



# BEYOND SOCIAL SERVICES ANNUAL REPORT 2019



**50** WITH THE  
*years* **COMMUNITY**

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YEAR UNDER REVIEW

BUILDING COMPETENT  
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# 1. PROGRESS BRIEF

## WHO WE ARE

Beyond Social Services is a charity with a mission to help children and youth from less privileged backgrounds break away from the poverty cycle. We take a long-term view of our work and keep in touch with them until they reach adulthood. The intended impact of our work is that at 25, they will be responsible citizens who are free of the social and economic problems they had when we first met them.

## WHY THIS IS IMPORTANT

The social mobility and development of these young people are hindered by challenges in their family which include the inability to meet basic household expenses, poor health and conflicts with law and authority. Nonetheless, these young people are resilient, and they have dreams and aspirations. As delinquent behaviours are not inherent in young people but are a product of their environment, with appropriate support from the community, many can move beyond their unfortunate circumstances.



Building competent communities



Facilitating friendships with wider society



Inclusive Society

## HOW WE DO IT

We start by discovering the aspirations, concerns, and wisdom of residents living in public rental housing neighbourhoods. Then we bring together residents, volunteers and other stakeholders to appreciate each other's lived experiences.

From there, we explore what people are willing to do and how they can cooperate for the well-being of children and others in the neighbourhood. Eventually, residents take ownership of their efforts, which facilitate crime-free living, education and employment, family stability and growing social capital. This participatory approach promotes a sense of solidarity among people from different backgrounds. Care is the result of a community striving to be more cohesive and inclusive. When people from different walks of life begin looking out for each other, they create a caring neighbourhood where children and youths experience a sense of belonging, confidence and pride that strengthens their resilience against negative influences.

## OUR MODEL FOR COMPETENT COMMUNITIES



In the context of Singapore's significant income disparity, we are closing the social divide by facilitating co-operation and friendships across different segments of society.

**“IT TAKES A VILLAGE TO RAISE A CHILD AND WE ARE NURTURING VILLAGES THAT RAISE THEIR CHILDREN WELL.”**

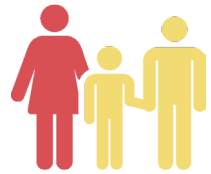
# 1. PROGRESS BRIEF

## OUR COVERAGE

64 rental blocks with 14,903 units.

Beyond works directly in 53 rental blocks with 12,426 rental units and with partners in 11 blocks with 2,477 units.

### Total Numbers Reached



No. of Families  
**3029**



No. of Children & Youth  
**6630**



No. of Parents & Caregivers Contacted  
**5080**



No. of People Served  
**11,710**

\*Numbers include all adults living in the same household and not all parents and caregivers are directly involved in community building efforts.

## THE IMPACT WE HAVE MADE

### Improved Well-being and Attitudes

In 2016, with funding from the Tote Board and the National Youth Council, we embarked on a study to evaluate the impact of our work. We wanted to investigate the effectiveness of our programmes as well as better understand how the community development approach could contribute to the lives of the less privileged. Our research question: Did the perceived well-being and attitudes to the neighbourhood significantly improve for participants in the Youth United Programme?

After a year, independent researchers discovered that our presence brought about a community where people trust each other enough to share their problems. Youth reported that they were able to better handle conflict in their families while adults felt better about their living environment and their overall life situation.

### Both Adults and Youth Perceived An Improvement in

#### NEIGHBOURHOOD CHARACTERISTICS



Safety for oneself



Safety for children



Availability of medical facilities

#### NETWORK OF SUPPORT & SOCIAL CONNECTIONS



Friendliness of neighbours



Sharing of concerns among neighbours

#### PERSONAL CONNECTIONS



Current life situation



Ability to take control of things in life



Ability to handle conflicts in family

Compared to the control group, our presence maintained a sense of community and mutual trust where people declared that they could share their problems with each other.

# 1. PROGRESS BRIEF

## MONITORING PROGRESS

It takes a village to raise a child and we are nurturing villages that raise their children well. The well-being of the village is monitored by the progress of activities that support the key thrust for growth of the village. These activities are elaborated in this report.

### Key thrusts for growth

To bring about neighbourhoods that look out for their young people, Beyond focuses on:

- (1) Helping young people and their families help themselves
- (2) Encouraging mutual support among neighbours, and
- (3) Facilitating support from the wider community

## 1. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

### A Culture of Learning and Education

We facilitated the active participation of children, youth and their families in educational activities, an important social leveller. These programmes included homework support, tuition, and the building of language competency. These interest groups also provided the context to assume responsibilities and to develop leadership skills.

**23** different weekly programmes providing academic support benefitted **1212** children and youth.

**18** weekly interest groups helped build self-confidence through mastery in sports and arts.

### A Culture of Employment

We upskilled and bridged parents and caregivers to opportunities and resources that best suited their strengths and circumstances. This led them to participate in the economy more meaningfully, increased their finances and enabled them to better meet the needs of their children and household.

#### Approach

Long-term employment with CPF contributions

Training & Development

Ad-hoc or seasonal projects / freelance work

#### Outcome

Partnered with 11 supportive employers to provide fair wages and working conditions. 20 persons were connected to employment.

Ensured that all involved with food and beverage initiatives acquired food and hygiene certification. 3 workshops to improve skills in managing a micro-business were conducted by volunteers.

31 seasonal projects benefiting 20 persons \$59,665 in earnings through these projects

### Increased Family Competence in Resolving Difficulties

We supported 74 overstressed and under-supported families to address their challenges with the help of their relatives, friends, and volunteers. More than half of them received funds to support family and educational expenses. A total of \$52,332 was disbursed.

# 1. PROGRESS BRIEF

## 2. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

### A Restorative Climate Within the Neighbourhoods We Work in

We fostered neighbourhoods that took a restorative approach towards young offenders and families with multiple problems. This required us to build capability among 175 residents who stepped up to the role of a Neighbourhood Leader. As Neighbourhood Leaders came together to tackle shared challenges and organise themselves for meaningful efforts, we tapped on their wisdom, compassion and generosity to heal conflict and foster a sense of belonging and neighbourhood pride.

	2019	2018	2017
Number of Neighbourhood Leaders	175	150	199
Number of Projects addressing youth conflict, care and supervision of Children and school difficulties	81	52	36
Number of Residents Reached	2119	1675	1344

### Youth Voluntarism

We nurtured a sense of social consciousness in young people through youth-led projects that resonated with their interests, aspirations and values. This year, we mobilised 178 local youths who brought sports and theatre initiatives to life in their neighbourhoods.

Total Number of Youth Volunteers	178
Number of Youth Volunteer Leaders	28
Hours Local Youth Spent Volunteering	5321

## 3. FACILITATING SUPPORT FROM THE WIDER COMMUNITY

### A Whole-of-Society Approach to Reducing Inequality

We worked with 4771 volunteers who contributed 64,724 hours toward a wide range of projects and played the roles of friend, teacher, advocate, enabler, motivator and resource mobiliser.

## CONCLUSION

Ten years ago, when we refocused on community development, we established metrics that would create a momentum as well as a strong narrative for our operating model. Put plainly, community was about reach, size, and engagement: reach more rental blocks, increase membership, and connect with people through mass activities.

In 2018, we realised that the approach was not empowering for our members. Often, they were simply passive participants and the mass activities were not always something they wanted. So, we have now reworked our processes and our members have control over what resources should flow into their neighbourhoods. This reorientation has led to less mass activities and a shift in volunteer engagement in 2019. It has resulted in residents contributing 80% of the total number of volunteer hours. This was an important indicator for community development as these residents only made up 9% of our total volunteer workforce.

The metrics reported this year reflect the strategic correction we have made in programme implementation. We are moulding our work towards a vision of community development in which there is respect for the agency of our members, and where we continue to build solidarity across society.

At 50 years old, we are still adapting and growing in confidence as we learn. We are looking forward to staying on this course and to a stronger practice in 2020.

## 2. PRESIDENT'S LETTER

### Dear Friends

I have served as President for 4 years and it has been an immense privilege to be a part of an organisation that doggedly stays true to its mission and works to give people the strength, courage and confidence to address their difficulties. When I first joined the organisation 5 years ago, finances were not strong, but I noticed that it had a 45-year track record and it had received the support of several illustrious corporations. There was nervousness about our continued existence but today I am very proud and honoured to say that we commemorated our Golden Jubilee this year with the conviction that we have been relevant and are poised to continue being so.

### Building on strong foundations

When I think about the progress we have made, I believe my fellow board members and I have been fortunate to build on the good work of our predecessors who have cultivated a strong ethos of always putting the work in the forefront. This has brought about dedicated and innovative work that encouraged constant learning. As such, today we have a community development approach refined by the collective experiences of participants, volunteers on the ground and on the board, partners and the staff.

This year, by garnering some of these voices, our 50-year journey of community service and organisational development was captured in "Going Beyond Social Services – Safeguarding Community" - a publication launched on 17 October, the International Day for the Eradication of Poverty. This book launch was also an opportunity to invite our friends to commemorate our 50th Anniversary together. The event was held at our office because being still in the vicinity where it all began, it seemed like an appropriate place to think about our continued relevance as we marked an important milestone. Also, being in the neighbourhood, our members could participate by helping with the hospitality. It was an enjoyable and meaningful event and I want to thank all our friends who joined us that evening and all our well-wishers who were with us in spirit.

### Refreshed, relevant and supported broadly

That evening there were volunteers from our early years and friends from different segments of society. It was gratifying to see a diverse group of people drawn together by their experiences with our organisation at different points in our history. This showed me that a key ingredient for the longevity and relevance of a charity like us must be an ability to garner a broad base of support. Its work must capture the imagination of people, giving them the opportunity to be a part of something worthwhile and keeping them connected to a cause that is continually refreshed and relevant. I believe we have done this reasonably and we look forward to honouring the support of our well-wishers in this manner in the years ahead.

To chart our progress, it is always useful to have an accurate understanding of where we are. Hence, we are very grateful to the Institute of Policy Studies (IPS) for investigating us as a case study to better understand the role and value of a community development organisation in Singapore. The research team presented their initial findings at a public workshop on 29 March 2019 and it was heartening to see the audience resonating with our work and having a strong interest in community development. It was also a huge dose of encouragement for us when their [final report](#) concluded that "Beyond has proven itself to be a key organisation in the area of community development. We hope this case study would encourage others to find out more about Beyond and community development work."

### The importance of patience and perseverance

The ringing endorsement from IPS on our 50th year was most encouraging. Knowing that we have built something that is being recommended to the social sector is apt reward for the many years of learning, relearning and honing of our practice. Importantly, it has given us the belief and confidence to say that patience and perseverance are necessary if we are to reap the success of our initiatives. The work is often discouraging but we need to always persevere until an effort reaches its natural conclusion; learn, adapt and keep moving.

## 2. PRESIDENT'S LETTER

I believe we were able to mark our Golden Jubilee with several other significant achievements because of this attitude. From 1 to 3 August, our youth staged The Block Party, a self-researched and produced play at the Esplanade Theatre Studio. After 18 months of preparation they proudly played to a full house at every show, entertaining but also challenging the audience to recognise poverty in our midst. Watching them warmed my heart and affirmed my belief that talent is well distributed among people but opportunity not, and I was so glad that we were able to provide a stage for them to shine. This of course required patience as this success was built on the foundations of a Community Theatre initiative that was initiated in 2013.

Another significant development was the completion of a Bake Studio within our Whampoa premises that enables us to train more women to take on seasonal work that gives them some income. Bakers Beyond has been an initiative that began in 2012. Over the past 7 years, friends like Cargill TSF Asia Pte Ltd, City Developments Limited, Expedia Singapore Pte Ltd, GIC Private Limited, Majlis Ugama Islam Singapura, Mapletree Investments Pte Ltd and Visa Worldwide Pte Limited rendered their support even though we had initially no experience with such initiatives. We depended heavily on the guidance and goodwill of volunteers with different skills and so the completion of the Bake Studio was an important milestone for our progress. This milestone was most encouraging for all involved who were also thrilled that their efforts were positively documented by [Channel News Asia](#).

### SMART Solutions – an instrument for inclusion

During my tenure, I have had an interest in facilitating the use of SMART solutions. However, even for innovation to bear fruit, much patience and perseverance is necessary. After about 2 years, volunteers from the Bank of America Merrill Lynch presented us with a Volunteer Phone Application that facilitates volunteer management and enhances the engagement experience for our volunteers. Another application of technology that gained traction after 2 years was the submission of in-kind donations required by our members using online tools. This development has been most gratifying as it enhances our members' participation in decision making processes and strengthens

their identity as confident neighbourhood leaders as opposed to simply being welfare recipients.

Another programme assisted by SMART Solutions was the Community Independence Initiative, a pilot project supported by the government. This is a mutual help programme among low-income breadwinners facilitated by information and opportunities curated from the data analytics of their skills, interest and motivations.

Without access to technology, one will be marginalised from participation in society. So, in the years ahead, the promotion of SMART applications among our members will continue to be a part of our work.

### Friendships the lifeline of a non-profit organisation

In sum it has been an eventful 50th year with several significant events that brought us pride and joy. Many individuals and organisations have helped us on our journey toward this milestone. These are people who have emplaced their trust in us and continued to support us patiently even when our progress was slow. As such it is only fitting that on behalf of Beyond Social Services, I express my utmost gratitude for all who have rendered their support in one way or another over the years.

Forgive me for not being able to mention everyone but I would like to acknowledge the friendship of the National Council of Social Service, the Tote Board and the Franciscan Missionaries of Mary who have been with us these past 50 years as well as Dr S Vasoo, our Honorary Advisor who has been involved since our beginning years.

Thank you, friends, for letting Beyond Social Services occupy a special place in your hearts. Your friendship fuels our strive for relevance and excellence as we move on from our 50th year.

Sincerely,

**Alok Kochhar**

President



### 3. EXECUTIVE DIRECTOR'S SUMMARY

A basic tenet in the helping profession is for those doing the work to work themselves out of the job. After 50 years, we are still around and while a golden jubilee is a milestone to be commemorated, we do need to ponder if it also means that we have not been very successful in working ourselves out of a job?

What started off as a community service project to help people whose homes were ravaged by a fire has led to a 50-year journey accompanying the low-income in Singapore where they live. What began as an effort to help people experience a sense of stability and empowerment in their emergency housing environment has led to the organisation operating primarily in public rental housing all these years and concertedly over the past 10 years.

#### In the service of people's agency

Today, we have a presence in 64 public rental blocks out of the 276 across the island and our approach for working ourselves out of a job is to enable residents to self-organise the changes they want to see for themselves, their families, and their neighbourhoods, utilising their own resources as well as the goodwill within our society. By encouraging agency among the disadvantaged and encouraging society to be more inclusive of them, we facilitate a socially integrated society where people look out for each other.

This is how we currently envision working ourselves out of a job because when people come together to define their own problems and implement their own solutions in partnership with service providers, it reduces the demand for social services to proliferate.

#### Striving for relevance in an ever-changing landscape

Over the past 50 years we have been in the forefront of dealing with issues aggravated by poverty, such as children affected by the incarceration of their caregivers, poor school performance, teen pregnancy and youth offending. The viability of our programmes has often been determined by legislative and policy changes, develop-

ments in the social sector, as well as the evolution of societal norms and priorities. Quite often needs remain but the way we choose to organise society and our resources changes the landscape in a way that impacts the disadvantaged and the manner we can go about engaging them.

Currently, we are seeing positive results from our presence in public rental flats. Research has shown that individuals trust each other enough to share their problems while families feel positive about their living environment and their overall life situation. Also, youth reported that they were able to better handle conflict in their families. There is much mutual support and the sense of community and neighbourhood pride contribute to their quality of life.

#### An impending change of our operating model

All this will change when public rental flats are no longer present as a cluster of blocks within a neighbourhood. On 17 May, National Development Minister Lawrence Wong said the Government is "going one step further" to build rental and sold flat units within the same block to tackle growing inequality and stratification. This move to facilitate social integration is commendable and it will certainly change the experience of occupying a public rental flat.

Obviously, this development disrupts our current operating model and we need to reimagine how we can continue to be of support to families with the lowest income in Singapore. There are estimates that around 26% of our resident population is living in relative poverty,<sup>1</sup> meaning a substantial proportion of families are not able to keep up with average standards of living in Singapore. In 2019, the median household income was \$9,425<sup>2</sup>: and to qualify for a public rental flat, household income is generally less than \$1,500. This is just one indicator of the income inequality faced by the families we

<sup>1</sup> Relative poverty considers "a person's position relative to others". It "generally means that a person can't afford an 'ordinary living pattern'—they are excluded from the activities and opportunities that the average person enjoys". See Irene Y.H. Ang, 'Definitions and Measurements of Poverty', SSR Snippets, Issue 2, July 2018, 3, 5, [http://www.fas.nus.edu.sg/ssr/PDF%20Format/SSR%20Snippets/Vol%202/Snippet%202\\_final.pdf](http://www.fas.nus.edu.sg/ssr/PDF%20Format/SSR%20Snippets/Vol%202/Snippet%202_final.pdf).

<sup>2</sup> Department of Statistics, Singapore, Key Household Income Trends, 2019, 1, <https://www.singstat.gov.sg/-/media/files/publications/households/pp-s26.pdf>.

### 3. EXECUTIVE DIRECTOR'S SUMMARY

are connected with, and a worrying statistic that is unlikely to improve without structural changes to employment conditions for low-wage workers and social assistance programmes. The low-income will continue to exist, and to stay true to our mission of journeying with them, we need to operate differently.

#### Refreshing our practice, perspective and purpose

Hence, in the spirit of remaining relevant and effective for our target membership, we explored different contexts where our capabilities could be applied. Two initiatives got off the ground and these projects encouraged innovative thinking and refreshed our practice, perspective and purpose.

With the support of the government, we piloted the Community Independence Initiative, a mutual help programme among low-income families. Here, participants were encouraged to grow their mutual help network by inviting members of their natural support network onto the programme to share the purpose of leading the change they want to see in their lives. This community building effort with participants who were not residing in the same locality but united by a shared aspiration holds lessons for how we may engage our members as our operating landscape changes.

Health Competence was the other project that enabled us to train our members as community researchers to uncover the health-related needs of the neighbourhoods they live in. The research findings will be shared with their neighbours to generate programmes that improve their collective health. As residing in public rental housing has been determined as a factor for all-cause mortality, this project is deeply relevant and provides us an opportunity to partner with the public health sector which provides a different avenue to reach the low-income.

#### Progress in key areas

After 50 years, I believe we must have it in us to adapt to a changing operating landscape. We must take on the challenge without losing sight of our mission and the outcomes of agency and solidarity that we work for. Meanwhile, here's looking at some

achievements in key areas:

#### a. Programme and Volunteer Development

A key success indicator for our programmes is people's ability to lead the change they want to see in their lives. We want them making decisions and organising themselves to enhance their lives and that of their families and community. This leadership was evident as members determined the gifts that flowed into their neighbourhoods, advocated for an improved living environment and addressed concerns such as sexual harassment. As such, many shifted their identity from being welfare recipients to active residents who are caring for their neighbourhood.

This development also altered the characteristics of our volunteer engagement efforts. With the increased contribution of residents/members, the total number of volunteers that came to us dropped from 7015 to 4771 but the number of volunteer hours remained consistent at 64,724 compared to 62,481 in 2017. We are pleased as this development indicates a community developing from the "inside-out" which really is the essence of community development.

#### b. Communications and Fund-Raising

As part of our 50th Anniversary, we featured colleagues and volunteers who spoke of their experiences with the organisation on social media. This endeavour was well-received, and we believe that positive social media engagement contributed significantly to our most successful year in fund-raising ever. Also, our 50th Anniversary triggered much goodwill and support for us to raise \$2.7 million.

#### Our financial situation

This enabled us to close the year with a surplus of \$1,109,950 and based on an operating budget of \$4.9 million, we had an operating reserve of approximately 14.5 months. At this point, I would like to express our heartfelt thanks to the National Council of Social Service, the Tote Board, Ministry of Culture Community and Youth, the National Youth Council as well as all our donors and partners who entrusted us with the finan-

### 3. EXECUTIVE DIRECTOR'S SUMMARY

cial resources to help vulnerable groups come together as a community to own and resolve their challenges.

