
ANNUAL REPORT 2024

A CONTINUUM OF CARE



*TOGETHER, WE CREATE
STRENGTH AND INSPIRE HOPE*

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WELCOMING SPACE: A PILLAR OF SUPPORT



Nestled within our secure shelters, families find solace and unwavering support, facilitating informed decisions and necessary distance from their abusers.



Here, residents progress at their own pace, safeguarded from coercion, fostering a strong sense of community and promoting long-term recovery and security.



During their stay, residents participate in transformative empowerment programs, designed to bolster self-esteem and equip them with valuable skills for an improved and fulfilling life ahead.



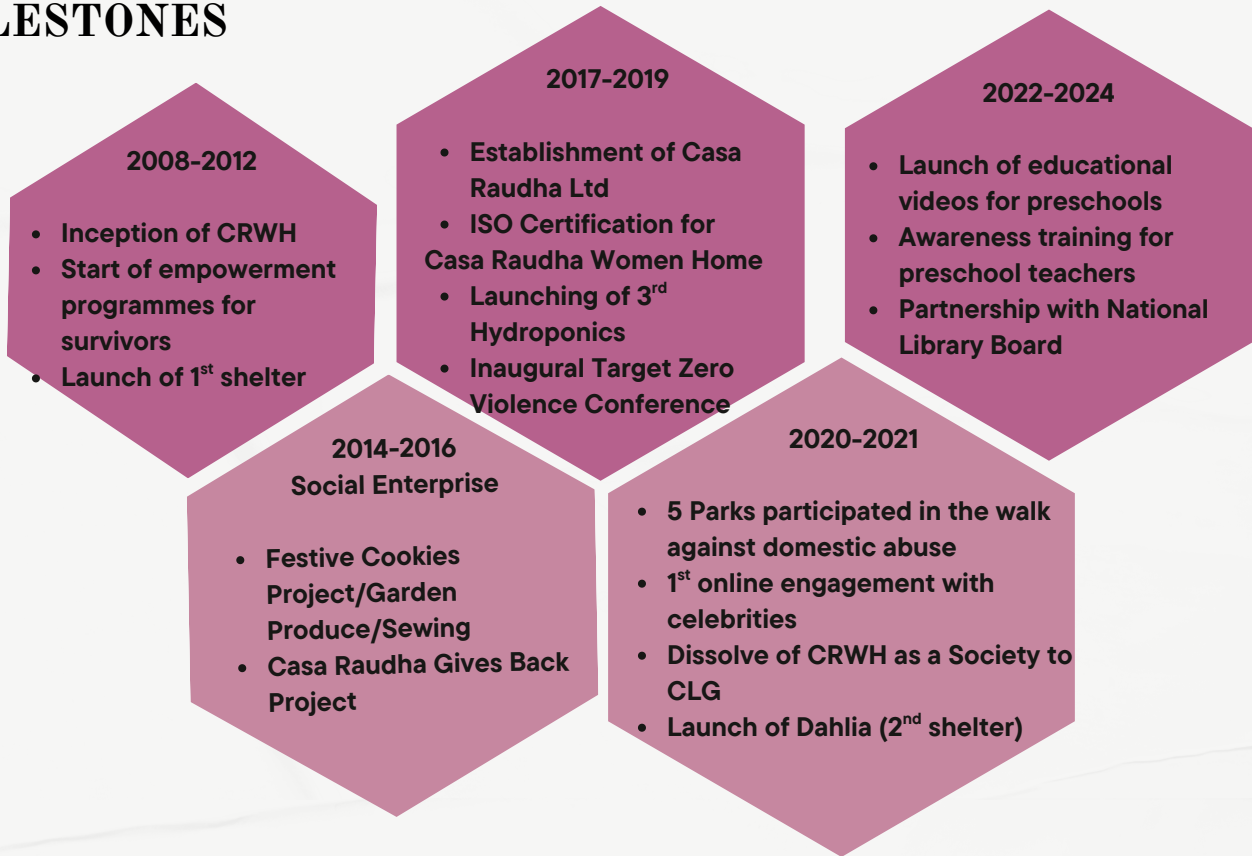
Children receive emotional support, social guidance, and skill-building opportunities they need to grow with confidence and thrive in the future.

SOCIAL ENTERPRISE (SHELTER-BASED)



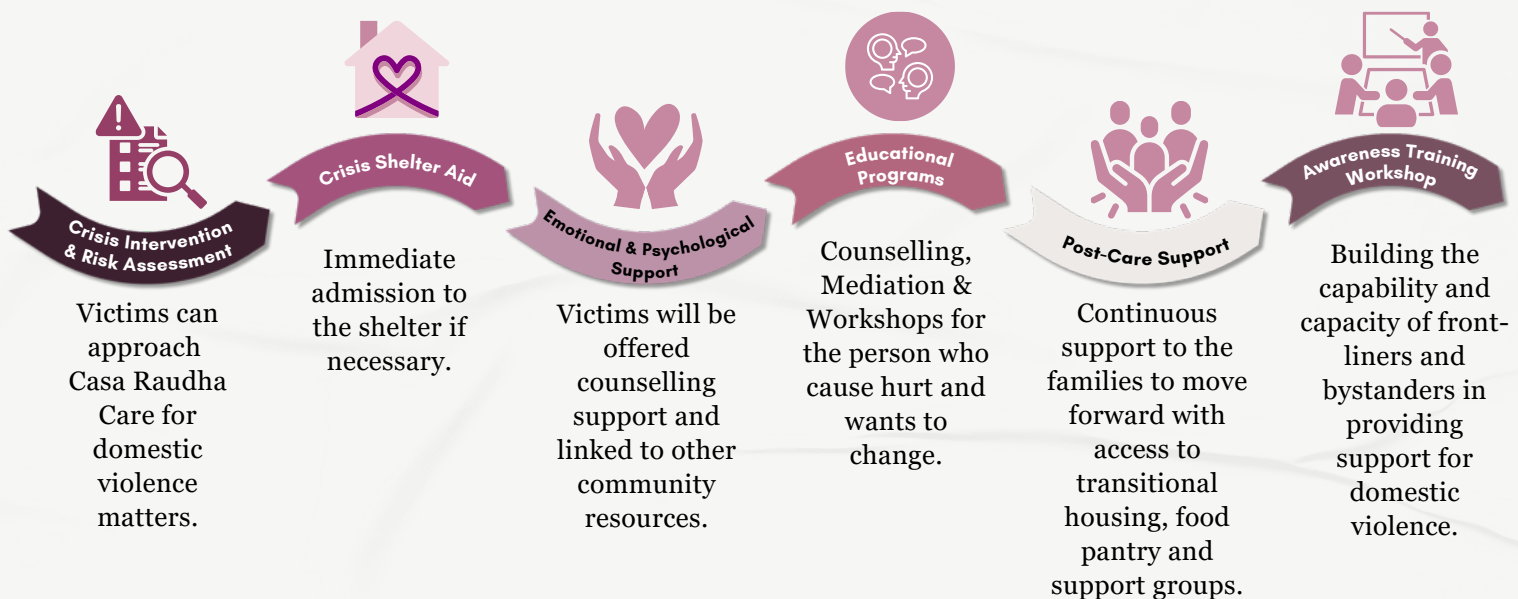
Women acquire small-business skills, boosting their employability and income through our shelter-based initiative.

MILESTONES



BUILDING A COMMUNITY OF CARE

CONTINUUM OF CARE



CHAIRPERSON'S MESSAGE



“*Empower survivors to live with dignity and hope.*”

2024 has been a year of growth and deepened impact for Casa Raudha. Building on the foundation of our 15-year journey, we have continued to expand our services in both Prevention and Restoration—guided by our mission to break the cycle of domestic violence and empower survivors to live with dignity and hope.

This year, we set up our new one-stop centre at Bedok—a significant milestone that brings essential services under one roof, making help more accessible for those in need. We are grateful to Singapore Pools for their generous support in making this space possible.

Our Prevention Division stepped up efforts to raise awareness through workshops, school outreach, and community collaborations. At the same time, our Restoration Division remained committed to supporting survivors and their children with care, safety, and tailored empowerment programmes.

We are proud to see our survivors now stepping up as volunteers, using their experiences to guide and support others on their healing journey. This peer-led model of empowerment reflects the heart of Casa Raudha's work—transforming pain into purpose.

I extend my deepest thanks to our Patron, the Ministry of Social and Family Development (MSF), our donors, corporate partners, and volunteers. Your unwavering support allows us to press forward, united in our vision of a safer, more compassionate society for all.

Ms Shahrany Hassan

PATRON'S MESSAGE



“Casa Raudha has also shown that healing and transformation is possible.”

Everyone deserves a life free of fear, and rooted in dignity and hope. For over 15 years, Casa Raudha has been a sanctuary for women and children whose safety is at risk from domestic violence. But your impact goes beyond providing shelter. You empower survivors to regain their voice, rebuild confidence, and reclaim their lives.

By working not only with survivors but also with those who have caused hurt, Casa Raudha has also shown that healing and transformation is possible. Through mentoring, befriending, and outreach, you are working to break the intergenerational cycle of violence.

I extend my deepest appreciation to the staff, volunteers, donors, and partners of Casa Raudha for your dedication to this important cause.

Thank you for making a difference.

*Mr Tharman Shanmugaratnam
President of the Republic of Singapore*

EXECUTIVE DIRECTOR'S LETTER

Every time a survivor walks through our doors, I'm reminded of why Casa Raudha exists—not just as a shelter, but as a place where healing begins, where stories are rewritten, and where hope is quietly restored.

2024 was a year that stretched us, grounded us, and ultimately, grew us. With the opening of our new one-stop centre in Bedok, we brought vital services—reporting, counselling, and empowerment programmes—under one roof. This milestone has made help more immediate, accessible, and integrated for those experiencing domestic violence, including those who have caused harm and wants to change.

This year, we also marked a significant shift in our journey: for the first time, we began supporting male victims of domestic violence. This reminds us that abuse knows no gender, and that healing must be inclusive. Our expansion to support male survivors is not just a service enhancement—it's a statement that everyone deserves to be heard, protected, and believed.



We strengthened our Prevention Division through school outreach, public symposiums, and collaborative workshops that challenged harmful norms and equipped communities with tools for respectful relationships. Our Restoration efforts deepened, providing survivors—women and men alike—with trauma-informed care, life skills training, and peer support that nurtures long-term healing.

And perhaps most powerfully, some of our survivors have returned to Casa Raudha—not for help, but to offer it. They now walk alongside others as mentors and volunteers, turning their pain into purpose. That is the kind of transformation that numbers alone can't capture.

None of this would be possible without the people who journey with us—our staff, board, MSF, donors, corporate partners, and volunteers. Thank you for standing by us, believing in the work, and investing in a future free from violence.

And to the wider community, I invite you to join us in building a communal space where safety, dignity, and healing belong to all.

