



# Annual Report 2021





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## Saying Thanks







# A Snapshot of The Year



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## About Us

Beyond Social Services is a community development agency dedicated to helping children and youths from less privileged backgrounds break away from the poverty cycle. We adopt an asset-based community development approach and seek to provide support and resources that enable families and communities to care for themselves and each other. Over the past two years, we have adapted our work in the context of COVID-19.

## Our Coverage

We maintained close contact with our members living in 64 public rental housing blocks located mainly in the Central Singapore District. These blocks are organised by proximity into 20 neighbourhood clusters.

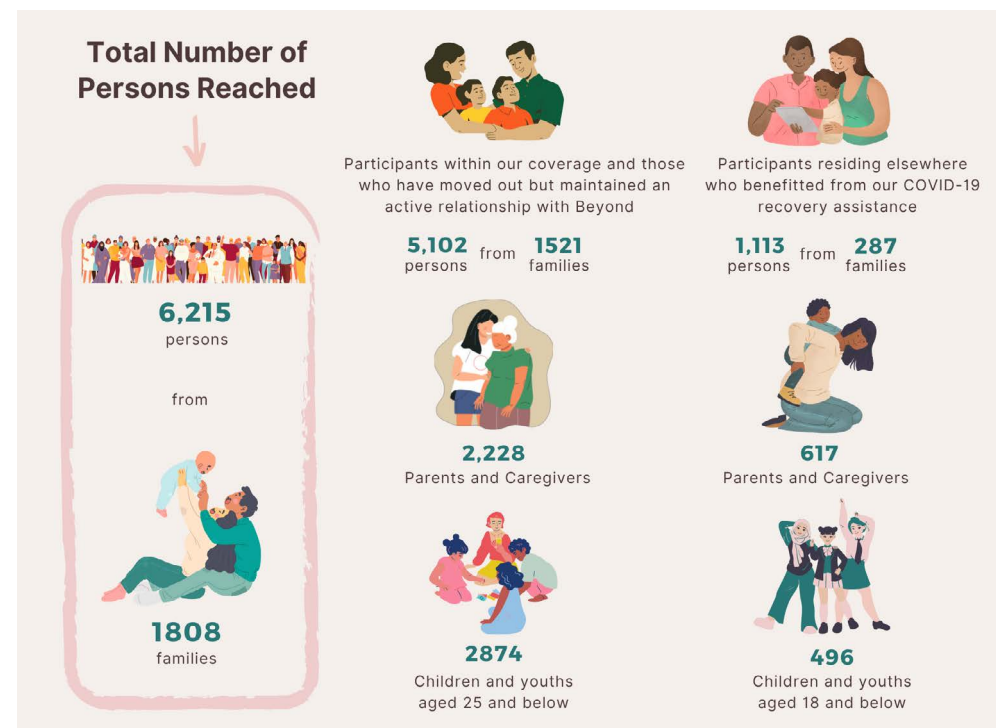
Our COVID-19 recovery efforts also put us in touch with residents of 211 housing blocks that are beyond the 64 where we have an established presence.

Our Coverage	No. of Blocks
Community development presence in public rental housing blocks	64
Covid-19 recovery assistance beyond operating boundaries	211
<b>Total coverage</b>	<b>275</b>

## Volunteer Contribution

There were 1757 volunteers who contributed 35,015 work hours. Volunteer hours by local volunteers, who are residents of the low-income neighbourhoods we engage, dropped sharply by 44%, as securing employment became priority since their income had been largely reduced by the pandemic-battered economy.

As safe-management practices continued, volunteering efforts remained online but we were heartened that several volunteers from corporate partners contacted our members directly to check on their grocery needs, made an order on their behalf, and had the items delivered to them directly. We were also glad to note that the volunteering hours for learning programmes and interest groups increased from 3998 to 6270 hours and when safe management measures were stepped down, volunteers resumed face-to-face sessions which were much preferred by our children and youth.



Volunteer Profile	No. of Volunteers	Hours
External Volunteers	1,452	33,078
Local Adult Volunteers	176	1,276
Local Youth Volunteers	129	661
<b>Total</b>	<b>1,757</b>	<b>35,015</b>

## Community Development & COVID-19 – Relevance from a Crisis to an Endemic

In light of the challenges created by COVID-19, we reorganised to provide the 4 essential services of food provision, financial assistance, employment support and digital access, and monitored our progress by the crisis management continuum of “Response, Recovery and Rebuilding.” We served as a conduit for goodwill from the government, civil society, and the community, and we encouraged those residing in



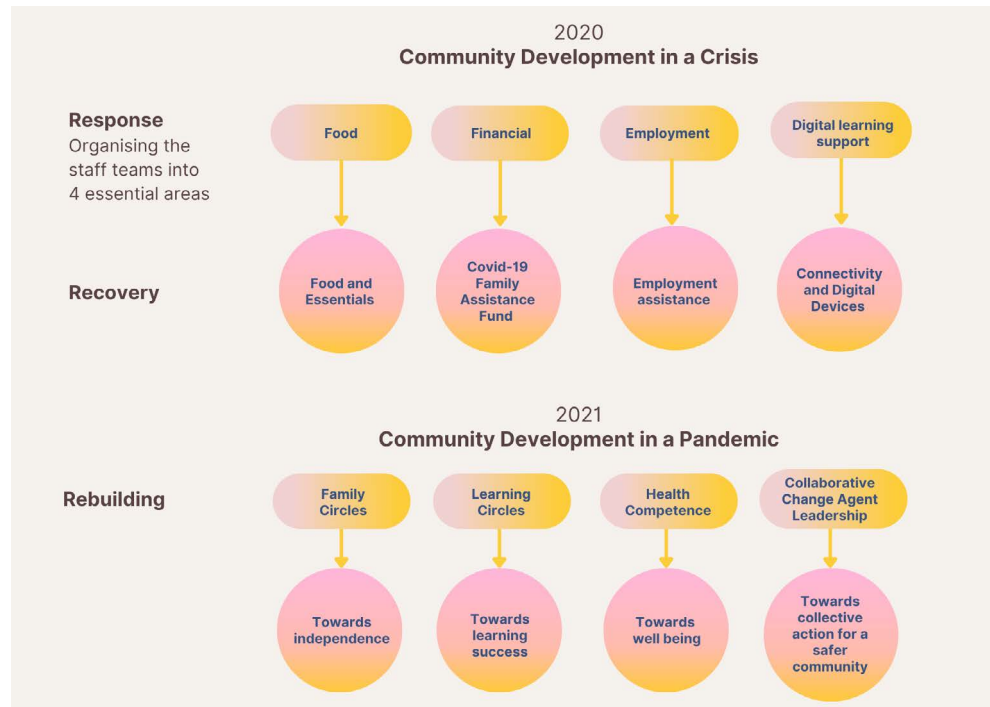
public rental neighbourhoods to organise themselves to receive and redistribute the resources.

This year, we continued to provide finances, food and digital access where needed. Those seeking employment were directed to partners such as FastJobs and FastGig, as our work in this area was focused on “learn and earn” activities for women unable to take on fulltime employment because of their care giving responsibilities. Importantly, we are glad to report that efforts in the aspect of rebuilding were stepped up. These were community-led problem-solving activities that also created the opportunity for people to consider what life as a breadwinner, caregiver or student means, and what it takes to rebuild the life of an individual, family or community that has been hurt by the disruptions brought about by COVID-19.

In sum, we endeavoured to remain relevant as the COVID-19 situation evolved. We adapted our work and journeyed with our members as the pandemic transited from a crisis to an endemic. Below is an illustration how this transition has been taking place.



*“We served as a conduit for goodwill from the government, civil society, and the community, and we encouraged those residing in public rental neighbourhoods to organise themselves to receive and redistribute the resources.”*



Activity	No. of Participants		
	Children & Youth	Adults	Families
1. Bakers Beyond • Seasonal income-generating bake sales	NA	17	
2. Community Enablers • Recognising members who support our community development efforts as valuable assets. • Work that leverages on their skills and identity as a resident of the neighbourhood are compensated with a remuneration • Building the capacity of residents to enable their communities to address their challenges	NA	9	
3. Family Circles • Mutual help among the lower-income facilitated by information and opportunities created from the data analytics of their skills, interest and motivations	NA	42	
4. Ignite! • Students from institutions of higher learning who share resources, encourage each other, and serve as role models for children in their neighbourhoods	25	NA	
5. Learning Circles • A self-directed peer learning group supported by others in the community who has its interest at heart	13	NA	
6. 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	892	NA	
7. Sew Can We • A seasonal income generation project for those with sewing skills • The main income has been from the sewing of reusable face masks	NA	7	
8. Youth Want Work • Youth-led social network that enhances employability among its members.	246	NA	
<b>Projects</b>			
1. Collaborative Change Agent Leadership • Enabling a community that takes ownership in preventing sexual violence (in partnership with Whampoa Family Service Centre)	24	33	

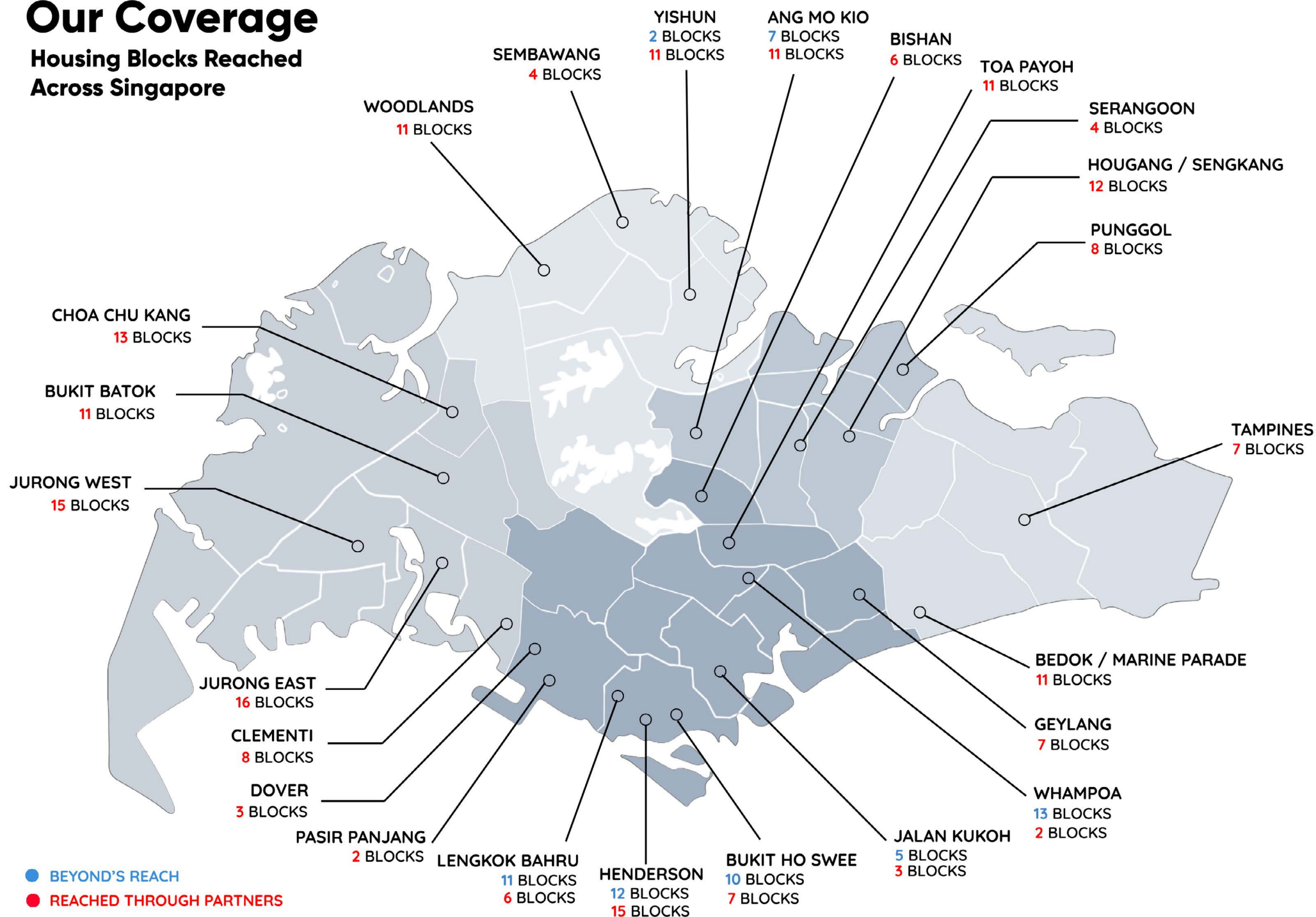
2. Health Competence • Building the capabilities and capacity of communities based on the view that “health” and “care” provided by family and friends are an important protective factor against social determinants of health  a. Lengkok Bahru  b. Yishun	NA  31	195  111	
<b>Designated Funds</b>			
1. Bridge the Digital Divide Fund • Facilitating initiatives that promote digital inclusion for an individual, family or a community	184 (Devices)	NA	53 (Wi-Fi)
2. Education Assistance Fund • Enabling children, youth and adults to further their education and skills • It includes  a. Community Tabung A savings programme to supplement children’s Child Development Account  b. School and learning expenses  c. Skills upgrading	238  100 NA	NA  NA 2	
3. Family Assistance Fund • To provide a sense of stability for families who are over-stressed, under-supported and experiencing financial hardship. • It includes the provision of  a. COVID-19 Family Assistance Emergency relief funds to support families mostly from low-income backgrounds; whose income had been adversely impacted by the pandemic  b. General FAF  c. Food and Essential Sundries Food rations, supermarket vouchers and essential personal and household sundries for daily living. These may include face masks, hand sanitisers, toiletries, and cleaning materials.  d. Gifts In the spirit of social integration, donations of cash gifts, household appliances and festive hampers comprising food and culturally appropriate items are redistributed to low-income families to reduce social isolation.	1234  61  NA  142	1321  35  NA  120	612  20  2597  59





# Our Coverage

## Housing Blocks Reached Across Singapore





# President's Letter

Dear friends,

Over the past year, we endeavoured to remain relevant as the circumstances around the pandemic evolved.

