



BEYOND
social services

2022 Annual Report

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A Snapshot of the Year



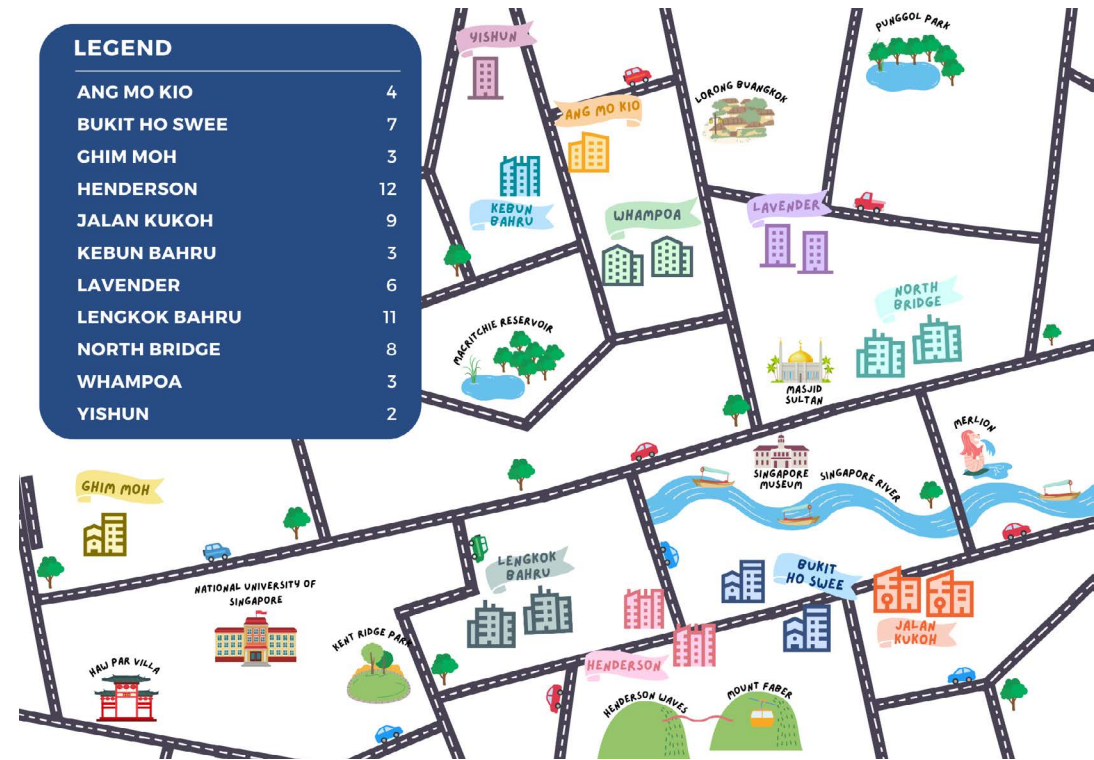
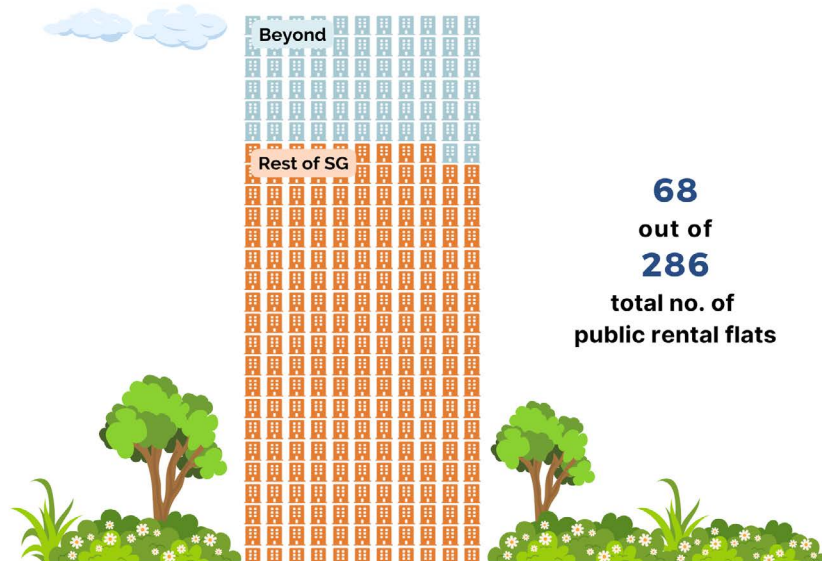
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About Us

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. In 2020 and 2021, we adapted our work in the context of COVID-19. This year, with life mostly returning to pre-COVID-19 normality, we focused on our strategy of being in the service of people's efforts to meet their needs. Nonetheless, COVID-19 was not a distant memory but a subject that provoked our members and us to ponder what resilience looked like.

Our Coverage

We lead a community development process within 68 out of 286 public rental housing blocks located mainly in Central Singapore District. These blocks are organised by proximity into 17 neighbourhood clusters, and it is in these localities where we encourage residents to self-organise around what is important to them.



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.

Total Number of Persons Reached in 2022

6,220 persons from 2,721 families

	No of Persons Reached
Number of children and youths aged 25 and below	3,149
Number of parents and caregivers	3,071

These were participants residing in the 68 public rental blocks covered and those who moved elsewhere but maintained an active relationship with the organisation.

Total Number of Persons Reached



Includes participants within our coverage and those who have moved out but maintained an active relationship with Beyond

2786
families



3,071

Parents and Caregivers

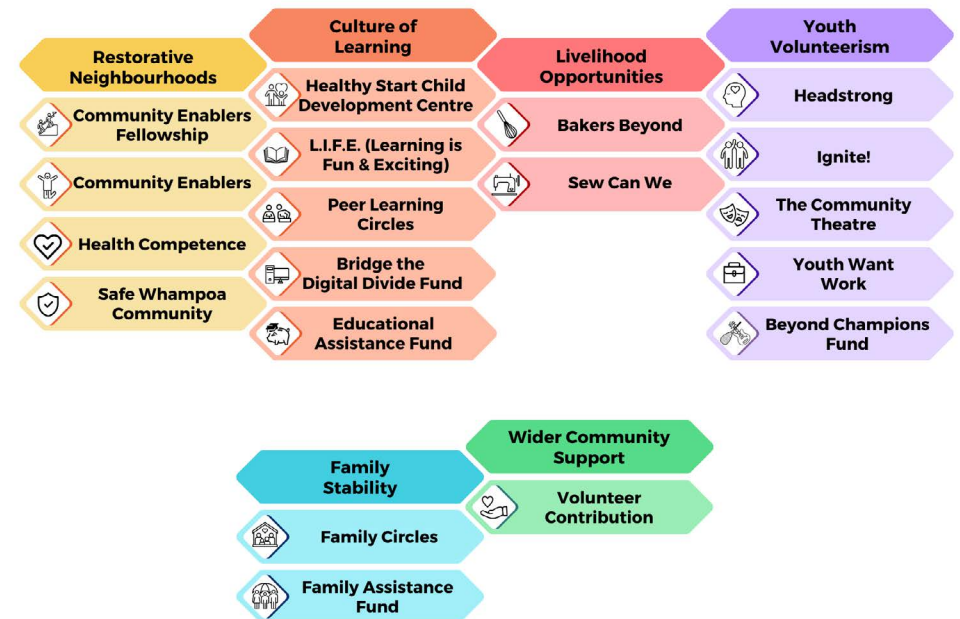


3,149

Children and youths
aged 25 and below

Community Development with COVID-19 as an Endemic Disease

The initiatives below emerged as we built community from the inside out with resources from the outside in along themes in support of “villages” that raise their children well.



A. Restorative Neighbourhoods

• Community Enablers Fellowship

Investing in local leaders who have the mandate from their community to effect changes.

- 6 fellows from 3 neighbourhoods elected
- 4 projects addressing neighbourhood health concerns; older persons at risk of isolation; supporting families with milk, diapers and other practical support
- 8 Capacity & Capability Training Sessions completed
- 35 local volunteers involved
- 113 participants involved in community events

• Community Enablers

Recognising members who support our community development efforts as valuable assets.

- 9 Community Enablers oversaw the following programmes:
 - Learning programmes: 113 children
 - Monthly Savings (Tabung): 200 children
 - Distribution of food & essentials: 100 families
 - Learn & Earn activities: 20 mothers
 - The Community Theatre: 45 youths

• 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.

Self-organised, Resident-led Groups set up

- Benefited over 540 residents across 13 rental blocks in 2 neighbourhoods
- Active group “Healthy You & Me”, comprising 8 leaders and 33 members; [website](#) launched

- Neighbours looked out for each other’s health and wellbeing

Skills Acquired

- 60 residents learned to monitor own blood pressure; 7 gained competency to train others how to use the kit;
- 30 children taught eyecare, dental & general wellbeing health
- 1 resident trained as a SingHealth ESTHER-Network Person-Centred carer
- Breathwork & Mindfulness workshop; and Mental health photovoice workshop for youths

Health Screening

- Collaboration with health partners benefitted a total of 354 adults and 87 young people; included:
 - basic health check-ups and flu vaccination for 80 residents
 - subsidised mammogram scan & health screening for 30 women

Healthy Lifestyle

- Regular healthy activities and exercise; morning walks and Zumba classes

Social Support and Mutual Aid

- 5 community circles developed to respectively provide social support to single mothers; connect fathers; engage children, befriend community and support seniors
- WhatsApp Groups set up to connect and provide mutual aid to residents
- Support for 2 individual residents facing severe health challenges
- Volunteer-manned community health hotline set up

Food

- Community-led food support for families with COVID;
- 1 youth leader led discussions with sponsor on healthy food options

- **Safe Whampoa Community (formerly Collaborative Change Agent Leadership)**

Enabling a community that takes ownership in preventing sexual violence.

- 67 residents pledged to support efforts to keep their neighbourhood safe
- 5 mothers offered their homes as safe houses
- 10 parents and 8 youths underwent training in bystander intervention training
- Community watch group formed; Support groups for girls, boys and mothers established
- Conversations on how parents can talk to their children about sexual safety held
- Continued partnership with Whampoa FSC in support of the initiative

B. Culture of Learning

- **Healthy Start Child Development Centre**

Early childhood programme for children whose developmental and learning needs have been hindered by their social disadvantages.

Muster

- Served a total of 33 infants and preschoolers

Attendance

- Attendance registered at 51.1%, as a result of COVID infections

School Readiness of Graduating Class

- All 9 students graduated and made progress across all domains of curriculum;

Home-School Partnership

- Home-school partnership was strengthened via phone calls and messages with 25 families

Wider Community Support

- Continued receiving goodwill from friends and wider community, including a much-appreciated matching grants for our savings programme.

The Community Tabung

- All eligible children signed up for a Child Development Account (CDA) collecting \$4,448 from the children, as of 31 Dec 2022. Together with matching grants, a total of \$26,685 was contributed towards their CDA.

- **LIFE (Learning is Fun & Exciting)**

Academic and experiential learning activities that impress on participants that they have the ability to learn.

- 590 children & youth participated in our programme and activities which included academic support; interest groups; learning experiences and conversations about learning.
- Total of 25 learning programmes across all neighbourhoods:
 - ♦ 13 academic programmes & 12 interest groups

- **Peer Learning Circles**

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

- 19 learning circles running across 21 rental blocks participated by 58 children and youth (Pri 1 to Sec 4)
 - ♦ included homework support; peer sharing; broadening of learning horizon into non-academic topics of interest
- Children have grown in confidence and are more engaged in their studies

- **Bridge the Digital Divide Fund**

Facilitating initiatives that promote digital inclusion for an individual, family or a community.

- 25 Laptops distributed
- 41 Broadband sponsored/subsidised
- Community Printers housed at 4 households
- 2 Void Deck WiFi set up

- **Educational Assistance Fund**

Enabling children, youth and adults to further their education and skills.

- Community Tabung: 248
- School Expenses: 65 Children & Youth
- Skills Upgrading: 1 Adult

C. Livelihood Opportunities

- **Bakers Beyond**

Seasonal income-generating bake sales.

- **Sew Can We**

Seasonal income generation project for those with sewing skills.

- 2 main learn and earn projects; Bakers Beyond & Sew Can We supported 16 women
- Learnings:
 - Skills training in baking; food hygiene; sewing techniques
 - Seamstresses gained confidence through hands-on experience selling their products
 - Training in non-violent communication and sociocracy in direction of self-governance

- Earnings:

- Seasonal baking projects generated \$70,500 of income
- Seasonal sewing orders and sales amounted to \$13,700 in sales

D. Youth Voluntarism

- **Headstrong**

Safe and brave space for youth mental health; co-created and led by youth for mutual support and assistance.

Social support & mutual aid

WhatsApp Group formed connecting and engaging 20 youths

Learning

Youths deepened understanding of trauma and acquired self-regulation techniques over 10 sessions, including mindfulness walks and workshops

All youth have gained confidence in giving emotional support to peers and became more receptive to receiving help from external field experts.

