

ANNUAL REPORT 2018



BEYOND
social services



YEAR UNDER REVIEW

**BUILDING COMPETENT
COMMUNITIES**

**FINANCE &
ADMINISTRATION**

**ORGANISATIONAL
PROFILE**

1. BEYOND SOCIAL SERVICES KEY RESULTS 2018

WHO WE ARE

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

WHY THIS IS IMPORTANT

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



Building competent communities

+



Facilitating friendships with wider society

=



Inclusive Society

HOW WE DO IT

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

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

OUR MODEL FOR COMPETENT COMMUNITIES



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

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

1. BEYOND SOCIAL SERVICES KEY RESULTS 2018

THE IMPACT WE HAVE MADE

IMPROVED WELL-BEING AND ATTITUDES

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

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

BOTH ADULTS AND YOUTH PERCEIVED AN IMPROVEMENT IN

NEIGHBOURHOOD CHARACTERISTICS



Safety for oneself



Safety for children



Availability of medical facilities

NETWORK OF SUPPORT & SOCIAL CONNECTIONS



Friendliness of neighbours



Sharing of concerns among neighbours

PERSONAL EMPOWERMENT



Current life situation



Ability to take control of things in life



Ability to handle conflicts in family

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

AWARENESS, UNDERSTANDING AND OWNERSHIP OF SHARED CONCERNS AND ASPIRATIONS



We were glad to see our members taking an active interest in the shared aspirations and concerns of their neighbourhood. Both youth and adults volunteered actively and a significant milestone was having 8 mothers and 3 youths present their community building efforts at a Global Learning Festival in Bandung from 22 to 27 October 2018.

1. BEYOND SOCIAL SERVICES KEY RESULTS 2018

OUR COVERAGE

63 RENTAL BLOCKS WITH 14,750 UNITS.
BEYOND WORKS DIRECTLY IN 52 RENTAL BLOCKS WITH
12,273 RENTAL UNITS AND WITH PARTNERS IN 11 BLOCKS
WITH 2477 UNITS.

TOTAL NUMBERS REACHED



No. of families
3173



No. of children & youths
6980



No. of parents & caregivers
we have contacted
5180



Total No. of
people contacted
12,160

GROWTH OF OUR VILLAGE IN 2018

In 2018, we built new relationships with 865 children and youth from low-income families. 71% of the children and youth in the neighbourhoods we directly work in were actively engaged through educational, social and other developmental programmes. Many were linked to volunteers who provide friendship and guidance.

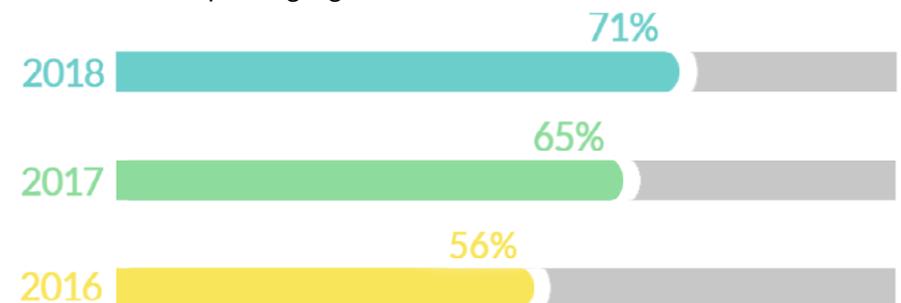
CHILDREN & YOUTH ACTIVELY ENGAGED IN EDUCATIONAL, SOCIAL & DEVELOPMENTAL PROGRAMMES

We also expanded our work to 4 more blocks through partnerships with community groups such as Pekik and Project Goodwill, bringing our reach to a total of 63 one-and-two-room rental housing blocks.

To bring about neighbourhoods that look out for children and youth, Beyond focuses on 3 thrusts:

1. Help young people and their families help themselves
2. Encourage mutual support among neighbours, and
3. Facilitate support from the wider community

The growth of the village is monitored by the progress of activities that support these thrusts which this report highlights.



1. BEYOND SOCIAL SERVICES KEY RESULTS 2018

1. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

A CULTURE OF LEARNING AND EDUCATION

We facilitated the active participation of children, youth and their families in educational activities, an important social leveller. The young people also participated in enrichment activities that enabled them to discover their interests, talents and motivation to learn.

22 different weekly programmes provided academic support. These programmes included homework support, tuition, and the building of language competency. 23 weekly interest groups helped build self-confidence through mastery in sports and arts. These interest groups also provided the context to assume responsibilities and to develop leadership skills.

ACTIVITY	NUMBER OF PARTICIPANTS
Academic Support	640
Interest groups and learning excursions	836
Conversations about Learning	479
Celebration of Learning	409

Families play an important role in nurturing children's learning. In April, 24 volunteers and parents came together to discuss how they could improve children's confidence to learn. At the end of the discussion, a schedule of similar meetings was agreed upon. During the year, parents continued to actively chaperone children at reading and enrichment programmes, engage in community conversations about their children's progress in the learning programmes and invite their neighbours' children for learning excursions.



Another key outcome was the attendance rate at our early childhood education programme. This was crucial as children without adequate early childhood education are usually not ready for formal education. The Healthy Start Child Development Centre (HSCDC) strengthens young children's foundational learning skills, their ability to participate in a structured learning environment and engages their parents towards that purpose.

Total number of students at HSCDC

63

Average Attendance

68%

1. BEYOND SOCIAL SERVICES KEY RESULTS 2018

A CULTURE OF EMPLOYMENT

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

APPROACH	OUTCOME
Long-term employment with CPF contributions	No new employers added to our network to form a total of 11
Ad-hoc or seasonal projects / freelance work	31 seasonal projects \$56,114 in earnings through these projects
Seminars and Workshops	2 workshops were conducted that improved skills of bakers

Last year, we focused on fostering autonomy, empowerment and ownership among participants. Members of an income-generation cooperative – Bakers Beyond – made key decisions about the direction of their work and took charge of client accounts.

Two bakers from Bakers Beyond took the opportunity to set up shop at Yishun Park Hawker Centre. It was an opportunity for them to experience running a small bakes business. Many volunteers supported the set up through sharing their skills in simple bookkeeping to window display. The bakers were also sent for training to enhance their baking skills. The stall was closed after 5 months but it was an important learning experience for all involved.

Bakers Beyond revenue as of Dec 2017

\$24,503

Bakers Beyond revenue as of Dec 2018

\$56,114

FESTIVE BAKES

HARI RAYA



7 bakers baked 24,000 cookies and sold 200 hampers. Each hamper included 4 bottles & Hari Raya festive items.

Project revenue: \$16,000

CHINESE NEW YEAR



7 bakers baked 14,400 cookies and sold 120 hampers. They also baked 100 bottles of pineapple tarts to customers (eg. The Therapy Room). Each hamper included 4 bottles of cookies, CNY festive items.

Project revenue: \$11,100



DEEPAVALI

7 bakers baked 12,000 cookies and sold 100 hampers. Each hamper included 4 bottles & Deepavali festive items.

Project revenue: \$8,000

1. BEYOND SOCIAL SERVICES KEY RESULTS 2018

INCREASED FAMILY COMPETENCE IN RESOLVING DIFFICULTIES

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

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

We journeyed with 76 out of 109 families whose difficulties came to our attention. These difficulties largely revolved around (a) youth in conflict with the law, authority and peers, (b) care and supervision of children, (c) financial difficulties and (d) school-related difficulties. We also saw a growing number of transnational families facing issues with immigration and the higher cost of education for children without citizenship or permanent residency.

DESCRIPTION	TOTAL
Total number of families served	87
<i>Number of children and youths 0-25</i>	263
Family strengthening	
<i>Family meetings, conferences and retreats</i>	25
<i>Inter-agency collaborations to support families better</i>	28
<i>Advocacy efforts</i>	20
Families that we bridged to financial support	56
Total amount disbursed	\$112,605
Percentage of families whose at-risk children avoided out-of-home care	94%
Families connected to befrienders	32
Volunteers involved in supporting families	42



1. BEYOND SOCIAL SERVICES KEY RESULTS 2018

2. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

A RESTORATIVE CLIMATE WITHIN THE NEIGHBOURHOODS WE WORK IN

We fostered neighbourhoods that took a restorative approach towards young offenders and families with multiple problems. This required us to build capability among 130 residents who stepped up to the role of a Neighbourhood Leader. As Neighbourhood Leaders came together to tackle shared challenges and organise themselves for meaningful efforts, we tapped on their wisdom, compassion and generosity to heal conflict and foster a sense of belonging and neighbourhood pride.

Neighbourhood Leaders facilitated 52 projects that engaged 1675 residents on issues like:

1. Supporting transnational families
2. Bridging rental and purchased flat residents in adjacent neighbourhoods
3. Deepening intergenerational relationships
4. Addressing family violence and addiction

No. of Neighbourhood Leaders 150

No. of Restorative Community Projects 52

No. of Residents Reached 1675

YOUTH DEVELOP A GREATER SENSE OF SOCIAL RESPONSIBILITY

We nurtured a sense of social consciousness in young people through youth-led projects that resonated with their interests, aspirations and values. This year, we mobilised 322 local youths who brought sports and theatre initiatives to life in their neighbourhoods. They were also involved in sorting and distributing gifts to their neighbours and decorating homes during festive seasons.

To encourage youth leadership, we brought together 59 active youth volunteers from across different rental flat neighbourhoods to exchange ideas, stories and inspiration for positive change.

Total No. of Youth Volunteers 322

No. of Youth Volunteer Leaders 59

Hours Local Youth Spent Volunteering 5704

1. BEYOND SOCIAL SERVICES KEY RESULTS 2018

3. FACILITATING SUPPORT FROM THE WIDER COMMUNITY

A WHOLE-OF-SOCIETY APPROACH TO REDUCING INEQUALITY

We worked closely with volunteers, civil society and government bodies to co-create a nurturing environment where young people can grow to be contributing members of society. These partnerships bring in creativity, energy and resources to strengthen the efforts of our neighbourhoods. Importantly, our efforts bring people from diverse backgrounds together in friendship and cooperation toward a common good. In this way, we create the mutual understanding needed to close the social divide and foster a compassionate society.

As Dr Teo You Yenn, Associate Professor at Nanyang Technological University, says, “We will all grow old in a society populated by other people’s children.” Starting from the premise that we all have a stake in creating equal opportunities for children from vulnerable families, we collaborated with 319 organisations in 2018, who contributed time, money, influence, expertise and other resources that enriched our neighbourhoods and the lives of the children who live in them.

We also worked with 7105 volunteers who contributed to a wide range of projects and played the roles of friend, teacher, enabler, motivator and advocate. While many volunteers helped out with ad-hoc or one-off events, those who came regularly often went beyond the call. They went out of their way to remind children of their weekly activities, ensured they returned home safely, got to know their families and served as a family friend outside of programme hours.

	2018	2017	2016
Number of volunteers	7,105	5,036*	4,631
Number of hours served	62,481	54,602*	40,310
Estimated Value	\$909,593	\$821,351*	\$491,600
Volunteer:Staff Ratio	60:100	57:100	41:100

**Due to improvements in our CRM, the value of volunteer hours has been updated and differs from the value reported in previous Annual Reports*

Our work in 2018 was made possible by the tremendous amount of goodwill and gifts that poured into our communities in the form of pre-loved goods, sponsored outings, festive presents and other items. This is not just a redistribution of wealth, because the personal touch in many of these gifts fosters in our children and their families, a sense of being remembered, cared for and included.

Donations-in-kind 2018	No. of people benefitted	Amount Distributed
Food Rations	3258 families	\$120,073
Activities & Outings	1036 participants	\$55,081
Vouchers, Tickets, Gifts & Venue Sponsorships	5933 participants	\$273,009
Household Items, Appliances and Refurbishments*	98 households	\$5,763
TOTAL		\$453,926

** These amounts are based on best estimates and are not reported in the audited statement of accounts presented in the annual report. All figures have been rounded up to the nearest dollar.*

CONCLUSION

With each passing year, we deepen our practice with the conviction that we are helping to build a caring and cohesive Singapore. It was most encouraging that an independent study revealed that our approach improves peoples’ sense of empowerment as well as their perception of their neighbourhood and support network. We started off nurturing villages that raise their children well and in doing so, we have also created a climate where individuals and families feel supported. We are also heartened that in line with the government’s spirit of SG Cares, our community development work encourages a spirit of giving across society and strengthens the partnership between the Government and the community in supporting those in need.

2. PRESIDENT'S LETTER

Dear friends

I have had the privilege of being involved with Beyond for 4 years and it has been inspiring to see the efforts that communities put into caring for their children and families. People respond sincerely to the needs of others in their neighbourhood and enthusiastically cooperate with each other to resolve their shared challenges. Many take on leadership roles and have become a resource in the neighbourhood for others.

IMPACT

This year, when we held a press conference to share the results of our Youth United Programme Impact Study, two mothers and a youth confidently joined us. Their stories demonstrated how people helped themselves using their own and the wider community's strengths.

Although unable to work full-time due to several health conditions, Ms Diljan Shaik Arif Ali organises the redistribution of donated food to her neighbours with the help of other volunteers. Using the leftovers, she prepares a daily meal for 10 older persons who live alone. As for Danny Azrin Abdullah, he revealed how after participating in community activities such as a photography club and football games, he overcame his self-confessed awkwardness and is now a member of our community theatre; directing interactive plays that engage his peers in discussing the shared challenges of their neighbourhood.

Overall, the study found that youth and adults felt safer in their neighbourhoods and they were more able to share their concerns with their neighbours. The youth also found their neighbours more friendly and felt they could better handle problems at home.

In my mind, these results show that our work is very aligned with the social service sector's strategic thrust of "Empowered individual, their families and communities" established by the National Council of Social Service in 2017. As a voluntary welfare organisation, it cheers us when our work contributes toward the sector's collective endeavour as well as the caring and cohesive society that our government safeguards.

TOWARD A CARING AND COHESIVE SINGAPORE

In a similar vein, because we regard social issues as opportunities to bring people from different backgrounds together toward a common good, our work sits well with the

government's SG Cares movement which brings together the public, private and people sectors to build an inclusive society. SG Cares calls out for acts of kindness, volunteers and ground-up initiatives and in 2018, we coordinated 7105 volunteers who contributed 62,481 hours which is incrementally more than the 56,062 in 2017. However, what we regard significant is the cooperation between people from different backgrounds. For instance, how our youth organised a cycling trip together with corporate volunteers and how our parents worked closely with student volunteers to run homework support programmes for children.

When exercised in the spirit of mutual respect and friendship, such experiences help to close the social divide and facilitate a caring and cohesive society. Relationships and even positive casual encounters are so important for our well-being, and at this juncture, I would like to thank all who have reached out to us in friendship this year. Firstly, Mr S Iswaran, Minister for Communications and Information and Mr Baey Yam Keng, Parliamentary Secretary, Ministry of Culture, Community & Youth for gracing our events. It was heart-warming to see our children elaborating on their art pieces to Mr Iswaran as well as our youth and parents in conversation with Mr Baey. These children, youth and parents have told us that they were most encouraged by the encounter.

PARTNERSHIPS

I would also like to thank some significant supporters. Our deepest thanks to the Tote Board Social Service Fund and the National Council of Social Service for partial funding of our Youth United Programme which without a doubt provided much needed financial stability to build on. The Bank of America Merrill Lynch (BAML) for another successful Fairground for All, our fund-raising carnival that highlights the importance of an inclusive society. BAML has also been managing weekly literacy programmes for our children since 2002 and the BAML Foundation supports our educational programmes. SCAPE for being our venue sponsor for Fairground and the launch of Beyond 50, both fund-raising events. Similarly, Zouk Club for hosting our Kumar for Beyond fund-raising evening.

About 200 corporations supported our work with funds and volunteers. There were also 80-odd educational institutions, service clubs and associations. In the neighbourhoods, cooperation with government grassroots organisations helped create

2. PRESIDENT'S LETTER

vibrant communities where its members had a strong sense of belonging. I believe such cooperation has been possible only because there is a commitment to a greater good beyond personal or organisational interests and for that I would like to salute all our partners.

INNOVATION

Apart from an ongoing endeavour to foster strong partnerships, we have been mindful that innovation and capability building are two other key components for sustainability. I am pleased to note that our volunteers and staff have an openness to try new ideas and approaches, technologies and processes. They will try new initiatives that are consistent with their mission and sometimes these projects do not turn out as planned. Nonetheless, this is characteristic of an organisational culture that rewards passion, innovation, ongoing evaluation and the development of human resources. And so, I would like to affirm those involved with running a hawker stall that lasted 5 months as well as those who worked in collaboration with RightArm Holdings Pte Ltd for about a year on Project Guardian Angel. RightArm is a social enterprise with a web-based platform that enables cooperation among volunteers and invites goodwill in terms of time, skill or money. For 4 months, we deployed a resident to map the needs and strengths of her neighbours. We also trained her to manage data and to liaise with potential donors.

As I write this, endeavours to improve the take-up rate of activities by increasing participants' stake in the decision-making process as well as the development of a SMART application to improve attendance taking is ongoing. We are hopeful and measuredly confident that we will be able to report the successful completion of these innovations next year.

CAPABILITY BUILDING

With regards to the development of our human resources, we launched a certification programme for Family Group Conferencing Co-ordinators in collaboration with the Potsdam University of Applied Sciences Germany supported by Daybreak Family Group Conferences and Eigen Kracht Centrale, the key conference coordinating agencies in the United Kingdom and the Netherlands respectively. We are pleased that the programme attracted 7 participants from other organisations and 18 of our own.

We believe that capability building must be across the organisation and not just for the staff. In this light, the Beyond Self Academy was launched as a platform for mutual learning among volunteers. The topics offered included math coaching, creative thinking, relationship building and engagement skills such as photography. As for programme participants, 8 mothers and 3 youths attended a Global Learning Festival in Bandung from 22 to 27 October 2018 where they presented their community building efforts and exchanged notes with community facilitators from other countries.

GOING GREEN

Before I conclude, I thought I would mention our efforts in support of Singapore being a green and liveable city. This year we switched to green power with ES Power who will also be helping us to keep our events carbon neutral. Also, our children at the Healthy Start Child Development Centre have got into the act as the community garden that they helped maintain achieved the Bronze Band in the Community In Bloom Awards organised by the National Parks Board.

I would like to express my gratitude to Dr S. Vasoo, our Honorary Adviser and Sr Veronica de Roza our Founder Member Representative for their wise counsel and warm encouragement. I also want to thank my fellow Board and Board Committee members as well as the staff for their dedication. To all our partners, donors and volunteers, I thank you for upholding the values of compassion, social justice and co-creating a community that has an interest in the well-being of those on the margins. This is an interest and effort toward a socially integrated and cohesive Singapore that benefits us all.

Last but not least, I thank the children, youths and families for their warm hospitality. By welcoming us to accompany them through their ups and downs, and by trusting us with their hopes and dreams, they reminded us that friendship is never beyond us and we can all get by better with a little help from our friends.

Thank you everyone for your friendship and being a caring member of our community.

Sincerely,

Alok Kochhar
President

3. EXECUTIVE DIRECTOR'S SUMMARY

We closed the year with a surplus of \$544,183 and based on an operating budget of \$4.5 million, we had an operating reserve of approximately 14 months. Importantly, the work was not compromised by the lack of funding but continued to thrive as our practice and understanding of community development deepened. For this, we are grateful to our members who accorded us the privilege of accompanying them in their daily experience as a resident in public rental housing neighbourhoods. Their hospitality, generosity and concern for each other showed us why community matters and why we are better together.