Let's keep walking together—with compassion, courage, and conviction.

Mdm Zaharah Ariff

ORGANISATION'S PROFILE & GOVERNANCE

NEW



Casa Raudha Cares

Blk 26 New Upper Changi
Road #01-666 S(462026)



89630887



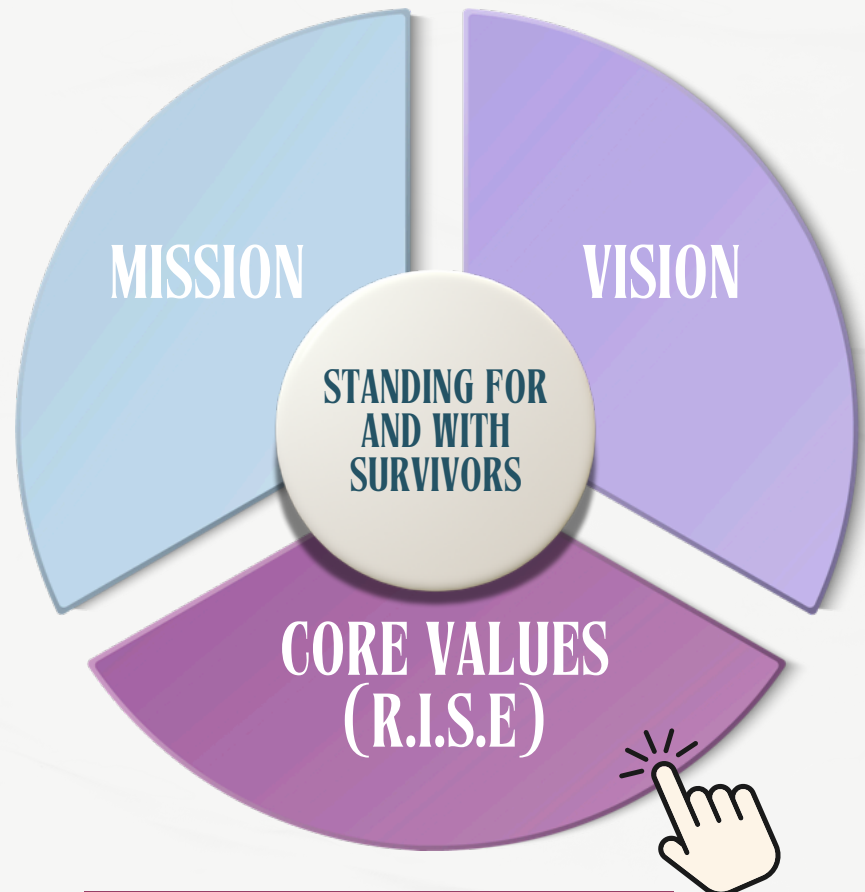
Monday - Friday:
9am - 5pm

Casa Raudha Ltd is a private, non-profit company limited by guarantee without share capital.

UEN: 201713778N

Registered Date:
18 May 2017

IPC:
20 Oct 2023 - 19 Jun 2026



Click here to view our full statement!



LEADERSHIP



“
Strong leadership drives
lasting impact.
Together, we shape a
future free from domestic
violence.”

FRONT ROW: SHAHRANY HASSAN, ABDUL HAMID ABDULLAH, DR CORRINE GHOSH
BACK ROW: DR JENSON GOH, AINI MAAROF, DR NURHIDAYATI, LIYANA SINWAN

SHAHRANY HASSAN (CHAIRPERSON)

Date of Appointment: 5 June 2021
Founder and Director of The Whitehatters

ABDUL HAMID ABDULLAH (VICE-CHAIRPERSON)

Date of Appointment: 5 June 2021
Associate Faculty, Singapore Institute of Technologies
and Executive Advisor Straits Interactive

DR NURHIDAYATI MOHD SUPHAN

Date of Appointment: 5 June 2021
Consultant Obstetrician & Gynecologist

DR CORINNE GHOSH

Date of Appointment: 2 Dec 2021
Associate Professor, National University of Singapore

DR JENSON GOH

Date of Appointment: 2 Dec 2021
CEO of Coddwompling

NUR LIYANA M SINWAN

Date of Appointment: 4 June 2022
Senior Associate of K&L Gates Straits

AINI MAAROF

Date of Appointment: 10 June 2023
Retired School Principal

MANAGEMENT

EXECUTIVE DIRECTOR

Zaharah Ariff
D.O.A: 1 Jan 2021

ASSISTANT MANAGER (OPERATIONS)

Zainon Haron
D.O.A: 18 Nov 2024

ASSISTANT MANAGER (EVENTS & PROGRAMMES)

Nawwarah Abdul Ghani
D.O.A: 1 March 2025

POLICIES & GOVERNANCE

BOARD MEETINGS (BI-MONTHLY)

Shahrany Hassan

6/7

Abdul Hamid Abdullah

7/7

Dr Corrine Ghoh

7/7

Dr Jenson Goh

1/7

Dr Nurhidayati Md Suphan

5/7

Aini Maarof

3/7

Nur Liyana M. Sinwan

5/7

Hamzah Abdul Mutalib

4/4

STEPPDOWN DATE: 29/06/24

RESERVES POLICY

TO MAINTAIN ITS RESERVES AT A LEVEL WHICH IS AT LEAST 3 YEARS OF OPERATING EXPENDITURE

- The reserves include all accumulated funds – Restricted and Unrestricted funds
- The Board of Directors regularly review the amount of reserves that are required to ensure that they are sufficient to fulfill Casa Raudha Ltd's continuing obligations on a quarterly basis
- The reserves shall not be utilised except with the approval of the Chairperson and Deputy Chairperson, and only when the cashflow falls below 3 months of the monthly operating expenses.

WHISTLE-BLOWING POLICY

Our Whistle-blowing Policy is intended to provide an avenue for employees and other stakeholders to raise serious concerns and offer reassurance that they are protected from retaliation for whistle-blowing in good faith. This provides a clear, open, independent and transparent process for would-be Whistle Blowers to come forward with valid disclosures.

BOARD OF GOVERNANCE

The members of the Board of Directors and Sub-Committees of the Company do not receive any remuneration or benefits for their services.

CONFLICT OF INTEREST POLICY

Upon appointment or election, Board of Directors, members, key volunteers and staff are required to read the Conflict of Interest Policy, and to sign a Conflict of Interest Disclosure Declaration form. This is to confirm that the Policy has been understood, and that he or she will fully disclose to the Board of Directors when an actual or potential conflict of interest situation arises. The Declaration is signed annually. It is made known that the Executive Director is the only paid staff who is a close member of the family of a Board Member.

DISCLOSURE OF STAFF REMUNERATION

The process of setting remuneration for management is designed to ensure fairness and transparency. Staff are not involved in determining their own remuneration. Instead, a dedicated committee reviews and approves salary adjustments and compensation packages for management, based on industry standards, individual performance, and organisational budget considerations. The annual remuneration of one key executive of Casa Raudha Ltd falls within \$100,000 – \$200,000. No other staff received annual remuneration exceeding \$100,000.

POLICIES & GOVERNANCE

SUB COMMITTEES AND THEIR TERMS OF REFERENCE

The Casa Raudha Board has established seven (7) standing committees, each operating within defined terms of reference, to assist the Board in discharging its responsibilities. The Board shall review and ratify the terms of reference at least once per term to ensure its continued relevance to the Board's objectives and responsibilities, and to reflect any change in regulations.

AUDIT & ENTERPRISE RISK MANAGEMENT COMMITTEE Members: • Mohd Hanifa (Chair) • Ahmad Zin Reviews audit plans, internal checks, and whistleblower guidelines. Reports financial irregularities to the Board.	INVESTMENT COMMITTEE Members: • Hamzah Abdul Mutalib (Chair) • Khatijah Al-Attas • Janus Yeo Ensures the organisation maintains fiscal responsibility and transparency in managing funds, achieving long-term financial sustainability, and align with the organisation's financial policy.
FINANCE COMMITTEE Members: • Abdul Hamid Abdullah (Chair) • Hamzah Abdul Mutalib • Janus Yeo Reviews budgets, monitors funds, advises on financial priorities, and evaluates investment performance.	FUNDRAISING COMMITTEE Members: • Hamzah Abdul Mutalib (Chair) • Vernon Khoo (Advisor) • Abdul Rohim Sarip Establishes fundraising plans, solicits funds, and monitors efforts' effectiveness.
HUMAN RESOURCE COMMITTEE Members: • Shahrany Hassan (Chair) • Dr Corrine Ghoh • Rosewati Sukiman Reviews personnel policies, job descriptions, salary structure, benefits, and guides HR policies and procedures.	MEDIA RELATIONS COMMITTEE Members: • Shahrany Hassan (Chair) • Abdul Hamid Abdullah • Zaharah Ariff Represents the charity to the community, enhances public image, and advises on public and media relations.
NOMINATING COMMITTEE Members: • Dr Jenson Goh (Chair) • Khatijah Al-Attas Reviews Board composition, leads board renewal and succession planning, identifies potential candidates, and evaluates Board and Committee performance.	

GOVERNANCE EVALUATION CHECKLIST FOR ENHANCED TIER

SN	CODE GUIDELINE	COMPLIANCE
	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.	✓
2.	Develop and implement strategic plans to achieve the stated charitable purposes.	✓
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.	✓
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.	✓
	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.	✓
6.	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	Partial Compliance
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.	✓
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.	✓
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.	✓
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.	

GOVERNANCE EVALUATION CHECKLIST FOR ENHANCED TIER

SN	CODE GUIDELINE	COMPLIANCE
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.	✓
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.	✓
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.	✓
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 2.9.b.	✓
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.	✓
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.	✓
17.	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	✓
18.	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	✓
19.	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	✓
20.	Take into consideration the ESG factors when conducting the charity's activities.	Partial Compliance

GOVERNANCE EVALUATION CHECKLIST FOR ENHANCED TIER

SN	CODE GUIDELINE	COMPLIANCE
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).	
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.	
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).	
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.	
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.	
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.	
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.	
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).	

GOVERNANCE EVALUATION CHECKLIST FOR ENHANCED TIER

SN	CODE GUIDELINE	COMPLIANCE
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.	
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.	
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.	
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.	
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.	
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.	
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.	
	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).	
37.	Listen to the views of the charity's stakeholders and the public and respond constructively.	
38.	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	

ENTERPRISE RISK MANAGEMENT (ERM) HEAT MAP SUMMARY

The Enterprise Risk Management (ERM) Heat Map provides a comprehensive overview of key risks faced by the organization, categorized according to their impact on strategic and operational objectives. This document outlines the identified risks, their categories, and a brief description of each. It also highlights the importance of continuous monitoring and treatment of these risks to support organizational resilience and sustainability.