- **Ignite!**

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

- Peer support group has grown to 25 youth members who have identified strongly with the group's purpose
- Organized Human Library; peer tutoring; explored financial literacy

- **The Community Theatre**

Using theatre craft as a medium to engage and activate neighbours to understand and act on their shared challenges.

- Reached out to 45 youths in the neighbourhood
- Core group comprising of 15 members emerged, led by a youth who was a former participant
- A forum theatre performance scheduled in May 2023

- **Youth Want Work**

Youth-led social network that enhances employability among members.

- 30 youth assisted with the study of work-related challenges faced by low-income youth in Singapore. The study surfaced their challenges, aspirations, and motivations among low-income youth securing work in Singapore.
- Completed study will help to generate further conversations around work.

- **Beyond Champions Fund**

Facilitating participation in sports, arts, and other activity-based experiential learning programmes.

- Expenses for sports and outdoor events: \$4,524

E. Family Stability

- **Family Circles**

Mutual help among lower-income facilitated by information and opportunities around their skills, interest & motivations.

- 5 circles eventually reduced to 4 Circles with 28 regular members
- Cohort analysis based on Dec 21 to Nov 22 period data:

- Household income (excluding CPF)
 - ♦ 34% increase in median income
 - ♦ 25% increase in mean income
- Total cumulative savings
 - ♦ 100% increase in median savings
 - ♦ 82% increase in mean savings
- Debt
 - ♦ 27% decrease in median debt
 - ♦ 11% decrease in mean debt

- **Family Assistance Fund**

Providing a sense of stability for families who are over-stressed, under-supported and experiencing financial hardship.

- Short-term financial assistance: 38 families
- Food & Essentials: 2,524 families
- Total amount disbursed: \$311,881

F. Wider Community Support

- **Volunteer Contribution**

There were 1739 volunteers who contributed 32,564 work hours.

Volunteer Profile	No. of Volunteers	Hours
External Volunteers	1,562	31,057
Local Volunteers	177	1,507

President's Overview

Dear friends,

As life gradually returned to pre-COVID 19 normalcy, our practice in the service of people's efforts to meet their needs picked up. We monitored our programme's success in encouraging mutual support, collective action and leadership and are pleased to observe participants responding in an empowered way. It was heartening to see the care, concern and cooperation that were in abundance during the pandemic still very present among our members. People understood that by cooperating around a shared concern or aspiration, they were more likely to meet their needs.

Strengthening the Empowerment Movement

Our work facilitates mutual help and self-organised problem-solving and it pleased us that these outcomes are aligned with the Empowerment Movement, spearheaded by the National Council of Social Service. The movement emphasises the importance of empowerment in social service practice, and we served in the Empowerment Circle which is the movement's resource panel. It was a privilege and pleasure to learn and work together with other champions of empowerment.

It was heartening to see the care, concern and cooperation that were in abundance during the pandemic still very present among our members.



Technology for Programme Impact

As we encouraged empowerment among our members, the Board set out to explore how technology may empower our efforts for better programme outcomes. As such, the Info-Tech Board Committee expanded their role beyond developing the organisation's IT infrastructure. They attended to the deployment of tools that enable "digital natives" within our programmes to reap more from their participation.

The Board recognised that technology is a pervasive part of life, and it needs to be proactively harnessed for social good. Hence, we cheered when mothers who were not digitally savvy learnt to set up a store on Shopee without capital and took an interest in leveraging artificial intelligence to identify saleable products. At this point, I would like to appreciate Konigle, a technology corporate social responsibility partner for coaching these mothers.

Complementing Government Initiatives

Last year, I mentioned how we complemented government initiatives, and this continued to be a pronounced position of the Board. We nurtured a working relationship with government social service offices in our localities, supported ComLink activities and established an information sharing procedure with the Child Protective Service. We also supported the digital access programmes of the Infocomm Media Development Authority (IMDA) and joined the Charity Food Work Group. As a non-government organisation, we offered stop-gap assistance before sustainable government interventions kicked in. These were efforts beyond the work commitments from grants received from the Tote Board Social Service Fund, the Ministry of Health Office for Healthcare Transformation and funding towards our early childhood development centre.

Continuity of Mission

The staff were engaged in the succession framework of the executive director, and this was a helpful exercise in surfacing the qualities of a leader that they believed were essential for the continuity of mission. Importantly, the conversation deepened an appreciation of the Board's role in safeguarding the mission of the organisation.

Refreshing our Vision

In the same vein of the long-term continuity of the work, we engaged the staff, as well as key volunteers and donors, on refreshing our vision statement that was envisioned in 2001. Back then, the organisation's core expertise was the management of delinquency and families described as "multi-problem." We were known then for innovative services aimed at reaching those troubled by multiple problems linked to delinquency and poverty. In the year ahead, we will be presenting a statement that reflects how we envision, problems associated with poverty could be addressed from a community development perspective.

Finally, it has been an immense honour and pleasure to serve alongside competent board members who believe that leadership is service and not position. Together with compassionate volunteers, staff, and our members, we have created community. A community which is not just about belonging to something; but one that does something that makes belonging matter.

Thank you all who have believed and contributed to our efforts in the service of people's efforts to meet their needs.

Sincerely,



Peter Hum
President

Together with compassionate volunteers, staff, and our members, we have created community. A community which is not just about belonging to something; but one that does something that makes belonging matter.



Executive Director's Summary

Being in the service of people's efforts to meet their needs

The social sector is generally designed to meet needs. Needs assessments are routine and social service professionals execute programmes to meet unmet needs. Social service agencies operate as service providers and change is led by the social service professional. There is a place and role for social services, but its proliferation runs the risk of competing if not replacing people's agency to resolve their own challenges.

As a community development agency, we facilitate and enable people's agency to organise around what is important for them. These may be their needs, challenges or aspirations and doing so does not mean that social services are redundant but there is a conscious effort to partner with helping professionals in a manner that does not diminish a community's agency and leadership.

There is a place and role for social services, but its proliferation runs the risk of competing if not replacing people's agency to resolve their own challenges.

We began the year with an emphasis on initiatives that visibly demonstrated our strategy where,

“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 satisfying and hopeful lives despite their poverty-related challenges.”

As helping professionals, we do not lead the change but create the conditions where our members do so in partnership with us. Ideally, our members can independently self-organise to meet their needs but realistically, the degree in which they do so lies on a continuum. Hence, in the spirit of going beyond social services, we compliment and advocate for social service professionals who enable and multiply a community's agency and not just provide services.

Community-led change

While the ethos of encouraging personal agency and leadership runs through all our work, I would like to highlight 5 initiatives that captured its essence and made progress.

i. Community Enablers Fellowship

Fellows are local leaders who have the mandate from their community to effect changes. Hence, neighbours elected their fellows based on proposals they had put up to improve their neighbourhood. 6 fellows from 3 neighbourhoods were elected by their neighbours and 4 projects scoped out that addressed community health, isolated older persons, debt repayment and caregivers in need of material and emotional support. Neighbours were aware that elected fellows would receive a monthly stipend in recognition of their efforts, and they had to decide if this person would honour his or her promise to work for the good of their community. All fellows attended 8 training sessions and following which, carried out their proposals. The democratic selection process served to facilitate agency not just for the fellows but for all who participated.

ii. Family Circles

These mutual help groups comprising caregivers facilitated peer-driven change. One thing that participants had in common was an aspiration to improve their financial situation and care better for their families. After 7 months, it was noted that median household income registered a 30% increase and the mean income a 23% increase. The median for total cumulative savings went up by 230% and the mean by 63%. On the flip side, the median debt was constant but there was a 4% decrease in mean debt. During support group meetings, participants exchanged information on resources, encouraged each other and one group helped a member resolve an issue with her divorce proceedings.

iii. Health Competence

We had population health initiatives in 2 neighbourhoods. Both resulted in residents taking responsibility to alleviate the social determinants that affect their well-being. In one neighbourhood, an informal resident group created a website to inform their neighbours and outreached door to door to promote affordable medical care that was available in their neighbourhood.

iv. Peer Learning Circles

Independent researchers monitored students in this programme against a control group. They shared that students who attended this self-directed peer learning group expressed a strong interest in learning, digital literacy, and recorded improvements in math and science. As a result, they also had a better relationship with their teachers, their parents and their peers. It appears that when students are guided to collaborate with others to set learning goals, they develop an intrinsic motivation to learn that also improves their lived experience at school, at home and within the community.

v. Safe Whampoa (formerly Collaborative Change Agent Leadership)

Youths together with their caregivers got their neighbours aware and supportive of their endeavour to create a neighbourhood that is safe from sexual violence. As a result, 5 mothers offered their homes as safe-

houses, support groups for girls, boys and mothers were established, and a community watch group formed. There were also conversations on how parents can talk to their children about sexual safety. Sexual violence was an issue identified by residents and they worked together with us and social workers from the neighbourhood family service centre to create the change they envisioned. As a community development agency, our role was to enable these residents to act on a serious concern they wanted to address.

As helping professionals, we do not lead the change but create the conditions where our members do so in partnership with us.

Investing in people's Well-being, Capabilities, and Self-created Solutions

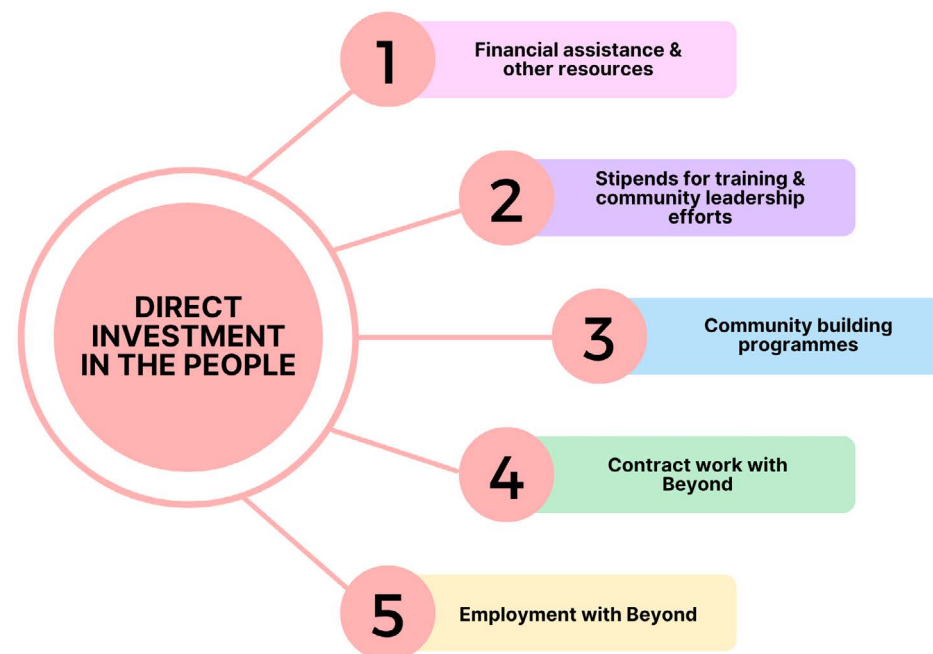
A significant factor for the progress I had just described has been our continual thinking and action toward what it means to be investing directly in the development of a community. Basically, if we aim to encourage agency and leadership within community, we must put our money where our mouth is and to invest directly in its people.

This investment acknowledges the potential of our members as change agents and it included

- a. Financial assistance and other resources,
- b. Stipends for training and community leadership efforts,
- c. Community building programmes,
- d. Contract work with the organisation &
- e. Employment with the organisation.

With this development, we were guided by the perspective that for people to contribute, they need to have the bandwidth to do so. Thus, financial assistance was not simply for basic needs but for a sense of wellbeing so that one could consider exercising agency and leadership.

Last year, \$157,065 of our expenditure on manpower was allocated to our members and together with programme expenses (\$204,877 + \$648,922), 21.4% of operating budget would be considered as a direct investment in the well-being, capabilities, and self-created solutions of our members.



Our Financial Situation

Government subvention amounted to 39% of our income. This was an important source of stability as non-government grants and donations only added to 49% (14% + 35%). Charitable funds alone will not be sufficient for our operations. Considering a global economy affected by conflict and geopolitical tensions, we are of the view that fund-raising was and will continue to be a challenge.

EXECUTIVE DIRECTOR'S SUMMARY

Income	2022	%
Government Funds	\$2,177,206	39%
Programme Income	\$250,598	4%
Donations	\$1,981,083	35%
Non-Government Grants	\$756,775	14%
Sponsorship-In-Kind	\$280,869	5%
Miscellaneous Income	\$156,029	3%
Total Income	\$5,602,560	100%

Expenditure wise, direct financial assistance amounted to 14%. In practice, those in need of financial support were directed to ComCare, the government's support system for low-income families. The amount we provided went towards educational assistance, one-off emergency assistance and stop gap help when an application for government support was being processed.

