

# 2023

## Annual Report







## A Snapshot of the Year

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## Community Appreciation

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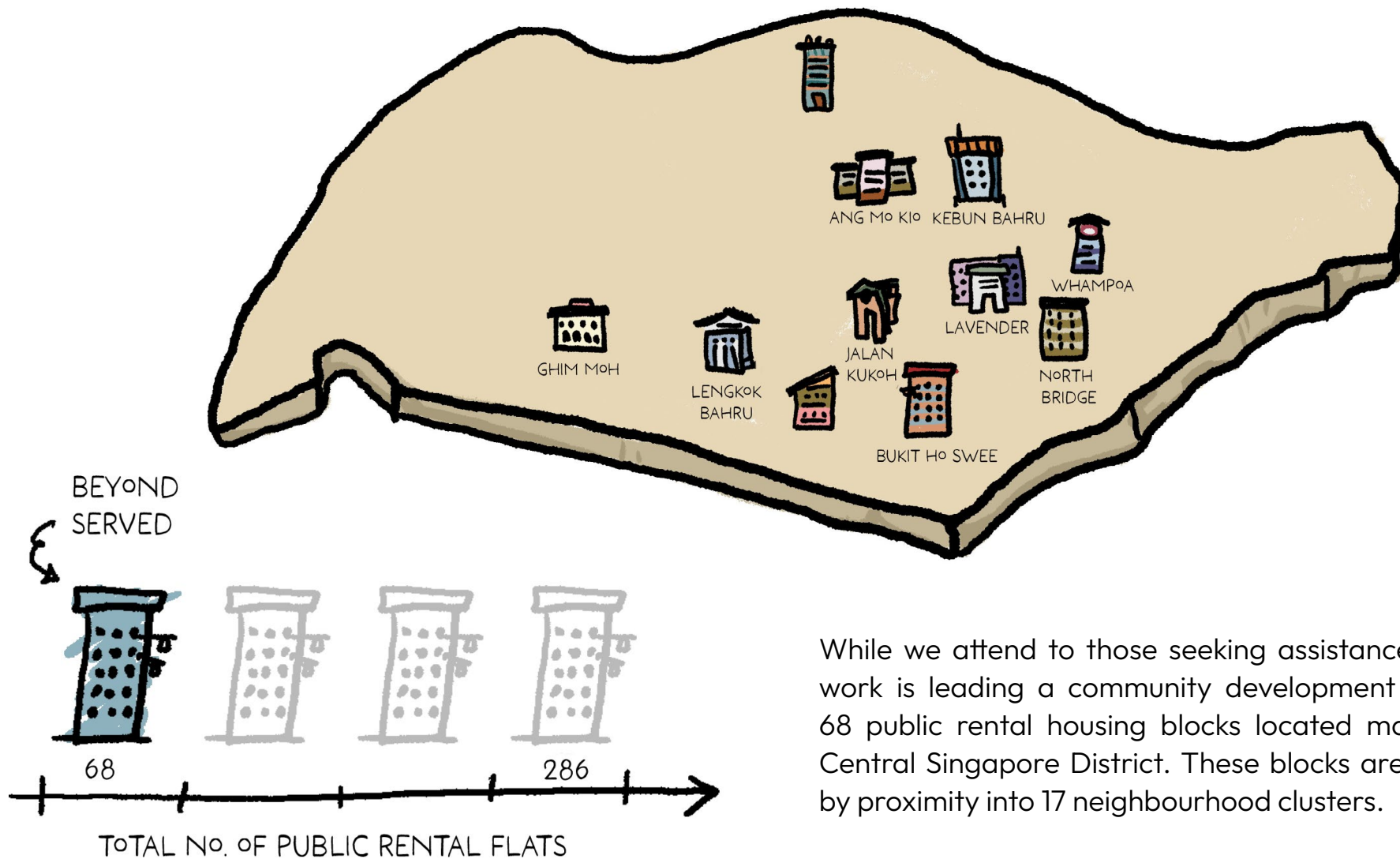
Beyond Social Services is a community development agency in the service of a community's efforts to meet its needs. We adopt an asset-based community development approach and work at bringing about neighbourhoods where there is a strong sense of interdependence among neighbours so that families and communities can care for themselves and each other.

We say that everyone has talents and abilities and when people pool their strengths or gifts, they can create positive action that addresses their shared challenges and aspirations. Importantly, in doing so, they create a culture of care that enables them and vulnerable members in their community to live purposeful, satisfying, and hopeful lives.

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# ABOUT US



While we attend to those seeking assistance, our core work is leading a community development process in 68 public rental housing blocks located mainly in the Central Singapore District. These blocks are organised by proximity into 17 neighbourhood clusters.

# OUR COVERAGE

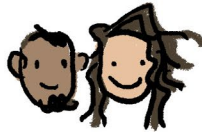




A TOTAL OF

5384  
PERSONS

REACHED!



2810  
PARENTS AND  
CAREGIVERS



2574  
CHILDREN AND YOUTH  
(AGED 25 AND BELOW)



2633  
FAMILIES

# OUR REACH IN 2023



### **Efforts That Promote Social Mobility**

Our programmes and activities enable communities to take control of their concerns and aspirations. Information on those programmes will be in the chapters that follow.