Government funds for programmes amounted to 47% of our income and this put us in a good place to seek the support of our wider society. Fund-raising is always challenging but we value this arrangement of collective responsibility where solutions for our social issues involve the government, community (including corporations) and a voluntary welfare organisation like us. This is because we see social issues as opportunities to rally people toward a common good and it is most sustainable when the government, civil society and the community pull together in the same direction.

As such, we were most encouraged and grateful for the support of the National Council of Social Service, the Tote Board, Our Singapore Fund, National Youth Council as well as all our donors and partners who believed in us and provided the necessary financial resources to help vulnerable groups come together as a community to own and resolve their challenges.

INCOME						
	2018 Jan to Dec		2017 Jan to Dec		2016 Jan to Dec	
Govt Funds (Programmes)	2,332,473	47%	2,375,262	50%	1,676,672	41%
General Donations	1,967,354	40%	1,714,531	36%	1,752,798	43%
Cost of Sponsorship	448,163	9%	321,573	7%	300,832	8%
Miscellaneous Income	205,494	4%	320,388	7%	322,912	8%
Total Income	4,953,484		4,731,754		4,053,214	

SAFEGUARDING COMMUNITY

Over the years, we have been linking our members to resources and relationships that are mutually rewarding from the wider society with a view of nurturing weak ties among people from different social strata. This was also done to make available experiences and opportunities that served our members' holistic development. Hence, we served as a conduit for goodwill from organisations and individuals and mobilised these external resources to support communities as they acted on their own development.

However, this year we realised that these gifts may cloud the purpose of community building. When not managed thoughtfully, gifts create an unequal power dynamic between the giver and receiver and reinforce a passive identity that disempowers our members from public rental housing. As such, deepening our practice meant developing a practice based on a set of principles that safeguarded the notion of a good community. It was uncomfortable and challenging reflecting on how we could have inadvertently weakened the communities we proclaimed to be strengthening but I am glad to say that we did so with integrity and are now stronger for the experience. We also have a set of principles and recommended practices in managing gifts to develop social capital between groups of people from different social strata. As such, we are looking toward our efforts in the year ahead with a renewed confidence in our ability to nurture competent communities.

CHAMPIONING COMMUNITY

Perhaps it is our dedication to being true to our craft that we were invited as the keynote presentation at the Inaugural Community Forum 2018 by the Institute of Policy Studies on 19th June. "What is a strong community? How do you create communities?" showcased our definition of community and how we go about developing it. However, we would like to think that it was not an exercise in self-promotion but one that evoked others to consider the value of community in both their professional and personal context.

In the same vein, we had the privilege of speaking at the Mosque Convention 2018 on 9th September. The Islamic Religious Council of Singapore (MUIS) was commemorating its Golden Jubilee and we were humbled that they deemed us fit to carry the message of community and its relevance to 1500 mosques leaders and partners.

3. EXECUTIVE DIRECTOR'S SUMMARY

During the year, we also worked closely with the Service Planning and Development Group of the National Council of Social Service (NCSS) in taking small steps to further the Social Service Strategic Thrust of “Empowered individuals, their families and communities.” We introduced the Community Life Competence Framework to other voluntary welfare organisations and will continue to render our support to NCSS when needed.

There was also a partnership with A Good Space, a community-partnership initiative of the National Volunteer & Philanthropy Centre (NVPC). In November, we co-facilitated A Good Conversation with our partners from The Constellation for some 30 leaders in the social space who acknowledged the value of community development. The programme continues in January and February 2019.

During the year, we had meaningful conversations with those in the health and rehabilitation sectors as they felt that the community development approach was relevant for their context. They resonated deeply with the notion that the quality of health and care is dependent on one’s social network. Health and care are provided by families and neighbourhoods.

THE COST OF COMMUNITY CREATION

Community is created around a shared purpose and whether it is an interest, an aspiration or a challenge, the conditions for its members to participate meaningfully may happen naturally but often, some skilled facilitation is needed. As we encourage people to come together in cooperation, we must also be competent in holding a space where differences can be resolved, and relationships strengthened. The competency for this principle-led practice lie with the staff which is the main cost of our operating expenditure. We remain mindful that as operating cost increases the impact that we are making should commensurate.

EXPENDITURE						
	2018 Jan to Dec		2017 Jan to Dec		2016 Jan to Dec	
Staff Costs	3,131,154	71%	2,895,733	72%	2,686,342	73%
Facilities	192,014	4%	153,088	4%	174,489	5%
Programming Costs	317,211	7%	284,416	7%	247,555	7%
Other Operating	166,758	4%	222,600	6%	199,362	6%
Cost of Sponsorship	448,163	10%	321,573	8%	300,832	8%
Depreciation	154,001	4%	137,613	3%	49,850	1%
Total Expenditure	4,409,301		4,015,023		3,658,430	

THE IMPACT OF COMMUNITY

An independent study on our Youth United Programme revealed that neighbourhoods where we facilitated the growth of community improved youths’ perceived ability to resolve their challenges at home and adults’ satisfaction with their life situation. More details are presented in our key results and, we were encouraged that we have a work approach that improved people’s sense of well-being. We will continue to refine our approach with reflective practice, research, on-going evaluation and the welcoming of new ideas and methods.

SOME SIGNIFICANT STRIDES IN OUR COMMUNITY DEVELOPMENT APPROACH

Community mapping was a new method of data collection we adopted. It supplemented our door-knocking efforts and it provided a more holistic picture of our operating locality. We began seeing the neighbourhood not just through the eyes of residents living in public rental flats but from others who had a stake in the wellbeing of the neighbourhood. These perspectives informed us of resources, challenges and concerns that we could utilise to widen the circle of support for vulnerable families and their children.

3. EXECUTIVE DIRECTOR'S SUMMARY

In partnership with ArtsWok Collaborative, our youths began developing an original play about poverty in Singapore which will be performed at the Esplanade from 1st to 3rd August 2019. This is part of the M1 Peer Pleasure Youth Theatre Festival which presents original work by young people exploring social issues important to them. Participation in this mainstream endeavour strengthened their resolve to be a catalyst for change in their own neighbourhoods and social networks. This development augmented our efforts toward restorative neighbourhoods and youth voluntarism.

With regards to nurturing a culture of learning and employment, the number of regular interest groups and learning opportunities increased from 29 to 45 and seasonal income generating projects amounted to more than \$50,000 shared by 10 mothers. And, in the direction of family stability, we worked with students from different universities and polytechnics to support 20 families as they advocated to the relevant authorities on matters such as social assistance, residency status and diversion from the criminal justice system.

COLLABORATING FOR COMMUNITY

In collaboration with volunteers, we increased our coverage to 63 public rental blocks from 58 in 2017. We worked directly in 52 and had a presence in another 11 by cooperating with volunteer groups. As research has shown that a sense of community and strong relationships are important for better life outcomes among disadvantaged populations, it is our ambition for all public rental housing neighbourhoods to experience a strong sense of community. Hence, it was heartening to see family service centres (FSCs) taking an interest in community work. These FSCs are spread across the island and we would be happy to support their endeavour or work alongside them if the opportunity arises. Meanwhile, we will continue to nurture our volunteer force and are glad to report that for every 100 work hours, 60 were contributed by volunteers. There were 7,105 volunteers who contributed 62,481 hours which was worth an estimated value of \$909,593.

CELEBRATING OTHERS, CELEBRATING COMMUNITY

To conclude, I would like to acknowledge all volunteers, donors, funding agencies, partners, friends as well as those we support, for helping us to achieve another successful year. It is a community that integrates its most vulnerable members and not an organisation. Together we have succeeded.

I also thought I should reiterate our belief that collaborations optimise our resources and spark off innovations to address needs and challenges. Importantly, it strengthens our collective sense of community and reduces the risk of a fragmented social sector. Hence, we will continue to explore how we may pool our resources, learn from others and celebrate their success.

In this light, we offer our most grateful thanks to the Association of Women for Action and Research (AWARE) for reminding us of this important position. We were touched that during their AWARE Awards, Babes Pregnancy Crisis Support Ltd, an organisation that had its beginnings as a programme with us, received the **Champion for Women's Empowerment Award**. It was gratifying to know that our initiatives continue to be relevant after more than 15 years.

On the same evening of 25 August, our colleague Stella Jayanthi was awarded the **Champion for Women's Empowerment Award**. It was a proud moment for the organisation to see Stella recognised for being a source of comfort and encouragement for women saddled with tremendous challenges since 2005.

We are all living among others and inextricably a part of a community where we depend on the support of others to achieve our goals and aspirations. Thank you for being a part of our community that has given us the strength to close the year well and to look ahead to the next one with optimism.

Sincerely,

Gerard Ee
Executive Director

4. BOARD AND EXECUTIVE MANAGEMENT

4.1 BOARD OF MANAGEMENT

Appointed at Board meeting on 21 June 2018

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



OUR HONORARY MEMBERS

Honorary Advisor	Dr S. Vasoo
Honorary Member	Mr David Goh, PBM

OUR EXECUTIVE COMMITTEE

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

4. BOARD AND EXECUTIVE MANAGEMENT

OUR BOARD COMMITTEES

1. Appointment & Nomination Committee

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

2. Audit Committee

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

3. Finance & Admin Committee

Chair	Mr Narayanan Vinod Krishnan
Members	Ms Ang Siew Lan Mr Jim Tay

4. Human Resource Committee

Chair	Ms Chia Puay Kheng
Members	Mr Goh Chee Kong Mr Seow Choon Chew

5. Fund-raising Committee

Chair	Mr Alvin Yapp
Members	Ms Agnes Eu Mr Ang Kian Peng Mr Nicholas Gardiner Mr Peter Hum Mrs Ravina Kirpalani Mr Narayanan Vinod Krishnan

6. Investment Committee

Chair	Mr Nicholas Gardiner
Members	Mr Alok Kochhar Mr Ang Fui Siong

7. Programmes & Services Committee

Chair	Mr Alok Kochhar
Members	Dr Goh Han Meng Dr Ijlal Naviq Mrs Ravina Kirpalani Sr Veronica de Roza

Supported by

7.1 Healthy Start Child Development Centre Management Committee

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

4. BOARD AND EXECUTIVE MANAGEMENT

7.2 Info-Tech Committee

Chair Ms Chew Hoon

Members Ms Catherine Goh
Mr Lim Jui Kiang
Mr Niraj Sinha
Mr Peter Hum

8. Public Relations Committee

Chair Mrs Sarah Stabler

Members Mr Alvin Yapp
Ms Arunima Kochhar
Mr Mark Chen
Mr Remesh Panicker
Ms Lyna Hanis Binte Mohamad Zahir

9. Volunteer Committee

Chair Mr Ma Wei Tong

Members Mr Petros Zenieris
Mrs Sarah Stabler

4. BOARD AND EXECUTIVE MANAGEMENT

THE STAFF

Executive Director

Gerard Ee *(since 1 Jun 1991)*

Deputy Executive Director

T Ranganayaki

Assistant Directors

Andrew Loh *(till 28 Feb)*

Joyce Lim

Lim Shaw Hui

Human Resource Manager

Simone Kaelen *(till 8 Jun)*

Janice Chua *(from 1 Jun till 8 Nov)*

Mohammad Alil Jumari *(from 1 Nov)*

Administration & Finance Team

Angeline Tan

A Premavati

Aziman Ali

Cecilia Chan

Chew Fook Hong

Junainah Ali

Loh Keng Chin

Muhammad Syafiq Omar

Peggy Wong

Community Work Team

Abhishek Bajaj *(from 1 Jul till 31 Dec)*

Abhishek Saraf *(from 1 Jul)*

Adrina Tie

Afriyanto Ayub

Anne-Marie Ong

Chiu Ying Yik

Grace Toh

Greta Georges *(from 31 Aug)*

Helen Ho

Hemalatha Paramasivan *(till 27 Jun)*

Jasmine Chew *(from 1 Mar)*

Joanne Yau

Jolene Fok

Joseph Das George

Karimah Amanina Jaffar

Kokila Annamalai

Maizy Tan May Sze

Marilyn Ann Sundram *(till 9 May)*

Mynavathy Raju

Noel Tan Meng

Noor Izzaty Ishak

Norrashikin Abdul Refaiie *(from 1 Mar)*

Nur Irfah Abdul Majeed

Priya Nair

Samuel Tang

Shoshawna Lynne Lazzar

Soon Sing Suen *(till 31 Jul)*

Stella Jayanthi

Susannah Green

Swathi Swaminathan *(from 15 Jan)*

Tan Hooi Boon

Then Mui Choo

Vairam Gopalakrishan

Wong Kok Wah

Wong Pei Ling

Principal

Sua Swee Lee

Teachers

Adeline New

Buvanewari N Chandrasegar

I Raheena

Lim Jan Ooi

Noraidah Helmee

Rachel Goh

Rafhana Sarip

Salamiah Bahtiar

Salwani Ismail

4. BOARD AND EXECUTIVE MANAGEMENT

REMUNERATION

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

Key management personnel consist of the Executive Director, Deputy Executive Director and Assistant Directors. In FY 18, there were 4 key management personnel. The breakdown of their salaries by band is as follows:

Below \$100,000	2
\$100,000 to \$120,000	1
\$120,000 to \$140,000	1

RELATED ENTITIES

None.

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

MANAGEMENT OF CONFLICT OF INTEREST

The Society has a conflict of interest policy in place.

All trustees/office bearers, chairman of sub-committees and key management personnel are required to read and understand the conflict of interest policy. They are required to make full disclosure of interests and to sign the declaration form every year. When a conflict of interest situation arises, the person concerned shall declare his or her interests and abstain from participating in the discussion, decision-making and voting on the matter.

There was no transaction with a corporation in which the trustees/office bearers and the key management personnel had an interest during the fiscal year 1 January 2018 to 31 December 2018.

ATTENDANCE RECORD FOR BOARD OF MANAGEMENT MEETINGS

FY January to December 2018

	8 Mar	21 Jun	30 Aug	22 Nov	
Mr Alok Kochhar	0	✓	✓	✓	75%
Ms Tan Li San	0	✓	✓	✓	75%
Mr Vinod Krishnan		✓	✓	0	66%
Mr Peter Hum		✓	✓	0	66%
Sr. Veronica de Roza	✓	✓	0	✓	75%
Mr Alvin Yapp	✓	✓	✓	✓	100%
Mr Ang Fui Siong	✓	✓	✓	✓	100%
Mr Ang Kian Peng		0	✓	✓	66%
Mr Christopher Ng	✓	0	✓	✓	75%
Mr Nicholas Gardiner		✓	✓	✓	100%
Mrs Ravina Kirpalani		✓	✓	✓	100%
Mrs Sarah Stabler		✓	✓	✓	100%
Mr Vikna Rajah <i>Board member term 17/18</i>	✓	N.A.	N.A.	N.A.	N.A.
Mr Ben Castro <i>Board member term 17/18</i>	✓	N.A.	N.A.	N.A.	N.A.

5. GOVERNANCE

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

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

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

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

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

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

All charities and IPCs to which the Code applies are required to submit a Governance Evaluation Checklist (GEC) on the Charity Portal (www.charities.gov.sg). 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:

<https://www.charitycouncil.org.sg/Our%20Work/Code%20Of%20Governance.aspx>

Below is our Governance Evaluation Checklist for FY18 submitted to the Charity Portal.

Beyond Social Services Governance Evaluation Checklist Annual Declaration 2018			
S/No	Code Description	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). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")		No
7	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years.	1.1.13	Complied

5. GOVERNANCE

8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied
	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 volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (Skip item 15 if "No")		Yes
15	There are volunteer management policies in place for volunteers	5.7	Complied
	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

5. GOVERNANCE

26	<p>The charity discloses the exact remuneration and benefits received by each Board member in its annual report.</p> <p>OR</p> <p>The charity discloses that no Board members are remunerated.</p>	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	<p>The charity discloses in its annual report:</p> <p>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</p> <p>ii) If any of the three highest paid staff also serves on the Board of the charity.</p> <p>OR</p> <p>The charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.</p>	8.4	Complied
29	<p>The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000.</p> <p>OR</p> <p>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.</p>	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

6. OFFICIAL IDENTITY AND GENERAL INFORMATION

6.1 OUR BEGINNINGS

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

6.2 STATUTORY INFORMATION

Registered Address

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

Legal Identity

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

Charity Status

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

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

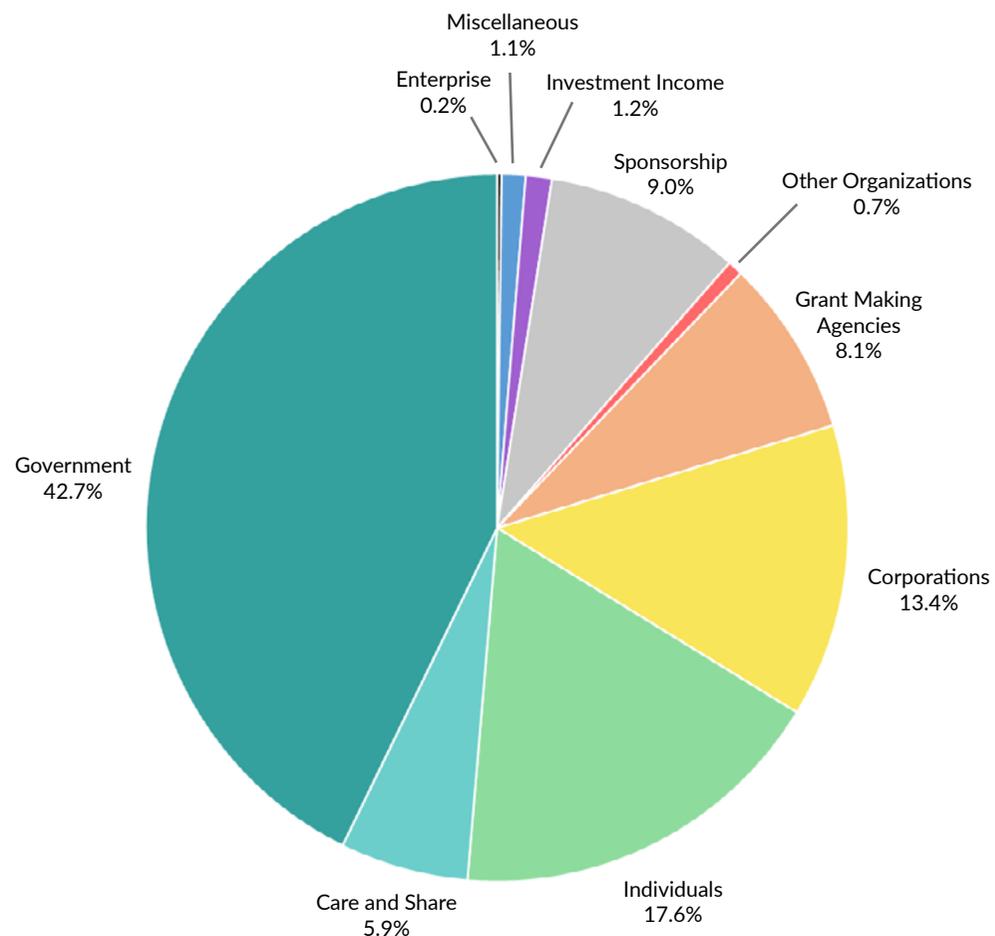
IPC Registration No: IPC000355
New Period Approved: 1 July 2016 to 30 June 2019
Sector Administrator – Ministry of Social and Family Development

Affiliation

National Council of Social Service
Full member since 3 August 1987

6.3 OUR SOURCES OF FUNDING

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



6. OFFICIAL IDENTITY AND GENERAL INFORMATION

Funds from the government contributed to 49% of our total income. This is a significant number and here is the breakdown:

BREAKDOWN OF GOVERNMENT FUNDING	AMOUNT
Programmes	
Ministry of Social and Family Development - Child Care/Infant Care Subsidy for Working Mothers	\$545,458
National Council of Social Service - Volunteer Manager Grant	\$62,155
National Youth Council - Youth Corp Singapore Grant	\$19,419
Our Singapore Fund for Competent Communities Programme	\$29,319
TOTE Board - Social Service Fund for Youth United Programme	\$1,281,921
Donation Matching Arrangements	
Care and Share Movement	\$294,201
TOTE Board Matching for Fundraising Events	\$100,000
Others	
Ministry of Manpower - Childcare & Maternity Leave	\$76,767
Ministry of Manpower - Employment Credits	
SEED Institute - Salary Support Reimbursements	
Skills Future Reimbursement	
TOTAL	\$2,409,240

6.4 RESERVES POLICY

It was decided at our Board meeting on 27th 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 31st December 2018, there were no funds in deficit and based on a budget of \$4.5 million we had an operating reserve of approximately 14 months.