Expenditure	2022	%
Staff Costs	\$3,202,410	68%
Facilities	\$225,060	5%
Programme Costs	\$204,877	4%
Programme Costs (Designated Assistance)	\$648,922	14%
Other Operating Costs	\$66,431	1%
Cost of Sponsorship	\$280,869	6%
Depreciation	\$89,115	2%
Total Expenditure	\$4,717,684	100%

Financial assistance was not simply for basic needs but for a sense of wellbeing so that one could consider exercising agency and leadership.

Moving Ahead with Trust

In sum, we are deeply grateful for the support that has kept our organisation stable and our work alive. As a non-government organisation, 54% of our income (donations, non-government grants and sponsorships) was from the goodwill of donors and grant makers who valued our presence as a catalyst for agency and leadership among the poor. In other words, we continued to exist because of the trust that we have with our supporters, the government, and our members. We remain deeply committed in safeguarding this trust.

Sincerely,



Gerard Ee
Executive Director

Citation

Bukit Ho Swee Community Service Group

Comprising more than 50 volunteers, the Bukit Ho Swee Community Service Group distinguishes itself in serving the children and youths in the Bukit Ho Swee neighbourhood. Additional volunteers are also deployed by the group seasonally to assist in its numerous activities.

Working in a locality predominated by low income families, the Bukit Ho Swee Community Service Group has been providing free tuition for children since 1971. Using the premises of a school, the group conducts eight tutorial classes for 160 needy children thrice weekly in the evenings. In addition, children's clubs were started in 1976 and 60 children are benefiting from the educational and recreational activities organised by these clubs. Infants living in high-rise flats in the estates are able to play and mix with one another through the play scheme conducted by the group. Yet another prominent activity has been to organise idle youths in the neighbourhood into a youth group where socially acceptable activities are encouraged among its members. This has had the effect of mitigating delinquency and drug abuse.

National Youth Service Award – 1979

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Board & Executive Management

Board of Management

Appointed at Board meeting on 16 June 2022

President	Mr Peter Hum
Vice-President	Mr Alok Kochhar
Honorary Treasurer	Ms Ratna Sari Hashim
Honorary Secretary	Mr Andy Leck
Founder Member Representative	Sr Veronica De Roza
Board Members	Mr Alvin Yapp Mr Ang Fui Siong Dr Hana Alhadad Mr Narayanan Vinod Krishnan Mrs Ravina Kirpalani
Medical Advisor	Dr Tan Poh Kiang, PJ Clinic
Legal Advisor	Baker & McKenzie. Wong & Leow
Auditor	Helmi Talib LLP
Bankers	Bank of China Ltd CIMB Bank Berhad DBS Bank Ltd Standard Chartered Bank (Singapore) Limited

Our Honorary Members

Honorary Advisor	Dr S. Vasoo
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Our Executive Committee

President	Mr Peter Hum
Vice-President	Mr Alok Kochhar
Honorary Treasurer	Ms Ratna Sari Hashim
Honorary Secretary	Mr Andy Leck
Founder Member Representative	Sr Veronica De Roza

Our Board Committees

1. Appointment & Nomination

Chair	Mr Peter Hum
Members	Mr Alok Kochhar Sr Veronica De Roza

2. Audit & Risk

Chair	Mr Ang Fui Siong
Members	Mr Daniel Liu

3. Finance & Administration

Chair	Ms Ratna Sari Hashim
Members	Mr Jim Tay Mr Peter Lim

4. Fund-raising

Chair	Mrs Ravina Kirpalani
Members	Mr Alvin Yapp Ms Lena Lin Mrs Mary Kuo

5. Information Technology

Chair	Ms Clara Lee
Members	Ms Audrey Ong Mr Amit Jain Ms Catherine Goh Mr Derek Gooh Mr Michael Koh

6. Investment

Chair	Mr Alok Kochhar
Members	Mr Ang Fui Siong

7. People Development

Chair	Mr Narayanan Vinod Krishnan
Members	Mr Andy Leck Ms Lekha George

8. Programme & Services

Chair	Mr Peter Hum
Members	Dr Hana Alhadad Dr Ijlal Naqvi

8.1 Healthy Start Child Development Centre

Chair	Dr Sirene Lim
Members	Dr Christine Lee <i>till 31 Dec</i> Dr Hana Alhadad Ms Lim Seok Lin Dr Sudha Mary George

9. Public Relations

Chair	Mr Mark Chen
Members	Mr Alvin Yapp Ms Sue Stephens

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

The Staff

Executive Director	Gerard Ee <i>since 1 Jun 1991</i>
Deputy Executive Director	Ranganayaki Thangavelu <i>since 1 Aug 2005</i>

Assistant Directors	Joyce Lim Lim Shaw Hui Mohammad Alil Jumari
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Administration & Finance Team	Angeline Tan A Premavati <i>till 31 May</i> Aziman Bin Ali Cecilia Chan Junainah Binte Ali Loh Keng Chin Noorrezilah Binte Bidin Ong Tjin Lie Peggy Wong Samsuibrabim Sukkuriyabeevi Shaiful Bin Abdul Karim
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Community Work Team	Adrina Tie Anne-Marie Ong Chia Jie Min Chiu Ying Yik Diana Binte Abdul Rahim George Joseph Das Grace Toh Grace Yew Helen Ho Jeremy Lim Jasmine Chew Jolene Fok Karimah Amanina Binte Jaffar Kaylin Toh Maizy Tan Muhammad Ismail Shogo Bin Sahul Hameed Mynavathy Raju Noel Tan Noor Izzaty Ishak <i>till 30 Sep</i>
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BOARD & EXECUTIVE MANAGEMENT

Community Work Team

Norrashikin Abdul Refaiie till 24 Aug
 Nur Hazirah Binte Salehudin
 Nur Irfah Binte Abdul Majeed
 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
 Wong Pei Ling

Healthy Start Child Development Centre

Principal Lee Hui Huang

Teachers Annabel Chong
 Denise Chng
 Koh Jing Wen
 Mohamed Bee d/o Abdul Jalil till 6 May
 Noraidah Binte Helmee till 30 Jun
 Rafhana Binte Sarip till 10 May
 Salamiah Binte Bahtiar till 15 Jun
 Salwani Binti Ismail
 Teo Mui Hua from 1 Jun

Remuneration of Board of Management

All Board and Board Committee Members are volunteers who contribute their time, expertise and services pro bono. They do not receive any allowance, honorarium, reimbursements or remuneration for their services as a member of the board of management.

Remuneration of Key Management Personnel

Key management personnel consist of the Executive Director, Deputy Executive Director and Assistant Directors. In FY 22, there were 5 key management personnel. The breakdown of their salaries by band is as follows:

Below \$100,000	2
\$100,001 to \$120,000	2
\$120,001 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 one transaction in which a board member had an interest during the fiscal year 1 January 2022 to 31 December 2022. This board member was appointed a programme consultant prior to the member's appointment on the Board. This was declared by the member upon joining the Board and it is a firm understanding that conflict of interest protocol will apply. The contract will spill over till 2023.

Governing Board: Council Term

Name	Current Charity Board Appointment	Profile	Past Charity Board Appointments
Mr Alok Kochhar	Vice President 6 Aug 2020	Senior Advisor, Boston Consulting Group	Board Director 22 May 2015 – 23 Jun 2016 President 24 Jun 2016 – 6 Aug 2020
Mrs Alexandra De Mello	Board Director 6 Aug 2020 – 16 Jun 2022	Director, Alceda	

BOARD & EXECUTIVE MANAGEMENT

Mr Alvin Yapp	Board Director 24 Jun 2016	Director, Corporate Affairs, Busads Pte Ltd	
Mr Andy Leck	Honorary Secretary 6 Aug 2020	Principal, Baker & McKenzie. Wong & Leow	Board Director 24 Mar 2009 – 27 May 2014 Vice President 28 May 2014 – 21 May 2015 Board Director 18 Jun 2019 – 6 Aug 2020
Mr Ang Fui Siong	Board Director 22 Jun 2018	Head, Treasury Financial Control & Advisory, OCBC Bank	Honorary Treasurer 28 May 2014 – 21 Jun 2018
Mr Ang Kian Peng	Board Director 22 Jun 2018 – 16 Jun 2022	Director, Samsui Supplies & Services Pte Ltd	
Dr Hana Alhadad*	Board Director 16 Jun 2022	Independent Researcher & Trauma-Informed Consultant	
Mr Narayanan Vinod Krishnan	Board Director 16 Jun 2022	Executive Director – Client Relationship Management, Arthur J Gallagher [S] Pte Ltd	Honorary Treasurer 22 Jun 2018 – 16 Jun 2022
Mr Peter Hum	President 6 Aug 2020	Practice Director, Asia Consulting & Solutions, International SOS Pte Ltd	Honorary Secretary 22 Jun 2018 – 6 Aug 2020
Ms Ratna Sari Hashim	Honorary Treasurer 16 Jun 2022	Director (Finance), Ministry of Communications and information	Board Director 6 Aug 2020 – 16 Jun 2022

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 – 16 Jun 2022	Vice President, Media Relations, APAC, Deutsche Bank AG	
Sr Veronica De Roza	Founder Member Representative 29 Aug 2017	Treasurer, Franciscan Missionaries of Mary	

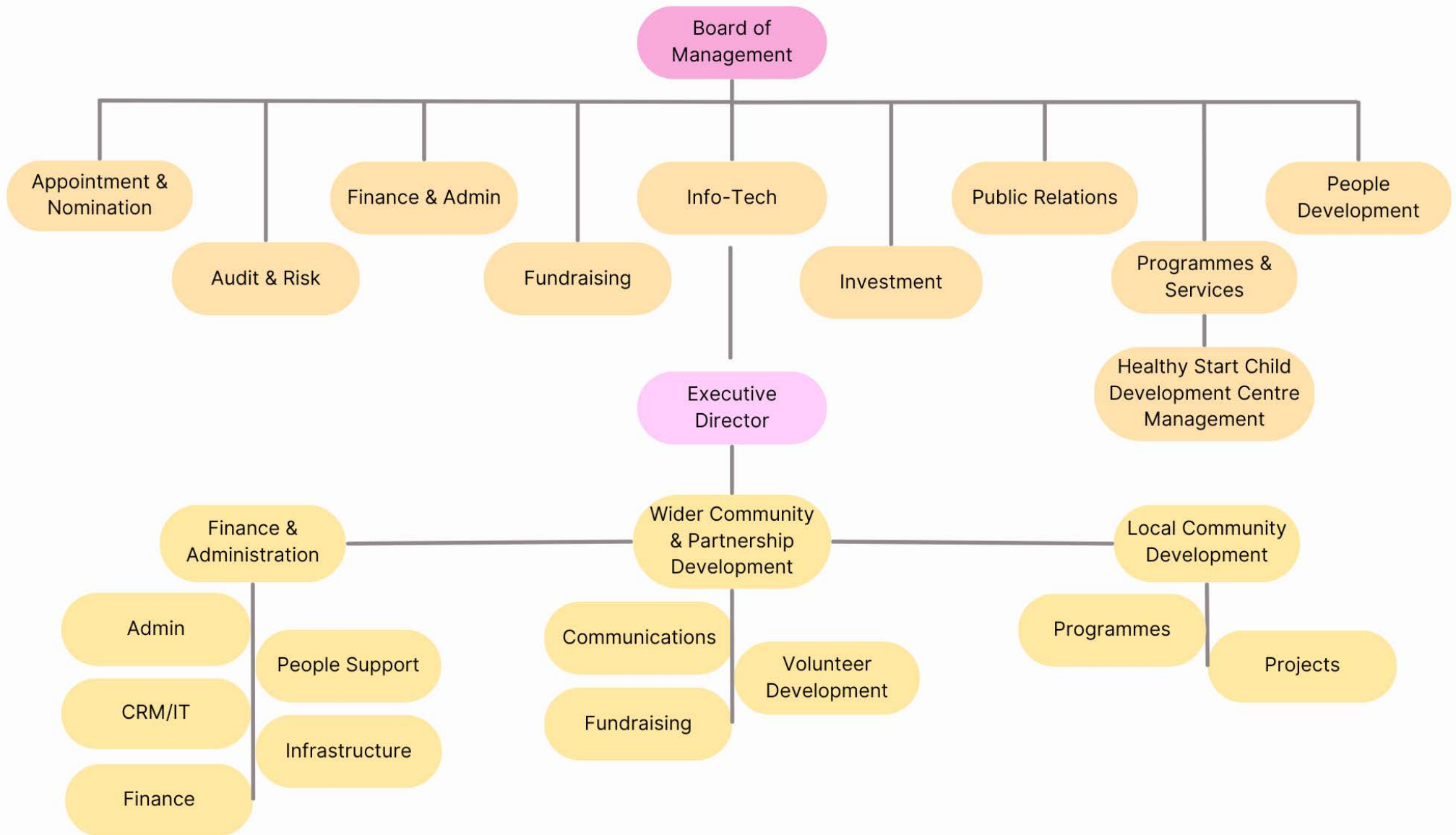
Attendance Record for Board of Management Meetings

(FY2022 January to December 2022)

Name	10 Mar	4 Apr	16 Jun	15 Sep	15 Dec
Mr Alok Kochhar	✓	✗	✓	✓	✓
Mrs Alexandra De Mello	✓	✓			
Mr Alvin Yapp	✓	✗	✓	✗	✗
Mr Andy Leck	✓	✓	✓	✓	✓
Mr Ang Fui Siong	✓	✓	✓	✓	✓
Mr Ang Kian Peng	✓	✗			
Dr Hana Alhadad*			✓	✓	✗
Mr Narayanan Vinod Krishnan	✓	✗	✓	✓	✓
Mr Peter Hum	✓	✓	✓	✓	✓
Ms Ratna Sari Hashim	✓	✓	✓	✓	✗
Mrs Ravina Kirpalani	✓	✓	✓	✓	✓
Mrs Sarah Stabler	✓	✓			
Sr Veronica De Roza	✓	✓	✓	✓	✗

*Only joined Board on 16 June 2022

Organisation Chart





Our 1st AGM on 24 March 1987

Official Identity & General Information

Our Beginnings

We were set up in August 1969 in response to the poor living conditions aggravated by 2 fires that hit the Bukit Ho Swee Community in the 1960s. During different periods of our history, we were known as the Bukit Ho Swee Social Service Centre, the Bukit Ho Swee Community Service Project and Nazareth Centre.