At the height of the pandemic in 2020, we reorganised and remobilised our teams to provide the essential services of food, financial assistance, employment support and digital access to those in need. This was a quick response to the crisis that unfolded, and these services helped people to recover from the loss of income and their change in routines. We monitored our efforts along the continuum of “response, recovery and rebuilding” with a view of helping our members explore what it means to rebuild their lives for income and family stability when the ill-effects of the virus abate.

***“We monitored our efforts along the continuum of “response, recovery and rebuilding” with a view of helping our members explore what it means to rebuild their lives for income and family stability when the ill-effects of the virus abate.”***





## Complementing Government Initiatives

So, in February this year, with the announcement of a vaccine rollout, we were optimistic that we could resume our community-based work, and progressively phase out the active provision of essential services.

We also noted the excellent government support for Singaporeans affected by COVID-19. The COVID-19 Recovery Grant attended to those who lost their jobs or suffered a drop in income, and the Courage Fund for Lower-Income Households affected by COVID-19 helped households that faced protracted income loss because a member had contracted COVID-19.

Hence, we dismantled the centralised teams dedicated to the provision of food, financial assistance, employment support and digital access and reverted to neighbourhood-centric work teams where essential services were provided in a decentralised fashion where needed. I am glad to report that together with our members, we made some headway imagining what the “rebuilding” of their lives meant, and you will read about these efforts in the report.

## A Strategy for Stronger Practice

The year was also significant for us in that we refreshed our strategy. Planning began in September 2020 and in 2021; the Board approved a strategic direction that would take the work to 2025. This strategy reflects our confidence and competency as a focused community development agency that is in the service of people's efforts to meet their own needs. As community development is a process where people come together to act on what is important to them, it epitomises the social work tenet of helping people to help themselves.

## Planning for Long Term Continuity

Another significant development was the Board's adoption of a succession framework for the executive director. I am grateful and confident that when the time comes, we will have a seamless transition that preserves our community development model which is the foundation for continued programme, along with the ethos of passion, innovation and service that has contributed to the organisation's success.

It has been another challenging but fulfilling year and I would like to express our immense gratitude for the convergence of support from the government, civil society, and our community at large which has kept our mission alive and enabled us to thrive. I would also like to take this opportunity to thank the staff and all volunteers who believe deeply that without a sense of caring, there can be no sense of community. Their care and concern have sustained the deep trust and working relationships with residents in low-income neighbourhoods that is critical for the progress of all our community development initiatives.

Finally, it has been said that the greatness of a community is most accurately measured by the compassionate actions of its members. Thus, my fellow Board members and I thank all of you who supported us in nurturing communities that are the bedrock for a socially inclusive and cohesive Singapore.

Sincerely,



Peter Hum  
President

***“As community development is a process where people come together to act on what is important to them, it epitomises the social work tenet of helping people to help themselves.”***



# Executive Director's Summary

## Moving from Recovery to Rebuilding with Compassion

Beginning the year with an optimistic view that the worst of the pandemic was behind us, we moved the work away from “recovery” towards “rebuilding.” While assistance with the 4 essential needs of finances, food, digital access, and employment remained vital for several, the demand no longer warranted us to have centralised teams to administer the work of servicing these needs. Nonetheless, the provision of finances, food and digital access continued as we reverted to neighbourhood centric teams that encouraged people to envision how they could rebuild their lives for more stability and satisfaction, now that they have withstood the disruption brought about by the pandemic.

Generally, people acknowledged that they needed careers and livelihoods that would enhance stability for their families. However, they also recognised that despite assistance from government, social services and their best efforts in mutual help initiatives facilitated by us, their recovery will remain fragile for some time to come. This clear-eyed self-assessment that we hear in the course of our work alongside the optimistic pronouncement that things will get better as their hard work pays off, reminds us that fundamental to all our plans to improve the well-being of others, lies compassion. Ultimately, what we can do may not amount to much but being a compassionate presence makes all the difference.

*“Ultimately, what we can do may not amount to much but being a compassionate presence makes all the difference.”*





## Compassion Begins at the Workplace

In July, Singapore began taking steps toward a *Living with COVID-19 strategy*. COVID-19 is now regarded as endemic and while the situation appears to be improving, there has been a persistent strain on both our personal and work life. Hence, nurturing our culture of care at the workplace remained a mindful endeavour. We reckoned that “care” must be the bedrock on which our organisation is built on because if we do not experience mutual support or safety with each other, we will be unable to resolve difficult challenges among ourselves and in our work. In this light, the notion of psychological safety and sensitivity training around diversity was introduced.

## Refreshing our Strategy with Care

In September 2020, we initiated steps to review and refresh our strategy. Before the year was up, we invited Board and Board Committee members, key volunteers, and the staff to participate in a scan of our operating environment. The consolidated responses informed discussions this year and the Board endorsed a refreshed strategy in October that mapped out how we may be in the service of people's efforts to meet their needs.

The strategy reflects the deepening of our community development practice, and I am glad to observe that our current practices were not far off from what we envisaged to be ideal.

However, the endeavour to craft a refreshed strategy sharpened our efforts in encouraging our members to take charge of their problem-solving attempts. In this light, I am glad to mention four initiatives during the year that had intentionally nurtured change agents and strengthened community competence to address challenges. They are namely,

1. Collaborative Leadership against Sexual Violence
2. Learning Circles
3. Health Competence in Lengkok Bahru and Yishun, and
4. Family Circles

I am confident that these efforts will facilitate empowered communities where people live purposeful, satisfying, and hopeful lives, and we can look forward to their progress and more such initiatives in the year ahead.

## Investing in Solidarity and Community Driven Initiatives

Another way of understanding our strategy is through the lens of investment. The Social Service Sector is an infrastructure of social service agencies that meets varied needs. Together, they are accessible touchpoints and an important safety net of service providers for those seeking help, including our members who would also access and benefit from the assistance, programmes and resources provided by these agencies.

While we acknowledge the importance of institutional infrastructure and the need to invest in them, our strategy is to invest in communities and people directly, towards a problem-solving culture that encourages initiative, self-created solutions, mutual help, and solidarity. We advocate for more investment in people's agency rather than social service agencies.

Helping people to help themselves is a key tenet of social work and an integral part of our ethos. The refreshed strategy articulates how we imagine this being manifested in the current context of our work in low-income neighbourhoods. It is not a new direction but a sharpening of our ongoing efforts.

On this note I would like to express our deepest thanks to all who supported our endeavours this past year and I would like to provide an overview of how our work has been sustained financially.

***“While we acknowledge the importance of institutional infrastructure and the need to invest in them, our strategy is to invest in communities and people directly, towards a problem-solving culture that encourages initiative, self-created solutions, mutual help, and solidarity.”***

## Our Financial Situation

Government subvention was a significant source of our financial stability amounting to 37% of our income. We are deeply grateful for this and for the tremendous support from the community as well. I would say that our income reflects well on the notion of shared responsibility or what we often refer to as our “Many Helping Hands” approach.

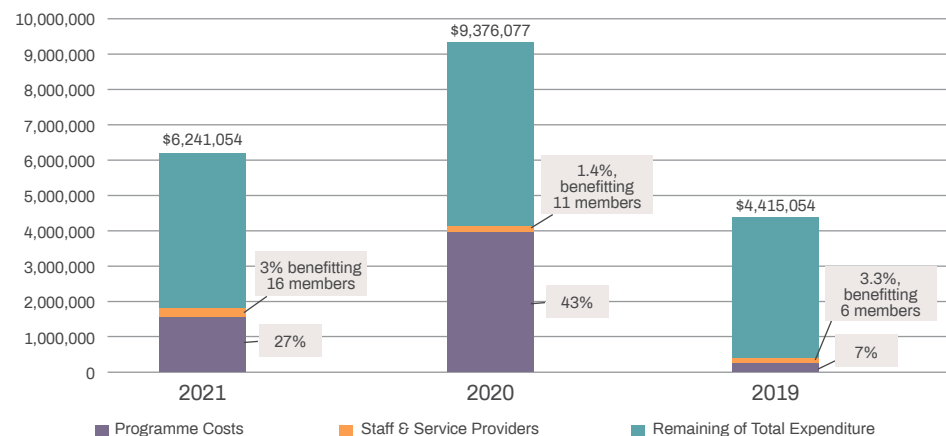
Income	2021 Jan to Dec	%	2020 Jan to Dec	%	2019 Jan to Dec	%
Government Funds	2,639,042	37%	2,757,756	22%	1,861,333	34%
Programme income	339,376	5%	449,276	4%	514,825	9%
General Donations	2,951,063	41%	7,426,670	59%	2,711,782	49%
Non-Government Grants	649,541	9%	245,721	2%		
Sponsorship-In-Kind	512,576	7%	1,505,257	12%	246,603	5%
Miscellaneous Income	77,142	1%	139,043	1%	190,461	3%
<b>Total Income</b>	<b>7,168,740</b>	<b>100%</b>	<b>12,523,723</b>	<b>100%</b>	<b>5,525,004</b>	<b>100%</b>

As the COVID-19 situation de-escalated, expenditure patterns reverted closer to that in 2019. However, we are glad to see Programme Costs that benefitted our members directly amounting to 27% of our expenditure compared to 7% in 2019 as this is aligned with our strategic intent of investing in people's agency.

Expenditure	2021 Jan to Dec	%	2020 Jan to Dec	%	2019 Jan to Dec	%
Staff Costs	3,655,318	59%	3,377,580	36%	3,238,855	73%
Facilities	259,096	4%	175,113	2%	174,727	4%
Programme Costs	161,418	3%	73,509	1%	160,012	4%
Programme Costs (Designated Assistance)	1,476,626	24%	3,959,465	42%	151,998	3%
Other Operating Costs	73,384	1%	169,996	2%	284,843	6%
Cost of Sponsorship	512,576	8%	1,505,257	16%	246,603	6%
Depreciation	102,636	2%	115,157	1%	158,016	4%
<b>Total Expenditure</b>	<b>6,241,054</b>	<b>100%</b>	<b>9,376,077</b>	<b>100%</b>	<b>4,415,054</b>	<b>100%</b>

We would also like to highlight that another way we invested directly in our members was to have them join us as an employee or a service provider. This year we engaged 16 persons in these capacities and their salaries and fees amounted to 3% of our expenditure.

### Financial Resources Benefitting Members Directly



### Blessing us all with a purposeful, meaningful and satisfying life

Thank you for reading thus far. I would like to conclude by making one last point about our refreshed strategic direction of enabling our members to live purposeful, satisfying, and hopeful lives.

While we have stewarded our resources well for the good functioning of our organisation, we humbly acknowledge that being able to do so means that we are in a privileged position. The work has privileged us, the staff and volunteers with purpose, meaning and satisfaction that have enriched our quality of life. Hence, we must be mindful that while the needs of the less privileged among us are immense, the least we can do is not to deny or hinder their experience of purpose, meaning and satisfaction and to believe that regardless, everyone should live hopeful lives.

Thank you for joining us in the service of people's efforts to meet their needs.

