



ANNUAL | 20 REPORT | 15

BEYOND

social services

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SECTION

A

YEAR IN REVIEW



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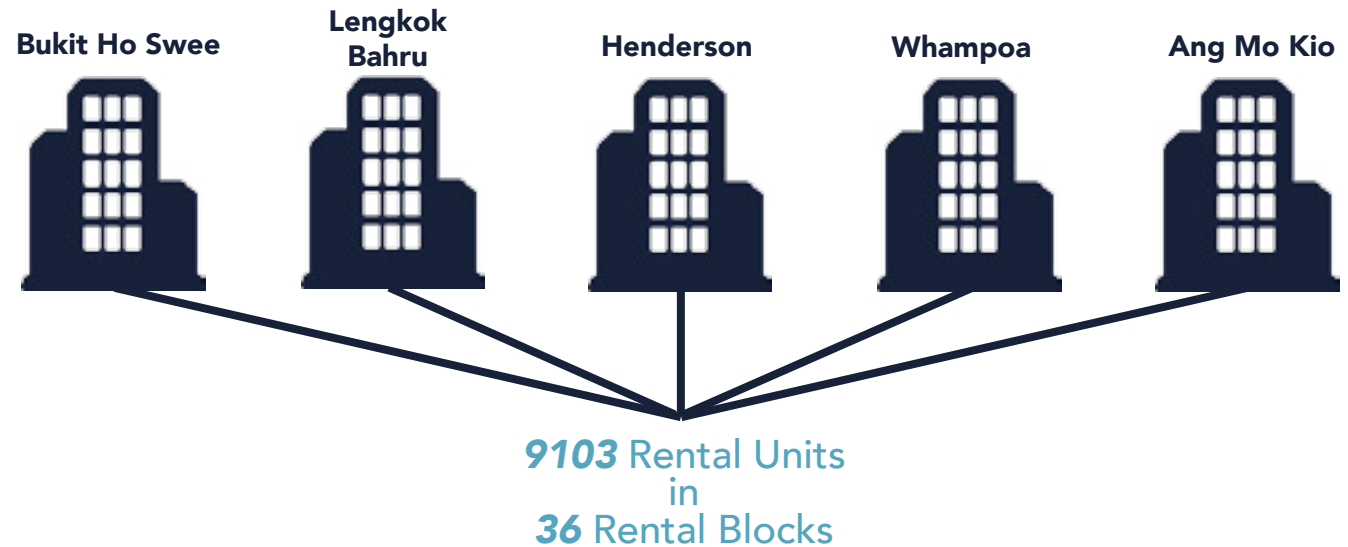
PAGE 13.....THE EXECUTIVE DIRECTOR'S SUMMARY

KEY RESULTS

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 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.

We are currently operating in 5 different rental housing neighbourhoods comprising 36 rental blocks and 9,103 rental units where we facilitate mutual help and cultivate a strong community spirit among residents. We believe that when more residents begin looking out for each other, their efforts will contribute towards creating a neighbourhood where children and youths are resilient against negative influences. It takes a village to raise a child and we are nurturing villages that raise their children well.

OUR COVERAGE



TOTAL NUMBERS REACHED



2612
Families



11,244
Persons



7326
Children & Youths



3918
Parents & Caregivers

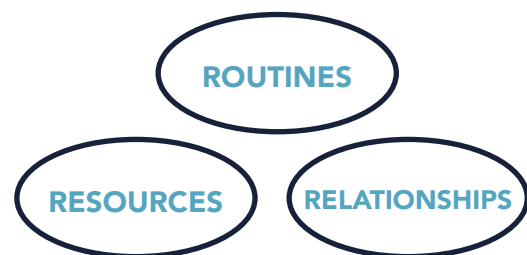
Growth of our village

To bring about neighbourhoods that look out for children, the organisation as a whole focuses on 8 outcomes, which help us monitor the growth of 'villages' that raise their children well. These outcomes aim to:

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

1. Helping young people and their families help themselves

1.1 A long-term engagement and friendship with children and youth



In **2015** we reached **7326** youth from **2331** families, an increase of **23%** over **2014**.



Actively engaged in educational, social and other developmental programmes.

1.2 A culture of learning and education



We facilitate the active participation of children, youth and their families in educational activities, an important social leveller.

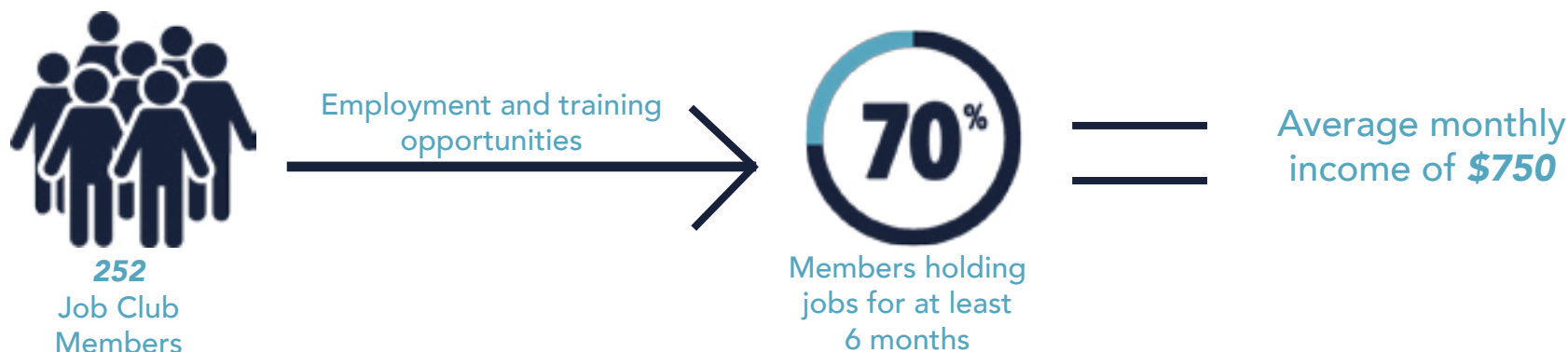


Average attendance at our early childhood education programme in **2015**

KEY RESULTS

1.3 A culture of employment

Gainfully employed caregivers are better able to meet basic needs of their children and households.



1.4 Increased family involvement and competence in resolving difficulties

Description	Total
Number of Families Reached	92
- Number of Adults (from 92 families)	169
- Number of children and youths 0-25 (from 92 families)	289
Number of families who gave us the mandate to support them on their presenting issues	82
Percentage of families whose children were prevented from out-of-home care	78%
Percentage of families who formed new friendships with neighbours and volunteers from the wider community	61%

2. Outcomes that encourage mutual support among neighbours

2.1 A restorative climate within the neighbourhoods we work in

Good Samaritans



124
Residents



29

Projects addressing
youth in conflict, care &
supervision of children
and school difficulties



Engaged **952** youths &
adult family members

2.2 A high level of youth voluntarism and community participation

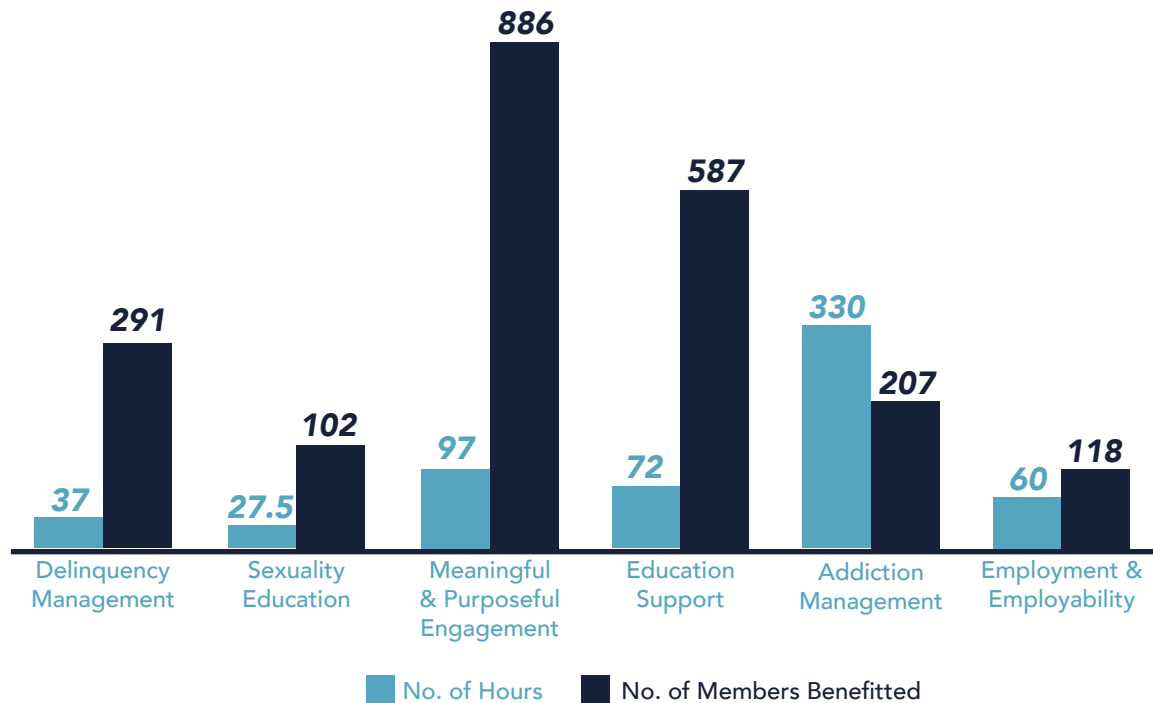
	2015
Total No. of Volunteers	303
No. of Volunteer Leaders	42
No. of Regular Volunteers	71
No. of Ad-hoc Volunteers	190

In **2015**, we mobilised **303** youth volunteers
of which **42** were leaders.

KEY RESULTS

3. Outcomes that facilitate support from the wider community

3.1 Cooperation among helping agencies that provide meaningful programmes for our children, youths and families



The mainstream resources we succeeded in directing to our neighbourhoods engaged **2191** participants and addressed 6 main issues.

3.2 Increasing voluntarism and civil society participation to foster cohesion between wider society and our members



	2015
No. of Volunteers	4350
No. of Volunteer Hours	37,944
Total Value of Volunteer Hours	\$444,238

By valuing different volunteering tasks according to the approximate pay per hour in the job market, we estimate the total value of volunteer manpower amounting to **\$444,238**.

KEY RESULTS

Donations-in-kind (audited)



Food rations & other items

\$120,471

1500 households received food items on average of 3 times



Sponsorship of venue, vouchers, tickets & gifts

\$347,351

1865 participants

Other items (estimated)



Activities & Outings

\$126,000

towards 140 events and outings with 1050 participants attending an average of 4 events & outings



Household items, appliances & refurbishments

\$34,451

towards 283 households



Pre-loved items

548

families benefitted

TOTAL: \$628,273

We endeavour to welcome gifts because they represent the caring and sharing among people that keeps the notion of community alive.

Dear friends,

We are deeply grateful for the support and encouragement we received throughout the year. We are heartened that the government, businesses, civic and private organisations as well as individuals from all walks of life resonated with our endeavour to create a community where children and youths from disadvantaged backgrounds are well cared for. These friendships have also been immensely valuable as they challenged us to constantly clarify our thoughts and intentions. This is a blessing because when more people take an active interest in our work, its relevance is strengthened.

Sharpening our strategy with stakeholder support

When we sent out a report card to our friends this year, we received well wishes, comments and questions. A question that arose was whether our mission was simply about curbing delinquency. Concurrently, we were working with the National Council of Social Services (NCSS) to explore how we may access the Tote Board's Social Service Fund. NCSS challenged us to articulate our theory of change and this got us thinking if our mission needed to be adjusted in the context of Singapore today. So in the light of the significant income divide and the inter-generational challenges of our programme participants, we broadened our mission to "helping children and youths from less privileged backgrounds break away from the poverty cycle."

To achieve this, our work is geared toward creating four pre-conditions in the lives of our children, youths and families that we believe will enhance their social mobility:

- a. Crime Free Living
- b. Educational and Employment Opportunities
- c. Family Stability (supportive relationships, stable housing, adequate household income)
- d. Bonding and Bridging Social Capital.

The sharpened strategy enabled us to receive partial funding from the NCSS Tote Board Social Service Fund for work at one neighbourhood. As we received no government funds for our community development work, this was an important milestone that we hope will result in a stronger partnership with the government in the longer run.

Another development that bodes well for meaningful cooperation with the government is the Youth Corps Community partnership. Youth Corps Singapore is a national institution that supports young Singaporeans who are keen to serve the community. We provide possibilities to harness the energy and passion of their members.

Corporate Social Responsibility - Our collective social responsibility

The support from various corporate partners was significant. Apart from donating toward

our operating cost, their staff volunteered and they shared organisational strengths to enhance our work. Far East Organisation generously provided facilities for family retreats and community meetings while the Zouk Club and Asia Square availed their premises for our fund-raising events. Bank of America Merrill Lynch provided resources and rallied their staff to put together "Fairground for All" a fund-raising carnival with a social integration theme. Fuji Xerox got Singapore smiling and learning about our work as they created a photo montage of smiling faces at The Central – Clarke Quay. For every photo taken, they donated \$5 and the total amount collected went toward food ration packs for 1500 families.

Corporate social responsibility (CSR) plays an important part in nurturing a socially integrated society and strengthening our sense of community. Successful businesses bring many benefits to the community but this may not always be obvious to its employees. Hence, CSR initiatives get employees actively involved in addressing a community need.

In the process, CSR strengthens the employees' sense of corporate identity, team morale and fosters cooperation among colleagues. Friendships between corporate volunteers and our programme participants potentially become the bridging social capital availing

resources and opportunities that enhance social mobility.

This goodwill is an important ingredient for a socially integrated society and we were glad that Societe Generale recognised their employees with a CSR Award for a Touch Rugby Clinic where they tumbled with our children in good fun. We were also proud of Coutts & Co Ltd for being recognised as the Community Star during the British Chamber of Commerce's Annual Business Awards. Coutts & Co Ltd supported our community theatre programme and their volunteers helped out at various activities throughout the year.

CSR initiatives enable corporations to utilise their core strengths for public good. For the 5th year running, Asia Capital Reinsurance and SHC Capital worked together to provide our families with free personal accident insurance coverage. This was an important measure for family stability. To share another example, Prudential brought together their partners to put together a contact centre for the long-term engagement of children and youths. Avaya donated the telephony system while LanTroVision and Jebson & Jessen installed the system at our Block 26 Jalan Klinik office.

Partnerships with corporations were not just about tapping on their strengths but the pooling of our strengths for meaningful outcomes. The GIC Sparks and Smiles Award is a leader-

ship and mentoring programme for selected students who, despite their difficult financial circumstances, were happy to put in time to befriend those from disadvantaged homes. We helped to train these awardees as mentors for our children and youths. By pooling resources, we strengthen the sense of empathy and social consciousness among a group of capable young people who will potentially be in the service of the less privileged for many years to come.