In the spirit of our founding purpose of attending to the displaced, Beyond Social Services is 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 so we have an emphasis on helping children and youth from less privileged backgrounds break away from the poverty cycle.

Statutory Information

Registered Address

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

Legal Identity

Registered with the Registry of Societies
Date of Establishment: 19 February 1987
ROS 315/86 WEL
UEN Number: S87SS0025J

Charity Status

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

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

IPC Registration No: IPC000355

New Period Approved: 1 July 2022 to 30 June 2025

Sector Administrator – Ministry of Social and Family Development

Affiliation

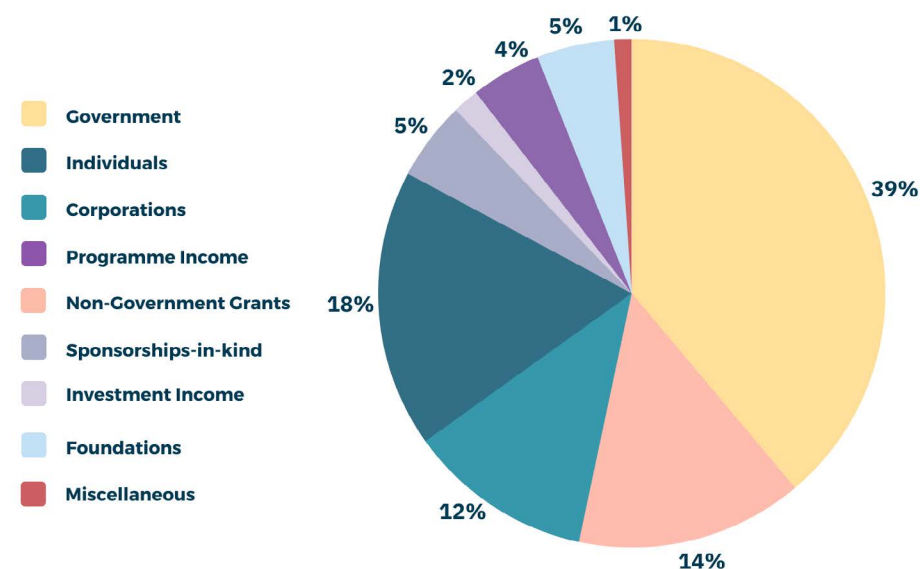
National Council of Social Service

Full member since 3 August 1987

Beyond has our Constitution (approved in July 2022) 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 39% of our total income. This is significant and here is the breakdown:

Government Funding Received	Amount
Programmes	
Tote Board Community Healthcare Fund for Yishun	\$107,863
Tote Board – Social Service Fund for Youth United Programme	\$1,050,282
MOH Office for Healthcare Transformation - M4H Fund	\$25,000
Donation Matching Arrangements	
Tote Board Matching for Fundraising Events	\$604,904
Others	
Employment Credits	\$95,387
Care and Share	\$290,000
Miscellaneous	\$3,770
Total	\$2,177,206

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 2022, there were no funds in deficit and based on a budget of \$4.8 million, we had an operating reserve of approximately 2.4 times.

Vision & Mission

Vision

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

Mission & Purpose

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

Values

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

Strategy

We take a long-term view and focus on impacting young lives by providing them access to social, educational and community support programmes. We value inter-organisational collaboration & will build 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 values passion, innovation, on-going evaluation, reflective practice, diversity, and people development. We nurture a community workplace where people communicate openly and effectively, experiencing a sense of unusual safety while working together toward common goals.

Programmes, Projects, Designated Funds & Facilities

1. Programmes



Background

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 co-creating a context with them to bring good to their neighbourhood. Where needed and advantageous to their efforts, we will 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 to facilitate access to the Tote Board Social Service Fund. Youth United is an umbrella for the range of activities in the interest of social mobility for young people and their families.

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 encourages caregivers to come together as a caring community for each other’s children.

Finally, being an organisation with an embedded presence in low-income communities, we recognise that we are well placed to neutralise the social determinants of health. A [SingHealth study](#) has revealed public rental housing as an independent risk factor for all-cause mortality and in 2019, we piloted how we may encourage residents in these neighbourhoods to come together to improve their health. As poor health can seriously hinder people’s ability to care for themselves and their dependents, a focus on health sits well with our preferential option for the poor.

In sum, our work serves to promote early childhood education, community health, and social mobility among the low-income population.

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.

Movements for Health

This is the building of a community's capabilities and capacity to alleviate negative health conditions and to create their own healthy future. It takes the view that "health" and "care" are provided by families and neighbourhoods, and their community is an important protective factor against social determinants of health.

Youth United - Building futures through friendships

In the spirit of "building futures through friendships," this is a community building effort that organises relationships, resources, routines, and rituals around young people living in public rental housing neighbourhoods to create the pre-conditions for social mobility which are crime-free living, education and work, family stability and social capital. It operates on the belief that offending and other undesirable behaviours are not inherent in people but a product of their environment and circumstances.

Throughout the year, our work is manifested in activities that engage and facilitate empowered children, youth, families, and communities. Empowerment is a key thrust of [Social Service Sector Strategic Thrust \(4STs\)](#).

The activities are as follows:

A. Restorative Neighbourhoods

- **Community Enablers Fellowship**

Investing in local leaders who have the mandate from their community to effect changes.

- **Community Enablers**

Recognising members who support our community development efforts as valuable assets.

- **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.

- **Safe Whampoa Community (formerly Collaborative Change Agent Leadership)**

Enabling a community that takes ownership in preventing sexual violence.

B. Culture of Learning

- **Healthy Start Child Development Centre**

Early childhood programme for children whose developmental and learning needs have been hindered by their social disadvantages.

- **LIFE (Learning is Fun & Exciting)**

Academic and experiential learning activities that impress on participants that they have the ability to learn.



- **Peer Learning Circles**

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

C. Livelihood Opportunities

- **Bakers Beyond**

Seasonal income-generating bake sales.

- **Sew Can We**

Seasonal income generation project for those with sewing skills.

D. Youth Voluntarism

- **Headstrong**

Safe and brave space for youth mental health; co-created and led by youth for mutual support and assistance.

- **Ignite!**

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

- **The Community Theatre**

Activating neighbours to understand and act on their shared challenges.

- **Youth Want Work**

Youth-led social network that enhances employability among members.

E. Family Stability

- **Family Circles**

Mutual help among lower-income persons facilitated by information and opportunities around their skills, interest & motivations.



F. Wider Community Support

- **Volunteer Development**

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

2. Designated 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 (CDA)
- **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. Emergency relief funds to support families mostly from low-income backgrounds, requiring funds for crises and emergencies,
 - 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 designated funds facilitate the volunteering efforts of CSR Partners:

- **Civil Service College Volunteer Activities**
To fund activities for the residents from the public rental flats in Ghim Moh neighbourhood.

A collaboration with the Civil Service College to reach out to 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 towards 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

3. 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**

OFFICIAL IDENTITY & GENERAL INFORMATION

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. Main Office	Block 26 Jalan Klinik #01-42/52 (Registered address) Singapore 160026 Telephone: 6375 2940
2. Healthy Start Child Development Centre (HSCDC)	Block 120 Bukit Merah View #01-04/06 Singapore 152120 Telephone: 6270 2443
3. Whampoa Office	Block 75 Whampoa Drive #01-346 & 372 Singapore 320075 Tel: 6664 8598

Staff Overview

Turnover/resignation rate for 2022: 21.82%

(Number of resigned employees/Average number of employees x 100% i.e. 12/55 x 100% = 21.82%)

Average number of headcounts: 55

Average Age of Staff: 45.73 years old

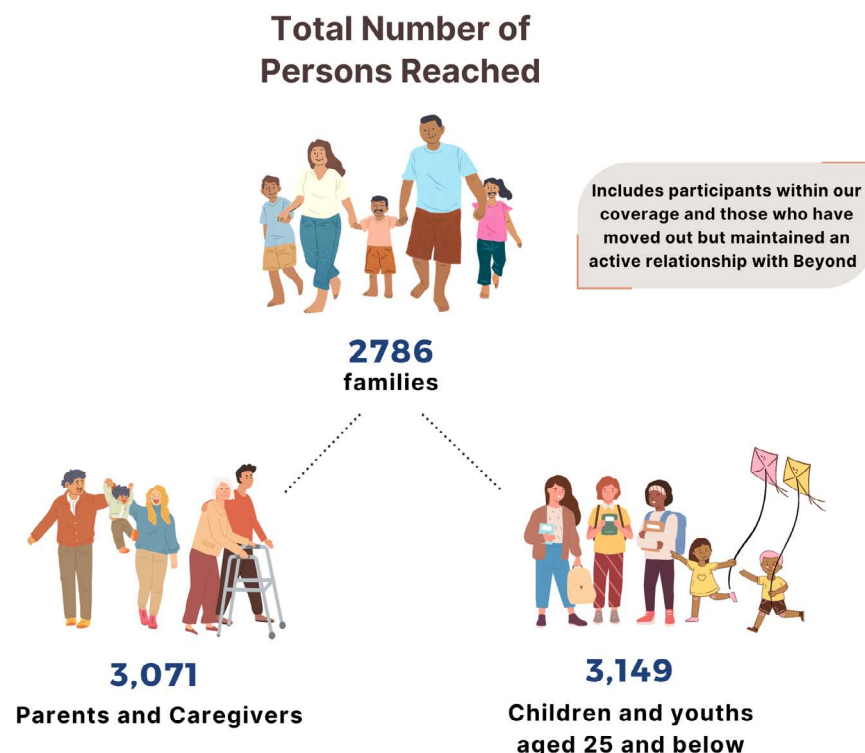
Average length of service: 9.54 years

Total Number of Persons Reached in 2022

These were participants residing in the 68 public rental blocks covered and those who live elsewhere but maintained an active relationship with the organisation.

	No of Persons Reached
Number of children and youths aged 25 and below	3,149
Number of parents and caregivers	3,071

For more information about us, check out www.beyond.org.sg



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



Strategic Direction & 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:



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 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 in 2021.

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 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. We will also 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 capable of rallying people from diverse backgrounds toward a 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 run by professionals run the risk of discouraging community-led efforts to care for their vulnerable members. Thus, our role is to nurture community leadership. Sometimes to meet an urgent need, it may be necessary for us to begin and drive a programme. However, we do so with an exit plan where,

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

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

2. Motivator

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

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

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;
- facilitate 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, 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 & reflective dialogue
- Community development approaches
- Non-violent communication and dynamic governance

i. Crisis Management and Problem-Solving Modus Operandi

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

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

community integration. 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.

ii. The Critical Role of Community

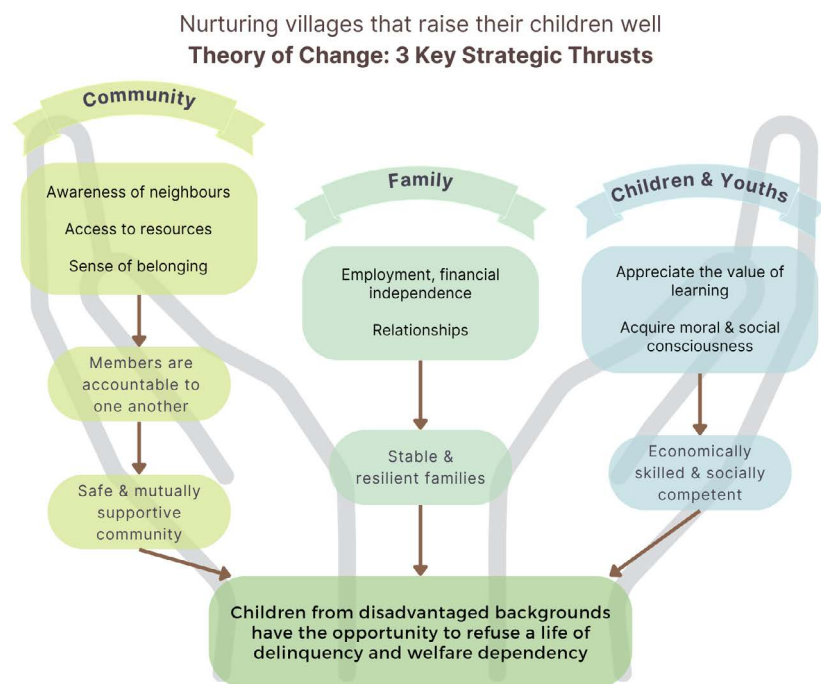
The United Nations Division for Social Policy and Development defines social integration as "the attempt not to make people adjust to society, but rather to ensure that society is accepting of all people." Hence, it is a society that integrates people not an organisation.