6.5 VISION & MISSION

VISION

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

MISSION

Purpose

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

Values

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

Strategy

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

Standards

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

6. OFFICIAL IDENTITY AND GENERAL INFORMATION

6.6 PROGRAMMES & FACILITIES

Programmes

We run an early childhood programme called the **Healthy Start Child Development Centre** and our main programme is **Youth United**. All learning activities for those aged 6 & above are coordinated under the **LIFE Programme** as they aim to impress on participants that Learning Is Fun & Exciting.

As we believe that offending and other undesirable behaviours are not inherent in people but a product of their environment and circumstances, Youth United adopts a community building approach that organises resources, routines, relationships and rituals around young people. Taking on the task of “building futures through friendships,” the programme intentionally reconnects with its members periodically and supports research endeavours that shed light on their lived experiences as well as their membership with Beyond.

Initiatives

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.”

There has been much learning since then and as the work evolved, some initiatives have become more noticeable than others. We are listing them here as they are familiar to many of our supporters and stakeholders.

Bakers Beyond	Seasonal Income-Generating bake sales
Competent Communities	A deepening of the community building approach with an emphasis on local response
The Community Tabung	A savings programme to supplement children's Child Development Account
The Community Theatre	Rallying people to act on their social challenges through theatre

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 towards shared goals; we strengthen our collective sense of community. Generally, without the need for ‘permanent’ offices, we can respond to community needs more nimbly. As long as we can create a warm and welcoming environment wherever we work, any place can be an effective work place.

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

1. Block 26 Jalan Klinik #01-42/52 (registered address)
Singapore 160026
Telephone: 6375 2940
Facsimile: 6274 0633
2. Block 120 Bukit Merah View #01-04/06
Singapore 152120
Telephone: 6270 2443
Facsimile: 6270 4483
3. Block 75 Whampoa Drive #01-346 & 372
Singapore 320075
Telephone: 6354 9080
Facsimile: 6254 6405

6. OFFICIAL IDENTITY AND GENERAL INFORMATION

6.7 STAFF RESOURCES

The established headcount was 57 and turnover was 11% or an average of 1% per month. In absolute numbers 7 staff resigned and our average monthly headcount was 55.

Average length of service of each staff was 7.34 years and average age was 42 years.

6.8 TOTAL NUMBER OF PERSONS REACHED IN 2018

12,160 persons from 3,173 families

Number of children and youths aged 25 and below	6,980
Number of parents and care givers	5,180

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

7. STRATEGIC DIRECTION AND PROGRAMME MANAGEMENT

7.1 STRATEGIC DIRECTION

We believe that through our community-building and peace-making approach we will bring the most benefit to the people we engage and add value to the social sector.

7.1.1 A COMMUNITY BUILDING AND PEACE-MAKING APPROACH

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

1. A long-term engagement/relationship with all youths (Keeping in touch with participants until they are 25).
2. Neighbourhoods that take a restorative approach towards young offenders and multiple problem families.
3. A culture of learning and education among children and youths.
4. A culture of employment among the caregivers and adult residents as well as youths entering the workforce.
5. A high level of voluntarism and community participation among children, youths and their caregivers.
6. Increased family involvement and competence in resolving their difficulties.
7. Cooperation among helping agencies that provide meaningful programmes for our young people and their families.
8. Increased involvement from civil society that facilitates the long-term relationships/“friendships” with our young people and their families.

7.1.2 COMPETENT COMMUNITIES

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

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

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

7.2 OUR STRATEGIC PROFILE

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

Beyond’s Strategic Profile 2020

We exist to support young people and their families from low-income neighbourhoods to achieve social mobility. We will adopt a whole of society approach where we proactively seek partnerships with the public sector, civil society and the wider community to co-create a climate of social integration wherever we work.

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

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

7. STRATEGIC DIRECTION AND PROGRAMME MANAGEMENT

7.3 OUR ROLES AS ADVOCATE, ENABLER AND MOTIVATOR

7.3.1 ADVOCATE

Advocacy is our effort to

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

7.3.2 ENABLER

Social service programmes run by professionals run the risk of discouraging community-led efforts to care for their vulnerable members. Thus, our role is to nurture community leadership. Sometimes to meet an urgent need, it may be necessary for us to begin and drive a programme. However, we do so with an exit plan where

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

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

7.3.3 MOTIVATOR

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

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

7.3.4 PROGRAMME MANAGEMENT

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

- Restorative practices and peaceful resolution of conflicts
- Family group conferences
- Strength-based thinking and context creation
- Participatory & reflective dialogue
- Community development approaches

7.4.1 CRISIS MANAGEMENT AND PROBLEM SOLVING MODUS OPERANDI

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

7. STRATEGIC DIRECTION AND PROGRAMME MANAGEMENT

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

7.4.2 THE CRITICAL ROLE OF COMMUNITY

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

Beyond as an organisation works at facilitating an all-inclusive community. We work on the premise that programme participants, volunteers, partners, donors and staff are members of a community working together to guide disadvantaged young people away from the poverty cycle. The resources, expertise and energy needed to meet community needs lie beyond the staff team and within the community. Volunteers, self-help initiatives and goodwill from the community contribute immensely to the realisation of the organisation’s vision.

7.4.3 OUR THEORY OF CHANGE

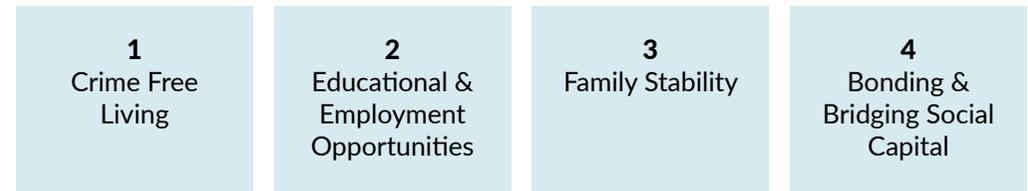
Over the last few years, we have been constantly learning and today we have a theory of change which frames the activities of our approach toward enhancing social mobility for disadvantaged young people. By encouraging mutual support among neighbours, guiding youths and families to help themselves and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

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

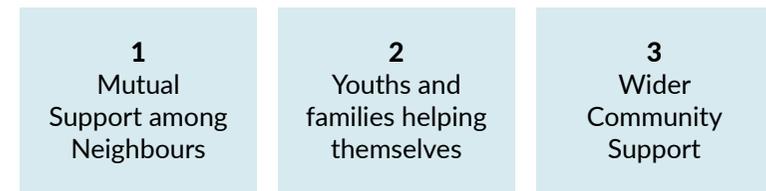
Beyond Social Services embarked on a depiction of how community development approaches can enhance social mobility for the disadvantaged young people we serve. The diagram on the overleaf, our Pathway of Change, illustrates the outcomes and preconditions that must operate in concert to realise this vision.

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

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



Community building efforts facilitate these preconditions through intermediate outcomes:



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

7. STRATEGIC DIRECTION AND PROGRAMME MANAGEMENT

7.4.5 MEASURING PROGRAMME IMPACT

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

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

7.4.6 OUR HELPING PRINCIPLES

Overall

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

Child Specific

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

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

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

8.1 A LONG-TERM ENGAGEMENT / FRIENDSHIP WITH CHILDREN & YOUTHS

Position Overview

With the support of volunteers from the local and larger communities, we will proactively contact children and youths from low income neighbourhoods and connect them to routines, resources, rituals and relationships with a view of their long-term well-being. The primary outcome is that children and youths develop friendships with responsible adults, are better integrated in their community and do not feel detached or marginalized. To inform these efforts, research that tracks young people's well-being and the environment in which they live in are ongoing. Research provides a context for reconnecting and is also a means of engagement.

Key Results

- **Positive Impact of long-term engagement**

An independent year-long study revealed that youth and their caregivers we engaged fared better than those that we did not. Importantly, apart from improvements in personal well-being, engagement contributed to a change in attitude about their neighbourhood. Both adults and youth perceived improvements as follows:

Neighborhood characteristics	Network of support & social connections	Personal empowerment
<ul style="list-style-type: none">• Safety for oneself• Safety for children• Availability of medical facilities	<ul style="list-style-type: none">• Friendliness of neighbours• Sharing of concerns among neighbours	<ul style="list-style-type: none">• Current life situation• Ability to take control of things in life• Ability to handle problems/ conflicts in family

Compared to the control group, our presence maintained a sense of community and mutual trust where people declared that they could share their problems with each other. We are heartened as the results bode well for our approach in nurturing villages that raise their children well.

- **Coverage**

Our coverage of the public rental neighbourhoods increased to 63 blocks from 58 blocks in 2017. Within the 63 rental blocks there is a total of 14,750 units. We worked directly in 52 rental blocks comprising of 12,273 rental units and another 2477 units in 11 blocks in cooperation with partners, namely Pekik Community Services and Project Goodwill.

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

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



2017 > 47 blocks with 5996 units contacted
2018 > 52 blocks with 6473 units contacted



2017 > Contacted 2574 families with children and youth.
Connected with 2130 of them - 83%
2018 > Contacted 2550 families with children and youth.
Connected with 2326 of them - 91%



2017 > Contacted 2884 adults (aged 26 years & above)
with 6009 children
2018 > Contacted 4581 adults (aged 26 years & above)
with 5800 children



2017 > 3899 children and youth engaged - 65% with
1161 newly connected
2018 > 4093 children and youth engaged - 71% with
849 newly connected

● Progress in neighbourhoods where we worked **with partners**



2017 > 11 blocks with 238 units contacted
2018 > 11 blocks with 249 units contacted



2017 > Contacted 59 families with children and youth.
Connected with 34 of them - 57%
2018 > Contacted 75 families with children and youth.
Connected with 49 of them - 65%



2017 > Contacted 24 adults (aged 26 years & above)
with 144 children
2018 > Contacted 56 adults (aged 26 years & above)
with 166 children



2017 > 42 children and youth engaged - 29%
2018 > 94 children and youth engaged - 57%

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

- **Progress with participants not living in the neighbourhoods covered**



2017 > Contacted **688** families with children and youth.
Connected with **121** of them - **18%**

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



2017 > Contacted **75** adults (aged 26 years & above)
with **1241** children

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



2017 > **200** children and youth engaged - **16%**

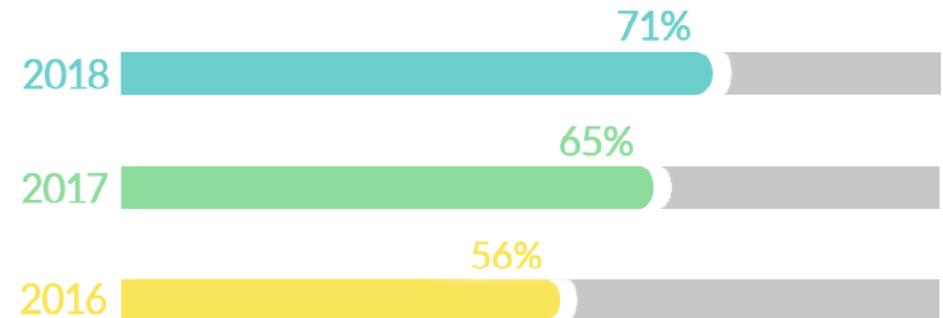
2018 > **113** children and youth engaged - **11%**

- **New Connections & Increased Engagement**

In 2018, we built new relationships with 849 children and youth from low-income families.

71% of the children and youth in the neighbourhoods we directly work in were actively engaged through educational, social and other developmental programmes. Many were linked to volunteers who provided friendship and guidance.

CHILDREN & YOUTH ACTIVELY ENGAGED IN EDUCATIONAL, SOCIAL & DEVELOPMENTAL PROGRAMMES



Highlights

- **Project Guardian Angel**

In collaboration with RightArm, a social enterprise with a web-based platform that enables cooperation among volunteers and invites goodwill in terms of time, skill or money, we deployed a resident to map the needs and strengths of her neighbours. We also trained her to manage data and to liaise with potential donors. This pilot project lasted 4 months and the experience surfaced the value of local knowledge and relationships for problem solving.

- **Community Mapping**

We began community mapping exercises at all neighbourhoods where we operated directly. While we have always knocked on doors to reach families with children and youth, a community mapping exercise helps us appreciate their living environment. As we believe that offending or other undesirable behaviours are not inherent in young people but a product of their environment, the insights gained from community mapping enable us to move more thoughtfully.

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

There are 52 housing blocks in these neighbourhoods which we have grouped into 14 clusters. This year we mapped 8 clusters and the effort enriched our understanding of people's aspirations, concerns and the narrative they have of their lives and circumstances. It also revealed to us the goodwill and good sense among constituents such as shopkeepers, residents, public service officers, and social service providers that contribute to a climate of care and harmony that residents tend to take for granted.

In each cluster, we interviewed at least 10 residents per block and spoke to children, youth, adults and the elderly as well as 10 organizations which included shops and grassroots organizations. The information was consolidated in Neighbourhood Health Reports that were used to promote conversation, collaboration and a collective ownership of shared challenges and aspirations among formal and informal neighbourhood leaders, grassroots organizations, residents and other stakeholders.

In this respect, we made some headway with one neighbourhood where a group of parents who were also residents, presented the findings to their neighbours. We will continue to share the Neighbourhood Health Report as a way of engaging communities to act in the interest of their children and their collective well-being.

Snapshot from a Neighbourhood Health Report Sharing

When the data from a community mapping exercise was shared with the residents, they noted that a significant percentage of fathers and men were incarcerated or missing from their families. Also, those present seldom participated in community events and activities because of work and caregiving responsibilities. In response, a group of mothers who were keenly listening, decided to organise themselves to pick up simple household maintenance skills. It was not just leaky taps and blown light bulbs that they wanted to fix but the notion that one is never helpless and DIY was the perfect metaphor in getting the message to their children.



Our Reflection

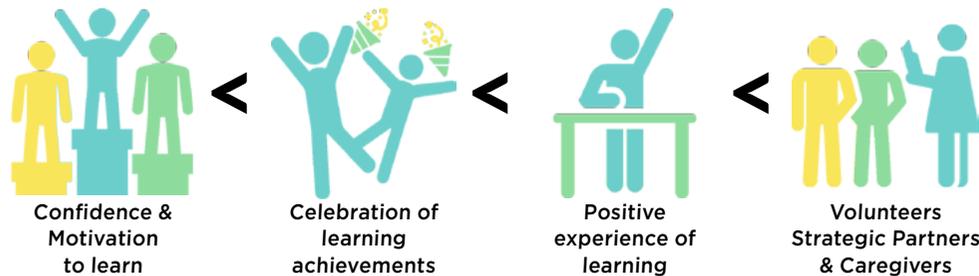
We are encouraged that in the neighbourhoods where we work directly, our connection rate continues to increase. As the independent impact study has shown, engagement leads to better outcomes and so we must do our best to maintain a good connection rate going forward. Hopefully, as our model of work matures, youth, their caregivers and other residents develop an active interest in the connection rates and other data that we have been putting together. We envision them playing an active role in helping us map their neighbourhoods and taking pride in the community they are building and living in. If so, the long-term friendships and engagement of young people are not sustained by an organisation like us but by the community that they are a part of.

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

8.2 A CULTURE OF LEARNING

Position Overview

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



SHARED OWNERSHIP FOR CHILDREN'S LEARNING SUCCESS

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

Position statements for our learning programmes

1. Healthy Start Child Development Centre

We provide an early childhood programme for children below 6 years old whose developmental and learning needs have been hindered by their social disadvantages. These children should leave our programme ready for primary school and our Centre endeavours to be 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 do this by providing a quality environment and a pre-school curriculum that nurtures children's growth emotionally, socially, cognitively and physically. We are also a warm and welcoming place that involves parents and caregivers to take an active interest in their children's education.

2. LIFE – Learning Is Fun & Exciting

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

Key Results - Promoting a culture of learning

- **A strong partnership with families and grassroots organizations**

Parents and other family members continued to support our programmes by helping at our learning activities and year-end celebration of learning achievements. There were 94 parent volunteers who helped out in 75% of our activities.

Grassroots organizations also made their facilities available for our programmes. One satisfying indicator was seeing parents self-organize learning opportunities for children in their neighbourhood. These learning activities included a phonics programme, homework support, football, sepak takraw, Silat, and Zumba.

Highlights

- **Parent-Volunteer Planning Retreat**

In April, 24 volunteers and parents came together to discuss how they could work together better to support the educational success of children in their neighbourhoods. Volunteers and parents discussed their challenges in managing the learning activities and came up with suggestions to overcome them. Importantly, all present agreed that such meetings are valuable and beneficial as volunteer-parent collaboration sent a strong signal to children their family and community had their best interests at heart.

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES



Our Reflection

Parental involvement and ownership of learning activities have increased across all our learning activities. This is because of our broader definition of learning where parents' competencies in sports as well as their supervisory efforts are recognised, harnessed and valued. When adults around children are enthusiastic about learning, children are more likely to follow suit. To build a culture of learning, we need to continue engaging parents and other significant adults in children's lives.

8.2.1 HEALTHY START CHILD DEVELOPMENT CENTRE

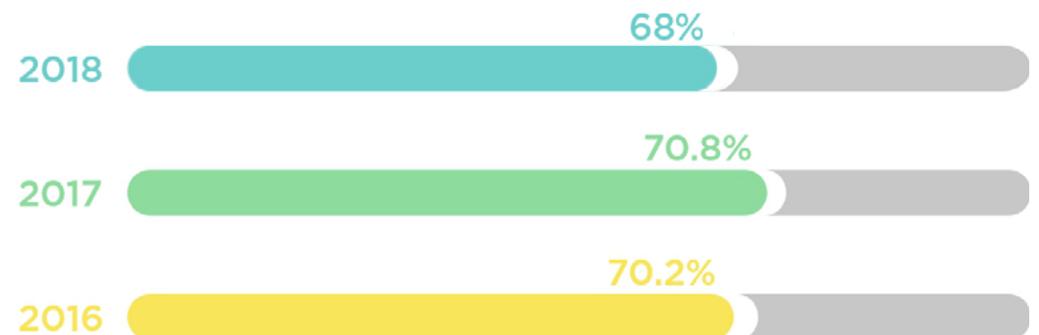
Key Results

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

- **Attendance**

We maintained average attendance at 68% which was comparable to 70.8% the previous year. Irregular attendance is a red flag that children's caregivers and families may be weighed down by challenges and in need of some support.