Income						
	2019 Jan to Dec		2018 Jan to Dec		2017 Jan to Dec	
Gov Funds (Programmes)	2,308,370	42%	2,332,473	47%	2,375,262	50%
General Donations	2,711,782	49%	1,967,354	40%	1,714,531	36%
Sponsorship	246,603	4%	448,163	9%	321,573	7%
Miscellaneous Income	258,249	5%	205,494	4%	320,388	7%
<b>Total Income</b>	<b>5,525,004</b>		<b>4,953,484</b>		<b>4,731,754</b>	

As for our expenditure, the pattern was similar but this year we also started thinking of how we may gradually divert more of the funds raised to benefit our members directly. Currently, we serve as a conduit for in-kind resources which amounted to \$246,603, which was expended under Cost of Sponsorship. There was also \$151,998 dispensed in financial assistance for family stability and educational advancement and accounted under Programme Costs. In all, Programme Costs amounted to 7% of expenditure but for the low-income, financial resources are important and we endeavour to increase the in-flow of financial resource to our members.

Expenditure						
	2019 Jan to Dec		2018 Jan to Dec		2017 Jan to Dec	
Staff Costs	3,238,855	73%	3,131,154	71%	2,895,732	72%
Facilities	174,727	4%	192,014	4%	153,088	4%
Programming Costs	312,010	7%	317,211	7%	284,416	7%
Other Operating	284,843	6%	166,758	4%	222,601	6%
Cost of sponsorship	246,603	6%	448,163	10%	321,573	8%
Depreciation	158,016	4%	154,001	4%	137,613	3%
<b>Total Expenditure</b>	<b>4,415,054</b>		<b>4,409,301</b>		<b>4,015,023</b>	

#### Going beyond social services

To conclude, I would like to return to the notion of working ourselves out of a job which is a key ethos of a social service organisation but counter-intuitive for the rest of the working world. As social service professionals, we need to be mindful that the availability of our job is dependent on the continued difficulties experienced by those we engage. Hence, with integrity we need to establish that we are constantly working toward them being less dependent on our presence.

One way we are doing this is to honestly question if we are competing with family and other natural community support networks or replacing them altogether. With our professional credentials, it is easy for our opinions and methods to overshadow these assets of the people we engage. Thus, it is critical that our relationship with these assets must be one of partnership which appreciates their value in the eyes and lived experiences of the people who are the reason for our existence.

Thank you.

Sincerely,

**Gerard Ee**  
Executive Director

# 4. BOARD AND EXECUTIVE MANAGEMENT

## 4.1 BOARD OF MANAGEMENT

Appointed at Board meeting on 18 June 2019

President	Mr Alok Kochhar
Vice-President	Ms Tan Li San till 31 Dec
Honorary Treasurer	Mr Narayanan Vinod Krishnan
Honorary Secretary	Mr Peter Hum
Founder Member Representative	Sr Veronica de Roza
Board Members	Mr Alvin Yapp Mr Andy Leck Mr Ang Fui Siong Mr Ang Kian Peng Mr Christopher Ng Mr Nicholas Gardiner Mrs Ravina Kirpalani Mrs Sarah Stabler
Medical Advisor	Dr Tan Poh Kiang, PJ Clinic
Legal Advisor	Baker & McKenzie, Wong & Leow
Auditor	Helmi Talib & Co

## Our Honorary Members

Honorary Advisor      Dr S. Vasoo

## OUR EXECUTIVE COMMITTEE

President                      Mr Alok Kochhar  
Vice President              Ms Tan Li San till 31 Dec  
Honorary Treasurer        Mr Narayanan Vinod Krishnan  
Honorary Secretary        Mr Peter Hum

## OUR BOARD COMMITTEES

### 1. Appointment & Nomination Committee

Chair                          Mr Alok Kochhar  
Members                      Ms Tan Li San till 31 Dec  
   Sr Veronica de Roza

### 2. Audit Committee

Chair                          Mr Ang Fui Siong  
Members                      Mr Christopher Ng  
   Mr Gaurav Kochar till 9 Jan  
   Mr Mayank Kochhar

## 4. BOARD AND EXECUTIVE MANAGEMENT

### 3. Finance & Admin Committee

Chair Mr Narayanan Vinod Krishnan

Members Mr Jim Tay  
Mr Peter Lim

### 4. Human Resource Committee

Chair Ms Chia Puay Kheng

Members Mr Goh Chee Kong  
Mr Seow Choon Chew

### 5. Fund-raising Committee

Chair Mr Alvin Yapp

Members Ms Agnes Eu  
Mr Ang Kian Peng  
Ms Georgie Chong  
Mr Narayanan Vinod Krishnan  
Mr Nicholas Gardiner  
Mr Peter Hum  
Mrs Ravina Kirpalani

### 6. Investment Committee

Chair Mr Nicholas Gardiner

Members Mr Alok Kochhar  
Mr Ang Fui Siong

### 7. Programmes & Services Committee

Chair Mr Alok Kochhar

Members Mr Andy Leck  
Dr Goh Han Meng  
Dr Huso Yi  
Dr Ijlal Naviq  
Mrs Ravina Kirpalani  
Sr Veronica de Roza

Supported by

#### 7.1 Healthy Start Child Development Centre Management Committee

Chair Dr Sirene Lim

Members Dr Christine Lee  
Ms Lim Seok Lin  
Dr Lucy Quek-Chew

## 4. BOARD AND EXECUTIVE MANAGEMENT

### 7.2 Info-Tech Committee

Chair	Ms Clara Lee
Members	Ms Catherine Goh Ms Chew Hoon Mr Lim Jui Kiang Mr Niraj Sinha Mr Peter Hum

### 8. Public Relations Committee

Chair	Mrs Sarah Stabler
Members	Mr Alvin Yapp Ms Arunima Kochhar Mr Mark Chen Mr Remesh Panicker

### 9. Volunteer Committee

Chair	Mr Ma Wei Tong
Members	Mr Petros Zenieris Mrs Sarah Stabler

## 4. BOARD AND EXECUTIVE MANAGEMENT

### THE STAFF

#### Executive Director

Gerard Ee since 1 Jun 1991

#### Deputy Executive Director

T Ranganayaki

#### Assistant Directors

Joyce Lim  
Lim Shaw Hui  
Stephanie Chok from 1 Aug

#### Human Resource Manager

Mohammad Alil Jumari

#### Administration & Finance Team

Angeline Tan  
Wong Kok Wah  
A Premavati  
Aziman Ali  
Cecilia Chan  
Chew Fook Hong  
Junainah Ali  
Loh Keng Chin  
Muhammad Syafiq Omar till 19 Jul  
Peggy Wong  
Samsuibrahim Sukkuriyabeevi from 22 Jul  
Yeo Siok Huay from 8 July

#### Community Work Team

Abhishek Saraf  
Adrina Tie  
Afriyanto Ayub

Anne-Marie Ong  
Chiu Ying Yik  
Grace Toh  
Greta Georges  
Helen Ho  
Jasmine Chew  
Joanne Yau  
Jolene Fok  
Joseph Das George  
Karimah Amanina Jaffar  
Kokila Annamalai till 30 Sep  
Maizy Tan  
Mynavathy Raju  
Noel Tan Meng  
Noor Izzaty Ishak  
Norrashikin Abdul Refaiie  
Nur Irfah Abdul Majeed  
Priya Nair  
Samuel Tang  
Shoshawna Lazzar  
Stella Jayanthi

Susannah Green till 4 Nov  
Swathi Swaminathan  
Tan Hooi Boon  
Then Mui Choo  
Vairam Goopalakrishan  
Wong Pei Ling

#### Principal

Sua Swee Lee

#### Teachers

Adeline New till 28 Jun  
Buvaneswari N Chandrasegar  
I Raheena  
Janice Cher Chek Ling since 2 May  
Lim Jan Ooi  
Noraidah Helmee  
Rachel Goh  
Rafhana Sarip  
Salamiah Bahtiar  
Salwani Ismail

## 4. BOARD AND EXECUTIVE MANAGEMENT

### Remuneration

All Board and Board Committee Members are volunteers who contribute pro-bono their time, expertise and services. They do not receive any allowance, honorarium, reimbursements or remuneration for their efforts.

Key management personnel consist of the Executive Director, Deputy Executive Director and Assistant Directors. In FY 19, there were 5 key management personnel. The breakdown of their salaries by band is as follows:

Below \$100,000	3
\$100,000 to \$120,000	1
\$120,000 to \$140,000	1

### Related Entities

None.

There is no staff member who is a close family member of the Executive Head or a Board member.

### Management of Conflict of Interest

All trustees, board members, chairpersons of board committees and key management personnel are required to read and understand the conflict of interest policy. They must make full disclosure of potential situations where there is a conflict of interests which would include, but not limited to, the following:

- Having a personal interest in business transactions or contracts that Beyond may enter into;
- Having vested interests in other organisations that have dealings or a relationship with Beyond;
- Having a personal interest in potential joint ventures between Beyond and an external party;

d. Having a close relationship with a potential staff member;

e. Having representatives from major corporate donors being on the Board of Management.

When a conflict of interest situation arises, the person concerned shall declare his or her interests and abstain from participating in the discussion and decision-making on the matter.

The Conflict of Interest Policy was adhered to during the fiscal year 1 January 2019 to 31 December 2019.

### Attendance Record for Board of Management Meetings FY January to December 2019

	24 Jan	28 Mar	18 Jun	29 Aug	21 Nov	
Mr Alok Kochhar	✓	✓	✓	✓	0	80%
Ms Tan Li San	0	✓	✓	✓	✓	80%
Mr Vinod Krishnan	0	✓	✓	✓	0	60%
Mr Peter Hum	✓	✓	0	✓	✓	80%
Sr. Veronica de Roza	0	✓	✓	✓	0	60%
Mr Alvin Yapp	✓	✓	0	✓	0	60%
Mr Andy Leck*			0	0	✓	33%
Mr Ang Fui Siong	0	✓	0	✓	✓	60%
Mr Ang Kian Peng	✓	✓	0	✓	✓	80%
Mr Christopher Ng	✓	0	0	✓	✓	60%
Mr Nicholas Gardiner	✓	✓	✓	0	✓	80%
Mrs Ravina Kirpalani	✓	✓	✓	0	0	60%
Mrs Sarah Stabler	✓	✓	✓	✓	0	80%

\*Mr Andy Leck had informed the Board that he would only be available from Q3



## 5. GOVERNANCE

Governance in the charity sector refers to the framework and processes concerned with managing the overall direction, effectiveness, supervision and accountability of an organisation.

Charities, as community organisations working for public benefit, are accountable to the public and other stakeholders. Good governance is increasingly an important criterion for the public and charity stakeholders to decide whether to donate or volunteer their services to a charity.

The Charity Council developed the Code of Governance in 2007, to set out principles and best practices in key areas of governance and management that charities are encouraged to adopt. The first refined Code was issued in January 2011.

The Council initiated a second refinement in 2015 to provide greater clarity and relevance about good governance to the charity sector. The second refined Code was issued on 6 April 2017.

The Board of each charity has the responsibility to implement good governance practices for the effective performance and operation of their charity. The Charity Council hopes that this Code will help charities prepare themselves to cater to an increasingly discerning public and allow members of the public to understand the hallmarks of good governance.

This Code is meant for all registered charities and Institutions of a Public Character (IPCs) in Singapore.

All charities and IPCs to which the Code applies are required to submit a Governance Evaluation Checklist (GEC) on the Charity Portal ([www.charities.gov.sg](http://www.charities.gov.sg)). Disclosure of this checklist is made available for public viewing on the Charity Portal.

The Code operates on the principle of 'comply or explain'. Compliance is not mandatory. However, charities are encouraged to review or consider amending their governing instrument, by-laws and policies as necessary to adopt this Code for the best interest of their organisations.

The above info has been taken from the Charity Council's [website](#).

Below is our Governance Evaluation Checklist for FY19 submitted to the Charity Portal.

Beyond Social Services Governance Evaluation Checklist Annual Declaration 2019			
S/No	Code Description	Code ID	Compliance
<b>Board Governance</b>			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied
	Are there Board members holding staff appointments? (Skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	Complied
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	Complied
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity).  Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")		No
7	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years.	1.1.13	Complied

## 5. GOVERNANCE

8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
<b>Strategic Planning</b>			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
<b>Human Resource and Volunteer Management</b>			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (Skip item 15 if "No")		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied
<b>Financial Management and Internal Controls</b>			
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied

18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
	Does the charity invest its reserves, including fixed deposits? (Skip item 21 if "No")		Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
<b>Fundraising Practices</b>			
	Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 22 if "No")		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations-in-kind during the year? (Skip item 23 if "No")		Yes
23	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
<b>Disclosure and Transparency</b>			
24	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	Complied
	Are Board members remunerated for their Board services? (Skip items 25 and 26 if "No")		No
25	No Board member is involved in setting his or her own remuneration.	2.2	Complied

## 5. GOVERNANCE

26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3	Complied
	Does the charity employ paid staff? (Skip items 27, 28 and 29 if “No”)		Yes
27	No staff is involved in setting his or her own remuneration.	2.2	Complied
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the three highest paid staff also serves on the Board of the charity. OR The charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied
29	The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied
	<b>Public Image</b>		
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

# 6. OFFICIAL IDENTITY & GENERAL INFORMATION

## 6.1 OUR BEGINNINGS

Beyond Social Services is a charity with a mission to help children and youths from less privileged backgrounds break away from the poverty cycle. We were set up in August 1969 in response to the poor living conditions aggravated by 2 fires that hit the Bukit Ho Swee Community in the 1960s. During different periods of our history, we were known as the Bukit Ho Swee Social Service Centre, the Bukit Ho Swee Community Service Project and Nazareth Centre.

## 6.2 STATUTORY INFORMATION

### Registered Address

Beyond Social Services  
26 Jalan Klinik #01-42/52  
Singapore 160026

### Legal Identity

Registered with the Registry of Societies  
Date of Establishment: 7 February 1987  
ROS 315/86 WEL  
UEN Number: S87SS0025J

### Charity Status

Charity Registration Number: 0594  
Charity Registration Date: 19 September 1988

### Institution of a Public Character (IPC) Status - General Fund

IPC Registration No: IPC000355  
New Period Approved: 1 July 2019 to 30 June 2022  
Sector Administrator - Ministry of Social and Family Development

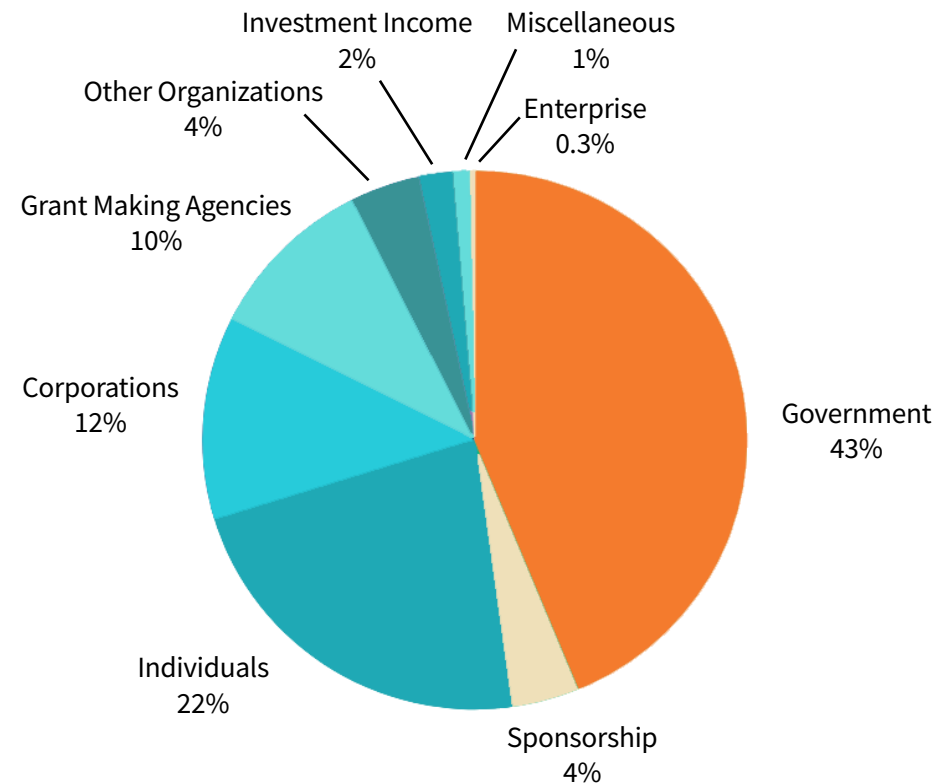
### Affiliation

National Council of Social Service  
Full member since 3 August 1987

## 6.3 OUR SOURCES OF FUNDING

Operating expenses are defrayed by fund-raising activities, government grants and the generosity of philanthropic establishments, commercial corporations and well-wishers.

Sources of Funding



## 6. OFFICIAL IDENTITY & GENERAL INFORMATION

Funds from the government contributed to 43% of our total income. This is significant and here is the breakdown:

Breakdown of Government Funding	Amount
<b>Programmes</b>	
Ministry of Social and Family Development - Child Care/ Infant Care Subsidy for Working Mothers	\$514,825
TOTE Board Community Healthcare Fund	\$14,554
TOTE Board - Social Service Fund for Youth United Programme	\$1,311,730
<b>Donation Matching Agreements</b>	
TOTE Board Matching for Fundraising Events	\$487,736
<b>Others</b>	
Ministry of Manpower- Childcare & Maternity leave	\$47,313
Ministry of Manpower - Employment Credits	
Skills Future Reimbursement	
Miscellaneous	
<b>Total</b>	<b>\$2,376,158</b>

### 6.4 RESERVES POLICY

It was decided at our Board meeting on 27 August 2015 that we will endeavour to build a reserve fund that amounts to at least 1 year of our operating budget.

The reserves are monitored and reviewed periodically by the Board, ensuring that the work is sustained and our obligations to our stakeholders are fulfilled. As at 31 December 2019, there were no funds in deficit and based on a budget of \$4.9 million we had an operating reserve of approximately 14.5 months.

### 6.5 VISION & MISSION

#### Vision

Beyond's vision is that by 2025, every child and youth in Singapore, despite a disadvantaged background has the opportunity to refuse a lifestyle of delinquency and welfare dependency.

#### Mission

##### Purpose

We help children and youths from less privileged backgrounds to break away from the poverty cycle. We want to develop young people who respect the law, value education and seek to become responsible persons.

##### Values

We believe that people have the ability to help themselves and can successfully reach their goals despite their disadvantages within a context of compassion, social justice and community, the foundational values that social work is built on.

##### Strategy

We take a long-term view and focus on impacting young lives by providing them access to social, educational and community support programmes. We value inter-organisational collaboration and will steadily expand by building networks of individuals and organisations that can contribute towards our vision. We would therefore gladly work with others, as we believe that our target group will ultimately benefit when more members of the community take an active interest in their well-being.

##### Standards

We ensure quality social service by facilitating an organisational culture that rewards passion, innovation, on-going evaluation and the development of human resources.

# 6. OFFICIAL IDENTITY & GENERAL INFORMATION

## 6.6 PROGRAMMES, PROJECTS & FACILITIES

### Programmes

In 2011, we made a strategic decision to adopt a community development approach where social issues are regarded as opportunities for people from different backgrounds to cooperate toward a common good. We chose to focus on public-rental housing neighbourhoods and to build community from the “inside-out” with support and resources from the “outside-in.” This meant identifying assets among residents such as their abilities, aspirations and support networks, and together with them creating a context for them to bring good to their neighbourhood. Where needed and advantageous to their efforts, we will also facilitate cooperation between them and those from elsewhere. This cooperation facilitates resources from the “outside-in.”

Hence, all work took on a community development emphasis and were consolidated under the Youth United Programme. As adequate care was a constant challenge for children from disadvantaged families with multiple difficulties, we maintained our full day childcare centre to alleviate this need. Nonetheless, this facility has an emphasis on Home School Partnership which is aligned with our community development work.