No	Risk Description	Category	Mitigation Actions	Outcome	Risk Rating
1	Strategic Direction - Risk of overfocusing on one of the strategic thrusts over the other two.	Strategic	Board monitors the 3 strategic thrusts with ranking of protection, prevention, and restoration.	Reports on the 3 thrusts provided at each BOD meeting. No further.	Moderate
2	Non-compliance with statutory and regulatory requirements from authorities.	Compliance	Regular reporting to MSF, periodic submission to NEA, MOM compliance audits, COC returns, and internal governance reviews.	MSF audit cleared.	Minor
3	BOD succession	Strategic	Skills matrix implemented for structured succession planning.	Based on the Nominating Committee, the recruitment followed the skill matrix thereafter, resulting in recruitment of 3 new BOD.	Moderate
4	Staff succession (KAH)	Strategic	Identification and mentoring of potential successors. Building a management team to have a 2nd layer.	Building a management team to be groomed to KAH, e.g., having a 2nd layer.	Major
5	Funding Risk - MSF	Operational	CR has a cash reserve to protect for 4 years; other funding sources identified.	Based on experience with COVID-19 and recent positive economic data, CR has 4 years of reserves.	Moderate
6	Budget deficit - CR risk of spending more than what was budgeted.	Financial	3-year budget plan and annual budget review led by Finance Committee.	3 years budget plan and annual budget review led by the Finance Committee.	Minor

ENTERPRISE RISK MANAGEMENT (ERM) HEAT MAP SUMMARY

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No	Risk Description	Category	Mitigation Actions	Outcome	Risk Rating
7	Workforce Management Risks - Staffing and Volunteer Management Challenges.	Operational	SOPs for HR staff welfare and volunteer management. Strengthening engagement and benefits.	Strengthening employee engagement/increasing staff benefits.	Moderate
8	Shelter lease risk - Uncertainty with lease agreements.	Operational	The lease has been renewed up to 2029.	The lease has been renewed up to 2029.	Low
9	Volunteer underutilization risk.	Operational	Volunteer Management SOP and proposed "allied caregiver" initiatives.	Proposed "allied caregiver" - volunteers will be identified and trained to provide support for the ops team.	Major
10	Cybersecurity risk - Threat of data breaches or system disruptions.	Operational	DSI policy updated in May 2025; assigned and trained staff to be DPO.	DSI policy is put in place as of May 2025. Assigned and trained staff to be DPO.	Minor

QUALITY & OBJECTIVES

In order to maintain its steadfast commitment towards achieving its mission and vision, Casa Raudha operates under the Key Performance Indicators (KPIs) set by the Ministry of Social and Family Development (MSF), as well as its own internal KPIs. These performance indicators collectively guide the organization's objectives and targets, ensuring accountability, service excellence, and continuous improvement in the management of its shelter and programmes.

GOVERNANCE

100%

Compliance to MSF's monthly reporting and muster adult requirements.

SAFETY

95%

- Clients safe from abuse while residing in Shelter.
- Safety Plan developed prior to discharge.

SPEED OF ADMISSION

100%

Cases were admitted expeditiously within 24 hours from the time the shelter is needed.

SUPPORT & RESOURCES

100%

- Residents are connected with resources and support
- 2 Case meeting per month
- Case plan and safety plan developed within 1 month of admission

CHILDREN'S WELL-BEING

95%

Children's education and care arrangements are factored into the case plan.

NEEDS BASED ASSESSMENT SURVEY

97%

Residents staying in the shelters expressed satisfaction with the care and services received

EMPOWERMENT PROGRAMMES

86%

Survivors completed programmes, gaining essential life management skills.

E **NABLE.**
MIPOWER.
DUCATE.

THE SOCIAL TRANSFORMATION BEHIND CASA RAUDHA'S WORK

is not just an outcome—it's the core purpose driving all our efforts. By integrating **Protection, Prevention, and Restoration**, we create holistic, long-term change that transforms lives, families, and communities.



PREVENTION

TACKLING THE ROOT CAUSES OF VIOLENCE

Our education programs, community outreach, and advocacy efforts address the underlying attitudes, norms, and behaviors that fuel domestic violence.

By raising awareness and promoting respectful relationships, we foster a cultural shift toward non-violence and empower communities to become proactive agents of change.

This contributes to generational shifts in mindset, laying the foundation for a more compassionate society.

SOCIAL IMPACT: AT A GLANCE

2024 PUBLIC ENGAGEMENT CAMPAIGNS



CONVERSATIONS ON CHILD ABUSE AWARENESS
05.10.2024



FAMILY SYMPOSIUM
THE 2C: COMMUNICATION & CONSENT IN FAMILIES
13.10.2024

SOCIAL MEDIA (SINCE 2020)



1.3M

OUTREACH
(ONLINE & OFFLINE)



1076



1000



330



>800

FRONTLINERS TRAINED

Spot signs and symptoms of abuse and how to render support safely. Frontliners include preschool educators, policemen, religious educators and members of the public.



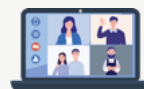
13
(2018 - 2024)

COMMUNITY OUTREACH CAMPAIGNS AND EMPOWERING COMMUNITY TO REPORT WHEN WITNESSING VIOLENCE

PODCAST



WEBINARS



SEMINARS



WALKHATON



SYMPOSIUMS



“The FGD was very well-organized and insightful. It gave me a better understanding of the issues surrounding child abuse, and I would love to see more sessions like this in the future. I also hope there will be follow-up workshops that dive deeper into practical ways to identify and prevent child abuse.”

- NLB Participant

THE 2Cs: COMMUNICATION & CONSENT IN FAMILIES



SINGAPORE – Over 50 participants gathered at Sultan Mosque for Casa Raudha's second Family Symposium, held in collaboration with Assyakirin Mosque, Sultan Mosque and supported by the Ministry of Social and Family Development (MSF). Themed **"The 'C' in Marriage: Communication & Consent in Families,"** the symposium brought attention to the essential elements of mutual respect, emotional well-being, and constructive dialogue within families.



Guest-of-Honour Mr Zhulkarnain Abdul Rahim, Member of Parliament for Chua Chu Kang GRC, officiated the event and commended the initiative for opening up necessary conversations on modern family challenges. In his speech, Mr Zhulkarnain emphasized the importance of equipping couples with tools to communicate better, manage conflict, and support one another through life's emotional demands.

Now in its fifth edition, the symposium brought together professionals and personal voices to explore consent, conflict resolution, and emotional well-being—reinforcing Casa Raudha's ongoing mission to build safer, healthier, and more compassionate families.

"This symposium gave me a new perspective on what it really means to listen and be present in my marriage. Hearing from both professionals and someone who's been through the ups and downs made it feel very real and relatable. I walked away feeling more equipped to communicate better with my spouse—not just talk, but truly connect."



CONVERSATIONS ON CHILD ABUSE AWARENESS



SINGAPORE – Casa Raudha, in partnership with the National Library Board (NLB), held a Conversations on Child Abuse Awareness Workshop at Harbourfront Library to deepen public understanding of child abuse. The session centered on *I See I Hear I Do: My Story*, a powerful book featuring drawings and messages by child survivors.

Facilitators unpacked key topics such as types of abuse, signs, long-term effects, and the SSALT approach to compassionate response.

The emotive illustrations sparked meaningful discussions on the importance of listening to children, believing their stories, and taking timely action to protect those most vulnerable.

Participants penned heartfelt notes filled with hope and strength, symbolizing community support for children healing from abuse.

If you could offer a message to a child experiencing abuse, what would you say to them?

Dear child...

Right now things might seem pretty scary and may be a bit hopeless but you are strong and there are better times coming.

You are loved and you are supported.

Remember, you are not alone.

If you could offer a message to a child experiencing abuse, what would you say to them?

Dear child...

You are not alone in this world. You are strong.

You matter, and there is nothing that can tell you that you are not worthy of living a good life. Even if your parents don't believe in you, believe in yourself and work for yourself.

Be the person you want to be.

From a friend.

If you could offer a message to a child experiencing abuse, what would you say to them?

Dear child...

It is not easy to deal with such situations. There will always be people there for you. Remember that even your parents live this life for the first time. Do not blame them. Instead, forgive them as everyday with you is for the first time.

They are also parents for the first time.

Forgive them but never forget, but doesn't mean hold the hatred within you.

Just know that every negative setback is an upcoming victory. Just think of the good exciting things to experience in the future.

AMPLIFYING VOICES, DRIVING CHANGE



Panel Session organised by Mental A.C.T to raise awareness on Intimate Partner Violence (IPV).





PROTECTION

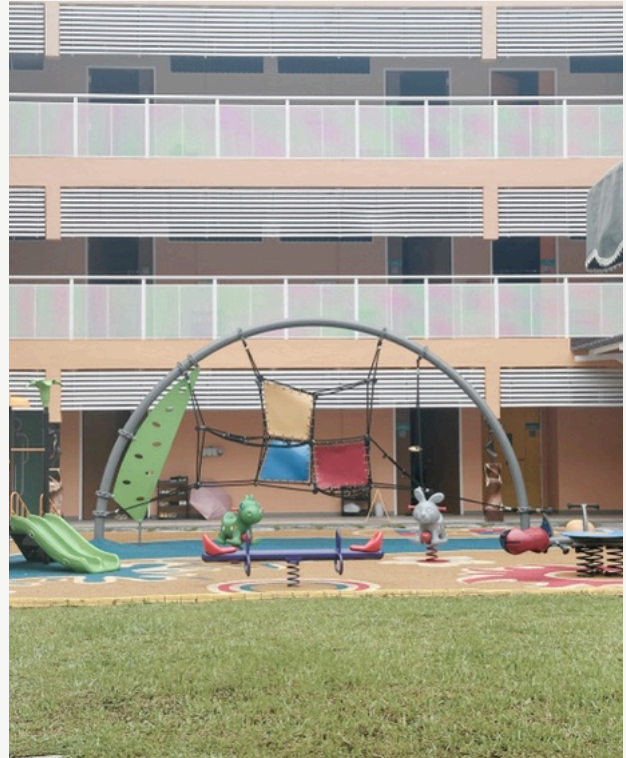
ENSURING IMMEDIATE SAFETY & SUPPORT

Through our crisis shelter and intervention services, we provide survivors of domestic violence with immediate safety, basic needs, and emotional support.

This not only saves lives but also restores dignity and security in moments of crisis.

The ripple effect is a safer community where individuals in danger know help is accessible and effective.

SOCIAL IMPACT: AT A GLANCE



shelter: 12 years since 2012

126

Survivors involved in social enterprise

Festive cookie baking empowers women with financial independence, sustainability, and renewed purpose.

1623

Women and Children

Supported with immediate safe placement, food and adhoc financial assistance.

797

Women Supported (2012 - 2024)

The Step Out Step Up Programme equips survivors with skills and knowledge to lead fulfilling, self-sufficient lives.

830

Children Supported (2012 - 2024)

The "I am SMART" program offers a safe space for healing, restoring normalcy through support, education, play, and recreation.