AVERAGE ATTENDANCE AT OUR EARLY CHILDHOOD EDUCATION PROGRAMME



8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

- **Muster**

We maximized the approved muster of 63 children to reduce the waiting list of children who had difficulty assessing other programmes because of their family circumstances and challenges. In total, 67 infants and pre-schoolers were enrolled. 10 children moved on to primary school. 6 children withdrew due to changes in care arrangements where they had to move away from the neighbourhood. When children moved out, we ensured that they were registered in another centre.

- **Home-School Partnership**

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

Total number of families served	46
Total number of parent volunteers	25
Total number of hours	233

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

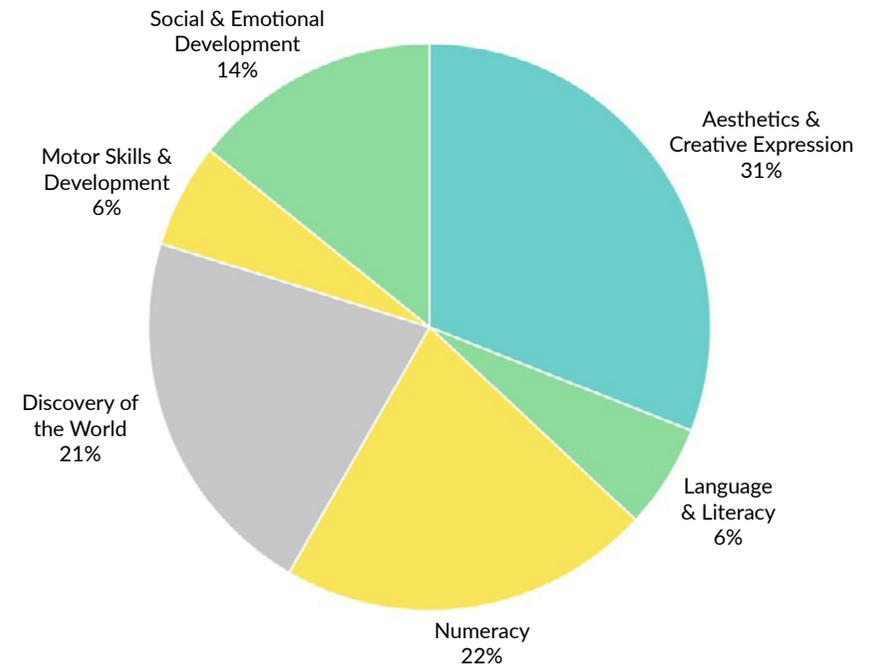
- **Wider-Community Support**

Goodwill from the community augments the curriculum and provides developmental opportunities such as language support, swimming lessons and learning journeys that leverage on children's innate sense of curiosity to view the world as their "classroom" and to regard learning as a natural part of one's day. The main sources of support were Corporations (41%), Educational Institutions (27%) and Government Bodies (13%).

- **Curriculum**

Support and resources from individuals and groups resulted in 15 activities and programmes which supplemented the curriculum as follows:

ACTIVITIES AND PROGRAMMES WHICH SUPPLEMENTED CURRICULUM



8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

● Operations

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

● Health and General Well-being

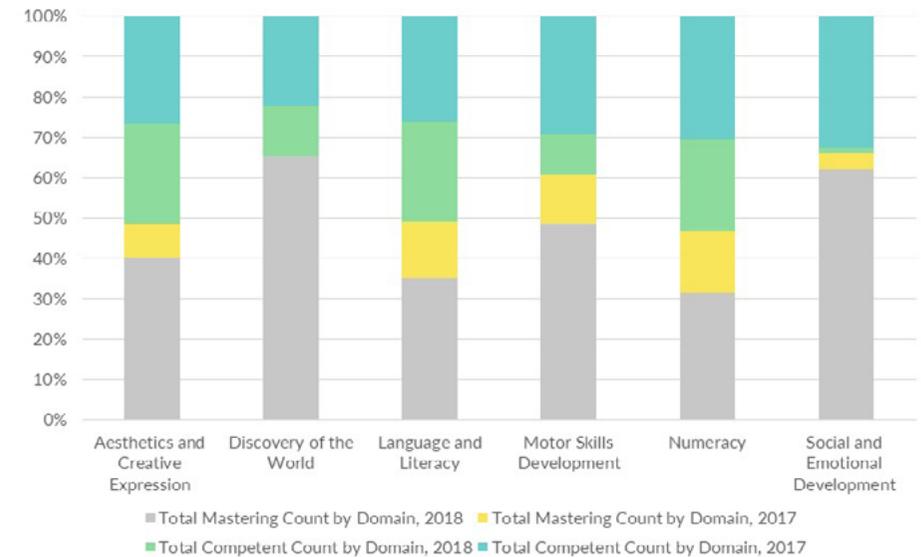
In partnership with National University Hospital Dentistry Department and the Singapore Polytechnic Optometry Centre, our children received dental and eye checks throughout the year. Where problems are identified, we ensured that their families received the necessary support to follow through.

Total number of groups	46
Total number of volunteers	487
Total number of volunteer hours	3517

● Students' Performance

The graduating class of 10 students was assessed to have done better than their previous year's cohort. The total number of students assessed to be at the level of 'Mastering' and 'Competent' were consistently higher in 2018 compared to 2017 across all domains of the curriculum.

TOTAL NUMBER OF MASTERING & COMPETENT GRADES



	Aesthetics & Creative Expression	Discovery of the World	Language & Literacy	Motor Skills Development	Numeracy	Social & Emotional Development
Total Mastering Count by Domain, 2018	130	83	208	238	166	254
Total Mastering Count by Domain, 2017	27	0	82	59	82	16
Total Competent Count by Domain, 2018	80	16	145	50	120	6
Total Competent Count by Domain, 2017	86	28	155	143	162	133

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

Highlights

● The Community Tabung

All children who were eligible for a Child Development Account signed up for this savings programme. Parents valued the opportunity to increase their savings and were glad that the habit was being introduced to their children. Importantly, Tabung Counting Days brought families, volunteers and the staff together in cooperation and friendship. During one such session, a father shared that because of the savings acquired through the Community Tabung Programme, he could meet expenses for an unexpected surgical procedure one of his sons had to undergo as there were adequate funds in his Child Development Account. All programmes are valuable when its participants consider them relevant.



● Community in Bloom!

Our garden that is used to introduce our children to plants and beginning lessons in science clinched a Bronze Medal in a competition organised by the National Parks Board. This was of great encouragement to the children and the volunteers who tended the garden with much pride.



● Active Parent Involvement

We were also touched by the active volunteering among parents and their frequent appreciation for our efforts during festive occasions and special days. Below were some of their significant efforts:

Nature of Parental Involvement

- 18 supported the monthly Tabung project on counting days.
- 8 attended a joint dream-building session with school staff to talk about their dreams and visions for the school and for the children in the school.
- 19 parents and caregivers came dressed in traditional outfits and offering home-cooked food during our Hari Raya and Racial Harmony Day celebrations.
- 20 parents and caregivers got together before the Start-Small-Dream-Big Community Art Project of ECDA and took the initiative to make lunch for all the children who attended the event to make sure that no one went home hungry.
- 12 parents worked together with volunteers to organise the SG Food Rescue distribution which provides fruit and vegetables to residents from neighbouring blocks. Our parents managed the registration, helped the elderly residents with their bags and did a wonderful job of managing the crowd.
- One mother contributed 'Hope' - a painting that she produced to raise funds for the school.



8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

Our Reflection

We are very encouraged that the government regards pre-school education for every child as a strategic goal. At the national level, more pre-school places are being created, curriculum improved and teachers and carers better trained and subjected to higher standards. We have also benefitted from this strategic thrust as we received resources that improved our operations. Little Lives, a SMART IT system has enhanced our day-to-day processes and streamlined our administrative duties. The system also facilitates enhanced communications with parents and other stakeholders.

With more spaces being made available and various social support schemes in place to help those from disadvantaged backgrounds, we look forward to the day when every child is well prepared for formal education. However, registering a child in school does not necessarily mean that he or she can attend consistently. Sick siblings and over-stretched caregivers often lead to a child not showing up. Hence, for a child development centre that caters for children from disadvantaged backgrounds, there must be a continued emphasis on home-school partnership and community support in the spirit that it takes a village to raise a child.

8.2.2 LIFE (LEARNING IS FUN & EXCITING)

Key Results

- Widespread learning activities

With the support of 757 volunteers, we facilitated 45 different weekly programmes catering mainly to children who found it difficult coping with schoolwork. There was also an English class for parents who felt that competency in the language will help them in their daily lives.

The number of programmes has gone up from 29 last year to 45. In total, 22 of these programmes focused on the building of reading and language ability while the rest provided participants with a structured learning experience that strengthened their confidence to learn. The breakdown is as follows:

	Ang Mo Kio & Kebun Bahr	Bukit Ho Swee & Ghim Moh	Henderson & Jalan Bukit Merah	Lengkok Bahr & Stirling	Whampoa & North Bridge
	8 progs	12 progs	12 progs	4 progs	9 progs
Academic & Other Learning Activities	1 LIFE programme 3 Tuition Programmes for Primary Levels 1 Phonics programme for preschool & primary levels 1 Reading programme for preschool & primary levels 1 Dance club 1 Floorball club	1 LIFE programme 1 Reading programme for preschool & primary levels 1 Art class 2 Drama classes 1 Fitness club 2 Football programmes 1 Sepak Takraw club 1 Swimming Programme 1 Zumba Class	2 Homework support programmes 1 Tuition Programme for Primary Level 1 Tuition Programme for Secondary Level 1 Reading programme for preschool & primary levels 2 Make & Play workshops 2 Fitness clubs 1 Swimming Programme 1 Silat Programme 1 Dance club	1 LIFE programme 1 Tuition Programme for Primary Level 1 Reading programme for preschool & primary levels 1 Sports club	2 LIFE programmes 1 Homework support for primary & secondary levels 1 English class for adults 1 Reading programme for preschool & primary levels 2 Art classes 1 Fitness club 1 Make & Play workshop

- Active Participation

We reached a total of 1686 children and youth who participated in the activities below:

	2017	2018
Academic Support	584	703
Interest groups	347	445
Learning Journeys & Experiences		446
Engagement (Celebrations and conversations)	913	847

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

There were 242 who participated in ongoing programmes regularly.

Level of Attendance	Frequency	Percentage
Excellent	48 times a year or more	9%
Very Good	36 to 47 times a year	9.5%
Good	24 to 35 times a year	30%
Fair	12 to 23 times a year	52%

- **Varied learning experiences**

In collaboration with various partners, our children and youth were exposed to new learning experiences such as coding, banking and artistic pursuits such as sculpting and batik painting. Parents were appreciative that their children had access to such opportunities.

Highlights

- **Scratch and It Moves**

2 coding workshops held in April and May reached out to 31 children and youth. Participants were introduced to Scratch, a free online resource that enables one to programme interactive stories, games, and animations. It was heartening to see the children brimming with excitement as they learned to animate the character on their screen. They picked up the new skill quickly and the experience was an important affirmation that they had the ability to learn.



- **Junior is Banking**

Bank of America Merrill Lynch hosted 8 youths at their office and introduced them to the work of trading and brokering. “Be a Junior Banker Day” turned out to be a most enjoyable and exciting day as they took on the simulated task of buying and selling shares. They had much fun trying to make a profit but what they took home that day was a broader view of how our world works and career paths that were unknown to them.



- **My Dream Art Studio**

Dream Art Studio is a programme sponsored by LOTI. Art pieces produced by children were displayed during a fund-raising event where Minister for Communications and Information, Mr S. Iswaran was the Guest of Honour. Overcoming their jitters, our children confidently showcased their work to the Minister. It was a sight to behold as these children enjoyed lighter moments with the Minister while elaborating on their art; taking pride in something they are good at. At the end of the event, a 10-year-old girl excitedly exclaimed, “Thanks for giving us this experience! Now our neighbourhood will be famous!”



8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

Our Reflection

All children are curious and want to learn. Unfortunately, many have come to believe that they are unable to do so. LIFE must continue to present children with fun and exciting opportunities which sometimes has a profound effect that we cannot initially identify.

Suffrie, 11, was diagnosed with Dyslexia at 6 and ADHD at 8 years old. School was an unpleasant experience as he was often teased for his weight causing him to be reluctant to go. However, his parents persevered and insisted that he attend speech therapy in school as well as the tuition and fitness programmes in his neighbourhood. Suffrie felt at home with the programmes in his neighbourhood. It was a safe space for him to learn at his own pace and express his emotions through play. After 6 months, he lost weight, and his school remarked that he had made much progress. He did well during his year-end examinations and was placed third in class.



8.3 A CULTURE OF EMPLOYMENT

Position Overview

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

Key Results

- **Set up Shop**

We took on the challenge of supporting 2 women with a food stall at the Yishun Hawker Centre. Rental was heavily subsidised by Opportunities for All, a group of volunteers who encourage entrepreneurship among the disadvantaged. The stall lasted from January to May, but it was a tremendous learning experience for all involved which included the women, their friends, volunteers and us. Strengthened by the experience, both women went on to hold regular employment when the stall closed.



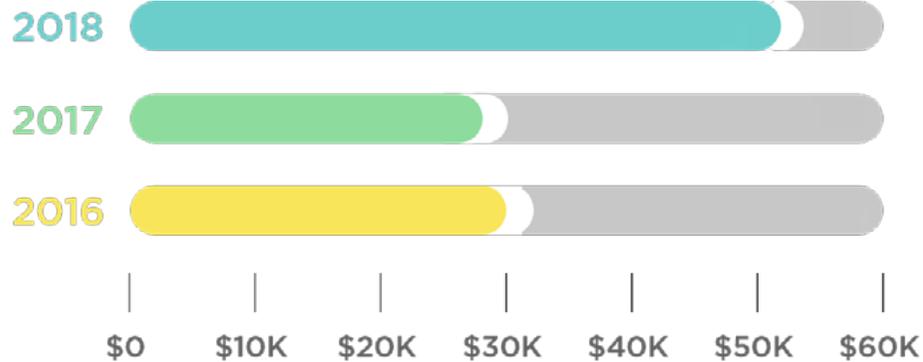
- **Seasonal Income Generating Projects**

Support for the home-catering efforts as well as our festive bakes increased. Apart from delivering on orders, our mothers were invited to various festive bazaars. This culminated in an income of \$56,114 shared among 10 women which was a substantial increase from previous years.



8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

INCOME FROM SEASONAL PROJECTS



- **Confidence and Empowerment**

Those involved in our income generating projects have gained the confidence to self-advocate and speak authentically about their efforts and how work opportunities have impacted them. They have become credible ambassadors for our programme and role-models for others in their neighbourhoods.



Yashmin, a mother of 2, was previously supporting her family as a housekeeper but she told us that she would give this opportunity her best shot because she wanted to better provide for her children. Originally from the Philippines, she had fought many a battle to remain in Singapore to be with her children after her divorce. Moving from shelter to shelter without income and constantly asking for help was difficult and to her, this opportunity would be yet another challenge to overcome but one that would improve her financial situation if she succeeds. Follow this link to let her tell you more about her situation <http://womentalk.com/yashmin-abdullah-ali/>

Highlights

- **A Growing Awareness of Shared Challenges at Work**

We brought people together in conversation around the issue of employment and were humbled by the challenges they had to overcome to achieve making ends meet.

A focus group held with workers in blue collar jobs revealed many triumphs, but also tribulations. Below are some quotes that heightened our awareness of the challenges they faced.

“Most employers aren’t willing to hire women on an LTVP.”

“Yellow Ribbon Day comes around only once a year. There’s still a lot of discrimination against ex-offenders looking for work.”

“There’s no job security. We can be dismissed anytime. Immediate termination without compensation or a notice period, even. Our contracts say we can be terminated for “valid reasons”, but what is considered valid is really unclear.”

“Childcare hours don’t coincide with our work hours. If you work in a massage parlour or in a worker’s dormitory, you can’t leave work at 6pm to pick up your kids, because work only finishes at 10 or 11pm.”

“I was working at a factory and took leave because my children were sick. They called and told me not to come back anymore.”

“Sometimes, there’s no contract, so we have no protection, no CPF. Even if there is a contract, the terms are lousy and tend to protect the employer, not us. And if there is a violation of contract on the employer’s part, it’s still hard to take action.”

“The number of hours I can work is restricted because I have young children and an elderly, disabled mum to look after. Infant care is also very expensive, so if I’m not going to earn much anyway, the trade-off of going to work is not worth it.”

“If you have prior drug charges, there are many restrictions on where you can work, what type of work you’re allowed to do.”

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

“Age is a barrier too. After 40 years, it’s very hard to find a job.”

“So many places require you to know Mandarin. It’s not accessible to us.”

“Having disabilities is a huge barrier. I went to some agencies for help, but they never got back to me. They always need a lot of supporting documents, there’s a lot of bureaucracy.”

“Body art is a barrier because many workplaces and people discriminate against us. They have a lot of stereotypes about people who have extensive body art.”

“I once got fired just 2 weeks into the job because colleagues spread some rumors about me. The boss didn’t even bother to verify them. Just told me to leave.”

Snapshot of the focus group discussion on employment

Everyone’s face lit up when we asked them to describe a positive work experience. “I was a catering assistant at a migrant workers’ dormitory. I learnt Indian cooking and even to speak Tamil. I also learnt a lot about Indian culture. I worked there for four years and we cooked for 3000 people every day!” a mother of 4 shared proudly. A father of 3 told us, “I really valued the years working in pest control. I got promoted to Operations Manager and was in charge of the Tanjong Pagar District. I was there for 10 years and I learnt a lot about different pests. Today I can answer questions from my children about ants, insects, snakes and other animals and this feels really good.”

10 breadwinners were participating in a conversation facilitated by volunteers from Facilitators Network Singapore to help us gain a richer appreciation of what our members would consider to be a ‘good’ job, their challenges securing and retaining employment as well as how they try to improve their experience at work.

Having a good boss topped the list of what would be a ‘good’ job. This would be an approachable person who would trust their ability to complete a task and is fair. It is often said that people do not leave their job, but they leave their supervisor, and this seemed true for all present as well. Next, a ‘good’ job also meant one where there were

good teammates and opportunities to build on what they were good at, as well as to learn and to develop their skills. Finally, what may seem obvious to us but was not always available to those who came; a ‘good’ job was one that offered some annual leave and medical coverage.

For mothers, challenges in keeping a job were often related to responsibilities at home. “I was working at a factory and took leave because my children were sick. They called and told me not to come back anymore.” Another mother added that childcare hours do not coincide with work hours. The jobs she had, did not allow her to leave by 6pm to pick up her kids. For one father, it was being penalised by company policy. “I was working with a parcel delivery company and if the customer changed or delayed the delivery time, I had to pay a fine. It was not my fault, but I was charged for being unproductive.”