Trusting in an abundant community

Operating budgets are always limited and that of community service organisations like ours are modest. However, if we believe and trust in the compassion, energy and wisdom within our community, there will always be resources to meet urgent needs, and enthusiasm to help the less fortunate. Educational institutions were wonderful partners who shared the youthful energy of their students for our larger good. We worked with many schools but would like to acknowledge the long-term relationships we have with Ngee Ann Polytechnic, Singapore American School, Singapore Polytechnic, St Joseph's Institution International, Tanglin Trust and the United World College.

Volunteering provides opportunities to learn new skills and to embrace new experiences but doing what one is good at is definitely very impactful. My fellow Board and Board Committee members as well as many other

individuals have kept our organisation running smoothly by giving their professional expertise on a pro-bono basis. Arbinger South East Asia, Facilitators Network Singapore and Joy Care Leadership were some professional organisations who shared their expertise generously. Also, we were privileged to have local entertainers giving their talent to raise funds and create public awareness for our cause. Lorraine Tan, a Singaporean singer-songwriter dedicated her original music video "Snow Flower" to raise funds for us in conjunction with National Day. Also, drawing inspiration from those who have been touched by our work, local comedian Kumar put together a routine to convince us that giving is important, meaningful and good fun.

Significant programme developments

In line with our strategy of incubating partner agencies, we hived off our family service centre and our pregnancy support programme for teens in 2013. This year, we are pleased that the Beautiful People Programme has gone the same way and is now an independent entity caring for vulnerable girls and women through mentorship and other developmental programmes.

With the guidance of our IT Sub-Committee, we have begun utilising a Community Relationship Management (CRM) database system in phases. The guidance of the IT Sub Committee has been invaluable in implementing

THE PRESIDENT'S LETTER

the system with minimal disruptions. The information generated by the system enhances our ability to deploy volunteers and resources, and to grow the work thoughtfully. I would also like to express my thanks to the Finance and Admin Committee which was excellent in guiding us in the areas of financial prudence, governance and diligence.

Giving thanks

To conclude, it has been a most meaningful year as we strived to fulfil our mission of enhancing social mobility for disadvantaged children and youths. The work was challenging but the sense of collective responsibility we experienced from all our friends; be they donors, volunteers, partners, or programme participants, kept us enthused and strong as we stayed the course.

At this juncture, I would like to express our deepest appreciation to the MILK Fund for 12 years of friendship that tremendously built our capability to be of service to children and youths from disadvantaged backgrounds.

Their partnership as a grant-maker ended this year and we believe that the best way to honour our friendship will be to continue doing the work that they have built us to do. Thank you Dr Sheryn Mah, President of the MILK Fund, for your warm support and encouragement all these years.

I would also like to thank Dr S. Vasoo who continues to provide us his wise counsel as our Honorary Adviser, my fellow Board and Board Committee members, staff of Beyond, volunteers and all who believe that we are members of a caring community that raises our children well.

Sincerely,

Goh Chee Kong
President

Every Friday, I write a snapshot of our community building and peace-making efforts for our friends. I do so with a view of helping them helping them gain a deeper understanding of what we do, the values and principles that guide us and what we stand for. The short piece is also my way of giving thanks to the volunteers, colleagues and those who made the work happen. Each week I am humbled by the care, concern and goodwill in our midst and each week I celebrate the small successes and the joy we find in our work.

Putting all the stories of the year together would be an annual report of sorts as it provides ground-up perspectives of our work. However, with this annual report we hope to give you an overview of how the organisation is run; our challenges and highlights and basically, a holistic view of how we have performed during the year.

Our impact in broad strokes

"It takes a village to raise a child" is a phrase that captures our endeavour to help disadvantaged young people become responsible adults who care for their families well. As such, successful impact can be observed in 2 broad strokes:

1. Our community-at-large is inspired in addressing the issues affecting the well-being of these young people and their families;
2. Our young people and their families are able to lead responsible lives regardless of their

disadvantages or broader society factors.

The foundations of social work are compassion, social justice and community and we see our ongoing efforts contributing to a kinder, fairer and more cohesive Singapore.

A caring community

Hence, we are very grateful that nearly 5000 volunteers stepped forward to help us in all aspects of our work. Some provided concrete practical help such as the delivering of food while others taught children, mentored youths and supported parents. Many also shared their professional expertise. As a voluntary welfare organisation, we are constantly trying to improve the level and quality of volunteer involvement and are glad to note that in 2015, we continued to increase the volunteer work hours in relation to that of the staff. For every 100 staff hours, there were 38 hours compared to 31 in 2014.

With the support of volunteers, our programmes and activities continued to make progress and the outcomes are summed up in the next section and elaborated in this report. Each year we set out to achieve work targets but sometimes, the impact of the work done is only visible later. In March 2010, we shared with Mr Masagos Zulkifli about our use of restorative practices in managing youth offending and family conflict. Following which, in April 2012 together with Narcotics Anony-

mous (N.A.), we co-hosted Mr Masagos Zulkifli at our premises to witness an open N.A. meeting. Mr Masagos Zulkifli is currently Minister for the Environment and Water Resources but back then he was Minister of State, Ministry of Home Affairs as well as Minister of State, Ministry of Foreign Affairs.

Our efforts at engaging the government were in the spirit of sharing possible interventions for complex social issues and this year we were most heartened to learn that members of Narcotics Anonymous are now visiting the prisons monthly to invite all drug offenders due for release to join their fellowship. As prisoners are unable to participate in society; they are the most marginalised among us but when prisons facilitate their reintegration into society, prisons play an important role in creating a caring community.

Responsible young people

We conducted interviews with 24 youths aged from 21 to 25 years old who had attended our programmes. We discovered that by and large they are in stable jobs and generally satisfied with their current situation which is closely linked to the quality of relationships they have with their family and friends. Though the majority are still residing in rental housing, they harbour dreams of owning a home when they settle down.

The young people acknowledged that the guidance and care they had received from our programmes played a big part in keeping them out of trouble. They recognised the importance of support from family and friends and why we were constantly encouraging it. One thing that stood out from their sharing was how most of them make it a point to do community service in whatever small ways they can. Perhaps, having benefitted from the goodwill of the community, they appreciate how important it is to keep the notion of community alive for others who are less fortunate than them. In any case, we were encouraged that despite holding modest jobs, these young people regarded community service as part and parcel of leading a responsible and fulfilling life.

Sustaining the impact

A caring community and responsible young people are not nurtured overnight but over a continued presence over a period of time. The people doing the work may change but if we enable the participants in our programmes to contribute to the work and to be part of the solution, there is a higher probability of our work remaining relevant in their lives. The key ingredient for success in any social programme is its participants having a stake in its success. We call this the local response and we are pleased to note that the local response in neighbourhoods we work in remained healthy this year.

After an observation of various community engagement efforts in our neighbourhoods, students from the Public Policy Task Force, Term1 2015-16, Singapore Management University reported that our organisation "by virtue of its long-standing history and work in certain neighbourhoods is situated in a central position of inter-organization networks. Beyond is viewed by residents as an endogenous helping force, rather than an outsider. Trust and rapport opened up more avenues for greater breadth and depth of information collection."

We attribute this positive observation to our on-going efforts at strengthening the local response by journeying with residents over the long-term as they develop their neighbourhoods into "villages" with the ability to raise their children well.

A holistic view of performance and success

In sum, how we do the work is as important as the outputs and outcomes we report. The relationships of mutual trust and respect we have with young people and their families as well as other stakeholders play a big part in enabling us to meet operating targets. The helping relationship is a partnership and progress is only sustainable when all stakeholders are committed to shared goals. So apart from the overview of our operating performance, we will also be sharing some profiles of mem-

bers who are part of their neighbourhood's local response. Ultimately, the scorecard that matters most is the one marked by those who attend our programmes.

Sincerely,

Gerard Ee
Executive Director



PAGE 16.....BOARD & EXECUTIVE MANAGEMENT

PAGE 23.....OFFICIAL IDENTITY & GENERAL INFORMATION

PAGE 26.....STRATEGIC DIRECTION & PROGRAMME MANAGEMENT

Board members play the following roles:

1. Governor
2. Pro-bono professional
3. Ambassador
4. Benefactor/fund-raiser

From 1 January to 21 May

President	Mr Goh Chee Kong
Vice-President	Mr Andy Leck
Honorary Treasurer	Mr Ang Fui Siong
Honorary Secretary	Mrs Elizabeth Prakasam Chin
Founder Member Representative	Sr Mary Soh
Board Members	Mr Chris Ng Ms Janet Lyn Dr Tan Poh Kiang Mr Vikash Bali

From 21 May to 31 December

President	Mr Goh Chee Kong
Vice-President	Ms Tan Li-San
Honorary Treasurer	Mr Ang Fui Siong
Honorary Secretary	Mr Benjie Castro
Founder Member Representative	Sr Mary Soh
Board Members	Mr Alok Kochhar Ms Gunjan Kalra Mr Krishna Ramachandra Ms Li Li Koh Mr Shantanu Rastogi
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 *from 21 May*

President	Mr Goh Chee Kong
Vice President	Ms Tan Li San
Honorary Treasurer	Mr Ang Fui Siong
Honorary Secretary	Mr Benjie Castro

Our Board Committees *from 21 May*

1. Appointment & Nomination Committee

Chair	Mr Goh Chee Kong
Members	Ms Tan Li-San Sr Mary Soh

2. Audit Committee

Chair	Mr Alok Kochhar
Members	Mr Kishan Garodia Ms Koh Ai-Leng

3. Finance & Admin Committee

Chair	Mr Ang Fui Siong
Members	Ms Ang Siew Lian Ms Janet Lyn

4. Human Resource Committee

Chair	Ms Chia Puay Kheng
Members	Mr Seow Choon Chew

5. Fund-raising Committee

Chair	Mr Shantanu Rastogi
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Members	Mr Alok Kochhar Ms Gunjan Kalra Ms Li Li Koh Mr Vikna Rajah
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6. Programmes & Services Committee

Chair	Mr Goh Chee Kong
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Members	Dr Goh Han Meng Dr Ijlal Naqvi Dr Narayanan Ganapathy Dr Teo You Yenn
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Supported by 6.1 Healthy Start Child Development Centre Management Committee

Chair	Assoc Prof Christine Lee
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Members	Ms Lim Seok Lin Dr Lucy Quek-Chew Ms Ng Bee Leng Dr Sirene Lim Dr Sudha Mary George Ms Tan Li-San
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6.2 Info-Tech Committee

Chair	Ms Chew Hoon
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Members	Ms Catherine Goh Mrs Elizabeth Prakasam Chin Mr Lim Jui Kiang Mr Niraj Sinha
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7. Public Relations Committee

Chair	Ms Li Li Koh
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Members	Mr Benjie Castro Mr Anand Vathiyar Mr Grant Clark Ms Manisha Khandelwa Mr Tan Yew Jin
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8. Volunteers Committee

Chair	Mr Ma Wei Tong
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Members	Mr Petros Zenieris
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Related Party Transactions

Singapore Financial Reporting Standard defines a related party as the trustees/office bearers and key management of the Society. It includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons. It also includes members of the key management personnel or close members of the family of any such individual and others who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, by such individual. Key management personnel consist of Executive Director, Deputy Executive Director and Assistant Directors.

There is no claim by the trustees/office bearers for services provided to the Society, either by reimbursement to the trustees/office bearers or by providing the trustees/bearers with an allowance or by direct payment to a third party.

The trustees/office bearers, or people connected with them, have not received remuneration or other benefits, from the Society for which they are responsible, or from institutions connected with the Society.

This information is provided in compliance with Section 3.1 of the Code of Governance for Charities & Institutions of a Public Character issued by The Charity Council on 26 November 2007. Below are the list of our Board Members and Board Committee Members who are also serving with the MILK Fund.

Name	Designation
Ms Janet Lyn	Ordinary Committee Member

Additional Information

Key Office Holders

Name	Occupation	Designation & Date of Appointment in Current Office	Designation & Date of Appointment to 1st Key Office
Mr Goh Chee Kong	Consultant	President from 2014	President - 2010
Mr Ang Fui Siong	Banker	Honorary Treasurer - From 2014	
Mr Benjie Castro	Consultant	Honorary Secretary - From 2015	

The Staff Management Team

Executive Director	Mr Gerard Ee (Appointed since 01 June 1991)
Deputy Executive Director	Ms T Ranganayaki
Assistant Director	Mr Andrew Loh Ms Martha Chai
Administration & Finance Team	Angeline Tan Soh Hua <i>from 1 Sep</i> Aziman Ali Cecilia Chan Yin Lee Cecilia Teo Lay Hoon <i>till 15 July</i> Gina Teo Mui Hua <i>till 31 Aug</i> Jumimah Ali <i>from 13 Jul to 18 Nov</i> Junainah Ali Loh Keng Chin Peggy Wong Simone Kaelen
Community Work Team	Adrina Tie Pei Lang Anne-Marie Ong Siu Jin Bavaani Vindan Cecilia Matilde Tagle Cheryl Lek Hui Yi

Chiu Ying Yik
Christina Joy Eruthyanathan *till 30 Apr*
Danielle Pang Li Li
Eva Janice Hamsha *till 9 Apr*
Fairuz Atiqah Noor Mohamed *till 19 Aug*
Gupta Rumpa
Helen Ho Tin Duan
Hemalatha Paramisavan
Ho Hor Kuan *till 13 Apr*
Joanne Yau Oi Lai
Jolene Fok
Joseph Das George
Kalaivani K Magantharan *till 30 Oct*
Karimah Amanina Jaffar
Kevin See Yao Hui
Lim Shaw Hui
Maizy Tan May Sze
Mardiana Mohd Amizan *till 30 Apr*
Marilyn Ann Sundram
N Rajaletchumiy *till 9 Apr*

	<p>Nguyen Thi Gia Hoang <i>till 30 Jun</i></p> <p>Noor Izzaty Ishak <i>till 10 Oct</i></p> <p>Nur Irfah Abdul Majeed</p> <p>R Priya Nair</p> <p>Raymond Lee Yong Xian</p> <p>Samuel Tang Shou-En</p> <p>Seah Pei Kwang <i>till 7 Aug</i></p> <p>Stella Jayanthi d/o Sandana-samy</p> <p>Tan Hooi Boon</p> <p>Then Mui Choo</p> <p>Veronica Cecilia de Mello</p> <p>Wong Pei Ling</p>
Principal	Sua Swee Lee
Teachers	<p>Azah Binte Hamid <i>till 17 Aug</i></p> <p>Buveneswaru N Chandrasegar <i>from 1 Jul</i></p> <p>I Raheena <i>from 4 Jun</i></p> <p>Lim Jan Ooi <i>from 1 Oct</i></p> <p>Noraidah Helmee</p> <p>Nurul Izzah Jumail</p>

	<p>Salamiah Bahtiar</p> <p>Salwani Ismail</p> <p>Siti Aisyah Abdul Hadi <i>till 30 Sep</i></p>
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Interns

Ngee Ann Polytechnic, School of Humanities and Social Science	Justina Tio Yang Ling <i>from 16 Mar to 17 Jul</i>
Ngee Ann Polytechnic, School of Humanities and Social Science	Nurashikin Binte Hassan <i>from 15 Sep 2014 to 13 Feb</i>
Ngee Ann Polytechnic, School of Humanities and Social Science	S. Aishwarya <i>from 7 Sep to 30 Nov</i>
Ngee Ann Polytechnic, School of Humanities and Social Science	Wang Shi Ming Winonadia <i>from 14 Sep to 15 Jan 2016</i>
NUS Psychology	Lee Pui Ting <i>from 11 May to 30 Jun</i>

Singapore Polytechnic, School of Communication, Arts & Social Science	Ebony Teo <i>from 18 Oct to 19 Feb</i>
Singapore Polytechnic, School of Communication, Arts & Social Science	Sean Au Yong Kah Kiat <i>from 20 Oct 2014 to 20 Feb</i>
Symbiosis Institute of Media & Communication (UG), Pune, India	Akshita Thapar <i>from 11 May to 15 Jun</i>
Symbiosis Institute of Media & Communication (UG), Pune, India	Apeksha Tewari <i>from 8 Jun to 30 Jun</i>
University of Lund, Bachelor in Social Work	Sina Mohammadreza Golmohammadi <i>from 15 Sep 2014 to 9 Jan</i>
UniSIM Bachelor of Social Work	Jacelyn Tan Loo Yee <i>from 2 Jul to 22 Sep</i>
Internships Not Associated with Institutions	Bervyn Wong Yew Wei <i>from 31 Aug to 27 Nov</i>
	Clara Stephanie <i>from 6 Jul to 28 Jul</i>
	Jacelyn Tan Sing Yee <i>from 20 Jun to 1 Aug</i>
	Won Shu Wen <i>from 2 Jun to 24 Jul</i>

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 financial year 1 January 2015 to 31 December 2015.