### Healthy Start Child Development Centre

An early childhood education programme regulated by the Early Childhood Development Agency. It offers full day childcare and has a capacity of 9 infants and 54 children. This facility is dedicated to children from lower income families who pay a nominal fee, but no child is turned away because of an inability to meet school fees. The operating deficit is recovered through fund-raising efforts.

### Youth United - Building futures through friendships

This is a community building effort that organises resources, routines, relationships and rituals around young people living in public rental housing neighbourhoods. In the spirit of “building futures through friendships,” the programme intentionally reconnects with

its members periodically and supports research endeavours that shed light on their lived experiences as well as their membership with Beyond.

This approach has been designed on the belief that offending and other undesirable behaviours are not inherent in people but a product of their environment and circumstances. A significant amount of funding is from the Tote Board Social Service Fund administered by the National Council of Social Services.

### Support

Some of these programmes started off as initiatives in support of the Youth United Programme agenda. As the work evolved, some initiatives have gained more traction than others and we are now listing them as support programmes that help fulfil the organisation’s overarching community development agenda.

### Developmental Focus

Bakers Beyond	seasonal income-generating bake sales
Competent Communities	a deepening of the community building approach with an emphasis on local response
LIFE – Learning Is Fun & Exciting	all learning activities for those aged 6 & above are coordinated under LIFE to impress on participants that Learning Is Fun & Exciting
The Community Theatre	rallying people to act on their social challenges

## 6. OFFICIAL IDENTITY & GENERAL INFORMATION

### Designated Funds

Beyond Champions Fund	facilitating participation in sports, arts and other activity-based experiential learning programmes
Bridge the Digital Divide Fund	facilitating initiatives that promote digital inclusion for an individual, family or a community
Community Tabung	a savings programme to supplement children's Child Development Account
Education Assistance Fund	enabling children, youth and adults to further their education and skills
Family Assistance Fund	to provide a sense of stability for families who are over-stressed, under-supported and experiencing financial hardship

### Projects

In the pursuit of remaining relevant and effective for our target population, we are constantly exploring new initiatives that may bring a benefit or a positive difference to their well-being and their lives. These projects also encourage innovative thinking and the application of our capabilities in different context and new ways that facilitate professional development, refreshing our practice, perspective and purpose. Often, these endeavours bring us into collaborations with others and heighten the value of partnerships, shared responsibilities and pooled resources. Of course, collaborations present a set of challenges, but we take them on in the spirit of our community development ethos.

In 2019, 2 such projects got off the ground:

- **Community Independence Initiative**

Mutual help among the lower-income facilitated by information and opportunities created from the data analytics of their skills, interest and motivations

- **Health Competence**

Building the capabilities and capacity of communities based on the view that "health" and "care" provided by family and friends are an important protective factor against social determinants of health

### Facilities

Wherever possible we will rent, borrow or cooperate with others to share their existing facilities. By taking this approach we will be able to grow the work without incurring too much set-up cost. More importantly, we do not "set up shop" is the presence of existing community-serving organisations and give the impression that we are out to compete with them.

The proliferation of social services and its facilities implies that families and communities are unable to care for its members. Hence, "less is more" and by cooperating with these organisations toward shared goals; we strengthen our collective sense of community. Generally, without the need for 'permanent' offices, we can respond to community needs more nimbly. As long as we can create a warm and welcoming environment wherever we work, any place can be an effective workplace.

Our proactive work approach takes us to neighbourhoods, community facilities & schools but our staff teams are housed at the premises below.

1. Block 26 Jalan Klinik #01-42/52 (registered address)  
Singapore 160026  
Telephone: 6375 2940  
Facsimile: 6274 0633

## 6. OFFICIAL IDENTITY & GENERAL INFORMATION

2. Block 120 Bukit Merah View #01-04/06

Singapore 152120

Telephone: 6270 2443

Facsimile: 6270 4483

3. Block 75 Whampoa Drive #01-346 & 372

Singapore 320075

Tel: 6354 0980

### 6.7 STAFF RESOURCES

The established headcount was 57 and turnover was 8.77% or an average of 0.42% per month. In absolute numbers 5 staff resigned and our average monthly headcount was 56.5.

Average length of service of each staff was 8.16 years and average age was 44.13 years.

### 6.8 TOTAL NUMBER OF PERSONS REACHED IN 2019

**11,710 persons from 3,029 families**

Number of children and youths aged 25 and below	6630
Number of parents and care givers	5080

3046 young people out of 6630 participated in an activity, programme or were linked to a resource, adult guidance or opportunity.

For more information about us, check out [www.beyond.org.sg](http://www.beyond.org.sg)



# 7. STRATEGIC DIRECTION & PROGRAMME MANAGEMENT

## 7.1 STRATEGIC DIRECTION

We believe that our community-building and peace-making approach adds value to a social service sector where assistance comes in the form of schemes, programmes and guidance administered by service providers. While we recognise that service providers meet needs and alleviate challenges; our focus on people's strengths, the resources within their natural support networks and their sincerity in making amends when needed, create agency and solidarity among people.

When people come together to define their own problems and implement their own solutions in partnership with service providers, the social service sector is stronger for the many helping hands from the community.

### 7.1.1 A community building and peace-making approach

We work at bringing about neighbourhoods that raise their children well. To monitor the development of such neighbourhoods, the organisation focuses on the achievement of 8 objectives. These objectives were chosen with a view of addressing current needs and developing community leaders for the present and the future. Every activity contributes towards the achievement of one or more of these objectives

1. A long-term engagement/relationship with all youths (Keeping in touch with participants until they are 25).
2. Neighbourhoods that take a restorative approach towards young offenders and multiple problem families.
3. A culture of learning and education among children and youths.
4. A culture of employment among the caregivers and adult residents as well as youths entering the workforce.
5. A high level of voluntarism and community participation among children, youths and their caregivers.

6. Increased family involvement and competence in resolving their difficulties.
7. Cooperation among helping agencies that provide meaningful programmes for our young people and their families.
8. Increased involvement from civil society that facilitates the long-term relationships / "friendships" with our young people and their families.

### 7.1.2 Competent Communities

As we deepen our work, it should not just be about the efforts of the organisation or volunteers. It must also be about how the people who come to our programmes are taking ownership of their shared concerns or challenges. The work should be "community-led" and supported by volunteers and if needed, the resources that we link them to.

In this respect, we have visualised a competent community as a neighbourhood where its residents have an awareness of their shared challenges, an understanding of how people can work together to act on them, act and experience a deep sense of ownership for its collective well-being.

Hence, within the public rental neighbourhoods where we work, we are also monitoring the residents' level of awareness, understanding, action and ownership for their shared concerns and challenges.

## 7.2 OUR STRATEGIC PROFILE

From a strategic planning exercise in 2001, we crafted a strategic profile to guide us. This profile which is our strategic statement of intent was refreshed this year.

### Beyond's Strategic Profile 2020

We exist to support young people and their families from low-income neighbourhoods to achieve social mobility. We will adopt a whole of society approach where we proactively

# 7. STRATEGIC DIRECTION & PROGRAMME MANAGEMENT

seek partnerships with the public sector, civil society and the wider community to co-create a climate of social integration wherever we work.

By being an advocate, enabler and motivator, we will rally residents in public rental housing to work closely with other stakeholders in nurturing young people who lead purposeful and meaningful lives and are contributing members of society.

We will be a leading agency with the capabilities to organise communities that value compassion, social justice and mutual help. We will create a welcoming space to harness goodwill so that everyone can have a stake in the wellbeing of the community.

## 7.3 OUR ROLES AS ADVOCATE, ENABLER AND MOTIVATOR

### 7.3.1 Advocate

Advocacy is our effort to

- draw attention to the needs and challenges of those who participate in our programmes;
- gain public support for initiatives that address those needs and challenges;
- highlight the unintended effects of laws, policies and practices that affect our ability to carry out our work;
- provide feedback on the impact of national policies and programmes;
- the initiation of programmes, practices and policies that bring about a more restorative landscape for children, youth and families thus, promoting an all-inclusive society.

### 7.3.2 Enabler

Social service programmes run by professionals run the risk of discouraging community-led efforts to care for their vulnerable members. Thus, our role is to nurture community

leadership. Sometimes to meet an urgent need, it may be necessary for us to begin and drive a programme. However, we do so with an exit plan where

- a. the community is enabled to take on the leadership or
- b. the needs are being met by resources or stakeholders in the mainstream.

As an enabler, we are close to the ground and through the voices of programme participants, we experience the impact of policies, programmes and deepen our understanding of social issues.

### 7.3.3 Motivator

We believe that wherever possible, the non-profit sector should seek to grow by collaboration rather than competition. Sharing and cooperation maximises organisational resources and increases the possibility of people receiving a better quality of assistance. Thus, as a motivator we will facilitate:

- networks, alliances & friendships that promote cooperation and collaborations;
- the sharing of expertise, knowledge and resources to enable the proliferation of programmes or to increase programme participation, the building of sector capability and capacity through formal and informal training programmes.

## 7.4 PROGRAMME MANAGEMENT

Our programmes are the 'doors' by which our target participants come to us, but our work as a whole is geared toward improving our participants' sense of integration with mainstream society. To support a peace-making and community building approach, our practice incorporates:

- Restorative practices and peaceful resolution of conflicts
- Family group conferences

# 7. STRATEGIC DIRECTION & PROGRAMME MANAGEMENT

- Strength-based thinking and context creation
- Participatory & reflective dialogue
- Community development approaches

## 7.4.1 Crisis Management and Problem-Solving Modus Operandi

We deescalate crisis and problems to a point where the family or community can make meaningful decisions about their situation. That means wherever possible we will avoid criminal or judicial proceedings as well as interventions that reduce the family's decision-making ability. In this vein, we also work at preventing institutionalisation or out-of-home care for children and youths.

Families and communities are enabled to address and resolve their problems with the support of their extended family and the community. This encourages participants to become resilient enough to handle their problems and to move beyond the need for professional support. Hence, our modus operandi for crisis management and problem-solving moves along a continuum of problem de-escalation, family strengthening and community integration.

## 7.4.2 The Critical Role of Community

The United Nations Division for Social Policy and Development defines social integration as "the attempt not to make people adjust to society, but rather to ensure that society is accepting of all people." Hence, it is a community that integrates people not an organisation.

Beyond as an organisation works at facilitating an all-inclusive community. We work on the premise that programme participants, volunteers, partners, donors and staff are members of a community working together to guide disadvantaged young people away from the poverty cycle. The resources, expertise and energy needed to meet community

needs lie beyond the staff team and within the community. Volunteers, self-help initiatives and goodwill from the community contribute immensely to the realisation of the organisation's vision.

## 7.4.3 Our Theory of Change

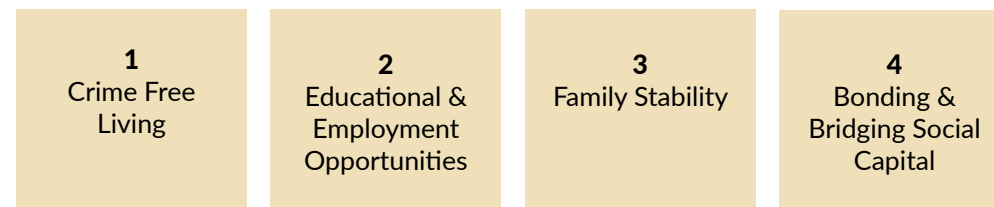
Over the last years, we have been constantly learning and today we have a theory of change which frames the activities of our approach toward enhancing social mobility for disadvantaged young people. By encouraging mutual support among neighbours, guiding youths and families to help themselves and welcoming wider community support; we increase the possibility of young people pursuing gainful employment & lifelong learning as well as enjoying crime-free living, family stability and access to opportunities and resources – the pre-conditions for social mobility.

### Enhancing Social Mobility for Disadvantaged Young People: A Theory of Change

Beyond Social Services embarked on a depiction of how community development approaches can enhance social mobility for the disadvantaged young people we serve. The diagram on the overleaf, our Pathway of Change, illustrates the outcomes and preconditions that must operate in concert to realise this vision.

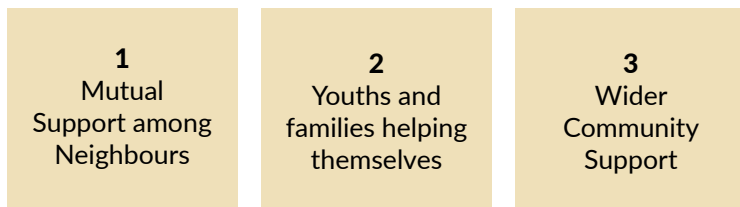
The long term outcome of our work, Social Mobility, appears at the top, and the subsequent layers of the map explain WHAT is needed to achieve this and HOW activities in the Youth United Programme serve to contribute to the desired change.

In the Singaporean context, 4 preconditions for Social Mobility were identified:



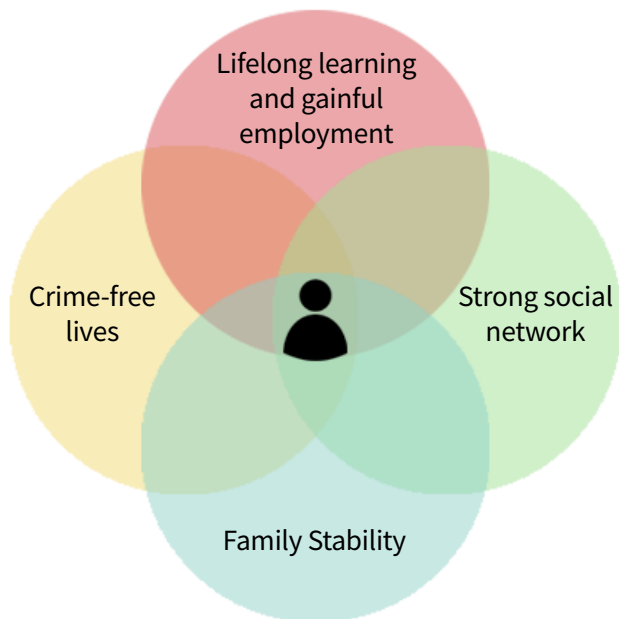
# 7. STRATEGIC DIRECTION & PROGRAMME MANAGEMENT

Community building efforts facilitate these preconditions through intermediate outcomes:



We are then able to design our interventions accordingly, by conceptualising activities (found on the next page) necessary to change the next level up. The entire theory of change allows us to organise our efforts purposefully, explain our work concisely and encourages critical reflection and continuous learning on how and why social impact can be made in the communities we serve.

## Preconditions for Social Mobility



LONG-TERM OUTCOME			
<b>Social Mobility</b>			



PRECONDITIONS			
<b>Crime Free Living</b>	<b>Educational &amp; Employment Opportunities</b>	<b>Family Stability</b> <ul style="list-style-type: none"> <li>• Supportive Relationships</li> <li>• Stable Housing</li> <li>• Adequate Household Income</li> </ul>	<b>Bonding &amp; Bridging Capital</b>



INTERMEDIATE OUTCOMES		
<b>Mutual Support Among Neighbours</b>	<b>Youth and Families help themselves</b>	<b>Wider Community Support</b>
INTERVENTIONS		
<ul style="list-style-type: none"> <li>• Active Voluntarism</li> <li>• Restorative Community-Climate</li> <li>• Leadership Development</li> <li>• Ownership of Neighbourhood Challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Long-term Engagement/ Friendship</li> <li>• Enthusiasm for Learning</li> <li>• Confident &amp; Effective Families</li> <li>• Respect for Work</li> <li>• Outreach &amp; Referral Efforts</li> <li>• Attractive Learning Activities</li> <li>• Family Strengthening Programmes</li> <li>• Income Generating Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated Professional Help</li> <li>• Goodwill &amp; Resources</li> <li>• Referrals to Helping Agencies</li> <li>• Socially Conscious Community</li> </ul>

# 7. STRATEGIC DIRECTION & PROGRAMME MANAGEMENT

## 7.4.4 Our Target Group

Children, youths and their caregivers from households with a gross income of \$1900 or less or with a per capita income of \$650. These families are from the bottom 10% of the resident population and generally live in public rental housing. We estimate that there are about 50,000 young people below 20 years old from these families.

It is in our experience that many from this population segment have a long history of hardship in their family. The challenges they face include the inability to meet basic household expenses, poor health, chronic addictions and conflicts with authority, family members and friends. However, these people are resilient, and they have dreams and aspirations. With appropriate support from the community, many move beyond their unfortunate circumstances.

## 7.4.5 Measuring Programme Impact

We take a long-term view of our work and keep in touch with our young people until they are 25 years old. The intended impact is that at 25, they will be responsible citizens who are not troubled by the social and economic problems they had when we first met them.

Impact studies on the well-being of young people who have left our programmes and the effectiveness of our programmes are ongoing and results are shared on [www.beyondresearch.sg](http://www.beyondresearch.sg). So far, a retrospective study on the well-being of past programme participants and a dip-stick study conducted in 2015, revealed positive outcomes. An impact study conducted during the period November 2016 to November 2017 by an independent research house concluded that youths were able to better handle conflict in their families while adults felt better about their overall life situation.

## 7.4.6 Our Helping Principles

### Overall

- We must not act on behalf of members where there is a potential conflict of interest.
- It is in the best interests of children to remain with their families or natural support groups. Residential care must always be a short-term arrangement.
- Help should build on people's strengths and not simply remedy their weaknesses.
- A helping relationship is a respectful partnership between us and the people we engage.
- Social problems are best resolved within the community and we avoid criminal or judicial proceedings where possible.
- The essence of family life is co-operation, not togetherness.

### Child Specific

- Children are not little adults; they are to be treated as children and not by adult standards.
- Children and their families no matter how challenging have strengths that can be built on to help them develop into well-adjusted individuals and nurturing environments respectively.
- Challenging behaviours from children are distress signals that their basic needs have not been met and we need to respond appropriately instead of only controlling their problem behaviours.
- When a child is not cooperative, it is because our system is not working and not because we have a problem child.
- We will be respectful to children under our care even those who have not yet learned to behave respectfully and impress on them that they in turn have to be responsible for their behaviours.
- Each day, a child should know some joy and look forward to some joy on the next.

# 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

The interventions and activities are in the areas of relationship building, education & learning, employment & employability and family strengthening.

## 8.1 A LONG-TERM ENGAGEMENT/ FRIENDSHIP WITH CHILDREN AND YOUTHS

### Position Overview

With the support of volunteers from the local and larger communities, we will proactively contact children and youth from low income neighbourhoods and connect them to routines, resources, rituals, and relationships with a view of their long-term well-being. The primary outcome is that children and youth develop friendships with responsible adults, are better integrated in their community and do not feel detached or marginalized.

To inform these efforts, research that tracks young people's well-being, the level of engagement with their community and their living environment are an ongoing endeavour. Research is also a means of engagement, a context for reconnecting with our members and a facilitator for data-informed practice and planning across the organisation.

### Key Results

- **Sustained Coverage**

Coverage was constant and the mapping of community resources continued as we progressively deepened our engagement in the different locations we were present. Blocks of flats close to each other were grouped together as a cluster and we have mapped the assets for 9 out of 14 of these clusters.

We have a coverage of 64 rental blocks with 14,903 units.

We worked directly in 53 rental blocks with 12,426 rental units and collaborated with partners to reach another 11 blocks with 2477 units.