Sincerely,

Gerard Ee  
Executive Director





# Organisational Profile



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# Board & Executive Management



## BOARD OF MANAGEMENT *Appointed at Board Meeting on 24 June 2021*

<b>President</b>	Mr Peter Hum
<b>Vice-President</b>	Mr Alok Kochhar
<b>Honorary Treasurer</b>	Mr Narayanan Vinod Krishnan
<b>Honorary Secretary</b>	Mr Andy Leck
<b>Founder Member Representative</b>	Sr Veronica De Roza
<b>Board Members</b>	Mrs Alexandra De Mello
	Mr Alvin Yapp
	Mr Ang Fui Siong
	Mr Ang Kian Peng
	Ms Chong Ai Kee from 24 Jun – 22 Dec 2021
	Ms Ratna Sari Binte Mohamed Hashim
	Mrs Ravina Kirpalani
	Mrs Sarah Stabler
<b>Medical Advisor</b>	Dr Tan Poh Kiang, PJ Clinic
<b>Legal Advisor</b>	Baker & McKenzie. Wong & Leow
<b>Auditor</b>	Helmi Talib LLP
<b>Bankers</b>	Bank of China Ltd
	CIMB Bank Berhad
	DBS Bank Ltd
	Standard Chartered Bank (Singapore) Limited

## OUR HONORARY MEMBERS

<b>Honorary Advisor</b>	Dr S.Vasoo
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## OUR EXECUTIVE COMMITTEE

<b>President</b>	Mr Peter Hum
<b>Vice-President</b>	Mr Alok Kochhar
<b>Honorary Treasurer</b>	Mr Narayanan Vinod Krishnan
<b>Honorary Secretary</b>	Mr Andy Leck

## OUR BOARD COMMITTEES

### 1. Appointment & Nomination Committee

<b>Chair</b>	<b>Mr Peter Hum</b>
<b>Members</b>	Mr Alok Kochhar
	Sr Veronica De Roza

### 2. Audit & Risk Committee

<b>Chair</b>	<b>Mr Ang Fui Siong</b>
<b>Members</b>	Mrs Alexandra De Mello
	Mr Mayank Kochhar

### 3. Finance & Admin Committee

<b>Chair</b>	<b>Mr Narayanan Vinod Krishnan</b>
<b>Members</b>	Mr Jim Tay
	Mr Peter Lim
	Ms Ratna Sari Binte Mohamed Hashim

### 4. Human Resource Committee

<b>Chair</b>	<b>Ms Chan Chee Hwee</b>
<b>Members</b>	Ms Chong Ai Kee
	Mr Goh Chee Kong
	Mr Narayanan Vinod Krishnan

### 5. Investment Committee

<b>Chair</b>	<b>Mr Alok Kochhar</b>
<b>Members</b>	Mr Ang Fui Siong

### 6. Fund Raising Committee

<b>Chair</b>	<b>Mr Alvin Yapp</b>
<b>Members</b>	Mr Ang Kian Peng
	Ms Chong Ai Kee till 22 Dec 2021
	Mrs Mary Kuo
	Mrs Ravina Kirpalani

**7. Programmes & Services Committee**

Chair	<a href="#">Mr Peter Hum</a>
Members	Mrs Alexandra De Mello Mr Alok Kochhar Mr Andy Leck Dr Goh Han Meng Dr Huso Yi Dr Ijlal Naqvi Dr Ng Kok Hoe Mrs Ravina Kirpalani Sr Veronica De Roza

**Supported by:****7.1 Healthy Start Child Development Centre Management Committee**

Chair	<a href="#">Dr Sirene Lim</a>
Members	Dr Christine Lee Ms Lim Seok Lin

**7.2 Info-Tech Committee**

Chair	<a href="#">Ms Clara Lee</a>
Members	Mr Amit Jain Ms Catherine Goh Ms Chew Hoon Mr Lim Jui Khiang Ms Rebecca Chiu

**8. Public Relations Committee**

Chair	<a href="#">Mrs Sarah Stabler</a>
Members	Ms Arunima Kochhar Mr Mark Chen Ms Sue Stephens

**9. Volunteer Committee**

Chair	<a href="#">Mr Petros Zenieris</a>
Members	Mr Jim Tay Mr John Tsai Mrs Sarah Stabler Ms Siti Fadillah Bte Abdullah

More information on [Board Committee Terms of Reference](#) available on [www.beyond.org.sg](http://www.beyond.org.sg).



## THE STAFF

<b>Executive Director</b>	Gerard Ee <i>since 1 Jun 1991</i>
<b>Deputy Executive Director</b>	Ranganayaki Thangavelu <i>since 1 Aug 2005</i>
<b>Assistant Directors</b>	Joyce Lim Lim Shaw Hui Mohammad Alil Jumari
<b>Administration &amp; Finance Team</b>	Angeline Tan A Premavati Aziman Bin Ali Cecilia Chan Chew Fook Hong <i>till 15 Oct</i> Junainah Binte Ali Loh Keng Chin Noorrezilah Binte Bidin <i>from 4 Apr</i> Peggy Wong Ong Tjin Lie Samsuibrhim Sukkuriyabeevi
<b>Community Work Team</b>	Adam Kosnan Bin Kosnan Siran <i>till 15 Oct</i> Adrina Tie Anne-Marie Ong Chia Jie Min Chiu Ying Yik Diana Binte Abdul Rahim Elakiya Ruqsana Navrina Arrafarismal <i>till 21 Jun</i> George Joseph Das Grace Toh Grace Yew Helen Ho Hilda Foo Jasmine Chew Joanne Yau Jolene Fok

Karimah Amanina Binte Jaffar  
 Kaylin Toh  
 Lynette Tan Shun Ying *from 2 Aug*  
 Maizy Tan  
 Mynavathy Raju  
 Noel Tan  
 Noor Izzaty Ishak  
 Norrashikin Abdul Refaie  
 Nur Hazirah Binte Salehudin  
 Nur Irfah Binte Abdul Majeed  
 Reetaza Chatterjee *from 4 Apr till 23 Oct*  
 S Suraendher Kumarr  
 Shariffah Nureza Binte Syed Ayoub Alsagoff  
 Shoshawna Lazzar  
 Siti Nor Rohani Zaini  
 Sobikun Nahar Mossammad  
 Stella Jayanthi  
 Swathi Swaminathan  
 Tan Hooi Boon  
 Then Mui Choo  
 Vairam Gopalakrishnan *till 30 Apr*  
 Wong Pei Ling

## Healthy Start Child Development Centre

## Principal

Lee Hui Huang

## Teachers

Annabel Chong  
 Denise Chng  
 Koh Jing Wen *from 27 Apr*  
 Mervvyn Paul Singh *till 28 Dec*  
 Mohamed Bee d/o Abdul Jalil  
 Noraidah Binte Helmee *till 8 Jan*  
 Raffhana Binte Sarip  
 Salamiah Binte Bahtiar  
 Salwani Binti Ismail  
 Siti Sufiyyah Binte Ithnin *from 1 Apr till 15 Sep*

## 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. No staff serves on the Board. In FY 21, there were 5 key management personnel. The breakdown of their salaries by band is as follows:

Below \$100,000	2
\$100,000 to \$120,000	2
\$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 Board member.

## Management of Conflict of Interest

The Society has a conflict of interest policy in place. All trustees/office bearers, chairman of sub-committees and key management personnel are required to read and understand the conflict of interest policy. They are required to make full disclosure of interests and to sign the declaration form every year. When a conflict of interest situation arises, the person concerned shall declare his or her interests and abstain from participating in the discussion, decision-making and voting on the matter. There was no transaction with a corporation in which the trustees/office bearers and the key management personnel had an interest during the fiscal year 1 January 2021 to 31 December 2021.

## Attendance Record for Board of Management Meetings (FY2021 January to December)

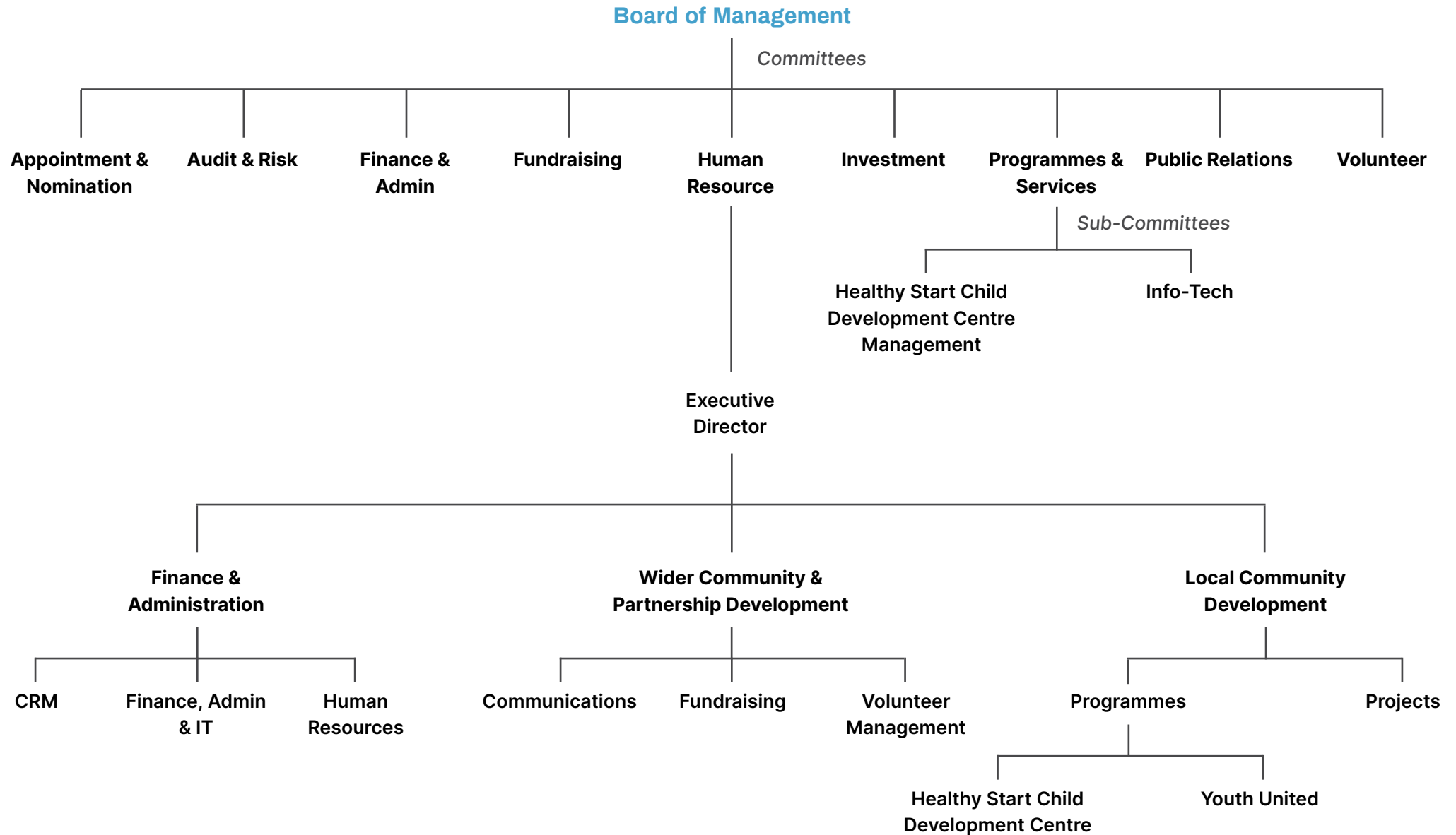
	25 Feb	27 May	24 Jun	23 Sep	9 Dec	
Mr Alok Kochhar	✓	✓	✓	✓	✓	100%
Mr Alvin Yapp		✓	✓		✓	60%
Mr Andy Leck	✓	✓	✓	✓		80%
Mr Ang Fui Siong	✓	✓	✓	✓		80%
Mr Ang Kian Peng	✓	✓	✓	✓		80%
Ms Chong Ai Kee (from 24 Jun)			✓	✓	✓	100%
Mrs Alexandra De Mello	✓	✓	✓	✓	✓	100%
Mr Narayanan Vinod Krishnan	✓	✓	✓		✓	80%
Mr Peter Hum	✓	✓	✓	✓	✓	100%
Ms Ratna Sari Binte Mohamed Hashim	✓	✓	✓	✓	✓	100%
Mrs Ravina Kirpalani	✓	✓	✓	✓	✓	100%
Mrs Sarah Stabler	✓	✓	✓	✓	✓	100%
Sr Veronica De Roza	✓	✓	✓	✓	✓	100%



## Governing Board: Council Term

Name	Current Charity Board Appointment	Occupation	Past Charity Board Appointments
Mr Peter Hum	President 6 Aug 2020	Managing Director, StrateValue Pte. Ltd	Honorary Secretary 22 Jun 2018 - 6 Aug 2020
Mr Alok Kochhar	Vice President 6 Aug 2020	Senior Advisor, Boston Consulting Group	<ul style="list-style-type: none"> <li>• Board Director 22 May 2015 - 23 Jun 2016</li> <li>• President 24 Jun 2016 - 6 Aug 2020</li> </ul>
Mr Andy Leck	Honorary Secretary 6 Aug 2020	Principal, Baker & McKenzie.Wong & Leow	<ul style="list-style-type: none"> <li>• Board Director 24 Mar 2009 - 27 May 2014</li> <li>• Vice President 28 May 2014 - 21 May 2015</li> <li>• Board Director 18 Jun 2019 - 6 Aug 2020</li> </ul>
Mr Narayanan Vinod Krishnan	Honorary Treasurer 22 Jun 2018	Executive Director – Client Relationship Management, Arthur J Gallagher [S] Pte Ltd	
Sr Veronica De Roza	Founder Member Representative 29 Aug 2017	Treasurer, Franciscan Missionaries of Mary	
Mrs Alexandra De Mello	Board Director 6 Aug 2020	Director, Alceda	
Mr Alvin Yapp	Board Director 24 Jun 2016	Director, Corporate Affairs, Busads Pte Ltd	
Mr Ang Fui Siong	Board Director 22 Jun 2018	Head, Treasury Financial Control & Advisory, OCBC Bank	<ul style="list-style-type: none"> <li>• Honorary Treasurer 28 May 2014 - 21 Jun 2018</li> </ul>
Mr Ang Kian Peng	Board Director 22 Jun 2018	Director, Samsui Supplies & Services Pte Ltd	
Ms Chong Ai Kee	Board Director 24 Jun 2021 – 22 Dec 2021	Director, Chapman Consulting Group	
Ms Ratna Sari Binte Mohamed Hashim	Board Director 6 Aug 2020	Director (Finance), Ministry of Communications and Information	
Mrs Ravina Kirpalani	Board Director 22 Jun 2018	Executive Director - Head of Philanthropy, Ardmore Management Pte. Ltd	
Mrs Sarah Stabler	Board Director 22 Jun 2018	Vice President, Media Relations, APAC, Deutsche Bank AG	

## Organisation Chart







# Official Identity and General Information



*“The work has privileged us, the staff and volunteers with purpose, meaning and satisfaction that have enriched our quality of life. Hence, we must be mindful that while the needs of the less privileged among us are immense, the least we can do is not to deny or hinder their experience of purpose, meaning and satisfaction and to believe that regardless, everyone should live hopeful lives.”*

## Our Beginnings

We were set up in August 1969 in response to the poor living conditions aggravated by two 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.