B2.1 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

B2.2 Statutory Information

Registered Address

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

Legal Identity

Registered with the Registry of Societies
UEN Number: S87SS0025J
Date of Establishment: 7 February 1987

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 2013 to 30 June 2016
Sector Administrator – Ministry of Social and Family Development

Affiliation

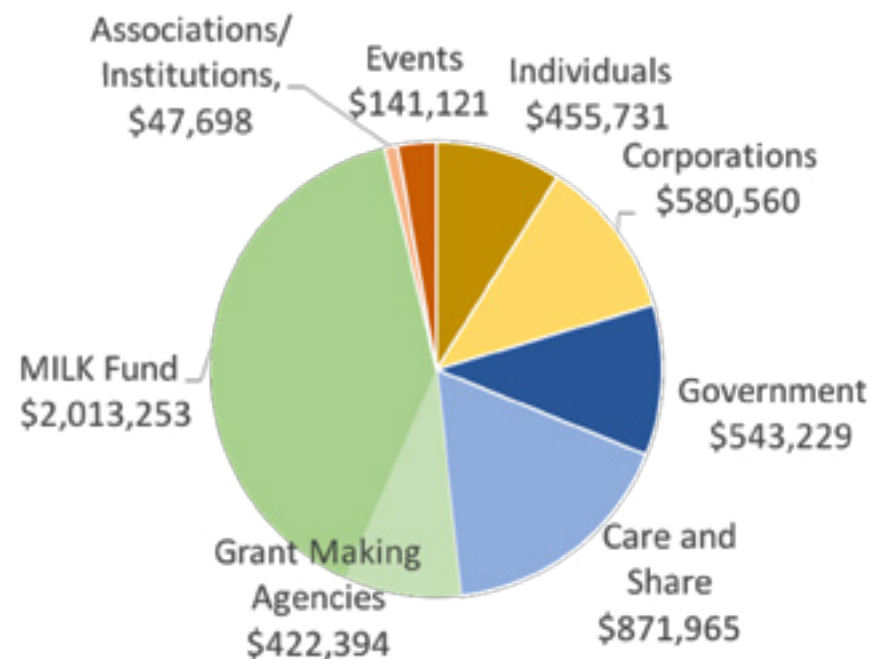
National Council of Social Service
Full member since 3 August 1987

B2.3 Our Sources of Funding

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

Sources of Funding in 2015

Total = \$5.08 m



B2.4 Reserves policy

Fund raising income usually reduces during periods when the economy is not doing well but it is also during these periods that people need help all the more. It was decided at our Board meeting on 27 August 2015 that we will not keep a reserve fund that is more than 1 year of our operating budget.

The reserves are monitored and reviewed periodically by the Board, ensuring that the work is always supported. As at 31 December 2015, there were no funds in deficit.

B2.5 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.

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.

B2.6 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.

Facilities

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

The proliferation of social services and its facilities implies that families and communities are unable to care for its members. Hence, “less is more” and by cooperating with these organisations toward shared goals, we strengthen our collective sense of community. Generally, without the need for ‘permanent’ offices, we can respond to community needs more nimbly. As long as we can create a warm and welcoming environment wherever we work, any place can be an effective 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
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B2.7 Staff Resources

In line with our strategic direction toward a volunteer heavy organisation and to remain financially viable, the headcount was established at 63 down from 85 in 2014.

However average actual number in employment was 54.

In this light, a total of 25 staff left us, which is a turnover rate of 46.3% based on the average actual headcount of 54.

Average length of service was 7.2 years and average age was 40.7 years.

B2.8 Total Number of Persons Reached in 2015

9,631 persons from 2331 families

Number of children and youths served	7326
Number of parents and care givers we have contacted	3918
Number of families	2612

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

B3.1 Strategic Direction

After a Programme Review in 2011 which involved the Ministry of Community Development, Youth and Sports, the National Council of Social Services, other voluntary welfare organisations as well as social service volunteers and practitioners, we concluded that we will bring the most benefit to our programme participants if we gave emphasis to a community-building and peace-making approach.

A community building and peace-making approach works at bringing about neighborhoods that have the ability to 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 these objectives

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

B3.2 Our Strategic Profile

From a strategic planning exercise in 2001, we crafted a strategic profile to guide us. The profile is periodically reviewed and was last updated in 2011 after a Programme Review. It is due for review and updating in 2016.

Beyond's Strategic Profile

We exist to steer children and youths away from delinquency and poverty related ills. We are currently focusing our resources on the low-income families within Central Singapore District with a view to reaching the rest of Singapore.

We will adopt a proactive and holistic approach by being an Advocate, Enabler and Motivator. Our programmes will protect vulnerable children and youths and increase protective factors in the community.

We will be a leading agency as well as a voice to bring about positive government policies that promote an all-inclusive society, an adequate network of community partners and a low juvenile delinquency rate.

B3.3 Our Roles as Advocate, Enabler and Motivator

B3.3.1 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 as experienced by the service user;
- 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.

B3.3.2 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 main stream.

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.

B3.3.3 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.

B3.4 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

B3.4.1 Crisis Management and Problem Solving

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

Families and communities are enabled to address and resolve their problems with the support of their extended family and the community programme. 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 move along a continuum of problem de-escalation, family strengthening and community integration.

B3.4.2 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 task is complex and massive and it is obvious that 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.

B3.4.3 Our Theory of Change*

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

***Diagram on next page**

Enhancing Social Mobility for Disadvantaged Young People, A Theory of Change.

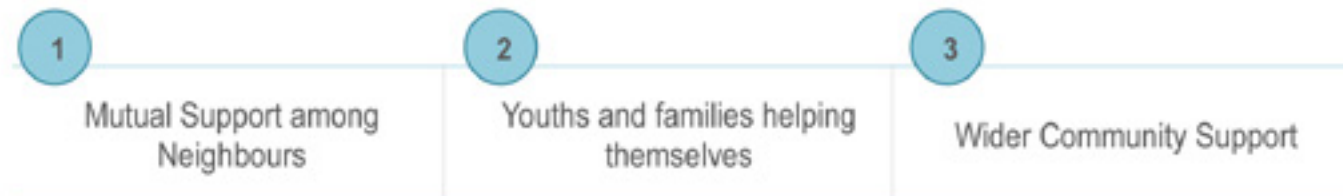
Beyond Social Services embarked on a depiction of how community development approaches can enhance social mobility for the disadvantaged young people we serve. The diagram on the overleaf, our Pathway of Change, illustrates the outcomes and preconditions that must operate in concert to realise this vision.

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 at the bottom of the map) necessary to create 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.

Enhancing Social Mobility for Disadvantaged Young People A Theory of Change

LONGTERM OUTCOME

Social Mobility

PRECONDITIONS

Crime Free Living

**Educational & Employment
Opportunities**

Family Stability

Supportive Relationships Stable Housing Adequate Household Income

**Bonding & Bridging
Capital**

INTERMEDIATE OUTCOMES

Mutual Support Among Neighbours

Youth and Families help themselves

Wider Community Support

INTERVENTIONS

Active
Voluntarism

Restorative
Community
Climate

Long-term
Engagement/
Friendship

Enthusiasm for
Learning

Confident &
Effective
Families

Respect for
Work

Coordinated
Professional
Help

Goodwill &
Resources

Leadership
Development

Ownership of
Neighbourhood
Challenges

Outreach &
Referral Efforts

Attractive
Learning
Activities

Family
Strengthening
Programmes

Income
Generating
Opportunities

Referrals
to Helping
Agencies

Socially
Conscious
Community

B3.4.4 Our Target Group

Children, youths and their care-givers from households with a gross income of \$1500 or less or with a per capita income of \$450. These families are from the bottom 10% of the resident population and generally live in public rental housing. We estimate that there are about 50,000 young people below 20 years old from these families.

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

B3.4.5 Measuring Programme Impact

We take a long-term view of our work and keep in touch with these 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 in similar view conducted this year, reveal positive outcomes.

B3.4.6 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.

SECTION

C

BUILDING CARING COMMUNITIES



PAGE 33.....YOUTH & FAMILIES HELP THEMSELVES

PAGE 51.....MUTUAL SUPPORT AMONG NEIGHBOURS

PAGE 62.....SUPPORT FROM THE WIDER COMMUNITY

PAGE 68.....A COMMUNITY WORKPLACE

PAGE 70.....GOODWILL HUNTING

C1.1 A long-term engagement/friendship with children and youths

Position Overview

With the support of volunteers from the local and larger communities, we will proactively contact children and youths from low income neighborhoods 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.

Key Results

Our reach increased in 2015. We made contact with 7326 young people below 25 years old that came from 2331 families. 2612 (49%) were actively engaged in educational, social and other developmental programmes that were important protective factor against anti-social behaviours.

In total, we have coverage of 36 housing blocks compared with 28 in 2014.

Highlights



279 social and recreational activities amounting to **3323** hours were organized as a means to develop and strengthen relationships with young people



Equipment for a contact centre was set up at our premises enhancing our ability to keep in touch with our members.



Free-markets where pre-loved items were redistributed was an effective way of reaching out to young people and their families as well as a meaningful volunteering opportunity that facilitated much cooperation among people.

Volunteers reported that they felt very welcome by young people in the neighbourhoods and considered it a privilege to be trusted as friends. They were humbled by the open manner in which young people shared about their challenges and enjoyed their fun and vibrant company.

We also got a sense that young people appreciated our constant presence in their neighborhood as our activities were frequent reference points in their conversations. The majority of young people and their families treated us in a neighbourly fashion.

Most importantly, young people and their families supported the notion of a long-term friendship and when the opportunity arose, they helped out with our activities

Snapshot of the Work

Chocolate Care

When a few children and youths noticed the Food Bank delivering cartons of Reese's Chocolates, they asked us what our plans were for them. Obviously, we were going to give them away but these young people showed us that to create value, it is not just what we do but how we do it.

They prepared a note of encouragement which read "All the best for your exams and keep smiling" and attached it to over 1000 packets of chocolate. Then, they organised themselves to give them out to 720 primary and secondary school students from 250 households. One of them even persuaded his mother to help out and so the exercise was handled by 23 young people and 1 adult.

Every pack of chocolate found a most appreciative recipient who was pleasantly surprised and encouraged. One 14 year old who had never attended our activities, decided to help out after receiving her pack. The gesture had touched her tremendously and she wanted to be part of an effort that lifted spirits.

A member's perspective



Thomas Sim
Project Lead at Defence
Science Technology Agency
Volunteering since 2009

6 years ago, I started volunteering with Beyond. We were a group of soccer players from DSTA who wanted to see if we could use our knowledge and passion in soccer to do something with the boys and girls from Lengkok Bahru. So we began playing street soccer with the kids every Monday evening from 7.00 pm to 8:30pm. Sometimes we put the kids through training drills for passing, dribbling and shooting, and other times we refereed the games. Most of the time, we were just happy to either play with the kids or simply watch them play.

Every Monday was catch-up time and we always enjoyed chit-chatting with the kids. It has been inspiring to see volunteers and some of the older boys coming back to keep this Monday street soccer session going for so many years. It has also been wonderful to see the older kids stepping up to guide and lead the younger ones during the sessions. I have always believed it is not just the kids learning from us. A lot of times, as volunteers we are learning from our interaction with the kids. This is what keeps me coming back to help out whenever I can.

Our Reflections

Establishing a presence within a block of flats requires about 6 months of work with many helping hands. If we are to continue attracting the time and energy of volunteers, we must never fail to appreciate the importance of the social trust that we are nurturing. Only when residents and volunteers genuinely feel enriched by their experience of cooperation, will their friendships last for the longer term.

Relationships established with young people and their families were weakened when staff left the organisation. We need to get better at nurturing residents as local leaders so that the work continues despite staff movement.

Finally, we will build on the 49% connection rate and to get our young people better connected to resources and supportive relationships.

C1.2 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 to discover their motivation to learn and to support them to act on it. In support of this position we also operate two learning programmes.

Position Statements for our Learning Programmes

1. Healthy Start Child Development Centre

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

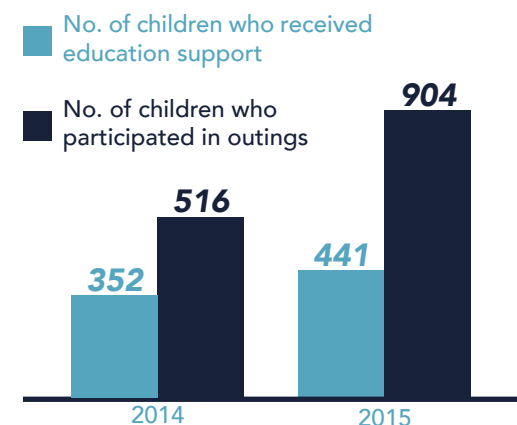
2. LIFE – Learning Is Fun & Exciting

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

We reached more children aged 6 to 12 years old and were able to ensure that 441 received educational support or participated in an activity that strengthened their ability to learn. We also managed to keep in touch with 904 through outings that presented learning opportunities. Outings, structured interest groups, individualized tuition and groups that endeavoured to make learning fun were different ways to encourage children to rediscover the joy of learning and their ability to learn.



Healthy Start Child Development Centre

In 2015, the average attendance dropped to 71.5%, as compared with 75% in 2014 and 76.1% in 2013. This is worrying and we need to continue working closely with caregivers in addressing the situation.