### **The Emergence of Associational Life**

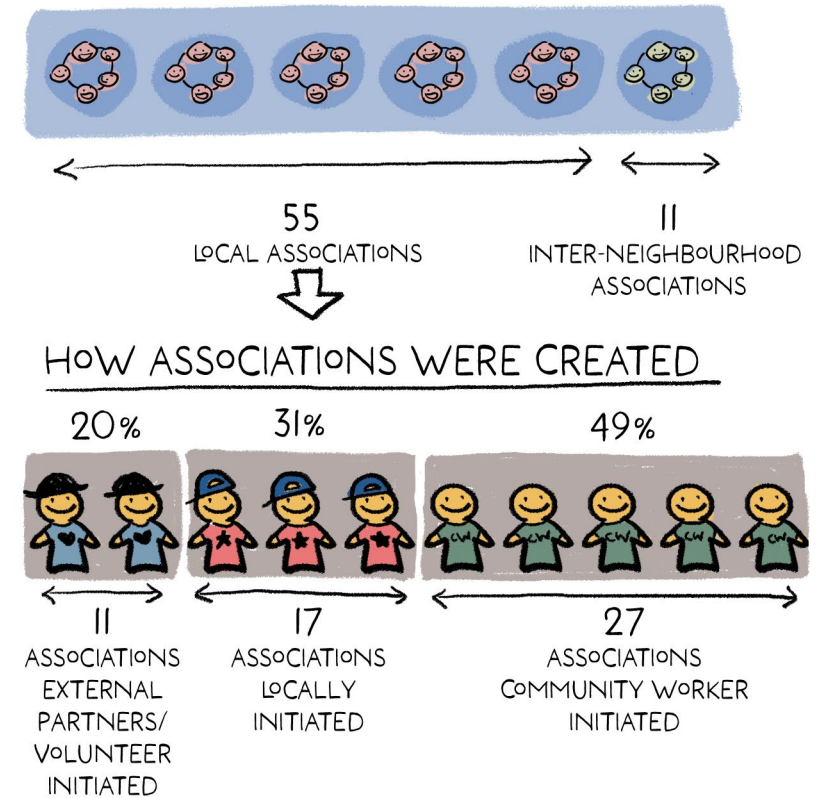
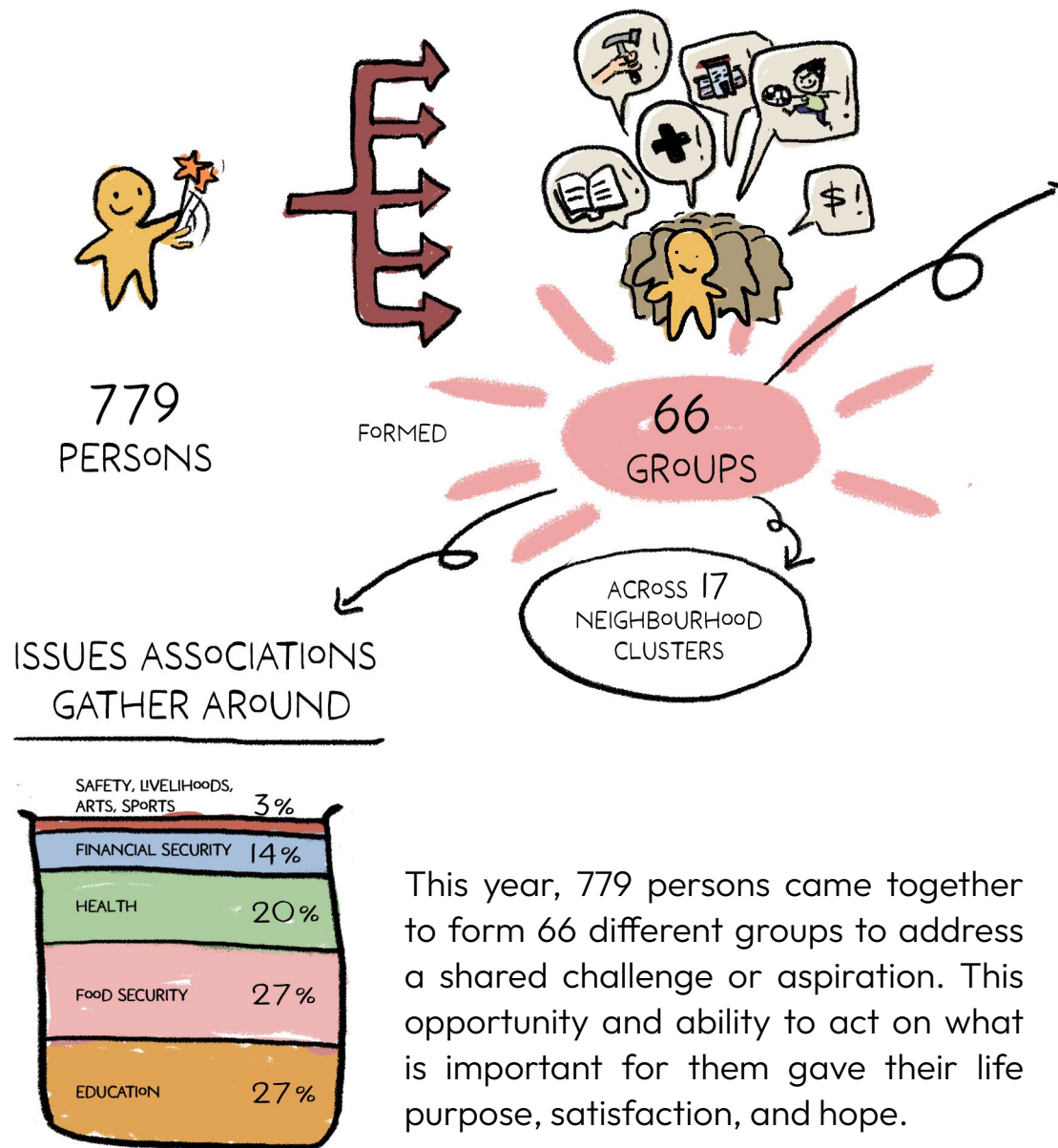
Strong communities emerge when there is a strong sense of interdependence among people. This means that there are sustained caring relationships because people care about each other and share concerns and/or aspirations. Associational life also meets inherent universal needs and provides a sense of mastery as they apply their abilities and talents for a collective good. We consider this an important impact of our work because people are developing the capabilities and capacity to move beyond social services.

These associations also serve as the informal structures within neighbourhoods that help us to amplify our work. Hence, we will be monitoring the emergence of these groups of people in the community who meet regularly around a shared purpose.



# MONITORING OUR IMPACT



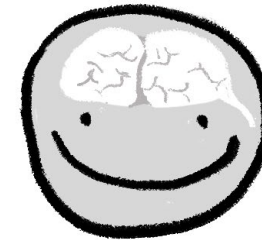




Everyone has a gift.



## THE GIFT OF:



HEAD



HEART



HANDS

### **The Universal Needs That Were Attended To By The Associations**

As we view community development as a peace-building process, non-violent communication (NVC) and the needs that the practice addresses are also how we make meaning of our impact.



All activities in associational life usually meet more than one need but the examples here are the usual context in which the need described is met.

| Needs                   | Activities  |
|-------------------------|---|
| Sense of Belonging      | Neighbourhood pride projects<br>Neighbourhood gatherings<br>Mutual help groups  |
| Understanding & Empathy | Understanding circles<br>Befriending relationships<br>Neighbourly ties  |
| Creativity              | Artistic endeavours<br>Problem-solving projects<br>Dream-building & possibility planning  |
| Recreation              | Social events or outings of their choosing<br>Fitness & sports programmes   |
| Sustenance              | Food & household essentials distributions<br>Livelihood opportunities<br>Financial & housing assistance/advocacy                    |
| Safety                  | Mutual help groups for mental health<br>First responders' network<br>Community efforts against violence<br>Child safety initiatives |

|          |  |
|----------|--|
| Love     | Family strengthening & reconciliation.<br>Friendships  |
| Autonomy | Community Fellowship<br>Project leadership<br>Participation in decision-making processes<br>Strengths-based policy |
| Meaning  | Ongoing opportunities to care which is the hospitality and generosity people extend to each other.                 |

### Competent Communities

Finally, to honour the competence of the community, we have captured the work of the associations below in these [short clips](#).

- Community Fellowship
- Health Competence
- Peer Learning Circles
- Family Circles
- SafeWhampoa



“ The work we do is not about building strong individuals but building strong relationships. ”

# PRESIDENT'S OVERVIEW







## Dear friends,

We were pleased that the year began with confirmation from the Ministry of Social and Family Development that all follow-up action for a Government Review that was carried out from 10 May 2021 to 15 February 2022 was completed on schedule and was officially closed. As a charity in the Enhanced Tier within the Code of Governance 2017, a total of 66 requirements are applicable, and we were observed to be an agency with an overall grade of “Very Good”.

## Continued Collaboration with the Government for the well-being of the Community

We were also very pleased with our close cooperation with government agencies and their grassroots organisations. We joined the Charity Food Workgroup to better coordinate food support initiatives and strengthen our relationships with the Social Service Offices in the localities where we work. In these localities, a close working relationship with government grassroots organisation advisers was key in resolving problems and meeting the needs of our members.