In the spirit of our founding purpose of attending to the displaced, Beyond Social Services is established as a charity dedicated to alleviating the plight of Singapore's lowest income communities. We engage residents in low-income public rental housing neighbourhoods and enable the young and old to self-organise around issues important to them. These are often challenges related to poverty such as food insecurity, poor health, debt clearance and aspirations such as housing, education, income generation and such. We adopt a future oriented perspective and emphasise on helping children and youth from less privileged backgrounds break away from the poverty cycle.

## Statutory Information

<b>Registered Address</b>	Beyond Social Services 26 Jalan Klinik #01-42/52 Singapore 160026
<b>Legal Identity</b>	Registered with the Registry of Societies Date of Establishment: 19 February 1987 ROS 315/86 WEL UEN Number: S87SS0025J
<b>Charity Status</b>	Charity Registration Number: 0594 Charity Registration Date: 19 September 1988

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

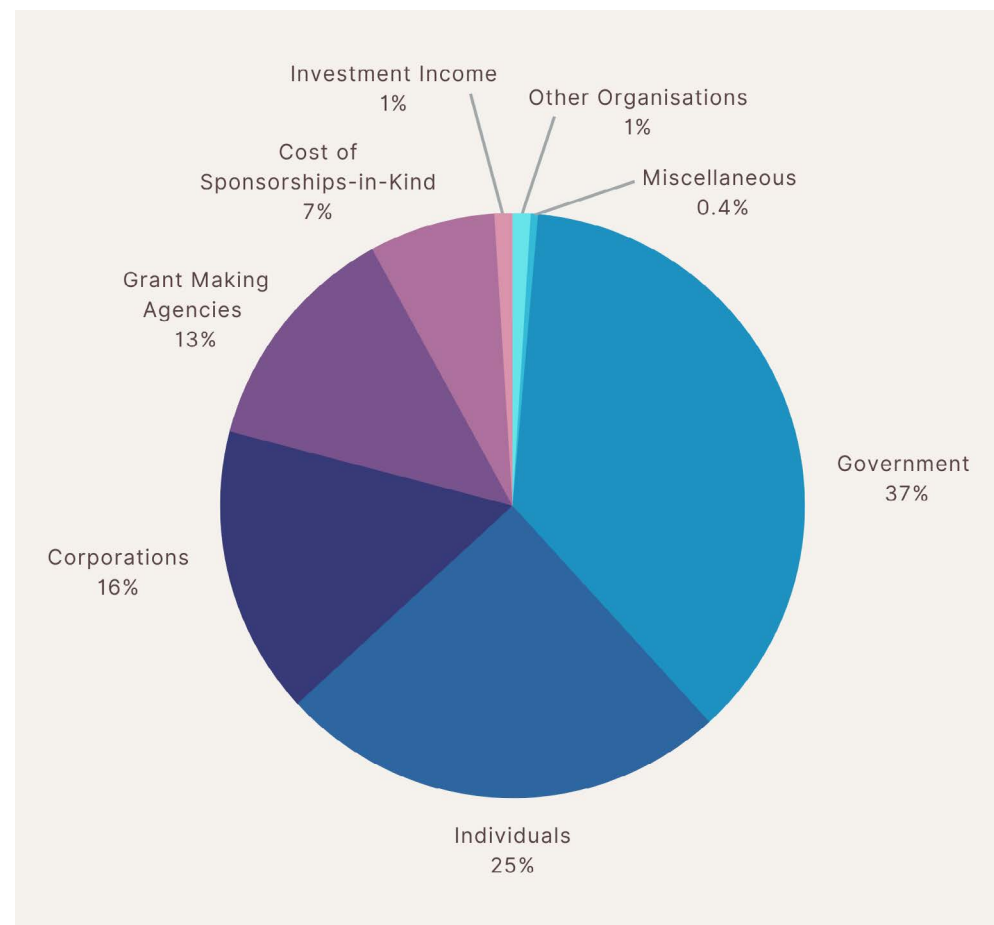
IPC Registration No: IPC000355  
New Period Approved: 1 July 2019 to 30 June 2022  
Sector Administrator: Ministry of Social and Family Development

<b>Affiliation</b>	National Council of Social Service Full member since 3 August 1987
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**Beyond has our Constitution (approved in November 2015) as our governing instrument.**

## 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.



Funds from the government contributed to 37% of our total income. This is significant and here is the breakdown:

Government Funding Received	Amount
<b>Programmes</b>	
National Youth Council	\$31,479
NCSS – VWOs Charities Capability Fund	\$98,087
Tote Board Community Healthcare Fund	\$157,869
Tote Board – Social Service Fund for Youth United Programme	\$1,046,696
<b>Donation Matching Arrangements</b>	
Tote Board Matching for Fundraising Events	\$1,050,000
<b>Others</b>	
Employment Credits	\$229,653
Miscellaneous	\$25,258
<b>Total coverage</b>	<b>\$2,639,042</b>

## 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 2021, there were no funds in deficit and based on a budget of \$5 million, we have an operating reserve of approximately 2 times.

*For more information on the reserves policy, please refer to Note 19 (page 34) of our Financial Statement.*

## Vision & Purpose

### 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.

### 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 & 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, reflective practice and the people development.



## Programmes, Projects, Designated Funds & Facilities

### 1. 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. Hence, we have developed a “Competent Communities” framework to monitor the progress of how neighbourhoods become “villages” that raise their children well.

Throughout the year, there are different activities to engage and facilitate empowered children, youth, families, and communities. Empowerment is a key thrust of [Social Service Sector Strategic Thrust \(4STs\)](#) and a significant amount of funding for the coordination of this work is from the Tote Board Social Service Fund administered by the National Council of Social Services.



The activities are as follows:

- **Bakers Beyond**  
Seasonal income-generating bake sales
- **Community Enablers**  
Recognising members who support our community development efforts as valuable assets. Work that leverages on their skills and identity as a resident of

the neighbourhood are compensated with a remuneration Building the capacity of residents to enable their communities to address their challenges

- **Family Circles (formerly 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

- **Ignite!**

Students from institutions of higher learning who share resources, encourage each other, and serve as role models for children in their neighbourhoods.

- **Learning Circles**

A self-directed peer learning group supported by others in the community who have its interest at heart.



- **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

- **Sew Can We**

A seasonal income generation project for those with sewing skills. The main income has been from the sewing of reusable face mask.

- **The Community Theatre**

Providing neighbours, a stage to act on their shared challenges (Programme has been dormant in 2020 and 2021 as gatherings were not allowed)

- **Youth Want Work**

Youth led social network that enhances employability among its members.

## 2. 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 and once again, in alignment with the 4STs.

In 2021, there were the following projects:

- **Collaborative Change Agent Leadership**

Enabling a community that takes ownership in preventing sexual violence (in partnership with Whampoa Family Service Centre)

- **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

### 3. Designated/Restricted Funds

To enable the efforts of communities in low-income neighbourhoods, we serve as a conduit for resources from the larger Singapore community. Hence, we manage the following 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*
- **Education Assistance Fund**  
*Enabling children, youth and adults to further their education and skills. It includes*
  - a. *Community Tabung a savings programme to supplement children's Child Development Account*
  - b. *School and learning expenses*
  - c. *Skills upgrading*
- **Family Assistance Fund**  
*To provide a sense of stability for families who are over-stressed, under-supported and experiencing financial hardship. It includes the provision of:*
  - a. *COVID-19 Family Assistance - Emergency relief funds to support families mostly from low-income backgrounds, who were adversely impacted by the pandemic with a drastic drop of income.*
  - b. *Food and Essential Sundries - Food rations, supermarket vouchers and essential personal and household sundries for daily living. These may include face masks, hand sanitisers, toiletries, and cleaning materials.*
  - c. *Gifts - In the spirit of social integration, donations of cash gifts, household appliances and festive hampers comprising food and culturally appropriate*

*items are redistributed to low-income families to reduce social isolation.*

The following restricted funds facilitate the volunteering efforts of CSR Partners:

- **Civil Service College Volunteer Activities**  
*To fund activities for the residents from the public rental flats at Ghim Moh neighbourhood*  
  
*A collaboration with the Civil Service College to reach out to the low-income families residing in Ghim Moh public rental housing flats. This is a corporate social responsibility initiative of the Civil Service College and their staff donate toward the cost of activities carried out.*
- **Deutsche Bank Volunteer Activities Fund**  
*To defray expenses for Beyond's activities involving volunteers from Deutsche Bank*

The next designated fund is in support of a culture of care within our community workplace. We do not actively fund-raise for this fund.

- **Employee Welfare Fund**  
*To support employees' welfare in light of personal challenges or that resulting in the course of their work*

*For more information, please refer to the Financial Statements, Note 11, page 26-27.*



#### 4. 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” in 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 and community facilities but our staff teams are housed at the premises below.

1.	<b>Main Office</b>	Block 26 Jalan Klinik #01-42/52 (Registered address) Singapore 160026 Telephone: 6375 2940
2.	<b>Healthy Start Child Development Centre (HSCDC)</b>	Block 120 Bukit Merah View #01-04/06 Singapore 152120 Telephone: 6270 2443
3.	<b>Whampoa Office</b>	Block 75 Whampoa Drive #01-346 & 372 Singapore 320075 Tel: 6354 0980

#### Staff Overview

Resignation rate for 2021: 16%

(Recruited: 8, Resigned: 9)

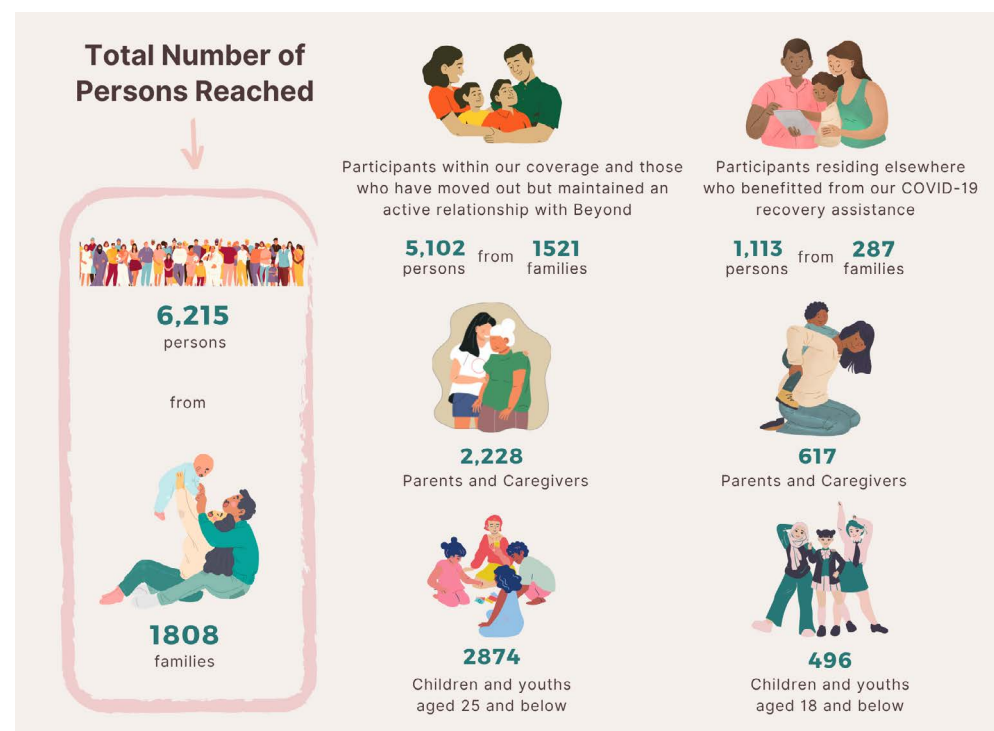
Attrition rate (rate of non-replacement of vacancies) = 16.22%

Average number of headcounts – 55.5 persons

Average Age of Staff: 43.7 years old

The median salary for 2021 is \$3,438.