Of the 13 K2 children enrolled, 11 moved on to Primary School. 2 children were assessed to be unprepared for the academic rigor of Primary School and therefore, were advised to repeat 1 more year of K2.

Ensuring that children start formal education better prepared increases their likelihood of coping with school as opposed to simply registering them as mandated. We worked closely with the relevant authorities to advocate for these children.

Promoting a Culture of Learning

The interest groups continued to be an important means of impressing on children that they can learn. They took pride competing in sports competitions and performing at different events. Being good at something in the eyes of their care-givers and teachers was an important factor that motivated these children to stay in school and out of trouble. A performing arts camp, reading programmes and the year-end celebration of learning were well received by children and their care-givers.

Healthy Start Child Development Centre

Our children continued to benefit from programmes provided by the Association of Early Childhood Educators (ACES) and the Ministry of Education (MOE).

iCare helped 12 beginning and struggling early readers aged 4 to 6 years old. After being put through 2 cycles of 10 sessions each by the educators from ACES, children showed marked improvement in their reading ability.

In collaboration with MOE, the FLAIR Programme (Focused Language Assistance In Reading) provided para-educators to help our students' strengthen their reading and listening ability.

5 children with mild developmental delays were supported by MOE's Developmental support Programme.

LIFE – Learning Is Fun & Exciting

We ran 10 different weekly programmes catering to children who found it difficult coping with schoolwork. 8 of these programmes focused on the building of reading and language ability.

Highlights

With a grant from the Early Childhood Development Agency (ECDA) we collaborated with Playeum, a charity promoting creativity in children on "Beyond Literacy: Blending Linguistic & Visual Literacies Through Picture Books & Visual Arts." The project helped children to be more aware of how they are learning while creating and communicating with each other. As a result they became more verbal, confident and observant.

A child's art piece from this project (as shown below) was selected by ACES for the cover of their journal published in July.



LIFE – Learning Is Fun & Exciting

A series of day-camps were organized for the children to expose them to more hands-on learning activities. These included:

- Adventure based experiential learning in collaboration with Camp Challenge. Older children joined youths from their neighbourhood in team-building exercises involving high rope courses.

Snapshots of the work

Living for Dance, Learning to Live

During dance practice, a 12 year old girl asked if her teacher and school counsellor could come for her performance at our Celebration of Learning. She explained that she had previously gotten in trouble at school for smoking and cutting herself with a blade. However, her teacher was very proud of her for being able to perform at such important event. She added that she was also feeling very proud of herself as she never thought that she would be given such an opportunity to perform. She then told us that she no longer wanted to get into trouble but hopes to be a very good dancer so that one day she could help others too.

- An urban arts camp where the children learnt from a deejay, a graffiti artist, a hip-hop dancer and a freestyle soccer performer. This camp was in collaboration with Recognize Studios and Scape.
- Rugby training and a friendly match at Padang where the children played against volunteers from Societe Generale.

Promoting a Culture of Learning

Members' perspective

Mikayla Jade Menke, 17

Student at United World College of South East Asia, pursuing the I.B. Diploma Volunteer, Swimming Programme

I've been working with the same girl since I first visited her HDB flat in Henderson and we've become very close. I think most of the time it's really valuable for these kids to have someone to talk to and someone who will just listen. I find it so meaningful and important because every lesson I see the progression and improvement of my partner in the pool. I've discovered that it's very important for the kids to build relationships and be able to

have a comfortable learning environment where they are not disturbed by the challenges in their lives.



Henri Van Hove, 17

Student at United World College of South East Asia, pursuing the I.B. Diploma Volunteer, Swimming Programme

Now that I have seen how much I can change in the life of one child by doing something simple, it has shown me that I should inspire others to do the same and help other less fortunate people. I also discovered that even

though they are less fortunate than us, the Henderson families find happiness in simpler things and find a lot more joy, which truly astonished me and forever changed me!

Honouring Parents as the Child's First Educators

From day one, we had noticed that Alice could only finish a very small portion of her lunch. It appeared that she had difficulty chewing and her mother told us that she ate very little and very slowly at home too. Soon, we suspected that Alice resisted coming to school because she did not look forward to meal times. She would still be struggling with her food while the other children were already taking their nap and this cannot be a pleasant experience where she feels good about herself.

As we searched for a solution with the mother, she suggested that Alice brings her own lunch to school. She should then be allowed to eat as much as she wanted and to leave the remainder in the lunch box so that mother could monitor her daily intake of food. In the lunch box, Alice found food she preferred and more importantly, she found the comfort of home and her mother's love which she had to leave behind every

morning. For us, the lunch box represented the home-school partnership which we regarded as an important ingredient for children's success.

Towards the last 2 months of the year, Alice began trying the lunch we prepared. She was getting along well with the buddies we had assigned her and perhaps, she wanted to eat what her friends ate. It had taken close to a year for Alice to settle into a structured learning environment or some may say it has taken us almost a year to help Alice feel welcomed. In any case, the situation was not one where either Alice or us could resolve on our own. It was an interdependent problem that needed Alice, her mother, our teachers and Alice's classmates to co-create and participate in a solution.

Healthy Start Child Development Centre



Adeline New, 23

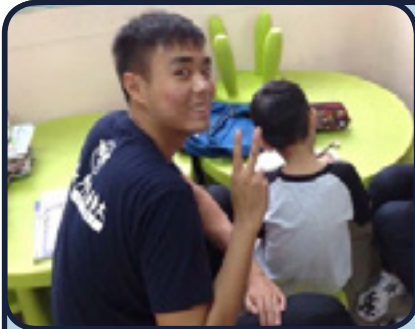
**Undergraduate at National University of Singapore,
pursuing Bachelor in Arts & Social Sciences in Psychology
Volunteer**

When I met Puteri, 5 years old in Mar 2015, she was unable to recognize letters or numbers and would constantly ask for help when drawing. Whenever she had difficulty communicating, she would keep to herself and avoid speaking to anyone. I found myself encouraging her to participate in the routines at school a lot and explaining things to her as simply as I could.

Recently, I realised how much she had progressed when she presented me with the drawing below. She also told me that she could count till 50 and enjoys making patterns on paper and other craft activities. On another occasion, when I saw her helping a classmate with a craft activity, I felt very proud to have helped Puteri believe that she could learn.

A member's perspective

LIFE – Learning Is Fun & Exciting



Shaun Chang, 23

**Singapore Management University,
Bachelor of Accountancy (BAcc)
Volunteer, LIFE Programme**

I always had a passion for working with children, and although I had heard misgivings of how difficult these children can be, I wanted to give it a shot. People tend to generalize them as noisy, hyperactive and naughty, but you would be surprised at how different they are. Some are awfully shy and quiet, others are playful, and so on. Every child was different, but they all had the same basic desire for someone to

care and to love them. Besides just doing homework, we taught them art and craft and we were surprised at how attentive they can be when they sat down with us to learn. All of them have an innate curiosity which drives them to learn. I have enjoyed every moment I spent with them, and they never cease to brighten my day with their laughter and curiosity.

A member's perspective

Getting Children to Believe that They Can Learn

Despite coming from a non-English speaking background, Putra began getting a reasonable grasp of the language from her regular interaction with Bank of America Merrill Lynch volunteers who introduced different ways for her to practice conversing and reading. The warm encouragement built her confidence which enabled her to deliver a short book review to the class.

Rulhamad was so intrigued by the magic trick that he began pestering the volunteer to share the secret. Seizing the opportunity, our volunteer reached an agreement with Rulhamad to spend at least 30 minutes on his homework at the next session. Prior to that magical encounter, Rulhamad seldom brought his homework to LIFE but after 2 months, besides having a few tricks up his sleeve he was up to speed with his homework.

Nurumairah, who struggled with learning how to spell was taught by volunteers how to learn and to test herself. The method worked for her and she is now the spelling coach for her younger brother.

Our Reflections

Promoting a Culture of Learning

The children we reach are not participating in the many educational support programmes provided by self-help groups and grassroots organisations. While these resources are important, a culture of education must be led by their intended beneficiaries. Hence, we are encouraged by the pool of parents who are championing the education among their neighbours and friends. Strengthening this local response is key.

Healthy Start Child Development Centre

2015 was a year of much instability for a number of our children. 16 children had to withdraw pre-maturely due to changes in their care arrangements and having to move out of the neighbourhood making it impractical to continue at our centre. The incarceration of 4 parents for drug use was most heart-breaking. It was most difficult for these children to make sense of their parents' sudden absence. On the bright side, extended family members as well as neighbours chipped in to provide care and stability for the children.

Given the vulnerable situation of our families, it was a welcomed development to have volunteers come on board as adult friends for our children. These volunteers from the GIC Sparks and Smiles Project were attached to our K2 graduates to support the child and the family through their transition to Primary School. We hope that these volunteer mentors will be able to form long term friendships with our children, so that we can continue to track their progress long after they leave our centre.

LIFE – Learning Is Fun & Exciting

A big challenge was getting sustainable attendance at our programmes. Even when the class was filled it may have been filled with students who were not on the muster. This is a situation that had to be arrested quickly if the programme was to remain meaningful for students, volunteers, parents and its stakeholders. After much soul searching, we take the view that students do not leave programmes, but when they do not have a positive relationship with the people running or participating in the programme, they leave. So, a successful learning programme is co-related to the quality of relationships between and among its stakeholders. To facilitate this, we have learnt to be mindful of class size and composition, a volunteer-student ratio that enables meaningful interaction and stakeholder views and motivation.

LIFE – Learning Is Fun & Exciting



Darryl Tan, 23

**Singapore Management University,
Bachelor of Laws (LLB)**

Volunteer, LIFE Programme

Here in the picture with me is Arul. He's not just a child, but a friend! I met him on my first session with Beyond's LIFE Programme at Lengkok Bahru - then, he was just another one of the kids, who loved running about and engaging in different activities. Now however, the two of us do everything together!

Once when Arul and I were making cards where we listed what we found important in life, I suggested family and

friends which he followed. However, he also wrote "life." Surprised, I asked what he meant and to this he replied "to live is good!" This response greatly surprised me; it taught me how we are often so caught up with things of the world that we forget to appreciate life for what it is!

While I hope that I have blessed the lives of those at Beyond, I can truly say that I myself, have been blessed for sure!

A member's perspective

C1.3. A culture of employment

Position Overview

Economic success reduces isolation and increases participation in the mainstream. Care-givers 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.

Progress

252 members across 5 neighbourhoods maintained their membership in the job club.

Together with members we identified 4 pathways to enhance the income of low-wage earners, namely self-employment, training, sustainable employment and seasonal income-generating projects.

Self-employment

6 members were provided with a mentor to explore the possibility of being self-employed.

1 person eventually set up her own food stall.

Training

2 trained as therapy/nursing aides, 1 in Diploma in business administration and 7 in food safety & hygiene.

In collaboration with The Looms Workshop, a social enterprise, 4 women formed a sewing interest group that enabled them to take on piece-meal work.

Sustainable employment

35 members were placed with employers who worked closely with us to facilitate their success at work.

Seasonal income generating projects

Bakers Beyond

A group of 10 women formed Bakers Beyond where adhoc & festive baking projects have provided sustainable source of income throughout the year. These women attended various training sessions organised by 8 volunteers to enhance their baking and catering skills.

Café Beyond

25 women were rostered to provide refreshments at our premises and during our events. Each assignment enabled them to take home \$100 to \$150 for a half-day's work.

The average monthly income among 252 job club members was estimated at \$850. Approximately 70% of job club members were economically active for more than 6 months of the year.

Highlights

A team of volunteers and a network of partners brought important resources and expertise to enhance the work. They imparted skills such as resume preparation, project planning, and product costing to enhance our members' employability and earning ability. Seasonal income generating projects generated \$26,000 benefitting 20 women.

A Snapshot of the Work

Delivering Value, Serving A Purpose

4 mothers began a 9 day project to deliver 120 festive gift baskets for a few of our families observing Ramadan. The gifts were sponsored by GIC Private Limited and each basket will contain 4 bottles of traditional cookies. In all, 14 400 cookies will be packed into 480 bottles which is a job requiring good project management. Hence, it was most encouraging to see these mothers applying lessons they had learnt from a volunteer in April on the subject. One of these lessons was the need for prudence and the importance of accurate projections and effort to minimise wastage. Also in preparation for this project, all these mothers successfully completed the Basic Food Hygiene Course as required by the National Environment Agency.

Each mother told us that the income they will earn from this project will be most important in meeting household expenses and they earnestly want to succeed. So on Tuesday morning they began with a short communal prayer seeking wisdom and patience to overcome any misunderstandings they may have in the course of work during the next 9 days. In a sense, it was a fervent wish that also reflected their gratitude for having the opportunity to be part of this project team.

The members played different roles. One was always checking for wastage, another set the pace with her quiet diligence and the final one articulated the values the group should uphold. These were values they had learnt from their mothers that resonated with everyone. In the course of the conversations, we picked up that "one should never overcharge; one should treat people well even when they have wronged us; one should be humble and value family togetherness and finally one should always keep goodness in our hearts."

The first test of the group's cohesiveness came when the pineapple paste was not cooking as quickly as they had planned. One member suggested resorting to processed paste that could be purchased but after some discussion they solved the issue by cooking in batches of smaller quantities. Processed pineapple paste was not acceptable as it ran counter to their principle of delivering value. We took no part in their decision making but as the helping relationship is a partnership, we could not help feeling very proud of our partners.

A member's perspective



Work is tough running a social enterprise but the people I interact with regularly keeps me inspired and going. The steely determination of Kak Rusnah and Kak Siti to improve themselves, provide for their families and look out for one another spurs me on. The openness and dedication of Beyond Social Services' staff that I liaise with assure me that together we can overcome challenging circumstances. These people are part and parcel of what motivates me to find ways to do things better. Regardless of the difficulties, nothing is impossible if we all put our hearts and minds together.

Nasyitah Tan Wah Ling, 30+
Social Entrepreneur, The Looms Workshop

A member's perspective



Mdm Rusnah, 56

Home-maker and care-giver to 4 children

I love cooking, so I had a few cooking, baking and catering projects. But other than that, I didn't really do anything at home. It was only after I joined Beyond Social Services that I was able to learn many new skills such as sewing a bag, an apron and

many others. It also introduced me to many new friends. It feels really good to be able to pay the bills and I tell those interested in joining the programme that we are not here for a hand-out but to use our hands to feed ourselves.

Our Reflections

We were most active with the seasonal income generating projects as they proved to be a good vehicle for many who were unable to be employed on a full-time basis. Those who have participated in these projects tell us that they have gained self-confidence and a renewed sense of optimism about their lives. They have really come a long way but the downside though is that they do not contribute to their central provident fund account which is Singapore's main social security pillar that facilitates home ownership and access to medical insurance. Going forward, the issue of social security must be addressed.

Work is an important aspect for one's wellbeing and it has been a privilege to be able to bring work to people who find it challenging going to work.

C1.4 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.