- **Progress in neighbourhoods where we worked directly**



2018 52 blocks with 6473 units contacted

2019 53 blocks with 6669 units contacted



2018 Contacted 2550 families with children and youth. Connected with 2326 of them - 91%

2019 Contacted 2426 families with children and youth. Connected with 2241 of them - 92%



2018 Contacted 4581 adults (aged 26 years & above) with 5800 children

2019 Contacted 4548 adults (aged 26 years & above) with 5474 children



2018 4093 children and youth engaged - 71% with 849 newly connected

2019 2937 children and youth engaged - 54% with 323 newly connected

# 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

## ● Progress in neighbourhoods where we worked partners



2018 11 blocks with 249 units contacted

2019 11 blocks with 57 units contacted



2018 Contacted 75 families with children and youth. Connected with 49 of them - 65%

2019 Contacted 33 families with children and youth. Connected with 18 of them - 55%



2018 Contacted 56 adults (aged 26 years & above) with 166 children

2019 Contacted 68 adults (aged 26 years & above) with 79 children



2018 94 children and youth engaged - 57%

2019 22 children and youth engaged - 28%

## ● Progress with participants not living in the neighbourhoods covered



2018 Contacted 548 families with children and youth. Connected with 279 of them - 51%

2019 Contacted 570 families with children and youth. Connected with 293 of them - 51%



2018 Contacted 543 adults (aged 26 years & above) with 1014 children

2019 Contacted 634 adults (aged 26 years & above) with 1077 children



2018 113 children and youth engaged - 11%

2019 105 children and youth engaged - 10%

## Our Reflection

We were heartened that our members and their neighbours supported our community mapping efforts. Although we were dependent on them for the quality of the information collected, they were very curious how we made sense of their situation. This indicated a sense of belonging and a desire to improve the collective well-being of everyone in their neighbourhood. Resident activism bodes well for the notion of a village that raises their children well.

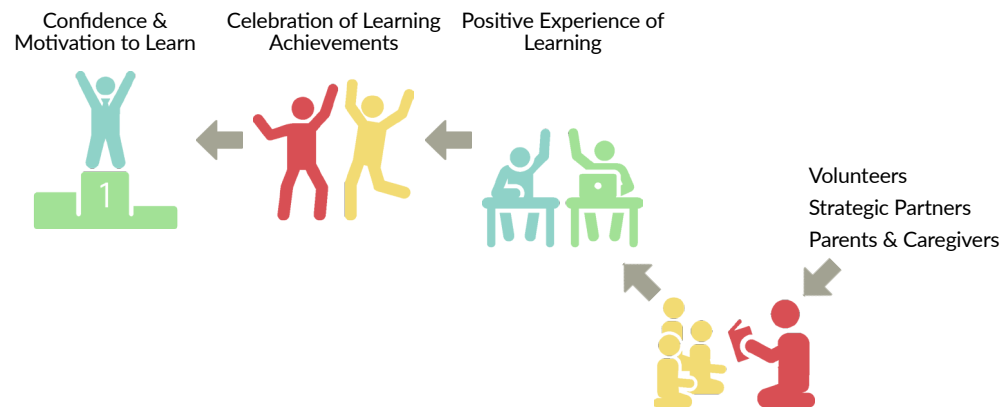
# 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

## 8.2 A CULTURE OF LEARNING

### Position Overview

We want to impress on parents that all children can learn and that their families and the community play an important role in encouraging their progress. We will work together with strategic partners and volunteers to provide learning activities; facilitate family involvement and we celebrate learning achievements of the community. Our role is to help young people and their families discover their motivation to learn and to support them to act on it.

#### SHARED OWNERSHIP FOR CHILDREN'S LEARNING SUCCESS



In support of this position we also operate 2 learning programmes.

### Position Statements for our Learning Programmes

#### 1. Healthy Start Child Development Centre

We provide an early childhood programme for children below 6 years old whose developmental and learning needs have been hindered by their social disadvantages. These children should leave our programme ready for primary school and our Centre should serve as a focal point that encourages the value of education as well as a culture of learning among the families of our children and within the neighbourhoods where

they live. We will do this by providing a quality environment and a pre-school curriculum that nurtures children's growth emotionally, socially, cognitively and physically. We will also be a warm and welcoming place that actively involves parents and caregivers to take an active interest in their children's education.

#### 2. LIFE – Learning Is Fun & Exciting

We support volunteers to create a child-centric environment where children experience learning to be fun and exciting. As such, the strengths and interests of children as well as their different learning styles are taken into consideration as they are nurtured to become independent and motivated learners with the support of family and friends.

### 8.2.1 Promoting a Culture of Learning

#### Key Results

- **A strong partnership with various organisations**

The importance of learning was a value shared by other formal and informal groups wherever we worked, and we enjoyed the support of a diverse group of partners which included government grassroots organisations, helping agencies, religious organisations, and volunteer groups. We pooled resources and directed many of our children to programmes offered by them. We also coordinated our efforts and ensured that our schedules did not clash, or our programmes did not compete. At the end of the year, as children celebrated their learning achievements, our partners and us celebrated the cooperation that nurtured a culture of learning.

#### Highlights

- **Understanding the profile of our target participants**

A survey of 511 children revealed that 40% could not cope with Math, 33% struggled with Science and 28% did not fare well with English. We also discovered that 56.5% have some form of academic support outside school and 28% with sport and other organised non-academic activities. We also learnt that children who were not doing well in school expressed a desire for academic support outside school.



# 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

Children in low-income neighbourhoods are very likely to struggle with schoolwork and the findings have shown us that we must do better at facilitating their access to resources that will help them do better at school. Findings from this survey will be used to advocate for the use of facilities to run more learning programmes.

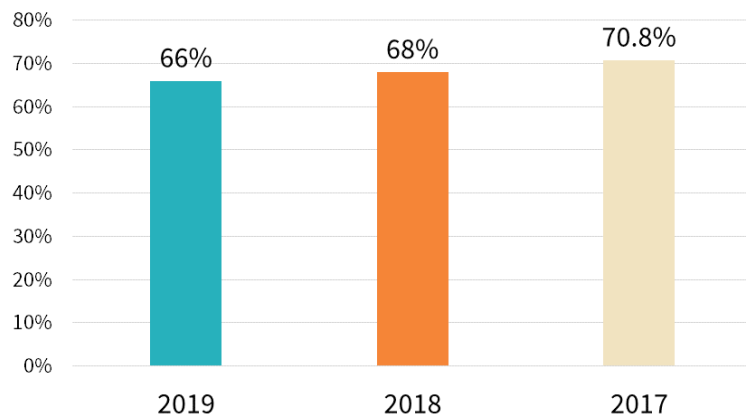
## 8.2.2 Healthy Start Child Development Centre

### Key Results

As a child development centre that is dedicated to children from less advantaged backgrounds, we monitor our efforts at being inclusive, honouring parents as children's first educators, neutralising factors that hinder learning and providing opportunities for development that children from advantaged backgrounds are more likely to enjoy. Below are the basic indicators that help keep us on track.

- **Attendance**

We maintained average attendance at 66% which was comparable to 68% the previous year. Irregular attendance is a red flag that children's caregivers and families may be weighed down by challenges and in need of some support. Some of these challenges include financial constraints, frequent and/or sustained illnesses among children and caregivers, difficult personal and family situations that assume priority.



- **Muster**

At the end of 2019, we had 62 children enrolled with us. We maximised our approved muster of 63 children to reduce the waiting list of children who had difficulty accessing other programmes because of their family circumstances and challenges. In total 67 infants and pre-schoolers were enrolled over the course of the year. 11 children moved on to primary school. 5 children withdrew due to changes in care arrangements and parents' preference for schools that taught in both Mandarin and English.

- **Home-School Partnership**

A community worker works closely with the Principal to develop a culture where teachers, volunteers and parents work closely for the success of the children and the school as a whole. Ideally, this would mean that parents' voices are included and considered increasingly across different areas of decision making but for now "home-school partnership" is manifested in the volunteering efforts and the level of family involvement in the activities of the school.

Total number of families served	48
Total number of parent volunteers	15
Total number of hours	56

A Home-School Partnership culture is also rooted in empathy, respect and a strengths perspective which surfaces the good intentions, efforts and abilities of caregivers and families. Ensuring that we remain a supportive presence that does not judge parents and caregivers for their difficulties in running their households or caring for their children is a daily practice in self-awareness. Activities in this direction include the Kopi-Joint which invites parents to have a chat over some refreshments when they pick up their child at the end of the day and the Community Tabung which facilitates savings in Children's Child Development Account.

## 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

A highlight in this aspect was a dream-building exercise where families discussed how they could work together with the school toward their aspirations for their children and their family. The session was well attended, and the meaningful conversation boosted everyone's resolve to continue putting in their best for the children.

- **Wider Community Support**

Goodwill from the community augments the curriculum and provides developmental opportunities such as language support, music lessons, and learning journeys that leverage on children's innate sense of curiosity to view the world as their "classroom" and to regard learning as a natural part of one's day.

Apart from support for children, parents and the staff benefitted from workshops on nutrition and positive behaviour management. Support was mainly from corporations (41%), educational institutions (34%) and government bodies (14%).

Total number of groups	17
Total number of volunteers	619
Total number of volunteer hours	6427

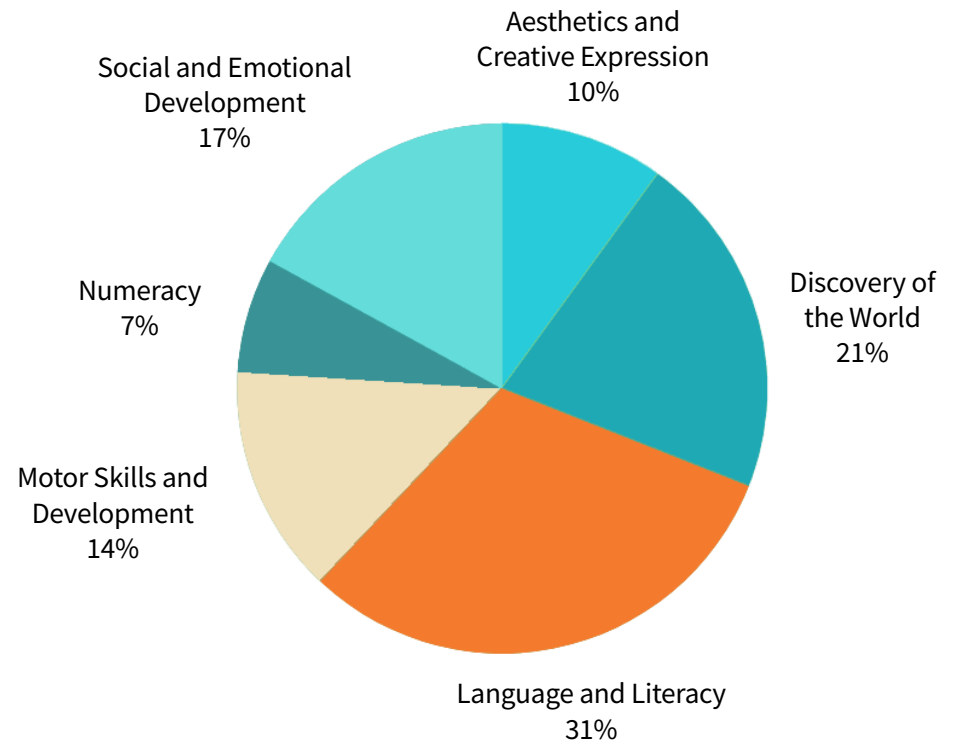
- **Curriculum**

We provided a higher teacher to child ratio than the industry standard and engaged trained, part-time teachers to facilitate better care and attention for the children. This enabled us to give emphasis to holistic play experiences crucial for brain development from birth to 6 years old.

We also began working toward SPARK certification which is the Singapore Pre-school Accreditation Framework. This certification measures the quality of teaching, learning, administration and management processes in pre-schools and will enable us to benchmark against industry standards.

Support and resources from 21 individuals, organisations and groups resulted in activities and programmes which supplemented the curriculum as follows:

### Activities and Programmes which supplemented curriculum



- **Operations**

Our daily operations were not suspended by the outbreak of infectious disease and expenditure for events such as parent-teacher meetings, festivals and graduations were modest. We attribute these positives to volunteers who diligently maintained hygiene at our centre on a weekly basis as well as the generosity of their labour and other resources during our events.

# 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

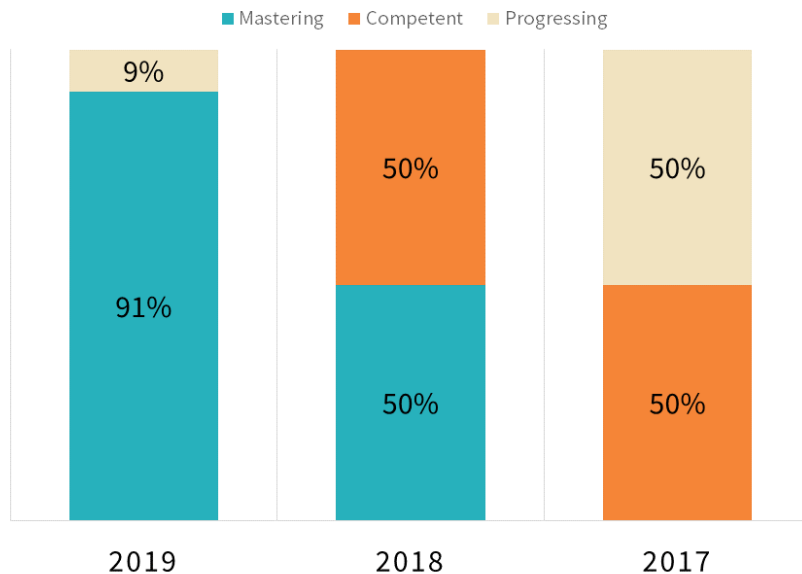
- **Health and General Well-being**

In partnership with National University Centre for Oral Health and the Singapore Polytechnic Optometry Centre, our children received dental and eye checks throughout the year. Where problems are identified, we ensured that their families received the necessary support to follow through.

Over the years, HSCDC has been consistently serving meals that ensure children get the nutrition they need for healthy growth. We are pleased to report that we were awarded the Platinum Tier of the FY18 Healthy Pre-School Accreditation with the Health Promotion Board.

- **Students' Performance**

The graduating class of 11 students were assessed to have done better than their previous year's cohort across all domains of the curriculum. The performance of our graduating class has been improving incrementally over the past 3 years.



### Domains of assessment

- Aesthetics and creative expression
- Discovery of the world
- Language and literacy
- Motor skills development
- Numeracy
- Social and emotional development

### Highlights

- **The Community Tabung**

All children who were eligible for a Child Development Account (CDA) signed up for this savings programme. Parents valued the opportunity to increase their savings and were glad that the habit was being introduced to their children. Importantly, tabung counting days brought families, volunteers, and the staff together in cooperation and friendship.



Our children looked forward to participating in the tabung counting day every month. After matching by our donors and by the Government, each child saved \$1,290 in their CDA account. Parents have reported that the savings were most helpful for defraying medical and educational expenses.

# 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

- **Ushering in the New Year for Singapore**

Marina Bay Countdown Singapore (MBCS) together with its community partner National Volunteer and Philanthropy Centre (NVPC) chose Beyond Social Services to be part of the MBCS 2020 Build a Dream campaign. As part of the campaign, the artwork of our children from HSCDC was projected onto the facades of the Fullerton Hotel, the Merlion, and the Art Science Museum during the festive season. MBCS also featured one of our families in their media campaigns, and our children and their caregivers were most proud to have had a hand in the success of Singapore's biggest countdown celebrations.

- **Active Parent Involvement**

Parents were involved in their children's learning and education throughout the year. This has helped children gain the confidence to successfully complete their tasks at school. We were also touched by the active volunteering among parents and their frequent appreciation for our efforts during festive occasions and special days. Below were some of their significant efforts:

### **Nature of Parental Involvement**

- 9 supported the monthly tabung counting days.
- 27 attended a dream-building session with staff to discuss their dreams and visions for the school and for their children.
- 20 parents and caregivers came dressed in traditional outfits and offered home-cooked food during our Hari Raya and Racial Harmony Day celebrations. Parents also managed the cookie making activity as part of this celebration.
- 16 parents and caregivers joined in at the Block Party Event hosted at HSCDC by the Peoples Association with Ms Joan Pereira, Member of Parliament for Tanjong Pagar GRC in attendance. Our K1 and K2 children performed a few ukulele pieces for their families and the public.
- 2 parents organised and conducted the grand finale at the annual graduation day ceremony- a percussion performance by K1 children and extended family members.

- 3 parents helped to do hair treatment for some children affected with head lice over 3 days. These parents came in to help immediately and without hesitation.
- 9 parents attended the talk for our K1 and K2 classes on managing their child's transition to primary school and how to address common concerns.
- 6 parents and caregivers of our K1 and K2 children facilitated a ukulele performance at the annual conference of the Early Childhood Development Agency held at Suntec City.

### **Our Reflection**

We collaborated well with government agencies, educational institutions, other social service organisations, corporations, and volunteers. These long-term relationships have benefited our children and families in many ways and constitute a network of support from the larger Singapore community. In this small way, we help to facilitate a more inclusive Singapore society.

## **8.2.3 LIFE (Learning Is Fun & Exciting)**

### **Key Results**

- **Sustained learning activities**

We facilitated 41 different weekly programmes catering mainly to children who found it difficult coping with schoolwork. Among these programmes, there was 1 English class for parents who felt that competency in the language would help them in their daily lives.

The number of programmes remain constant, 23 programmes focused on academics while the rest provided participants with a structured learning experience that strengthened their confidence to learn. This is the breakdown:

## 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

Academic & Other Learning Activities	Ang Mo Kio & Kebun Bahru	Bukit Ho Swee & Ghim Moh	Henderson & Jalan Bukit Merah	Lengkok Bahru & Stirling	Whampoa & North Bridge
	10 progs	11 progs	9 progs	2 progs	9 progs
	2 LIFE Classes 2 Reading for preschool and primary levels 1 English Literacy Class for primary school level 1 Science prog for primary level 1 Lifeskills prog 1 Photography Club 1 Dance club 1 Sports Club	3 LIFE Classes 2 Reading for preschool and primary levels 2 Art classes 1 Fitness club 1 Sepak Takraw club 2 Swimming progs	1 Academic support for primary and secondary level 2 Academic support 2 Make & Play workshops 2 Fitness clubs 1 Football prog	1 Academic support for primary and secondary level 1 Reading for preschool and primary levels	2 LIFE Class 1 Academic support for primary and secondary levels 1 Reading for preschool and primary levels 1 English Literacy Class for primary school level 1 English class for adults 1 Typing Class 1 Art class 1 Fitness club

### ● Participation

We reached a total of 1212 children and youth who participated in the activities below.

Activity	2019	2018	2017
Academic Support	469	703	584
Interest Groups	600	445	347
Learning Journeys and Experiences	637	446	
Engagement (Celebration & Conversations about learning)	830	847	913

There were 256 who participated in ongoing programmes regularly which is a slight increase from 242 in 2018. As many partners had academic support programmes, we focused on helping children learn outside the classroom. Attendance levels remained consistent.

Level of Attendance	Frequency	2019	2018
Excellent	48 times a year or more	8%	9%
Very Good	36 to 47 times a year	14%	9%
Good	24 to 35 times a year	19%	30%
Fair	12 to 23 times a year	59%	52%

# 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

## Highlights

- **Beyond Expectation**

This was a holistic academic support programme run by a group of students from the National University of Singapore for secondary school students. Apart from schoolwork, there was a strong focus on the communication and relationship between tutors and their students. Thus, each session has become a safe space for youth to act their age and to express their thoughts without being judged.



An important value that this programme has imparted is the need to contribute to the well-being of one's community. When the programme first began, most of the youth expressed a dislike for their community and shared that they could not wait to move out. Over time, a volunteer who had a grandmother living in the area impressed on the youth that by developing good ties with neighbours and contributing to the well-being of the neighbourhood, one will develop a sense of belonging and pride in their community. As a result, the youth have stopped complaining about their neighbourhood or situation and volunteers noticed that they have begun sharing positively about their neighbourhood during their weekly conversations.

- **Today a reader, tomorrow a leader**

Interest was low when a phonics programme began in late 2018 but when it was obvious to their peers that those who came were able to read, participation picked up. The children who benefitted were leading the change and their desire to improve further led to a new reading class for primary level. The visible progress that children were making enthused their parents and most of their parents volunteered for classroom management duties.

Parent-teacher meetings were held quarterly, and parents provided feedback on ways



to improve learning in the classroom and their contribution to the programme. Outside these meetings, parents shared with one another on how to support their child's literacy journey at home. This mutual support among parents has given them the confidence to become more involved in their children's learning.