#### Total Number of Persons Reached in 2021







# Strategic Direction and Programme Management





## Strategic Direction

We are in the service of people's efforts to meet their needs. This is the essence of our community-building and peace-making approach where people come together to act on what's important to them. At its heart, community development is rooted in the belief that all people should have access to health, well-being, education, employment, justice and opportunity.

This 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.

### 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 toward 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 toward young offenders and multiple problem families.
3. A culture of learning and education among children, youth and their caregivers.
4. A culture of employment among the caregivers and adult residents as well as youth entering the workforce.
5. A high level of voluntarism and community participation among children, youth 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, their families, and their neighbourhood.
8. Increased involvement from wider society that serve as gestures of solidarity aimed at nurturing social inclusion and cohesion.



### Competent Communities

As we deepen our work in the service of people's efforts, we encourage and enable programme participants to take ownership of their shared concerns or aspirations. Hence, within the public rental neighbourhoods where we work, we monitor the residents' level of awareness, understanding, action and ownership for their shared concerns and aspirations. This is done with a view that they become empowered individuals who manage resources as well as steer the change and progress they envision.

## 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 2025

We catalyse and co-create purposeful action with residents in public rental housing neighbourhoods to support young people, families, and other vulnerable persons to live meaningful, satisfying, and hopeful lives despite their poverty-related challenges.

We achieve this by being a supportive and engaging presence within these low-income neighbourhoods where we will enable residents to act on their aspirations and challenges and encourage cooperation among stakeholders. Where appropriate, we will draw attention to the needs and challenges of the people we encounter and engage. By doing so, we play the roles of an enabler, motivator, and advocate. More specifically:

1. In each locality, we will harness the skills and resources of people and organisations as well as cultural and other intangible characteristics to nurture mutual help, a strong sense of belonging and neighbourhood pride so that these are environments that facilitate the holistic development and well-being of residents;
2. We will work alongside residents as they self-organise to mobilise resources and relationships to confront their challenges, work on their aspirations and to create spaces to be empowered; and,
3. We will proactively seek partnerships with the public sector, civil society, and the wider community to co-create a climate of social integration wherever we work.

We will be a leading agency with the capabilities to rally people across the neighbourhoods we work in and the larger society to contribute towards the common good, based on the values of compassion, social justice, and mutual help.

## Our Roles as Enabler, Motivator and Advocate

### 1. Enabler

Social service programmes led 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.

### 2. Motivator

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

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

### 3. 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.

#### 4. Programme Management

Our programmes are the 'doors' by which our target participants come to us, but as a whole, our work 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
- Strength-based thinking and context creation
- Participatory and reflective dialogue
- Community development approaches
- Non-violent communication and dynamic governance

#### Crisis Management and Problem-Solving Modus Operandi

We de-escalate 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. It must be emphasised though that this is done without contravening established sector specific protocols for suspected child abuse in families or the Criminal Procedure Code.

#### 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 society that integrates people not an organisation.

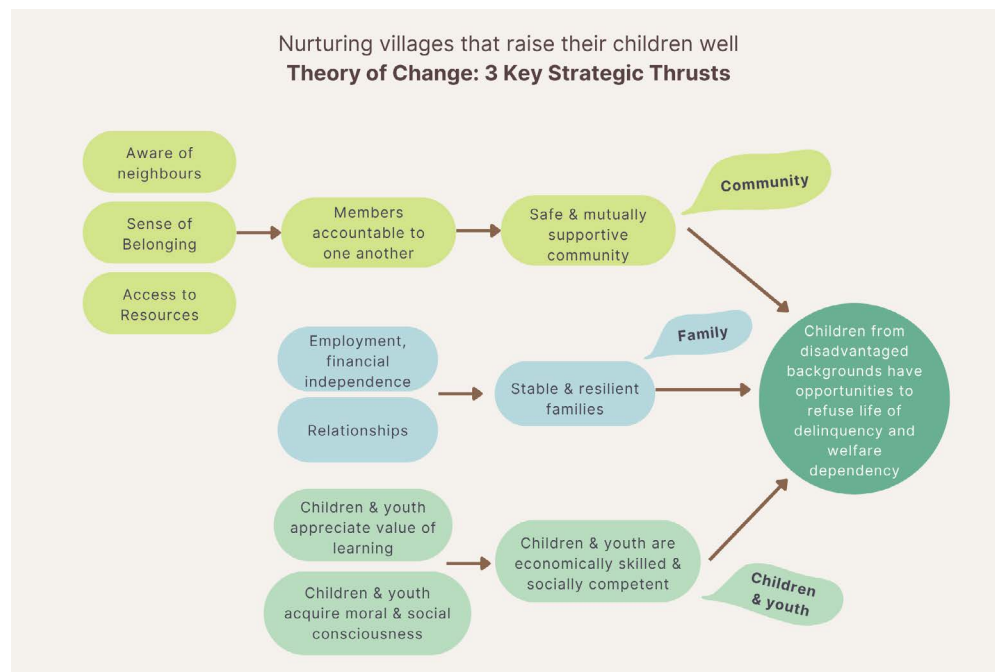
Beyond as an organisation works at facilitating an all-inclusive society. We work on the premise that programme participants, volunteers, partners, donors and staff are members of a community working together to guide disadvantaged young people away from the poverty cycle. The resources, expertise and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





## Our Theory of Change

Our theory of change frames our efforts at providing disadvantaged young people the opportunity to refuse a lifestyle of delinquency and welfare dependency. By focusing on the development of young people, their families and their neighbourhood, we create the conditions for “villages” that raise their children well.



## Our Target Group

Children, youth, their caregivers and other vulnerable people 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.

## Measuring Programme Impact

In 2011, we decided to concentrate our work in public rental neighbourhoods because we believed that by strengthening a sense of community, we could disrupt a culture of inter-generational problems. As such, we took a long-term view of our work and aspired to 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.

However, a longitudinal study is difficult to implement and so over the years, we have implemented retrospective and dip-stick studies as well as commissioned independent researchers for an impact study. Results have been positive, and an impact study conducted during the period November 2016 to November 2017 concluded that youths were able to better handle conflict in their families while adults felt better about their overall life situation.

Today, we adopt a fit for purpose evaluation approach. Depending on their nature and stage of development, initiatives are evaluated for effectiveness differently. Both quantitative and qualitative methods are used and programme participants' reported experience of our presence in their lives would also be an impact indicator. As we are in the service of people's efforts to meet their needs, narratives and documentation of such efforts also inform us of our impact.

Evaluation for the ongoing endeavour and results and reports whenever available are shared on [www.beyondresearch.sg](http://www.beyondresearch.sg).

## Our Helping Principles



### 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 engagement.

Help should build on 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 cooperation, not togetherness.

#### Child Specific

Children and their families no matter how challenging have strengths that can be built 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 learnt 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.



# Community Development in a Pandemic

COVID-19 continued to challenge us to adapt our operations, reflect and learn, and to collaborate.

This year it was not about responding efficiently to a crisis to bring relief but about journeying with our members in a reassuring manner as the pandemic stretched on. It was not just about standing in solidarity with those affected but walking alongside them as their challenges evolved.

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Recovery Efforts	37
Rebuilding	39

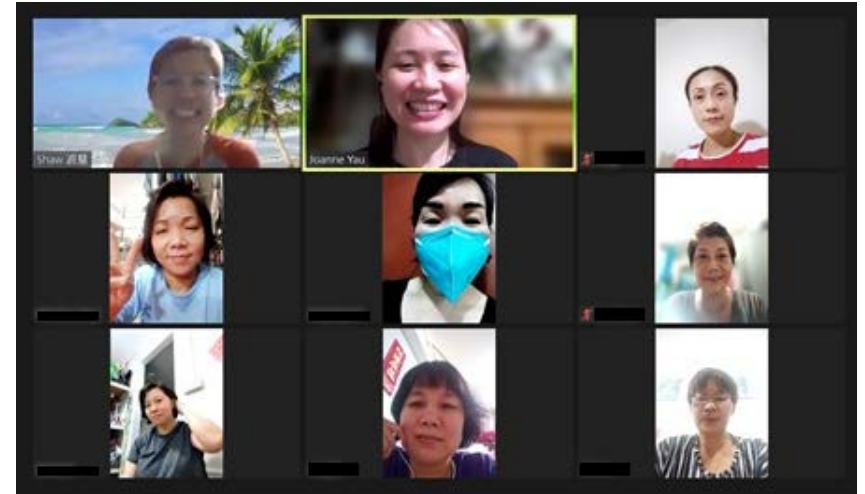
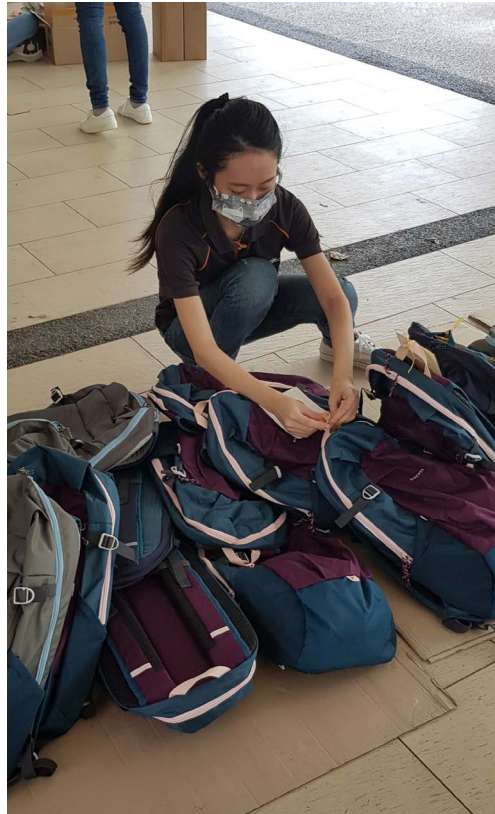




# Response to COVID-19







## De-escalating from the Peak of a Crisis

As we dismantled our centralised assistance teams that we had promptly set up the previous year, we maintained the communication channels we had with our members.

Members continued to keep in touch, and we became aware of several families who were unable to meet the basic needs without financial and food assistance. We connected them to the relevant government social service offices and ensured that their basic needs were met as their applications for assistance were being processed.

From our conversations, we got a sense that they were deeply anxious if they would be able to stop depending on welfare. Generally, the ill-effects of the pandemic were no longer at its peak but the plateau that these families found themselves on, proved to be rough punishing terrain.

## Reinforcing Responsive Relationships

While material assistance was needed, we recognised that care and concern contributed immensely to a family's well-being and stability. Hence, we reframed the essence of our COVID-19 response as one of the responsive relationships.

We were mindful that our conversations moved beyond the accountability of resources provided and toward a shared connection among people where authentic non-judgemental conversations about their lived experiences occurred. These conversations nurtured mutual trust and respect and fortified relationships that became the bedrock for working together toward recovery and rebuilding goals.





# Recovery Efforts



While the COVID-19 situation was not at its peak, many found it difficult to recover from the disruption to their lives in 2020. Hence, we continued to provide food, financial and digital access where needed.

## Financial Assistance

### COVID-19 Financial Assistance

The COVID-19 Family Assistance Fund was launched in March 2020 for low-income families severely affected by the pandemic, and is maintained as a designated fund.

The use of this fund tapered in 2021, as families accessed mainstream sources of support such as ComCare assistance.