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.

iii. 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.



iv. 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.

v. Measuring Programme Impact

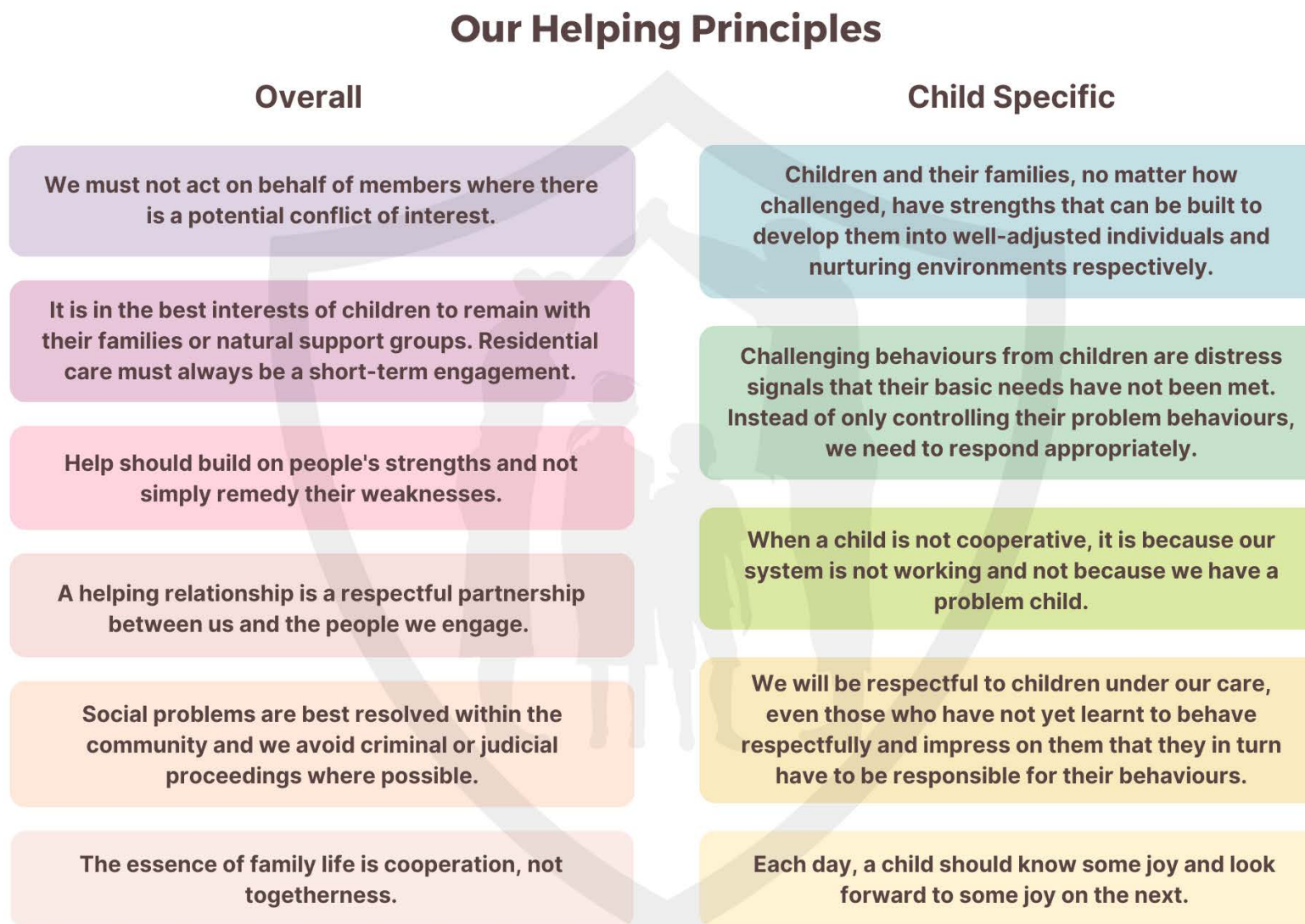
In 2011, we decided to concentrate our work in public rental neighbourhoods because we believed that by strengthening a sense of community, we disrupt a culture of inter-generational problems. As such, we took a long-term view of our work and aspired to keep in touch with our young people until they 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 when resources allow, we implement retrospective and dip-stick studies as well as commission independent researchers for impact studies. 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 is an ongoing endeavour and reports whenever available are shared on www.beyondresearch.sg.

vi. Our Helping Principles





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

The above info has been taken from the Charity Council's website.

Below is our Governance Evaluation Checklist for FY22 submitted to the Charity Portal.

No	Government Funding Received	Code ID	Compliance
Board Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied
	Are there Board members holding staff appointments? (Skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	Complied
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	Complied
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity).	1.1.7	Complied
5	All Board members submit themselves for re-nomination and re-appointment , at least once every three years.	1.1.8	Complied
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")		No
7	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years .	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied

Conflict of Interest			
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
Human Resource and Volunteer Management			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for Board members, staff and 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
	Are there volunteers serving in the charity? (Skip item 15 if "No")		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied
Financial Management and Internal Controls			
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied

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

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

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.



Community Development with COVID-19 as an Endemic Disease

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- 60 Youth Voluntarism
- 65 Family Stability
- 67 Wider Community Support

Community Development with COVID-19 as an Endemic Disease

Our members recognise that it was mutual support among neighbours and their ability to collaborate with other stakeholders that facilitated the inflow of resources into their neighbourhoods during the height of the COVID-19 pandemic. The assistance alleviated their challenges, and they also recognise that cooperation among neighbours is a quality that has been continually nurtured over many years through problem solving conversations, action, and intentional strengthening of caring relationships. Thus, our strategic direction to be in **the service of people's efforts to meet their needs** continues to build on the capabilities and capacities within low-income neighbourhoods to meet their goals. Communities that can self-organise to resolve their challenges are strong and desirable whether there is a pandemic or not. Strong communities are the foundation for a purposeful, hopeful, satisfying, and healthier life.

We have organised the reporting of these efforts according to the objectives that guide our community development efforts. These objectives address current needs in low-income neighbourhoods and develop community leaders for the present and the future.

Strong communities are the foundation for a purposeful, hopeful, satisfying, and healthier life.



Restorative Neighbourhoods



Position Overview

To nurture neighbourhoods which adopt a restorative problem-solving approach that emphasise involvement and cooperation among family members, friends, and volunteers. We will form strategic partnerships with grassroots organisations, the police, schools, healthcare providers and other stakeholders to bring about a restorative climate. The crux of restorative practices is the restoration of positive relationships among people, which is an important resource for issues such as crime, conflict, marginalisation as well as health challenges resulting from social determinants.

Community Enablers Fellowship

Investing in local leaders who have the mandate from their community to effect changes.

About

Residents who are passionate about transforming their communities by initiating and incubating a project that addresses a neighbourhood issue, may apply for a fellowship with the organisation where they receive training in community development, guidance for their initiatives and a monthly stipend for a year. Fellows need the mandate of others in their neighbourhood and are selected via a democratic self-organised selection process.

Key Results

- 6 fellows from 3 neighbourhoods elected
- 4 projects addressing neighbourhood health concerns, debt repayment, older persons at risk of isolation and supporting families with milk, diapers and other practical support.
- 8 capability and capacity training sessions
- 35 local volunteers involved
- 113 participants

Highlight



Community Enablers Fellowship

12 residents came together to select 2 neighbours as Community Fellows who would be responsible for executing initiatives that encourage healthier lifestyles and positive health-seeking behaviour.

These Fellows will attend training and work closely with staff members who will facilitate access to programme funds and other resources within our organisation. However, it must be

their neighbours who select them because their initiatives are not likely to succeed if they are not supported and desired by their neighbourhood.

The residents listened intently to a proposal for an emergency fund to support those who hesitated seeing a doctor because of financial challenges.

Another proposal was to invite mental health professionals to train a group of residents to be first responders for neighbours who are feeling sad and troubled. This proposer believed that because of the proximity and existing relationships, a first responder team is well placed to identify and support those in need before their situation worsened.

After the proposals were articulated, residents posed questions to those who presented. They wanted to know what motivated them to care and what type of leaders would they be. One replied that although she comes across as playful, she is serious about helping neighbours access health care because she has experienced what it means to be alone and worried. She believes that her playful side is an advantage for reaching out and establishing rapport with her neighbours.

From the selection exercise, we could see that those who put in a proposal already had a fair amount of support from their neighbours. They did not just receive questions but also spontaneous remarks about their positive qualities. This was good to see because there appears to be much mutual trust and respect among neighbours and **work can only move at the speed of trust.**



Community Enablers

Recognising members who support our community development efforts as valuable assets.

About

Residents in public rental neighbourhoods are engaged as associates to assist the organisation with its community development efforts. Jobs include programme management, logistical support, outreach, and administrative work. Wherever possible, enablers are deployed in the neighbourhoods where they reside to encourage a positive spill over effect of stronger neighbour to neighbour ties. This is a direct investment in building the capabilities of our members as the skills acquired would be transferable for taking on work elsewhere when the opportunity arises.

Key Results

9 enablers coordinated the following:

- Learning programmes: 113 children
- Monthly savings (Tabung): 200 children
- Distribution of food & essentials: 100 families
- Learn & Earn activities: 20 mothers
- Community Theatre: 45 youth

Highlight

Community Enablers

2 Community Enablers presented their work to the Board of Management

Nazariah, 33, Mother of 6, Community Enabler for Safe Whampoa

Nazariah is from the Mothers' Circle and the Safe Whampoa community group. She actively spoke to neighbours about sexual violence and encouraged her neighbours to sign the community pledge to take sexual violence in the community seriously. She also managed a booth during Safe Whampoa event to invite other parents to take steps in building a safer neighbourhood.

It resulted in more than 50 residents signing the community pledge, parents offering their homes as "safe houses" for youths who need it, and youths speaking up on the issue and reaching out to other youths. Residents are now more aware about sexual harassment and violence.

"I realised that I still have the capacity to learn new skills. I learned to interact with people from different backgrounds, and earned the trust of neighbours and in turn, they took me seriously when I talked about sexual harassment. I also got talked to neighbours I rarely spoke to, especially the youth."

Lisfah, 42, Mother of 3, Community Enabler for Our Community Tabung

Lisfah, a volunteer for the Community Tabung Programme, agreed to be a Community Enabler to share the programme with more families who can benefit from the matched savings for their children that get deposited in the children's Child Development Account (CDA). She passionately encourages more mothers to be active and join community groups.

The Community Tabung has motivated residents to become more involved with the community, and form better relationships. At the monthly sessions, where the children's savings are pooled together for matching, families in the neighbourhood meet others residents, and children make new friends too. Parents also feel encouraged there's more money in their child's CDA.

"I got to the meet and know many neighbours, especially mothers in the community. By speaking to so many, I have become more open minded and brave. I am genuinely happy to help other mothers. When parents are unable to attend the monthly session due to work, they contact me to put money into the Tabung for their children first. I am proud to help this community to grow their children's savings."

Health Competence

Building the capabilities and capacity of communities to improve their health and well-being.



About

“Health” and “care” provided by family and friends are an important protective factor against social determinants of health that affect low-income communities. The programme works at improving a community’s understanding of their health concerns and trains residents to lead projects to meet their collective health needs.

Key Results

Resident-led

- A residents-led group “Healthy You & Me” set up
- Members organised morning walk, potluck party

- Community-led food support for families with Covid
 - Local resident invited a health partner to teach neighbours how to use a blood pressure kit. 7 local residents gained competency to train others and 60 residents learnt to monitor their own blood pressure.
 - 5 Community Groups established to facilitate local response and mutual aid
 - Volunteer-manned community health hotline set up

Partnerships

- 1 resident trained as In-Person-Centred care by Esther Network
- Breathwork & Mindfulness workshop by SoulProbe
- Free flu vax for 80pax from Apr-Jun 22 with Mt Alvernia Outreach Clinic
- Subsidised Mammogram scan & Health Screening for 30 women >40yo (incl. foreign spouses) with Mt Alvernia Hospital
 - 30 children taught to care for their eye, dental & general wellbeing health by NUS nursing students.

