Cancer International Asia Conference (CCI)**, a well-known Childhood Cancer Congress, as part of its commitment to advancing paediatric cancer care.

The presentation highlighted Hair for Hope's (HfH) success in mobilising community support and fostering an empathetic network for children and families impacted by childhood cancer. The conference, held in Yokohama, emphasised Asia's collaborative approach to paediatric oncology, covering hospital research, medical interventions, and community-based support initiatives.



Hair for Hope 2024

The Hair for Hope 2024 campaign achieved a record-breaking milestone, raising **\$5.2 million** in donations, the highest total since its inception. This year's event saw **4,832** shavees stepping forward in solidarity, with a total of **52** satellite events organised across schools, corporate offices, grassroots organisations, and public agencies.

Held at VivoCity, the event created a powerful platform for community engagement, advocacy, and meaningful connections in support of children with cancer.



The Hope Train x ARTrepreneur 2024

2024's campaign was dedicated to empowering youth survivors facing employment challenges due to their health struggles. In collaboration with the ARTrepreneur programme, it provided specialised art training to develop creative skills and open new career pathways.

Themed "Brave HeARTs, Blossoming Futures," this initiative showcased the resilience and talent of young survivors. The first-ever Hope Train Exhibition, held at Gardens by the Bay, in November 2024, was officiated by Ms Jane Ittogi and featured artwork created by these aspiring artists.

The campaign successfully raised close to **\$906,000** in cash donations. Additionally, 38 out of 56 artworks were sold, generating further support for the cause.



Charity Transparency Dedication Award 2024

CCF received the Charity Transparency Dedication Award 2024 for its strong commitment to openness and accountability. This prestigious award, presented by the Charity Council, recognises organisations that maintain high standards of transparency and responsible reporting. This marks the first time CCF has received the award, highlighting a significant milestone in its ongoing journey toward excellence in governance.

CCF continues to prioritise clear communication and ethical practices, in alignment with the Singapore's Charity Transparency Framework, ensuring trust and confidence among its supporters and stakeholders.

Caring Hearts 2024

CCF's Caring Hearts 2024 celebrated the extraordinary contributions of **83** volunteers, fundraisers, donors, and sponsors. A special highlight of the event was the recognition of Kong Meng San Phor Kark See Monastery as the Community Champion Award winner, in appreciation of its unwavering commitment and passion for making a remarkable impact on the lives of children and families.

The event was attended by Mr Eric Chua, Senior Parliamentary Secretary for MSF & MCCY, who shared his heartfelt appreciation for the collective efforts of CCF's dedicated community partners.





Grief and Bereavement Conference

The Singapore Hospice Council invited CCF to present at the Grief and Bereavement Conference 2024, reinforcing its commitment to supporting families beyond medical treatment. On Day 1, Ms Ng San San, Master Social Worker, conducted a session on Building Group Facilitation Skills, sharing best practices from CCF's bereavement support groups. On Day 2, Ms Yenn Ang, Art Therapist and Forest Therapy Guide, introduced Forest Therapy - Drawing from Nature to Heal, demonstrating the therapeutic role of nature in navigating grief and loss.

CCF is deeply committed to walking alongside bereaved families, ensuring they receive continuous care, comfort, and a sense of community in their healing journey.

Public Perception Survey 2024

To better understand public awareness and perception of CCF and its signature campaign, Hair for Hope (HfH), CCF engaged Sandpiper Research to conduct an independent survey.

- A total of **1,205** Singapore residents were surveyed.
- **80%** reported being aware of both CCF and Hair for Hope.

The findings affirmed that HfH has been successful in raising awareness and rallying support for children with cancer. The full survey results have been published on CCF's website.



With Resilience and Support, Xuan Wen Faces Tomorrow with Hope

In June 2021, Oh Xuan Wen, a 17-year-old, was diagnosed with Acute Lymphocytic Leukaemia (ALL). Her journey has been filled with immense challenges, not only for herself but for her entire family. With her father as the sole breadwinner, the family faced significant difficulties when both parents had to leave their jobs to care for her. During this time, her father also suffered a cancer relapse while caring for his elderly parents, who were also struggling with frail health.

CCF's Financial Assistance provided crucial support during this period, easing the family's burden by covering essential expenses such as medical fees, food and maintenance, transportation, and school-related costs. The assistance ensured that Xuan Wen could attend medical appointments safely when her immunity was low by providing taxi transport. Additionally, it empowered the family to prioritise their well-being, enabling them to purchase fresh and nutritious produce like vegetables and fish, alleviating financial strain and ensuring good health during a difficult time.

Beyond financial support, CCF also played a vital role in Xuan Wen's journey through various programmes. She attended Hero's Journey, a therapeutic playgroup aimed at building self-esteem in teenagers through six structured sessions. CCF's pre-and-post-test measurement tool indicated improvements in how she viewed herself.

Additionally, counselling sessions prepared Xuan Wen for her return to school. CCF worked closely with her teachers and parents to establish a supportive environment, including extra classes, a buddy system, and an early dismissal plan when necessary. Her social worker also facilitated role-playing exercises to help her manage anxieties about her changed appearance and potential questions from classmates. Through counselling, she learned strategies to calm herself,

engage in goal-setting, and remain focused on her academic journey despite feeling overwhelmed as times.