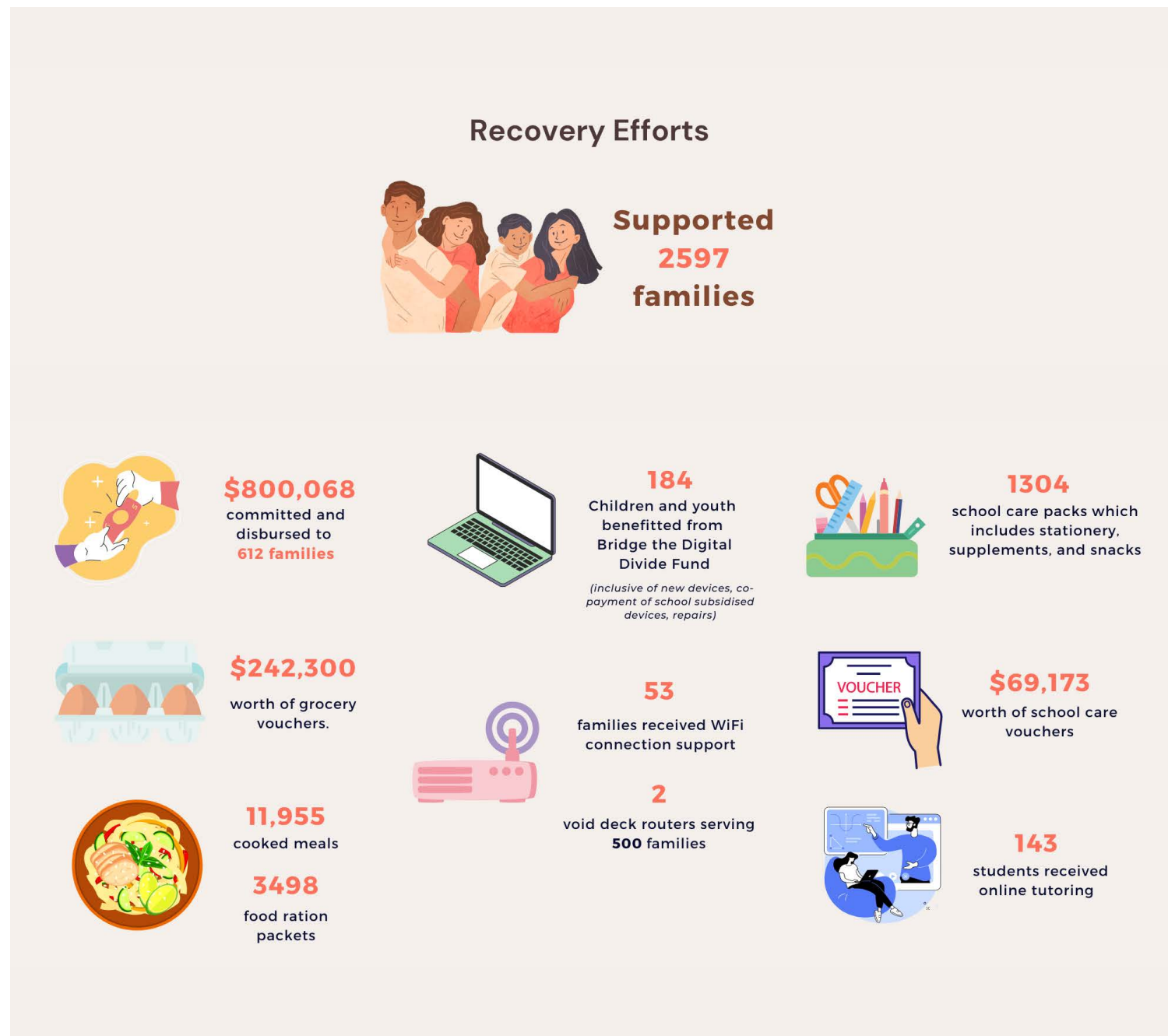
Families received short term support of \$300 to \$500 for three to six months, or one-off emergency support for immediate needs.

As of December 2021, 612 families had received short-term/ emergency financial assistance totaling \$800,068 in 2021.

## Conclusion

The provision of these resources created a context for conversations about the importance of rebuilding for a post-COVID-19 situation accompanied by the delivery of essentials.

We observed that the prolonged experience of vulnerability brought about by the pandemic, motivated several to explore how they may improve things for themselves and their neighbourhoods. These efforts will be highlighted in the next chapter.







# Rebuilding

Strategic Thrust for rebuilding efforts:

1. Social Research as a Lever for Structural Change
2. Competent Communities and
3. Cultivating Confident individuals

Guided by the 3 strategic thrusts, we increasingly experienced our members as informed and confident individuals who cared deeply about the collective challenges of the neighbourhood, they called home and their community. Here are some highlights categorised by education and learning, work and income-generation, family stability, youth voluntarism and restorative problem solving.

People rallied around issues that were alive in them and felt that they could make a difference for themselves and their neighbours. This culture of problem solving that emphasised self and mutual help was also a safe space where people discussed and become aware of their insecurity around income, worker protection, food, digital access, and housing. and to explore choices and actions that bring forth more stability for their families.





## Education and Learning

### 1. LIFE - Learning Is Fun & Exciting

#### Position Overview

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.

#### Key Results

A total of 33 learning programmes across different neighbourhoods. 13 provided academic and 20 interest groups which included one digital literacy programme for adults.

## Highlights

### Early Learning Programme

24 children from different neighbourhoods participated in the Early Learning Programme that teaches children literacy and numeracy. The volunteers customised lessons for each child's ability level. Children who were resistant warmed up to volunteers' encouragement and patience and their improvement was noticed by their parents.

When virtual lessons were required, the teaching content was put into PowerPoint slides and kept interactive. So, children could take over the control of the screen and move letters around to form words.

A neighbour opened her home to a child to access online lessons as their home environment was not conducive.

The children and volunteers ended the programme for the year with some games over zoom and the parents put together a video of their children thanking the volunteers.

### Health Interest Group

Last year, we began offering different interactive activities to discuss aspects of health with children. When discussing oral health, the children discovered the amount of sugar in a can of soft drink and a cup of bubble tea. As the children used a teaspoon to put a similar amount of sugar into a cup, they expressed that it looked too much. A discussion on how sugar impacts one's oral health followed, and the children practiced tooth brushing techniques.

In another session, volunteers responded to a parent's comment that the cleanliness of the neighbourhood was important for a community's health. They organised a session where children drew their vision of what their neighbourhood should look like. When a boy shared his drawing of a neighbourhood with lots of trees, 2 girls asked if he would plant money trees. Instead of correcting the girls immediately that such trees did not exist, the volunteers encouraged the girls to elaborate. The girls then said that they hoped these trees will be able to help the many old people in their neighbourhood who needed money.

# People of Beyond: Uma Transforming learning through L.I.F.E programme

*“In the L.I.F.E programme, the teachers are friendly and she responds very differently. She is more enthusiastic and energetic.”*

I'm Uma, I'm 45 years old and working in the F&B industry. I have two daughters, Deyonsi and Angelina. Deyonsi is currently in primary 3. She does well in English and Science but needs help with Math and Tamil, but she has improved a lot thanks to Beyond's L.I.F.E programme which provides her tutoring in these subjects.

She is always excited for her L.I.F.E classes and would ask me “Mummy, today I got zoom?” or “Mummy what day is it today? Tuesday? Tomorrow I got Zoom class right?”. The other day someone asked her “Do you like school?” She said “No, I don't like. I only like Beyond's classes”. That's why I feel that we're very lucky to have her in the L.I.F.E programme.

Deyonsi struggles in school. They have their way of teaching and would always insist that she must do things in the way that is asked of her, no matter what. They will always message or email me about her learning difficulties or if there are problems. It was only this year I spoke up and said “I don't force her to do anything, I hope you can let her be herself. She can pass, she can learn, but she has her own way. Don't force her.”

It's not that she doesn't want to learn or can't learn. When she's excited about the subject, when she is very happy, she can learn. In the L.I.F.E programme, the teachers are friendly and she responds very differently. She is more enthusiastic and energetic. When the tutor starts off

the classes, she will say “ok!” and take all her materials out and prepare.

The other day, she was very proud to tell me that her teacher said “Deyonsi is very good, even though she was absent she completed all her homework”. I realised that when she is told encouraging things like “good work” or “keep it up!”, she feels very happy. And that encouragement and affirmation is what the tutors at Beyond often say. She likes to learn from them because of this. She even told me once that Beyond Social Services should have their own school.



“

*“Although Damian is attending two more different programmes, I can see the improvement he makes after ELP. He can read better and use proper words now. He loves how the volunteers interact with the children. Damian always looks forward to storytelling!”*

- Mr. Chew (Father of Damian, K2)

“

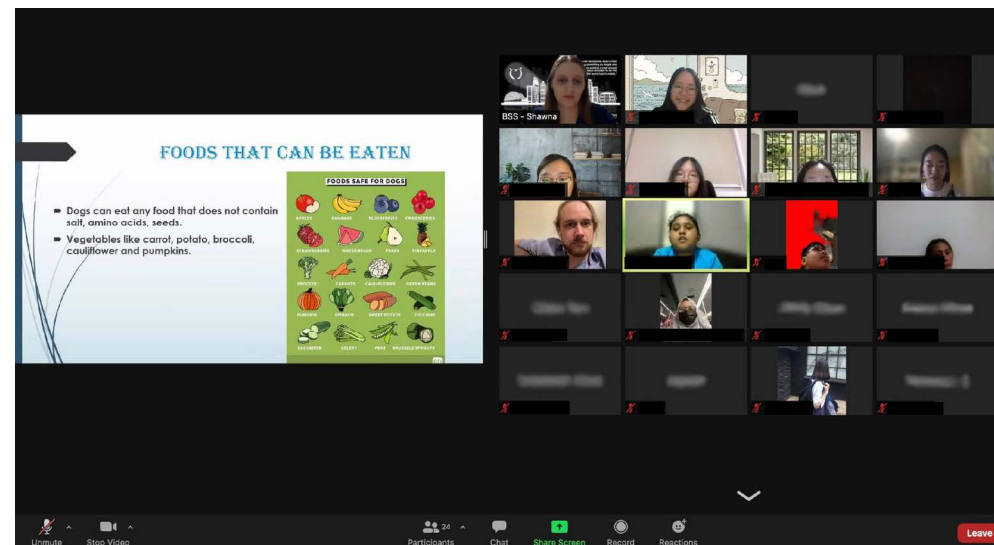
*“Before this Nabilah can only read a few simple words. Now she can recognise many words on her own. Her numeracy has improved a lot too despite having lessons on Zoom. I’m glad that she still enjoys the lessons.”*

- Dian (Mother of Nabilah, P1)

“

*“Aiden now can count up to 100 already! He always looks forward for the storytelling and interesting quizzes. ELP is a really good programme for younger kids to start learning in a very interesting way!”*

- Leng (Guardian of Aiden, K1)



## 2. Peer Learning Circles

### Position Overview

We facilitate self-directed, peer learning groups who are supported by a community circle made up of volunteer tutors who do not teach, but instead provide academic resources and learning guidance; and willing neighbours who provide logistical and emotional support where needed. The initiative rallies a community to cultivate a culture of learning driven by intrinsic motivation instead of extrinsic rewards. Hence, students take ownership of their learning goals, develop a set of diverse learning interests, and achieve a deeper understanding of subjects while acquiring independent and collaborative learning skills.

### Key Results

Parents, children, and youth living in Ang Mo Kio, Henderson, Lengkok Bahru and Whampoa neighbourhoods were involved in the conversations that led to the development of the peer learning circles. The concept was implemented with 13 students in the last quarter.

The children's digital literacy improved as they confidently navigated virtual sessions on Zoom, used the internet for research and prepared PowerPoint slides.



## Highlights

The children chose a topic of interest to them that was not a part of their school curriculum and spent a couple weeks researching and creating PowerPoint presentations with some guidance from the volunteers. In the final class, the children took over the role of teacher and presented to their peers.

Volunteers updated parents on WhatsApp chat groups on how their children were doing after each session. They enabled the parents to be more involved in their children's learning by suggesting how they could support their child at home. This also allayed parents' initial fears that without tuition or close adult supervision, their children would not make progress.

Children clarified matters that were of concern in their daily lives. For example, they wanted to understand what was vaping and why it was discouraged. The circles showed potential to be holistic learning environments for acquiring skills and knowledge to navigate day to day concerns.

2 youths would create kahoot quizzes for their peers whenever they understood a topic well. The opportunity to help others learn, did much for their self-esteem as they tell us that they often heard negative statements about their abilities.

## 3. Healthy Start Child Development Centre

### Position Statement

We provide an early childhood programme for children below 6 years old who's 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.

## Adapting to the COVID-19 Situation

Our early childhood education centre served as an essential service that remained open throughout the year. During the heightened alert, we checked on the wellbeing of children issued with Leave of Absence or Quarantine Orders through video calls. All children who stayed at home were provided with study packs to keep in touch with their learning goals.



### Key Results

As a child development centre 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.

To keep us on track, we monitor the muster, overall attendance and the school readiness of the graduating class, home school partnership efforts and wider community support. We also ensure that the centre meets regulatory standards and is operating optimally.



### Muster

As children from disadvantaged backgrounds are known to experience difficulties enrolling in an early childhood education programme, we want to ensure that our facility which is dedicated to them is optimised. We have an approved muster of 63 children at any one time and not all children complete a full year.

We served a total of 42 infants and pre-schoolers. This is a utilisation rate of 66.6%. Enrolment was not optimised so that we could cope with the strain of operations under safe-management protocols.

2021	2020	2019
66.6% (42 children)	88.8% (56 children)	98.4% (62 children)

### Attendance

School attendance is monitored as it is linked closely to school performance. We tackle non-attendance through increased family engagement and shared problem-solving approaches.

Attendance has increased to 61.5% as compared to 54.2% last year, despite absenteeism caused by COVID-19 infections and safe management advisories. Children living in a household where a member was taken ill, did not attend school. Those with upper respiratory symptoms were also mandated to rest at home for at least 5 days.

### Average Attendance at HSCDC

2021	2020	2019
61%	54%	66%

### School Readiness of the Graduating Class

The progress of the graduating class of 7 students was an improvement over the previous year's cohort across all domains of the curriculum. 14% need more support to strengthen their language, literacy, and numeracy skills compared to 50% in 2020.

	2021 (n 7)	2020 (n 10)	2019 (n 11)
Mastering	43%	40%	91%
Competent	43%	10%	
Progressing	14%	50%	9 %

We have referred this child for relevant support to meet his developmental needs.