Progress

With a reduced staff headcount, we kept the work alive by facilitating friendships among families and increasing volunteer involvement. As the main issues that came to our attention were about youths being in conflict with authority and poor school performance, most of the volunteers took on the role of being an adult friend to young people. Compared to the 201 families we reached in 2014, we reached only 92 but we had a higher rate of cooperation of 89% over 75%. Getting the mandate from the care-givers and the youths to support them is a significant step for problem solving. Without cooperation there will be no basis for the co-creation of constructive action that deescalates problems and reduces the sense of isolation and helplessness. Cooperation must remain a key metric for us to chart progress.

Cooperation also led to 61% of families reporting an increase sense of support from family, friends and volunteers. This was nearly double the 32% reported in 2014. On the downside, there was a higher percentage of young people being institutionalized. In 2014, 92% of the

families were able to keep their children out of institutions but only 78% succeeded in doing so this year.

Key indicators for Family Stability

	2014	2015	Remarks
# families we reached:	201	92	44 new referrals
# families we supported	152 75.6%	82 89%	For the other 10 families, they either: chose to be assisted by other agencies or did not give us their mandate to work on presenting issues
# of adults	281	169	
# of children and youth 0-25	460	289	
# (%) families where their children avoid out-of-home care:	92%	78%	22 out of 92 families' children were institutionalised
# (%) increased level of support	32%	61%	50 out of 82 families reported an increased level of support. This was facilitated by the various family activities and the friendship of volunteers

Presenting Issues

Issues	Frequency	%
Youth In Conflict	56	25.6
School Related Difficulties	37	16.9
Family Conflict	32	14.6
Care & Supervision	25	11.4
Financial Difficulties	22	10.0
Neighbourhood Concerns	12	5.5
Substance Use	12	5.5
Parenting	8	3.7
Others	5	2.3
Teenage Pregnancy	4	1.8
Beyond Parental Control	3	1.4
Mental Health Issues	2	0.9
Housing	1	0.5
		100

Highlights

Volunteers contributed in many different aspects requiring a high level of expertise and competency. These included the facilitation of family decision-making meetings, the writing of advocacy reports, music instruction, forum theatre, mentoring as well as programme planning and management.

“Behind Open Doors”, a forum theatre production that addressed family conflict had 2 performances attracting 81 young people and care-givers from 15 families. Following the performances, several care-givers spoke to us about their challenges at home. The theatre performances proved to be an important empathy bridge that facilitated mutual trust.

With the pro-bono support of Olive Tree Development Centre and their music therapists, volunteers brought families together to bond over a music activity involving singing and the playing of musical instruments. We invited 7 families whose children were reportedly experiencing strained relationships with their care-givers. At the end of the session, the 21 children told us that they enjoyed being with their care-givers while the 6 care-givers told us they appreciated the new friendships formed. On the whole, participants agreed with the music therapists who espoused the healing nature of music which transcended cultural and language barriers. The impact went beyond the 4 session programme as during our year-end celebration of learning, the children from these families performed as their care-givers watched filled with pride.

Snapshots of the work

Boys are Never Too Young to Learn What It Means to be a Good Father

An 11 year old boy stood up, faced his "father" and said "Don't hit my mom!" The "father" paused for a moment and decided to leave the flat. The other 25 children in the audience clapped and cheered loudly while the adults in the room looked on pensively. 43 persons from 10 different families were participating in "Behind Open Doors," a forum theatre performance that surfaced the issue of family conflict.

The audience was introduced to Shahirah, a 14 year old girl and her family, and journeyed with their struggles following the loss of their family income. Members of the audience were then given the choice to step into the role of the characters on stage and to act out their interpretation of how the script should unfold. The 11 year old was playing Shahirah in a scene where her parents began quarrelling during dinner.

In her closing remarks, our colleague who was facilitating the forum expressed her thanks to the children for their active participation as they showed her that everyone could contribute to the well-being of their family. While it would not be fair for children to carry the responsibilities of adults, they should seek support when they are experiencing difficulties in their family. Gigi, a 43 year old mother of 5 began crying quietly as she heard this. When we approached her, she explained that the remarks were "so true." For the past few months, she had been looking out for the 11 year old who went on stage as the conflicts in his family were affecting him. She elaborated that his family did not want to attend the performance but she was so glad that she had brought him along.

Earlier on, Gigi had also gone on stage to give her take on how the father should have related to his wife and children. As she composed herself, she told us that she did that for the 11 year old and for her own son who was with her. The significance of her participation dawned on us as she was stressing on stage that fathers were meant to be gentle, understanding and responsible. "Throwing a tantrum never solves anything" and "boys must grow into gentlemen" were 2 messages she wanted her boys and all the others in the room to remember. "Boys are never too young to learn what it means to be a good father," she summed up.

A member's perspective

Da Jin, 20

Undergraduate at Singapore University of Technology and Design (SUTD)

Befriender for Izmi, 8 years old

From the very first session, I was able to experience and learn more about the everyday lives of young children like Izmi whose parents were busy making ends meet. Parents were most concerned but needed help to support Izmi with his school work. The school expects parents to support their child's learning but Izmi's parents

do not have the ability and the resources to do so. Hence, a friend like me helps him with his educational needs as well as his general development. I always ensure that there is some play-time after supervising his school-work and I believe we have become good friends who look forward to seeing each other.

Despite their Challenges, People are Not Helpless

The boyfriend of a 19 year old informed us that his girlfriend's mother had been incarcerated earlier in the week. He was hoping that we could offer his girlfriend and her siblings the appropriate support. The 19 year old girl was a little frightened when we visited her on Wednesday. After she calmed down, she explained that she did not want us to know because she was afraid that we would inform the authorities to place her 13 year old brother in an institution. As professionals who take pride in our efforts at family preservation, it was a reality check that we were not able to communicate our position to her. Also, it was clear that she regarded us as authority figures rather than people willing to journey with her. We needed to come to terms quickly that we did not have the good quality relationship that we had imagined.

After reassuring her that we were there to support her family and not to remove her younger brother, the 19 year old demonstrated leadership qualities befitting the head of a household. In a firm but gentle voice, she told her boyfriend that their relationship was now secondary to the well-being of her younger siblings. The boyfriend nodded and informed that he would also speak to his parents to see how they may render some support. Then, she assured her 2 younger siblings that she will be a dutiful elder sister and needed the family to pull together.

Watching how everyone spoke and cooperated, we got a sense that there was good teamwork but we had to honestly inform the family that putting food on the table would not be enough to convince the authorities that they could look after themselves. A reasonable performance at school, adequate household income and the absence of

risk factors would be needed. They listened and started writing up a household management plan where chores were divided and preparation for school was not neglected. We supported them with household sundries but going forward we will be rallying their family and friends to ensure that all is well.

Despite their challenges, people are not helpless. When we are able to value their efforts, they become stronger and strive to make things better. This evening the 19 year old and her boyfriend embarked on a 6 session journey with a volunteer life-coach. They tell us that they only have one life and intend to make the best out of it.

A member's perspective

Lee Bee Lian, 35

Assistant at a school bookshop

Lives with a partner and 3 children aged 11 to 16 years old.

I was very touched how a volunteer stood up for my son when he was nearly knocked over by a cyclist when we were on our way to dinner. My son tells me that he felt cared for because usually no one listens to his point of view. Although my children were a lit-

tle quiet I know my son enjoyed himself very much and felt much supported during the 2 days. He was also very glad that unlike other times the family got together, he did not have to babysit his younger cousins. I also noticed that my son talks to me more at home now.

Our Reflections

The work impacts all involved as the safe space it creates for authentic conversations is a gift for everyone. A group of students who helped with an activity in-partial fulfilment of their course of study continued volunteering even after meeting their school requirements. They told us that the manner in which our participants were able to put aside conflicts, rebuild relationships and to tackle their challenges despite having little resources was something that they found inspiring and could learn from. On the other hand, our participants were openly appreciative of the volunteers' endeavour to support them.

Despite coming from different backgrounds, people always understand the importance of family stability and family strengthening work can be a pathway toward a more socially integrated community.

A member's perspective



Renuga Sarawanan, 20

**Student at ITE College East pursuing a NITEC certification in Community Care & Social Services
Lives with mother, and 4 younger siblings.**

The 2 weekend retreats were very special for me because everyone in my family was cooperating and happy. My family does not go out and it made my mother very happy that all her children were there with her. The plans we made at the first retreat did not work out but from the 2 retreats, I learnt the importance of "family meetings" and how they keep us united. We still have many challenges but I now have meetings at home to discuss the family budget and problems we face at school or work. It will be nice if we can go on a retreat again in the future when all my family members are together again.

C1.5 Summary of Programmes and Activities in this Area

Issues Programmes	Number of Participants	
	Young People	Caregivers
Long-term Engagement of Children and Youths	7326	3918
Culture of Learning	904	153
Healthy Start Child Development Centre	64	88
Learning Is Fun & Exciting (LIFE)	441	180
Culture of Employment	-	252
Family Strengthening	169	289

C1.6 Other Resources in this Area

Resources	Number of Participants		Remarks
	Young People	Caregivers	
a. ACR Personal Accident Coverage	415	523	297 families
b. Educational Assistance Fund	17	12	\$48,548 disbursed across 6 families
c. Family Assistance Fund	26	18	\$10,770 disbursed across 9 families

a. 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 297 families to benefit from a Personal Accident Coverage for 1 year. This was the 5th year the scheme had been in place.

b. 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 school drop-outs the opportunity to acquire a skill that would enhance their ability to remain employed, generate income or add value to the work of our organization as a volunteer.

c. Family Assistance Fund

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

C1.7 Programmes that ended during the year.

The participants in these programmes were accounted for under long-term engagement of children and youths. The Beautiful People programme became an independent entity while the government transferred the administration of the HOPE Scheme to their Social Service Offices. With a smaller staff strength, the Family Learning Centre and Juvenile Justice in the Community stopped operating as independent programmes but their work was placed under the Family Strengthening component of our Youth United Programme.

1. Beautiful People

Beautiful People builds valuable relationships with the teenage girls through group activities and one-to-one mentoring, becoming a trusted friend and positive influence in their lives. We provide an intensive mentoring and career guidance programme that aims to equip these girls with the tools, skills and relationships to help her map a career direction and get a head-start on a fulfilling career. Key components of the programme include life skills training, financial education and job exposure opportunities.

2. Home Ownership Plus Education (HOPE) Scheme

We help families with little resources access and remain on the HOPE Scheme so that they can upgrade their work skills, increase their family income and better provide for the educational needs of their children.

We will help them optimise their participation and strengthen their links and bonds to mainstream community. When necessary we will place families onto other appropriate services or programmes.

We are mindful that in our attempt to promote the HOPE Scheme we will be respectful of families who have chosen to have more than 2 children.

3. The Family Learning Centre

We provide guidance, resources and a healing space for families experiencing multiple problems to work through their difficulties so that they achieve a sense of stability and well-being for its members. We work in partnership with these families, build on their inherent strengths, strengthen relationships and encourage them to attempt solutions that help them regain a sense of control and competency in their lives. We believe that families come in different shapes and they are functional in their own ways. Broken families do not necessarily make broken homes.

4. Juvenile Justice in the Community

To help young persons and their significant others reach a restorative resolution to the problematic situation they are experiencing. Wherever needed, we divert young persons away from the juvenile justice system, out-of-home placements or institutionalization and work with them and their support network to keep them on track in the community. This is done through advocacy, intensive family work and putting in place care and supervision plans that achieve a satisfactory level of stability for the young person.

C2.1 Restorative Neighbourhoods

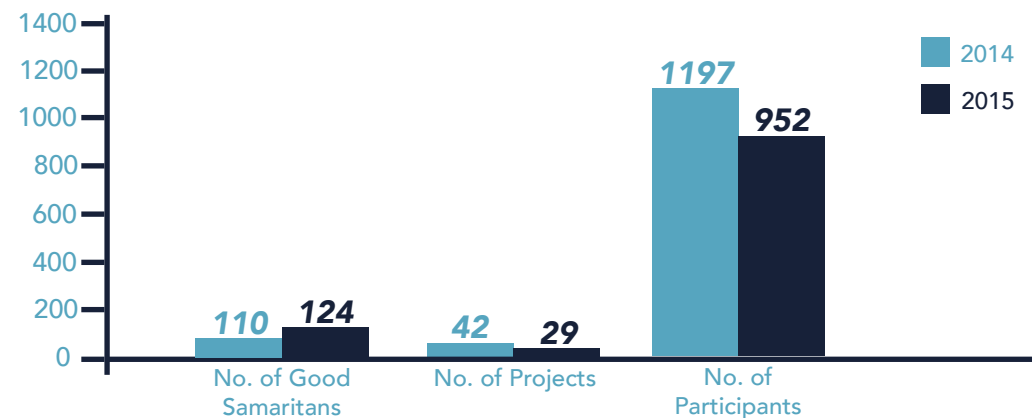
Position Overview

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

As neighbours got to know each other better, the frequency of activities reduced as it was generally felt that issues were under control. We were heartened that the importance of mutual support appeared to be taking root as indicated by the slight increase in Good Samaritans, the name we give to residents who volunteer.

Good Samaritans worked closely with volunteers from the larger community to execute programmes. The group took ownership of 29 projects across 5 neighbourhoods that addressed youth offending, poor school performance and related issues.