RESIDENTIAL CARE

Basic Needs

Residents are provided with safe accommodation, essential baby supplies, and nutritious meals to ensure their comfort and well-being.



Accommodation



Adhoc Financial Support



Clothing



Milk & Diaper



Food & Drink

Psychological Well-Being

Residents’ mental well-being is supported through programmes that foster resilience, confidence, and recovery from domestic violence.



Care & Support



Empowerment Programmes



Counselling

Services & Facilities

Facilities include a communal kitchen, laundry area, and safety features to ensure a secure and supportive living environment for residents.



Kitchen



Laundry



Safety Features

Sponsorships

Sponsorships cover academic costs like exam and tuition fees, with post-care support and dedicated funds aiding residents' transition to independence.



Academic (Exam & Tuition Fees)



Food Hygiene Course



Sewing & Baking



Post-Care Support (Discharged Residents)



Post-care Fund



WSQ Computer Literacy

CHILDREN LEARN THROUGH PLAY



Empowering Children Through Life Skills and Supportive Connections

In a series of enriching workshops, children were equipped with vital life skills to support their growth and well-being. Through the Dollars & Cents programme, they gained financial literacy by learning to distinguish between needs and wants, and the importance of saving.

The Managing Emotions session helped children recognise and regulate their feelings, while a special workshop for youths on domestic violence raised awareness about personal safety and healthy family dynamics. During International Women's Day 2024, children bonded with volunteers through art, games, and play—fostering joy, trust, and a strong sense of community.

EMPOWERING OUR WOMEN TO STEP-OUT & STEP-UP (SOSUP)



We offer healing programmes that empower survivors of domestic violence with confidence, resilience, and practical life skills. The Self-Resilience Programme supports emotional growth and goal-setting in a safe, nurturing space.

The Understanding the Cycle of Violence workshop—uniquely led by survivors—offers relatable guidance to help others break free from abuse. Complementary sessions like Being Positive Moms and Managing Your Dollars & Cents provide parenting and financial skills, fostering long-term independence and transformation.

SUSTAINABILITY PROJECT

Since 2014, the Festive Cookie Project has empowered domestic violence survivors through baking, offering them a path to confidence and independence.

Participants receive training in hygiene and food safety before preparing handmade festive cookies for sale. Proceeds go directly to the survivors, providing both income and encouragement.



33
Bakers since 2014

>\$1,000
Earned by each Baker

59
Women Supported with Sponsorships

“It was my first time baking, and I was really scared I wouldn’t be able to do it. We had to bake enough cookies for 100 bottles, and there was a deadline to meet. However when I saw all the finished bottles lined up, I felt so proud. I never thought I could do something like this.

– Mdm S, Baker

“Casa Raudha sponsored my food and hygiene course, and that gave me the confidence to join the Festive Cookie Project. It’s not just about baking—it’s about gaining new skills.

– Mdm T, Baker

CASA RAUDHA GIVES BACK: SURVIVORS UPLIFTING COMMUNITIES



Golden Thread (2016)



Mother's Love (2017)



Soul Patch Me (2018)



Bag-of-Love (2019)

Since 2016, the Casa Raudha Gives Back (CRGB) initiative has empowered 115 survivors of domestic violence through creative projects like quilt-making, tote bag design, baking, and crafting candles and body scrubs.

These efforts support healing, raise funds for Rohingya children, aid frontline workers, and strengthen community bonds.

Each hands-on contribution fosters resilience, purpose, and advocacy, allowing survivors to give back meaningfully while rebuilding their confidence and independence.



Sewn-with-Love (2020)



Bake Her Day (2021)



Sewn-with-Love (2020)



Recipes for Resilience (2023)



Scrubbed with Love (2024)

3 RESTORATION

EMPOWERING SURVIVORS TO REBUILD

We help survivors regain independence through case management, counselling, and life skills development.

Restoration is about long-term healing—supporting individuals to break the cycle of violence, rebuild self-worth, and reintegrate confidently into society.

The broader impact includes stronger families, reduced social stigma, and greater societal resilience.

SOCIAL IMPACT: AT A GLANCE

98

SOCIAL FOOD PANTRY (EST. 2021) FAMILIES SUPPORTED



No one should face hunger alone.

Our Social Food Pantry supports ex-residents with essential groceries as they transition to independent living.

"I saved alot of money towards household appliances even for the social pantry I can save money on those items to pay for the electric bill and also my daughter and mine medical expenses it's really helpful to us in most of time as for now."

—Mdm T

95

WOMEN SUPPORTED WITH POST-CARE FUNDS

We support women who have transitioned from our shelter to a new rental HDB housing unit by providing essential home furnishings and necessities.



COUNSELLING

Supporting families in their journey toward reconciliation and reintegration.



2

SUPPORT GROUPS

Women Empowerment @ Casa Cares (WE@CC) - 2021

Female volunteers undergo training to develop essential soft skills for their outreach efforts in supporting women and children at the shelter.

Men Empowerment @ Casa Cares (ME@CC) - 2022

Male volunteers undergo training to acquire vital soft skills for their outreach work with male victims and individuals who have caused harm.



CELEBRATED EVENTS

MOMENTS OF JOY

**Empowerment & Visibility for Survivors | Strengthening Social Bonds
| Public Education & Advocacy | Volunteer and Donor Engagement |
Promoting Inclusivity and Joy**

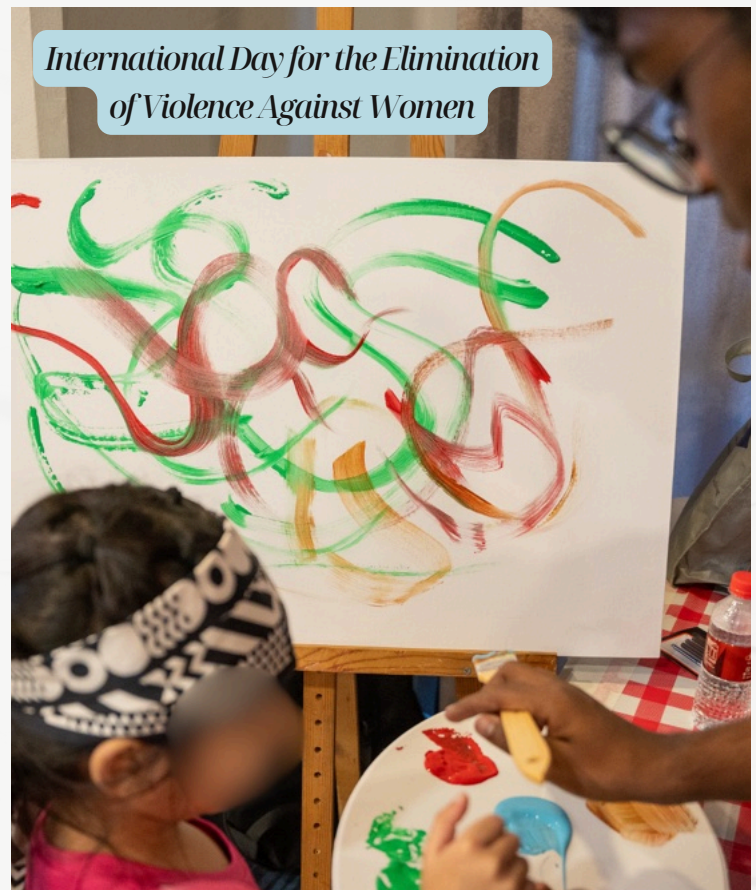
Our celebrated events foster healing and connection by creating inclusive spaces that empower survivors, raise awareness on key issues, and build a sense of belonging.

By amplifying voices and celebrating progress, these events shift the narrative from victimhood to resilience and strength.

CELEBRATED EVENTS



A series of heartfelt celebrations throughout the year fostered healing, unity, and empowerment. From a children's fashion runway on International Women's Day to festive Ifar and Hari Raya gatherings, each event nurtured confidence and connection. The Lunar New Year celebration strengthened cross-cultural ties, while IDEVAW's Rising Together: Strength in Every Step created a safe, supportive space for survivors to heal, share their journeys, and stand united against violence.



FUNDRAISING

CHAMPIONS FOR A CAUSE

Our fundraising efforts power the heart of our mission—providing safety, healing, and hope for survivors of domestic violence.

Through charity events, community campaigns, and generous donor support, we raise vital funds to sustain our shelter, expand outreach, and empower families on their journey toward resilience and independence.

PUTT IN FOR LOVE: GOLF CHARITY 2024

On 14 November 2024, Putt In For Love charity golf event at Tanah Merah Country Club brought together partners, donors, and leaders to support the fight against domestic violence. With a Lucky Draw and fun booths, the event raised **\$141,750**.

Guest of Honour Seah Kian Peng lent his support to the cause.



\$77,836.05

was raised through their fundraising efforts in support of our cause.



Thank you for swinging by and making both of our golf events a hole-in-one success!

VOLUNTEERS IN ACTION

HEARTS THAT SERVE

Our volunteers are the heart of what we do. They stand beside survivors, uplift communities, and support our mission through acts of kindness, dedication, and time.

CELEBRATING OUR VOLUNTEERS



Each year, we celebrate the heart of our work—our volunteers—through a special Appreciation Day to honour their dedication and impact!



Befriender training workshop for our volunteers

Befriender Training Workshop equipped volunteers with practical skills and emotional insights to support survivors of domestic violence.

HEARTS OF GOLD

CELEBRATING OUR VOLUNTEERS

A special shoutout was given to Mdm Alimah for her unwavering commitment, always choosing Casa Raudha events above all else.



“Volunteering with Casa Raudha has been one of the most fulfilling parts of my life. Knowing that my small efforts can bring comfort, strength, and joy to others keeps me coming back. This is more than just giving time—it’s about giving heart.”

– Mdm Alimah Bee, Volunteer since 2016



“Appreciate the opportunity given to contribute back to the society. Seeing all the unfortunate families doing their best for themselves and their love ones, I’m inspired too. And knowing that some volunteers are ex-residents also taught me more on returning kindness.”

– Jean Goh, Volunteer since 2022

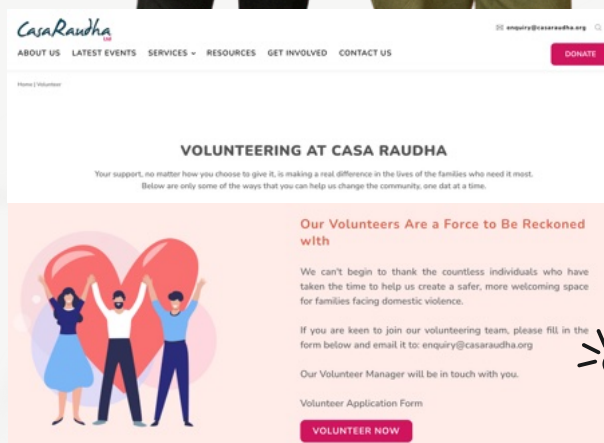
“My experience as a former resident at Casa Raudha deeply shaped me. It was a place where I felt safe, seen, and supported. The care I received inspired me to give back. Today, I volunteer to offer others the same compassion that once helped me through my hardest times.”