Some initiatives where the support of these advisers was critical included:



A block party to restore working relationships among neighbourhood volunteers and leaders.



Access to free food in a community refrigerator and a community space to organise monthly birthday parties.



Support for our free Wi-Fi programme and refurbishment of resting facilities at a void deck to make it more convenient and comfortable for those accessing the Wi-Fi.



Use of community facilities for our learning programmes.



“Community Days” where residents are linked to relevant government resources and goodwill from well-wishers from the wider community.



A community farm to promote healthy eating, physical and mental well-being, and healthy relationships between neighbours from different backgrounds.



### **Technology for Efficiency and Programme Impact**

We continued to leverage technology to enhance our operations. A phone application helped reduce manpower by at least 1 Community Worker. These processes have been made more efficient by eliminating the need to transfer information recorded on paper to a digital database after a door-knocking exercise and reducing the time needed for attendance-taking during our programmes.

Last year, the Board and I cheered when 5 mothers opened an online store with the support of Konigle, our technology corporate social responsibility partner. After a year, 4 found the going tough and decided to pull out of the venture. We are, however, very proud of them for trying. Their efforts have inspired 2 new participants to sign up with Konigle to learn how to leverage artificial intelligence and machine learning to generate sales in an online business. At this juncture, it is apt for me to stress that as a community development agency in the service of people's efforts to meet their needs, we applaud our members' agency and endeavours. While successful outcomes are to be celebrated, so must we also celebrate the courage our members show to try and fail. We believe in the value such learning experiences bring.

### **Our Refreshed Vision**

In 2024, we will be 55 years old, and we will begin the new year with a new vision that reflects our identity as a community development agency through which the people we engage experience a sense of purpose, joy, and hope as authors of a mutually-beneficial interdependent life, lived in a community that has their best interests at heart. These are communities they co-create with family, friends and like-minded individuals. Communities that are committed to their collective well-being.

*Communities in which  
the active actors are  
its members.*





Hence, I am proud to announce that:

We envision a Singapore where low-income individuals, families and communities can marshal goodwill across society to live purposeful, satisfying, and hopeful lives. An inclusive Singapore that continues to remove barriers impeding the dignity, progress, and integration of the poor.





## New Leadership

As mentioned previously, the Board adopted a succession framework for the position of “Executive Director” in 2021 to ensure a seamless leadership transition for continued programme effectiveness underscored by the same ethos of passion, innovation and service that has contributed to the organisation’s success. Based on this framework, we have completed our search for a new Executive Director to continue the important work we’ve been doing.

The time has also come for a change in the office I hold. So, this will be my last year as President. I hand over my duties fully confident that Beyond will continue to make a distinctive difference in the social service sector for the betterment of the poor among us.

Finally, if there is one thing I take away from my leadership experience, it is that community is not about independence. On the contrary, it is about how we celebrate interdependence. It is about coming together as a society to mindfully be more inclusive of those on the margins. The work we do is not about building strong individuals but building strong relationships.

I am immensely proud and grateful for the relationships I have with Board members, compassionate volunteers and a very dedicated staff. They have pooled their collective talents and gifts for the benefit of others and for a more inclusive Singapore.

Sincerely,  
Peter Hum





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

# EXECUTIVE DIRECTOR'S SUMMARY







## Executive Director's Summary

When we adopted Beyond Social Services as our identity in 2001, we envisioned providing opportunities to members of our community that would discourage them from becoming permanently reliant on social services. We designed our services to divert people from the justice and welfare systems and for those already in the system, to reintegrate them with mainstream society. In short, we believed that we could be the last stop for people to be independent of social services.

Today after close to 25 years of practice, we have come to see that to be independent of social services, one needs to belong to support networks and embrace the notion of interdependence or what we refer to as “associational life.” So, we tell our members it is not so much about saving ourselves but about saving each other. And when we do this, we create the care and cooperation needed to address shared concerns and aspirations. The sense of belonging, autonomy, mastery, and generosity that emerges in the process are what makes for a purposeful, hopeful, and satisfying life.

Hence, to monitor progress and to inform the development of our practice, we have begun quantifying

SHARED CONCERNS  
AND ASPIRATIONS



the associational life we facilitate. This year, 779 persons came together to form 66 different groups, to address shared challenges and aspirations. This opportunity and ability to act on what is important to them gave their lives purpose, satisfaction, and hope.

In this light, I am very pleased that when we concluded the first run of our Community Fellowship Programme in June, participants publicly declared that in the course of 18 months, they have formed firm friendships and regard themselves as “sisters” who care about each other’s well-being. Participants entered the programme as strangers but left as “sisters” who mutually depended on each other for the well-being of their neighbourhoods and themselves.



To enable and encourage independence from social services, we remind our members that the mutual help and cooperation that enrich their lives are present only because they care for each other and not because of their association with us. We may have encouraged them to come together around a shared concern, but they would only stick together if the relationships they had nurtured with each other mattered.

At this juncture, I would like to express my deepest gratitude for the opportunity to have served the organisation since 1982. We have continually sought to be relevant to the poor among us by adapting to the evolving challenges with whatever resources we've had at our disposal.

Beyond Social Services began in 1969 as the Bukit Ho Swee Community Service Project that encouraged neighbours in public rental housing to pool their resources to meet needs with initiatives such as a cooperative society to lower the cost of staple food. Not long after, the organisation addressed literacy among children and youth with a view of improving their chances of moving away from their disadvantaged circumstances.

As the organisation worked to reintegrate young people into the mainstream with the refrain, "It takes a village to raise a child," more often than not, it met with the response, "Yes, but all it takes is one child to burn the village down!" Those who rejected our young people were not quite as eloquent, but they often thought that given the opportunity our youth would contaminate their institutions, programmes or the young who were already in their care.

So, in 2011, the organisation decided to return to its founding approach of persuading neighbours to come together around what's important for them. As it takes a village to raise a child, the organisation focused on nurturing villages within our neighbourhoods that would raise their children well.





## Executive Director's Summary

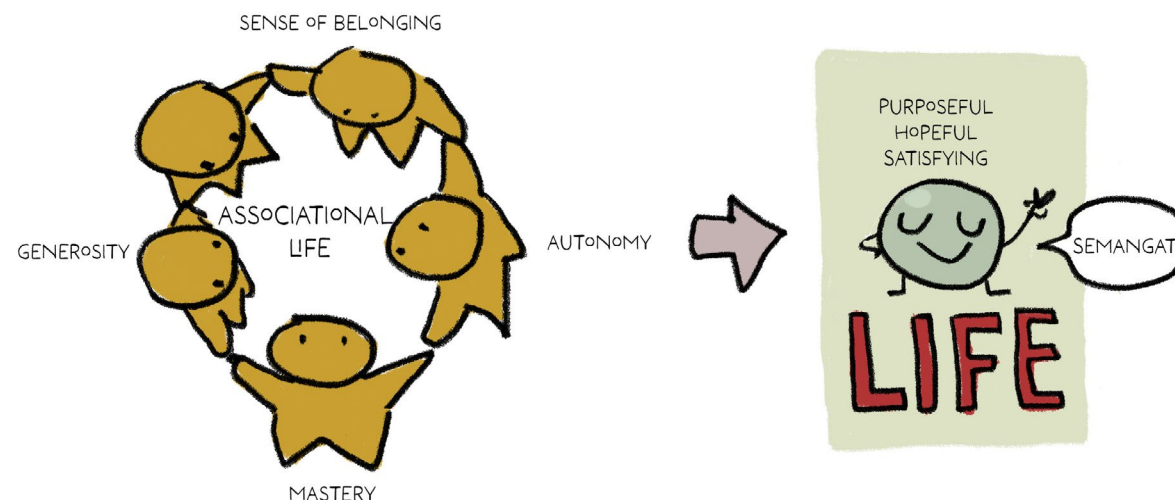
After 5 years of community development, an independent impact study found that people trusted each other enough to share their problems. Youth reported that they were able to better handle conflict in their families, while adults felt better about their living environment and their overall life situations. Both adults and youth perceived an improvement in neighbourhood characteristics, their network of support and social connections, as well as personal empowerment.