### Domains of assessment

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

### Home-School Partnership

We were in touch with 31 families but as activities were not allowed, the home-school partnership was strengthened via phone calls and messages. With the help of volunteers, we also engaged parents virtually to gather their views on absenteeism and our work as a relationship building effort. Also, an online talk on managing children's transition to primary school was also well attended by caregivers of the graduating class.

All families of children who could not come to school because of reasons related to COVID-19 were supported with food and COVID essential items such as masks, hand sanitizers and ART kits.

### Wider Community Support

We continued to receive much goodwill from our friends. One continued source of support that was much appreciated by our families was the matching grants for our savings programme.

## The Community Tabung

All children who were eligible for a Child Development Account (CDA) signed up for this savings programme. Due to the safe distancing measures, parents and children were not physically present on the Tabung Counting Day. Nonetheless, the matching grants from donors continued and as of 31 December 2021, each child had an increase of \$619 in their Child Development Account.

## Operations

We adhered to the advisories issued by the Early Childhood Development Agency closely. These covered health, enhanced hygiene measures, staff/children/visitor screening, temperature checks, travel declarations and the minimisation of interaction among people. We also reported all infections among our students and their household members to ECDA and MOH and complied with their instructions.

## Work and Income Generation

### 4. Culture of Employment

#### Position Overview

To oversee self-governing ‘learn and earn’ programmes within a community workplace to generate income for those who are unable to secure fulltime employment. The current income generating skills being promoted are cooking, baking, and sewing. The programmes are Café Beyond/ Project Masak-lah, Bakers Beyond and Sew Can We, respectively.

#### Key Results

Facilitated income generation projects through Bakers Beyond and Sew Can We that amounted to a total of \$89,536. The 17 in Bakers Beyond received an average annual income of \$2,834 while those in Sew Can We earned \$1,923. The funds were most useful to help participants meet household expenses during festive periods which was important for an experience of normality for their families.

## Highlights

Members of Sew Can We made initial steps to adopt skills for self-governing. They also consented to a profit-sharing framework where pay-outs commensurate with each participant's level of contribution.

As we planned to raise awareness of the project, the involvement of volunteers from various backgrounds was critical. These volunteers (from various walks of life eg, lawyer or retired seamstress) assisted with the training for new designs as well as set up of a social media platform. We formed a Social Media Team to manage the re-branding of Sew Can We. An updated logo (with inputs from the seamstresses themselves) and an Instagram page was created (IG: [@sew.can.we](https://www.instagram.com/sew.can.we)). We currently have 746 followers for the account and this media platform has been solely managed by a volunteer, Ai Leen. Her efforts has led to an increase in awareness of the initiative as well as increase in income for the ladies.



# People of Beyond: Ela

## Finding family away from home



I moved to Singapore 20 years ago from my hometown in Sumatra. I'm very lonely. I don't have any family here and very little friends. Sometimes I even choose to work on Hari Raya because I don't have anyone to visit. So I joined Family Circles because I know it would be good for me to meet new people and make friends here in Singapore. Family Circles is very helpful because we can raise topics to discuss, share resources and help each other. Some issues we have talked about are settling unpaid bills, how to increase our savings, how to use CDC vouchers, and even how to bake a cake!

The first face-to-face Family Circles we had was during Ramadan (2022) after the Covid restrictions eased. I finally told them about my years of struggling to have my divorce officially registered here in Singapore. I have been struggling for three years with this problem, asking different organisations and following up with my social worker, going back and forth to offices and submitting letters that don't end up being accepted. Without my divorce being registered here in Singapore, I am unable to apply for a new HDB flat and move out of this unit where I still stay with my ex-husband.

***"I have friends in Family Circles, those who share the same fate as I do and together, we can share our burdens and stories."***

During the Family Circles session, another woman who has experienced the same problem told me what I had to do. I was so happy. I felt like it was a Ramadan blessing. I feel calmer now because at least I know what I must do. I know I must find money, go back to Sumatra, register my divorce there, before being able to register my divorce here in Singapore.

Many members in the Family Circles group I am in are also foreigners, so at least I know I'm not the only one who struggles with these emotions and difficulties. Many foreign women suffer a lot and have no choice but to just keep enduring, and many people don't understand the kind of problems we have. Did you see the recent news about the Chinese woman who was slashed by her husband? She was a foreigner too. I wonder how long she endured and sometimes I wonder if I or my other friends may suffer the same fate.

Family Circles has brought our community closer. Before this, we didn't know we had neighbours who experienced similar challenges but now we know. Now we know each other better and have a better understanding of what each of us is going through, what sickness someone is experiencing, what their children are going through. When I received extra food, I knew that I could give it to a neighbour who has shared that they do not have enough food. I have somewhere to release my emotions now.

My family is far away, even if I were to talk to them, they can't help me here, and sometimes friends have bigger problems and don't have the capacity to help. In Family Circles, at least there are people who have experience and can give me advice. I have friends in Family Circles, those who share the same fate as I do and together, we can share our burdens and stories. Thanks to Family Circles, now I know I have family here in Singapore.



## Family Stability

### 5. Family Circles

#### Position Overview

We enable families to lead their own change by offering a structure and a platform to strengthen their social networks and to monitor their financial goals and personal aspirations. The platform also serves as a mutual help group that generates solutions for shared challenges from time to time. We start by acknowledging that low-income communities have the potential and resourcefulness to improve their own financial and general well-being. Rather than providing social workers, services, or direction, we trust and invest in low-income families as well as the solutions they discover on their own.

#### Key Results

5 circles conducted in the language that members were most comfortable with were convened. A total of 42 persons participated in monthly circles conducted in Mandarin, Malay, and English.

Participants reported on their monthly expenditure, savings, and other significant information about their financial situation in timely fashion. This allowed participants to track their own progress overtime as well as provided important insight for the type of resources we may introduce in support of their efforts.

Participants in all circles reported that they found the new friendships an important source of support and several informed that they meet each other outside monthly meetings. Hence, we believe that the circles achieved the objective of facilitating mutual help and a stronger support network to some extent.

#### Highlights

While the circles are meant to focus on financial goals, they have also provided much needed emotional support to the members. When a mother shared about the lack of support from her husband over many years, members of the group vouched to be more sensitive to each other's vulnerabilities. Thus, they resolved that whenever they shared about their blessings at home, they should be mindful that others in the circle

may be reminded of unpleasant circumstances and should be allowed to change the conversation.

Members of a circle rallied around a member who was going through a divorce, offering information and concrete practical assistance.

A participant revealed that when seeking help from social services, she always walked away feeling rather inadequate even though she has not been told so. However, at the end of every circle she always feels affirmed and happy with herself.

A participant pointed out the equity in our helping relationship. "Who says Beyond can help us, we also help Beyond!" She elaborated that in her view, the programme makes us relevant, and the helping relationship is a partnership. For us, this was a most important indicator of an empowered individual.



# People of Beyond: Shahriza Healing with strangers



My name is Shahriza, I am a mother of two kids and 10 cats. I have known Beyond since early 2015 when my kids started participating in their outdoor programmes and art classes. A Beyond volunteer asked me one day if I'm keen to join Family Circles and I agreed since I had some spare time and wanted to meet new friends. To be honest, I also have social anxiety, and I wanted a safe space to slowly build up my confidence and heal myself. I was quite nervous the first time I had to introduce myself, but I managed to do it. I found out that there are so many families that are different from mine, I learned more about what their daily life is like and what problems they face.

My experience with Family Circles has been great and we feel like a family already. There was even a member who helped me apply for Medifund for my hospital bills. Every zoom had its memorable moments. To me the most memorable was when all of them gave me motivation to be strong after knowing about my illness. They were very supportive, and they even give me resources to help me with healing. I talked to them about the passing of my sister, how I was depressed and even self-harmed. They really gave me words that returned my will even though at the time we were still strangers to each other. They really lifted me up and made me realise my late sister wouldn't want me to suffer. One of the members said "It's okay for you to grieve. You can continue to grieve, but at the same time life has to

move on." So not only do I get support from my family members, but I get support from the Beyond team and Family Circles too. Now I realise that no matter what I do, I can't bring my sister back, but I can continue to fight for her and her children.

I give motivation to them too. We help each other. I was so happy to find out one of them was pregnant, we were all excited for her when she shared the news. I also shared with them about THK Family Service Centre as a resource if they need a social worker with whom you can share your problems, as I had a very positive experience with my social worker from the organisation.

Family Circles brings so many benefits. It'd be so good if every neighbourhood in Singapore had Family Circles. We can join forces, help each other, get to know each other, think of how to help other families. Sometimes instead of focusing on the topics, we can't help but chit-chat. 2 hours just doesn't seem enough. I told them during a zoom meeting, "We all have so much to say, imagine if we meet live! Confirm happening!" Then we came up with the idea of potluck and I hope we can do that soon.

***"They really gave me words that returned my will even though at the time we were still strangers to each other."***

## 6. Ignite!

### Position Overview

We invite tertiary students in our membership to come together as a mutual support group to share resources, encourage each other, and serve as role models for children in their neighbourhoods.

### Key Results

The idea of mutual support and offering a helping hand to younger students in the neighbourhood resonated deeply with the 25 youth who joined us. It was most heartening that these youth acknowledged that they had benefitted from a community that had their best interest at heart and they now want to be a part of that community that cares for younger students.

### Highlights

#### *Conversations & safe space*

The youth trusted each other to create an environment where they could be vulnerable and honest about their personal struggles. They also tackled difficult issues they confronted often such as racism and mental health. A youth told us that she loved the Ignite! space as it “grounded” her, and brought “positivity and comfort”.

#### *Dreams and aspirations*

During a session where 6 youths shared about their course of study (in fields as wide ranging as graphic design, engineering, robotics), their passion really shone through, and we caught a glimpse of their dreams and aspirations, and their driven attitude that had enabled them to get to where they were. One youth had rushed back in the rain to share her presentation, for which she had prepared beautiful slides for, while she was still drenched.

#### *Peer support*

We also saw encouraging instances of mutual help. For instance, when we posted in the group chat about a secondary school student wanting to find out more about the application process to do digital game art and design in NYP, an Ignite! youth who had

just graduated from the same course readily offered to link up and chat with her. Also, youth posted job “lobangs” and inspirational videos they came across in the group chat.

### Networks and resources

Group members also linked each other to opportunities and networks that were potentially helpful for their careers. In the career workshops conducted by our corporate volunteers, youth shared that they were much encouraged and inspired by the experience of meeting and listening to employees from these companies.



## 7. Youth Want Work

### Position Overview

We encourage a youth-led social network that enhances employability among its members. We do this by presenting training, networking, and employment opportunities and importantly, information that provokes reflective discussion about how they may enhance income stability.



## Key Results

We provided full-time employment for 1 young person from a rental neighbourhood background to coordinate the youth social network. During the 9-month tenure, she picked up office and organising skills and gained much confidence in liaising with partners and volunteers. She was provided a mentor and eventually succeeded in securing a fulltime job elsewhere where she could apply her newfound skills.

We secured a job for 2 youth, one as a furniture packer and another as a warehouse assistant.

We have 30 messages in our telegram channel relating to information of jobs available and workshops as well. 54 youths are registered as members in our Telegram channel. There were 2 workshops attended by 7 youth.

## Highlights

We provided full-time employment for 1 young person from a rental neighbourhood background to coordinate the youth social network. During the 9-month tenure, she picked up office and organising skills and gained much confidence in liaising with partners and volunteers. She was provided a mentor and eventually succeeded in securing a fulltime job elsewhere where she could apply her newfound skills.

# Restorative Problem Solving

## 8. Health Competence

### Position Overview

To nurture participatory structures that will engender a community where residents assume responsibility for improving their personal and collective health. They will have an awareness of self-identified health concerns, seek to understand them and to take action that impacts their individual behaviour, social relationships, and their physical environment. In the short run, there will be the emergence of different small groups and individuals who will champion health causes. There will also be the emergence of social relationships, community activities and improved personal living space that serve as protective factors against ill-health.



In the longer run, there will be a deeper understanding of the health challenges in disadvantaged communities that will inform the creation of fair opportunities for health and eliminating gaps in health outcomes between different social groups. Solutions outside of the health care system to improve the opportunities for health in communities will be more prevalent.

## Key Results

Completion of a study on the healthcare capacities of residents in Lengkok Bahru. Households in Lengkok Bahru generally have the will and knowledge but lack the capacity to adopt healthier lifestyles and positive health-seeking behaviour.

The findings from this report were shared with residents of Lengkok Bahru, from which an action team of residents convened. The team met regularly to discuss how to increase the healthcare capacity of their community as a whole. They devised and executed strategies to network with relevant medical practitioners and organisations, covering the care responsibilities of neighbours when they have to go for medical appointments, pairing up to check in on the health status of one another, and facilitating mutual aid when healthcare costs become insurmountable.

At Yishun, 15 residents identified themselves as a community volunteer group and they coordinate a WhatsApp group of 87 residents to share resources and to surface concerns and proposed solutions. Also, 20 children recognized themselves as a circle that offered a safe space to talk about health, safety, and dreams for their community through various art forms such as drama, play and art. And 10 mothers formed “Strong Women” a mutual support group that helps its members overcome health and other challenges faced by single mothers.