– Shaa, Youth Volunteer since 2023



“Volunteering with Casa Raudha has opened my eyes to the different kinds of lives people are living, many of which we don’t often see or talk about. It’s made me more aware of the struggles others face behind closed doors, and it’s taught me to be more empathetic and to listen without judgment.”

– Randy, Youth Volunteer since 2024



Click here to join the Volunteer family!

OUR VOLUNTEERS

FINANCIAL HIGHLIGHTS

Reducing Societal Costs of Violence
| Empowering Survivors Toward Financial Independence
| Enabling Generational Uplift | Enhancing Donor and Partner Confidence

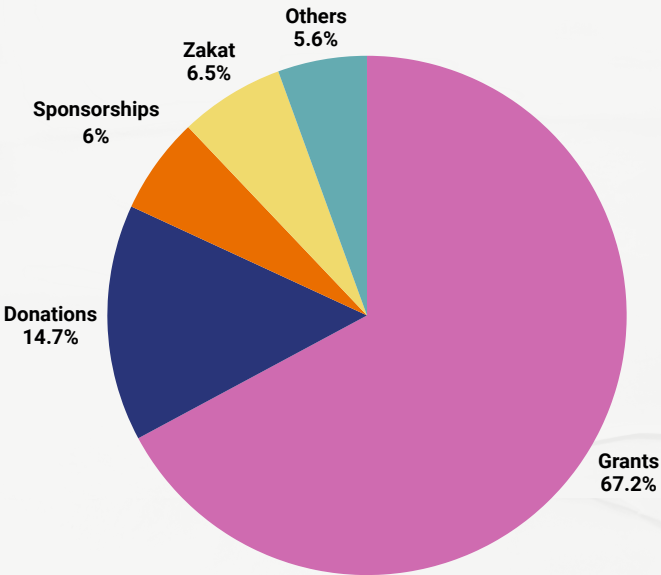
We remain committed to financial transparency and accountability. With the support of donors, grants, and partners, we sustained key services and programmes for our beneficiaries.

The following highlights reflect our continued efforts to manage resources responsibly and create meaningful impact.

FINANCIAL HIGHLIGHTS

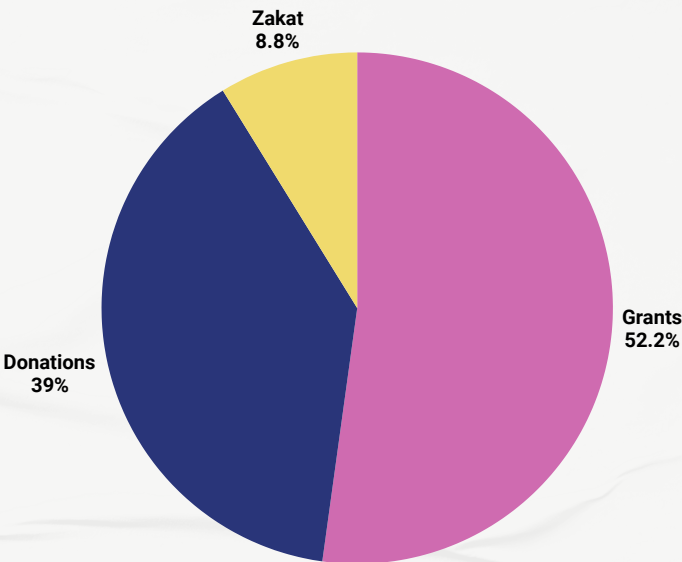
INCOME

Grants	\$1,967,562.00
Donations	\$431,636.00
Sponsorships	\$176,574.00
Zakat	\$191,457.00
Others	\$162,612.00
TOTAL	\$2,929,841.00



EXPENDITURE

Charitable Activities	\$801,805.00
Governance Costs	\$599,399.00
Cost of Generating Funds	\$135,324.00
TOTAL	\$1,536,528.00
NET INCOME	\$1,393,313.00



Tax Deductible Donations: \$416,309.00

Casa Raudha Ltd.
(Company Registration Number: 201713778N)
(Registered under Companies Act 1967 and Charities Act 1994)

AUDITED FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024



**Tan, Chan
& Partners**
CHARTERED ACCOUNTANTS SINGAPORE

26 Eng Hoon Street Singapore 169776
Tel: 6533 7393 Fax: 6533 6831
www.tanchan-cpa.com

Casa Raudha Ltd.

AUDITED FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

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Statement of Cash Flows	15
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Casa Raudha Ltd.
DIRECTORS' STATEMENT
For the Financial Year Ended 31 December 2024

The directors present their statement to the members of Casa Raudha Ltd. (the "Company") together with the audited financial statements for the financial year ended 31 December 2024.

In the opinion of the directors,

- (a) the financial statements of Casa Raudha Ltd. (the "Company") and the notes thereto are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and the Charities Accounting Standard ("CAS") so as to present fairly, in all material respects, the state of affairs of the Company as at 31 December 2024 and the results, and cash flows of the Company for the financial year then ended;
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due;
- (c) the Company has used the donation moneys in accordance with its objective as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (d) the Company has complied with the requirement of Regulation 15 of the Charities (Institutions of a Public Character) Regulation.

DIRECTORS

The directors of the Company in office at the date of this statement are:

Mr Abdul Hamid Bin Abdullah
Mdm Aini Bte Maarof
Dr Ghoh Siew Ngeng Corinne
Dr Jenson Goh Chong Leng
Ms Shahrany Binte Hassan
Ms Nur Liyana Binte Mohamed Sinwan
Dr Nurhidayati Binte Mohamed Suphan

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

As the Company is limited by guarantee and has no share capital or debentures, the statutory information required to be disclosed by the directors under Schedule 12(8)(a) and Schedule 12(8)(b) of the Companies Act 1967 does not apply.

The liability of each member is limited to \$100 while he/she is a member, or within one year after he/she ceases to be a member.

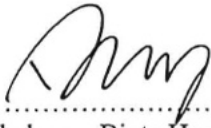
As at the end of the reporting period, the Company has total 21 (2023: 17) members.

Casa Raudha Ltd.
DIRECTORS' STATEMENT
For the Financial Year Ended 31 December 2024

INDEPENDENT AUDITOR

The independent auditor, Tan, Chan & Partners, has expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Directors



.....
Shahrany Binte Hassan
Chairperson

DocuSigned by:

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.....
Abdul Hamid Bin Abdullah
Vice-Chairperson

Singapore

Date: 31 May 2025

INDEPENDENT AUDITOR'S REPORT

**To the Members of
Casa Raudha Ltd.
For the Financial Year Ended 31 December 2024**

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Casa Raudha Ltd. (the "Company"), which comprise the balance sheet of the Company as at 31 December 2024, the statement of financial activities and statement of cash flows of the Company for the financial year ended 31 December 2024, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations"), and Singapore Charities Accounting Standard ("CAS") so as to present fairly, in all material respects, the state of affairs of the Company as at 31 December 2024 and the results and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Directors' statement.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT

To the Members of
Casa Raudha Ltd.
For the Financial Year Ended 31 December 2024

Report on the Audit of the Financial Statements (Cont'd)

Responsibilities of the Management and Those Charged with Governance for the Financial Statements

The Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with the provisions of the Companies Act, the Charities Act and Regulations and CAS, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, the Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance comprises the directors. Their responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

INDEPENDENT AUDITOR'S REPORT

**To the Members of
Casa Raudha Ltd.
For the Financial Year Ended 31 December 2024**

Report on the Audit of the Financial Statements (Cont'd)

Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also (Cont'd):

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

INDEPENDENT AUDITOR'S REPORT

**To the Members of
Casa Raudha Ltd.
For the Financial Year Ended 31 December 2024**

Report on other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Companies Act to be kept by the Company have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year:

- (a) the Company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Company has not complied with the requirement of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.


Tan, Chan & Partners
*Public Accountants and
Chartered Accountants*

Singapore

Date: 31 May 2025

Casa Raudha Ltd.

STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Year Ended 31 December 2024

	Unrestricted	Designated	Restricted				
	General fund	Asset Capitalisation Reserve	Crisis shelter programme fund	Other funds	Zakat fund	Total restricted funds	Total funds
	2024	2024	2024	2024	2024	2024	2023
	\$	\$	\$	\$	\$	\$	\$
	(Note 11)	(Note 12)	(Note 13)	(Note 14)	(Note 15)		
Income							
Income from generated funds							
<u>Voluntary income</u>							
Donations	401,636	-	-	30,000	-	30,000	471,182
Grants							
MSF Rehab and protection	-	-	1,074,646	-	-	1,074,646	984,757
MSF Rental	-	-	161,880	-	-	161,880	161,880
Others	206,143	501,439	-	23,454	-	23,454	246,782
Sponsorships	-	-	-	176,574	-	176,574	11,317
Zakat income	45,859	-	-	45,859	91,719	137,578	169,231
Fidyah	-	-	-	8,020	-	8,020	30,500
	653,638	501,439	1,236,526	283,907	91,719	1,612,152	2,075,649
Other income							
Profit income from term deposits and investments	150,843	-	-	-	-	150,843	124,010
Miscellaneous income	11,769	-	-	-	-	11,769	12,324
	162,612	-	-	-	-	162,612	136,334
Total income	816,250	501,439	1,236,526	283,907	91,719	1,612,152	2,211,983

The accompanying notes form an integral part of the financial statements.

Casa Raudha Ltd.

STATEMENT OF FINANCIAL ACTIVITIES (Cont'd)
For the Financial Year Ended 31 December 2024

	Unrestricted	Designated	Restricted				
	General fund	Asset Capitalisation Reserve	Crisis shelter programme fund	Other funds	Zakat fund	Total restricted funds	Total funds
Note	2024	2024	2024	2024	2024	2024	2024
	\$	\$	\$	\$	\$	\$	\$
	(Note 11)		(Note 13)				
Expenditure							
Cost of generating funds							
<u>Cost of generating voluntary income</u>							
Advertising and promotion	545	-	-	-	-	-	545
Canvasser commission	5,009	-	-	-	-	-	5,009
CPF, SDL and penalty	7,339	-	-	-	-	-	7,339
Depreciation of plant and equipment	7,417	-	-	-	-	-	7,417
Fund raising event	50,038	-	-	-	-	-	50,038
Insurance	471	-	-	-	-	-	471
Meals and refreshments	285	-	-	-	-	-	285
Medical expenses	59	-	-	-	-	-	59
Postage, printing and stationery	593	-	-	-	-	-	593
Professional fees	-	-	-	-	-	-	-
Rental	33	-	8,094	-	-	8,094	8,127
Salary, bonuses and leaves	52,478	-	-	-	-	-	52,478
Telecommunication	536	-	-	-	-	-	536
Training	70	-	-	-	-	-	70
Transportation and travelling	82	-	-	-	-	-	82
Utilities	2,275	-	-	-	-	-	2,275
	127,230	-	8,094	-	-	8,094	135,324

The accompanying notes form an integral part of the financial statements.