Despite the hardships, Xuan Wen remains determined and appreciative of the support she has received. Reflecting on her journey, she shares:

Throughout my cancer journey, I've been through thick and thin. But I wouldn't make it through without the support and care of the people in CCF. They treated me with so much love and aid, helping me financially and emotionally. For example, paying for my family's transportation since my parents were unable to work when I was ill. My 'Thank You's' are not enough to appreciate CCF's amazing financial and emotional support to my parents and me!

Xuan Wen and her family have shown remarkable resilience in navigating their circumstances. With CCF's unwavering support, they were able to focus on their health and hope for a brighter future.



Our Impact in 2024



Casework and Counselling

CCF supported over
4,000
children and families
since inception

182
new cases

6,985
casework sessions
conducted



Education

\$32,400

disbursed to **59** recipients for education awards

PALS*

74

children supported of which, **27** have either completed or returned back to school.

\$12,002

for Dream Fund*



Financial Assistance

\$487,110

supporting **77** children and families in the hospital with financial assistance in areas like general medical needs, transport and food and maintenance.

\$209,257

supporting **29** beneficiaries in the community



Wishlink Programmes

10

projects fulfilled

Funding for Research and Programmes

NUH Central for Translational Research In Acute Leukaemia

\$425,000

CCF Psychosocial and Supportive Care Programme (PSCP) For Paediatric Oncology

\$863,094

CCF KKH Survivorship Programme

\$117,000



Hair for Hope 2024

4,832

Shavees

52

Satellite Partners



Volunteers Deployed

838

volunteers made a difference across our programmes and events.

Hair for Hope Public Perception Survey

1,205

Singaporean residents were surveyed **80%** awareness rate of CCF and Hair for Hope (HfH), **1 in 4** respondents registered as a shavee for HfH.

"The overall process of Art Therapy was really fun, relaxing and calming. I discovered that I could make masterpieces with step by step instructions and how art can relax me."

- Megan Yeo, 16 years old,
CCF Beneficiary

* Dream Fund seeks to offer survivors with scholarship support in pursuit of their first local diploma or degree study.

*PALS is Place for Academic Learning and Support (PALS). It is a CCF Schooling Programme to support the child's smooth transition back to school and beyond.

Supporting Mei Heng's Journey Back to School

In 2023, Chan Mei Heng, a 7-year-old, was diagnosed with lymphoid leukaemia. Her treatment journey included extended hospital stays, intensive medical procedures, and time away from school. Throughout this period, CCF provided support to both Mei Heng and her family, ensuring they never felt alone in this cancer journey.

CCF social workers played a key role in helping her mother navigate the complexities of her treatment, breaking down

medical terms into simple explanations and serving as a link between her and the doctors. Recognising the emotional toll on caregivers, CCF provided regular support and counselling, including care for the caregivers through small celebrations during festive seasons and even self-initiated care activities such as massages. Financial assistance, including supermarket vouchers and short-term relief, helped ease the family's burden during this challenging time.

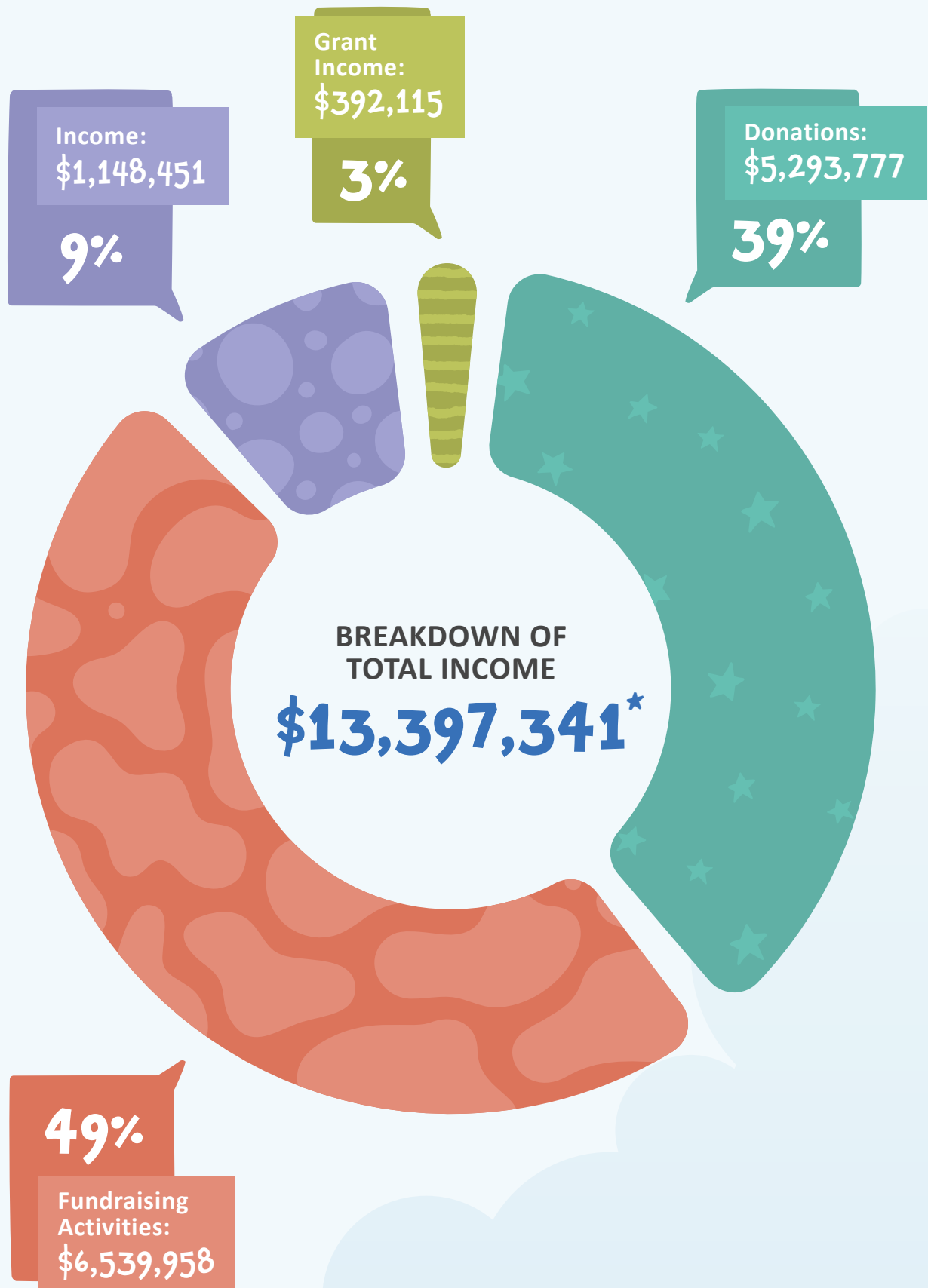
While undergoing treatment, Mei Heng benefitted from the PALS programme, which provided a safe and engaging environment to support her learning and social development. The structured setting helped her regain confidence and prepare for the transition back to school. Attending PALS daily gave Mei Heng a sense of routine and belonging, and she formed a close friendship in PALS that continues beyond the programme.