A total 354 Adults and 87 young people benefitted.



To some, “health” was good hygiene, preventing illnesses and keeping fit. To others, it meant being surrounded by loved ones and caring for one’s mental health. A mother recounted a period in her life where bodily ailments and a heart condition plunged her into her darkest days. “My heart condition made me very depressed, I could not do many things I used to be able to do. I stopped working as my body was weak, and my mental health got worse too”. She then shared that she decided to take a step forward to attend counselling sessions, and her mental health improved. As she related her experiences, the rest began to bare their hearts too and an intimate space, safe from judgemental voices emerged. Some shared how their dreams had rerouted on the onset of health issues, and others expressed current difficulties with regards to finances and family. What happened subsequently served as a stark reminder how we must never forget to recognise and celebrate the strength of people.

The ladies began to encourage one another with lessons born out of their personal journeys, many echoing sentiments to “never go through difficulties alone, [and to] find someone we trust.” One urged the rest to tend to mental health explaining that “as I took care of my mental health, my body started feeling healthier too.”

Despite their challenges, the well-being of their children was always top of mind during difficult seasons. It was especially stirring to hear a mother declare, “I will have to stay strong for my children; I want to give them the best life that I can possibly give”. For many, their children were the reason to persist through periods of toil, even if it meant living plainly or getting little rest. This authentic display of a mother’s love was heart-warming and precious, to say the least.

What was intended to be a conversation about the impact of health on dreams, these mothers transformed it into a space of shared pain, incredible empathy, and empowering encouragement. It was a space people came together to face their challenges with tenacity.

“My hope is that tomorrow will be fine, but, if tomorrow doesn’t go well, I shall still hope to be fine tomorrow!” — Ernest Agyemang Yeboah

Safe Whampoa Community (formerly Collaborative Change Agent Leadership)

Enabling a community that takes ownership in preventing sexual violence.

About

A neighbourhood effort to address the incidence of sexual violence. Both male and female youth, mothers and social workers from the Whampoa Family Service Centre exercised leadership in a collaborative manner toward the desired change.

Key Results

- 5 mothers have offered their homes as safe houses
- Support groups for girls, boys and mothers established
- Community watch group formed
- Conversations on how parents can talk to their children about sexual safety held
- 67 signatories secured with efforts of 8 local residents & staff
- 10 parents and 8 youths underwent training in bystander intervention etc.
- Conversations on how parents can talk to their children about sexual safety
- Safe Whampoa community event attracted 40 attendees from different communities; Organised by community volunteers and staff from Whampoa FSC and Beyond



Highlight

Safe Whampoa Community (formerly Collaborative Change Agent Leadership)

Last weekend, community members in Whampoa gathered for an evening of performances, heartfelt sharing, and discussions on the topic of sexual abuse and violence. The event was part of an ongoing initiative in collaboration with Whampoa Family Service Centre and members of the Whampoa community to build a safe and supportive community that addresses sexual violence without causing more harm.

We heard from mothers in the community who expressed their commitment to being a safe space for youths to turn to. Youths also expressed their concerns and fears, as well as frustration with victim-blaming narratives that can turn survivors away from seeking support. A youth rapper, Ash, even wrote a rap specially for the event decrying sexism and gendered sexual violence.

It was fortifying to see how community members in Whampoa have taken action to lead the changes they wish to see. From offering their homes to survivors as a place of safety, to having conversations amongst friends to change minds on the issue, and even attending bystander training, the residents are an invigorating example of what a community can do when they come together to address issues that are of concern to them.

As the evening wound down, residents were invited to put to paper the dream that they had for a safe Whampoa community. Though the visions they have written have yet to arrive, what they have already achieved together at present has touched us deeply.

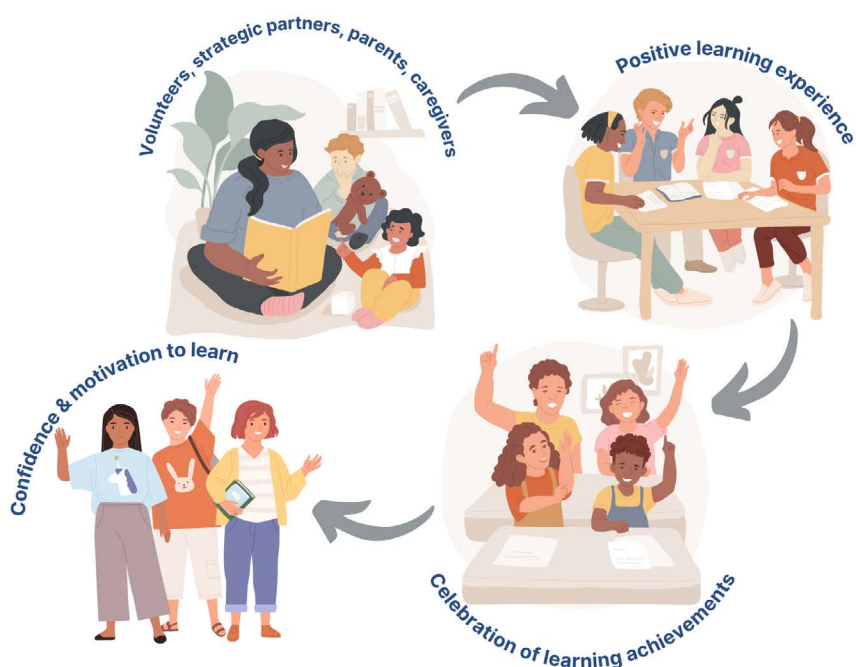
Culture of Learning



Position Overview

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

SHARED OWNERSHIP FOR CHILDREN'S LEARNING SUCCESS



In support of this position, we operate 3 learning programmes.



Healthy Start Child Development Centre

About

We provide an early childhood programme for children below 6 years old whose developmental and learning needs have been hindered by their social disadvantages. These children should leave our programme ready for primary school and our Centre should serve as a focal point that encourages the value of education as well as a culture of learning among the families of our children and within the neighbourhoods where they live. We will do this by providing a quality environment and a pre-school curriculum that nurtures children's growth emotionally, socially, cognitively and physically. We will also be a warm and welcoming place that actively involves parents and caregivers to take an active interest in their children's education.

Key Results

As a child development centre dedicated to children from disadvantaged 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 33 infants and preschoolers. This is a utilisation rate of 52.3%. Enrolment was not optimised so that we could cope with the strain of operations under safe-management protocols exacerbated by the general shortage of teachers in the sector and the prohibition of volunteers. Before the pandemic, volunteers have been an important source of support for our daily operations.

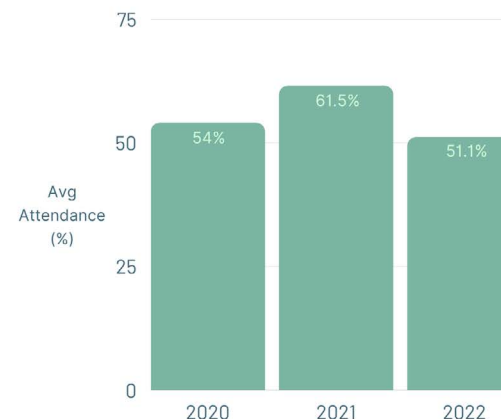
2022	2021	2020
52.3% (33 children)	66.6% (42 children)	88.8% (56 children)

• 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.

Compared to 61.5% in 2021, attendance has dropped to 51.1%. Several children had repeat COVID-19 infections and parents kept their children at home more frequently.

Average Attendance at Early Childhood Education Programme



• School Readiness of the Graduating Class

The progress of the graduating class of 9 students was consistent with the previous year. Students made progress across all domains of the curriculum. However, 22% needed more support to strengthen their language, literacy, and numeracy skills. Students who needed emotional/social support when they are in Primary School in 2023 were identified and referred to the Student Welfare Officers in various Primary schools.

	2022 (n 9)	2021 (n 7)	2020 (n 10)
Mastering	44%	43%	40%
Competent	34%	43%	10%
Progressing	22%	14%	50%

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 25 families but as activities were not allowed, the home-school partnership was strengthened via phone calls and messages.

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 2022, a total of \$4,448 was collected from the children and with matching, \$26,685 was contributed to their Child Development Account.

Operations

We adhered to the advisories issued by the Early Childhood Development Agency (ECDA) 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.

We also complied with the Environmental Sanitation (ES) Regime under the Environmental Public Health Act to consistently maintain high standards of environmental hygiene that minimises the risk of infectious diseases (e.g. Hand Foot Mouth Disease, gastroenteritis, etc) within the preschool.

BIRTHDAY CELEBRATIONS

Wishgift.sg works with us to gather and grant children's gifts.

Each child chose and received a birthday present within a \$55 budget.

Birthday cakes are provided by the Icon Consulting Group.



K2 GRADUATION

China Aviation Oil (S) Pte Ltd, a long-time CSR partner sponsored the cost of our K2 Graduation event.

They provided K2 Graduation photos, a backpack filled with stationery, and a pair of shoes and socks appropriate for school.

Also, each child's family received a food grocery pack to mark the milestone.

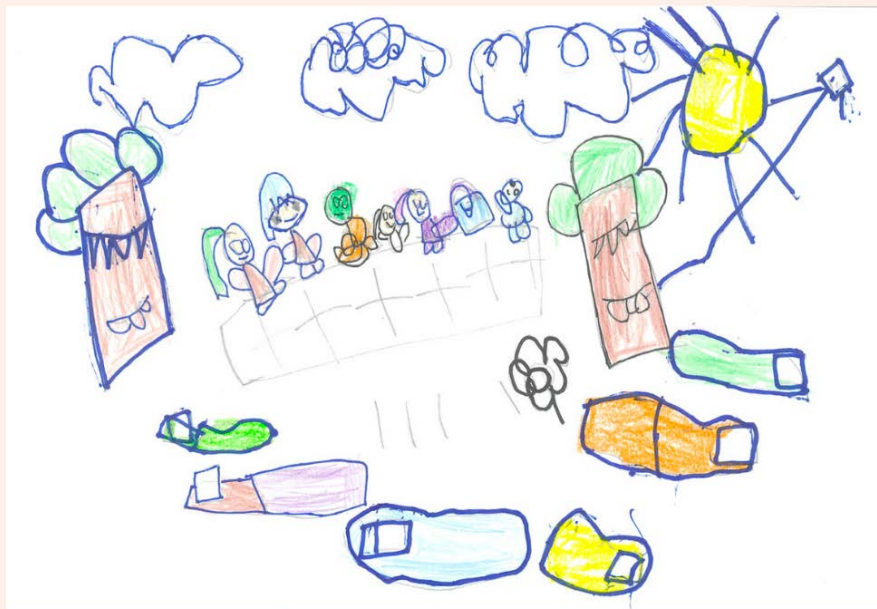


MILK ALL YEAR ROUND

Jabil Circuit Singapore Pte Ltd provides milk and milk powder to all children and their families all year round.

The gift was much appreciated as the increasing price of milk powder has weighed heavily on our families.





"I have never gone for a picnic before. I hope to go for a picnic with my aunty, brother, sister, mummy and daddy. We will have burgers, sandwich, pizza and play with a kite."

- AIRIS

Last year, with the help of 7 volunteers, we engaged the caregivers of children enrolled in our early childhood centre to better appreciate why some children are frequently not at school. 15 agreed to meet on a virtual call and while it was explained to them that we were gathering views on absenteeism and our work, the main purpose of the exercise was relationship building or what we call a Home-School Partnership.

We learnt that the lack of sleep was a significant reason why parents or other caregivers could not bring their children to school. Many caregivers as well as children found it difficult to sleep at night and after they doze off, they will miss waking up in time for school. Shift work was a contributing factor, but we gathered that the lack of emotional well-being and poor health were the main reasons. A volunteer commented sadly that "Healthy Start" is the name of our centre but for the children's caregivers, many are not healthy from the start.

As I read the interview notes, I was moved by how these caregivers always shared something joyful about their lives despite their challenges. They may grumble about housework and the times their children are not as cooperative as they wished, but I believe they will all agree with how one mother put it, "My strength is my children. They are my nyawa! (life!)" A father put it a little differently, but I sensed pride and joy in his statement too, "I have no other dreams other than spending time with my family. Be a watchful eye over them."

From the notes, I also learnt much about the backgrounds of these caregivers and to describe their lives as challenging would be an understatement. Their lives have been eventful but not in a manner that resonates with most of us. So, when almost all of them speak well of our centre and the relationships they have of us, I am convinced that to provide a healthy start for children we must start of having a healthy view of their caregivers.

Where there is no human connection, there is no compassion. Without compassion, then community, commitment, loving-kindness, human understanding, and peace all shrivel. – Susan Vreeland



LIFE – Learning Is Fun & Exciting

About

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. All learning activities for those aged 5 & above are coordinated under LIFE.