Today, the organisation posits that when “low-income individuals, families and communities **can marshal goodwill across society** to live purposeful, satisfying, and hopeful lives,” they help create an inclusive society that benefits us all.

This is a society with a strong sense of community that thrives on mutual respect and cooperation, care and compassion, kindness and generosity, forgiveness and reconciliation. In other words, regardless of our differences, there is always common ground we can stand on.

Hence, social issues are not just problems to be eradicated but opportunities for people across society to respectfully work together for the common good.

The peaceable actions, friendships, goodwill, and opportunities that emerge from community development efforts are a microcosm of a good society and such work brings about an active citizenry for the good of a country.





It has been a tremendous privilege to have journeyed with an organisation that deeply believes in a nation built by many helping hands from different segments of society who endeavour to safeguard compassion, social justice and community - the foundations of social work - and make for a kinder, fairer, more inclusive world.

With much gratitude to those at Beyond I've served with in the past, those I serve with today, and those I will continue to support in the future...

Gerard







*\*Not in photo: Mr Peter Lim*

Board and the Staff



# BOARD & STAFF

## Board of Management

*Appointed at Board Meeting on 2023*

|                               |  |
|-------------------------------|--|
| President                     | Mr Peter Hum   |
| Vice President                | Mr Alok Kochhar  |
| Honorary Treasurer            | Mr Peter Lim   |
| Honorary Secretary            | Mr Andy Leck   |
| Founder Member Representative | Sr Veronica De Roza  |
| Board Members                 | Mr Alvin Yapp<br>Mr Ang Fui Siong<br>Ms Clara Lee<br>Dr Hana Alhadad<br>Mrs Lekha George |

## Executive Committee

|                               |                     |
|-------------------------------|---------------------|
| President                     | Mr Peter Hum        |
| Vice President                | Mr Alok Kochhar     |
| Honorary Treasurer            | Mr Peter Lim        |
| Honorary Secretary            | Mr Andy Leck        |
| Founder Member Representative | Sr Veronica De Roza |



## Board and the Staff

**Board Committee****Chair Person****Members**

|  |                  |   |
|--|------------------|---|
| 1. Appointment & Nomination                | Mr Peter Hum     | Mr Alok Kochhar<br>Sr Veronica De Roza  |
| 2. Audit & Risk                            | Mr Ang Fui Siong | Ms Christina Ng <i>from 24 Nov 2023</i><br>Mr Daniel Liu  |
| 3. Finance & Administration                | Mr Peter Lim     | Mr Jim Tay  |
| 4. Fund-raising                            | Ms Lena Lin      | Mr Alvin Yapp<br>Mrs Mary Kuo<br>Mrs Ravina Kirpalani   |
| 5. Information Technology                  | Ms Clara Lee     | Mr Amit Jain<br>Ms Audrey Ong<br>Ms Catherine Goh <i>till 15 Jun 2023</i><br>Mr Derek Gooh<br>Mr Jatin Khosla <i>from 23 Dec 2023</i><br>Mr Michael Koh |
| 6. Investment                              | Mr Alok Kochhar  | Mr Ang Fui Siong  |
| 7. People Development                      | Ms Lekha George  | Mr Andy Leck  |
| 8. Programme & Services                    | Mr Peter Hum     | Dr Hana Alhadad<br>Dr Ijlal Naqvi   |
| 8.1 Healthy Start Child Development Centre | Dr Sirene Lim    | Dr Hana Alhadad<br>Ms Lim Seok Lin<br>Dr Sudha Mary George  |
| 9. Public Relations                        | Mr Mark Chen     | Ms Sue Stephens<br>Mr Alvin Yapp  |

**Remuneration**

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

**Related Entities**

None

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

**Management of Conflict of Interest**

The Society has a conflict-of-interest policy in place.

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

There was one transaction in which a board member had an interest during the fiscal year 1 January 2022 to 31 December 2022. This board member was appointed a programme consultant prior to the member's appointment on the Board. This was declared by the member upon joining the Board and it was a firm understanding that conflict of interest protocol will apply. The work spilled over to 2023, and a balance of \$2500 was paid to the Board member upon completion.

**Governing Board: Council Term**


















| <b>Name</b>      | <b>Current Charity Board Appointment</b> | <b>Profile</b>  | <b>Past Charity Board Appointments</b>  |
|------------------|--|---|---|
| Mr Alok Kochhar  | Vice President<br>6 Aug 2020             | Senior Advisor,<br>Boston Consulting Group                | Board Director<br>22 May 2015 - 23 June 2016<br><br>President<br>24 June 2016 - 6 Aug 2020  |
| Mr Alvin Yapp    | Board Director<br>24 June 2016           | Director, Corporate Affairs, Busads Pte Ltd               |   |
| Mr Andy Leck     | Honorary Secretary<br>6 Aug 2020         | Principal,<br>Baker & McKenzie.Wong & Leow                | Board Director<br>24 Mar 2009 - 27 May 2014<br><br>Vice President<br>28 May 2014 - 21 May 2015<br><br>Board Director<br>18 June 2019 - 6 Aug 2020 |
| Mr Ang Fui Siong | Board Director<br>22 June 2018           | Head, Treasury Financial Control & Advisory,<br>OCBC Bank | Honorary Treasurer<br>28 May 2014 - 21 June 2018  |
| Ms Clara Lee     | Board Director<br>15 June 2023           | Chief of Practice, Data Science (NUS-ISS)                 |   |
| Dr Hana Alhadad  | Board Director<br>16 June 2022           | Independent Researcher & Trauma-Informed Consultant       |   |



|                             |   |  |   |
|-----------------------------|---|--|---|
| Mrs Lekha George            | Board Director<br>15 June 2023                    | Ex-Head of HR – ASEAN & Korea,<br>Cisco System   |   |
| Mr Narayanan Vinod Krishnan | Board Director<br>16 June 2022 – 15 June 2023     | Executive Director – Client Relationship<br>Management, Arthur J Gallagher [S] Pte Ltd | Honorary Treasurer<br>22 June 2018 – 16 June 2022 |
| Mr Peter Hum                | President<br>6 Aug 2020                           | Founder, Principal Consultant, and Managing<br>Director of StrateValue Pte Ltd         | Honorary Secretary<br>22 June 2018 – 6 Aug 2020   |
| Mr Peter Lim                | Board Director<br>15 June 2023                    | Director, Emerging Technologies, Temasek<br>International                              |   |
| Ms Ratna Sari Hashim        | Honorary Treasurer<br>16 June 2022 – 15 June 2023 | Director (Finance), Ministry of<br>Communications and information                      | Board Director<br>6 Aug 2020 – 16 June 2022       |
| Mrs Ravina Kirpalani        | Board Director<br>22 June 2018 – 15 June 2023     | Executive Director – Head of Philanthropy,<br>Ardmore Management Pte. Ltd              |   |
| Sr Veronica de Roza         | Founder Member<br>Representative<br>29 Aug 2017   | Treasurer, Franciscan Missionaries of Mary   |   |