In January 2025, Mei Heng returned to school as a Primary One student. Her time in the PALS programme, which simulated a school setting, was crucial in easing her transition. After spending months in the hospital, her mother was initially anxious about how she would adapt to school life. However, the foundation built at PALS helped Mei Heng adjust and smoothly integrate into her new learning environment.

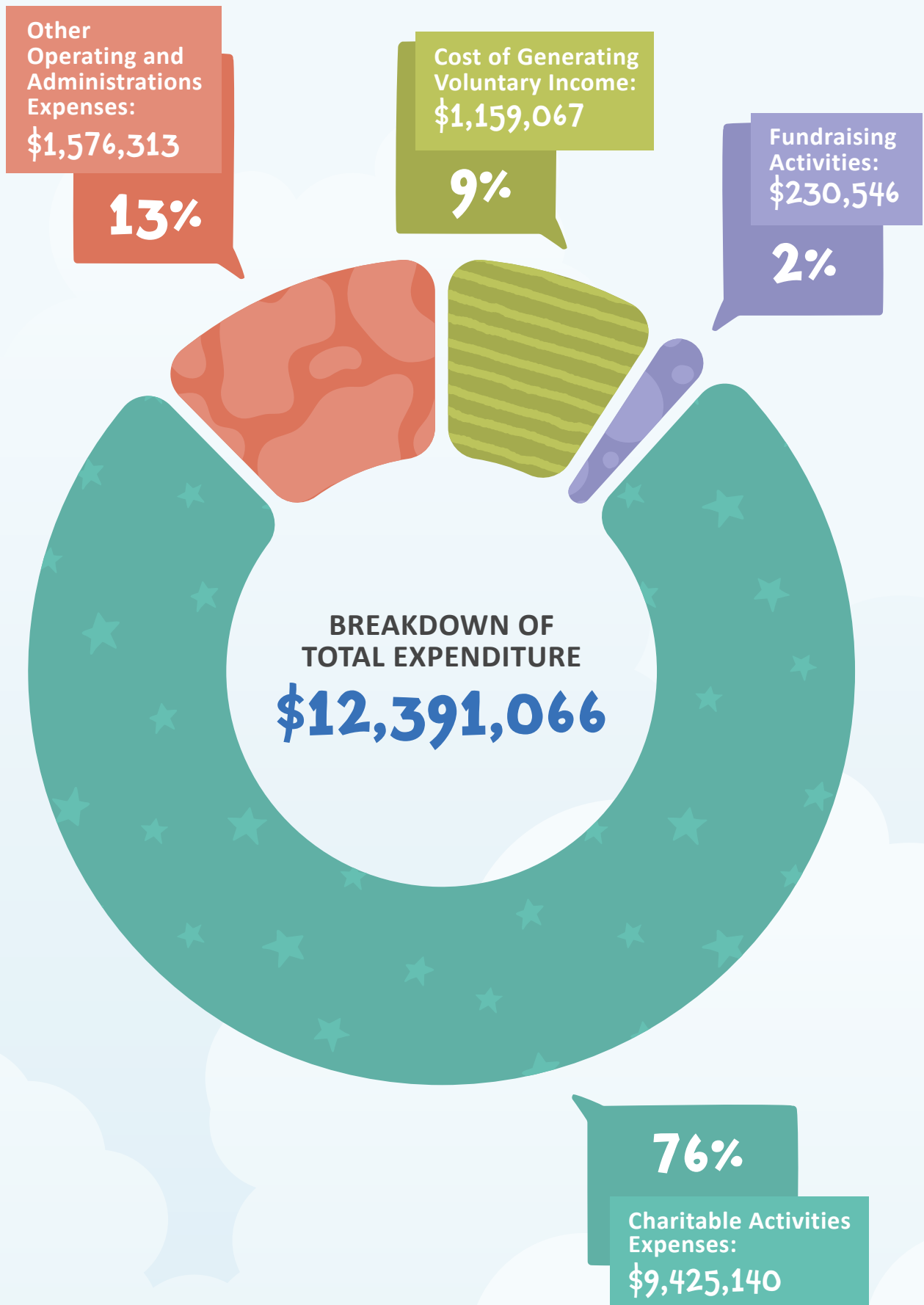
Today, Mei Heng is adjusting well to school life, reconnecting with peers, and enjoying the learning experience. With continued support, she embraces this new chapter with resilience and hope.