Key Results

- 590 children & youth participated in our programme and activities.
- Breakdown as below:

Activity	No. of Children & Youth
Academic Support	235
Interest Groups	308
Learning Experiences	241
Conversations about Learning	52

- There were 25 learning programmes across all neighbourhoods:
 - 13 academic programmes,
 - 12 interest groups

Academic Programmes & Interest Groups	Ang Mo Kio & Kebun Bahru	Bukit Ho Swee	Henderson & Jalan Bukit Merah	Lengkok Bahru & Stirling	Whampoa & Lavender
	3 Progs	4 Progs	8 Progs	3 Progs	7 Progs
	2 Peer Learning Programmes	1 Literacy & Numeracy Programme	1 Homework support Programme	1 Peer Learning Programme	1 LIFE Programme
	1 Life skills Programme	1 LIFE Programme	1 Secondary School Academic Support Programme	1 Sports Programme	1 LIFE & Peer Learning Programme
		1 Photography & Art Programme	1 Make & Play Class	1 Reading Programme	1 Secondary School Academic Support Programme
		1 Reading & Art Programme	2 Fitness Club		1 Fitness Club
			2 Sports & Arts Interest Group		1 Computer Skills class
			1 Soccer Club		2 Literacy and Numeracy Programmes

Highlight



This past month, we have been enabling families to acknowledge the learning efforts that their children have made this year. Thanks to the generosity of GIC Pte Ltd, the young people, their caregivers and volunteers were given a budget to decide how they would like their Celebration of Learning to look like. Some decided to dedicate a regular session to celebrate how volunteers, students and parents cooperated and cared for each other during the year. These groups felt that a cosy event would serve to strengthen the relationships and connections that have enriched their lives.

Tomorrow, there will be 2 larger events. One will be where 3 different learning programmes pool resources to put together a sumptuous dinner at our premises. Besides encouraging their children, parents will take the opportunity to thank the volunteers. Another will be a mini carnival held at a neighbourhood park with station games and prizes to be won. The children had envisioned this as how they would like to celebrate their learning efforts. Older youth in the neighbourhood curated the prizes and will be volunteering to facilitate the games.

At another neighbourhood, 3 girls who will be starting secondary school next year, took the initiative to invite other children in their neighbourhood to a celebration at a water park next week. They knocked on doors and gathered 31 young persons and 4

LIFE Programme

parents to join them. With the help of 4 volunteers, they have made the necessary arrangements and put together a programme for the day. They are so proud of their efforts and are also celebrating how they have learnt to organise an event.

One 12 year passed her primary school leaving examinations well enough to be admitted to the express stream. Usually quiet and reserved, she expressed pride for her achievement. Mom was deeply emotional and kept praising her daughter for being a fighter that never gives up. She also added that her daughter gives her the strength to face every curve ball life throws at her. Later, we learnt that this girl had experienced many challenging and traumatic moments at home that led to her parents divorcing recently. However, she found it within herself to shut out the pain and to focus on her studies. Her resilience is admirable but also rather exceptional.

We tend to celebrate the exceptional, but we must never forget that regardless, all of us are worth celebrating.

Peer Learning Circles

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

About

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 simply provide space, wi-fi, refreshments and emotional support if needed.

Key Results

19 Learning Circles running across 21 rental blocks participated by 58 children and youth (Pri 1 to Sec 4)

- Lengkok Bahru:
 - ♦ Grown from 5 to 12 youths with stable attendance
 - ♦ Appointed an older youth as paid peer tutor
- Whampoa:
 - ♦ The 18 children involved did 5 peer sharings
 - ♦ Competently utilised teaching aids
 - ♦ Volunteers update the parents of the children's progress after each session.
- Ang Mo Kio:
 - ♦ 22 students formed homework support group

The programme has helped to improve the children's confidence levels, leading to greater success in their academic pursuits, with many children showing significant improvements in their grades. Additionally, the programme has facilitated the development of social capital among the children as they built strong relationships with their peers and the volunteers.

The positive influence of their peers and the volunteers who have been role models to them has helped foster a sense of ambition and aspiration among the children, many of whom now see themselves as capable of attending university in the future.

The children have also benefited from learning how to reflect on their experiences, a skill that will serve them well in all areas of life. Parents have expressed high levels of satisfaction with the programme, and the children themselves have reported taking great pride in their ability to take on the role of teacher and help their peers, a testament to the programme's success in building a strong sense of community and mutual support.

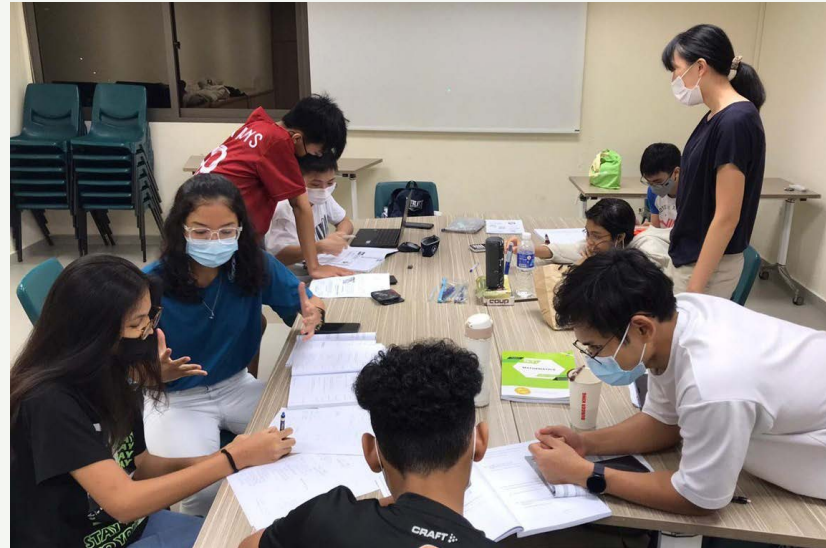
Please follow this [link](#) for the programme's evaluation report.



6 youth arrive at the Leng Kee Community Club before their learning circle begins to catch the sun setting behind the housing blocks in their neighbourhood. It is not a spectacular sight, but they greet the occasion enthusiastically and perhaps, it is because the hues of orange that colour the sky reflect their warm newfound friendship.

The learning circle is a self-directed peer learning group supported by others in the community who have its interest at heart. For one, the management of the community club who has provided a room for these students to meet with volunteers who do not teach but provide academic resources and learning guidance.

Over the past 2 months, there were a few occasions where the volunteers did a bit of tutoring but as “learning facilitators,” they are tasked with creating a learning environment for self and mutual learning. So, the circle begins with the volunteers checking-in with everyone to see how they are feeling and importantly, to extend a warm encouraging welcome regardless. Sometimes, to break the ice and move things along, these check-ins may be triggered by a trivial question like, “If you could be an animal, what would it be?” Once settled in, the students get on with their homework or attempt assignments introduced by the volunteers. They work together to find the answers and by learning how to learn, they learn.



As community workers, we are in the service of people's efforts rather than their needs and the learning circle is not just an academic support programme but one that infuses the value of community among all involved. It is still too early to conclude but we are seeing signs that when the lines between tutors and students are blurred, a classroom transforms into a learning community where people genuinely care for each other and yearn for a sense of belonging that brings forth care, comfort, joy, and purpose. We are most heartened to see that when the session ends, the care does not as the young people walk together to ensure that they all reach home safely.

We are gradually but intentionally, transforming our academic support programmes into learning circles. At the Whampoa neighbourhood, a circle of students aged from 8 to 12 years old have been taking turns to present subjects that they have been researching on. So far, there has been presentations on game design, the importance of sleep and dogs. These children have discovered that they have the skills to learn what they are interested in, and they can also teach.

Finally, our learning circles strive to cultivate an interest in learning by promoting intrinsic motivation instead of extrinsic rewards. We were humbled when a child from a circle in the Ang Mo Kio neighbourhood reminded us why this is important. As we discussed their learning goals with this circle of primary school students, we enquired what they would do with \$20 that their circle will receive should they meet their goals. The discussion generated some enthusiasm among members but we realised that we were a tad guilty of mixed messaging by initiating such a conversation when a 9-year-old told us that he did not need the money and the circle should give it to someone who needed it more. Yes, when the lines between tutors and students are blurred, we all learn.

“Live as if you were to die tomorrow. Learn as if you were to live forever.” – Gandhi

Livelihood Opportunities



Position Overview

Economic success reduces isolation and caregivers who are gainfully employed are more likely to meet basic needs of children and youths in their households. As such, where we can, we link members to resources, programmes and relationships that enable them to secure employment. However, with several employment matching programmes and agencies having dedicated resources to fulfil this role, we focus on providing those who are unable to hold down full-time employment because of caregiving responsibilities and other reasons, opportunities to hone their skills for a livelihood.

Bakers Beyond

About

A “learn and earn” programme where mothers secure a food handling licence, learn baking skills, and draw an income by participating in seasonal baking projects supported mainly by our corporate social responsibility partners. In the process they also learn to self-organise for productivity, and a safe and caring workplace.



Key Results

- Introduced training in non-violent communication and sociocracy in direction of self-governance.
- Baking Projects resumed with the relaxation of safe-distancing.
- Seasonal orders amounting to \$70,500

Highlights

Strong relationships with long time corporate partners ensured continued support and more orders. Repeat orders from long time partners generated more than 75% of revenues earned by the bakers.

Sew Can We

About

A group of mothers who take on sewing jobs throughout the year. This is also a “learn and earn” model where participants self-organise for productivity and a safe and caring workplace. Some mothers from Bakers Beyond with sewing skills value this as an additional source of revenue when there are no festive bakes.

Key Results

- Formed a volunteer social media team who managed the branding of project
- Additional Income from the set-up of an online shop on Shopeeormal training to strengthen skills
- Seasonal orders amounted to \$13,700

Highlights

Participation at 'Boutiques', a bi-annual fair where Sew Can We was graciously given a free booth allowed for important exposure of seamstresses on how to market their products. At the Boutiques fair, sales amounted to \$5,400.



Youth Voluntarism



Position Overview

Social and recreation activities provide a context for holistic non-formal education where youth pick up life and leadership skills from the experience and the presence of caring adults. We encourage voluntarism among youth with a view of nurturing community leaders for the longer run. Youths are challenged to co-create the neighbourhood they would like to live in as well as to self-organise around issues that matter to them or simply what they care about.

Overall Key Results

- Total number of youth volunteers: 94
- Number of youth volunteer leaders: 27
- Hours local youth spent volunteering in 2022: 773.5

A [study](#) funded by the Changi Foundation revealed that youth voluntarism served as an important protective factor against delinquency and other anti-social behaviors. Importantly, it provided youth purpose, belonging and cultivated a sense of generosity with them.

Headstrong

About

A safe and brave space for youth mental health; co-created and led by youth to provide mutual support and assistance.

Key Results

- Youth met over 10 sessions to understand effects of trauma and to practice self-regulation techniques.
- All youth declared that they are reasonably confident in being supportive to a peer in need of a listening ear.

Highlight

Headstrong

11 youth were introduced to the concepts of self-regulation, triggers, trauma responses and coping mechanisms as they trekked the Southern Ridges last Friday. Agreeing to only use their phones for photographs, they endeavoured a mindful beginning where they practiced being aware of their breathing, the manner in which they were walking as well as the healing presence of nature around them. They had not imagined that a walk could be anything more than a physical activity to get around and most importantly, how it may surface an ableism they have not been aware of.

Ableism is a prejudice, bias, or discrimination toward those living with disabilities but in this case, those struggling with the physical demands of the trek. Hence, their mindful beginning also included a commitment to stick together throughout the entire walk so that no one was made to feel that they were ahead or left behind.

When they reached their first checkpoint, they rested by stretching and trying out techniques for relieving stress. To release tension, they tried shaking their hands and self-massaging their head and the technique of hugging oneself aptly led the group to discuss self-care. The discussion began by identifying what triggered strong emotions that affected one's mental health.

Many did not reveal what triggered them, but they were not short of examples when asked to list what they considered to be healthy and unhealthy ways of coping. It was concerning to hear about different examples of self-inflicted pain as a method of coping, but it was assuring that there was much awareness of healthy coping behaviours such as exercise, talking it out, listening to music and such. It appeared that the youth had a propensity for both healthy and unhealthy coping behaviours and the mutual support we are encouraging could steer them toward the healthy options.

There were 2 other checkpoints before the walk ended and participants were introduced to an overview of the trauma responses of fight, flight, freeze and fawn. The youth identified their favoured response and reflected on how they have come to adopt them. The thought that one could replace an unhelpful habit with a more helpful one was encouraging.

Inclusive of the learning at checkpoints, the entire walk took 6 hours and participants went home pondering on the notion of strength. Strength is not just physical fitness but the ability to be comfortable and welcoming of the sensations of discomfort that are constantly unfolding before us. Also, although our programme is called HeadStrong, mental health and wellness is not an exercise in "mind over body" but is achieved when the mind and body connect harmoniously for comfort and wellbeing.

Ignite!

About

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

Key Results

- 8 youth continued to meet regularly as they identified strongly with the purpose of the group.
- 8 youth presented their course of study at a human library event attended by approximately 20 students.
- 1 served as a peer tutor for 2 students and another as a mentor helping a student select a course of study.
- 2 youths supported us with conducting assessments for families who were keen to join the Early Learning Programme (literacy and numeracy programme for young kids)



Highlight

Ignite!