As we were listening, it saddened us that hard work did not translate into adequate income or job security for these people. They had to keep looking for more work and we wondered what impact that would have on their general well-being and their family life. Realistically, there must be a limit to how much one can toil.

Thus, we felt a tad of awkwardness when brave statements surfaced. “If so many jobs require Mandarin, maybe we can just learn their language. Can learn Tagalog also if needed.” A positive attitude is always great, but we could not help wondering if such a goal was realistic or why can’t we do better at getting these people ‘good’ jobs.

It was humbling to see that everyone had to work long hours just to get by and having to constantly reassure themselves. “Take any job for the short term, then plan for the long-term by building your skills for work that interests you and brings better income.” There was a unanimous agreement to this advice, but we certainly hope they can land a ‘good’ job soon.



8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

Our Reflections

Acting on our previous year's reflection that our strength was in facilitating self-employment and income-generating projects, we took on the challenge of running a hawker stall. Realistically, this would not have been possible without rental being substantially reduced by a generous volunteer group. With their support, we were able to operate in the open market so to speak. We were excited because running a hawker stall was a common aspiration among our members and appeared to be a viable career pathway. However, we learnt quickly that hard work alone could not overcome the conditions and realities that impeded success. We also realised that hardship was not the hard work demanded to maintain a stall but the uncertainty of breaking even and having enough income to feed the family. This hardship factor must be a key consideration when embarking on future projects.

Another learning point for the year was to always be mindful of people's capacity. Often, we are anxious to scale a successful experience or project without realising that its participants were already operating at their optimal. For example, our members are successful with seasonal projects because it sits well with their life situation. Scaling it into a full-time endeavour would be setting them up to fail as their circumstance would not enable full-time employment. Thus, success is not always about scale but about the purpose and value of a project and the transformation it brings to people's lives.

8.4 FAMILY STRENGTHENING

Position Overview

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

Key Results

- **Increased family competence in resolving difficulties**

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

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

We journeyed with 87 families whose difficulties came to our attention. These difficulties largely revolved around youth in conflict with the law, authority and peers, care and supervision of children, financial difficulties and school-related difficulties. We also saw a growing number of transnational families facing issues with immigration and the higher cost of education for children without citizenship or permanent residency.

Description of our efforts	2018	2017
Total number of families served	87	76
<i>Number of children and youths 0-25</i>	263	228
<i>Number of caregivers</i>		192
Family strengthening		
<i>Family meetings, conferences and retreats</i>	25	10
<i>Inter-agency collaborations to support families better</i>	28	14
<i>Advocacy efforts</i>	20	14
Families connected to befrienders	32	44
Volunteers deployed to support families	42	54
Families bridged to financial support	56	30
Total amount disbursed	\$112,605	\$52,332
Percentage of families whose at-risk children avoided out-of-home care	94%	89%

8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

Highlights

- **Families are experts of their own lives**

A framed family portrait placed on the pen tray of a whiteboard gently reminded everyone in the room why they had gathered on a Saturday afternoon. There were 9 relatives from both sides of the family and a friend of the husband who was a cell-mate when he was incarcerated. The teenagers in the family helped to care for the children and both were not in the room. However, the views of 4 other adults were present even though they could not be physically present.

Those present were there to support the couple in building a stable family not troubled by substance use, the lack of money or a rocky marital relationship. They were there to craft a plan and to share the responsibility for making it work. They were more than aware that should they fail, the likely consequences would be 7 years imprisonment with 6 strokes of the cane for the husband, the end of the marriage and the well-being of 2 young children threatened.

The husband's ex-cellmate is a recovering addict and he was a valuable resource and voice of reason in helping all present to appreciate the thought process of someone weighed down by an addiction and the resultant emotions and behaviours. Having been to "hell and back," he offered credible advice on treatment and the ongoing role of family and community in safeguarding an addict's sobriety.

With the strengths of the couple listed on the whiteboard and an assurance from those present that they had an awareness of community resources, we left the room for the family group to craft their plan.

When we were invited back to the room, we saw a 12-point plan that addressed both the individual and social aspects of the issue. It was more creative than one would have created if we were case-managing and it came entirely from them. People are indeed experts of their own lives and support often means holding a space where they are recognised as such.

As we were about to hand the framed family portrait to the couple to mark the end of the conference, a family member stopped us. He told us to face the portrait toward the floor before presenting it to the couple. Then he explained to the couple that the back of the frame was a blank sheet for them to write a better story of their life together. It is this story that is behind the happy family pictured in front.

- **Building futures through friendships**

Every fortnight, Mariah and Queen go to the library to read and to put those intimidating math problems in their place. Mariah first met Queen through the GIC Sparks and Smiles Programme where she was assigned to provide at least 25 hours of mentoring. The hours flew by and when the programme ended, Mariah told Queen that a "big sister" does not just disappear when her "little sister" still needs her.

Queen's health has not been the best and this has affected her confidence to learn. She is in Primary 4 and trying her best to catch up with her school work. She is happy that Mariah will be supporting her till she attempts her Primary School Leaving Examinations and finds that there is always so much to talk about when Mariah is around.

One experience both remember fondly was setting up stall together at a children's community flea mart. Both worked hard to interest the crowd to buy their wares and at the end of the day, they agreed that being able to speak well and count quickly were important skills if one wanted to make more sales. Skills that can be acquired at school.



8. HELPING YOUNG PEOPLE AND THEIR FAMILIES HELP THEMSELVES

- **Giving voice makes lives significant**

Many of those we support are overwhelmed when they need to articulate their challenges to authority or bureaucracy. As a result, they find themselves in a prolonged state of uncertainty about matters that affect their well-being and that of their family members. To give these people a voice, we worked closely with several polytechnic and university students to produce reports that supported issues in the areas of youth offending, immigration and residency status as well as financial assistance. We also had the support of legal professionals on a pro-bono basis.

A chance meeting with a youth who formerly resided in a residential facility we operated led to her avoiding a 3-year prison sentence after we created a circle of support around her that attended to her legal matters, employment, accommodation and general well-being. This circle comprised of student volunteers, pro-bono legal aid, employers and volunteer mentors.

Being orphaned at a young age, this 20-year-old struggled to build meaningful relationships for fear of rejection and disappointment. An ugly quarrel with a partner led to her being charged for committing a rash act but after journeying intensively for about 8 months, she put the issue behind her and has started life anew.

8.4.1 OTHER RESOURCES IN THIS AREA

- **Asia Capital Reinsurance Group Personal Accident Coverage**

In conjunction with the ERGO Insurance Pte Ltd, the ACR Capital Holdings Pte Ltd offered a fully subsidized scheme that enabled 382 families to benefit from a Personal Accident Coverage for 1 year. This was the 7th year the scheme had been in place.

NUMBER OF PARTICIPANTS HELPED BY ACR

	2018	2017	2016
Families helped by ARC	328	382	300
Young People helped by ARC	595	551	389
Caregivers helped by ARC	492	636	486

- **Educational Assistance Fund**

This is a designated internal fund replenished by donations aimed at enabling children and youths to pursue their education without being burdened by educational expenses. The funds also enable disadvantaged youths, especially premature school leavers, the opportunity to acquire a skill that would enhance their employability, generate income or add value to the work of our organization as a volunteer.

- **Family Assistance Fund**

To provide a sense of stability for families who lack financial resources and may be overstressed and under-supported.

FUNDS DISTRIBUTED THROUGH ACR, EAF AND FAF

	2018	2017	2016
ARC	\$21,382	\$24,416	\$18,677
EAF	\$66,332	\$23,382	\$72,118
FAF	\$46,273	\$28,950	\$16,288

**The above EAF & FAF figures differ from the grant given to beneficiaries reflected in the financial statements as they excluded Tabung and with differences in the categorization.*

9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

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

9.1 RESTORATIVE NEIGHBOURHOODS

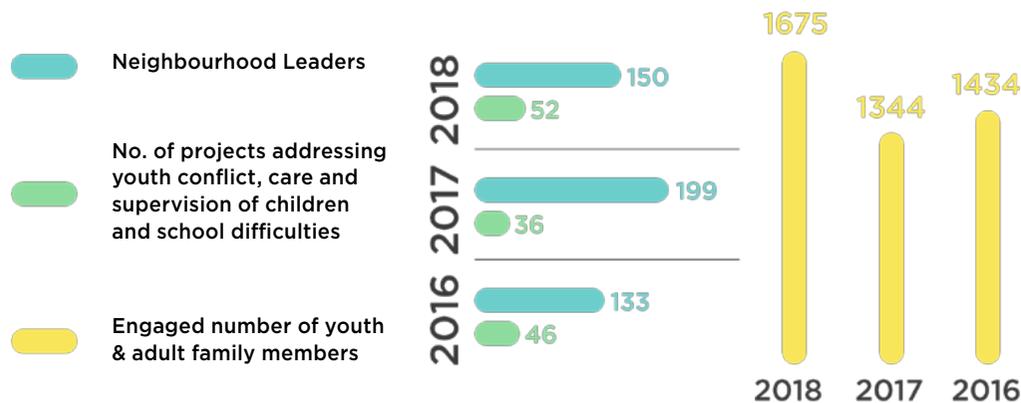
Position Overview

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

Key Results

Residents worked closely with volunteers from the larger community to execute 52 projects across 5 neighbourhoods which involved 1675 people. The projects addressed youth offending, poor school performance and related issues.

CREATING A RESTORATIVE CLIMATE-INDICATORS FOR OWNERSHIP OF NEIGHBOURHOOD CONCERNS



LIST OF PROJECTS THAT PROMOTED A RESTORATIVE CLIMATE IN NEIGHBOURHOODS

S/N	PROJECT NAME	PROJECT DESCRIPTION	NUMBER OF PARTICIPANTS	NUMBER OF NEIGHBOURHOOD LEADERS	NUMBER OF VOLUNTEERS
YOUTHS IN CONFLICT WITH THE LAW, PEERS AND AUTHORITY					
1.	Together in community @ North Bridge	A kick-off event in the community for parents and other caregivers to meet the youth in their neighbourhood. These neighbourhood leaders were concerned that youth hanging out late in the night would be prone to breaking the law. The event was organised with the support of Youth Corps Singapore.	55	5	15
2.	Caring for Northbridge	3 meetings following the kick-off event where Youth Corps worked with the Neighbourhood Leaders to discuss their concerns and to make action plans.	5	5	6
3.	Apa Hal "What's the Problem?"	A collaboration with Applied Drama students from Singapore Polytechnic to reflect on the issue of addiction. A forum theatre performance at the Bukit Ho Swee neighbourhood.	81	5	16

9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

4.	Who would you help?	A conversation on sexual harassment. A forum theatre performance at the Henderson neighbourhood.	16	1	7
5.	Silat – physical conditioning for body, mind and soul.	Following the success of the FunFit programme and the benefits physical activity had on their children, mothers found a volunteer to introduce SILAT as suggested by their children. This indigenous South East Asian martial arts form was also a way for children to connect with their cultural identity.	21	2	-
NEIGHBOURHOOD PRIDE AND COMMUNITY INTEGRATION					
6.	Neighbourhood Day at Jalan Bukit Merah	A self-initiated event to bring neighbours from 4 different blocks together for a day of fun and giving.	210	10	2
7.	Our neighbourhood, a community for young and old	Youth and parents decorated the seniors' activity centre as a gesture of friendship that paved the way of continued inter-generational programmes in partnership with NTUC Silver Ace at Lengkok Bahru.	5	10	1

8.	Sharing our way to community at all neighbourhoods	Residents working with volunteers and groups such as the Food Bank, Free Food for All and SG Food Rescue to redistribute milk powder, food rations, fresh food and other household necessities such as diapers within their neighbourhoods.	338	69	14
9.	Community-led Iftar at all neighbourhoods	Facilitating connections among neighbours. Meaningful collaboration between residents, grassroots and volunteers. Muslim residents shared the significance of Ramadan with their neighbours of other faiths. In one neighbourhood, the breaking of fast was held at the end of a day where neighbours and volunteers cooperated to tidy up a few homes in the neighbourhood. It was a showcase for the spirit of mutual help in the community.	689	41	159
10.	Free Mart at Jalan Berseh and Ghim Moh	A successful collaboration between adults, youth and volunteers for the sharing of pre-loved items. At Ghim Moh, volunteers from the Civil Service College rallied resources for infants and young children.	243	26	41

9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

11.	A Family Carnival to celebrate learning achievements	Parents collaborated with the grassroots to organize a family carnival that also had a segment recognising their children's learning achievements for the year in the Ang Mo Kio neighbourhood.	100	10	20
PARENTING, CARE & SUPERVISION OF CHILDREN					
12.	Caregiver's Day	With the support of volunteers, children organized an event to show their appreciation for their caregivers.	34	4	8
13.	Single but not alone	A self-organised support group initiated by single-mums to share resources and to offer each other concrete practical assistance.	21	3	4
14.	Home Improvements at Ang Mo Kio	A mother reached out to a family with 6 children to declutter her home and to create play and study space for the children. The home was also repainted.	9	2	10
15.	Mother and Daughter Pottery Session at Ang Mo Kio	A mother reached out to a family with 6 children to declutter her home and to create play and study space for the children. The home was also repainted.	10	1	2
16.	Wet and Wild	Mothers organised a holiday outing for children who have been regular in the interest groups to the Jurong East swimming complex .	25	7	-

FINANCIAL AND EMPLOYMENT					
17.	Cash Up Programme at Lengkok Bahru	A collaboration with Asian Women's Welfare Association to encourage families to save.	8	-	2
18.	The Community Tabung	Encouraging the habit of savings among children below 12 years old. The programme was expanded to different neighbourhoods i.e. Lengkok Bahru, Bukit Ho Swee, Henderson and Jalan Bukit Merah.	117	21	22
FAMILY CONFLICT & CONFLICTS IN THE NEIGHBOURHOOD					
19.	One More Light at Lengkok Bahru and North Bridge	Parents helped with publicity and logistics for this forum theatre performance that addressed the issue of runaways.	176	53	46
20.	What is in it for you?	A mother's enthusiasm to support her neighbours was misconstrued by friends that she was vying for privileges unknown to them. An Understanding Circle to create dialogue led to the group coming together with a joint mission to care for older persons, the wheelchair-bound and single mothers in their community.	9	5	-

9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

21.	Acknowledging the elephant in the room	Working intensely together to serve their neighbours led to disagreements between members. Afraid that addressing them would only make matters worse, the group lived with the strain. Eventually, with courage and humility, they put things right through a peace-keeping circle that resulted in them looking back at their achievements with pride.	-	8	-
STRENGTHENING THE LOCAL RESPONSE - KNOWLEDGE TRANSFER, SKILL BUILDING AND SUPPORT					
22.	In Conversation with Kumar	A focus group discussion about the experience of poverty among mothers involving local comedian Kumar to help him advocate for them during his volunteer fund-raising performance.	4	5	5
23.	My Community, My Home	A photography workshop for youth held by a local youth leader.	18	1	7
24.	Community Dream Building at all neighbourhoods	Residents coming together to surface personal and community dreams. Issues such as children's education, their safety in the neighbourhood and the sense of isolation were frequently articulated. Those who assumed leadership learned to evaluate their efforts based on the Community Life Competence Process.	27	67	17

25.	Global Learning Festival: Building community capabilities	Neighbourhood leaders and Youth Leaders attended the GLF at Bandung to learn about how communities take collective actions to resolve issues in their communities	-	10	-
26.	Capacity Building Discussion	Neighbourhood leaders from one neighbourhood shared their volunteering know-how with their peers from other neighbourhoods.	59	5	-
27.	Community Hospitality	Hosting learning journeys for social service professionals, grant makers, students and other interested parties.	-	21	67
28.	Community Mapping Led by Neighbourhood Leaders	Supported by students from Ngee Ann Polytechnic, residents mapped the assets in their neighbourhood. The information was surfaced important stakeholders and intangible assets within the neighbourhood.	100	5	56

Highlights

- **Capacity Building Training Session: Sharing by Sincere Hope (Volunteer Mothers from Jalan Bukit Merah)**

26 mothers with 21 children in tow squeezed into our classroom to listen to 7 representatives from a volunteer group who call themselves Sincere Hope. The group comprises of 13 parents residing in Jalan Bukit Merah who despite their personal challenges decided to care for their neighbours especially older persons and large families.

9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

The group oversees educational and recreational programmes and redistributes food that they have convinced supermarkets, cafes and other well-wishers to donate. They have also made it a practice to engage their Member of Parliament and government grassroots leaders in a manner that builds mutual trust. "At first, we were quite scared to talk to our MP, so we showed him photos of our children having their tuition at the hawker centre. We were so happy that he allowed us to move the tuition programme into the Residents' Committee Centre." This mother elaborated that the MP's positive response boosted their confidence tremendously and now when the opportunity arises, they discuss the goals they have for their neighbourhood with those in authority.

When asked how they managed to do so much voluntary work when they had challenges of their own, one shared that it was the mutual love and support members had for each other that gave her strength. "It was not always smooth. Once I had too many problems at home and so I stopped volunteering for a month. My group members always asked me if I was ok and when I came back, they cheered!" She then added, "It is because we fully understand what it means to have problems, so we don't blame each other but accept that sometimes people have energy and sometimes we don't."

Those listening were inspired and told the group that they were very proud of them. They then met in their respective neighbourhood groups and started discussing how they could improve things in their own neighbourhoods.

As social work is about helping people to help themselves, it is often said that we should be working ourselves out of a job. Building competent communities is our way of doing this and these would be neighbourhoods where people own their challenges and act on them. To this end the first mindset shift for all of us is that having a challenge, or a problem does not make us incompetent. The folks from Sincere Hope have shown this to be true.



● **Genuine Hearts in Ghim Moh**

It always amazes us when neighbours decide that their neighbourhood belongs to them and with a little effort and some enthusiasm, make the place a lot more liveable for all who live there. 6 mothers in the Ghim Moh neighbourhood have come together as "Genuine Hearts" to reach out to their neighbours especially older persons and those with disabilities. They would like to ensure that these vulnerable neighbours are linked to some support that improves their quality of life. They also coordinate the redistribution of donated food and other gifts, and in the past month, they have roped in their husbands and friends to get weekly Sepak Takraw and Zumba sessions going.

"Genuine Hearts" is an informal group that began in March this year and it is currently led by Rohaidah Samat, 42, a mother of 6 children aged 21 to 2 years old. While the group was initially started by another neighbour to redistribute food donations, Rohaidah is glad that its members have taken on her ideas after she assumed leadership. She envisions engaging the youth with meaningful activities as well as providing stay-home moms with computer skills. She is also well aware that to do so she needs to be supporting the efforts of others. So, she works closely with Ulu Pandan Stars, a grassroots tuition programme to address issues that hinder children's attendance as well as FunFit, a volunteer group that conducts a weekly fitness programme for children and youth.

Rohaidah tells us that volunteering comes with many challenges. Some residents have questioned the group's intentions and even made some hurtful comments. Such moments were most discouraging, but every time it happened her fellow volunteers simply stayed focus on the task at hand. She draws much strength and inspiration from their persevering commitment.

● **Forum Theatre @ the community**

'Apa Hal?' (What's the problem?) is a forum theatre piece that a group of students from Singapore Polytechnic put together after spending months interviewing families from the Beo Crescent rental flat neighbourhood, and getting to know them intimately. The students were seeking to understand addiction, but as they spoke to different families, they discovered that the story of addiction is often the story of pain, alienation and hopelessness.