2024 Financial Snapshot



* \$23,040 - Other Incoming Resources



Psychosocial Support



CCF provides tailored casework, emotional support, and therapeutic interventions to support beneficiaries navigating the challenges associated with the diagnosis and treatment of cancer.

Child Life & Play Services



Play therapy helps children express emotions and regain confidence.



Services extend to siblings for a family-centred approach.

6,985

Casework sessions conducted

4,539

Child Life Service sessions

531

Beneficiaries in bedside play services

Specialist Clinic: Emotional and Psychological Healing



67 Beneficiaries Supported



548 Therapy Sessions

- **136** Play Therapy sessions
- **186** Art Therapy sessions
- **194** Music Therapy sessions
- **32** Animal-Assisted Therapy sessions



**“Music therapy gives Eamon a channel of expression.
It’s now a necessary part of his life.”**

– **Alexandra Li**, Mother to Eamon Ip, CCF Beneficiary





Financial Assistance

CCF supports families facing hardship by providing cash assistance, in-kind aid, and financial counselling while connecting them to additional resources.

We also assess their circumstances through status checks and means testing to ensure they genuinely require support.

To maintain the effectiveness of our assistance, CCF conducts periodic reviews to reassess family needs and provide continued support where necessary.

Examples

-  Food & Maintenance
-  Transport Assistance
-  Medical Costs
-  Schooling Assistance



Financial Assistance in Hospital and the Community



169

Applications Approved /
Disbursed



106

Beneficiaries &
Families Supported



\$696,467

Total Disbursed

“It has allowed us to meet basic needs, relieved financial pressures, and given us the space to plan ahead. Thank you very much, CCF. It has truly been a great help to us.”

– Felicia Tan, 19 years old, CCF Beneficiary

Education

In Singapore, education serves as a key driving force and social equaliser, enhancing children's ability to tap into their talents and pursue their aspirations. To support this, CCF Schooling Programme offers a suite of services such as Place for Academic Learning and Support (PALS) and education awards scheme to ensure a smooth transition for children returning to school.

In 2024, in collaboration with Specialist Clinic, PALS made strides towards becoming a trauma-informed centre, setting new standards by cultivating a safe and supportive environment for our children. This initiative recognises the impact of trauma and equips our teachers with the skills to manage these experiences, enabling effective education despite challenges. At the heart of it, CCF strives to empower our children to move forward and achieve their goals confidently.



PALS Enrolment & Completion (2024)

Categories	Enrolled	Completed
Pre-school	38	11
Primary / Secondary	36	21
Total	74	32

Impact & Outcomes

- **75%** of students successfully fulfilled their **Individual Learning Plan (IEP)**
- **75%** felt confident in catching up with schoolwork upon returning
- **74** students received **onsite and online learning support**



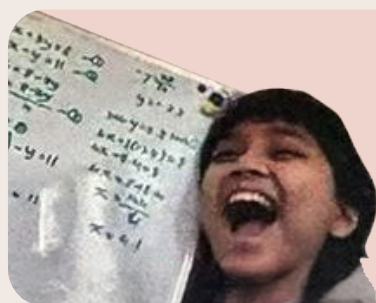
Education Awards

59 Beneficiaries
Awarded in 2024



Dream Fund

4 Applications
Approved



“The one-on-one support in PALS helped me regain confidence in my studies. Having control over my learning pace was invaluable while undergoing treatment. I was able to excel in my N-level exams in 2024.”

– Qistina Amberlynn Binte Yuszairul, 17 years old, CCF Beneficiary

Family Support

CCF's Family Support Programmes foster a sense of togetherness and provide essential support networks.

Family Fitness Day

54 families participated in this event to strengthen family bonds through shared activities.



YouthConnect

194 beneficiaries engaged in activities that promote a sense of belonging and self-empowerment for young survivors.

Parents Connect

32 parents of survivors engaged through knowledge-sharing and caregiving discussions.



Childhood Cancer Survivors Day (CCSD)

To celebrate survivors' resilience and inspire hope for the future

Beneficiaries Attended: 38

Family Members Attended: 127



Caregiver Support

To equip caregivers with emotional and practical support

The Heart Space: 38 Beneficiaries

The Mind Space: 47 Beneficiary

KidsConnect

Through activities like Pokemon Rescue Mission and Raising Champions, **49** children and their siblings were encouraged to build relationships and social skills.

"It felt like a fantastic bonding experience for my family, especially since such opportunities are rare for us. We enjoyed the friendly competition between our family and the other families, and we truly appreciate the enthusiasm and encouragement from the staff and volunteers. Thank you for organising this event."

– Rachel Goh*, Family Fitness Day, CCF Beneficiary

* Rachel Goh is a pseudonym used to protect the privacy of the beneficiary

Palliative and Bereavement Services

CCF's Palliative and Bereavement Services help families honour their loved ones, find comfort, and create lasting memories.



ADORE: Memorial Service

65 family members came together for a special gathering to remember and celebrate the lives of loved ones, their courage, and the love they shared, in a heartfelt tribute.



Bereavement Family Retreat

7 families attended the 3D2N retreat for bereaved caregivers and their families to reconnect, heal, and find support amid grief.