8 youth who are pursuing post-secondary education organised a webinar for children and their care-givers. They presented themselves as “Human Books” that revealed their experiences at school and to answer any questions about themselves that their “readers” were interested in finding out. To everyone’s pleasant surprise 25 caregivers and children made their way to this online Human Library.

These youth were part of Ignite! – a group of young people living in public rental housing that have fared well in school. It is an achievement that none of them takes for granted and every word they spoke was delivered with much gratitude and pride. Being resilient in the face of adversity, being able to think critically and communicate persuasively, and being purposeful in pursuit of excellence are 3 outcomes of the Singapore education system that these youth personified.

We have known these youth for a while now and are familiar with their stories, but we could not but be impressed hearing them again. We marvelled at how earnest they were in ensuring that they got their message across. An 18-year-old who was enrolled in a Biomedical Science programme played a self-made video of herself executing a laboratory procedure. She told her audience that scientific terms are intimidating but she wanted to show that what she was learning, and practising was something doable. To impress on its relevance, she joked that maybe she will play a part in stopping the next coronavirus.

Another was not handling anything scientific but was no less proud of the Passenger Services certification he was pursuing. He said it was preparing him to work in the travel industry and maybe he will get to see the world as a flight steward. As we were listening, we wondered if they had a common core message for those listening. All of them came across so passionately about what they were learning and was it because a promising career was now in sight? So, we were glad that the question was posed to them, and even gladder with their answer.

They all said that they hoped to earn a decent living but what makes them happy is knowing that with their newfound skills they will be able to contribute and be of help to others. Put bluntly, they will feel useful and not useless. However, the key message they wanted to deliver was to never stop trying to learn something that one enjoys. Most said that the courses they could choose from did not appeal to them initially, but they are now very happy because they discovered that they could comprehend what was being taught. They feel happy and successful because they experience progress and a sense of mastery daily.

So, finding something that one can learn with passion seems to be their recipe for a fulfilling life. If so, achievements are just pit stops to refresh oneself before resuming a life-long journey of learning.



The Community Theatre

About

Utilising theatre craft to highlight issues of concern affecting our members, engaging them in dialogue and encouraging them to act on the issues collectively.

Key Results

- Reached out to 45 youths in the neighbourhood
- Core group comprising of 15 members emerged, led by a youth who was a former participant
- A forum theatre performance scheduled for May 2023





Youth Want Work

About

A youth-led social network that enhances employability among members

Key Results

- 30 youth assisted with the completion of a study of the work-related challenges faced by low-income youth in Singapore. The study also surfaced their challenges, aspirations, and motivations among low-income youth in Singapore in securing work.

Highlights

- The responses were candid and engaging. In the year ahead, the study will be used to activate mutual support around work challenges and aspirations among young people.



Beyond Champions Fund

About

The Beyond Champions Fund is for expenses related to sports, arts and other activity-based experiential learning programmes. These funds may go towards the organising of events, coaching, equipment and other related costs. In the spirit of partnership with members and their families, the funds may be used to match their contributions towards personal equipment and other expenses related to the activity.

Key Results

- Expenses for sports and outdoor events amounted to \$4,524

Family Stability



Position Overview

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

Family Circles

About

Mutual help support groups comprising the lower-income participants that meet regularly. During meetings, participants self-report data on their income, savings, expenses, debt and self-improvement efforts. The data is consolidated and returned to the participants to help them monitor their progress. Additionally, information about their skills, interest and motivations that surface during meetings are captured and participants are introduced to relevant resources and opportunities based on them.

- 5 circles eventually reduced to 4 Circles with 28 regular members
- Cohort analysis based on Dec 21 to Nov 22 period data:
 - ♦ Household income (excluding CPF)
 - 34% increase in median income
 - 25% increase in mean income
 - ♦ Total cumulative savings
 - 100% increase in median savings
 - 82% increase in mean savings
 - ♦ Debt
 - 27% decrease in median debt
 - 11% decrease in mean debt
- Collaborated with the Methodist Welfare Services Family Development Programme
 - ♦ Debt clearance
 - 10 families participated and 3 succeeded in clearing their debt completely

- Savings matching
 - ♦ 13 families participated

Family Assistance Fund

About

To provide a sense of stability for families who are over-stressed, under-supported and experiencing financial hardship. It includes the provision of

- a. Emergency relief funds to support families mostly from low-income backgrounds, requiring funds for crises and emergencies,
- 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.

Key Results

- Short-term financial assistance: 38 families
- Food & Essentials: 2524 families
- Total amount disbursed: \$311,881

Wider Community Support



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

Facilitating cooperation among helping agencies for the benefit of our members

Position Overview

We cooperate with service providers where we work with a view that they may remain in the neighbourhood for the longer run as an important resource for our members. Where appropriate, we also share our experiences and resources with others to promote mutual learning and the relevance of a community development approach.

Key Results

- **Charity Food Work Group**

Joined the government's Charity Food Work Group coordinating food support across the neighbourhoods we operate in. We seek the consent of families who have received food at least 3 times a year to be registered on the government database so that they may access a wider network of food support agencies.

- **Digital For Life Partner**

We supported the Data for All initiatives of IMDA (Infocomm Media Development Agency) and distributed SIM cards to families in 2 public rental neighbourhoods.

- **Connecting with ComLink**

We kept in touch with Community Link offices which help the



Ministry of Social and Family Development (MSF) to provide more co-ordinated and comprehensive support for vulnerable families in public rental neighbourhoods.

- **Strong Government Grassroots Partnership**

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

- **Ongoing Collaboration with other Helping Agencies**

We kept an ongoing collaboration with helping agencies and partners, providing further opportunities and resources to our members.

Voluntarism to foster ties between our members and those from the wider community

Position Overview

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

Key Results

- **Number of Volunteers and Volunteer Hours**

	2022	2021
Number of Volunteers	1,739	1,757
Number of Volunteer Hours	32,564	35,015

• Number of Local Volunteers

As we build community from the inside-out, we monitor the voluntary contributions of residents within the neighbourhoods we operate.

	2022	2021
Number of Residents	177	305
Number of Hours	1507	1937
% of Volunteer Force	10%	17%

• Number of Regular Volunteers

The National Council of Social Services defines regular volunteers as those who contribute at least 24 hours over 4 times a year and our regular volunteer pool remained constant. Regular volunteers comprised 14% of our volunteer force which contributed 75% of total volunteer hours.

	2022	2021
Number of Regular Volunteers	239	206
Number of Regular Volunteer Hours	24,329	24,147
Percentage of Volunteer Force (%)	14%	12%
Percentage of Total Volunteer Hours (%)	75%	69%

• Estimated Value of Volunteer Hours

Taking guidance from the [Volunteer Management Toolkit 2.0](#), we categorised our volunteers as follows:

- 1. Service-based roles:** Positions where the volunteer is directly involved in services provided by the agency. Volunteers are usually in direct contact with programme participants.
- 2. Event-based roles:** Positions where volunteers conduct events. These roles could include conducting public awareness campaigns, fundraising, organising camps, etc.
- 3. Skills-based roles:** Positions that require volunteers with specialised skills. These could be volunteer consultants, web designers, hairdressers, etc.

Then based on market rates of jobs from various human resource websites, we estimated that volunteers contributed almost \$700K in labour to our work.

	2022		2021	
	Hours	\$ Value	Hours	\$ Value
Events-based volunteering	4,896	\$52,638	6,454	\$95,189
Service-based volunteering	25,743	\$603,423	23,136	\$345,023
Skills-based volunteering	1,926	\$39,495	2,294	\$44,983
Total		\$695,556		\$485,195

Highlights

• Enhanced Volunteer Registration Process

The processes were enhanced to enable volunteers who came in groups to comply with the non-disclosure agreements required by the Personal Data Protection Act. This contributed significantly to a mutually satisfying volunteering experience for all parties.

• Volunteers Vetting Volunteers

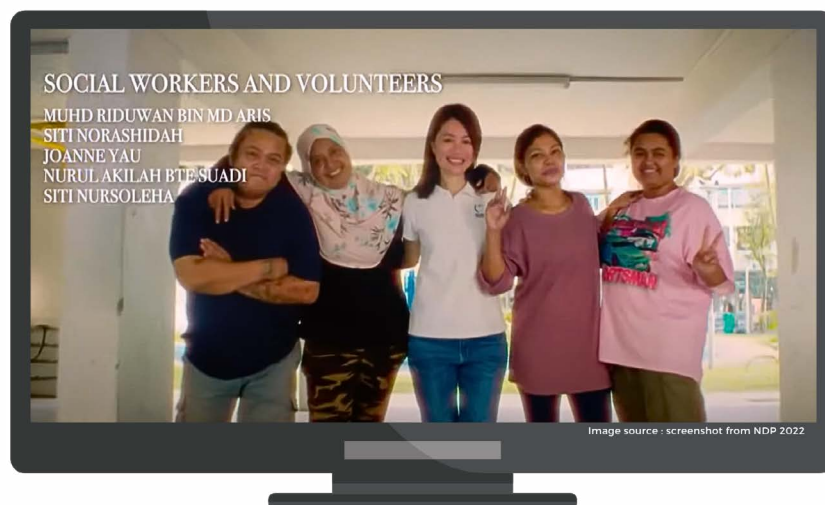
A team of volunteers with relevant professional skills in effective interviewing was formed to welcome, admit, and place potential volunteers. This was significant because it was yet another step in the direction of a self-organising volunteer force. This team also helped draft an interview guide for potential volunteers who would like to serve in a management capacity.

• Volunteer Orientation Facilitators

As with volunteer interviewers, a small pool of volunteer facilitators helped us conduct orientation programmes for potential volunteers. This signals well the ethos of a volunteer-led organisation.

- **Our Local Volunteers recognised during National Day**

After 2 years as a virtual event, Singapore marked its 57th National Day with a live parade on The Float @ Marina Bay. “Connections,” a short film highlighting resilience and solidarity was interwoven with the performances and it featured our local volunteers Riduwan, Norashidah, Akilah, Nursoleha and our colleague Joanne as those who reached out to the vulnerable.



- **Volunteers Enriching Community Life**

Local volunteers worked closely with those from the wider community to create experiences that enriched the community in different ways. Here are some ways it happened:

Welcoming the goodwill and generosity of the larger community toward our cause

Position Overview

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

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

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

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

Key Results

2524 families benefited from resources amounting to more than \$480,000.

	Total
Food	\$181,404
Supermarket Vouchers	\$136,800
Tickets, Gifts & other vouchers	\$150,298
Activities & Outings	\$11,915
Total	\$480,417

The Year Ahead

72 Auditor's Report
72 Budget 2023





Auditor's Report

Please click [here](#) to access the FY2022 Auditor's Report.

Budget 2023 – Preparing for the Year Ahead

Our FY23 budget is an investment for continuity. Continuity of the strategy and mission, a committed staff team and the organisation as a whole. People development and support will be emphasised and organisational space will be created for senior community development practitioners to mentor and coach their colleagues to deepen practice.

Below is our Budget 2023 which reflects the cost of our intended community development efforts in public rental neighbourhoods. We have no intention of expanding the work significantly and 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.

In light of a challenging fund-raising environment, we anticipate a deficit budget. Nonetheless, our fund raising efforts will not let up and we endeavour to balance the books.

Budget 2023

Income		
	Government Funding	\$1,590,510
	Programme Income	\$403,200
	General Donation	\$1,790,258
	Non-Government Grant	\$459,742
	Miscellaneous Income	\$313,900
Income Total		\$4,557,610
Expenditure		
	Staff Costs	\$3,864,290
	Facilities Costs	\$286,180
	Programming Costs	\$270,880
	Other Operating Expenses	\$254,290
	Depreciation	\$99,290
Expenditure Total		\$4,774,930

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 FY22 donors
March	
April	Jiak Ba Buay – Campaign for Food Assistance
May	Give a Healthy Start
June	Youth for Causes by Citi-YMCA
July	Beyond Epic Ride 2023
August	Annual Appeal Letter
September	Educational Assistance Online Campaign Fairground for All
October	
November	Online Festive Appeals
December	Giving Week by NVPC

Concluding Remarks

As an organisation that strives to alleviate the plight of the low-income, successful fund raising is a partial indicator of society's active interest and involvement. Hence, our fund-raising efforts also serve to communicate our cause, our work and why it is important. Fund raising is not just about sustaining the organisation financially but an opportunity to engage society on social issues, encouraging everyone to care and stand in solidarity with the vulnerable among us.

Community Appreciation

Saying Thanks

In 2022, we had the privilege of having the resources to continue our work. It was a meaningful and enriching experience which would not have been possible without the generous support and goodwill of many partners and individuals who believed in us.

We would like to express our sincere thanks to everyone who has contributed to our community and walking alongside our families with us. For our full list of thanks, please visit www.beyond.org.sg/ourthanks2022