## Our Reflection

The supportive learning environment we encouraged has given our young people supportive relationships with adults who also served as mentors who listened to their daily challenges. We also saw volunteers and parents getting to know each other better and discussing the wellbeing of the children they cared for.

Children appreciated the attention, and they gradually grew in confidence. It was very fulfilling for parents, volunteers, and us to see these children taking on tasks and participating in discussions during our sessions. We were also heartened when several caregivers told us that even though they were unable to teach, they would sit with their children till they completed their homework and they showed their support with home-cooked meals and words of encouragement.

When relationships are right, children thrive.

# 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

## 8.3 A CULTURE OF EMPLOYMENT

### Position Overview

Economic success reduces isolation and increase participation in the mainstream. Caregivers who are gainfully employed are more likely to meet basic needs of children and youths in their households. As such, we link members to resources, programmes and relationships that enable them to take an active interest in their ability to participate in the economy and generate income. In this way, people co-operate for mutual benefit and community is strengthened.

### Key Results

- **A training space to call our own**

With the help of the School of Design & Environment, Ngee Ann Polytechnic, our mothers were involved in designing a training space mainly for the honing of baking and sewing skills. To test the plausibility of their ideas, the mothers got to shift the furniture on a model that was built to scale. This was in January and when the place was finally ready in October, it was immediately utilised to prepare 12 mothers to take on festive orders.

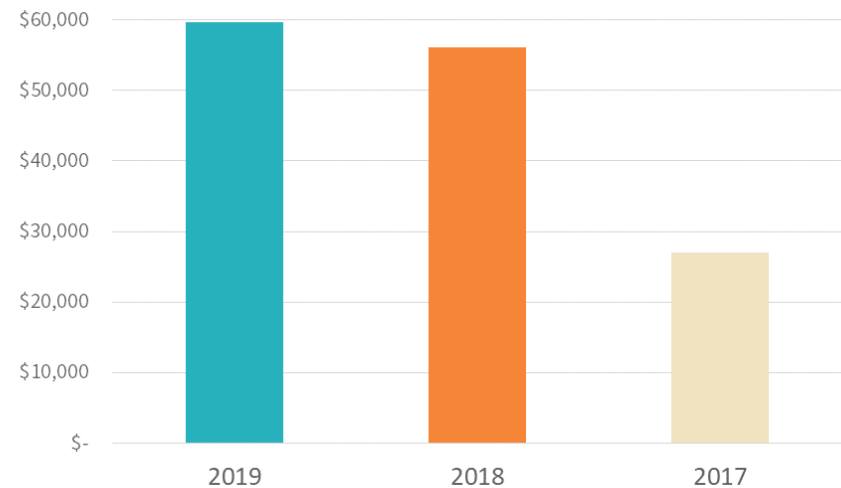


This training space was a “dream come true” for many participants who previously had to attend training or carry out their projects at different borrowed facilities. With this base, they experienced a sense of pride and belonging, and they look forward to welcoming others onto the programme.

- **Seasonal Income Generating Projects**

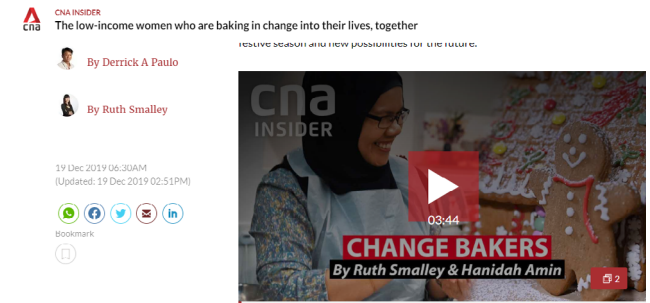
We managed 31 seasonal projects which brought in \$59,665 in earnings that benefitted 20 women. The total revenue was consistent with efforts in 2018.

### Income from Seasonal Projects



- **Confidence and Empowerment**

Members continued to self-advocate and speak authentically about their efforts and how work opportunities have impacted them. They have become credible ambassadors for our programme and role-models for others in their neighbourhoods. A Channel News Asia video story that featured the new training space was well received.



# 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

- **Resource Team**

A resource team of some 15 volunteers with different skill sets have been mentoring our participants with different aspects of project management and micro-business development.

Several of these volunteers have been involved for more than a year and together have become an important support network for participants and the programme.

## Highlights

- **Just “doughing” it**

“Being Strong When Everything Goes Wrong” was the topic for the panel discussion. These ladies showed everyone how they just ‘dough’ it. From homelessness, incarceration, special needs caregiving and divorce to difficulties with immigration status, these women still kept their calm and baked on.



The Bakers could not believe that their stories were worth telling or that they mattered but then they found themselves sitting on a panel fielding questions to an enraptured audience at the Boutique Fairs Singapore.

The sharing that started off as a small effort to earn a few dollars for their children’s festive clothes has led them on a journey where they have

become role models and confidants for other women in difficult situations. A core team of 10 women helps to train others to participate in seasonal income generation projects which rakes in some \$50,000 annually that is distributed proportionately to participants’ level of contribution.

## Our Reflections

Our baking initiatives received a fair amount of affirmation from partners and during various events. A common question from others was always whether we could scale the work. We certainly want to reach and support more people but remain mindful that success is not just about scale but about the purpose and value of a project and the transformation it brings to people’s lives.

We will scale accordingly to people’s capacity and the success that they can achieve. To achieve this social mission, our members will also have to collaborate with others, and we need to ensure that when doing so, it will be a mutually meaningful and empowering encounter.

## 8.4 FAMILY STRENGTHENING

### Position Overview

Families are strong and stable when breadwinners achieve economic success, relationships among members are mutually nurturing and there is a sense of support from the community. Hence, we encourage families to address issues that may disrupt aspects of stability. We facilitate decision-making in a peaceable way where relationships are restored and strengthened among members, extended family and friends.

### Key Results

- **Increased family competence in resolving difficulties**

We supported overstressed and under supported families to address their challenges with the help of their relatives, friends and volunteers. We also connected them to resources and enhanced family stability by focusing on:

1. Family relationships
2. Financial security
3. Community support



## 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

We journeyed with 74 families whose difficulties came to our attention, with more than half of them receiving or being linked to financial or educational assistance.

The other difficulties revolved around youth in conflict with the law, care and supervision of children, parenting challenges and school-going issues. Even though many of our families were connected to social workers for case management, our constant and familiar presence in the community enabled us to respond timely to these families and bridged them to other resources.

Description of our efforts	2019	2018	2017
<b>Total number of families served</b>	<b>74</b>	<b>87</b>	<b>76</b>
Number of children and youths 0-25	228	263	228
Number of caregivers	189	221	192
<b>Family strengthening</b>			
Family meetings, conferences and retreats	28	25	10
Inter-agency collaborations to support families better	36	28	14
Advocacy efforts	25	20	14
Families connected to befrienders	15	32	44
Volunteers deployed to support families	9	42	54
Families bridged to financial support	57	64	30
Total amount disbursed	\$80,726	\$107,575	\$52,332
Percentage of families whose at-risk children avoided out-of-home care	79%	94%	89%

### Highlights

- **Beyond the immediate family – it takes a village to raise a child**

We connected with a 16-year-old girl Sheryl who was pregnant with her first child and she struck us as a young woman who was scared but also very excited to be a mother. After she delivered, a medical social worker contacted us expressing concern that Sheryl

lacked family support and was fending for herself and her baby.

When we checked in with Sheryl, she was extremely reluctant to be linked to social services or welfare. We suspected that she feared being reprimanded by authority figures, but she insisted that she was well and could not see the point of troubling others. She also assured us that while she was living with a father who had challenges of his own, she had many friends and “aunties” in the neighbourhood who have been supporting her brother and her ever since their mother passed away when she was 8. Sheryl’s brother was doing National Service and only home on weekends, but Sheryl regarded him as an important source of support. He was sensible, got along with others and was well liked in the neighbourhood.

Eventually, for the sake of her child, Sheryl agreed to have us co-ordinate a meeting among people she trusted and had her best interest at heart. When we mapped out her support network, we discovered 8 women in the neighbourhood who have offered their love, care and concern to her family over the years. Between these women, there were 29 children and Sheryl was best of friends with one and on good terms with all. We then included a half-sister she recently reconnected with, the paternal grandparents of her child, the helping professionals assisting her, and it certainly looked like an extended family network even though there were no blood ties.

Eventually, 12 members of this network came to a meeting to discuss how they might support Sheryl in providing a loving and caring home for her son. Those who could not make it delivered notes of encouragement and support. One with a letter and others via WhatsApp messages that were read out. As the meeting coordinator, we were a little disappointed when some who said they were coming pulled out at the last moment. However, Sheryl did not seem at all disturbed or disappointed and only when we followed up with the absentees after the meeting that we understood why. “We have always been there for Sheryl and not coming for one meeting is not going to change that! Sheryl will know where to look for us when needed,” one family put it to us tersely.

Nonetheless, the meeting was helpful. The general sentiment at the end was that it was

## 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

really important to talk about problems. While there was always a lot of affection among people, being led into a space where they had to acknowledge the elephant in the room was something they valued. They were surprised at their ability to make and agree on plans but even though they got off to a good start, they would continue to need some support and guidance. Perhaps, no one knows this better than Sheryl who recognised that all this planning is “Quite hard, but I am willing to try.”

- **Restoring relationships when a crime has been committed**

Parents from 2 families found it extremely awkward whenever they bumped into each other. Both mothers were also involved in our baking projects, but they cooperated dutifully in the interest of finishing the work. So, it was much relief to both families that they are on speaking terms once again after attending a family group conference for the care and supervision of an 8-year-old boy we shall call Eddie.

In March 2019, Eddie was watching over his 6-year-old brother who was having fun on a skate scooter. After whizzing around the playground on his own, the boy wanted to skate around the neighbourhood and beckoned Eddie to join him. Eddie declined as he thought it would be terribly tiring running alongside someone who was cruising along on wheels. Then he thought that it would be quite fun riding on a bicycle alongside. He would be faster, and his little brother would have to work hard to catch up.

Eddie then made his way to the bicycle bay and picked out a new shiny one which was secured by a combination cable lock. He knew the bicycle belonged to a child and decided to try “3-number” combinations that were popular with his friends. Ten minutes later, Eddie was happily riding alongside his brother. Time flew by quickly and when Eddie realised that he had to head home with his brother, he left the bicycle where he had taken it without refastening the lock. A couple of hours later when he came back to look for the bicycle, he found that its tires were slashed, its seat damaged and it was no longer the attractive new and shiny bicycle he had been riding earlier.

When Ann (not her real name) discovered her wrecked bicycle, she was heart-broken, and her father filed a police report. Video footage from the police identified Eddie who

was subsequently called in for investigation.

After reiterating the purpose of the conference and getting all present to elaborate why they were present, a “strengths storming” exercise for Eddie was conducted. All present listed the positive qualities that they saw in him and pinned them around his photo that was pasted on a board.

Strengths included what he was good at as well as the people who cared deeply for him. This was done to impress on all present especially Eddie that while he had committed a mistake, he was not just a bicycle thief but had good qualities that needed to be nurtured.

Ann then shared about her disappointment of having a present she had been hoping for a long time destroyed even before she had made good use of it. This led to a dialogue and Eddie said sorry to Ann’s parents. His father then followed suit apologising for the disappointment and inconvenience his son had caused Ann and her family. Eddie’s mother also spoke of her deep embarrassment as Ann’s mother had sewed Hari Raya clothes for her children.

Reciprocally, Ann’s father expressed regret for filing a police report as he felt that this was a matter parents could have resolved. He felt Eddie needed caring more than punishing if he is to fulfil his potential. Ann’s mother then reassured everyone that her family held no hard feelings. She took Eddie’s hand and extended a warm invitation, “You will always be welcomed at my home to eat and play with my children, Eddie.”

When the conference ended and people were leaving, Eddie approached Ann and her brother to ask if they will be joining a rock-climbing activity that will be happening soon in their neighbourhood. The children had a little discussion and both Ann and her brother bid Eddie a warm goodbye as they left.



## 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

- **The gift of volunteers**

Whenever we met Andy, a mild-mannered 8-year-old boy, he offered little eye contact. Andy's parents were incarcerated, and he was living with his elder brother who has 3 young children of his own. When his brother was at work, Andy helped with household chores and cared for the other children whenever his sister-in-law needed a break.

In June, we introduced Andy to Marcia, a volunteer who felt that Andy was burdened by responsibilities that hindered his development. So, she introduced him to games, outings and simply took an interest in what he wanted to tell her. Soon Andy was visibly happier and developed a curiosity for learning new things.

Toward the end of the year, Andy's brother was incarcerated, and he had to move in with an elder sister. With Marcia's support, he adapted to the new living arrangements quickly. The value of Marcia's presence was not lost on Andy's sister and Marcia is now welcomed as a trusted friend of the family. As for Marcia, she is delighted that her volunteering experience got richer as she also begun mentoring the 2 cousins that Andy lives with. These 3 young children now look forward to their weekly visits with "Aunty" Marcia.

### Our Reflections

We take a community-minded approach in supporting families and this means widening their circle for making plans, decision making and responsible action. The scenarios we have highlighted show our efforts in organising support around an issue, a family, or a person. This year, we embarked on a pilot project that encourages people to self-organise efforts that strengthen and widen their own circle of support. The Community Independence Initiative positions the role of the staff as a meeting convenor, a note-taker and data-collector. We are very pleased to be a part of an endeavour that raises the notion of mutual help to a higher level that places people in charge of the change they want and pushes the helping profession further into the background.

- **Families, not services, lead change**

11 families have signed up for the Community Independence Initiative (CII). These

families have been divided into 2 groups and they each received a tablet PC to log in onto an online journal that tracks their efforts related to income and savings, health, education and skills, housing, leadership and connections. CII is a new model of social assistance that focuses on equipping families with social networks, capital and autonomy to improve their lives independently. Families are to meet monthly to support each other and after arranging the first meeting for both groups, we are optimistic that these families will make good progress.

After reiterating that our role was only to arrange for the meeting and to take notes, we stood aside to let the 3 who came to get the meeting going. Very quickly they started introducing themselves to each other by sharing personal experiences and stories. One spoke about having to live at a shelter after her divorce and her challenge of securing accommodation for her children. The well-being of their children was a common theme and they all realised that they shared a similar experience of losing a job because they had to attend to their sick children. Everyone resonated when one of them shared that it was extremely embarrassing and difficult to inform an employer that they needed time off to attend to their sick child.

People were meeting for the first time, but they hit it off quickly and started sharing about their job or how they were generating income. We could hear pride in their voices as people spoke about their endeavours. One shared about selling anything she could get her hands on via different online platforms. Along the way, she learnt that she needed to register with the Accounting and

Corporate Regulatory Authority (ACRA) but she is now quite adept and is even showing her 10-year-old son the ropes of her entrepreneurial effort. Another shared that after



## 8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

years as a cleaner, she is finally doing something she enjoys by being in the healthcare sector looking after older persons.

Perhaps, by consciously being inconspicuous, participants did not experience the presence of a helping professional. So, it was encouraging to see people in a social assistance programme speaking about their successes and happy moments confidently instead of articulating a failure or a sad situation to be deserving of assistance. One participant proudly shared that she found a volunteer-run site that gave her access to pre-loved household items as well as bursaries and activities for her children. She attributed this discovery to her resourcefulness and passed the word on to her friends. Together they applied for bursaries for their children.

In another context, this mother may have had reservations about sharing such information while attending a social assistance programme for fear that she would be regarded as having a welfare-dependent mentality. If social assistance is meant to nurture initiative and self-reliance among people, we should be mindful if our programmes have inadvertently conditioned those seeking help to be weak and helpless in our presence.

### 8.4.1 Other Resources in this Area

- **Educational Assistance Fund (EAF)**

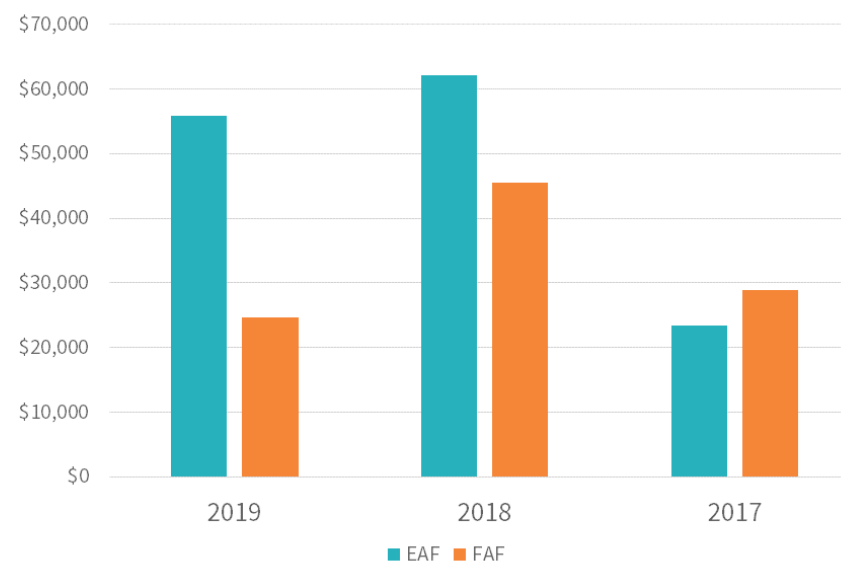
This is a designated internal fund replenished by donations aimed at enabling children and youths to pursue their education without being burdened by educational expenses. The funds also enable disadvantaged youths especially pre-mature school leavers, the opportunity to acquire a skill that would enhance their employability, generate income or add value to the work of our organization as a volunteer. 7 of our young people (from upper Secondary to Poly institutions) were accepted for the Mapletree Youth Resilience Programme and each was awarded between \$1600 to \$5880.

- **Family Assistance Fund (including Emergency Fund) (FAF)**

To provide a sense of stability for families who lack financial resources and may be overstressed and under-supported. 37 families received financial assistance to tide them

over a temporary crisis in their lives or to supplement the government assistance they were given, due to chronic challenges.

Funds Distributed through EAF and FAF



	2019	2018	2017
EAF	\$55,902	\$62,102	\$23,382
FAF	\$24,824	\$45,473	\$28,950

# 9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

The interventions and activities are in the areas of creating a restorative climate and the promotion of youth voluntarism in neighbourhoods.

## 9.1 RESTORATIVE NEIGHBOURHOODS

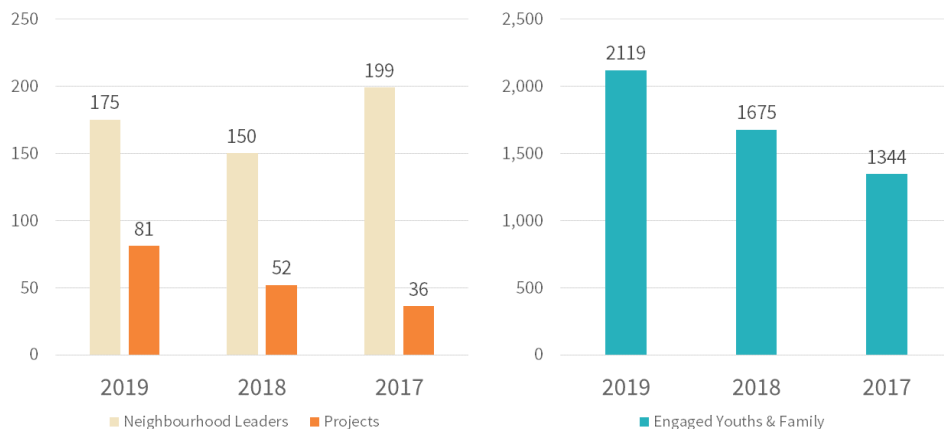
### Position Overview

To nurture neighbourhoods which adopt a restorative problem-solving approach that emphasise involvement and cooperation among family members, friends and volunteers. We will form strategic partnerships with grassroots organisations, the police, schools and other stakeholders to bring about a restorative climate.