## Attendance Record for Board of Management Meetings FY 23 January to December 2023

| Name                        | 16/03   | 15/06   | 21/09   | 7/12  | %   |
|-----------------------------|---|---|---|---|-----|
| Mr Peter Hum                |    |    |    |    | 100 |
| Mr Alok Kochhar             |   |    |    |   | 50  |
| Ms Ratna Sari               |    |   |   |   | 100 |
| Mr Andy Leck                |    |    |   |   | 50  |
| Sr Veronica de Roza         |    |    |    |    | 100 |
| Mr Alvin Yapp               |   |    |    |   | 50  |
| Mr Ang Fui Siong            |    |    |    |    | 100 |
| Mr Narayanan Vinod Krishnan |  |   |   |   | 100 |
| Mrs Ravina Kirpalani        |  |   |   |   | 100 |
| Dr Hana' Alhadad            |  |  |  |  | 100 |
| Ms Clara Lee                |   |   |  |  | 100 |
| Mrs Lekha George            |   |   |  |  | 100 |
| Mr Peter Lim                |   |   |   |  | 33  |



## The Staff

|                                |   |
|--------------------------------|---|
| Executive Director             | Gerard Ee <i>since 1 Jun 1991</i>   |
| Community Partnership Director | T Ranganayaki <i>till 31 Dec</i>  |
| Finance Director               | Joyce Lim   |
| People Support Director        | Mohammad Alil Jumari <i>till 31 Aug</i><br>Jack Ho <i>from 31 Aug</i>   |
| Practice Director (Acting)     | Lim Shaw Hui  |
| Administration & Facilities    | Angeline Tan<br>Aziman Ali<br>Helen Ho<br>Junainah Ali<br>Loh Keng Chin<br>Samsuibrahim Sukkuriyabeevi<br>Then Mui Choo |
| Finance                        | Cecilia Chan<br>Ong Tjin Lie<br>Peggy Wong  |
| People's Support Team          | Noorrezilah Binte Bidin   |
| IT                             | Noel Tan Meng<br>Shaiful Bin Abdul Karim  |

|                     |  |
|---------------------|--|
| Community Work Team | Adrian Tyler<br>Adrina Tie<br>Anne-Marie Ong<br>Chia Jie Min<br>Chiu Ying Yik<br>Diana Binte Abdul Rahim<br>Eve Yeo Yak Huan<br>Grace Yew<br>Jasmine Chew<br>Jeremy Lim <i>till 7 Dec</i><br>Lazzar Shoshawna Lynne<br>Maizy Tan May Sze<br>Mark Anthony Fernandez<br>Marlina Binte Mohamed Yased<br>Muhammad Ismail Shogo Bin Sahul Hameed<br><i>till 28 Jul</i><br>Muhammad Norikqaf Bin Mohd Roslee<br>Nur Hazirah Binte Salehudin <i>till 22 Sep</i><br>S Suraendher Kumarr<br>Shariffah Nureza Binte Syed Ayoub Alsagoff<br>Siti Nazariah Binte Mohammed Zohri<br>Siti Nor Rohani Binte Zaini<br>Siti Nurhazwani Binte Ramlan<br>Swathi Swaminathan<br>Tan Hooi Boon <i>till 31 Jul</i><br>Wilson Chan<br>Wong Pei Ling |
|---------------------|--|

|                 |                              |
|-----------------|------------------------------|
| Wider Community | Grace Toh                    |
|                 | Jolene Fok                   |
|                 | Joseph Das George            |
|                 | Karimah Amanina Binte Jaffar |
|                 | Mynavaty d/o Raju            |
|                 | Rachel Goh Hwee Teng         |
|                 | Shawn Toh Wei Lin            |
|                 | Tan Ek Kiat                  |
| Principal       | Lee Hui Huang                |
| Teachers        | Annabel Chong Poh Lian       |
|                 | Denise Chng                  |
|                 | Emeline Zhang Yinting        |
|                 | Gina Teo Hui Hua             |
|                 | Salwani Ismail               |

### Remuneration

Key management personnel consist of the Executive Director and Directors. In FY 23, there were 5 key management personnel. The breakdown of their salaries by band is as follows:

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

### Related Entities

None

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

### Staff Overview

Turnover/Resignation Rate for 2023 – 19.67%

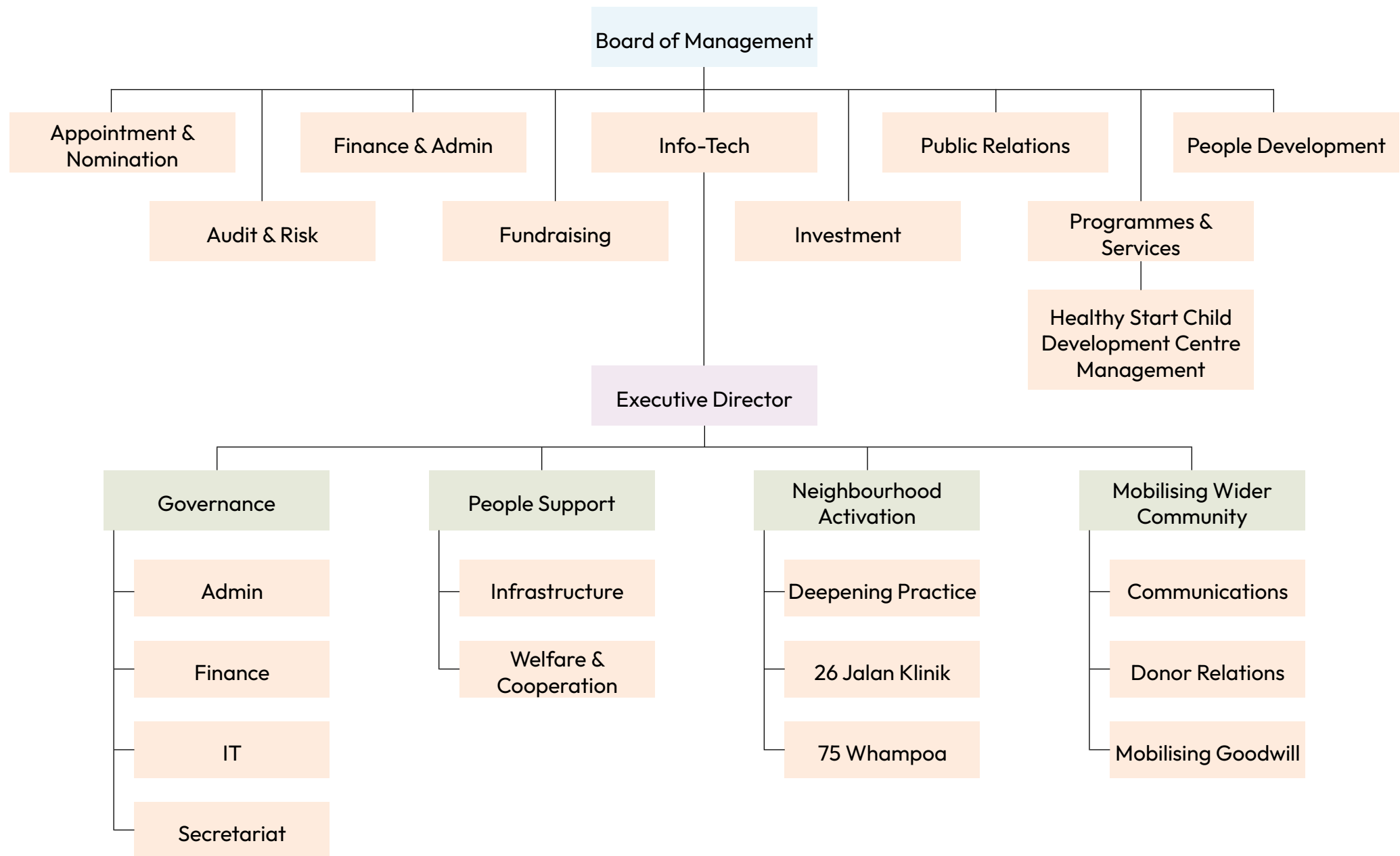
Average Number of Headcounts – 55.92

Average Age of Staff – 45.25 years old

Average Length of Service – 8.96 years.



# Organisation Chart





### Our Beginnings

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

In the spirit of our founding purpose of attending to the displaced, Beyond Social Services is a charity dedicated to alleviating the plight of Singapore's low-income communities. We engage residents in public rental housing neighbourhoods and enable the young and old to come together around issues important to them. These are often challenges related to poverty such as food insecurity, poor health, debt clearance, poor school performance and aspirations such as housing, higher education, income generation and such.



# OFFICIAL IDENTITY & GENERAL INFORMATION

**Statutory Information****Registered Address**

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

**Legal Identity**

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

**Charity Status**

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

**Institution of a Public Character (IPC) Status – General Fund**

IPC Registration No: IPC000355  
New Period Approved: 1 July 2022 to 30 June 2025  
Sector Administrator – Ministry of Social and Family Development

|                 |  |
|-----------------|--|
| Medical Advisor | Dr Tan Poh Kiang, PJ Clinic  |
| Legal Advisor   | Baker & McKenzie. Wong & Leow  |
| Auditor         | Helmi Talib LLP  |
| Bankers         | Bank of China<br>CIMB Bank Berhad<br>DBS Bank Ltd<br>Maybank Banking Berhad<br>Standard Chartered Bank (Singapore) Limited |

**Affiliation**

National Council of Social Service  
Full member since 3 August 1987

**Our Financial Situation in FY23****Income**

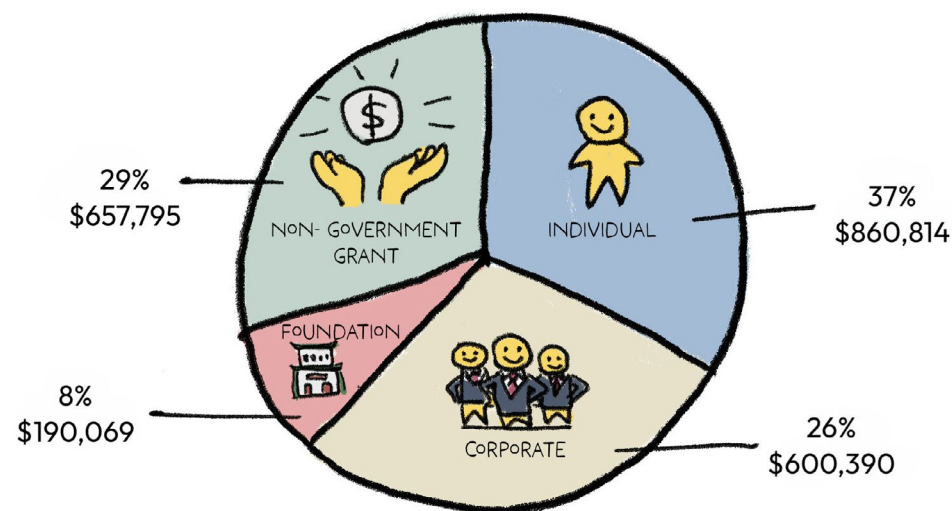
| <b>Income</b>         | <b>2023 (\$)</b> | <b>%</b>    |
|-----------------------|------------------|-------------|
| Government Funds      | 1,484,308        | 32%         |
| Programme Income      | 176,160          | 4%          |
| Donations             | 1,651,273        | 35%         |
| Non-Government Grants | 657,795          | 14%         |
| Sponsorship-In-Kind   | 280,350          | 6%          |
| Miscellaneous Income  | 419,216          | 9%          |
| <b>Total Income</b>   | <b>4,669,102</b> | <b>100%</b> |

Government subvention, which is a source of stability, amounted to 32% of our income. The breakdown is as follows:

| <b>Government Funding Received</b>                          | <b>Amount (\$)</b> |
|---|--------------------|
| <b>Programmes</b>   |                    |
| Tote Board Community Healthcare Fund for Yishun             | 53,932             |
| Tote Board – Social Service Fund for Youth United Programme | 1,102,225          |
| MOH Office for Healthcare Transformation - M4H Fund         | 150,000            |
| <b>Donation Matching Arrangements</b>                       |                    |
| Tote Board Matching for Fundraising Events                  | 112,533            |
| <b>Others</b>   |                    |
| Employment Credits  | 18,164             |
| SG Eco Fund   | 28,400             |
| Miscellaneous   | 19,054             |
| <b>Total</b>  | <b>1,484,308</b>   |



The other significant sources of income were donations and non-government grants which amounted to 49% and they were provided by our well-wishers.



## Expenditure

| Expenditure                             | 2023 (\$)        | %           |
|---|------------------|-------------|
| Staff Costs                             | 3,332,761        | 72%         |
| Facilities                              | 214,477          | 5%          |
| Programme Costs                         | 272,298          | 6%          |
| Programme Costs (Designated Assistance) | 345,663          | 7%          |
| Other Operating Costs                   | 99,141           | 2%          |
| Cost of sponsorship                     | 280,350          | 6%          |
| Depreciation                            | 70,902           | 2%          |
| <b>Total Expenditure</b>                | <b>4,615,592</b> | <b>100%</b> |

***Investing in people's well-being, capabilities, and self-created solutions***

15.5% of our expenditure was a direct investment in the potential of our members as change agents who assumed responsibility and accountability for the development of their community. Breakdown of expenditure were as follows:

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

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

|   | (\$)    |
|---|---------|
| Financial assistance and other resources,   | 345,663 |
| Stipends for training and community leadership efforts,<br>Community building programmes, | 272,302 |
| Contract work with the organisation &<br>Employment with the organisation.                | 200,691 |
|   | 818,656 |

**Reserves Policy**

It was decided at our Board meeting on 7 December 2023 that we will maintain an operating reserve fund of 18 months to ward off insolvency. In the spirit of a charity, financial resources entrusted to us should be utilised for the benefit of the community and as a non-profit, the accumulation of excess reserves must not be a goal.