Family Photography

8 families participated in family photography sessions, providing them with a treasured portrait that captured meaningful moments with their loved ones.



Love Continues

47 caregivers were supported through an open support group that helps bereaved caregivers cope with grief and connect with others who understand their journey.



Wishlink

10 Wishlink projects were fulfilled, granting meaningful wishes to children with poor prognosis or relapse, and creating unforgettable moments with their families and loved ones.



“It is easier to talk about our loss with people who went through the same. In our own ways, we understood one another’s pain and loss, even though we were laughing and making jokes.”

– Dylan Chan*, caregiver from Love Continues Programme

* Dylan Chan is a pseudonym used to protect the privacy of the beneficiary

Nawfal's Journey of Strength, Joy and Hope Amidst Uncertainty

In 2022, Muhammad Nawfal Muttaqin Bin Muhammad Nasri, an 8-year-old, was diagnosed with ependymoma. His journey with cancer has been marked by numerous challenges, including an intense treatment regimen and a relapse in May 2024, with the risk of future relapse remaining high.

Since 2023, CCF has provided unwavering support, empowering Nawfal and his parents to navigate their journey with resilience and hope. Programmes such as Wishlink, Family Photography, Music Therapy, The Mind Space, and Financial Assistance have brought comfort and equipped them with the emotional and psychological strength to accept and adapt to their circumstances. These initiatives have reinforced their ability to find joy daily, fostering a positive outlook despite the uncertainties. Additionally, CCF's dedication through gifts, such as toys and staycations, has provided Nawfal with moments of joy and motivation, helping him push through the challenges that lie ahead.

CCF's impact extended beyond Nawfal to his parents. CCF has empowered Nawfal's parents to gain confidence in overcoming each challenge by offering guidance, a listening ear, and providing resources. Their journey has transformed from fear and uncertainty to empowerment and acceptance, allowing them to focus on living fully rather than being weighed down by worry.

Despite his condition, Nawfal remains determined and full of dreams. Attending the Cerebral Palsy Alliance Singapore School, he continues to learn and grow, embracing each day. His aspiration to become a policeman reflects his belief in a brighter future, where he can contribute to society and protect those he loves.

His mother, Dayangku Nurafiqahwinaini, shares heartfelt gratitude for the transformation CCF has brought into their lives:

CCF has shown constant care for Nawfal, and us, through the comfort and support offered. There is so much for us to list down. We are very, very grateful.

Through the continued support of CCF, Nawfal and his family have found renewed hope and purpose.



Our Journey Ahead

1 CCF 2030 is CCF's long-term roadmap towards becoming a Centre of Excellence in psychosocial care for children with cancer and their families. It focuses on two Strategic Opportunity Areas (SOAs):

Strengthen Survivorship Services – ensuring children and families continue to receive support beyond treatment, addressing long-term psychosocial, educational, and employment-related challenges.

Create CCF Centre of Excellence – building internal capabilities, advancing research and innovation, and fostering partnerships to raise the standard of psychosocial care in Singapore and the region.



**1 CCF 2030 –
A Vision for
Excellence**



Through these strategic areas, CCF is committed to:

- ♥ Enhancing programmes that support every stage of the cancer journey
- ♥ Investing in staff and volunteer training for quality care delivery
- ♥ Raising public awareness on the lasting impact of childhood cancer
- ♥ Collaborating with healthcare institutions and the wider community for greater reach and impact

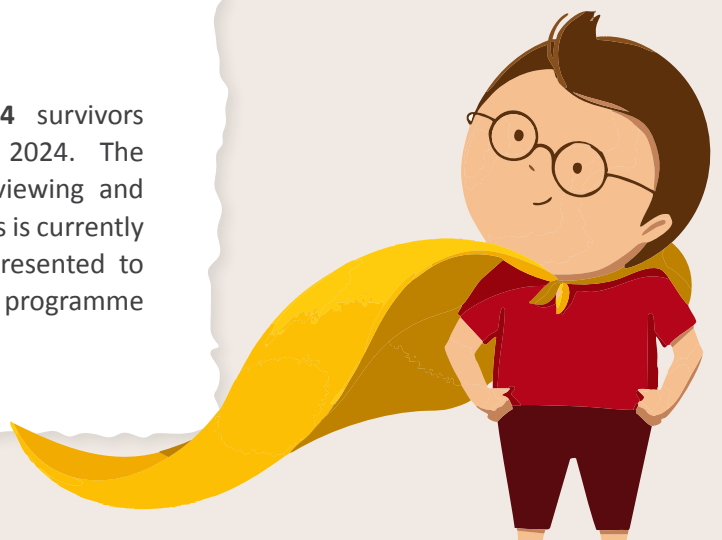
Aligned with 1 CCF 2030, we embarked on the **Survivors' Profiling Exercise (SuPER)** to gain a deeper understanding of the childhood cancer survivors in Singapore. Survivorship services must evolve to meet the changing needs of survivors, and this study aims to provide valuable insights into key challenges they face.

The profiling exercise focuses on four key areas:

- ♥ Physical and Cognitive impacts
- ♥ Employment
- ♥ Schooling
- ♥ Social connectedness

Conducted using a survey methodology, **254** survivors participated between May and September 2024. The data collected represents a crucial step in reviewing and strengthening CCF's survivorship services. Analysis is currently in progress, and preliminary findings will be presented to internal stakeholders in early 2025, guiding future programme enhancements to better support survivors.