### Key Results

175 residents took on leadership roles and worked closely with volunteers from the larger community to execute 81 projects across 5 neighbourhoods which involved 2119 people. The projects addressed youth offending, poor school performance and related issues.

**Creating a Restorative Climate - Indicators for Ownership of Neighbourhood Concerns**



	2019	2018	2017
Neighbourhood Leaders	175	150	199
Projects addressing youth conflict, care and supervision of children and school difficulties	81	52	36
Engaged number of youth & adult family members	2119	1675	1344

### Focus Areas and Projects that promoted a restorative climate in neighbourhoods

S/N	Focus Area & Project Description	No. of Projects
1	<b>YOUTHS IN CONFLICT WITH THE LAW, PEERS AND AUTHORITY</b> Neighbourhood leaders collaborating with groups such as Youth Corps and Singapore Polytechnic to promote pro-social behaviours among youth. Forum theatre used to surface issue of addiction and sexual harassment.	12
2	<b>NEIGHBOURHOOD PRIDE AND COMMUNITY INTEGRATION</b> Community-led activities included breaking of fast gatherings to promote cross-cultural understanding, food distribution exercises, inter-generation social activities, free-marts, community events and parent support groups. All in the spirit and direction of strengthening mutual help and support.	23
3	<b>PARENTING, CARE &amp; SUPERVISION OF CHILDREN</b> Facilitating family bonding activities suggested by members as well as practical support like the spring cleaning and painting of households.	6
4	<b>FINANCIAL AND EMPLOYMENT</b> Community support for promoting the habit of savings among children and families across different neighbourhoods. Programmes included the Community Tabung and CashUp by Community Development Council and MayBank.	10

# 9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

5	<b>FAMILY CONFLICT</b> Community theatre surfacing the issue of families in conflict. Follow-up discussions with selected families.	6
6	<b>STRENGTHENING THE LOCAL RESPONSE- KNOWLEDGE TRANSFER, SKILL BUILDING AND SUPPORT</b> Neighbourhood meetings discussing collective aspirations, and locality specific issues faced by children, families and those who are ill. Training sessions on community development and holding space for leadership challenges expressed by members as well as conflict transformation.	24
	<b>Total number of projects</b>	<b>81</b>

## Highlights

- **Building A Community Dream Together**

As the children were occupied with balloon sculpting, sand painting and paper airplanes, their caregivers put down what they had wished for in their neighbourhood, on little heart-shaped papers. The hearts then adorned a wall at the void deck where a community meeting was being held. “My Dream Neighbourhood” was the theme and wishes included amenities such as a sheltered bus-stop as well as intangibles like friendly neighbours and a kampong or community spirit. Hence, an activity many took seriously was to indicate the neighbours they called friends.



On a grid that listed every unit in the 2 blocks that the meeting was dedicated to, residents marked out their household and then drew a line to other households where their friends lived. It was a useful exercise visualising the social ties and perhaps the level

of neighbourliness within a locality. This exercise also got people curious about each other’s friends and triggered small talk among them.

When the conversation began, people recalled their happy moments living in the area as well as their concerns. They also expressed improvements they would like to see and eventually formed themselves into 3 groups to explore how they may bring about a children’s playground with a space for ball games, a cosy corner at the void deck where residents can mingle and a more organised resident-led volunteer group to redistribute donated food.

Each of these groups then got down to work immediately as they articulated their requests to their Member of Parliament who had been observing the meeting unobtrusively. As he listened thoughtfully to what his constituents had to say, Mr Henry Kwek responded honestly that while feedback will be taken into consideration, the eventual outcome may still not please everyone. Nonetheless, he was heartened to see residents caring deeply about their neighbourhood and their neighbours.

It was a new experience for residents. Many have met their MP before but this time, it was not for assistance with personal issues but about how they could help improve the collective well-being of their neighbourhood. They are still buzzing from the encounter and the project groups are meeting again to flesh out details.

We too are encouraged by the developments, but we are mindful that we have a role in helping our members appreciate the level of participation they have in the decision-making process. They are not just being consulted for their views but have been invited to be involved in making improvements to their neighbourhood.

In our endeavour to increase people’s level of participation in decisions that affect them, we would do well not to adopt an all-or-nothing approach. This would probably lead to partners deciding on the onset that involving our members in a decision-making process is something they will never be able to do. Such work is an ongoing effort in nurturing mutual trust, making the best of existing structures and perhaps co-creating new ones where our members do make the call.

## 9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

### • Coming Together to Put Our Community Right

For a while now, residents and other stakeholders in a neighbourhood we work in have been expressing their concern about youth who have gotten into trouble with the law as well as those whom they feel are in danger of doing so. “What is Beyond going to do about it?” is a question that is frequently asked of us but our response that “We will work alongside those who would like to act on these concerns,” is not an answer some find satisfying.

It is flattering being in a position of a problem-solver but when we hit the reality that our efforts do not even make a dent, we become deeply disappointed or comfort ourselves that no effort is wasted. Sometimes we also start to blame those we purportedly support for their negative mindsets, lack of cooperation or motivation. While all this is understandably human, it is not an effective application of ourselves as people who aim to be helpful. So, unless someone is facing imminent danger, we take the position that problems should be “returned” to those primarily responsible for solving them. This would mean young people loitering in the night must be part of the solution if their behaviours are deemed a problem as well as their caregivers and those who are obligated to meet their needs.

Last Sunday, at a community conference triggered by incidents of youth being a public nuisance late at night, we were disappointed when the youth involved did not show. Neither did their caregivers although we were quite confident some of them would because both youth and their caregivers had assured us, they would come. On hindsight, we realized that it would have been difficult for anyone to walk into the lion’s den despite our assurance that we were not there to chastise them but to simply problem solve.



One youth who was present showed us how difficult it would have been for his friends to show up. “I am innocent,” he began. “I am here because whenever my friends misbehave, I get blamed and scolded too.” This youth was part of a football team and his coach had insisted that the whole team show up, but he was only one of two who did so. His coach who was present then elaborated that he expected his players to behave on and off the field and he wanted his players to show up to demonstrate their commitment to behave off the field.

Anyway, those present reiterated their willingness to help. They spoke well of the youth and went on to make a list of suggestions how they could keep them meaningfully occupied and out of trouble. The meeting ended with an agreement to reconvene when the youth concerned are ready to hear out their offer of support.

After the meeting, we were thinking what else we would have to do to persuade the youth to come for the meeting. After tidying up, we decided to hold a debrief over some refreshments at a nearby food shop. To our pleasant surprise, the football coach was also there and this time with the entire football team having a discussion. Youth who did not show up earlier were listening intently to their coach as he updated them about the conference. We did not join their conversation but were thankful that the problem had returned to some of those who had the primary responsibility of solving it.

That encounter reminded us that as we go about attempting to put things right, we would do well to appreciate what people are willing and already doing and how they prefer to do it. Maybe our next community conference should be held at a food shop.

### Our Reflection

A restorative problem-solving approach widens the circle of information, influence and decision-making, focuses on relationships with stakeholders and encourages ownership of the situation and the tasks it puts forth. As coordinators for such efforts, we have observed once again, the importance of relationships we have with stakeholders and importantly, the relationships stakeholders have among themselves.

# 9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

Conferences and projects are likely to be successful when there is mutual trust among stakeholders and an observable commitment to the resolution of the issue at hand. We also realised that by helping to develop the capacity and capability among our neighbourhood leaders and other stakeholders, their contribution to a situation increases.

Creating a restorative climate in neighbourhoods is about educating, skilling and supporting people to think and act according to its values and principles. Such an effort begins with a genuine desire and commitment on our part to continually deepen our understanding and adoption of restorative justice as part of our identity.

## 9.2 A HIGH LEVEL OF YOUTH VOLUNTARISM

### Position Overview

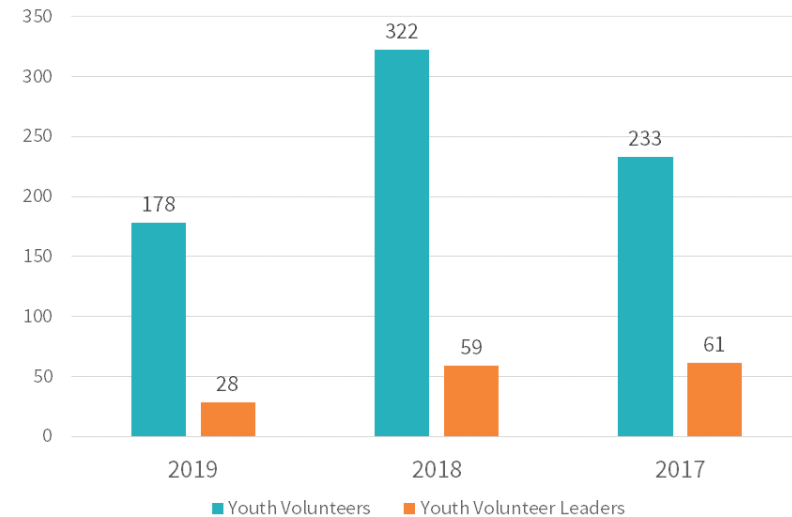
Youth development is about developing leadership among young people and not simply keeping them occupied. We nurture youth leadership by facilitating voluntarism. This is also done with a view of nurturing community leaders for the longer run. Youths are challenged to co-create the neighbourhood they would like to live in.

### Key Results

Youth leadership was instrumental across different aspects of our work. At the neighbourhood level, they supported peers experiencing personal difficulties and advocated for parents and adults to offer a non-judgemental listening ear. They also helped with fund-raising events and those in the community theatre programme did their parents and community proud by performing to full-houses at the Esplanade Studio Theatre; highlighting to the audience the issue of poverty in Singapore.

Total number of youth volunteers	178
Total number of youth volunteer leaders	28
Total number of hours local youth spent volunteering	5321.5

### Local Youth Voluntarism



### Highlights

- The Community Theatre- Celebrating their community at the theatre**

As part of the M1 Peer Pleasure Youth Theatre Festival 2019, the youth from our Community Theatre Programme set foot into the Esplanade Theatre Studio for the first time after 18 months of hard work co-creating The Block Party, a self-researched production that provided a glimpse of poverty in Singapore. Performing at Singapore's iconic Theatre on The Bay was unimaginable for these young people who were first exposed to the arts through interactive plays discussing social issues in the open spaces where they lived.

In 2013, to get young people into a meaningful discussion about teenage pregnancy, we cooperated with Babes Pregnancy Crisis Support to run a series of forum theatre performances. Together with the support of volunteers trained in drama, a colleague put together a play that got both adults and young people in a difficult but meaningful



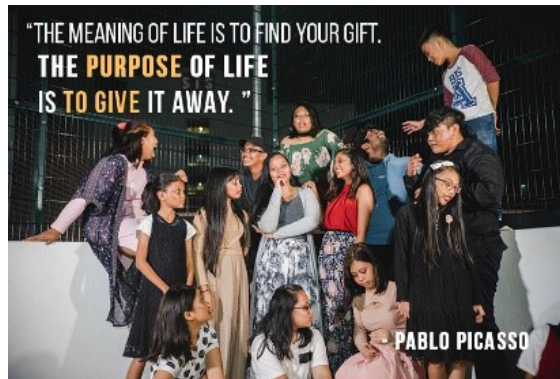
## 9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

conversation. The following year, more volunteers with drama training created other plays to surface shared concerns within our neighbourhoods. On the third year, a young person from one of these neighbourhoods got involved with the programme and ended up being the lead actor. Since then, our Community Theatre Programme has been mainly managed by youth living in the neighbourhoods we support.

The programme has been significant for these youth in many ways that they would probably not recognize. For instance, we have observed them becoming a lot more aware and reflective of their neighbourhood and living conditions. During a session where they discussed how they could transpose the stories they had gathered into theatre, one of them wondered aloud why is it that the block where he lives is always litter-strewn while those across the street are spotlessly clean. He had noticed that it was not because there were less cleaners at his block but because people living there littered openly. He then asked himself if his neighbours would continue to litter if they were living across the street.

His questions cannot be answered without some research, but his questions were not motivated by an academic endeavour. They were driven by a sense of belonging and a nagging feeling that something was not too right with the place he called home and the people he called friends.

At the Esplanade Theatre Studio, the Block Party played to full houses and the performers presented an intangible but valuable experience that put the audience in touch with their sense of empathy, fairness and perhaps, biases they do not care to admit. At the end of every performance, performers field questions from the audience and on one occasion, questions about the authenticity of certain scenarios were asked, but the young people



stood their ground that it was commonplace in their lives. When asked to convey the one message they would like the audience to take away, one actor said, "Poverty is not always recognisable but someone sitting next to you could be experiencing it."

- **Beyond Champions – Encouraging healthy living and healthy communities**

Sport and outdoor activities are important for young people's holistic development, but many shun them often because they are unfamiliar or lack the confidence to try something new. Hence, 6 members of our Outdoor Adventure Club decided to set up a booth at Fairground for All, a family carnival organised in collaboration with the Bank of America Merrill Lynch to recruit members. They put up an exhibition of their activities and shared with the visitors how the club has given them important leadership and organising skills. They also positioned the club as one with a social purpose to develop youth as leaders in their community.



4 other youth paved the way for a stronger relationship with the Singapore Sailing Federation. They completed the Federation's Future Ready Sailor Programme (FRS) which was an applied learning course in physics, biology as well as data and technology. Apart from braving the waters and the wind, they were introduced to subjects such as buoyancy, sailing trigonometry, marine biodiversity, water quality testing, solar panel modelling and the skill of charting speed, distance and time.

After 3 weeks, the youth were discussing how they could put their newly acquired skill to good use. They were thinking that they could encourage others in the neighbourhood

## 9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

to take up the sport. They put together a video introducing sailing, ocean conservation and seafaring heritage to encourage their peers to pick up the sport.

It was most encouraging to see young people reaching out to each other and promoting pro-social behaviour and civic mindedness.

- **Advocates for Safer Neighbourhoods**

2 groups of youth took on the challenge of drawing attention to the problem of substance abuse and sexual harassment in their respective neighbourhoods. These were difficult issues to talk about and initially, these young persons believed that they would not be taken seriously because of their age. However, eventually both groups succeeded in putting the message across to their care-givers and other concerned adults in their neighbourhood.

A group of younger youth used drama to highlight to their caregivers, their risk of getting entangled with substance abuse. The scenarios they enacted were based on personal encounters and their audience had to sit up. They drove home the message that substance abuse is difficult to overcome and healthy and satisfying relationships at home are a key protective factor.



The other group which comprises youth who were older, attended a community conference where the police and social workers from a family service centre were present. The change they wanted to see from their participation at the conference was for adults to take them seriously when they raise the issue of sexual harassment. One of them read out a letter that related different incidents of harassment and how they feared informing the police or their parents because they believed that they would only be blamed for the incident.

As the adults in the room listened empathetically, a girl plucked up enough courage to reveal how her complaint was disregarded by a police officer after verifying that she was still in a relationship with the alleged perpetrator. This drew an immediate response from the police officer in the room. He apologised for the unfortunate experience and assured the girl that it should not have been the case and that the police would render her the necessary support if she would like to pursue the matter.



Substance use and sexual harassment are not problems that go away overnight but when very young people who are at risk have a stake in creating solutions, it gives us hope that their neighbourhoods will eventually be safer from these issues.

### Our Reflection

We tell our young people that they have the responsibility for creating the neighbourhoods they want to live in. It was most heartening to see them encouraging pro-social behaviours and civic-mindedness among their peers and taking on difficult issues that even adults would find difficult to resolve. We are glad to see youthful idealism emerging that acts on the narrative that community matters and everyone can do something to make it a better place.

# 10. FACILITATING SUPPORT FROM THE WIDER COMMUNITY

The interventions and activities promote cooperation among helping agencies, welcome volunteers and create a mutually meaningful experience of respectful giving for all involved. These efforts create a context for our programme participants to acquire social capital that would bridge them to resources and opportunities.

## 10.1 FACILITATING COOPERATION AMONG HELPING AGENCIES FOR THE BENEFIT OF OUR MEMBERS

### Position Overview

We harness and direct available professional resources for the benefit of our members with a view that they may remain in the neighbourhood in the longer run and be “a part of the village.” Where appropriate, we also share our experiences and resources with others to promote mutual learning and the relevance of a community development approach.

### Key Results

- **Strong government grassroots partnership**

We continued to have a strong partnership with government grassroots organisations where we worked. The strong cooperation facilitated our members' access to various community resources strengthening their sense of belonging and participation in the mainstream. It also availed us the necessary facilities in the community to carry out programmes.

- **Sustained awareness and discourse on community development**

On 29 March, a public workshop organised by the Institute of Policy Studies discussed our community development model. It put forth the notion that a good community is one that safeguards solidarity, agency, inclusivity and hospitality. It was heartening to see the event surfacing an interest in community development among the audience. This interest has translated into the formation of Community Development Network Sg, an

informal group that meets monthly to discuss community development in Singapore. We are a part of this network which has 85 members. In time, we hope this network can help shape the discourse and practice of community development in Singapore and expand the space for its presence.

- **A Community, Academia, Agency Partnership**

We embarked on a Community Health Competence Project which adopts a Community-Based Practice Research approach. Residents are equipped to contribute toward an understanding of their community's health needs and to support positive health outcomes. This project creates a context for cooperation between residents and the academic which we believe will enhance a sense of empowerment and pride within the neighbourhood in the long run.

### Challenges and Reflections

Keeping partnerships alive and relevant means keeping our eye on the mutual benefits they bring to all concerned. For us, it is about our members' well-being and the opportunity to further our work. In the spirit of collaboration rather than competition, we must also appreciate the benefits sought by partners as well.

## 10.2 INCREASING VOLUNTARISM AND CIVIL SOCIETY PARTICIPATION TO FOSTER COHESION BETWEEN WIDER SOCIETY AND OUR MEMBERS

### Position Overview

We invite, involve, and inspire volunteers with the view of building a volunteer-heavy organisation that is driven to realize the vision of a strong and inclusive community which values compassion, social justice and community.

# 10. FACILITATING SUPPORT FROM THE WIDER COMMUNITY

## Key Results

The metrics to monitor the growth of volunteer contribution remained consistent but volunteer contribution was mainly from the local rather than the wider community as in previous years. This local leadership indicates the empowered communities that our work aims to facilitate and so we have added Local Volunteer Contribution as an additional metric.

- Number of Volunteers and Volunteer Hours**

	2019	2018	2017
Number of Volunteers	4771	7105	5209
Number of Volunteer Hours	64,961	62,481	56,062

With the increased contribution of residents/members, the total number of volunteers that came to us dropped from 7015 to 4771 but the number of volunteer hours remained consistent at 64,961 compared to 62,481 in 2018. We are pleased as this development indicates a community developing from the “inside-out” which really is the essence of community development.

- Estimated Value of Volunteer Hours**

	2019	2018	2017
Estimated Value of Volunteers Hours	\$834,090	\$909,593	\$571,735

This value was estimated according to the approximate pay per hour in the job market as elaborated in the table below:

Value per Hour	Job Description
\$5	Delivering food rations, childminding, outings
\$8	Administrative work, logistics, door knocking, event crew, sorting, packing & collection of donations, fund-raising efforts
\$10	Internship
\$25	Tuition, homework, reading or other academic support, befriending, mentoring, photography, advocacy reports, facilitating sports, arts and other learning programmes
\$200	Pro-bono professional expertise

- Ratio of Volunteer : Staff Hours**

To build a volunteer-heavy organisation, we have set for ourselves a milestone of reaching 107,885 volunteer hours in a year. These are also the collective official work hours of our staff team. We aspire for this milestone because it also signals the strong ownership our community has for its social issues and our ability to facilitate this.

	2019	2018	2017
Volunteer : Staff Ratio (hours)	60* : 100	60 : 100	57 : 100

\*Staff hours have increased from 98,000 in 2019.

For every 100 staff hours there were 60 volunteer hours. This was consistent with the previous year and we aim to make progress in the year ahead.

# 10. FACILITATING SUPPORT FROM THE WIDER COMMUNITY

- **Local Volunteer Contribution**

	2019	2018	2017
Number of Volunteers	385	590	N.A.
Number of Volunteer Hours	10,677	8603	N.A.