9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

They performed 'Apa Hal?' at a multi-purpose hall nestled between a few rental blocks, to an audience of about 80 residents. It was about a family where everyone was trying to do their best. A stepfather who wanted to provide adequately; a son who kept the peace at home; and a mother who dreamt of a better future for her children. But when the stepfather loses his job, family relationships start to crumble. Well-intentioned neighbours and friends are unable to improve the situation.

When the forum started, a few youth in the audience tried to diffuse the brewing tension with light-hearted jokes and gave well-intentioned advice but it had the effect of the step-father and son becoming more stubborn and angry.

Then, a mum in the audience provided a voice of reason, "None of them are bad people. They just need to be understood." Taking on the role of the mum on stage, she told her "husband" and "son" how much their efforts meant to her which appeared to diffuse the tension between the "stepfather and son."



The performance impacted many in the audience. A 10-year-old boy told us, "That's what my dad is like. He's always angry after drinking. But I never realised that he felt shame because he did not have a job." Another teenager reflected after the show, "All families have problems, but sometimes we're stuck, and we don't know how to deal with things. Being able to try out different things on stage gave us ideas. We can learn from each other's experiences. Maybe someone in the audience has a better way to deal with a situation, so when we see them do that, next time there's a problem at home, we can also try it."

The audience also heard from a mother who resonated with the play, "I'm from Indonesia. I've lived in Singapore for 18 years now. I've experienced joblessness, I know it's a

struggle. I was only able to work for the first time after 9 years of living here. Now, I'm a supervisor at a restaurant. It's long hours and odd shifts, so I don't get a lot of time with my children. But it's important to be close to them, listen to their needs. I just took two days off and took them to East Coast Park. Every day, they're tired after school and I'm tired after work, but we help each other at home."

- **Global Learning Festival by The Constellation**

A learning festival serves as a platform for the exchange of good practices. 8 mothers and 3 youth from Singapore who were in Bandung were surprised that their experiences and reflections were valued by participants from other parts of the world. They may not always be able to explain their efforts with a philosophical or practice framework but that did not prevent them from inspiring others.

Khidir, a youth leader was listening to a sharing about the role of a local support team in a community. He was intrigued and sensed that he has been a supportive presence in his neighbourhood. He then decided to share his efforts to verify if he has been on the right track. He told a roomful of people that he believed in the importance of simply being available and approachable; which in his definition, often means being able to approach others. To be available, he sits at his neighbourhood's coffee shop taking a quiet interest in those who come by. Familiar faces stop for a chat and when he is feeling brave, he introduces himself to unfamiliar faces. The small talk over coffee often led to people talking about big issues in their lives.

Once, someone confided in him about his substance use. He was surprised to be trusted with such information, but he soon learnt about the impact of substance dependency on the individual and the people around him. That talk got him realising how important but at the same time, difficult it is to put oneself in the shoes of others. Understanding is impossible if we have strong views or an aversion about people's habits or situations. Hence, he figured that if he made it a point to always speak nicely to people, it improves his ability to hear what people are saying to him.

Khidir is 19 and is deeply grateful for the opportunity to earn his keep as a camp instructor and occasionally, he buys a meal at the coffeeshop for those down on their

9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

luck. However, he reckons that while people need to eat, it is perhaps as important that they feel cared for and supported by those around them.

Getting things right inspires but so does the humble understanding and acknowledgement when things are not going well. During a reflection session, Aida, a mother from the Ghim Moh rental flat neighbourhood, shared how a discussion on the importance of appreciating strengths in the community was a wake-up call for her. She realised that she had been pressuring other mums in her group to work toward her



targets, without realising the importance of a collective dream. She had just assumed that her vision was right and got frustrated when others did not move in that direction. She concluded that they were not as motivated or committed as her, but she now realises that she had not asked them about their dreams or told them how much she appreciated their efforts and abilities in improving life in their neighbourhood.

A Learning Festival is a gathering in the spirit of sharing and mutual learning. People enjoy learning from the experiences of others, they enjoy sharing their own experiences with others and they enjoy seeing what new possibilities can arise from these experiences. It is also an opportunity to document the experiences that people bring to the event and their stories add to a repository of knowledge and wisdom. We are proud that our members are contributing to this treasure chest.

Our Reflection

The year presented various experiences that got us thinking about the following points:

- **Capability building**

We were most heartened that 10 members joined us at the Global Learning Festival in Bandung hosted by The Constellation to speak about their community building efforts. The festival attracted practitioners of the Community Life Competence Framework and as they listened to people from other countries, they resonated with the challenges and the triumphs shared. They realised that the work they do is difficult but meaningful and important for the communities they are nurturing. This was a satisfying experience for many who never imagined that they would be participating at a conference let alone make a short presentation about their experiences.

We work on the premise that people are experts of their own life-worlds and our role is to facilitate a context where they can utilise their inherent capabilities and capacity to own and act on their challenges. Not letting people's problems define them, as well as acknowledging and appreciating their strengths is key. Capability building is not just the introduction of new skills and knowledge but the harnessing of what is already there.

In this light, we were proud of the confidence, our members had in speaking up about their efforts caring for their community. One example was being guests on Night Chat with Susan Ng on 938 NOW. 2 neighbourhood leaders, Fadillah and Diljan brought their children to see their mommy on radio.

Fadillah shared that 10 years ago she was deeply concerned about inhalant use among children in her neighbourhood and decided to reach out to them. She accompanied them to their football games, cheered them on and provided the refreshments. Soon she got to know other parents who shared her concern and as a group, they agreed to look out for each other's children, and to build a strong relationship with all the children in the neighbourhood.

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Back then, she was introduced to Diljan who was trying to start up a tuition programme in the neighbourhood. They then worked together going door-to-door to get the support of other parents. When the programme began, she insisted that all those playing football had to go for tuition as well.

Diljan is proud that the tuition programme is still running and has become an important feature in the neighbourhood that has the support of the government grassroots organisations. Currently, together with 12 volunteers, which include her husband and daughter, she spearheads the distribution of food and other household necessities to families in her neighbourhood. The regular supply of provisions is the result of a partnership she had cultivated with FFFA (Free Food For All), a charity focusing on food security.

At the end of every food distribution exercise, she collects the leftovers to prepare dinner daily for 10 older persons in her neighbourhood. Often, she digs into her own pocket for the ingredients she needs to complete the meal. “They are unable to cook for themselves, so I support them in this way,” she told the listeners.



Regardless of their personal challenges, our members have it within them to care for their neighbours and to strengthen their community. Without people like Diljan and Fadillah, we would not be able to fulfil our mission of nurturing safe and vibrant neighbourhoods that support the healthy development of children and youth from low-income families.

- **Focusing on relationships**

As people work together intensely, disagreements will surface. We need to be proficient at holding a space where people may empty themselves of opinions, feelings and experiences that hinder the progress of their collective agenda. Importantly, also repair or strengthen relationships among people that have been essential for their mutual well-being.

- **The tension between identity and hospitality**

When people organise around a shared concern or aspiration, healthy pride and a collective identity emerges. Sometimes, these groups become unreceptive to new members or begin to differentiate themselves from the community they are supporting by positioning themselves as the “givers” and the rest as the “receivers.” We must have the ability to safeguard the notion that community as a hospitable space for new ideas, people and gifts that strengthen its purpose and existence.

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9.2 A HIGH LEVEL OF YOUTH VOLUNTARISM

Position Overview

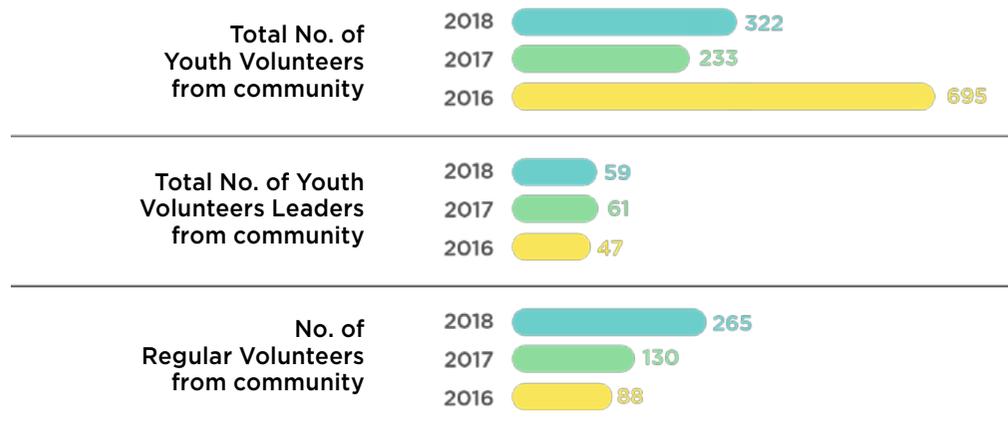
Youth development is about developing leadership among young people and not simply keeping them occupied. We nurture youth leadership by facilitating voluntarism. This is also done with a view of nurturing community leaders for the longer run. Youths are challenged to co-create the neighbourhood they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

Key Results

We nurtured a sense of social consciousness in young people through youth-led projects that resonated with their interests, aspirations and values. This year, we mobilised 322 local youths who brought sports and theatre initiatives to life in their neighbourhoods. They were also involved in sorting and distributing gifts to their neighbours and decorating homes during festive seasons.

To encourage youth leadership, we brought together 59 active youth volunteers from across different rental flat neighbourhoods to exchange ideas, stories and inspiration for positive change.

LOCAL YOUTH VOLUNTARISM



Highlights

- **Team Rojak**

Youth in our neighbourhoods decided to join hands with volunteers from Youth Corps Singapore to form Team Rojak to set-up a calendar of social and recreational activities for young people in their neighbourhood. We were glad to see youth from different backgrounds working together as a team and forming friendships which was an indicator of the maturity, openness and confidence of members in the group.



We were also happy for them as they took the opportunity to speak about their identity and to share their achievements with Mr Baey Yam Keng, Senior Parliamentary Secretary for Ministry of Culture, Community, Youth and Sports during our fund-raising event Fairground for All, where he was the Guest of Honour.

This cooperation showcased the social integration that volunteering opportunities could facilitate.

- **The Block Party – M1 Peer Pleasure**

In partnership with ArtsWok Collaborative, our youth have been given the opportunity to be part of M1 Peer Pleasure Youth Theatre Festival 2019 which is a platform for young people aged 13 - 25 to stage productions at professional theatre venues, under the mentorship of theatre professionals, for audiences young and old. This was another opportunity for our youth to work together with their peers from different backgrounds.



9. ENCOURAGING MUTUAL SUPPORT AMONG NEIGHBOURS

At a kick-off event this year, 4 of our youths joined 40 drama students and their teachers from Anderson Secondary School and Anglo Chinese School (Barker Road) to deepen their understanding of poverty; gathering information and insights to facilitate their ability to produce original plays at the festival.

The process enabled young people to have a conversation with their peers about poverty, an issue that they normally would not touch. Importantly, it enabled our youth to self-advocate for themselves and to deepen their identity as leaders championing for the well-being of others in their neighbourhood.

Our Reflection

Young people have much to contribute but they do not necessarily start on the basis that they are here to help. Youth engagement continues to be important as we journey with them to uncover their passion and to steer them toward a social good. It was heartening seeing our youth utilise their lived-experiences to self-advocate and to engage their peers from wider society about poverty and the issues residents in public rental housing face. Youth as champions for issues close to their heart are an important resource for addressing social issues and developing competent communities.

10. FACILITATING SUPPORT FROM THE WIDER COMMUNITY

10.1 FACILITATING SUPPORT FROM THE WIDER COMMUNITY

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

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

Position Overview

We harness and direct the available professional/designated resources in the community for the benefit of our members in the neighbourhoods we serve. We form strategic partnerships with a view of progressing friendships into partnerships and into programmes that are a resource in the community, i.e. part of the village. The other role we play is to share our experiences and resources with others to promote mutual learning that strengthens the relevance of a community development approach.

Key Results

We actively partnered with 134 helping agencies that provided programmes and other resources for young people and their families. These were other voluntary welfare organisations, government grassroots organisations and youth leadership development organisations such as Youth Corps Singapore. In our view, the cooperation was an important factor that contributed to an experience of living in a neighbourhood where people were well-cared for and supported.

Highlights

- **Strong government grassroots partnership**

In the neighbourhoods we operated we were granted access to facilities to carry out tuition, drama workshops, family meetings, staff training and other activities that furthered our work and benefitted our members. We were part of the welfare committee at Henderson-Dawson Constituency as well as that at Kebun Baru Constituency which was known as the Hope Collective. Leng Kee Community Club was extremely generously in allowing us regular usage of their training rooms for our staff meetings and training sessions. The Citizens Consultative Committees and the Residents' Committees wherever we worked were welcoming and supportive of our presence.

Challenges and Reflections

We all know that the pooling of resources provides many advantages but yet the alignment of agendas among different agencies is challenging. This is often because funding obligations take priority. Thus, a funding model that promotes collaboration among agencies where agencies share rather than compete for the funds may facilitate matters.

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

Position Overview

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

10. FACILITATING SUPPORT FROM THE WIDER COMMUNITY

Key Results

	2018	2017	2016
Number of volunteers	7105	5,036*	4,631
Number of hours served	62,481	54,602*	40,310
Estimated Value	\$909,593	\$821,351*	\$411,092
Volunteer:Staff Ratio	60:100	57:100	41:100

**Due to improvements in our CRM, the value of volunteer hours has been updated and differs from the value reported in previous Annual Reports*

For every 100 staff hours there were 60 volunteer hours. This was a marginal increase in the number of volunteer hours but it is worthwhile to note that the estimated value increase indicated an increase in skilled volunteering.

By valuing different volunteering tasks according to the approximate pay per hour in the job market, we estimate the total value of volunteer manpower at \$909,593.

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

Highlights

● Beyond Self Volunteer Training Academy

There were 8 sessions covering topics which included engaging children to learn, photography, creativity and communication workshops. This was implemented to increase volunteer engagement. It was positioned as an exchange platform where volunteers from wider society and those residing in public rental neighbourhoods, give and receive training that mutually benefits. The experience brings together people from all walks of life fostering a stronger sense of community and those who have benefitted from the training pay it forward by applying what they have learnt in their voluntary work.

● Formation for a resource team for learning programmes

A team of teachers and educators conducted a training session for our volunteer tutors who found it most beneficial. This team will continue to provide quarterly training sessions in 2019.

● Partnership with The Lodge of Saint George No 1152 EC

This service club adopted a cluster of flats we support for the longer term. The commitment resulted in the sponsorship of a phonics programme which helped 19 children acquire the language and social skills necessary for school success. Also, children in the neighbourhood enjoyed regular games days, commemorated Children's Day and received essential school items. The club took an active interest in the well-being of the neighbourhood and did their best to meet urgent identified needs of families identified by our community workers.

● Strong Local Voluntarism

Our community building efforts have led to more residents stepping forward to volunteer. While the total number of volunteers were less than those from the wider community, on average a local volunteer gave 14.6 hours compared to 10.4. Local volunteers also impacted their neighbours in ways that others would find difficult to replicate.

10. FACILITATING SUPPORT FROM THE WIDER COMMUNITY

Below is one such example:

"I would like to go to the shops," a 5-year-old told her friends. These 3 neighbours aged 4, 5 and 7 years who were playing along their corridor on the 9th floor then made their way downstairs without informing their caregivers. "The shops at the mall are nicer and we should all walk there," the 7-year-old suggested. It was quite a walk to the mall and the others refused but after some persuasion, they agreed. It was after all still very early in the day and the air-conditioning at the mall will be most pleasant for such a warm day.

At 2pm, we received a call from the mother of the younger children. When she realised that her daughter was not outside her flat, she sent her 7-year-old son to look for them downstairs. In a voice quivering with anxiety, she told us that she was worried sick because her daughters and her neighbour's child were missing. We then added her onto the neighbourhood parents' WhatsApp group and she requested for help to locate her children from 43 other parents; most of whom were mothers. For good measure, she attached photographs of her children and told the group to also look out for her neighbour's child who was slightly older. She elaborated that they would probably be together.

We also forwarded her message to the neighbourhood youths' WhatsApp group and members of both groups forwarded the message to their friends who were residing in the neighbourhood. Messages were going back and forth in both groups. People wanted more information to help them start looking but there were also words of comfort and kind thoughts.

A couple who were on their way to work at the Singapore Expo made a U-turn when they got the message. They figured that with a vehicle, they would be able to cover more ground and spot the children if they were out in the open. True enough, within minutes they spotted 3 children walking on a



"The essence of **COMMUNITY**, it's heart and soul, is the non-monetary exchange of value; Things we do and share because we care for others, and for the good of the place." — Dee Hock

pavement on their own. They stopped their van at a bus-stop, got out and made their way to the children. They got the children to speak to their mother on the phone and eventually sent them back home in their van.

Needless to say, the mother who sought help was most relieved that all 3 children were safe and sound and expressed her thanks profusely on the WhatsApp groups. "As a mother myself, my legs became weak when I got your message. I am so happy that the children are okay and we can now teach them not to do this again," was a response that got many thumbs up.

Challenges and Reflections

For some years now we have used the wage replacement model as a way of determining the value of volunteers. While it is true that this is the amount of wages the organisation has not paid, it does not fully capture the value of a voluntary effort or the spirit of giving that enriches our collective well-being. Many a volunteer have told us that they give their best without expectation because it is simply the right thing to do. For instance, how do we quantify the value of 100 persons combing a neighbourhood for 4 lost children and the relief of their care givers when they were found? The time and energy volunteers give help bring about a caring and inclusive society that benefits us all.

10.3 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 between people from diverse backgrounds. Hence, we endeavour to welcome them in a way that is mutually respectful of those who give and receive. Respectful giving is an act of sharing that builds a more inclusive community.

10. FACILITATING SUPPORT FROM THE WIDER COMMUNITY

Key Results

DONATIONS-IN-KIND (AUDITED)	2018	2017	2016
Food Rations & other food items	\$120,073 3258 households	\$55,620 1494 households	\$58,534 2044 households received food items an average of 2 times
Sponsorship of venue, vouchers, tickets & gifts	\$273,009 5933 Participants	\$265,953 3666 Participants	\$242,298 1752 Participants
Activities & Outings	\$55,081 towards 83 events and outings with 1036 participants.	\$154,549 towards 83 events and outings with 2918 participants.	\$161,000 towards 140 events and outings with 3500 participants.
Other items These amounts are based on best estimates and are not reported in the audited statement of accounts presented in the annual report			
Household Items, appliances & refurbishments	\$5,763 towards 98 households	\$1,575 towards 123 households	\$5,728 towards 175 households
TOTAL	\$453,926	\$477,698	\$467,560

Highlights, Challenges and Reflections

We have increased the number of families receiving food rations significantly and maintained the value of sponsorship for venues and gifts. While this looks like progress, we are mindful that such giving does not address food security or provide those with little resources a sense of stability. At best such giving brings a little joy if the gifts are appropriate and welcome the opportunity for meaningful exchange between people from different backgrounds.

Gifts, while well-intended, can cloud the purpose of community building and put us in the position of an unfair distributor. Thus, it is important to our role to ensure that the giving and receiving of gifts is an act of sharing that builds a more inclusive community.

11. NURTURING A COMMUNITY WORKPLACE

Position Overview

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

Highlights

Ongoing development of staff so that they can contribute to the neighbourhoods we are in, the school we run, and the partners we engage, was key to deepening and expanding our efforts.