Casa Raudha Ltd.

STATEMENT OF FINANCIAL ACTIVITIES (Cont'd)
For the Financial Year Ended 31 December 2024

		Unrestricted	Designated	Restricted				
		General fund	Asset Capitalisation Reserve	Crisis shelter programme fund	Other funds	Zakat fund	Total restricted funds	Total funds
Note		2024 \$	2024 \$	2024 \$ (Note 13)	2024 \$ (Note 14)	2024 \$ (Note 15)	2024 \$	2023 \$
Expenditure (Cont'd)								
	Charitable activities							
	Advertising and promotion	-	-	-	-	-	-	-
4	CPF, SDL and penalty	-	-	44,285	-	-	44,285	54,823
5	Depreciation of plant and equipment	-	-	2,794	-	-	2,794	6,394
	Fidyah and distribution expenses	-	-	300	16,750		17,050	15,302
	Financial assistance	-	-	-	-	9,810	9,810	9,269
	Foreign workers levy	-	-	13,913	-	-	13,913	13,959
	Foreign workers expenses	-	-	301	-	-	301	346
	General expenses	-	-	1,878	-	-	1,878	2,027
	Hydroponics	-	-	685	-	-	685	2,762
	Insurance	-	-	1,412	-	-	1,412	1,605
	Meals and refreshments	-	-	17,442	4,452	-	21,894	16,558
4	Medical expenses	-	-	471	-	-	471	665
	Membership fees	-	-	-	-	-	-	252
	Office supplies	-	-	-	-	-	-	1,507
<i>Balance carried forward</i>		-	-	83,481	21,202	9,810	114,493	125,469

The accompanying notes form an integral part of the financial statements.

Casa Raudha Ltd.

STATEMENT OF FINANCIAL ACTIVITIES (Cont'd)

For the Financial Year Ended 31 December 2024

	Note	Unrestricted	Designated	Restricted			Total funds	Total funds
		General fund	Asset Capitalisation Reserve	Crisis shelter programme fund	Other funds	Zakat fund		
		2024	2024	2024	2024	2024	2024	2023
		\$	\$	\$	\$	\$	\$	\$
				(Note 12)	(Note 13)	(Note 14)		
Expenditure (Cont'd)								
Charitable activities (cont'd)								
<i>Balance brought forward</i>		-	-	83,481	21,202	9,810	114,493	125,469
Outreach programme expenses		-	-	2,386	-	-	2,386	8,486
Other project expenses		-	-	9,030	550	-	9,580	8,221
Postage, printing and stationery		-	-	1,035	-	-	1,035	1,279
Professional fees		-	-	22,516	-	-	22,516	1,877
Low value asset expense		-	-	1,514	-	-	1,514	349
Rental		-	-	141,720	-	-	141,720	140,471
Repairs and maintenance		-	-	50,391	-	-	50,391	48,450
Resident expenses		-	-	3,371	6,016	-	9,387	14,285
Salaries, bonuses and leaves	4	-	-	341,507	-	-	341,507	402,757
Security and admin		-	-	65,400	-	-	65,400	90,075
Stamp duty and processing fees		-	-	3,161	-	-	3,161	1,836
Telecommunication		-	-	3,755	-	-	3,755	2,142
Training		-	-	1,584	-	-	1,584	6,018
Transportation and travelling		-	-	1,194	-	-	1,194	1,500
Utilities		-	-	32,182	-	-	32,182	35,374
		-	-	764,227	27,768	9,810	801,805	888,589

The accompanying notes form an integral part of the financial statements.

Casa Raudha Ltd.

STATEMENT OF FINANCIAL ACTIVITIES (Cont'd)

For the Financial Year Ended 31 December 2024

	Note	Unrestricted	Designated	Restricted			Total funds	Total funds
		General fund	Asset Capitalisation Reserve	Crisis shelter programme fund	Other funds	Zakat fund		
		2024	2024	2024	2024	2024	2024	2023
		\$	\$	\$	\$	\$	\$	\$
		(Note 11)						
Expenditure (Cont'd)								
Governance costs								
Advertising and promotion		-	-	-	-	-	-	1,642
Audit fees		8,748	-	-	-	-	8,748	9,100
Bank charges		318	-	-	-	-	318	810
Board of director expenses		3,165	-	-	-	-	3,165	6,381
CPF, SDL and penalty	4	32,322	-	-	-	-	32,322	36,818
Depreciation of plant and equipment	5	5,378	-	-	-	-	5,378	6,394
Foreign workers expenses		75	-	-	-	-	75	78
Foreign workers levy		3,469	-	-	-	-	3,469	3,490
General expenses		378	-	-	-	-	378	4,736
Gifts and sponsorships		2,264	-	-	-	-	2,264	262
Hydroponics		45	-	-	-	-	45	14
Impairment loss on investment asset	6	43,364	-	-	-	-	43,364	12,624
Insurance		3,919	-	-	-	-	3,919	3,259
Low value asset expense		1,097	-	-	-	-	1,097	-
Meals and refreshments		1,018	-	-	-	-	1,018	1,650
Medical expenses	4	750	-	-	-	-	750	378
Balance carried forward		106,310	-	-	-	-	106,310	87,636

The accompanying notes form an integral part of the financial statements.

Casa Raudha Ltd.

STATEMENT OF FINANCIAL ACTIVITIES (Cont'd)
For the Financial Year Ended 31 December 2024

	Note	Unrestricted	Designated	Restricted			Total funds	Total funds
		General fund	Asset Capitalisation Reserve	Crisis shelter programme fund	Other funds	Zakat fund		
		2024 \$	2024 \$	2024 \$	2024 \$	2024 \$	2024 \$	2023 \$
		(Note 11)		(Note 13)	(Note 14)			
Expenditure (Cont'd)								
Governance costs (cont'd)								
<i>Balance brought forward</i>		106,310	-	-	-	-	106,310	87,636
Office supplies and other expenses		1,949	-	-	-	-	1,949	2,268
Penalties and settlements		-	-	-	-	-	-	200
Postage, printing and stationery		2,474	-	-	-	-	2,474	2,730
Professional fees		17,484	-	-	-	-	17,484	10,937
Rental		11	-	24,282	-	-	24,282	24,218
Repairs and maintenance		22,419	-	-	158,136	-	158,136	10,188
Salaries, bonuses and leave	4	237,842	-	-	-	-	237,842	263,002
Staff welfare	4	3,273	-	-	-	-	3,273	6,337
Subscription		1,199	-	-	-	-	1,199	1,541
Telecommunication		1,073	-	-	-	-	1,073	619
Training		7,611	-	-	-	-	7,611	2,192
Transport and travelling		830	-	-	-	-	830	216
Utilities		11,375	-	-	-	-	11,375	12,282
Volunteer expenses		3,131	-	-	-	-	3,131	3,273
		416,981	-	24,282	158,136	-	182,418	427,639

The accompanying notes form an integral part of the financial statements.

Casa Raudha Ltd.

STATEMENT OF FINANCIAL ACTIVITIES (Cont'd)
For the Financial Year Ended 31 December 2024

	Note	Unrestricted	Designated	Restricted funds			Total funds	Total funds
		General fund	Asset Capitalisation Reserve	Crisis shelter programme	Other funds	Zakat fund		
		2024	2024	2024	2024	2024	2024	2023
		\$	\$	\$	\$	\$	\$	\$
Total expenditures		544,211	-	796,603	185,904	9,810	992,317	1,455,216
Net income before tax		272,039	501,439	439,923	98,003	81,909	619,835	756,767
Taxation	2.6	-	-	-	-	-	-	-
Net income		272,039	501,439	439,923	98,003	81,909	619,835	756,767
Gross transfers between funds		-	-	-	-	-	-	-
Net movement between funds		272,039	501,439	439,923	98,003	81,909	619,835	756,767
Reconciliation between funds								
Total funds brought forward		5,366,925	-	364,787	106,376	-	471,163	5,838,088
Total funds carried forward		5,638,964	501,439	804,710	204,379	81,909	1,090,998	5,838,088

The accompanying notes form an integral part of the financial statements.

Casa Raudha Ltd.

BALANCE SHEET
As at 31 December 2024

	Note	2024 \$	2023 \$
ASSETS			
Non-current assets			
Plant and equipment	5	1,004,592	44,705
Investments in financial assets	6	1,235,878	1,279,242
		<u>2,240,470</u>	<u>1,323,947</u>
Current assets			
Fixed deposits	7	2,000,000	1,900,000
Other receivables	8	505,344	132,225
Cash and bank balances	9	2,937,978	2,535,125
		<u>5,443,322</u>	<u>4,567,350</u>
Current liability			
Other payables	10	<u>452,391</u>	<u>53,209</u>
Net assets		<u><u>7,231,401</u></u>	<u><u>5,838,088</u></u>
FUNDS			
Unrestricted fund			
General fund	11	5,638,964	5,366,925
Asset capitalisation reserve	12	501,439	-
		<u>6,140,403</u>	<u>5,366,925</u>
Restricted funds			
Crisis shelter programme fund	13	804,710	364,787
Other funds	14	204,379	106,376
Zakat fund	15	81,909	-
		<u>1,090,998</u>	<u>471,163</u>
Total funds		<u><u>7,231,401</u></u>	<u><u>5,838,088</u></u>

The accompanying notes form an integral part of the financial statements.

Casa Raudha Ltd.

STATEMENT OF CASH FLOWS
For the Financial Year Ended 31 December 2024

	Note	2024 \$	2023 \$
Operating Activities			
Net income before taxation		1,393,313	756,767
<u>Adjustments for:</u>			
Depreciation of plant and equipment	5	15,589	15,947
Amortisation expenses		-	4,166
Impairment loss on investment	6	43,364	12,624
Profit income from term deposits and investments		(150,843)	(124,010)
Operating cash flows before changes in working capital		1,301,423	665,494
<u>Adjustments for changes in working capital:</u>			
Other receivables		(373,119)	13,954
Other payables		399,182	(8,693)
Net cash flows generated from operating activities		<u>1,327,486</u>	<u>670,755</u>
Investing activities			
Proceeds from redemption of investments		-	250,000
Purchase of plant and equipment	5	(975,476)	-
Placement of fixed deposits		(100,000)	(1,400,000)
Profit income from term deposits and investments		150,843	124,010
Net cash flow used in investing activities		<u>(924,633)</u>	<u>(1,025,990)</u>
Net changes in cash and cash equivalents		402,853	(355,235)
Cash and cash equivalents at the beginning of the year		<u>2,535,125</u>	<u>2,890,360</u>
Cash and cash equivalents at the end of the year	9	<u><u>2,937,978</u></u>	<u><u>2,535,125</u></u>

The accompanying notes form an integral part of the financial statements.