Our operating reserves position as at 31 December 2023:

|   | 2023 (\$)  | 2022 (\$)  | %<br>increase/<br>(decrease) |
|---|------------|------------|------------------------------|
| Unrestricted Funds<br>(Reserves)                        | 11,443,062 | 11,355,120 | 1%                           |
| Designated Funds  | 731,374    | 746,144    | (2%)                         |
| Restricted Funds  | 22,697     | 42,359     | (46%)                        |
| Total Funds   | 12,197,133 | 12,143,623 | 0%                           |
| Ratio of Reserves to<br>Annual Operating<br>Expenditure | 2.64       | 2.57       | (3%)                         |

There were no funds in deficit and based on the projected FY24 budget of \$5 million we have an operating reserve of approximately 2.3 times or 27 months.

## Vision & Mission

### Vision

We envision a Singapore where low-income individuals, families and communities can marshal goodwill across society to live purposeful, satisfying, and hopeful lives. An inclusive Singapore that continues to remove barriers impeding the dignity, progress, and integration of the poor.

### Mission

#### *Purpose*

We exist to alleviate poverty and help better the lives of vulnerable families and individuals in Singapore.

We're here to help build as inclusive a society as possible.

We do this with initiatives that help stabilise families, enable economic well-being, promote good health, facilitate education and learning, create safe spaces and nurture caring communities.

We also actively involve mainstream society - individuals and organizations alike - in our mission by inculcating and encouraging the spirit of civic consciousness and compassion.



## Official Identity and General Information

### Values

We believe that every person is a gift, someone of great value. We believe this to be true, regardless of the challenges and complexities people present.

We believe relationships are key to building community.

We believe mutual care and compassion are necessary components of a thriving society.

We believe that social justice and a strong sense of community are critical for our nation's progress.

These are the values which dictate our actions.



### Strategy

We encourage our members to come together around what they care about by enabling their efforts with resources from the wider community.

We value collaboration and seek to build networks of individuals and organisations to stand in solidarity with our members and in support of their efforts to improve their circumstances.

### Standards

We consciously take steps to produce work of high standards. This begins with the environments we conduct our business with creating a warm, welcoming, and safe environment wherever we work.

Beyond an office, ours is a community workplace built upon open communication – a deeply collaborative day-to-day experience that brings together our staff, our supporters, and our members.

Key to our drive and ability to consistently do Quality Work is the organisational culture we nurture – one that values passion, innovation, diversity, ongoing evaluation, reflective practice, people development, personal growth and fulfilment.

## Programmes, Projects, Designated Funds & Facilities

### Programmes

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

Hence, all work took on a community development emphasis and was consolidated under the Youth United Programme to facilitate access to the Tote Board Social Service Fund. Youth United is an umbrella for the range of activities in the interest of social mobility for young people and their families.

As adequate care was a constant challenge for children from disadvantaged families with multiple difficulties, we maintained our full-day childcare centre to alleviate this need. Nonetheless, this facility has an emphasis on Home School Partnership which encourages caregivers to come together as a caring community for each other’s children.

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

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





### Healthy Start Child Development Centre

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

### Movements For Health

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

This aligns with Healthier SG, a national initiative by the Ministry of Health (MOH) focusing on preventive health



that empowers individuals to lead healthier lifestyles and proactively act to prevent the onset of chronic diseases.

### Youth United - Building Futures Through Friendships

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

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

The activities are as follows:

### A. Restorative Neighbourhoods



#### *Community Enablers Fellowship*

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

#### *Community Enablers*

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

#### *Health Competence*

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

#### *Safe Whampoa Community*

*(formerly Collaborative Change Agent Leadership)*

Enabling a community that takes ownership in preventing sexual violence.

### B. Culture of Learning

#### *Healthy Start Child Development Centre*

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

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

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



#### *Peer Learning Circles*

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

### C. Livelihood Opportunities

#### *Bakers Beyond*

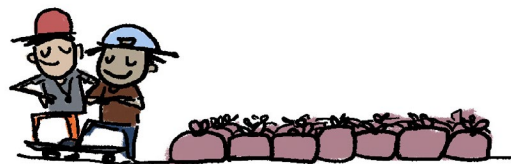
Seasonal income-generating bake sales.



#### *Sew Can We*

Seasonal income generation project for those with sewing skills.

## D. Youth Voluntarism



### *Headstrong*

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

### *Ignite!*

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

### *The Community Theatre*

Activating neighbours to understand and act on their shared challenges.



## E. Family Stability

### *Family Circles*

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

## G. Wider Community Support



### *Volunteer Development*

We invite, involve, and inspire volunteers to share our vision of an inclusive society where the less privileged create communities where there is much mutual care and support among its members.

### *Designated Funds*

To enable the efforts of communities in low-income neighbourhoods, we serve as a conduit for resources from the larger Singapore community. Hence, we manage the following designated funds:

#### *Beyond Champions Fund*

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

#### *Bridge the Digital Divide Fund*

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



## Official Identity and General Information

### *Education Assistance Fund*

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

- a. Community Tabung - a savings programme to supplement children's Child Development Account.

### *Family Assistance Fund*

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

- a. Emergency relief funds to support families mostly from low-income backgrounds, requiring funds for crises and emergencies.
- b. Food and Essential Sundries - Food rations, supermarket vouchers and essential personal and household sundries for daily living. These may include face masks, hand sanitisers, toiletries, and cleaning materials.
- c. Gifts - In the spirit of social integration, donations of cash gifts, household appliances

and festive hampers comprising food and culturally appropriate items are redistributed to low-income families to reduce social isolation.

The following designated funds facilitate the volunteering efforts of CSR Partners.

### *Civil Service College Volunteer Activities*

To fund activities for the residents from the public rental flats in the Ghim Moh neighbourhood.

A collaboration with the Civil Service College to reach out to the low-income families residing in Ghim Moh public rental housing flats. This is a corporate social responsibility initiative of the Civil Service College and their staff donate toward the cost of activities carried out.

### *Deutsche Bank Volunteer Activities Fund*

To defray expenses for Beyond's activities involving volunteers from Deutsche Bank.



## Official Identity and General Information

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

### *Employee Welfare Fund*

To support employees' welfare in light of personal challenges or that resulting in the course of their work.

### **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 their members. Hence, "less is more" and by cooperating with these organisations toward shared goals; we strengthen our collective sense of community. Generally, without the need for 'permanent' offices, we can respond to community needs more nimbly. As long as we can create

a warm and welcoming environment wherever we work, any place can be an effective workplace.