List of projects that prompted a restorative climate in neighbourhoods

S/N	Project Description	No. of Participants	No. of Good Samaritans	No. of External Volunteers
YOUTHS IN CONFLICT WITH THE LAW, PEERS AND AUTHORITY				
1	Cycles for the Community To discourage the theft of bicycles	106	18	20
2	Healing Circle Addressed the theft of bicycle with the perpetrator, victim and their families	8		
3	Parents for Soccer Weekly parent-led soccer programme for children & youths	15	2	4
4	Bikes 4 Fun - 2 sessions A parental effort to reduce youth loitering in their neighbourhood	10	1	3
5	Anti-crime Ambassadors By volunteering for a crime prevention campaign targeting tourists, youths honed pro-social attitudes and skills	11		2
6	Restorative care-planning for children caught trespassing a sports facility	24		
7	Restorative meeting to put right damage to public property	16	3	1
8	A Shot of High Community Theatre in 3 neighbourhoods addressing the issue of substance abuse	180	9	14
9	Community Conversation Youths loitering and disturbance to residents	20		10
10	Community Conversation Keeping the young ones away from substance abuse	6		4

MUTUAL SUPPORT AMONG NEIGHBOURS

S/N	Project Description	No. of Participants	No. of Good Samaritans	No. of External Volunteers
CARE AND SUPERVISION OF CHILDREN				
11	Cub Scout Troop Weekly adult guidance for children	15	2	10
12	Youth Gathering Creating a caring community	25	4	2
13	Building 'Gotong Royong' Setting up a caring community of adults who look out for children		10	
14	Baker McKenzie Futsal Tournament Leadership opportunity for the Good Samaritans	69	5	10
15	Fun Fit Engaging children through sports	15	2	4
16	Community Conversation Supporting single parent families with young children		10	10
17	Kompang for children Good Samaritans led kompang class for children		9	3
18	Community Conversation Addressing issues of care and supervision of the children and youth in the neighbourhood		4	
19	Community Retreat Good Samaritans organised a 1-day programme to support single parents and their children	68	16	8
20	Carnival and conversations - 3 rounds Identifying and recruiting Good Samaritans in the neighbourhood	56	12	

MUTUAL SUPPORT AMONG NEIGHBOURS

S/N	Project Description	No. of Participants	No. of Good Samaritans	No. of External Volunteers
21	Outdoor Adventure at Yishun Safra Parent-child bonding	37	4	
SCHOOL DIFFICULTIES				
22	Community conversation Supporting families who have challenges sending their children to school	6	4	
23	Community conversation Encouraging mutual support among parents who find it difficult to guide their children's learning of the English language	14	6	
24	Community conversation Parents exchanging good practices for guiding their children's schoolwork	20	11	2
25	Off the Text Book Community Theatre in 4 different neighbourhoods addressing school going issues	207	73	
26	Mothers for Education Cooperation between the Youth Corps and mothers to link children to academic support	11		5
NEIGHBOURHOOD PRIDE				
27	In the Interim A photography exhibition produced by youths capturing their living conditions and dreams	10		5
28	The Community I Dream Of Self-awareness, dreams, and aspirations of children	6		5

S/N	Project Description	No. of Participants	No. of Good Samaritans	No. of External Volunteers
PARENTING				
29	Adventure Based Experiential Learning	9		
FAMILY CONFLICT				
30	Behind Open Doors Community Theatre in 3 neighbourhoods addressing the issue of family conflict	60		10

Highlights

Honest conversations about problems

With the support of volunteers from the Facilitators Network of Singapore, we nurtured a space for neighbours to surface concerns that affected the well-being of children and families. Parents, youths and volunteers from 5 different neighbourhoods tackled the following questions and drew up intervention plans:

1. What can we do as neighbours to keep our children and youths away from drugs?
2. How to stop youths loitering and disturbing residents in the neighbourhood?
3. How can families become involved in their children's education in ways that contribute to their success?
4. How can neighbours work together to support single-parent families with young children?
5. What can we do to get youths to attend school?

The conversations nurtured a sense of personal and collective responsibility for the concerns raised.

Keeping the conversation going with Community Theatre

58 volunteers came together as a cast for social change and co-created 3 different shows:

- a) "Behind Opened Doors" dealt with family conflict;
- b) "Off the text book" touched on school going issues;
- c) "A Shot of High" highlighted substance abuse.

For the theatre to be able to speak to our members, volunteers spent hours listening to the stories of our members and created a script around them. Hence, the shows became invitations for our members to rewrite familiar life scripts on stage which was a powerful immersive learning experience filled with a mix of laughter and strong emotions.

We measure the success of Forum Theatre by the quality of the forum and were grateful for the active participation from the audience. In the show addressing school going issues, younger children took part in the forum by writing letters on behalf of the characters on stage. By writing letters, children were required to exercise their empathy and learnt to appreciate the challenges and efforts for the characters they were asked to support. When the actors read out the letters, they transferred the children's learning onto the stage for all to share.

Outcomes and actions resulting from the above efforts

1. 8 residents met regularly to visit single-parent families in their neighbourhood. They also took charge of the planning of a year-end community get-together and began discussing possible activities for 2016.
2. When a group of 9 young children were caught trespassing into a swimming pool, parents and neighbours came forward readily when invited to address the issue and to come up with a care plan to ensure that such incidents will not happen again. It was an important opportunity for the adults to listen to the children as to why they trespassed and to strengthen mutual trust and respect.
3. 8 parents worked with a group of young volunteers aged 18 to 25 to organise a calendar of activities which enabled them to play a bigger role in their children's learning
4. 15 youths worked with volunteers to co-create a calendar of youth activities for their neighbourhood.
5. Parents and youths helped organise and execute a successful bicycle repair and redistribution exercise. 30 bicycles were given to children and youths.

Our Reflections

Forum theatre was a non-threatening way of drawing people's attention to sensitive and difficult issues affecting their neighbours if not themselves. Storylines and strong performances that accurately reflected their daily challenges honoured people's lives simply for who they are. This demonstrated empathy on our part that added to the social trust necessary for further cooperation.

When people came together, leadership was critical in holding a space where similarities and differences could be harnessed for a shared common good. This was not so much the leadership that focused on the strict containment of differences but leadership that brought about the joyful celebration of differences. This position required us to consciously welcome the different ways people felt they could contribute and include them as part of a coherent narrative that informed and motivated the neighbourhood. Also, while neighbours instinctively wanted to be helpful, not everyone believed they could be or that it was their responsibility. Hence, leadership also meant the constant co-creation of different context where people felt strong or compelled to contribute. All of us have ability but it is the context that determines if that ability is valuable.

As we reviewed people's action plans, most were short on details and someone who is not familiar with our work may conclude that these half-baked plans were a waste of time. As community workers we do not work for the community but seek to work with its members on a shared purpose. Whenever people come together, it was a gesture of solidarity for troubled children and youths in our midst and it was uplifting to be among people who cared for the well-being of others.

Nonetheless, our role as community workers is to journey with the community to a point where people achieve problem-solving competency. As community workers, we succeed only when the community works at resolving their most difficult challenges.

Snapshots of the Work

Honest Conversations

One facilitator had to gently remind participants repeatedly that the task at hand was to come up with ideas they could act on. It was not about coming up with suggestions or requests for someone else to take on. Here, participants kept saying that they did not have the necessary skills to engage youths and it was best that professional social services stepped in. So after a short break, we added a colleague into the conversation with the brief to remind participants of their strengths. In the course of the conversation, she joked that although she was way past her youth, she still remembered what it was to be young and suggested that it may not be too difficult for everyone to imagine how a young person would like to be engaged. People laughed and although we sensed scepticism, the group eventually voted to set up interest groups for youths. They also requested for some training on how to engage youths.

At another group that comprised teenagers and adults, it sometimes felt more like a debating contest rather than a discussion. The youths expressed that it was important for parents to spend time with their teenage children but perhaps not in the way they were accustomed to. This got the adults on the defensive but the youths succeeded in getting their point across. They believed that it would be helpful for parents to make the effort to appreciate young people's likes and dislikes as well as concerns and fears. They added that young people actually looked forward to spending time with their parents. However, they would want their parents to hang out with them like friends and not as someone who is constantly giving advice or instructions. This group decided to organise a dialogue between parents and teenagers in their neighbourhood.

Putting Things Right Peacefully

On Monday, Alan saw 3 children having fun with a bicycle that was stolen from him. It was a little dirty but he was certain that this green bicycle was his. He approached them but the 3 boys disregarded his claims and simply rode off. Alan was shocked and sat on a kerb crying softly when 10 year old Richard came by. After listening to Alan's story, Richard told him to go home. On Tuesday, Richard brought Alan's bicycle back to his home. The tyres were punctured and the brakes were faulty but Alan was smiling broadly and filled with joy. Alan's parents invited Richard into their home for a drink and learnt how he had recovered the bicycle.

Yesterday afternoon, Alan's mother, Nancy told us that she will be withdrawing the police report. She felt that keeping it as a matter between her and the care-giver of the boy who took it would be more effective in helping him learn from his mistake. Then we accompanied Alan and her to the home of Eddie, a 10-year-old that went to the same school as Richard. When we got there, Eddie went into the flat as Nancy explained why she was there to his mother. Both parents had a long conversation and eventually Eddie's mother invited Nancy and Alan into her flat to speak with Eddie.

By then, Eddie was apologising remorsefully as Nancy assured him that she was not taking him to the police but trying to help everyone learn from this incident and to resolve the matter peacefully. An hour later, Eddie and his 2 friends who were enjoying the bicycle with him gathered at a courtyard with their care-givers to continue the conversation with Nancy and Alan. Richard was also invited to the conversation and at the end of it, the matter was considered closed and there were no hard feelings among all.

Meeting Needs, Minimising Problems

All the children involved in the bicycle dispute received a refurbished bicycle a month later. With the help of volunteers, they got their bikes in working condition and then got them registered with the police in their name. The police presented the new owners with a lock and dished out helpful advice on how to keep their bicycle safe from theft.

“Cycles for the Community” rallies residents, volunteers, grassroots organisation and the police to impress on children and youths the senselessness of stealing a bicycle. The theft of bicycles is a common occurrence and often a foray into the criminal justice system. Through a restorative justice lens; when problem solving addresses unmet needs, heals or strengthens relationships, a more sustainable solution emerges. Thus, when young people are not cooperative, we must consider how we have been part of the problem and how they can be part of the solution. It is not about deterrents, punishment or control but about a genuine collective responsibility to put things right.

Rejoicing in Community

Seven mothers, a father and Robert, a single man of 37, were sitting in a circle to debrief an event they had planned and executed. They were a little exhausted but also filled with pride and a sense of satisfaction for what they had achieved. The 6 single parent families who were participating had gone home with the phone numbers of supportive neighbours living in their blocks. They could also look forward to the practical assistance that these neighbours had promised them.

Over 3 months, these Good Samaritans visited single parents, offering their friendship and lending a listening ear to their challenges. Robert shared that not everyone was receptive and some did not open their doors even though they were home. “This work is so hard but with passion and a very thick skin we can succeed,” he reflected. Though only 6

of the 11 single parent families invited showed up, the organisers were heartened by the active participation and believed that the single parents who came will now help to reach those who did not show.

The event was called the Rejoice Retreat and all families present including those of the organisers took stock of the blessings of their year. After which, every member of the family shared their dreams for the New Year. Dreams included passing at school, getting steady employment, earning more and also holidays and new phones. Though parents knew that some dreams were not priority, none of them was shot down and it turned out to be an important exercise for parents and children to simply hear each other’s wishes. When we teased a mother that her daughter wanted a new phone, she good naturedly responded, “Alamak, I must bake and sell more cookies.”

Apart from Robert, the other programme organisers were care-givers with challenges of their own. One had to care for a relative’s intellectually disabled child while another was looking after two children whose parents are incarcerated. Three were single parents themselves and generally, they all got by with very modest resources. During the organisers’ debrief, a single parent told the rest that they have been a wonderful source of support for her and the volunteering has helped her not to wallow in her own troubles.

Our Reflections

Success is the ability to keep the community inspired in supporting their vulnerable members and in addressing the issues affecting this group. The community is a resource that must be valued, appreciated and protected. As such we need to constantly hone our skills to be effective relationship builders, meeting coordinators, match-makers and basically provide a leadership presence. The leadership presence is not one that is visibly obvious but one that maintains a clarity of context, the collective purpose and the roles of different stakeholders in any given situation. This can be complex for any one person and we must continue to strengthen teamwork. Teamwork also facilitates the practice of collective responsibility and prepares us to better advocate this principle of problem solving to families and communities.

We encouraged residents to take on leadership for the social challenges in their neighbourhood because without their active participation, no social programme can succeed. Also when people develop as leaders, they are also acquiring skills and relationships that facilitate their social mobility. In 2016, our focus will be on strengthening the capacity and capabilities of the Good Samaritans and celebrating their successes.

A member's perspective



Tan Ing Ing, 41

Food-stall assistant

Married with three children, ages 14, 13, and 10.

Ing Ing does not think of herself as a volunteer but a helpful neighbour. She helps with the distribution of food rations for her neighbours and prepares the meals for community events whenever she can. For her it is important that people help one another and she is proud that this value has rubbed off onto her 14 year old daughter. Despite having little, her daughter puts aside some of her

pocket money for those peddling tissue paper at the MRT station.

This has also convinced her that adults can be effective role models. In her mind, when adults come together to do things for the community, children will follow and soon there will be a caring neighbourhood where no one feels neglected.

C2.2 A high level of youth voluntarism and community participation

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. We also aim to facilitate community participation through these youth-led endeavours.

Progress

The reduced staff strength affected our ability to sustain youth engagement resulting in less learning about volunteering opportunities. Nonetheless, the majority of those who volunteered regularly continued to do so.

	2014	2015
Total No. of Volunteers	380	303
No. of Volunteer Leaders	51	42
No. of Regular Volunteers	88	71
No. of Ad-hoc Volunteers	241	190

Highlights

The youths reported that they found the leadership camps beneficial for their personal development. A good working relationship with partners Camp Challenge and Camp Vision enabled us to tailor programmes that went down well with the youths.

Youths helped out with the research for our forum theatre productions resulting in realistic dramatization of the challenges faced by their

neighbours. One youth was able to hold her own in a cast of volunteer actors from the larger community.

Our youths supported those from an independent school with a football related fund-raising event. There was a good level of interaction and cooperation between young people from diverse backgrounds.

About 10% took up leadership roles and 20% helped out at least once a month. 23% helped out at least 2 to 4 times during the year.

Snapshot of the Work

Coming Together to Care

A month before the event, parents and older youths held a meeting to discuss how the bicycles should be distributed. After identifying those whose bikes had been stolen and those who wanted one, they realised that there were not enough to go around. So they passed the word out among their friends and eventually we received 10 more slightly damaged ones.

In all 30 bicycles were given out but over 90 residents and volunteers showed up to help make the event a success. 1 parent and 5 youths were busy throughout manning the bicycle repair workshop while other volunteers worked with the children to clean up their bicycle. When some tyres burst unexpectedly, some volunteers ran to a nearby shop to get replacements. Older youths and the adults worked hard to ensure that no child went home disappointed.

A member's perspective

Roslidyawati Bte Riduan Abdullah Lee, 18

**Student at ITE College East pursuing a NITEC certification in Beauty & Wellness
Lives with two older brothers, a younger sister and nephew.**

Four years ago, Roslidyawati or Lidya as she is known in the neighbourhood was an active member of our Captain's Ball team in her neighbourhood. She found much joy in the game and so helping out with the preparation of equipment and such did not feel like a responsibility. After 2 years, she began to see that our constant reminders "to create the neighborhood you want to live in" was not just about her own interests. So she started helping out with the distribution of food rations and other activities for families as well as our youth outreach efforts.

When the opportunity to perform at an event arose, Lidya organized those who were interested to put up a dance performance.



The performance went well and the youths involved asked for more opportunities. Since then, under Lidya's leadership the group has been practicing regularly and performing at various events.

Lidya is recognized as an active volunteer by her peers and also a role model who despite various personal challenges, is focused on excelling at school and working toward her ambition to be a hair stylist.

Our Reflections

Most of the young people we engage are usually very willing to volunteer their time for others. They have a sense of empathy for the less fortunate and other social causes. However, they need a platform where they can access such opportunities. We need to build our capacity at creating such platforms to engage them as young people do not usually go out looking to "do good" but they will when they are in good company.

C3.1 Facilitating cooperation among helping agencies for the benefit of our members

Position Overview

To 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 expertise, knowledge and resources with our partners in the sector in the hope that they will share our community approach.

Highlights

The mainstream resources we succeeded in directing to our neighbourhoods engaged 2191 participants and addressed 6 main issues: educational support, meaningful and purposeful engagement of youths, delinquency management, sexuality education, addiction management and employment & employability.