**The Survivors'
Profiling Exercise
(SuPER) for
survivors of
childhood cancer
in Singapore**





Enhancing CCF's Website

CCF will revamp our corporate website to create a more engaging and user-friendly experience. The new design will offer better accessibility, a seamless donation gateway, and a fresh, modern appeal. We also plan to use the website to feature beneficiary stories, inspiring hope for those on similar journeys.

We aim to ensure users can easily find the information they need and stay updated on CCF's programmes and services.

Environmental, Social and Governance (ESG)



Aligning with the Code of Governance, CCF integrates ESG principles across all operations. We are committed to reduce our carbon footprint by switching off lights and air conditioning when not in use, going digital to minimise paper waste, and encourage the use of non-plastic containers during meal times. We prioritise relationship-building, fostering collective impact with stakeholders and the community, and enhancing staff welfare and support. Additionally, we are working towards Data Protection Trustmark (DPTM) Certification, reinforcing our commitment to data security, transparency, and accountability. Moreover, all internal policies are regularly reviewed to ensure compliance.



Pilot of CCF's Volunteer Competency Framework

CCF will launch the Volunteer Competency Framework in 2025 to equip volunteers with the essential knowledge and skills to support children and families impacted by childhood cancer. This framework sets clear standards for training, skills development, and ethical volunteering practices, ensuring that volunteers are well-prepared to provide care and assistance.

The framework will also serve as a guide to identify gaps and training needs for our volunteers, ensuring they remain aligned with CCF's mission and values while serving the beneficiaries.

Key Appointment Holders*

PATRON



Mr Ho Peng Kee

BOARD OF DIRECTORS



Dr Kevin Tay
CHAIRMAN



Ms Joyce Sit
1ST VICE-CHAIRMAN



Mr Go Ashokh Menon
2ND VICE-CHAIRMAN



Ms Nancy Thio
HONORARY SECRETARY



Ms Young Jennifer Duong
HONORARY TREASURER



Mr Arthur Lim



Mr Hu Weisheng



Mr Terence Lin



Mr P Padman

CHIEF EXECUTIVE OFFICER



Ms Peng Hai Ying

COMMITTEES

Nominating

Chairman Member

Mr Go Ashokh Menon
Ms Joyce Sit
Ms Young Jennifer Duong
Dr Kevin Tay
Mr Arthur Lim

Social Work Programme

Chairman Member

Mr Go Ashokh Menon
Mr P. Padman
Dr Gilbert Fan
Dr Terence Yow
Ms Yogeswari D/O Munisamy
Ms Tan Ter Cheah

Medical and Strategic Alliance

Chairman Member

Dr Kevin Tay
Dr Chong Tsung Wen
Dr Angela Pang

Audit

Chairman Member

Mr Hu Weisheng
Ms Joyce Sit
Ms Nancy Thio
Mr Tay Han Wei
Ms Susana Lim
Mr Gabriel Chen
Mr Peter Zhong

Community Partnerships

Chairman Member

Mr Arthur Lim
Ms Elaine Chiam
Mr Go Ashokh Menon
Mr P. Padman
Ms Munirah Mydin

Mr Gabriel Chen
Mr Ronnie Lee
Ms Tan Ter Cheah
Mr Viju Chakarapany

Finance

Chairman Member

Ms Young Jennifer Duong
Ms Cindy Chua
Ms Amy Tong

Human Resource

Chairman Member

Ms Joyce Sit
Mr Ho Cheng Huat
Mr Hu Weisheng
Ms Charmaine Sim
Dr Gilbert Fan

Investment

Chairman Member

Mr Arthur Lim
Mr Terence Lin
Ms Young Jennifer Duong

*As of 31 Dec 2024.

*Dr Chong Tsung Wen stepped down from CCF Board of Directors in 2024.

Board of Directors

Name/Position	Designation Company	Date of Appointment on the Board	Past Board Appointment	Attendance at Board Meetings
Dr Kevin Tay Chairman	Senior Medical Oncologist <i>Onco Care Cancer Centre</i>	1.4.2020	1 st Vice Chairman - 2023	5/5
Ms Joyce Sit 1st Vice - Chairman	Retiree	1.4.2020	2 nd Vice Chairman - 2023	4/5
Mr Go Ashokh Menon 2nd Vice-Chairman	Director <i>One Synergy Global LLP</i>	14.10.2019		4/5
Ms Nancy Thio Honorary Secretary	Senior Lawyer <i>Yuen Law LLC</i>	14.10.2019	Secretary - 2017 to 2021	2/5
Ms Young Jennifer Duong Honorary Treasurer	Retiree	12.6.2023		4/5
Mr Arthur Lim Director	Retiree	1.4.2020		4/5
Mr Hu Weisheng Director	Assurance Partner <i>Baker Tilly Singapore</i>	21.11.2022		5/5
Mr Terence Lin Director	Finance Director <i>iFAST</i>	11.5.2024		2/2
Mr P. Padman Director	Consultant <i>Tan Kok Quan Partnership</i>	15.10.2024		1/1

Table 1

No Directors of the Board were remunerated for their Board services in the financial year. There are no paid staff who are close to members of the family of the CEO or Board members, who receive more than \$50,000 during the financial year.

Note: Mr Terence Lin and Mr P. Padman attended their first board meeting in May 2024 and October 2024 respectively.