Established an informal network of allies within the healthcare system. These include Changi General Hospital, Khoo Teck Puat Hospital, Mount Alvernia Outreach Clinic, National University Hospital, Muslim Kidney Foundation, Singapore General Hospital, Tzu Chi Free Clinic, Wellness Kampung and Yishun Community Hospital.

## Highlights

### Lengkok Bahru

During a presentation of the research findings to health care professionals, a resident took the opportunity during the segment for dialogue to present her challenges navigating the health system and to advocate for affordable treatment. Following which, her situation was addressed satisfactorily.

Residents have embraced the participatory structures and methods that enabled them to be producers of knowledge and health, and this was evident from the confidence demonstrated by members of the action team helping out with public presentations and relating with health care professionals.

### Yishun

Residents were forthcoming in sharing personal resources to the community such as the use of their refrigerator, clothes, fresh food ration and even jobs. They embraced the notion that helping others and gathering with other residents contributed to social and mental health. One expressed that being a volunteer has been enabled her to be surrounded by friends who cared for her, and she returns the goodwill by cooking for everyone when she cans. She added by that volunteering, she is moving her body and giving herself a break from the struggles she faces at home. She feels that she is more than just an old person in the community.

## 9. Collaborative Change Agent Leadership - A Safe Whampoa Campaign

### Position Overview

We are nurturing a safe and supportive community for survivors of sexual violence that confronts the issue without causing more harm for people of all genders and vulnerable groups. This is a community where people take responsibility when they cause harm.

We do this by facilitating cooperation among different groups within the community and encourage collaboration between them and others who endeavor to prevent sexual violence. We build competencies by linking them to resources and training in survivor response and care, sexual and reproductive health, consent, and rights. Importantly, we equip the community to self-organize and to lead the changes they envision.

### Key Results

Framework of collaboration between Whampoa Family Service Centre, members of the community and us established. The government grassroots representatives were also aware, and the collaborative relationships bode well for supporting the sustainability of the endeavor and a positive culture shift toward a safe neighbourhood.

A working group of 20 persons comprising mothers, girls and boys have laid out and began executing an awareness campaign. Over 60 residents engaged and 50 pledges to support the prevention of sexual violence collected.

Residents organized themselves into 4 community support structures namely, a youth support network, parent support network, a community watch group, and a network of community safe houses.

Bystander training introduced and well attended by workgroup.

24 youth and 33 adults have been actively supporting the efforts of the workgroup.

### Highlights

The staff from Whampoa Family Service Centre and us were guided by Dr Dean Williams, director of the Social Leadership Singapore program and a former Adjunct Lecturer in Public Policy at the Harvard Kennedy School throughout the year.



A safe space outside the campaign work was established where girls and boys were able to share about their lived experiences and challenges. Many expressed that they found it hard to trust adults and they found the conversations comforting and healing. It was also a space for some to confront and account for their mistakes. They reflected on how their behaviours were hurting themselves and their relationship and with the support of the group, they tried to make amends and to move on in a peaceful and constructive manner. The safe neighborhood campaign was the context that brought youth together but together they also created a safe space for their personal development.

During a conversation, the boys shared that if they see a boy harassing a girl, they will tell him to stop. The girls then shared that they are often looking out for friends in an abusive relationship and actively thinking about how to get their friend out of it.

2 boys are utilising hip hop as a tool to reflect on gender inequality, sexism, scenarios on how sexual harassment take place, why it takes place and how they would step in. At the beginning they were ambivalent about this issue, but as they engaged the issue through their music, they became active advocates, knocking on doors and talking to parents about the issue. One of them told us "When I notice boys trying to pressure a girl to have sex. I would stay with them the whole time to make sure they don't do anything to the girl".





# People of Beyond: Nazariah Sparking change for a safer neighbourhood

I was introduced to the Collaborative Change Agent programme through Sobi, a Beyond community worker, who knocked on my door one day and talked about the need to raise awareness of sexual harassment and sexual violence in the neighbourhood. I was not aware of the issue before or that it was so serious. I felt worried and sorry for the youths that were affected. It is a traumatising experience. Victims can develop trust issues and it can be hard to move forward.

When I went door knocking to talk to my neighbours about this issue, they were as surprised as I had been. All this while we thought the youths were ok. We've seen their Tik Toks and sometimes we see boys and girls hanging out together, but it all seems fine and normal. So when we heard there was an ongoing police case, that our girls from the rental blocks were molested while walking past a very quiet BTO neighbourhood, and that some youths even get molested by their own friends, of course we were very alarmed.

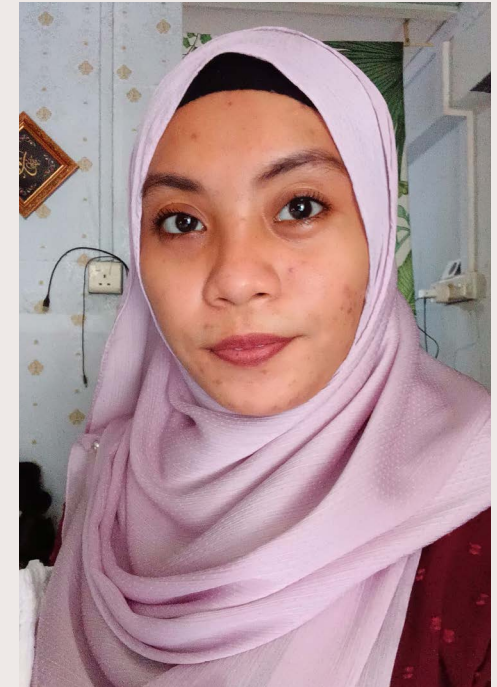
Parents have a strong part in educating boys, it's not just about telling girls how to behave or what to wear, it's also about the boys. I have 6 children, 5 of whom are boys. I have learned more about the issue and educated my kids about it. I tell my boys to respect girls and not to touch them without permission. There's a limit to how much we can control our kids or the information they receive about sex. They learn about it in school, they learn about it outside of school, but they need to know there are limits and there are consequences when you cross these limits.

Coming up with the community pledge and getting signatures for it was relatively easy since it's an issue of serious concern. However, there were a few older aunties and uncles we had to take a little more time explaining to because they would initially say "it's not my son what" or "my son won't get into trouble". We would then explain that it's not just about your child, it's also about helping to look out for

your neighbour's children, and when your neighbours get to know you better, they will help to look out for your children too. It's a win-win situation.

I think we need to move even further than signing the pledge. I hope we can get more mothers to be actively involved in the programme and contribute their opinions too, the more the better, especially in discussing how we can address this issue as parents. I also think it's important to try and build rapport with the children and youth so they can trust us. Most of the mothers in this project don the hijab, and the youths may assume we are just "mak cik tudung" that are strict and not as easy to talk to as a "cool" mum.

We need to talk and get to know each other. It won't matter if I sign the pledge if they're still afraid to approach me outside. We need to build rapport so they know they can come to us when they are in trouble.



***"We need to talk and get to know each other. It won't matter if I sign the pledge if they're still afraid to approach me outside. We need to build rapport so they know they can come to us when they are in trouble."***



# The Year Ahead



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# Budget 2022: Preparing for the Year Ahead

Budget FY2022 is a modest continuation to be in the service of people's efforts to meet their needs. Our aim is to deepen our practice so that the work is genuinely driven by empowered individuals, families, and their communities. This is a strategic thrust of the social service sector that our own strategy aligns strongly with, but we have no intention of scaling the organisation to do so. However, in the spirit of contributing to a caring, collaborative social service eco-system, we will be always happy to share our experiences and know-how to others striving to enhance empowerment in communities.





Building community and facilitating empowerment is for us a life-long endeavour and commitment to learning and personal development. Scale is achieved when our practice inspires more in the social service eco-system to join us in this endeavour.

Finally, as a charity where more than 50% of our funding for operations come from the goodwill of the community, the growth of our work keeps pace with the support we receive. This reality defines our identity as a non-government organisation that presents community led-initiatives true to the spirit of shared responsibility between the government, civil society, and the community at large. Our role must be to fulfil our purpose in partnership with others and not to expand our organisation.

## Budget 2022

Income	
Government Funding	\$1,803,860
Programme Income	\$403,200
General Donation	\$2,200,000
Non-Government Grant	\$516,500
Care & Share Grant	\$290,000
Miscellaneous Income	\$41,090
<b>Income Total</b>	<b>\$5,254,650</b>
Expenditure	
Staff Costs	\$4,000,900
Facilities Costs	\$330,560
Programming Costs	\$431,090
Other Operating Expenses	\$158,110
Depreciation	\$128,640
<b>Expenditure Total</b>	<b>\$5,049,300</b>

Note: The above budget excludes designated funds and in-kind sponsorships

## Our Financial Commitments

Operating expenses minus designated welfare funds remain consistent and we anticipate that our sources of funding as described in the [Official Identity & General](#)

[Information chapter](#) will not deviate significantly. As in previous years, the sustainability of operations will be the central focus of our fund-raising efforts. While we seek to increase our operating reserves, we are not aggressively raising funds to accumulate reserves or to meet significant capital expenditure or programmes that have been committed to without funding.

## Our Fund-raising Calendar

Month	Initiative
January	Hope Actually Online Campaign
February	Email Appeal to FY21 donors
March	
April	Healthy Start Kids Online Campaign
May	
June	Annual Report Youth for Causes by Citi-YMCA
July	Annual Appeal Letter
August	National Day Online Appeal
September	Online appeals in conjunction with UN's Poverty Eradication Day
October	
November	Online Festive Appeals Giving Week by NVPC - Hope Actually Online Campaign till Jan 2023

## Concluding Remarks

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.

## Auditor's Report

Please click [here](#) to access the FY2021 Auditor's Report.

# 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 FY21 Governance Evaluation Checklist for submission to the Charity Portal.

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 <b>not</b> chair the Board and does <b>not</b> 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 <b>maximum limit of four consecutive years</b> for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity).	1.1.7	Complied
	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 <b>for re-nomination and re-appointment</b> , at least once every three years.	1.1.8	Complied
6	The Board conducts regular <b>self-evaluation</b> 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 <b>reasons for retaining Board member(s) who have served for more than 10 consecutive years</b> .	1.1.13	Complied
8	There are <b>documented terms of reference</b> 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 <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied



10	Board members <b>do not vote or participate</b> in decision-making on matters where they have a conflict of interest.	2.4	Complied
<b>Strategic Planning</b>			
11	The Board <b>periodically reviews and approves the strategic plan</b> 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 <b>documented human resource policies</b> for staff.	5.1	Complied
13	There is a <b>documented Code of Conduct</b> for Board members, staff and volunteer (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
	<b>Are there volunteers serving in the charity?</b> (Skip item 15 if “No”)		<b>Yes</b>
15	There are <b>volunteer management policies</b> 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 <b>internal controls for financial matters</b> 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 <b>identify, regularly monitor and review</b> the charity's key risks.	6.1.4	Complied
20	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves, including fixed deposits?</b> (Skip item 21 if “No”)		<b>Yes</b>

21	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied
<b>Fundraising Practices</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the year?</b> (Skip item 22 if “No”)		<b>Yes</b>
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	<b>Did the charity receive donations-in-kind during the year?</b> (Skip item 23 if “No”)		<b>Yes</b>
23	All donations-in-kind received are <b>properly recorded and accounted for</b> 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
	<b>Are Board members remunerated for their Board services?</b> (Skip items 25 and 26 if “No”)		<b>No</b>
25	No Board member is involved in setting his or her own remuneration.	2.2	Complied
26	The charity discloses the <b>exact</b> 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
	<b>Does the charity employ paid staff?</b> (Skip items 27, 28 and 29 if “No”)		<b>Yes</b>
27	No staff is involved in setting his or her own remuneration.	2.2	Complied

28	<p>The charity discloses in its annual report:</p> <p>i) The total annual remuneration (including any remuneration received in its subsidiaries), for <b>each of its three highest paid staff</b>, who each receives remuneration <b>exceeding \$100,000</b>, in bands of \$100,000; and</p> <p>ii) If any of the three highest paid staff also serves on the Board of the charity.</p> <p>OR</p> <p>The charity discloses that <b>none</b> of its staff receives more than \$100,000 in annual remuneration each.</p>	8.4	Complied
29	<p>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 <b>exceeding \$50,000</b> during the year, in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is <b>no</b> 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.</p>	8.5	Complied
<b>Public Image</b>			
30	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied

## Whistle-blowing policy

Our charity has in place, a [whistle-blowing policy](#) to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.



# Saying Thanks



In 2021, it was not just about responding efficiently to a crisis to bring relief but about journeying with our members in a reassuring manner as the pandemic stretched on. It was not just about standing in solidarity with those affected but walking alongside them as their challenges evolved.

We would like to express our sincere thanks to everyone who has contributed to our community and walking alongside our families, together with us. For our full list of thanks, please visit [www.beyond.org.sg/ourthanks2021/](http://www.beyond.org.sg/ourthanks2021/).