Local volunteers amounted to 9% of our total volunteer count but they accounted for 20% of total volunteer hours.

## Highlights

- **Strong Local Leadership**

It was most satisfying seeing local volunteers organising and taking charge of community events and confidently cooperating with volunteers from the wider community.

- **Volunteer Intern Contribution**

40 interns from different educational institutions contributed their enthusiasm, energy and diverse skills in support of our work. Among them were also a few working adults on industry exposure programmes. We do not provide a stipend but always endeavour to make it a mutually rewarding experience for all who join us.

- **Enhancing our Volunteer Engagement Ability**

We received \$10,000 grant from SHAREasOne to acknowledge volunteer contribution via our Community Relationship Management System and to ensure that our processes are in compliance with the Personal Data Protection Act.

- **Volunteers as Empowered Resource Persons**

Our employment support team was assisted strongly by volunteers offering professional expertise and mentoring for its programme participants. We also had dedicated long-term volunteers helping with volunteer development and its related administrative

duties who were with us at the office at least 3 days a week. The number of volunteers helping us during office hours also increased as we welcomed the skills provided by drivers, technicians, administrators, management consultants and others to support our daily operations.

## Challenges and Reflections

Empowered local volunteers is a positive development that we need to build on. However, these local communities could benefit tremendously from the resources provided by volunteers from the larger community. Hence, a key role for us must be the nurturing of mutually rewarding partnerships among volunteers from different backgrounds.

## 10.2 WELCOMING THE GOODWILL AND GENEROSITY OF THE LARGER COMMUNITY TOWARD OUR CAUSE

### Position Overview

We take the view that a confident and competent local community can receive gifts graciously from the larger community to complement its inherent strengths. As gifts symbolise a sense of solidarity, they present the opportunity for relationship building amongst people from diverse backgrounds.

Hence, we endeavour to welcome them to nurture bonding and bridging social capital for low-income communities. Where possible we utilize these resources to bring together members, their local community and those from larger society in friendship and cooperation. These efforts will focus on:

1. Activating local leadership around shared issues, interests and strengths.
2. Mobilising external resources to help communities develop from the inside out.
3. Creating and holding the space for cooperation and co-creation to occur around the values of compassion, social justice, social inclusion and community.

# 10. FACILITATING SUPPORT FROM THE WIDER COMMUNITY

To strengthen the relationship among members and the larger community; the gifts, events and experiences must be mutually respectful and satisfying for all involved.

## Key Results

Donations-in-kind (audited)	2019	2018	2017
Food rations & other food items	<b>\$28,211</b> 1624 households	<b>\$120,073</b> 3258 households	<b>\$55,620</b> 1494 households
Sponsorship of venue, vouchers, tickets & gifts	<b>\$173,595</b> 4133 participants	<b>\$272,295</b> 5930 participants	<b>\$265,954</b> 3666 participants
<b>Other items</b> These amounts are based on best estimates and are not reported in the audited statement of accounts presented in the annual report.			
Activities & Outings	<b>\$22,264</b> toward 37 events and outings with 756 participants	<b>\$52,194</b> toward 83 events and outings with 1036 participants	<b>\$154,549</b> toward 83 events and outings with 2918 participants
Household items, appliances & refurbishments	<b>\$22,533</b> toward 383 households	<b>\$5,763</b> toward 98 households	<b>\$1,575</b> toward 123 households
<b>TOTAL</b>	<b>\$246,603</b>	<b>\$450,325</b>	<b>\$477,698</b>

For many years now, we have regarded the amount of material resources as the key results. However, if not managed well, an unbalanced power dynamic that diminishes the receiver emerges. Hence, the key result we are most proud of this year is the correction of our processes to ensure that our members decide on the gift that are flowing into their community. They can request and recommend what is needed and reject offers from well-meaning donors. They do this through an application on their phones. As a result, our members experience a stronger sense of empowerment, neighbourhood pride and ownership for their shared aspirations and challenges.

## Highlights

It was most heartening to see members working together with volunteers from the wider community to organise outings, food distribution exercises and the collection of pre-loved furniture. These were significant encounters between people from diverse backgrounds that facilitated an experience of mutuality, cooperation, and social inclusion.

## Challenges and Reflections

Creating and holding space for cooperation among the givers and the receivers; people from very different backgrounds and ways of looking at the world is the crux of our work amidst the logistical coordination of gifts, activities, and events. To do so is to bridge perceptions people have of each other and to be a fair broker of stakeholders' differing expectations. We are not brokering tangible goods but intangible values that contribute toward mutually meaningful experiences that uphold the notion of a socially integrated society. Failing to do so may mean we reinforce biases that drive a wedge in the cohesive and inclusive society we strive for.

# 11. NURTURING A COMMUNITY WORKPLACE

## POSITION OVERVIEW

A community is an environment where there is generosity, kindness, cooperation, forgiveness, acceptance of the human condition and mystery. To facilitate community in the neighbourhoods we work in, we need to begin with ourselves. Hence, our ongoing efforts at nurturing a community workplace, that embodies the values we espouse so that they may shape our peace-making and community building efforts. We endeavour to honour and affirm diversity, bridge differences with integrity and to take responsibility for our actions, making amends where possible. We encourage personal and professional development and have a routine for collaborative learning and evaluation. We also encourage friendships among colleagues and believe that our effectiveness is dependent on the quality of cooperation within our team. In a community workplace, we care about our work, our colleagues, and our organisation and in turn are inspired by this care.

### Focus Areas for Personal and Professional Development

Our in-house training sessions, discourse and efforts at personal and professional development revolved around 3 main areas:

1. Organisational Identity, Operating Model and Ethos
2. Deepening of Practices in Community Development
3. Restorative Practices

## ORGANISATIONAL IDENTITY, OPERATING MODEL AND ETHOS

- **Nurturing Villages & Safeguarding Communities – A Case Study of Beyond Social Services**

The organization was studied by a team from the Institute of Policy Studies. Through deep conversations with key volunteers and staff, the researchers observed that our work is “anchored by a vision of what a good community is, and an ethos that demands embracing doubt and constant self-reflection to fruitfully guide the approach.” It was

heartening that people outside the organization could identify and describe such an intangible but important characteristic that contributes to the integrity of our practice. The [study](#) also impressed on us that nurturing and sustaining this ethos across the organization must be an ongoing endeavour for the growth and success of our work.

- **Community-based childcare and social work in Singapore: Exploration of Singapore as a city, as a culture, as a welfare system and as a community.**

Hosting a 2-week study tour by 15 undergraduates from the Potsdam University of Applied Sciences, enabled our colleagues to represent the organisation's identity, purpose and practice. In preparation for the trip, these undergraduates were in contact with a colleague and the exchange often required our colleagues to reflect on their work, their professional identity, and their personal motivation. This experiential learning project involved 7 colleagues from our early childhood development centre and 8 from our community work teams. The project wrapped up in September with each student sending over a presentation of their learnings and impressions resulting from their experiences in Singapore and with the organisation.

## DEEPENING OF PRACTICES IN COMMUNITY DEVELOPMENT

- **Asset Based Community Development Festival in Goa - 14 -18 January**

Presenting our work to practitioners from different parts of the world was led to many rewarding discussions that offered insights and perspective about community development as a practice. “Cultivating Communities in a Concrete Jungle” was our presentation. It traced our evolution from a youth serving agency known for being a last stop for those presenting the most challenging behaviours to one where we are nurturing communities that take on the challenge of looking after their youth well. We also had the

# 11. NURTURING A COMMUNITY WORKPLACE

opportunity to lead discussion groups on “Competent Communities” and “Family Group Conferencing,” and together with another delegate from Singapore, we shared “Voices from the Transgender Sex Workers Community in Singapore.” Listening to presentations from other festival participants was informative, inspiring, and reassuring as we learnt that our practice was on track.

- **A Good Conversation with A Good Space**

We concluded this series of conversations with 20 leaders in the social space who came together to familiarise themselves with the [Community Life Competence Process](#), a community development approach of the Constellation. We had the privilege of Dr Jean Louis Lamboray, one of its founding members leading participants through a dream building exercise for the Singapore they envisioned the social space could build. By being in the space of like-minded people, we gained a realistic picture how diverse groups can come together for a common good.

- **Family Planning Competence**

From 25 February to 12 March, several staff co-facilitated a series of conversations on Gender & Family Planning Competence with our members. This was with a view of supporting our communities to gain competence around gender and family planning issues. The series was developed in collaboration with Wiwin Winarni, a facilitator from Indocompetence, which is part of The Constellation who has had extensive experience facilitating Gender & Family Planning Competence within rural communities in Indonesia.

Upon reflecting on the sessions, we harvested Principles, Practices, Tools, Questions, Concerns and Assets for encouraging participation and leadership within communities. The principles and practices apply to facilitating and stimulating a local response, and building competence, regardless of the topic or issue. The sessions also gave us the opportunity to mine the Indonesian experience of developing Gender & Family Planning Competence within communities, and we learnt about a tool called “Net Mapping” that identifies relevant stakeholders for the change a community is trying to achieve. Working alongside experienced and competent practitioners help us strengthen our own practice.

- **Six Conversations**

A study group from Northern Kentucky University provided our team a refresher session on the Six Conversations which is a community building approach designed to confront the issue of accountability and commitment. Starting with the Invitation conversation, especially when we are new to engaging the community, the conversations progress to the Possibility, Ownership, Dissent, Commitment and Gifts conversations. These students were part of the Executive Leadership and Organisational Change programme in NKU and they also visited the homes of our members who welcomed them warmly and elaborated on how they contributed to the wellbeing of their neighbourhoods.

- **Social Leadership Singapore**

Since its inaugural programme in 2009, members of our team have participated in this programme that trains participants to mobilise the community to participate actively in the work of social change. 2 staff took on the initiative to think more deeply and systematically about leadership, change, teamwork, responsibility, accountability, and contribution.

## RESTORATIVE PRACTICES

- **Family Group Conference Coordinator Accreditation Programme**

18 staff were accredited as Family Group Conference Coordinators after a year of learning and practice. This programme introduced an expanded view of how restorative principles could be introduced across the different context that participants operated in. “Widening the Circle, Focusing on Relationships and Encouraging Ownership,” were applied in the context of family discussions, community meetings and a range of different group activities. This programme was run in partnership with the Potsdam University of Applied Sciences (Berlin), Eigen Kracht Centrale (Amsterdam), Daybreak Family Group Conferences (London) and The Constellation (Belgium).



# 11. NURTURING A COMMUNITY WORKPLACE

## • Sexual Assault First Responders Training

In restorative practices, the needs and wellbeing of those who have been wronged come first. Survivors of sexual assault often lack support crucial for their recovery when they speak to family, friends, colleagues and official bodies about their experience. This can result in survivors internalising their feelings of shame and guilt, though the assault is never their fault.

We thank the Association of Women for Action and Research (AWARE) for sharing this programme to understand the complexities of sexual violence, dispel myths, understand the legal framework and remedies in Singapore with respect to sexual crimes, and be an effective first responder to create a culture of support for sexual assault survivors.

## • Forgiveness & Reconciliation

We had the privilege of hearing from Jennifer Mei Sze ANG (PhD Philosophy), Associate Professor and Director, Centre for University Core, College of Lifelong and Experiential Learning, Singapore University of Social Sciences. Her session introduced:

- Awareness of ethical considerations and how not to be harmful to all stakeholders involved
- Clarifications of thought processes (being self-aware of our own values and biasness) for different scenarios
- Expansion of worldviews and perspectives

She helped us to clarify the notions of forgiveness and reconciliation, and their place in restorative justice.

## CHALLENGES AND REFLECTIONS

There is always much to learn and new practices to explore. As we acquire new competencies, we need to be mindful of safeguarding our organisational ethos that demands embracing doubt and constant self-reflection to fruitfully guide our practice.

# 12. GOODWILL HUNTING

## POSITION OVERVIEW

As an organisation that strives to inform society of the plight of the low-income, successful fund raising is a partial indicator of society's active interest and involvement. Hence, we strive to design our fund-raising efforts as platforms for the communication of our cause, our work and why it is important. Fund raising is not just about sustaining the organisation financially but an opportunity to harness the goodwill of our society in caring for our vulnerable members.

## HIGHLIGHTS

We accumulated a surplus of \$1,109,950 and this was our best year in fund raising thus far. We believe this success could be attributed to goodwill resulting from increased public awareness and the friendships we have cultivated over the years.

### a. Our Golden Jubilee

It was our 50th Anniversary and the year-long messaging efforts on social media about our work, our people and our history generated much goodwill among friends and potential donors. Sharing aspects of the work and the organisation through the eyes and lived experiences of volunteers and staff was well received.

### b. Impact and Public Awareness of our Community Development Approach

In 2018, we presented at the inaugural IPS Community Forum and released the findings of our Youth United Impact Study, which highlighted the positive results of our community development efforts. Building on these endeavours, a public seminar by the Institute of Policy Studies discussing our organisational identity, operating model and ethos, positioned our work as being credible and effective.

### c. Our “Whole of Society” Problem Solving Approach

By positioning a social issue as an opportunity to rally people toward a common good, we have over the years, welcomed stakeholders and supporters from different segments of society. These people who understand, appreciate, and value what we do have

strengthened our support base.

Below are our main fund-raising efforts. The total general donations received for Year 2019 was \$2,711,782. With government funding, investment income and miscellaneous income, we had a total income of \$5,525,004.

## Key Fund-Raising Events

- **Give A Healthy Start** – 27 March 2019 @ The Healthy Start Child Development Centre

For the second year, our children and their families hosted a homemade meal for donors at our Healthy Start Child Development Centre. It was a homely affair where the children entertained and guests mingled freely with our members. Working together with the parents and their children for the success of the event was a fulfilling experience as it captured the responsibility, ownership and pride that we shared for the school.

- **Charity Movie Screening** – 20 July 2019 @ The Cathay Cineplex

The remake of Disney's The Lion King was an enjoyable wholesome family movie with a storyline built upon the Circle of Life, a concept that all of us have our place in the world and destiny prevails. Hence, in the movie the throne was eventually bestowed to its rightful owner. While this makes for a happy ending in a movie, it was an opportunity to remind our friends that our work is about assuring those born into disadvantaged circumstances, that a life of poverty need not be their destiny. The Circle of Poverty must not be the Circle of Life for our members.

## Connecting Kampung Kakis

- **Launch of Beyond's 50th Anniversary Publication** – 17 October 2019 @ Block 26 Jalan Klinik Courtyard

In commemoration of our 50th Anniversary and in conjunction with the International Day for the Eradication of Poverty, we launched “Going Beyond Social Services, Safeguarding Community.” It is a publication detailing our beginnings as a community organiser, our journey into social services and now very much back to where we started.

## 12. GOODWILL HUNTING

The launch was held at our office as we believed it was only right to mark our Golden Jubilee in the vicinity where it all started. Holding the event at our office, also made it a homecoming for many who were a part of our journey. What warmed our heart tremendously was having many who came by to say that there is always a part of us in them as they journey on in their career and in life. Community creates a network of relationships that can be harnessed to tackle our shared challenges.

- **Gala of Light** – 4 October 2019 @ Marina Bay Sands

We collaborated with the Compassion Fund to provide the backend support for this event organised by Melange Singapore, a fashion concierge for South-Asian designers in Singapore. The event helped us to profile the work of both organisations to a new group of potential longer-term supporters. What was particularly meaningful was the opportunity to give Yashmin, a member with 3 children to earn some income. With her deft sewing skills, she ensured that the fashion pieces by Anita Dongre fitted the models on the catwalk to a tee.

- **Kumar Connects** – 6 November 2019 @ The Capitol Theatre

For the 4th Year running, local entertainer Kumar donated his talent to raise funds and to draw attention to important aspects of our work. Together with Sharul Channa, he put together a show that challenged the audience to examine the quality of connection in our lives. Many of our social ills stem from the lack of human connection and through a couple of skits and a huge dose of acerbic wit, the show drove home the message that we would do well to connect better with our loved ones and to offer a warm and friendly smile to all we meet.

- **Festival of Giving** – 1 to 31 December 2019

To capitalise on the phenomenon of year-end giving, several friends co-created projects that encouraged donations toward our work. Asia Square, Far East Organization, Lego, Schroders, Toys R Us & Trifigura facilitated efforts that reached out to their staff, business associates and customers. We are deeply grateful for their efforts as the amount received in December amounted to approximately 17% of all donations.

## CHALLENGES AND REFLECTIONS

As we reflect on the year, we must conclude that fund raising is very much “friend-raising” and keeping these friendships as mutually meaningful and satisfying experiences. This means that our friends must be able to appreciate what we are doing with the support they have rendered and why it matters. Thankfully with social media and electronic communication, we can keep in touch with our friends in a consistent and affordable way.

Our friends are from a wide spectrum of society and even as we would like to think that authenticity, mutual trust, and respect are the basis of all our interactions, relationship building requires us to attend to differing interests and obligations well.

# 13. OFFICE SUPPORT

## POSITION OVERVIEW

To ensure that our systems and processes comply with the Charity Council's Code of Governance. To manage the use of information technology as well as human resources for the smooth running of the organisation.

Human resource management plays an important role in reinforcing the staff's sense of purpose, passion, and competencies. It cultivates teamwork and the capacity for self-reflection and evaluation, the humility to learn from each other and the appreciation that some amount of personal sacrifice is often needed in the course of the work.

## HIGHLIGHTS

### Finance & Administration

1. Moved to online banking from manual cheque processing.
2. Provided support for 4 major fund-raising events:  
Beyond 50 Book Launch, Fairground 2019, Kumar Connects 2019, and The Lion King movie screening.
3. Provided administrative support for Community Tabung Programmes at various neighbourhoods.
4. Always sourcing for good working partners and continued supporting Green energy.
5. Provided support to colleagues while ensuring compliance to policies.
6. Provided secretariat support for board and some board committee meetings.

### Human Resource Management

1. Coordinated the successful completion of the Family Group Conferencing Certification Programme. 17 participants from Beyond and 6 from other organisations were accredited.
2. The performance appraisal framework was tweaked to accentuate team success,

personal accountability and professional development.

3. Team Leaders across the organisation engaged HR to enhance understanding and cooperation across teams and with the management. This was a key outcome of HR's proactive efforts in expounding the role of HR within the organisation.
4. The periodic housekeeping of personal records was successfully concluded.

### Information Technology Support

1. Completed the organization-wide IT infrastructure upgrading project. New equipment with enhanced features improved CRM system performance, backup & recovery capabilities, and network security. It also enabled the linkup of our three offices, centralized network management & monitoring, and improved overall network performance.
2. Improved Stakeholder Participation, Data Security and Personal Data Protection Act Compliance for the Community Relationship Management System (CRM). Enhanced mass input functions in the CRM increasing productivity for the community workers and volunteers. Clearer reports for faster planning and better analysis. Launching of Beyond Social Services app with volunteer registration function.

## OUR REFLECTIONS

1. The only constant is change. We must constantly review and improve our processes to maintain our quality support for the smooth running of the organisation. It is important to maintain constant communication with colleagues to understand their needs and all to work towards contributing to the efficiency of the operations with mutual understanding on the importance of rule compliance.
2. HR has been making headway as a bridge and the voice between Staff and Management. This has not just been the facilitation of decision-making processes but a holding space for good sense to emerge.