Casa Raudha Ltd.
NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL INFORMATION

Casa Raudha Ltd. (the “Company”) is registered under the Companies Act 1967 and the Charities Act 1994 and domiciled in the Republic of Singapore. The Company is an approved Institution of Public Character (“IPC”). Its IPC status will expire on 19 June 2026.

The registered office and principal place of business of the Company is located at 26 New Upper Changi Road, #01-666, Singapore 462026.

The objectives of the Company are to carry on the activities of a crisis home. The Company provides social services for children, youth and families.

The financial statements of the Company for the financial year ended 31 December 2024 were authorised for issue by the Board of Directors on the date of Directors’ Statement.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements, expressed in Singapore Dollar (“\$”), which is the functional currency of the Company have been prepared in accordance with the provisions of the Companies Act 1967 (the “Companies Act”), the Charities Act 1994 and other relevant regulations (the “Charities Act and Regulations”) and Charities Accounting Standard (“CAS”). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with CAS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management’s best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There were no significant judgements made in applying accounting policies and no estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.2 Revenue recognition

Income is recognised in the statement of financial activities to the extent that the Company becomes entitled to the income, when it is probable that the income will be received; and when the amount of the income can be measured with sufficient reliability.

Donations, Sponsorships, Zakat and Fidyah

Donations are taken up and accrued as and when they are committed. Uncommitted donations are recognised on receipt basis.

Profit from term deposits

Profit from term deposits is recognised on a time-proportion basis using the effective profit method.

Government grants

Government grants are recognised when there is a reasonable assurance that the grant will be received and all the attaching conditions will be complied with.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to the statement of financial activities over the expected useful life of the relevant asset by equal annual instalments.

Where loans or similar assistance are provided by the government or related institutions with and interest rate below the current applicable market rate, the effect of this favourable interest is considered an additional government grant.

Other income

Other income is recognised on receipt.

2.3 Recognition of expenditures

Expenditures are recognised in the statement of financial activities once the goods or services have been received, unless the expenditure qualifies for capitalisation. Expenditure on performance-related grants is recognised to the extent the specified service or goods have been provided. Expenditures in the statement of financial activities are classified under cost of charitable activities and governance and administrative costs.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.3 Recognition of expenditures (cont'd)

Cost of generating voluntary income

Cost of generating voluntary income are all costs incurred during execution of activities that generate funds and earn voluntary income for the Company.

Cost of charitable activities

Expenditure on charitable activities comprises all the resources applied by the Company in undertaking its work to meet its charitable objectives. Such costs include the direct costs of the activities together with support costs incurred.

Governance and administrative costs

Governance and administrative costs include the costs related to the general running of the Company as opposed to the direct management functions inherent in generating funds. Governance costs include both direct costs such as internal and external audit, legal advice for the Company and costs associated with constitutional and statutory requirements, and related support costs which where material, would comprise apportionment of shared and indirect costs involved in supporting the governance activities.

Allocation of costs

Where appropriate, expenditures specifically identifiable to each cost classification are allocated directly to the type of costs incurred. Where apportionment between each costs classification is necessary, the one of the following apportionment bases may be applied:

- Usage;
- Head count i.e. on the number of people employed within an activity;
- Floor area occupied by an activity;
- On time basis; and
- Expenditure total.

2.4 Employee benefits

(a) Defined contribution plan

The Company makes contribution to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to this national pension scheme are recognised as an expense in the period in which the related service is performed.

(b) Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

Casa Raudha Ltd.

**NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024**

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.5 Operating leases

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are taken to statement of financial activities on a straight-line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

2.6 Taxation

The Company is registered as a Charity under the Charities Act and is exempted from Income Tax under Section 13(1)(zm) of the Income Tax Act.

2.7 Plant and equipment

An item of plant and equipment is initially recognised at cost and carried at cost less accumulated depreciation. Cost of an item of plant and equipment comprises of purchase price and any other costs directly attributable to bringing the asset to the location and conditions necessary for it to be operating in the manner intended by the Company.

Dismantlement, removal or restoration costs are included as part of the cost of plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the plant and equipment.

Depreciation is charged on the straight-line method to write off the assets over their estimated useful lives as follows:

	<u>Estimated useful lives</u>
Leasehold improvements	5 years
Furniture and fittings	5 years
Office equipment	3 – 5 years

The residual values, estimated useful lives and depreciation method of plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in the statement of financial activities when the changes arise.

The gain or loss arising on disposal or retirement of an item of plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the statement of financial activities.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.8 Investments

The Company has investments in financial assets during the year. Investments are recognised only when the Company becomes party to the contractual provisions of the instrument.

Investments in financial assets are measured initially at the transaction price excluding transaction costs, if any, which are recognised as expenditure immediately in the statement of financial activities.

Subsequent to initial measurement investments are measured at cost less any accumulated impairment losses. Investments are not measured at fair value subsequent to initial recognition.

Impairment

At the end of each reporting period, the Company assesses whether there is objective evidence of impairment of its financial assets. If there is any objective evidence of impairment, the Company recognises impairment loss immediately in the statement of financial activities.

For equity investments, the impairment loss is the difference between the carrying amount of the investment and the best estimate (which will necessarily be an approximation) of the amount (which might be zero) that the Company would receive for the investment if it was to be sold at the reporting date.

For all other financial assets, the impairment loss is the difference between the carrying amount of the financial asset and the undiscounted future cash flows (excluding unearned interest in the case of an interest-bearing financial asset) that the Company expects to receive from the financial asset.

Reversal of impairment loss

If, in a subsequent period, the amount of impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss shall be reversed. The reversal shall not result in the carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised. The Company shall recognise the amount of the reversal in the statement of financial activities immediately.

2.9 Receivables

Receivables, excluding prepayments, are measured at initial recognition at transaction price, excluding transaction costs, if any. Transaction costs are recognised as expenditure in the statement of financial activities. Prepayments are initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.9 Receivables (cont'd)

After initial recognition, receivables, excluding prepayments, are measured at cost less any accumulated impairment losses. Prepayments are measured at the amount paid less the economic resources received or consumed during the financial period.

At each balance sheet date, where there is objective evidence that a receivable is impaired, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of financial activities. The allowance recognised is measured as the difference between the asset's carrying amount and the undiscounted future cash flows that the Company expects to receive from the receivables. When a receivable is uncollectible, it is written off against the allowance account for receivables. Subsequent recoveries of amounts previously written off are credited in the statement of financial activities.

2.10 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cash at bank, short-term deposits and highly liquid investments that readily convertible to known amounts of cash which are subject to an insignificant risk of changes in value.

2.11 Other payables

Other payables are initially measured at transaction price, excluding transaction costs, if any, both at initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Accruals are recognised at the best estimate of the amount payable.

2.12 Unrestricted fund

General fund

This represents funds received by the Company that are expendable for any activity within the Company at the discretion of the Management in furtherance of the Company's charitable objectives.

Designated fund – asset capitalisation reserve

Asset capitalisation reserve was set up to maintain the purchases of plant and equipment from specifically donated funds. Depreciation charged on the related assets is accounted in this reserve.

Casa Raudha Ltd.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.13 Restricted funds

Restricted funds are funds subject to specific trusts, which may be declared by the donors or with their authority such as in the literature of a public appeal or created through legal process, but still within the wider objects of the Company.

The Company has the following restricted funds:

- (a) Crisis shelter programme fund
- (b) Other funds
- (c) Zakat funds

Further details regarding the restricted funds are presented in notes 13 - 15 of the notes to the financial statements.

3. TAX DEDUCTIBLE DONATIONS

	2024 \$	2023 \$
Tax deductible donations	<u>416,309</u>	<u>355,858</u>

4. STAFF COSTS

	2024 \$	2023 \$
Short-term benefits		
Salaries, bonuses and leaves	631,827	708,887
Medical fees	1,280	1,156
Staff welfare	<u>3,273</u>	<u>6,337</u>
	<u>636,380</u>	<u>716,380</u>
Defined contribution plans		
CPF, SDL and penalty	<u>83,946</u>	<u>97,457</u>
	<u>720,327</u>	<u>813,837</u>
Staff costs were allocated as:		
Salaries, bonuses and leaves		
Cost of generating funds	52,478	43,128
Cost of charitable activities	341,507	402,757
Governance and administrative expenses	<u>237,842</u>	<u>263,002</u>
	<u>631,827</u>	<u>708,887</u>
Medical fees		
Cost of generating funds	59	113
Cost of charitable activities	471	665
Governance and administrative expenses	<u>750</u>	<u>378</u>
	<u>1,280</u>	<u>1,156</u>

Casa Raudha Ltd.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

4. STAFF COSTS (Cont'd)

	2024 \$	2023 \$
Staff welfare		
Governance and administrative expenses	<u>3,273</u>	<u>6,337</u>
CPF, SDL and penalty		
Cost of generating funds	7,339	5,816
Cost of charitable activities	44,285	54,823
Governance and administrative expenses	<u>32,322</u>	<u>36,818</u>
	<u>83,946</u>	<u>97,457</u>

5. PLANT AND EQUIPMENT

	Leasehold improvements \$	Furniture and fittings \$	Office equipment \$	Work in progress \$	Total \$
<u>Cost</u>					
As at 1 January 2023					
and 31 December 2023	90,201	40,207	15,875	-	146,283
Additions	-	4,894	-	970,582	975,476
As at 31 December 2024	90,201	45,101	15,875	970,582	1,121,759
<u>Accumulated depreciation</u>					
As at 1 January 2023	65,147	14,742	5,742	-	85,631
Depreciation	5,448	7,371	3,128	-	15,947
and 31 December 2023	70,595	22,113	8,870	-	101,578
Depreciation	5,377	7,417	2,795	-	15,589
As at 31 December 2024	75,972	29,530	11,665	-	117,167
<u>Carrying amount</u>					
As at 31 December 2023	19,606	18,094	7,005	-	44,705
As at 31 December 2024	14,229	15,571	4,210	970,582	1,004,592

The addition of work in progress represents cyclical maintenance project costs incurred for premises at 35A Boon Lay Avenue which will be reclassified to leasehold property upon completion scheduled within the first half of 2025. The project is 90% funded by The Ministry of Social and Family Development (MSF) and the fund received and claims approved are recorded in Asset Capitalisation Reserve disclosed in Note 12.