Journey Beyond, our fortnightly in-house sharing and training sessions, continued without a hitch. This was achieved through the contribution of the internal and external community resources. While team members came together in a spirit of learning, external community resources included practitioners and experts who came in to share their expertise.

We also had a keen eye on the developments in the sector and in the social policy announcements. We brought them to the table to explore how it impacted the work. Whether it was the national budget announcement or new literature on social issues, all of it provided relevant and timely resources for us to take a critical look at our efforts.

We were also invited to several academic, research and government linked platforms to share our knowledge and experience.

At every juncture, nurturing leadership among all staff members was a key focus.

There were many opportunities for staff members to participate in learning opportunities and research studies.

Journey Beyond, our fortnightly appointment to learn and grow

The Journey Beyond series started in January with a full day retreat to discuss and gain clarity on the strategic thrusts for 2018-2020. From organizing ourselves to survive given the critical need for funds in the previous couple of years, we relooked at how we can organize ourselves to strive to reach our strategic profile. We focused on 4 strategic thrusts for organizing ourselves: Programme Excellence, Communication, Volunteer Development, and Fundraising (Friendraising).

The key leadership roles of community workers were also explored: Visionary, Change agent. Relationship builder, Community creator and Resource mobiliser.

With these focus areas, several Journey Beyond sessions were dedicated to creating work plans, which provided a clearer map of the work going forward. We also realised the need for more data to inform the work. With the support of volunteers, the teams took on community mapping and with the data they already had from door knocking, they were able to produce Community Health Reports. The Journey Beyond sessions provided a platform for the neighbourhood teams to present their community health reports to garner feedback from their teammates. These were then presented to community members, so they could then add on their knowledge of the community.

Now we have health reports for all the neighbourhoods which informs the work, and we continue to update it with the knowledge of the residents.

External community resources and expertise at Journey Beyond

- Dean Shams', author of "Speak Smart, Make Your Mark" did a half day workshop for the staff team on how to speak with tact and confidence, especially in a difficult situation.
- Dr Yee Lai Fong and Helen Wong, both volunteers, shared with us on design thinking and the framework of a learning organisation, in the context of problem solving and knowledge retention within an organisation. Their experience in citizen and

11. NURTURING A COMMUNITY WORKPLACE

stakeholder engagement, allowed us to reflect on how we can learn from our community involvement and engage our various partners.

- Wendy Tan, Founding Partner of the Flame Centre, introduced Peter Block's "6 Conversations". The types of conversations are aimed at building community and are designed to confront the issue of accountability and commitment. Starting with the Invitation conversation, especially when we are new to engaging the community, the conversations progress to the Possibility, Ownership, Dissent, Commitment and Gifts conversations. They need not necessarily be in this order. Some conversations are higher in risk and require a greater level of trust among the people attending. Therefore, a good meeting begins with the less-demanding ones and may end with the more-difficult ones. Through Wendy, we also hosted a team of post graduate students in an Executive Leadership and Organizational Change programme from Northern Kentucky University, who shared their practice of the Six Conversations, as they visited local families in the neighbourhoods we are in.
- A very meaningful sharing came from Lim Jingzhou who originated and leads the Cassia Resettlement Team, which is wholly made up of volunteers who assisted the residents who had to move from the old flats in Dakota Crescent to their new allocated HDB housing at Cassia Crescent. Jingzhou shared his team's experience of engaging the residents who had formed strong networks in their community and their struggles in moving to a new estate. The Cassia Resettlement Team's efforts not only supported the elderly residents in their move, but also identified the latent strengths among the residents, and highlighted their stories to the larger community. It was a valuable experience to listen to a dedicated volunteer and his efforts in community building and mobilizing.

Leadership Development

- **Principal Matters**

Swee, our Principal at the Healthy Start Child Development Centre (HSCDC), was selected for Principal Matters, a Lien Foundation sponsored leadership development program for pre-school teachers. Principal Matters ran from Jan to Sept and had several components including experiential workshops, overseas learning journey, mentoring sessions, leadership seminars and a capstone project.

- **Coaching and Mentoring**

Volunteer coaches from Neu Education came forward to provide coaching for personal development and professional effectiveness, at no cost. 6 staff got an opportunity to receive personal coaching and gain new insights about themselves and their interactions with others.

- **Family Group Conference Coordinator Accreditation**

In partnership with the Potsdam University of Applied Sciences, Germany and supported by Daybreak Family Group Conferences and Eigen Kracht Centrale, the key conference coordinating agencies in the United Kingdom and the Netherlands respectively, we launched a Family Group Conferencing Co-ordinator Certification Programme. 17 staff and 8 others from 3 other organizations are on the course. Participants will learn how to bring families and professionals together around difficult issues in a way that promotes family-led decision making. Family Group Conferencing is used in many countries and has been adopted by welfare systems in New Zealand, United Kingdom, Germany, United States and Netherlands. It has been shown to be an inclusive and effective approach to domestic violence, youth offending, mental health care, elderly care, family conflict, school-based problems, neighbourhood conflict, and promoting child safety and welfare.

While we had been trained in FGCs many years ago, it was time to train the staff team, many of whom are new to the process. In doing so, we are adding a tried and tested tool to our approach of creating local participation and ownership.

- **Social Leadership Singapore - 2 May to 30 August**

Since its inaugural run in 2009, our colleagues have been taking turns to attend the Social Leadership Singapore program (SLS) which brings together people in government and social sector to discover how they may be effective and dynamic agents of change. Participants explore how they may lead and mobilize resources to tackle important social challenges facing local communities and the nation. Our colleague, Hooi Boon, attended the programme which culminated with a presentation to Mr Desmond Lee, Minister for Social and Family Development on how children from disadvantaged families may better access early childhood education.

11. NURTURING A COMMUNITY WORKPLACE

Study trips

- **CARE Network Study Trip, Japan**

We were able to send a staff for the CARE Network Study Trip in Mar 2018 to visit the Fuchu prison in Tokyo, to learn more about the organisation of Volunteer Probation Officers, the Offenders Rehabilitation Support Centers and the Ibaraki National Center for Offenders Job Training and Employment Support. The exposure to the efforts by another country to engage offenders was good learning, as we journey with families who experience incarceration.

- **Global Learning Festival, Bandung, Indonesia**

10 neighbourhood leaders and 17 staff attended the global gathering of community practitioners of The Constellation at the annual Global Learning Festival, held in Bandung, Indonesia. One of the neighbourhood leaders, Zuraidah summed up her learning in a sentence: “The best problem solvers are those who will have a better life when their problem is no more.” The examples from countries around the world, as well as the approach the team in Indonesia takes to create community competence provided food for thought to our local neighbourhood leaders and staff. They also got to share their experience and efforts in the Singapore booths that we set up. The week-long residential programme created much reflection, new ideas and leadership skills in our teams. It further strengthened our resolve to grow local response in our communities.

Collaborations with partners for providing training

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

Our partnership with The Constellation continued this year through a collaborative effort to train local social leaders invited by A Good Space. The Constellation is a Belgium registered organisation, which is a network of individuals, groups, communities and organisations all over the world working to create local response and community competence. With Dr Jean Louis Lamboray, and a team of facilitators from The Constellation, Gerard and Ranga led 20 participants to explore the Community Life Competence Process (CLCP) and SALT, a strengths-based approach

to creating local participation and mutual learning. The training titled A Good Conversation was launched in November and will extend to February the following year with a view to co-create a dream for Singapore.

- **Student exchange project with Potsdam University of Applied Sciences**

We participated in a mutual learning program with Potsdam University of Applied Sciences, Germany in October. The objective was for the German students to explore community-based Child Care and Social Work in Singapore through exploration of Singapore as a city, as a culture, as a welfare system and as a community. Early childhood and social work undergraduates paired with teachers from our Healthy Start Child Development Centre and Community Workers from our Youth United programme, to learn from each other. The engagements started over weekly Skype calls and WhatsApp conversations, and spanned 12 weeks. The German students will then visit Singapore in February next year for a two-week immersion before completing their projects.

Speaker platforms

- **Roundtable on the Development of Community Arts in Singapore as part of the IPS-SAM Spotlight on Cultural Policy Series**

Izzaty, our colleague in charge of The Community Theatre programme, was a contributor to the publication titled “Beyond ‘Happy Arts for Happy People’”. She shared the origin and impact of the community theatre programme which started in 2013 and has addressed different social issues in the rental housing estates with the support of local and larger community youth volunteers.

- **IPS Community Forum 2018: A Forum About the Community, For the Community, By the Community**

Gerard was the Keynote speaker for the IPS Community Forum 2018 and delivered a paper entitled “What is a strong community? How do you create communities?” The forum was attended by other VWOs, community groups, educators and policy makers.

11. NURTURING A COMMUNITY WORKPLACE

- **Ex-Offenders and the Singapore Aftercare Sector an IPS-CSU Case Study Workshop**
Gerard participated as an expert panellist, along with others in the aftercare sector, at the Case study presentation titled Community-Based Approaches to the Prevention, Rehabilitation and Reintegration of Drug Offenders: The Singapore Anti-Narcotics Association (SANA). Around 20 people from the aftercare sector, including Halfway Homes, regulatory authorities such as the Central Narcotics Bureau (CNB), other VWOs and SANA attended the session and participants were encouraged to give their comments throughout the workshop so as to encourage deeper reflections about how to navigate through the various trade-offs and dilemmas faced.
- **Mosque Convention 2018**
Gerard spoke at the Mosque Convention 2018. The Islamic Religious Council of Singapore (MUIS) was commemorating its Golden Jubilee and we were privileged to share about community and its relevance to 1500 mosques leaders and partners.

Research and Evaluation Efforts

We endeavoured to add to the body of knowledge in the sector as well as build our institutional memory with the following efforts:

- **What Difficult Life Events Do Children from Low-Income Families Experience?**

Commissioned by Singapore Children's Society and done in partnership with Beyond Social Services, the study underlines that high degree of adversity that children from low-income families in Singapore face, and how these unhappy childhood experiences could set them up for poorer outcomes well into adulthood.

The study also suggests how building resilience through protective factors such as social support can mitigate the effects of adverse childhood.

- **Understanding The Underserved Needs Of Youth-At-Risk In Singapore: A Self-Determination Approach**

Commissioned by Caritas Singapore, this study identifies gaps in services for youth-at-risk from the perspective of social service professionals and youth-at-risk. Results showed a mismatch between social service provision and client expectations, and highlighted the importance of considering the psychological need for autonomy and relatedness in bridging the gaps.

With regards to Beyond-specific data, the youth participants of Beyond Social Services reported more positive experiences of psychological needs (autonomy, competence and relatedness) and physical needs in their lives, as well as through the programmes at Beyond.

- **Community Assets Mapping**

In addition to our door knocking survey, last year, with the help of volunteers, we embarked on using geo-spatial techniques, focus group discussions and interviews to augment our understanding of the assets and issues faced by our communities.

Findings revealed physical, cultural, historical and knowledge assets within the target community as well as social assets comprising of formal and informal associations. This deeper appreciation of our neighbourhood provided opportunities for organising our communities.

Challenges and Reflections

It has been an intense year of learning, reviewing and shaping with many internal and external resources contributing their skills and resources. As we build community in the neighbourhoods we are present in, we know that we have to continually grow alongside and be relevant to the changes that occur in them. Also, we collaborate with educational institutions as they research and organise forums which then shape the thought of larger society.

12. GOODWILL HUNTING

Position Overview

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

Highlights

Fundraising is not apart from raising awareness of the cause we serve. The median household income including employer CPF contributions in Singapore is currently at \$9,293. In contrast, the families who live in rental housing earn \$1,500 or less, with many of them not eligible for CPF contributions as they are in daily rated, unskilled or seasonal employment. This usually comes as a shock when we make presentations to corporate donors and grant makers.

The combination of communications and fund-raising strategy then drives stronger relations with donors as they get to hear regularly from us and see the difference they are making through their contributions. In engaging donors, volunteers and partners, we endeavour to provide relevant data along with information and stories of those whose lived experiences speaks volumes. As we continue to do this, larger society is not only informed, but want to participate in contributing their time, skills and resources to support the families we work with.

The NCSS Tote Board Social Service Fund (TBSSF) has been funding 29% of the costs of our work in the rental housing estates. TBSSF continued to fund the Youth United programme in 2018. This has provided us with some stability to build our core skills, and focus on building new connections and collaborations to grow the work.

We embarked on a donor engagement and communications programme with the support of the Fund-raising Committee, and the Public Relations committee. The team got support from Board Members to map out the donor relationships we have, and be focused in our fund raising efforts. More time and energy went into nurturing

relationships with existing donors, even as new ones came on board.

Our social media presence continued to grow through our Facebook page. The team focused on sharing stories of triumph and struggle that our members and youth experienced, as well as key posts on social policies and narratives in line with our work. The social media presence also led to more volunteers joining us to do community mapping and sharing their time in other areas.

Below are our main fund-raising efforts. The total general donations received for Year 2018 was \$1,967,354. With government funding, investment income and miscellaneous income, we had a total income of \$4,953,484.

Key fund-raising events

- **Give A Healthy Start 2018**

Give A Healthy Start 2018 was a fundraiser held on 15th November 2018 to support the running of our Healthy Start Child Development Centre, an early childhood programme for children below 6 years old whose developmental and learning needs have been hindered by their social disadvantages. The event was an opportunity for the children to showcase their art pieces and musical talents with key donors and volunteers who were invited to an evening of sharing and appreciation. Along with the event, an appeal was sent to 120,000 households.

- **Fairground for All 2018**

Fairground for All, our annual fundraising carnival supported by Bank of America Merrill Lynch, was held on 22nd September 2018 and brought together over 1,800 people to *SCAPE. As the name suggests, 'Fair' ground is where we can come together to have fun and create memories while better understanding the realities and difficulties faced by the less privileged. Among the attendees was Guest-of-Honor, Mr Baey Yam Keng, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth.

Thanks to the generosity of donors, the families known to Beyond got coupons to enjoy the food, drinks, games, flea mart and experiences such as Augmented Reality sessions and lightsaber dueling workshops.

12. GOODWILL HUNTING

There were 200 volunteers from BAML, 60 from Zhong Hua Secondary School and 277 individual volunteers who worked tirelessly to set up, run and close the event.

- **Launch of Beyond 50**

On 21st November 2018, we held a fundraiser seeking to appreciate our donors and volunteers as we moved towards our 50th anniversary in August 2019. Our guests were greeted with cheerful artwork created by our children, and creatively displayed by our volunteers just before they entered the beautiful hall sponsored by *SCAPE. At the event, the guests were treated to sumptuous food sponsored by Samsui Supplies & Services.

The event was graced by Guest-of-Honor, Minister for Communications and Information, Mr S. Iswaran. Our Executive Director, Mr Gerard Ee later expressed our heartfelt thanks to all donors, sponsors and volunteers, and shared that it takes a village to raise a child and Beyond nurtures these villages to raise their children well.

As we approach 50 years of working with Singapore's lowest income families, we took this opportunity to share that much more needs to be done. With this in mind, the Beyond 1000 campaign was initiated to look into sustainable and meaningful fundraising.

Challenges and Reflections

While we report a surplus of \$544,183, we are conscious that fund raising continues to be a challenge. We need to build new skills as well as increase our capacity to fund raise. As in previous years, building more sustained sources of income continues to be a challenge as there is reliance on annual renewal for programme funding as well as applications to grants.

13. OFFICE SUPPORT

Position Overview

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

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

Highlights

Finance

1. Led the financial and administrative support for the Care and Share grant usage and reporting.
2. Provided support to colleagues while ensuring compliance to policies.

Administration

1. Provided support for 5 major fund-raising events: Beyond 50, Charity Bike 'n' Blade, Give a Healthy Start, Fairground for all, and Kumar for Beyond.
2. Provided administrative support for the introduction of the Community Tabung Programmes to more neighbourhoods.
3. Volunteered for Compassion Fund, Share-A-Meal coin counting exercise and Babes Day.
4. Provided secretariat support for board and some board committee meetings.

Human Resource Management

1. Ensured the smooth execution of the Family Group Conferencing Certification Programme. This programme received Voluntary Capability Fund subsidise and was open to participants from other organisations.
2. Continued with the "Growing with People Project" from NCSS with AON Hewitt and Ernst & Young
 - a. Introducing Succession planning
 - b. Performance Management
3. Participated in the benchmark for Salary Review with AON Hewitt

Information Technology Support

1. We started rolling out the organization-wide IT infrastructure upgrading project. It replaced existing equipment with enhanced features to improve CRM system performance, backup & recovery capabilities, and network security. It also enabled the linkup of our three offices, centralized network management and monitoring, and improved overall network performance.
2. Continued Stakeholder Participation, Data Security and Personal Data Protection Act (PDPA) Compliance for the CRM System. The centralizing of information enabled data-driven planning. This was facilitated by ongoing individual and group training of all stakeholders as well as the creation of user-manuals and system modifications to enhance the user experience.

Our Reflections

1. With the activities of the organization projected to continue growing in the years ahead, we must ensure that we will be able to support all stakeholders and for the smooth running of the organisation. Constant communication to all staff on the importance of rule compliance and their co-operation in contributing towards the efficiency of the operations is important and essential.
2. HR aspires to be the bridge among all staff and to be the voice between Staff and Management. HR will review, update and impose implementation on all HR policies and procedures according to Ministry of Manpower regulations.

14. AUDITORS REPORT

INCOME (\$'000)	
Donations in Cash	1,967.4
Tax-Deductible	1,473.6
Non Tax-Deductible	493.8
Sponsorship (Non Tax-Deductible)	448.2
Government Subvention	1,844.4
Investment Income	60.8
Programme Fees	564.9
Others	67.8
Total Income	4,953.5

EXPENSES (\$'000)	
Fund Raising Expenses	
Direct Expenses	94.4
Indirect Expenses	-
Sponsorship Expenses	448.2
Charitable Activities Expenses	
Local ⁽¹⁾	3,677.1
Governance Cost	35.6
Other Expenditures ⁽²⁾	154.0
Total Expenditures	4,409.3
Surplus/ (Deficit)	544.2

(1) Included an apportionment of overhead and shared costs

(2) Other expenses comprised depreciation, gain on disposal of plant and equipment

BALANCE SHEET (\$'000)	
Plant & Equipment	357.3
Investment Assets	513.4
Receivables	743.1
Cash & Deposits	5,096.4
Total Assets	6,710.2
Unrestricted Fund	6,061.3
Restricted Fund	12.2
Total Funds	6,073.5
Long-Term Liabilities	-
Current Liabilities	636.7
Total Liabilities	636.7
Total Liabilities & Funds	6,710.2

OTHER INFORMATION	
Donations, Grants & Sponsorships to Other Charities (\$)	-
No. of Employees	57
Employee Costs (\$'000)	3,131
Fund-raising Efficiency Ratio	4.8%
Total Related Party Transactions (\$'000)	-

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

15. SAYING THANKS

TO ALL WHO SHARED ...

To all who shared...