Corporate Governance

1 Board of Directors

Conduct of Affairs

The Board of Directors ("Board") conducts its affairs as set out in the CCF Constitution and the Terms of Reference (TOR). The Board provides guidance to the Chief Executive Officer (CEO) in overseeing the smooth day-to-day operations of CCF. The Board also provides consultative, networking and resource support to the CCF Management Team to ensure smooth service delivery, compliance with all relevant laws and regulations and sustainability of CCF.

The Board's decision and approval is required for the following matters:

- Corporate and services strategies and policies;
- Annual budget;
- Strategic alliances;
- Annual report and accounts;
- Interested person transactions and matters involving conflict of interest for a Director;
- Any material and significant matters.

The Board meets at least four times a year and more than half of the Board must be present for proceedings to be valid. The Board can also participate in decision-making via electronic communications and in writing. The number of meetings attended by the Board during the financial year is listed in Table 1.

The Board shall act in the best interest of CCF, its beneficiaries and donors to fulfill the organisation's mission at all times. Currently, the Board is developing a formal self-evaluation framework to assess its performance internally.

Board of Directors Composition and Membership

All Directors of the Board are independent and do not receive any remuneration for the services to the organisation. New Directors are selected based on:

- Knowledge of and/or specific skill sets
- Management experience
- Diversity
- Alignment to CCF's vision, mission and core values

No person shall hold the office of Honorary Treasurer for more than 4 (four) consecutive years but such person shall be eligible for re-appointment as Honorary Treasurer after a lapse of at least (two) 2 years.

Re-nomination and Re-appointment as Director of the Board

Board members are required to submit themselves for re-nomination and re-appointment at the end of their annual term. All Directors shall be re-elected by ordinary resolution at an annual general meeting. A Director may be re-elected for consecutive terms of office. However, his/her term of office shall be not more than two years.

No Director shall hold more than 10 consecutive years in office or five consecutive terms, whichever is the lower, unless such appointment is approved by way of special resolution of the Members and the reasons for such extended period in office is disclosed in the Company annual report. Thereafter, a Director may be re-elected to office only after two years have lapsed and not be appointed for more than five consecutive terms of office. Any changes in the Board of Directors shall be notified to the Commissioner of Charities or the Sector Administrator within two weeks of change.

Appointment as Director of the Board

All potential Directors of the Board will be invited to serve as committee members. They are required to attend two Board meetings prior to their appointment as Board Directors. This is to familiarise them with the strategic directions and operations of the organisation, including the governance framework and Board responsibilities.

Besides briefing at meetings and email circulars, Board of Directors are encouraged to attend training programmes when necessary, to keep apprised of relevant new laws, regulations and changes in the charity landscape.

2 Committees

To assist the Board in the execution of its duties, the Board has delegated specific functions to various committees. These committees operate within the TOR approved by the Board.

Audit Committee

The Audit Committee will assist the Board in discharging its responsibilities for monitoring the integrity of CCF's financial statements and the effectiveness of the systems of internal controls as well as monitor the effectiveness, performance and objectivity of the internal and external auditors. This includes providing oversight on risk management and internal control for financial reporting, legal documentation, regulatory adherence as well as key operational processes.

Community Partnerships Committee

The Community Partnerships Committee will serve as the adviser, counsel and/or sounding board for the Community Partnerships (CP) team to align their strategies, plans and/or approaches in building a strong and sustained network of engaged community, corporate and institutional stakeholders.

Finance Committee

The Finance Committee provides guidance in setting finance policies and assist the Board in the oversight of accounting, budget, finance matters (including fixed deposit placements). The committee will also align the budgetary plans of the organisation to its financial position for sustainability and longevity.

Human Resource Committee

The Human Resource Committee aims to assist the Board in the oversight of human resource related matters of CCF such as manpower budget, remuneration, human resource in crisis management, succession planning and other human resource related matters. The objective is to align CCF's HR strategies and plans to CCF's vision in becoming an employer of choice in the social service sector.

Investment Committee

The Investment Committee is responsible for developing investment policies for investing CCF's reserve through establishing investment guidelines, asset allocation plans, performance benchmark guidelines and risk management measures based on CCF's risk profile.

Nominating Committee

The Nominating Committee will assist the Board in its oversight of Board's composition/ renewal, officer bearer, committee members and Chairs of the CCF committees and the succession planning of Board and Chief Executive Officer (CEO) of the organisation.



Social Work and Programme Committee

The main role of the Committee is to chart CCF's psychosocial strategies to enable CCF to be a leader in its field. The Committee will assist the Board with the oversight of the department's annual workplans and related budget to ensure achievement of goals and targets against CCF's strategic goals. It will also act as an advisory group to the BOD and is involved in setting policies pertaining to financial assistance and social work related programmes.

Medical and Strategic Alliance Committee

The Medical and Strategic Alliance Committee is responsible to conduct regular reviews in its areas of specialisation. This includes reviewing and charting future strategic directions for CCF with potential partners, exploring and negotiating strategic partnership and collaboration that will advance the mission, vision and objectives of CCF. The Committee can also represent the Board in talks and negotiation with prospective strategic partners to explore opportunities and discuss terms and conditions of collaborations.

3 Risk Management and Internal Controls

The Board has oversight responsibility of the charity's key risks to safeguard the charity's interests and its assets, through engagement and working with management, to ensure that processes are in place, and are adequate and effective in fulfilling the mission of CCF. The audit committee assists the Board in providing risk management oversight while the ownership of day-to-day management and monitoring of existing internal control systems are delegated to the Management Team. To manage risks, CCF conducts an internal and external audit annually to manage and monitor the internal control systems. CCF also adopts an Enterprise Risk Management (ERM) framework to monitor strategic, operational, compliance, reputational and financial risks.