Depreciation charge was allocated as:

	2024 \$	2023 \$
Cost of generating funds	7,417	3,159
Cost of charitable activities	2,794	6,394
Governance and administrative expenses	<u>5,378</u>	<u>6,394</u>
	<u>15,589</u>	<u>15,947</u>

Casa Raudha Ltd.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

6. INVESTMENTS IN FINANCIAL ASSETS

	2024 \$	2023 \$
Net carrying amounts:		
Investments in Islamic unit trust	<u>1,235,878</u>	<u>1,279,242</u>

Movement in investments in financial assets and provision for impairment during the year:

	Bond \$	Islamic unit trust \$	Total \$
<u>Cost</u>			
As at 1 January 2023	254,166	1,477,500	1,731,666
Less: Redeemed during the financial year	<u>(254,166)</u>	<u>-</u>	<u>(254,166)</u>
As at 31 December 2023			
and 31 December 2024	<u>-</u>	<u>1,477,500</u>	<u>1,477,500</u>
<u>Provision for impairment</u>			
As at 1 January 2023	-	185,634	185,634
Add: Impairment for the financial year	<u>-</u>	<u>12,624</u>	<u>12,624</u>
As at 31 December 2023	-	198,258	198,258
Add: Impairment for the financial year	<u>-</u>	<u>43,364</u>	<u>43,364</u>
As at 31 December 2024	<u>-</u>	<u>241,622</u>	<u>241,622</u>
<u>Carrying amount</u>			
As at 31 December 2023	<u>-</u>	<u>1,279,242</u>	<u>1,279,242</u>
As at 31 December 2024	<u>-</u>	<u>1,235,878</u>	<u>1,235,878</u>

The market value of the investment in Islamic unit trust as at 31 December 2024 was \$1,235,878 (2023: 1,279,242).

7. FIXED DEPOSITS

	2024 \$	2023 \$
Fixed deposits	<u>2,000,000</u>	<u>1,900,000</u>

The fixed deposits yield fixed profit payments of 3.00% - 3.20% (2023: 2.90% - 3.00%) per annum with a maturity period of 3 to 6 (2023: 5 to 8) months from the financial year end.

Casa Raudha Ltd.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

8. OTHER RECEIVABLES

	2024	2023
	\$	\$
Deposits	45,770	45,770
Grant receivables	448,253	53,960
Other receivables	8,945	29,437
Other current asset	2,020	-
Prepayments	356	3,058
	<u>505,344</u>	<u>132,225</u>

9. CASH AND BANK BALANCES

	2024	2023
	\$	\$
Cash in hand	2,148	2,148
Cash at bank	935,830	2,532,977
Short term fixed deposits	2,000,000	-
	<u>2,937,978</u>	<u>2,535,125</u>

During the financial year ended 31 December 2024, the short-term deposits yielded fixed profit payments from 3.15% to 3.25% per annum and with a maturity period of less than 1 month from the financial year end.

10. OTHER PAYABLES

	2024	2023
	\$	\$
Trade and other payables	361,854	52,457
Interest income received in advance	752	752
Retention payable	89,785	-
	<u>452,391</u>	<u>53,209</u>

11. GENERAL FUND

This represents funds received by the Company that are expendable for any activity within the Company at the discretion of the Management in furtherance of the Company's charitable objectives.

	2024	2023
	\$	\$
<u>Movement during the financial year:</u>		
At the beginning of the year	5,366,925	4,902,928
Income earned during the financial year	816,250	1,013,839
Expenses incurred during the financial year	(544,211)	(548,571)
Transfer to Zakat fund	-	(1,271)
At the end of the year	<u>5,638,964</u>	<u>5,366,925</u>

Casa Raudha Ltd.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

12. ASSET CAPITALISATION RESERVE

Asset capitalisation reserve was established for cyclical maintenance works and the amount shown represents funds received and claims approved by the Ministry of Social and Family Development ("MSF") as of financial year. Out of total grant approved of \$1,075,207, 90% is funded by MSF and 10% funded by the internal resource. Depreciation charged on the related assets is accounted in this reserve according to company policy.

	2024 \$	2023 \$
<u>Movement during the financial year:</u>		
At the beginning of the year	-	-
Income earned during the financial year	501,439	-
At the end of the year	<u>501,439</u>	<u>-</u>

13. CRISIS SHELTER PROGRAMME FUND

The funding for the Crisis shelter programme fund is received from Ministry of Social Family Development ("MSF") to provide funding for the operation of the crisis shelter including rental of the facility where the crisis shelter programme operates.

The services provided are under the Community integration support programme. The programme fund's ending balance is restricted for the operations of the programme, only for the benefit of intended clients. In keeping with the funder/donor's intent for the use of monies, the reserve will not be transferred out of the programme for other purposes.

	2024 \$	2023 \$
<u>Movement during the financial year:</u>		
At the beginning of the year	364,787	76,020
Income earned during the financial year	1,236,526	1,146,637
Expenses incurred during the financial year	(796,603)	(857,870)
At the end of the year	<u>804,710</u>	<u>364,787</u>

14. OTHER FUNDS

The fund consists of funds for several purposes and projects. Included in this fund is a fund to assist women to take up self-development courses/ life skills that could improve their lives and to also assist their children in their studies and moral development.

	2024 \$	2023 \$
<u>Movement during the financial year:</u>		
At the beginning of the year	106,376	98,585
Income earned during the financial year	283,907	47,057
Expenses incurred during the financial year	(185,904)	(39,266)
At the end of the year	<u>204,379</u>	<u>106,376</u>

Casa Raudha Ltd.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

15. ZAKAT FUND

This fund represents obligatory contributions received from Muslims.

Zakat received is allocated to four asnaf i.e., fisabilillah (in the way of God), fakir (poverty stricken), miskin (poor) and riqab (individuals needing scholarships, grants, bursaries).

Zakat for riqab is reflected under other funds.

Unless specifically intended, fund balances are not represented in any specific accounts, but are represented by all assets and liabilities of the Company.

	2024	2023
	\$	\$
<u>Movement during the financial year:</u>		
At the beginning of the year	-	3,788
Income earned during the financial year	91,719	4,450
Expenses incurred during the financial year	(9,810)	(9,509)
Transfer from general fund	-	1,271
At the end of the year	<u>81,909</u>	<u>-</u>

16. MEMBERS' GUARANTEE

The liability of each member is limited to \$100 while being a member, or within one year after ceased being a member.

As at the reporting date, the Company has 21 (2023: 17) members.

17. RELATED PARTY TRANSACTIONS

In addition to the related party transactions disclosed elsewhere in the financial statements, the Company carried out the following transactions with related parties on terms agreed between the parties during the financial statements:

	2024	2023
	\$	\$
<i>Transactions with related party</i>		
Professional fee	20,000	-
Expenses paid to related party	<u>-</u>	<u>279</u>
<i>Key management personnel compensation</i>		
Short-term benefits		
Salary, bonuses and leave	236,830	318,720
Telecommunication allowance	210	360
Defined contribution plans		
CPF, SDL and penalty	<u>28,680</u>	<u>41,719</u>

Casa Raudha Ltd.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

17. RELATED PARTY TRANSACTIONS (Cont'd)

In addition to the related party transactions disclosed elsewhere in the financial statements, the Company carried out the following transactions with related parties on terms agreed between the parties during the financial statements: (Cont'd)

The number of key management personnel in remuneration bands is as follows:

Below \$100,000	1	3
Between \$100,000 to \$200,000	<u>1</u>	<u>1</u>

18. LEASES

The Company as a lessee

At the end of the reporting period, the total future minimum lease payments for non-cancellable operating lease not provided for in the financial statements are as follows:

	2024	2023
	\$	\$
<i>Rental of office equipment</i>		
Within one financial year	1,200	1,200
Between one and five financial years	<u>2,200</u>	<u>3,400</u>
<i>Rental of office and shelter premises</i>		
Within one financial year	166,339	166,160
Between one and five financial years	<u>40,470</u>	<u>40,470</u>

Operating lease payments are for rental payables for office equipment, office premises and shelter premises. The leases are negotiated for terms ranging from 1 to 5 (2023: 1 to 5) years and rentals are not subject to any escalation clause.

Lease rental payments for office equipment recognised in the statement of financial activities under postage, printing and stationery are \$1,200 (2023: \$1,296).

Lease rental payments for office and shelter premises recognised in the statement of financial activities under rental are \$174,140 (2023: \$172,903).

Casa Raudha Ltd.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024

19. COMMITMENT

Capital commitment

Capital expenditure contracted for as at the end of the reporting period but not recognised in the financial statements:

	2024 \$	2023 \$
Cyclical maintenance works	<u>229,255</u>	<u>-</u>

20. FUND RAISING

30/70 Fund-raising Efficiency Ratio

	2024 \$	2023 \$
Gross donations	431,636	471,182
Fund-raising expenses – direct costs	56,223	74,299
Fund-raising efficiency ratio	<u>13%</u>	<u>16%</u>

The fund-raising efficiency ratio has been computed as $(E+S)/(R+S)$, where **E** refers to the total expenses relating to fund-raising; **R** refers to the total gross receipts from fund-raising, other than receipts from sponsorships; and **S** refers to the total cost or value of sponsored goods and services relating to fund-raising.

Casa Raudha Ltd.

**NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 December 2024**

21. RESERVES POSITION

The Company's reserve position for the financial year ended 31 December 2024 is as follows:

	2024 \$ (‘000)	2023 \$ (‘000)	Increase/ (Decrease) %
(A) Unrestricted fund			
Accumulated fund	5,639	5,367	5.07%
Asset capitalisation reserve	501	-	
(B) Restricted or designated fund			
Restricted funds			
Crisis shelter programme fund	805	365	120.68%
Other funds	204	106	91.77%
Zakat fund	82	-	
(C) Endowment funds	-	-	
(D) Total funds	<u>7,231</u>	<u>5,838</u>	23.86%
(E) Annual operating expenditure	1,401	1,317	6.38%
Ratio of funds to annual operating expenditure (A)/(E)	<u>4.02</u>	<u>4.08</u>	(1.34%)

Reference:

- (B) Investment consists of assets, funds or properties, which are held in perpetuity, which produce annual income flow for the Company.
- (C) An endowment fund consists of assets, funds or properties, which are held in perpetuity, which produce annual income flow for a company to spend as grants.
- (D) Total funds include unrestricted, restricted/ designated and endowment funds.
- (E) Total annual operating expenditure includes expenses related to cost of charitable activities and governance and other operating and administration expenditure.

The Company has established a reserve policy to support its long-term financial sustainability and to ensure its ability to meet ongoing obligations. The key elements of the policy are as follows:

- a) To maintain its reserves at a level which is at least 3 years of operating expenditure;
- b) The reserves include all accumulated funds: Restricted and Unrestricted funds;
- c) The Board of Directors regularly review the amount of reserve that are required to ensure that they are sufficient to fulfill Casa Raudha Ltd's continuing obligations on a quarterly basis; and
- d) The reserves shall not be utilized except with the approval of Chairperson and Deputy Chairperson, and only when the cashflow falls below 3 months of the monthly operating expenses.

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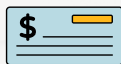


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— Mr Salleh Marican, Founder & President



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enquiry@casaraudha.org | Shelter Helpline: 97298916

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Casa Raudha Ltd



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Casa Raudha

Together, we create strength and inspire hope.