The number of persons benefitting increased slightly from 1685 in 2014 and we have new partnerships in the area of employment and employability.

- Set up a Cub Scout troop in partnership with the Singapore Scouts Association at the Whampoa neighbourhood.
- Dialogued with Mendaki and the Chinese Development Assistance Council to better manage local community resources and to prevent the replication of services.
- Discussions with Queenstown Social Service Organisation to reach under-served neighbourhoods who may need access to more resources.

- Sport Cares Singapore invited and involved our children in the various activities of their calendar. The highlight was having our young people and their parents volunteering with the 28th South East Asian Games.
- Continued close working relationship with the Police in the neighbourhoods we operate in as well as the Community Involvement Division, Police Operations Department
- Shared about our work at the 10th Anniversary of 'Rahmatan Lil Alamin or Blessings to All'. RLA was launched in 2009 by Prime Minister Lee Hsien Loong, as an avenue spearheaded by the Muslim community to spread compassion and kindness for the well-being of the less privileged in Singapore regardless of faith or ethnicity.
- Good working relationship with the Al-Amin Mosque, Central South Mosque Cluster, Community Leaders Forum, M Club and Project Khadijah who are important partners and resource for our Malay Muslim participants.
- Cooperation with the Public Policy Task Force, Term1 2015-16, Singapore Management University to report on their observations of our community engagement events.
- Ongoing cooperation for the well-being of our programme participants with sister organisations Babes Pregnancy Crisis Support Ltd, Beautiful People & the South Central Community Family Service Centre.

Partnership with Youth Corps Singapore that resulted in 2 neighbourhood initiatives

Youth Corps cooperated with parents and youths to organise activities that encouraged children to do well in school and a neighbourhood youth activity calendar respectively. This was a mutually rewarding learning experience for all involved. The Youth Corps project design process set-up realistic goals while the experience on the ground brought forth the importance of flexibility and creativity. We are grateful for the energy and the co-creation of solutions that characterised this partnership.

Contributing and connecting to learning communities as a way of advocating our community build approach and to learn from others. Significant contributions are as follows:

The Institute of Policy Studies Exchange Series

In March, we were invited to speak at Social Service Research Network (SSRN) — Mobilising Assets to Meet Social Needs. As a panellist, we discussed the importance of identifying community assets, participatory action research in the community, as well as utilising community assets as tools for social change. We were thankful for the opportunity to connect with other social service partners who are taking strides to create vibrant and caring communities.

The Oxford Roundtable

In July, we presented and submitted a paper to the Oxford Round Table — 11th Annual International Conference on Critical Public Issues. At the Brasenose College in the University of Oxford, we had the privilege of sharing our successes and challenges in strengthening social integration in Singapore. The experience enabled us to learn from the distinguished participants who provided us an international perspective on social integration. As these participants were curious about how

Singapore's journey in the last 50 years had shaped our current social context, we had many thought-provoking discussions on the different cultural values that impact social cohesion.

Challenges and Reflections

As helping agencies, we have an identity that is shaped by our history, affiliations and obligations to our funders. Despite our different identities, cooperation is not beyond us as long as we are mindful of our differences and appreciative of the strength in diversity. "Collaboration and not conversion" would be an apt mantra for this area of work.

C3.2 Increasing voluntarism and civil society participation to foster cohesion between wider society and our members

Position Overview

To 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.

Highlights

We increased the ratio of volunteer to staff hours to 38 volunteer hours for every 100 staff hours.

By valuing different volunteering tasks according to the approximate pay per hour in the job market, we estimate the total value of volunteer manpower amounted to \$444 238. The volunteering tasks were valued according to the approximate pay per hour in the job market as below:

Value per Hour	Job Description
\$5	Delivering food rations, childminding, outings
\$8	Administrative work, logistics, door knocking, event crew, sorting, packing & collection of donations, fund-raising efforts
\$10	Internship
\$25	Tuition, homework, reading or other academic support, befriending, mentoring, photography, facilitating sports, arts, and other learning programmes
\$50	Advocacy reports
\$100	Pro-bono professional expertise

23 volunteer orientations were conducted for 218 participants. 17 basic befriender training sessions were conducted and 72 volunteers were trained.

We strengthened our relationship with Indian Women's Association by having more dialogues with them about our work.

We were able to continue many of our volunteer activities and programmes despite the lower staff count by having more parent volunteers from the neighbourhoods who acted as chaperons.

We continue to collaborate with many local and international schools who provide us with the regular volunteers needed to sustain our weekly programmes.

Challenges and Reflections

This year, with reduced staff strength we were unable to welcome as many volunteers as in 2014. Getting the work done through the efforts of volunteers requires much leadership ability which was challenging for staff accustomed to running a programme or attending to people in need. The retooling of the staff team and capability building will continue to be an ongoing challenge.

C3.3 Welcoming the goodwill and generosity of the larger community toward our cause

Position Overview

To facilitate a mutually positive and respectful experience for those who give and those who receive.

We take the view that a confident and competent local community can receive gifts graciously from the larger community to complement its inherent strengths and respectful giving is an act of sharing that builds a more inclusive community. 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.

Highlights

Donations-in-kind (audited)	2014	2015
Food Rations & other food items	\$146,577 394 Households received food packs an average of 4 times	\$120,471 1500 Households received food items an average of 3 times
Sponsorship of venue, vouchers, tickets & gifts	\$86,899 2368 participants	\$347,351 1865 participants
Other items (estimated)*		
Activities & Outings	\$60,180 towards 57 events with 1807 participants	\$126,000 towards 140 events and outings with 1050 participants attending an average of 4 events & outings
Household items, appliances & refurbishments	\$30,377 towards 51 households	\$34,451 towards 283 households
Pre-loved items	288 families benefitted	548 families benefitted
TOTAL	\$324,033	\$628,273

**These amounts are based on best estimates and are not reported in the audited statement of accounts presented in the annual report*

We were able to welcome twice as many activities and outings for our members. Also, 588 families benefitted from pre-loved donations compared to 288 in 2014. In total, we were able to welcome twice the amount in goodwill-in-kind.

Meaningful partnerships as follows:

Avaya Singapore Pte Ltd, LantroVision Ltd and Jebson & Jessen Communications

The Contact Centre for Long Term engagement of Beyond's members was made possible by the generosity of three corporations working together. The partnership involved hardware, software, cabling and support solutions for a telephony system. With the completion of the contact centre, the Caring Caller programme is now in place, and has started making regular contact with youth and their families. The total value of the project is \$210,000. As part of the project, the office got new wiring and a telephony system. This would not have been possible without the kind gesture of Avaya, Lantrovision and Jebson & Jessen.

Coutts & Co Ltd

Coutts was the main supporter of the Community Theatre project. Forum Theatre was used as a tool to address challenges that resonated with residents in the neighbourhood. The performance showcased these issues and encouraged the audience to suggest how they may rectify them. We outreached to 250 families and more than 400 children and youths were in the audience.

Far East Organisation

Our members were always warmly welcomed whenever we held our activities and programmes at their hotels and facilities. Their sponsorship of facilities provided both the physical and mental space that was so important for families who had come together to resolve difficult challenges. We also benefitted from their strong culture of volunteering as several of their staff volunteer regularly with us.

Fuji Xerox Singapore Pte Ltd

In conjunction with SG50 and its 50th Anniversary, Fuji Xerox rolled out the Smile Pack Distribution Campaign which saw over 1000 families benefitting. A total of \$50,000 was raised through this campaign and more than 200 employees came together to reach out to the families across all 5 neighbourhoods on an ongoing basis throughout the year. Fuji Xerox also organised a movie screening for our youths. There was much fun and laughter as our youths enjoyed the evening together with their families and volunteers from Fuji Xerox. Also in line with their CSR theme of 'Enabling and Empowering the Youth', Fuji Xerox sponsored 300 Back-to-School packs consisting useful stationery for our children and youth in time for the new academic year.

GIC Sparks and Smiles programme

In April 2015, we partnered GIC as they launched their Sparks and Smiles programme. We trained 48 of their study grant recipients as mentors for children and youths from less privileged family backgrounds. The scholarship recipients provided at least 25 volunteer hours.

Societe Generale

We were adopted as the bank's main charity partner. Employees volunteered at the LIFE programme, and introduced our children to the game of Rugby. They also footed expenses for the Cycles for the Community project in Ang Mo Kio. Through different initiatives their volunteers raised over \$20,000 for our programmes. The Singapore office won the Societe Generale's Citizenship Program CSR Award.

The Final-1, Singapore's Reality Singapore Competition

3 contestants from The Final-1, Singapore's reality-singing competition joined our children and youths as they delivered food supplies to their neighbours. It was an exciting afternoon for our children and youths as the people they had been watching on television were in their neighbourhood and getting to know them. Being a part of a reality television show was good fun for our young people but more importantly, we were grateful to the producers for believing that young people despite their vastly different backgrounds could spend a meaningful and enjoyable afternoon together. Music may be a universal language but it was the genuineness of the contestants to build a relationship with our members that made the afternoon a success.

The Gravity Programme by Prudential Singapore & Impact International

For the 3rd year running, we worked with participants from Prudential's Leadership Programme to support an organisational challenge. With their support we gained a better appreciation of how we can engage our donors and volunteers more meaningfully.

The President's Challenge

We were privileged to host President Tony Tan on 18th September for the filming of a video clip to encourage voluntarism. Popular TV show Noose character "Jojo Joget" (played by Suhaimi Yusof) was the newscaster reporting on a baking session which had our mothers from Bakers Beyond and volunteers working together. The President appeared in the scene to interact with the community members and volunteers. The clip was aired during The President's Star Charity on 18th October.

Challenges and Reflections

Maintaining a conduit for goodwill to reach our members requires staff, administrative and logistical resources. Sometimes, we are unable to receive the gifts as doing so would take up a disproportionate amount of our resources. Rejecting an offer of goodwill while respecting the good intentions of the giver was and will always be tricky. If gifts present the opportunity for relationship building, we must be able to reject a gift without rejecting the giver or damaging the relationship.

C4 Nurturing a Community Workplace

Position Overview

A community is an environment where there is generosity, kindness, co-operation, 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. 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 as a whole and in turn are inspired by this caring.

Highlights

Continual learning

Journey Beyond, our collaborative learning routine`

We deliberated on the development of a “chaordic” organisation where volunteers enjoyed a sense of autonomy and played a significant role in growing the work. Following which, we studied community organisations in other parts of the world, contextualising their efforts to our history, growth and development. Based on chapters picked from the book “Better Together” by Robert Putnam and Lewis Feldstein, the staff learnt from the experiences of community organisations, their strengths, the resources they needed and the challenges they overcame.

Project Management and Action Planning

The Facilitators Network Singapore helped us build our capabilities that will enable us to have better oversight of the numerous activities across the organisation that are happening concurrently. With project teams often comprising volunteers and staff who have not worked together but have come together for a specific project, the framework is useful for defining a shared purpose, roles and responsibilities within monitored time-frames. We regard this as an essential skill-set for growing the work with a volunteer workforce.

Communication and cooperation

Developing and Implementing an Outward Mindset

The Arbinger Institute, Singapore Pte Ltd provided 6 workshops of 2 days each for “Developing and Implementing an Outward Mindset” which introduced many of the staff from Beyond and our partner agency Babes Pregnancy Crisis Support Limited to a framework that encourages thoughtful listening, empathy and a clear pathway out of conflictual situations. Skills aimed at improving inter-personal effectiveness among the staff were also useful for our work on the ground with programme participants.

TGROW model for coaching and effective communication

The Barclays Human Resource, Leadership, Learning & Talent Team introduced us to the TGROW model of organising a work-related conversation. We are grateful for such generosity as the mutual learning experience strengthens relationships and our collective sense of community.

Valuable Beyond

Valuable Beyond is a virtual community on Facebook which came about from a team building session held in 2014 by Joy Care Leadership to sensitize colleagues to the values that we operate from individually and collectively. This closed and private Facebook group consists of staff, a few ex-colleagues and board members and provides a platform for light hearted as well as serious sharing. With the work taking us out of the office and into the community a lot, the opportunity to meet and share views is reduced. Valuable Beyond, is a space where we share photos, articles related to the work, media mentions of Beyond, photos of staff gatherings, birthdays and farewells. It adds to the community work place, and with many staff already on Facebook, Beyond is not only a place they work in, but is part of their social network.

Culture of Evaluation***Cooperation with the Public Policy Task Force, Term 1 2015-16, Singapore Management University.***

Undergraduates from the School of Social Sciences, Singapore Management University observed and studied our community activities over the course of a few months. They gave us valuable and candid feedback about our work, our community model, and the larger operating context. This was a mutually beneficial cooperation that provided us with important insights to enhance how we may empower low-income communities.

Research

We embarked on two projects to understand the impact of our work. The first was a study of young adults below 25 year old who were previously involved in our programmes. The study is still in process but initial findings indicate that they are in stable jobs, enjoy family stability and are hopeful that they will move out of public rental housing when they start a family of their own.

The second was an educational survey of primary school children who had attended our early childhood programme. This survey sought to determine how well our children are coping in school and how much our programmes have prepared them for formal education. From the responses of parents and school records, it appears that we had prepared the children reasonably well in terms of their social skills. They were observed to be confident and cooperative students. However, academically the results were mixed as 50% were failing in at least one subject at school.

Impact studies such as these are important ongoing efforts that challenge us to improve our efforts.

Challenges and Reflections

Although it requires some amount of professional expertise, we believe that a job in the social service sector is a vocation rather than a profession. While many regard their job as a calling rather than a career, the practical issues of adequate compensation as well the lean resources accorded to one's role can be discouraging. Hence, keeping team members motivated and purpose driven is an important outcome of a community workplace.

C5 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

Beyond's fundraising philosophy has been to create no or low cost events where the event costs are absorbed by sponsors and donors. We are grateful for the long term relationships with sponsors and donors we have built over the years, as well as new friends who came forward to lend support. The members of the Fund Raising Board Committee worked closely with the staff to strategise and create new avenues for fundraising as well.

Below are our main fund raising efforts:

Our Annual Appeal Letter

Our letter to past donors seeking their support for our mission raised \$203,756.

My Singapore Charity Project – "Snowflower"

Lorraine Tan, a Singaporean Singer-Songwriter has been marking National Day over the last 5 years with original compositions that raises funds for charity through "My Singapore Charity Project". Her composition for 2015 was "Snow Flower" which tells the story of a victim of

bullying achieving success as a young boxer and securing closure for his coach's broken dreams. The themes of perseverance, resilience and tenacity in pursuit of one's dreams resonated well with children and youths; especially those from Beyond, the adopted charity. Through her music, Lorraine celebrated Singapore as a home where the less fortunate are never forgotten. The YouTube video has garnered more than 2 million views, and raised \$52,000 for the work. It can be viewed at tiny.cc/snowflower We learnt from Lorraine, the generosity of spirit and how she has made giving a part of her everyday life, through her passion for music.