# 14. AUDITOR'S REPORT

INCOME (\$'000)	
Donations in Cash	2,712
Tax-Deductible	1,823
Non Tax-Deductible	889
Sponsorship (Non Tax-Deductible)	247
Government Subvention	1,861
Investment Income	107
Programme Fees	515
Others	83
<b>Total Income</b>	<b>5,525</b>

EXPENSES (\$'000)	
Costs of Generating Funds	
Fund Raising Expenses	142
Sponsorship Expenses	247
Charitable Activities Expenses	
Local (incl. Direct and Support Costs)	3,849
Governance Cost	19
Other Expenditures (incl. depreciation & loss on disposal of assets)	158
<b>Total Expenditures</b>	<b>4,415</b>
<b>Surplus / (Deficit)</b>	<b>1,110</b>

BALANCE SHEET (\$'000)	
Plant & Equipment	299
Investment Assets	1,279
Receivables	213
Cash & Deposits	5,898
<b>Total Assets</b>	<b>7,689</b>
Unrestricted Fund	7,156
Restricted Fund	27
<b>Total Funds</b>	<b>7,183</b>
Long-Term Liabilities	-
Current Liabilities	506
<b>Total Liabilities</b>	<b>506</b>
<b>Total Liabilities &amp; Funds</b>	<b>7,689</b>

OTHER INFORMATION	
Donations, Grants & Sponsorships to Other Charities (\$\$)	-
No. of Employees	57
Employee Costs (S\$'000)	3,239
Fund-raising Efficiency Ratio	5%
Total Related Party Transactions (S\$'000)	-

For the full Audited Financial Statement, please click [here](#).

# 15. SAYING THANKS

## TO ALL WHO SHARED...

One of the nicest things about our work is the privilege of receiving offers of help, support and encouragement from a wide spectrum of individuals and organisations. Whether it is a gift of time, energy, resources or simply a kind thought, these people have helped to create community and a socially integrated Singapore where we are more accepting of the vulnerable and marginalised among us. The ill-effects of a society with a wide income-divide include poor health, pre-mature school leaving, crime and the lack of social mobility. Hence, we applaud our friends here who have alleviated these ill-effects by simply sharing and trying a little kindness, fairness, and cooperation.

As it takes a village to raise a child, we have decided to categorise our friends according to their identity and/or roles they played in keeping Singapore strong and resilient.

**Our volunteers**, who give so much of themselves for the well-being of the children, youths, and families for whom we exist. We are grateful for the support of 4771 volunteers last year but would like to mention the following individuals and groups:

Dr S Vasoo,  
Honorary Advisor to the Organisation

Franciscan Missionaries of Mary  
*for reminding us that a mission is more than a place or an activity. A mission is a person.*

All who spearheaded the local response and reminding us that regardless, there is always something we can give for the well-being of others. We would like to mention:

## YOUTH LEADERS

Angeline Helen Peter

Arash Bin Mohd Yasin

Ayu Yulianna Binte Zahari

Bryan Kyle Indran

Cahaya Shahidatul Bte Rahmat

Firdaus Hakim Rasdi

Md Danial Azman

Mohd Nadzif Bin Zahari

Mohd Rushaimi Rifde Bin Mohd Ridzuan

Mohd Ruzaini Rifkie Bin Mohd Ridzuan

Muhamad Ameruddin Sufyan Bin Shahfudeen

Muhamad Syafiq Bin Mohamad Yazid

Muhammad Arif Bin Azali

Muhammad Asnur Bin Asman

Muhammad Danny Azrin Bin Abdullah

Muhammad Hafiz bin Azman

Muhammad Jufri Bin Zainal

Muhammad Khidir Bin Izhar

Nilla Islawatie Binte Yussni

Nur Falysha Bte Mohd Sukairi

Nur Farisha Binte Mohammad Izzam

Nur Farisha Bte Mohd Sukairi

Nur Rafeezah Nabilah Binti Mohd Ridzuan

Nur Rahina D/O Shahuddeen

Nur Rilla Nabilla Bte Rohaizat

Nur Syafirah Bte Mohd Rafae

Nurasyikeen Bte Nahadi

Nurfazlin Andriani Bte Sharuddin

Nurul Akilah Binte Suadi

Nurul Atikah Bte Suadi

Renny Rizwanie Binte Azman

Siti Akalili Binte Adam

Siti Nur Aisyah Binte Kamsani

Siti Nur Shafika Bte Mohammed Sariffee

Surinah Bte Suhaimi

Zakia Fathiha

# 15. SAYING THANKS

## ADULT & PARENT VOLUNTEERS

Abdul Kadir

Adam Bin Save

Asnah

Asnah Binte Ismail

Azizah Bte Mohd Noor

Dellyana

Diljan d/o Shaik Arif Ali

Hafizah Binte Samsudin

Halimah

Haryanti Binte Md Yusof

Hasan Bin Ibrahim

Hashim Bin Kamid

Haslizah Bte Bahtiar

Jamilah Bte Hamim

Juliyana Binte Nikmat

Junaidah Bte Fadillah

Juriana Bte Suhoot

Kalsom Binte Zainal

M Tantiak Sumarni

Mala d/o Ramaiah

Maninah Bte Alwi

Marianah Bte Madom

Marianna Bte Bajuri

Marlinda Binte Mohamed Idris

Marlinda Ruka

Maslindah Bte Mohammad

Maswiha

Md Fadil Bin Ahmad

Mis Eriana Bte Mohamad Isa

Mohammad Nurmahadi Bin Mohammad Zakariah

Mohammad Sahari Bin Mohamad Salleh (Burn)

Mohammed Rizal Bin Ismail

Nazariyah Bte Nazari

Nia

Noor Hariyanti Harris

Noraini Binte Yusoff

Norhayari Binti Abdul Samad

Norhayati Binte Ibrahim

Norjuadeniwati Bte Jumat

Norlia Bte Rahmat

Norma Binte Ibrahim

Normah Binte Supandi

Nur Fadzelah Binte Sadullah

Nur Sakinah Lai

Nurhasana Binte Kamaruzaman

Rafeah Bte Atan

Ramadian Bte Samat

Renemarlina Binte Osman

Richard Wai Fatt Awyang

Ridzuan Bin Sulaiman

Rohaidah Bte Samat

Rohaya Bte Awang

Rosziah Bte Mohd Yusoff

Salina Bte Simin

Salmah Bte Abdul Rahman

Salmiah Bte Khamis

Salmiah Bte Salam

See Whatt Tan

Sharifah Noor Bte Syed Ahmad

# 15. SAYING THANKS

Shereen Salim

Siti Fadillah Bte Abdullah

Siti Maryani Mohamad Abas

Siti Norashidah Binte Abdullah

Siti Nurhafizah Bte Anuar

Siti Shawariana Binte Abdul Shariff

Siti Zubaidah Binte Ibrahim

Siti Zuriani Bte Abdullah

Sri Ernita

Suhana Bte Abdullah

Sulaiman Bin Ahmad Kamil

Tholice D/o Ponnusamy

Tuty Ayu Bte Ibrahim

Tuty Sukari

Usuh Sungengsih (Intan)

Vineswari R Ratnavel

Yashmin Abdullah

Zaleha Bte Aziz

Zuraidah Bte Zainuddin

Zuridah Binte Abdullah

## LONG-TIME VOLUNTEERS & GROUPS FROM THE LARGER COMMUNITY

### **Aleksandar Duric**

*for inspiring our children and youth to do their best*

### **Bank of America Merrill Lynch**

*for their long-term involvement in our learning programmes and contributing significantly to the food and fun at Fairground for All*

### **Baker & McKenzie. Wong & Leow**

*for pro-bono expertise, the sharing of your facilities and active volunteering*

### **Elda Webb**

*for encouraging our children to see that there is much they can do with their hands*

### **Eunice Olsen**

*for bringing cheer to all our events*

### **Facilitators Network Singapore**

*for helping us to harvest the strengths in our neighbourhoods*

### **Kenneth Lau**

*for being a long-time volunteer supporting the development of the children and the teachers at our Healthy Start Child Development Centre*

### **Kumarason Chinnadurai**

*for insisting that we learn to laugh at ourselves*

### **Grant Clark**

*for assuring and proving to our parents that speaking in English is not beyond them*

### **Richard Wee**

*for encouraging our communities to stay healthy in body, mind and soul*

### **Wee Pan Lee**

*for his wise counsel and positive regard for our members and our work*

## ASSOCIATIONS

**for extending your friendship and generosity of your members**

1. American Women's Association
2. Automobile Association of Singapore
3. Changi Sailing Club



# 15. SAYING THANKS

4. FightSaber Singapore
5. Indian Women's Association
6. SAFRA Community Services Club
7. Society for Organisational Learning (SoL Singapore)
8. The Tanglin Club
9. Singapore Sailing Federation

## COMMUNITY SELF-HELP GROUPS

**for actively offering learning programmes to our members**

Chinese Development Assistance Council

Singapore Indian Development Association

Yayasan Mendaki

## CORPORATE SOCIAL RESPONSIBILITY EFFORTS

**Including pro-bono professional expertise, sponsorships, sharing of facilities, donations-in-kind volunteering, and memorable events for our children and their families**

1. Aon Hewitt Singapore Pte Ltd

2. ACR Capital Holdings Pte Ltd
3. Activpayroll
4. Advanced Safety & Consultancy Pte Ltd
5. Airbus Helicopters
6. Ambition
7. Asia Ability
8. Asia Square Tower 1 Pte Ltd
9. AXA Rosenberg Investment Management Asia Pacific Ltd
10. Baker & McKenzie. Wong & Leow
11. Bank Julius Baer & Co. Ltd,
12. Bank of America Merrill Lynch
13. Bank of Singapore Centre
14. Banyan Tree Hotels and Resort
15. BioTronics
16. BlackRock
17. Bloomberg
18. Bosch Singapore
19. CA Technologies
20. CapitaLand Commercial Trust Management Limited
21. Check Point Software Technologies Ltd.

22. China Aviation Oil (Singapore) Corporation Ltd
23. Chr. Hansen Singapore Pte Ltd
24. Citibank N.A., Singapore Branch
25. Cloudera Inc
26. Cognizant Technology Solutions
27. Credit Suisse Group
28. Crowe Horwath
29. CTES Consulting
30. DBS Bank
31. Decision Processes International
32. Delivering Delight
33. Dell Global B.V. (Singapore Branch)
34. Deutsche Bank AG
35. DRW
36. Dumex Singapore
37. Elsevier (Singapore) Pte Ltd
38. Esplanade - Theatres on the Bay
39. Evolve MMA
40. Facilitators Network Singapore
41. Fairchild Semiconductor Asia Pacific Pte Ltd
42. Far East Organisation
43. First Gulf Bank

# 15. SAYING THANKS

44. Focus Adventure Pte Ltd
45. Fortis Law Corporation
46. Fuji Xerox Singapore
47. GE Singapore
48. General Mills International
49. Genesis Law Corporation
50. GIC Private Limited
51. Global Yellow Pages Limited
52. GlobalSign.In Pte Ltd,
53. Google
54. Hilton Singapore
55. Hogan Lovells Lee & Lee.
56. Honest Bee Pte Ltd
57. Hoya Surgical Optics
58. Hype Records Pte Ltd
59. Integrative Learning Corporation
60. Johnson & Johnson
61. J.P. Morgan
62. K & L Gates
63. Keysight Technologies
64. LEGO Singapore Pte Ltd
65. Lloyd's of London (Asia) Pte Ltd
66. LTW Designworks
67. Marion Neubronner and Associates
68. Marina Bay Sands Pte Ltd
69. Marshal Cavendish Education
70. Mastercard
71. MFS Investment Management
72. Minor Food Group Singapore
73. MobileOne Ltd
74. MUFG Bank
75. NatWest Markets
76. NBC Universal
77. Neuberger Berman
78. NTUC Club
79. PacificLight
80. Peninsula Petroleum Far East Pte Ltd
81. PerkinElmer Singapore Pte Ltd
82. Phillips 66 International Trading Pte Ltd
83. Prudential Services Singapore Pte Ltd
84. PwC Singapore
85. QBE Insurance (Singapore) Pte Ltd
86. Robert Walters Singapore
87. Resort World Sentosa Singapore
88. Salesforce.com Singapore Pte Ltd.
89. Schenker Singapore Pte Ltd
90. Schroder Investment Management (Singapore) Ltd
91. Shenton Realty Homes Pte Ltd
92. Silicon Labs International
93. Singapore Pools Pte Ltd
94. Singapore Press Holdings
95. Singapore Repertory Theatre
96. Singapore Telecommunications Ltd
97. South32
98. SPRG (Singapore Strategic Public Relations Pte Limited)
99. SPRING Singapore
100. Standard Chartered Bank
101. Steppe Capital Pte Ltd
102. STMicroelectronics Asia Pacific Pte Ltd
103. The Arbinger Institute, Singapore Pte Ltd
104. The Hongkong and Shanghai Banking Corporation Limited
105. The Ritz Carlton Residences Singapore
106. Thinking Tap Robotics
107. Timberland Singapore Pte Ltd

# 15. SAYING THANKS

- 108. Trafigura Pte Ltd
- 109. Tupperware Singapore
- 110. United Overseas Bank
- 111. Visa Worldwide Pte. Limited

## DONORS

for trusting in our ability to get the job done

### \$50 - \$499

Aathavan Daksha

Abdul Majeed Bin Mohamed Ismail

Abhishek Patel

Abhishek Poddar

Adamshah Bin Zin Hyder

Adeline Li Mien Tan

Adrian Chua

Adrian Koay

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Mallika Chandra

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Ajay Abrol

Aligent Spring Pte Ltd

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HKT Global (Singapore) Pte Ltd

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Kay Teck Lim

Kee Leong Sim

Kee Peng Ngiam

Kelvin Wen-Sum Lum

Kian Khoon Lim

Kiran Shahzad And Family

Kong Meng San Phor Kark See Monastery

Kwong Wai Mok

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Narcotics Anonymous Singapore

Nike Global Trading B.V Singapore Branch

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David Kok Seng Lum

ICAP (Singapore) Pte Ltd

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Kwan Im Thong Hood Cho Temple

Singapore Turf Club

The Community Foundation Of Singapore

## EDUCATIONAL INSTITUTIONS

**for guiding children in their studies, providing enriching learning activities and impressing on them that learning is a life-long joy**

## SECONDARY

CHIJ St. Theresa's Convent

East Spring Secondary

Nanyang Girls' High School

Raffles Girls' Secondary School

Whitley Secondary School

Zhonghua Secondary School

## PRE-UNIVERSITY AND POST-SECONDARY STUDIES

Anglo-Chinese Junior College

Hwa Chong Institution



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Nanyang Polytechnic  
Ngee Ann Polytechnic  
Raffles Institution  
Singapore Polytechnic  
Temasek Polytechnic  
Victoria Junior College

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ITE College Central  
ITE College East  
ITE College West  
National Institute of Education  
School of the Arts Singapore

## TERTIARY

Nanyang Technological University  
National University of Singapore  
Singapore University of Social Sciences  
Singapore Institute of Technology  
Singapore Management University  
Singapore University of Technology and Design

## INTERNATIONAL SCHOOLS AND PRIVATE SCHOOLS

Anglo-Chinese School (International)  
Australian International School  
PSB Academy  
Singapore American School  
Tanglin Trust School  
United World College of SEA

## GOVERNMENT BODIES

**for their encouragement, support and partnership toward our common good. Cooperation also included the sharing of programmes, resources and volunteers**

ActiveSG Football Academy  
Central Singapore Community Development Council  
Civil Service College  
Corrupt Practices Investigation Bureau  
Defence Science & Technology Agency  
Energy Market Authority  
Health Promotion Board  
Inland Revenue Authority of Singapore

Islamic Religious Council of Singapore (MUIS)  
Ministry of Culture, Community & Youth  
Ministry of Social & Family Development  
National Council of Social Service  
National Library Board  
National Youth Council  
Peoples' Association  
Singapore Civil Defence Force – 1st Division, Alexandra Fire Station  
Singapore Totalisator Board  
Singapore Tourism Board  
Social Service Offices @ Bukit Merah, Jalan Besar, Queenstown, Toa Payoh  
Sport Singapore & Sport Cares  
Youth Corps Singapore

# 15. SAYING THANKS

## GOVERNMENT GRASSROOTS ORGANIZATIONS

**for sharing their resources and working together for the well-being of neighbourhoods**

Bukit Ho Swee Court Residents' Committee

Bukit Ho Swee Residents' Committee

Covent-Indus Residents' Committee

Henderson Community Club

Henderson Heights Residents Committee

Kampong Tiong Bahru West Residents Committee

Kebun Baru Community Club

Kim Seng Community Centre

Leng Kee Community Centre

Queenstown Community Centre

Queenstown Lengkok Bahru Zone Residents' Committee

Stirling Neighbourhood Committee

Ulu Pandan Citizens Consultative Committee

Whampoa Community Club & Residents' Committee

Yio Chu Kang Community Club and Residents' Committee

Radin Mas Community Club

## MEDICAL, PSYCHOLOGICAL & OTHER HEALTH PRACTITIONERS

**for being available and assessable to our young people and their families**

Faculty of Dentistry- National University of Singapore

Mount Alvernia Outreach Medical Clinic

NUH Dentistry Department

Parkway Cancer Centre

PJ Clinic Bukit Ho Swee

Singapore Polytechnic Optometry Centre

## MEMBERS OF PARLIAMENT

**for facilitating our work in their constituencies, gracing our events and always having an encouraging word for our members**

Chia Shi-Lu, Dr - Tanjong Pagar GRC

Denise Phua, Jalan Besar GRC, Mayor Central Singapore CDC

Heng Chee How, Jalan Besar GRC, Senior Minister of State, Prime Minister's Office

Henry Kwek Hian Chuan, Nee Soon GRC

Indranee Rajah, Tanjong Pagar GRC, Senior Minister of State, Ministry of Finance & Ministry of Law

Joan Pereira, Tanjong Pagar GRC

Lily Neo, Dr - Jalan Besar GRC

## MUTUAL HELP GROUPS

**for being an important resource in the community for the well-being of the vulnerable**

Narcotics Anonymous

Saint Augustine Support Group

## RELIGIOUS GROUPS

**for believing that all men are brothers even if they steer their personal boats by different stars!**

Al- Muttaqin Mosque

Al-Amin Mosque

Ba'alwi Mosque

Hajjah Rahimabi Mosque

Sathya Sai Centre

Singapore Soka Association

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## SOCIAL ENTERPRISES

**for working together for the development and wellbeing of our members**

Agape Group Holdings

Bettr Barista Coffee Academy

## THE SINGAPORE POLICE FORCE

**for working together to build safe neighbourhoods that guide young people to be law-abiding citizens**

Ang Mo Kio North Neighbourhood Police Centre

Bukit Merah West Neighbourhood Police Centre

Bukit Timah Neighbourhood Police Centre

Kampong Java Neighbourhood Police Centre

## VOLUNTARY WELFARE ORGANISATIONS & NON-PROFIT ORGANISATIONS

**for pooling resources to meet needs more effective and efficiently**

Art Outreach

Babes Pregnancy Crisis Support Ltd

Beautiful People SG Ltd

Blessings in a Bag – Beyond Awesome Programme

Boys' Brigade

Care Corner Family Service Centre (Queenstown)

Caritas Singapore

Compassion Fund

Equal-Ark Singapore Ltd

Food from the Heart

Girls' Brigade

Girl Guides Singapore

Infant Jesus Homes and Children's Centres (IJHCC)

Kampong Kapor Family Service Centre

Lotus Light Charity Society (Singapore)

Metropolitan YMCA. YOUTHsync Singapore

National Volunteer and Philanthropy Centre

Ray of Hope Initiative

Retired & Senior Volunteer Programme Singapore

Singapore Scouts Association

South Central Community Family Service Centre

Talent Trust Singapore

Tanjong Pagar Family Service Centre

The Food Bank Singapore Ltd

The Little Arts Academy

The Red Pencil

The Substation

Thye Hua Kwan Seniors Activity Centre @ Beo Crescent

Whampoa Family Service Centre

Young Women's Christian Association of Singapore

## VOLUNTEER GROUPS

**for believing that all it takes is a few to make a difference**

Beyond Expectations

GIC Recreation Club

Heartwarmers

Inland Revenue Recreation Club

Kayaking for Beyond

Keppel Shipping Line – Keppel Young Leaders

Kopitiam Lengkok Bahru

Project Hearty Homes

Project Khadijah

## 15. SAYING THANKS

Project Unsung Heroes

Saturdays @ Lengkok

Team Ardour

The Good Fight

**FINALLY, OUR MOST GRATEFUL THANKS TO  
ALL OTHERS WHO HAVE CONTRIBUTED TIME,  
ENERGY, RESOURCES OR FUNDS WHOM WE  
HAVE FAILED TO MENTION.**