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

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

Our volunteers, who give so much of themselves for the well-being of the children, youths and families for whom we exist. We are grateful for the support of 7105 volunteers last year but would like to mention the following individuals and groups:

Dr S Vasoo,
Honorary Advisor to the Organisation

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

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

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Abdul Thaslim Bin Hajanajubudeen

Angeline Helen Peter

Arash Bin Mohd Yasin

Ayu Yulianna Binte Zahari

Bryan Kyle Indran

Cahaya Shahidatul Bte Rahmat

Firdaus Hakim Rasdi

Joseph Ng Zheng Long

Md Danial Azman

Mohd Nadzif Bin Zahari

Mohd Rushaimi Rifde Bin Mohd Ridzuan

Mohd Ruzaini Rifkie Bin Mohd Ridzuan

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Muhamad Syafiq Bin Mohamad Yazid

Muhammad Arif Bin Azali

Muhammad Assnur Bin Asman

Mohammad Ezy Bin Zulkifly

Muhammad Danny Azrin Bin Abdullah

Muhammad Hafiz bin Azman

Muhammad Jufri Bin Zainal

Muhammad Khidir Bin Izhar

Nilla Islawatie Binte Yussni

Nur Ellyana Bte Abdullah

Nur Falysha Bte Mohd Sukairi

Nur Farisha Binte Mohammad Izzam

Nur Farisha Bte Mohd Sukairi

Nur Rafeezah Nabilah Binti Mohd Ridzuan

Nur Rahina D/O Shahuddeen

Nur Rilla Nabilla Bte Rohaizat

Nur Syafirah Bte Mohd Rafae

Nurasyikeen Bte Nahadi

Nurfazlin Andriani Bte Sharuddin

Nurul Akilah Binte Suadi

Nurul Atikah Bte Suadi

Renny Rizwanie Binte Azman

Siti Akalili Binte Adam

Siti Nur Aisyah Binte Kamsani

Siti Nur Shafika Bte Mohammed Sariffee

15. SAYING THANKS

Surinah Bte Suhaimi

Zakiah Fathiha

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Abdul Kadir

Adam Bin Save

Asnah

Asnah Binte Ismail

Azizah Bte Mohd Noor

Dellyana

Diljan d/o Shaik Arif Ali

Hafizah Binte Samsudin

Halimah

Haryanti Binte Md Yusof

Hasan Bin Ibrahim

Hashim Bin Kamid

Haslizah Bte Bahtiar

Jamilah Bte Hamim

Juliyana Binte Nikmat

Junaidah Bte Fadillah

Juriana Bte Suhoot

Kalsom Binte Zainal

M Tantie Sumarni

Mala d/o Ramaiah

Maninah Bte Alwi

Marianah Bte Madom

Marianna Bte Bajuri

Marlinda Binte Mohamed Idris

Marlinda Ruka

Maslindah Bte Mohammad

Maswiha

Md Fadil Bin Ahmad

Mis Eriana Bte Mohamad Isa

Mohammad Nurmahadi Bin Mohammad Zakariah

Mohammad Sahari Bin Mohamad Salleh (Burn)

Mohammed Rizal Bin Ismail

Nazariyah Bte Nazari

Nia

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Salmah Bte Abdul Rahman

Salmiah Bte Khamis

Salmiah Bte Salam

Sharifah Noor Bte Syed Ahmad

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Siti Fadillah Bte Abdullah
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Siti Norashidah Binte Abdullah
Siti Nurhafizah Bte Anuar
Siti Shawariana Binte Abdul Shariff
Siti Zubaidah Binte Ibrahim
Siti Zuriani Bte Abdullah
Sri Ernita
Suhana Bte Abdullah
Sulaiman Bin Ahmad Kamil
Tan See Whatt
Tholice D/o Ponnusamy
Tuty Ayu Bte Ibrahim
Tuty Sukari
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Zaleha Bte Aziz
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Zuridah Binte Abdullah

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for inspiring our children and youth to do their best

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

Baker & McKenzie. Wong & Leow
for pro-bono expertise, the sharing of your facilities and active volunteering

Facilitators Network Singapore
for helping us to harvest the strengths in our neighbourhoods

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Kumarason Chinnadurai
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SPRG (Strategic Public Relations Group Singapore)
for guidance and assistance on communicating our cause

Zouk Club
for welcoming our events and always making us feel at home

ASSOCIATIONS

for extending your friendship and generosity of your members

1. American Women's Association
2. Automobile Association of Singapore
3. Changi Sailing Club
4. FightSaber Singapore
5. Indian Women's Association
6. Pause for a Cause
7. SAFRA Community Services Club
8. Society for Organisational Learning (SoL Singapore)

15. SAYING THANKS

9. SpiderVerseSG
10. The Tanglin Club
11. The Lodge of St George No 1152 E.C
12. TokuCos Singapore
13. Young Men's Christian Association

COMMUNITY SELF-HELP GROUPS

for actively offering learning programmes to our members

- Chinese Development Assistance Council
- Singapore Indian Development Association
- Yayasan Mendaki

CORPORATE SOCIAL RESPONSIBILITY EFFORTS

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

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- Cloudera Inc

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for trusting in our ability to get the job done

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Choon Beng Lim

Choon Huat Ooi

Choon Hung Lai

Chor Keo Choo

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Har Yong Koh

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Furndek Pte Ltd

Gaelic Lions Football Club

Gavin Wei Loong Goh

Gek Gnee Tan

Gek Khim Chew

Geraldine Yuen Kuan Kan

Giken Sakata (S) Limited

Google Inc

Grade Solution Learning Centre Ptd. Ltd.

Henny Augustina Rusli

Henry Goh

Hirose (Singapore) Pte Ltd

Holcim (Singapore) Limited

Htein Lin Maung

Huamin Primary School

15. SAYING THANKS

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Indian Women's Association

Indrayogan Yogarajah

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ISS Mart Products Pte Ltd

Jacqueline Emma D/o Charles Christian

James Kiong Yew long

Jareena Dhawan

Jennifer Wittenberg

Jimmy Ting Ping Seah

Jin Li Construction Engineering Pte Ltd

Joelle Elsie Seok Kee Choo

John Bernard Wilcox

Joo Heng Engineering Pte Ltd

Julia Lee

Justin Shunfeng Guan

Kay Chuan Tan

Kee Leong Sim

Kee Peng Ngiam

Kian Peng Ang

Kongsberg Technology (S) Pte Ltd

Krishna Ramachandra

Kwong Wai Mok

Lawrence Nam Hock Lim

Lay Choon Mah

Lee Eng Cheok

Leong Hup Food Pte Ltd

Li San Tan

Lucky Square Pte Ltd

Lumiere Montessori House Pte Ltd

Lung Cher Chan

Luxspace Pte Ltd

Mal-Sin Engineering Pte Ltd

Mapei Far East Pte Ltd

Martha Chee Heng Chai

Maxbond Singapore Pte Ltd

Meinhardt (Singapore) Pte Ltd

Melissa Hwee Ping Hyak

Merdeka Construction Co. Pte. Ltd.

Mervvyn Paul Singh

Metalix Pte Ltd

Michael Hogan

Michael Koh

Michael Seong Par Tan

Monarchy Glass Resource Pte Ltd

Mun Kit Wong

Nah Nah Chia

Nang May Tay

Narcotics Anonymous Singapore

Nexxis Systems Pte Ltd

Ngo Pit Cheong Pte Ltd

Nichol Ng

Nicholas Gardiner

Nooraini Binte Hamzah

NTUC Fairprice Foundation Limited

Olivier Emmanuel Frederic Alvarez

Onnah Liew

Panframe (S) Pte Ltd

Pek Tong Tan

Peklyn Teo

Pia Leng Tan

Plantwerkz Pte Ltd

Pok Zin Teo

Priscilla Gan

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Ranganayaki

Rebecca Bee Bee Aw

Reiss Ellingford

15. SAYING THANKS

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Sahba Saint Claire

Sante Crane & Equipment Pte Ltd

Sarah Mitchell Stabler

SAS M&E Pte Ltd

Schillo Valentin Wolf

Scott David Luedeke

Sebastian Cheng

Sentosa HarbourFront Business Association

Seow Phong Teo

Shing Kwok Choi

Shona Tan

Siew Tee Ong

Silvester Prakasam

Singapore Pools (Private) Limited

Singapore Press Holdings Foundation Ltd

Siok Bee Chionh

Sirene May-Yin Lim

Soh Chin Cho

Soh Har Gan

Soi Min Loh

Soo Sim Bay

SPRING Singapore

Sun Holdings Limited

Susan Bee Hong Lee

Symantec Asia Pacific Pte Ltd

T.T. Chua Construction Pte Ltd

TAK Products & Services Pte Ltd

The Blackbox Research Pte Ltd

Thinking Heads Global Pte Ltd

Tien Hoe Lim

Tiki International Enterprises Pte Ltd

Tokumori Sasada

United Overseas Bank Ltd

Urvashi Talwar

Vanessa Boey

Velocity Stone Pte Ltd

Vernon Gerard Nunis

Vikna Rajah

Vincent Keong Beng Lim

Visa Inc.

Wee Ping Goh

Wei Sheong Toh

Weng Yee Chan

Western Asset Management Company Pte. Ltd.

Yangzijiang International (S) Pte Ltd

Yee Chin Ng

Yenny Zhenling Zhang

Yeow Hwee Hia

Yong Hup Seng Mesh Co Pte Ltd

You Yenn Teo

Yu Jay Lau

\$5,000 - \$9,999

ACR Capital Holdings Pte Ltd

Aon Singapore Pte Ltd

Bill Chan Guan Koh

Gan Teck Kar Investments Pte Ltd

Hoong Tse Koh

Huawei International Pte Ltd

Korea Trade-Investment Promotion Agency

KPMG Services Pte. Ltd.

Larry Kian Hui Ang

Lenovo Enterprise Solutions Pte Ltd

Mark Ser Kwang Goh

Martina Yoke Lin Wong

Meng Kiat Chang

Nokia Solutions & Networks Singapore Pte Ltd

Pearlyn Lo Lan Chong

15. SAYING THANKS

Pei Hwa Foundation Limited

Pia Jee Yeo

Ravina Kirpalani

Singapore Precision Industries Pte Ltd

Theresa Khoo

Toshio Karigane

Touch Community Services Limited

Vivien Hidayat

Wei San Soong

WSP Consultancy Pte Ltd

Yew Lin Goh

ZTE Singapore Pte Ltd

\$10,000 - \$49,999

Andress Goh

Angeline Yen Yen Poon

Ashok Samuel

BinjaiTree

Bloomberg L.P.

CA (Singapore) Pte Ltd

Carolyn Sok Bee Loh

Chew How Teck Foundation

China Classic Pte Ltd

Chong Eng Peh

City Developments Limited

Euromonitor International (ASIA) Pte Ltd

Frank Pee Keong Tan

GIC Private Limited

Hitachi Vantara Pte. Limited

Intime Accounting Pte Ltd

Kin Kok Chan

Kok Siong Tan

Lee Foundation

M1 Limited

Marina Bay Sands Pte Ltd

MFS International Singapore Pte Ltd

Michael Armin Witt

Phillips 66 International Trading Pte. Ltd

QBE Insurance (Singapore) Pte Ltd

Robert Walters (Singapore) Pte Ltd

Sanjay Naraindas Kirpalani

Schroder Investment Management (Singapore) Ltd

Sonja Hope Foundation Ltd

SymAsia Singapore Fund

The Tides Foundation

Visa Worldwide Pte. Limited

Woh Hup (Private) Limited

\$50,000 - \$99,999

BGC Partners (Singapore) Limited

Léon Bressler

Mapletree Investments Pte Ltd

The Community Foundation Of Singapore

\$100,000 and above

Charities Aid Foundation Of America

15. SAYING THANKS

EDUCATIONAL INSTITUTIONS

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

Primary

Balestier Hill Primary School
Blangah Rise Primary School
Gan Eng Seng Primary School
Henry Park Primary
Mayflower Primary School
River Valley Primary School
St Joseph's Institution Primary
Zhangde Primary School

Secondary

Anderson Secondary School
CHIJ St. Theresa's Convent
Crescent Girls' School
East Spring Secondary
Gan Eng Seng Secondary School
Henderson Secondary
Hua Yi Secondary School
Jurong Secondary School

Jurong West Secondary School
Mayflower Secondary
Methodist Girls School
Nan Chiau High School
Nanyang Girls' High School
North Vista Secondary
Outram Secondary School
Pioneer Secondary School
Presbyterian High School
Queensway Secondary School
Raffles Girls' Secondary School
Singapore Chinese Girls' School
St. Joseph's Institution
Tanjong Katong Secondary'
Temasek Secondary School
Zhonghua Secondary School

Pre-University and post-secondary studies

Anderson Junior College
Anglo-Chinese Junior College
Catholic Junior College
Hwa Chong Institution
Jurong Junior College

Meridien Junior College
Nanyang Junior College
Nanyang Polytechnic
Ngee Ann Polytechnic
Raffles Institution
Republic Polytechnic
Serangoon Junior College
Singapore Polytechnic
Temasek Polytechnic
Yishun Junior College
Wheelock College

Specialised Institutions

Chua Thian Poh Community Leadership Centre (CTPCLC)
ITE College Central
ITE College East
ITE College West
LASALLE College of the Arts
Management Development Institute of Singapore
National Institute of Education
School of the Arts Singapore
Shirin Fozdar Programme

15. SAYING THANKS

Tertiary

Nanyang Technological University
National University of Singapore
Northern Kentucky University
Potsdam University of Applied Sciences
Singapore Institute of Technology
Singapore Management University
Singapore University of Social Sciences
Singapore University of Technology and Design

International Schools and private schools

Anglo-Chinese School (International)
Australian International School
Chinese International School
Colman College
Dulwich College (Singapore)
Global Indian School
Management Development Institute of Singapore
Singapore American School
St. Joseph's Institution International
Stamford American International School
Tanglin Trust School
United World College of SEA

GOVERNMENT BODIES

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

Central Singapore Community Development Council
Civil Service College
Corrupt Practices Investigation Bureau
Energy Market Authority
Health Promotion Board
Inland Revenue Authority Of Singapore
Islamic Religious Council of Singapore (MUIS)
Ministry of Communications and Information
Ministry of Culture, Community & Youth
Ministry of Defence
Ministry of Education (FLAIR Programme)
Ministry of The Environment And Water Resources
Ministry of Social & Family Development
Ministry of Trade and Industry
National Council of Social Service
National Environment Agency
National Gallery
National Library Board
National Youth Council (Youth Corps Singapore)

Prime Minister's Office Singapore
Singapore Totalisator Board
Singapore Tourism Board
Singapore Turf Club
Social Service Offices @ Bukit Merah, Jalan Besar, Queenstown, Toa Payoh
State Courts Singapore
Singapore Civil Defence Force

GOVERNMENT GRASSROOTS ORGANIZATIONS

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

Bukit Ho Swee Court Residents' Committee
Bukit Ho Swee Residents' Committee
Covent-Indus Residents' Committee
Henderson Community Club
Henderson Heights Residents Committee
Kampong Tiong Bahru East Residents' Committee Centre
Kampong Tiong Bahru West Residents Committee
Kebun Baru Community Club
Kim Seng Community Centre
Leng Kee Community Centre

15. SAYING THANKS

Queenstown Community Centre
Queenstown Lengkok Bahru Zone Residents' Committee
Stirling Neighbourhood Committee
Ulu Pandan Citizens Consultative Committee
Whampoa Community Club & Residents' Committee
Yio Chu Kang Community Club and Residents' Committee

GRANT MAKERS

for their continued generosity and kindness which have reassured the children, youths and families we serve that they live in a supportive community.

CapitalLand Hope Foundation
Char Yong (Dabu) Foundation Limited
Charities Aid Foundation America
Chew How Teck Foundation
NTUC Fairprice Foundation Limited
Isaac Manasseh Meyer Trust Fund
Pei Hwa Foundation Limited
Sonja Hope Foundation Ltd
Tan Chin Tuan Foundation
The Community Foundation of Singapore
Lee Foundation

Singapore Press Holdings Foundation Ltd
BinjaiTree
SymAsia Singapore Fund

MEDICAL, PSYCHOLOGICAL & OTHER HEALTH PRACTITIONERS

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

Faculty of Dentistry, National University of Singapore
Mount Alvernia Outreach Medical Clinic
PJ Clinic Bukit Ho Swee
Singapore Polytechnic Optometry Centre
St Luke's Eldercare
The Harley Street Heart & Cancer Centre

MEMBERS OF PARLIAMENT

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

Dr Chia Shi-Lu, Tanjong Pagar GRC
Denise Phua, Jalan Besar GRC, Mayor Central Singapore CDC
Heng Chee How, Jalan Besar GRC, Senior Minister of State, Prime Minister's Office

Henry Kwek Hian Chuan, Nee Soon GRC
Indranee Rajah, Tanjong Pagar GRC, Senior Minister of State, Ministry of Finance & Ministry of Law
Joan Pereira, Tanjong Pagar GRC
Dr. Lily Neo – Jalan Besar GRC

MUTUAL HELP GROUPS

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

Narcotics Anonymous
Augustine Fellowship Support Group

RELIGIOUS GROUPS

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

Al- Muttaqin Mosque
Al-Amin Mosque
Ba'alwi Mosque
Hajjah Rahimabi Mosque
Masjid Mujahidin
Masjid Ar-Rabitah
Sathya Sai Centre
Singapore Soka Association
Trinity Christian Care

15. SAYING THANKS

SOCIAL ENTERPRISES

for working together for the development and wellbeing of our members

Agape Group Holdings

Bettr Barista Coffee Academy

East-West Artisans

Love Action Project

Pre-School Market

The School of Concept

THE SINGAPORE POLICE FORCE

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

Ang Mo Kio North Neighbourhood Police Centre

Bukit Merah West Neighbourhood Police Centre

Bukit Timah Neighbourhood Police Centre

Kampong Java Neighbourhood Police Centre

VOLUNTARY WELFARE ORGANISATIONS & NON-PROFIT ORGANISATIONS

for pooling resources to meet needs more effective and efficiently

ArtsWok Collaborative

Art Outreach Singapore

Babes Pregnancy Crisis Support Ltd

Band of Doodlers

Blessings in a Bag – Beyond Awesome Programme

Boys' Brigade

Care Network Singapore

Diamond Cutter Wisdom Pte Ltd

Food from the Heart

GIC Recreation Club

Joyful Dancers Production

Kiwanis Club

Lotus Light Charity Society (Singapore)

National Volunteer and Philanthropy Centre

NTU Investment Banking Club

One Heartbeat Percussion

Playeum

Project Goodwill Aid

Retired & Senior Volunteer Programme Singapore

SG Food Rescue

Singapore Children's Society

Singapore Repertory Theatre

Talent Trust Singapore

The Food Bank Singapore Ltd

The Little Arts Academy

The Red Pencil

Thye Hua Kwan Seniors Activity Centre @ Beo Crescent

THK Therapy Services (Development and Learning Support Programme)

Touch Community Services Limited

VOLUNTEER GROUPS

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

Amoris Lumine

Beyond Expectations

Blessings in a Bag – Beyond Awesome Programme

Cassia Resettlement Team

GIC Recreation Club

Heartwarmers

Hillside World Academy (Citi-YMCA Youth for Causes)

Inland Revenue Recreation Club

Kayaking for Beyond

Kopitiam Lengkok Bahru

Once Upon a Monday

Project Unsung Heroes

Project Candenti (Citi-YMCA Youth for Causes)

Rise of the Epas (Citi-YMCA Youth for Causes)

Saturdays @ Lengkok

Team Ardour

The Good Fight



50 years WITH THE
COMMUNITY

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