Fairground for all

Fairground for All came about because we wanted to get people thinking about poverty and its implications in Singapore. What is fair ground? Are we really standing on fair ground? Fairness isn't necessarily a set of rules nor is it just about equality. Do those around us experience undue stress about issues we might find simple? Or are they running on a treadmill all the time? One slip and they are overwhelmed with problems.

Fairground for All was an occasion to be sensitive, and to think a little more about the people who live among us. If we stop to look, we might see that life isn't as fair as we think after all.

On 18 October, Zouk Club was transformed into a colourful air-conditioned bazaar with bargain offers, tasty eats and old school fete games. We named the event 'Fairground for All' because we envisioned an afternoon where families from different strata of society could enjoy an afternoon together at one place but we never imagined how significant

such an event could be for our members in terms of having the rare opportunity to be able to shop for things apart from basic food and sundries. Usually they would never consider spending on a scented candle, a box of candies or a toy and they sure felt good having the ability to buy presents for family and friends.

This would not have been possible without the wholehearted support of Bank of America Merrill Lynch who has been a corporate volunteer for more than 10 years now. 200 of their volunteers got the event going and the bank absorbed event costs. We managed to raise almost \$75,000 in coupon sales through the generosity of our volunteers, corporate partners and friends. These included Fuji Xerox, Tee Yih Jia Group, Lloyd's, 50 for Fifty, and the Nail Social. The friendship and efforts brought about a "Fairground for All."

The Really Authentic Kumar

637 people laughed along with the Really Authentic Kumar at Zouk on 12 November. Kumar drove home the message that "Those of us with families, loved ones, a few good friends and a roof over our head are indeed very blessed and very privileged." He then added that "Those of us who are privileged can and should help others." Communicated with his inimitable wit and antics, the room did not feel chastised but resonated with his opinion. For 90 minutes, the audience was with him as he shared his personal challenges, poked fun about life in Singapore and spoke up for those in our programmes. He frequently highlighted that despite having very little the families in our membership could laugh and be happy.

We raised a total of \$123,000 that evening and Tote board matched 20% of funds raised, bringing the total amount raised to \$148,000.

Challenges and Reflections

The Care & Share Movement in conjunction with Singapore's Jubilee Year was most helpful as the matching amounted to 19% of our total funds raised. With the ending of our partnership with the Milk Fund we will need to quickly garner enough support to remain financially stable. This will be a tremendous challenge but we are grateful and heartened for the opportunity to nurture new relationships and to rally our wider community to look out for disadvantaged young people and their families.



D1 Finance & Administration

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 a staff force that had the capacity for self-reflection and evaluation, the humility to learn from our programme participants and the appreciation that some amount of personal sacrifice is often needed in the course of work.

Highlights

Finance

1. Led the financial and administrative support for the Care and Share grant usage and reporting.
2. Completed the final accounts of Babes Pregnancy Crisis Support Ltd (Babes). The outsourced work undertaken by us will be carried out by an outsourced company appointed by Babes with effect from FY 2015/16.
3. Provision of periodic financial statements to

Human Resource Management

1. Reviewed and implemented the Benchmark Salary Scale. In particular for HS CDC, it resulted in updated Salary Scale and individual Salaries of HSCDC staff and an overview of HSCDC Career Path.
2. Handed over the payroll processing and HR administration of Babes Pregnancy Crisis Support Ltd (Babes). The outsourced work undertaken by us will be carried out by an outsourced company appointed by Babes with effect from FY 2015/16.

Administration

1. Developed Whistleblowing Policy with the assistance of a pro bono lawyer.
2. Developing Privacy Policy manual with the assistance of a pro bono lawyer.
3. Provided secretariat support for board and some board committee meetings.
4. Supported the induction of new Board and Committee members.
5. Led and completed Share-A-Meal coin counting exercise for partner charity, Compassion Fund.

Information Technology Support

1. Migrated Intune licenses from Intune account to Office 365 account.
2. Upgraded fibre broadband internet for the three premises and changed the ISP provider.
3. Implemented Avaya IP telephony system and new network infrastructure at Blk 26 Jalan Klink. Improvements: a) Existing phones replaced with IP phones providing more functionality b) New network infrastructure i) connects all laptops and desktops to wired internet connection which is more stable and significantly faster than wireless connection ii) provides wireless connection with seamless point-to-point connection, separate connections for staff and guests for better security, and the latest wireless standards with faster access.
4. Developed the IT Policy and Procedures manual. Baker Tilly conducted a general controls audit with a view to strengthen the process and improve the security of the systems.
5. Handed over IT Maintenance from existing supplier to new supplier.

Challenges and Reflections

1. The connection between Operational and Administrative staff often weighs on balance and communication. The need by all staff members to be aware of the rules and diligently working with the Administrative staff to be rule compliant is an important safeguard against any impropriety. However, rigidity and one-solution approach to a work issue results in an unhealthy workplace; it calls for the Administration to be more adaptable and flexible in finding solutions. It is hoped that a greater interaction will overtime build bridges between people and removes the silo effect. A good and honest communication is the bedrock of a happy workplace benefiting the organisation and the stakeholders.
2. Reviewing our processes is a continuous act – new wine in new wine skin. It involves finding out the good practices of other organisations – commercial and VWOs. Work processes must result in expediency not impediment.

AUDITOR'S REPORT

INCOME (\$'000)	
Donations in Cash	3,606.7
- Tax-Deductible	1,567.8
- Non Tax-Deductible	2,038.9
Donations in Kind	
- Tax-Deductible	-
- Non Tax-Deductible	-
Grants	1,051.2
Sponsorships	467.8
Investment Income	21.2
Investment Gains	-
Programme Fees	425.8
Others	252.1
Total Income	5,824.8

EXPENSES (\$'000)	
Fund Raising Expenses	
- Direct Expense	8.7
- Indirect Expenses	
- Sponsorship Expenses	467.8
Charitable Activities Expenses	
- Local ⁽¹⁾	2,984.3
Governance Cost	20.0
Other Expenditures ⁽²⁾	24.0
Total Expenditure ⁽³⁾	3,504.8
Surplus/(Deficit)	2,320.0

(1) Included an apportionment of overhead and shared costs

(2) Other expenses comprised depreciation, loss on disposal of equipment and bad debts

AUDITOR'S REPORT

BALANCE SHEET (\$'000)	
Other Tangible Assets	209.8
Accounts Receivables	208.5
Cash & Deposits	4,453.2
Rental & Utilities Deposits	8.6
Total Assets	4,880.1
Unrestricted Fund	4,417.8
Restricted Fund	
Total Funds	4,417.8
Long-Term Liabilities	
Current Liabilities	462.3
Total Liabilities	462.3
Total Liabilities & Funds	4,880.1

OTHER INFORMATION	
Donations, Grants & Sponsorships to Other Charities (\$\$)	
No. of Employees	53
Total Employee Costs (\$\$'000)	2,419
Fund-raising Efficiency Ratio	11.7%
Total Related Party Transactions (\$\$'000)	4,880.1

For the full Audited Financial Statements please click [here](#)



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 all 4350 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 for reminding us that regardless, there is always something we can give for the well-being of others.

We would like to mention:

Youth leaders

Abdul Hayei Bin Aziz
Muhammad Suhairi B Samsudin
Nurasyikeen Bte Nahadi
Sandovich Bin Jamari

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Siti Fadillah Binte Abdullah
Siti Mariani M Abas
Sumirah Handayani Bte Kumi Hairudin
Tan Ing Ing
Zuraidah Bte Zainuddin

SAYING THANKS

Aleksandar Duric

for inspiring our children and youth to do their best

Baker & McKenzie. Wong & Leow

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

Cynthia Chow and Joanne Lee

for passionately inspiring our children to experience the music within themselves

Daniel Lim Zi Yang, Darrell Lai Wei An, DH Abdul Hafeez, Li Yue Cheng & Tuang Rui Shan

for showing us that no task is too big or small for one to take on cheerfully and responsibly. As volunteers, they inspired us by doing small things with great love.

Deng Yanhong and Kenneth Lau

for being long time volunteers at our Healthy Start Child Development Centre

Elizabeth Prakasam Chin

for inspiring and showing us the meaning of perseverance, generosity and optimism

Gavin Costin, Jeremy Lim and Thomas Sim

for kicking with our kids every week since 2011

Gerine Lim

for her weekly visits to a family in need the past 2 years

Geraldine Kan

for helming LIFE on Saturdays at Whampoa and touching the lives of many children

Grant Clark

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

Greta Georges

for being a committed, creative & caring friend to our children and bringing cheer to all our events

Jha Pooja

for taking on the challenge of initiating much needed learning programmes for our children

Kumarason Chinnadurai

for insisting that we learn to laugh at ourselves

Lorraine Tan & Dr SM Yuen

for dedicating funds raised from Snow Flower, a tribute to 50 years of Resilience, Dreams & Aspirations toward our cause

Mervyn Goh

for always making our children feel so special and finding ways to celebrate their efforts, talents and strengths

MLC Productions LLP

for capturing the voices of our local leaders and honoring their efforts at building a caring community

SAYING THANKS

Nicholas Allcock

for your long-term friendship with our youths and instilling in them the meaning of dedication and commitment

Ooi Wei Lun and Tan Yu Xian

for faithfully tutoring our youths on Sunday the past 3 years

Victoria Junior College Choir

for supporting our fund-raising efforts with their beautiful voices

Associations

for extending your friendship and generosity of your members

American Women's Association

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for actively offering learning programmes to our members

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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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Thian Yew Lim
UPM Asia Pacific Pte Ltd
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\$1,000-\$4,999

Adelina Koh
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 Agility International Logistics Pte Ltd
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 Asia Square Tower 1 Pte Ltd
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 Corrupt Practices Investigation Bureau (Cpib)
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 Thinking Heads Global Pte Ltd
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 Vivien Oi Ting Lai
 Wee Guan Construction Pte Ltd

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Wee Keong Toh
 Wei San Soong
 William Say Leong Toh
 Wing Cheng Chan
 YCH Group Pte Ltd
 Yee Shoon Yu - Foo
 Yeow Leong Loh
 Yik Hiung Hii
 Young Men's Christian Association of Singapore
 Zhenling Yenny Zhang

\$5,000-\$9,999

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 Amorepacific Singapore Pte Ltd
 Automobile Association Of Singapore
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 Searights Maritime Services Pte Ltd
 Shambhala Yoga Centre Pte Ltd

Singapore Polytechnic
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 Spring Singapore
 St Joseph Institution (International)
 Symasia Foundation
 Toshio Karigane
 Wai Yin Loke

\$10,000-\$49,999

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 Ashok Samuel
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 Ngee Ann Polytechnic
 Phillips 66 International Trading Pte. Ltd
 Rochore Kongsu For The Aged
 Tee Yih Jia Food Manufacturing Pte Ltd
 The Sophia Foundation Limited
 Visa Worldwide Pte. Limited
 Wah Kheong Leong

\$50,000-\$99,999

BGC Partners (Singapore) Limited
 Coutts & Co Ltd, Singapore Branch
 M1 Limited
 SWIFT

\$100,000 And Above

Far East Organisation
 Milk Fund
 President's Challenge

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

Gan Eng Seng Primary School
St Joseph's Institution Primary
Zhangde Primary School

Secondary

CHIJ St. Theresa's Convent
Crescent Girls' School
Gan Eng Seng Secondary School
Henderson Secondary School
Hua Yi Secondary School
Jurong Secondary School
Jurong West Secondary School
Nan Chiau High School
Nanyang Girls' High School
Pioneer Secondary School
Presbyterian High School
Queensway Secondary School
Raffles Girls' Secondary School
Singapore Chinese Girls' School
St. Joseph's Institution
Temasek Secondary School

Pre-University and post-secondary studies

Anderson Junior College
Anglo-Chinese Junior College
Catholic Junior College

Hwa Chong Institution
Jurong Junior College
Nanyang Junior College
Nanyang Polytechnic
Ngee Ann Polytechnic
Raffles Institution
Republic Polytechnic
Singapore Polytechnic
Yishun Junior College

Specialised Institutions

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

Tertiary

Nanyang Technological University
National University of Singapore
Singapore Institute of Management University
Singapore Management University

International Schools and private schools

Anglo-Chinese School (International)
Australian International School
Dulwich College (Singapore)
Singapore American School
St. Joseph's Institution International
Tanglin Trust School
United World College of SEA

SAYING THANKS

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
Corrupt Practices Investigation Bureau
Defence Science & Technology Agency
Energy Market Authority
Inland Revenue Authority of Singapore
Ministry of Culture, Community & Youth
Ministry of Social & Family Development
National Council of Social Service
National Library Board
National Youth Council
Peoples' Association
Singapore Civil Defence Force – 1st Division, Alexandra Fire Station
Singapore Totalisator Board
Singapore Tourism Board
Social Service Offices @ Bukit Merah, Jalan Besar, Queenstown, Toa Payoh
Sport Singapore & Sport Cares
Youth Corps Singapore

Government Grassroots Organizations

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

Bukit Ho Swee Residents' Committee
Bukit Ho Swee Court Residents' Committee

Covent-Indus Residents' Committee
Henderson Community Club
Henderson Heights Residents committee
Kampong Tiong Bahru West Residents Committee
Kim Seng Community Centre
Leng Kee Community Centre and Residents' Committee
Whampoa Community Club and 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.

General Mills Foundation
Holywell Foundation Ltd
Lee Foundation
Mainly I love Kids Fund (MILK)
The Community Foundation
The Effissimo Foundation
The President's Challenge

Medical, Psychological & other Health Practitioners

for being available and assessable to our youths and their families

Faculty of Dentistry- National University of Singapore
NUH Dentistry Department
PJ Clinic Bukit Ho Swee
Singapore Polytechnic Optometry Centre

SAYING THANKS

Religious Groups

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

Al-Amin Mosque
Al- Muttaqin Mosque
Caritas Singapore
Hajjah Rahimabi Mosque
Ba'alwi Mosque
Singapore Soka Association

Social Enterprises

for working together for the development and wellbeing of our members

Bettr Barista Coffee Academy
Bikes 4 Fun
The Cycle Initiative
The Looms Workshop

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 effectively and efficiently.

Babes Pregnancy Crisis Support Ltd
Beautiful People SG Ltd
Boys' Brigade
Equal-Ark Singapore Ltd
Food from the Heart
Infant Jesus Homes and Children's Centres (IJHCC)
Lotus Light Charity Society (Singapore)
Metropolitan YMCA. YOUTHsync Singapore
National Volunteer and Philanthropy Centre
Retired & Senior Volunteer Programme Singapore
Singapore Scouts Associations
South Central Community Family Service Centre
The Food Bank Singapore Ltd
The Little Arts Academy
The Red Pencil
Waterfalls Student Care Centre

Volunteer Groups

Amoris Lumine,
Blessings in the Bag – Beyond Awesome Programme
Camp Vision
GIC Recreation Club
Inland Revenue Recreation Club
Kayaking for Beyond
Kopitiam Lengkok Bahru
Project Unsung Heroes
Saturdays @ Lengkok

Finally, our most grateful thanks to all others who have contributed time, energy, resources or funds whom we have failed to mention.

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