4 Conflict Of Interest

All Directors of the Board and staff are required to comply with the charity's conflict of interest policy. The Board has put in place documented procedures for Directors of the Board and staff to declare actual or potential conflicts of interests on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

5 Whistle Blowing Policy

CCF is committed to maintaining high levels of integrity, ethics and honesty in our services and operations. To achieve high standards of corporate governance and compliance with all laws and regulatory requirements, CCF does not condone any wrongdoings, misconduct, or statutory noncompliance by our Board, employees or volunteers in the course of our work. CCF has in place, a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity. Concerns related to whistleblowing can be directed to auditcom@ccf.org.sg.

6 Reserves Policy

CCF is to maintain a reserve that is equivalent to at least two years of its operating expenses. This is to ensure continuity in providing the necessary services to its beneficiaries. Annually, Board of Directors will review the amount of reserve that is required to ensure that the reserve is adequate to fulfil the continuing obligations for its beneficiaries.



Governance Evaluation Checklist for CCF

(1 Jan 2024 to 31 Dec 2024) : Tier 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 1: The charity serves its mission and achieves its objectives.				
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.	1.1	Yes	2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	2
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.	1.4 2.1	Yes	2
Principle 2: The charity has an effective Board and Management.				
5	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.	2.1	Yes	2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	2
7	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.	2.3	Yes	2
8	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.	2.4	Yes	2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (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.	2.6	Yes	2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	2
12	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.	2.8	Yes	2
13	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. 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. 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). 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.	2.9a 2.9b 2.9c	Yes	2
14	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.	2.9d	Yes	2
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	2
16	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.	3.2	Yes	2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	2
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. 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).	4.1a	Yes	2
22	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.	4.1b	Yes	2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	2
27	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.	4.6	Yes	2
Principle 5: The charity is accountable and transparent.				
28	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).	5.1	Yes	2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	2
30	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.	5.3	Yes	2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	2
33	Implement clear reporting structures so that the Board Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	2
34	Implement clear reporting structures so that the Board Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. 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.	5.6b	Yes	2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	2
Principle 6: The charity communicates actively to instil public confidence.				
36	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).	6.1	Yes	2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	2
Total Score				76
Percentage = (Total Score/Full Marks of 76) x 100%				100%

Statement of Financial Activities

Year Ended 31 December 2024

	2024			2023		
	Unrestricted funds \$	Restricted funds \$	Total funds \$	Unrestricted funds \$	Restricted funds \$	Total funds \$
INCOMING RESOURCES						
Donations	4,733,777	560,000	5,293,777	4,962,028	200,000	5,162,028
Income from fundraising activities	6,539,958	–	6,539,958	6,842,537	–	6,842,537
Interest and investment income	1,148,451	–	1,148,451	1,051,797	–	1,051,797
Grant income	292,709	99,406	392,115	561,994	49,854	611,848
Other incoming resources	23,040	–	23,040	5,425	–	5,425
Total incoming resources	12,737,935	659,406	13,397,341	13,423,781	249,854	13,673,635
RESOURCES EXPENDED						
Costs of generating voluntary income	1,159,067	–	1,159,067	881,686	–	881,686
Fundraising expenses	230,546	–	230,546	320,117	–	320,117
Charitable activities expenses	9,225,140	200,000	9,425,140	8,701,402	200,000	8,901,402
Other operating and administration expenses	1,476,907	99,406	1,576,313	1,258,935	49,854	1,308,789
Total resources expended	12,091,660	299,406	12,391,066	11,162,140	249,854	11,411,994
Net surplus for the year	646,275	360,000	1,006,275	2,261,641	–	2,261,641
Balance as at the beginning of the year	38,498,504	–	38,498,504	36,236,863	–	36,236,863
Balance as at the end of the year	39,144,779	360,000	39,504,779	38,498,504	–	38,498,504

Statement of Financial Position

As at 31 December 2024

	2024 \$	2023 \$
ASSETS		
Non-current assets		
Plant and equipment	433,429	511,965
Right-of-use assets	1,173,185	1,502,156
Other financial assets	7,076,699	-
Total non-current assets	8,683,313	2,014,121
Current assets		
Other receivables	623,476	832,593
Other non-financial assets	100,291	64,898
Cash and cash equivalents	33,300,722	38,858,835
Total current assets	34,024,489	39,756,326
Total assets	42,707,802	41,770,447
FUND AND LIABILITIES		
Unrestricted funds		
General fund	34,144,779	33,498,504
Capital fund	1,000,000	1,000,000
Funding to partners fund	4,000,000	4,000,000
Total unrestricted funds	39,144,779	38,498,504
Restricted fund		
Bursaries fund	10,000	-
Endowment fund	350,000	-
Total restricted funds	360,000	-
Total funds	39,504,779	38,498,504
Non-current liabilities		
Provision	125,520	80,250
Lease liabilities	647,080	1,092,075
Total non-current liabilities	772,600	1,172,325
Current liabilities		
Lease liabilities	539,860	462,423
Other payables	1,769,851	1,434,082
Other non-financial liabilities	120,712	203,113
Total current liabilities	2,430,423	2,099,618
Total liabilities	3,203,023	3,271,943
Total funds and liabilities	42,707,802	41,770,447

Annual Remuneration Declaration of Three Highest Paid Staff

	Number of Management Staff	
Annual Remuneration	2024	2023
\$100,001 to \$200,000	3	3

UEN Number: 201934434R

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