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

- 
- |       |   |  |
|-------|---|--|
| 1     |    | Block 26 Jalan Klinik #01-42/52 (registered address)<br>Singapore 160026<br>Telephone: 6375 2940 |
| <hr/> |   |  |
| 2     |    | Block 120 Bukit Merah View #01-04/06<br>Singapore 152120<br>Telephone: 6270 2443                 |
| <hr/> |   |  |
| 3     |  | Block 75 Whampoa Drive #01-346 & 372<br>Singapore 320075<br>Tel: 6664 8598                       |
-





## Total Number of Persons Reached in 2023

### Number of Persons Reached

5,384 persons from 2,633 families

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|   |       |
|---|-------|
| Number of children and youths aged 25 and below | 2,574 |
|---|-------|

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|                                  |       |
|----------------------------------|-------|
| Number of parents and caregivers | 2,810 |
|----------------------------------|-------|

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

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





## Strategic Direction

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



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



## A Community Building and Peace-making Approach

We work at bringing about neighbourhoods with a strong sense of interdependence among neighbours. We say that everyone has talents and abilities and when people pool their strengths or gifts, they can create positive action that addresses their shared challenges and aspirations. Importantly, in doing so, they create a culture of care

# STRATEGIC DIRECTION & PROGRAMME MANAGEMENT



## Strategic Direction & Programme Management

that enables them and vulnerable members in their community to live purposeful, satisfying, and hopeful lives.

To monitor the development of such neighbourhoods, we observe and reflect on 3 dimensions of our work.

### *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. They are also factors that promote social mobility.

Every activity we carry out contributes toward the achievement of one or more of these objectives:



A long-term engagement/relationship with all members.



Neighbourhoods that take a restorative approach toward harm caused, conflicts and scenarios that benefit from peaceful resolutions.



A culture of learning and education among children, youth, and their caregivers



Opportunities for work and livelihoods among those unable to be employed full-time.



A high level of voluntarism, community participation and leadership development among children and youth.



Increased family involvement and competence in resolving their difficulties.



Cooperation among helping agencies that provide meaningful programmes for our young people, their families, and their neighbourhood.



Increased involvement from wider society that serve as gestures of solidarity that nurture social inclusion and cohesion.

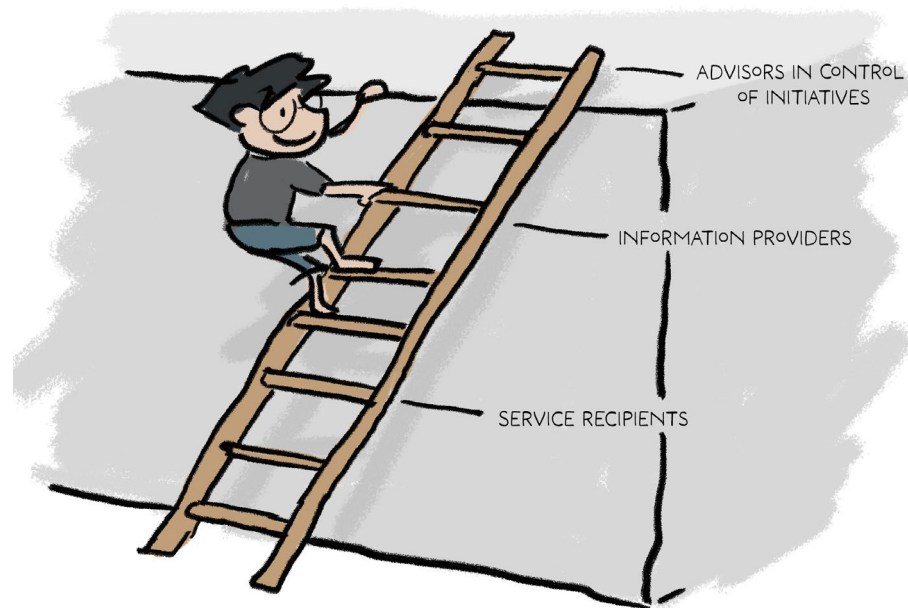
### *The Emergence of Associational Life*

Associations are groups of people who meet regularly around a shared purpose. The group has a name, and those involved identify themselves as its members. Some associations have members who reside in the same neighbourhood, while others comprise members living in different localities. Leadership of the group is provided by its members, a volunteer, or a staff.



## Strategic Direction & Programme Management

We envision such associations as the informal structure in a community through which our programmes are amplified, and over time, self-managed. Also, in the longer run, these associations may come together to have a bird's eye view of concerns in their neighbourhood, share resources, insights and learn together.



### *Competent Communities*

To facilitate the emergence of associational life, we create contexts where people may deepen their level of awareness and understanding of issues affecting them with a view that they take action, and assume ownership for their shared concerns and aspirations. This also means that they progress from service recipients to information providers and advisors in control of initiatives that matter to them. In the process, they also embrace the qualities of a strong community, such as care, compassion, cooperation, empathy, forgiveness, generosity, inclusivity or hospitality for neighbours, mutuality, and respect.

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



## Our Strategic Profile

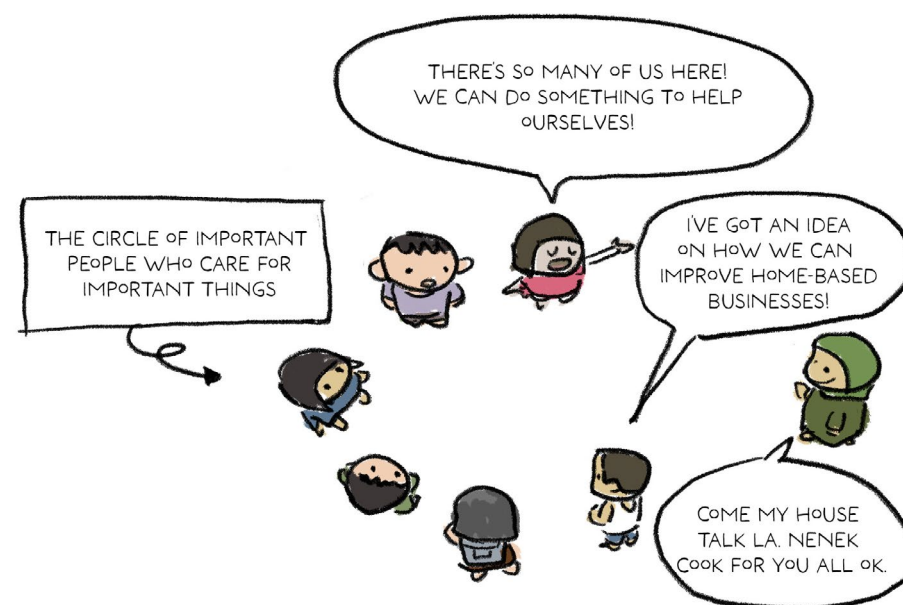
From a strategic planning exercise in 2001, we crafted a strategic profile that is regularly refreshed as our work evolves. This profile, which is our strategic statement of intent, was refreshed in 2021.

## Beyond's Strategic Profile 2025

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

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

1. In each locality, we will harness the skills and resources of people and organisations as well as cultural and other intangible characteristics to nurture mutual help, a strong sense of belonging and neighbourhood pride so that these are environments that facilitate the holistic development and well-being of residents;
2. We will work alongside residents as they self-organise to mobilise resources and relationships to confront their challenges, work on their aspirations and to create spaces to be empowered; and,





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

We will be a leading agency capable of rallying people from diverse backgrounds toward a common good based on the values of compassion, social justice, and mutual help.

### **Our Roles as Enabler, Motivator and Advocate**

#### **Enabler**

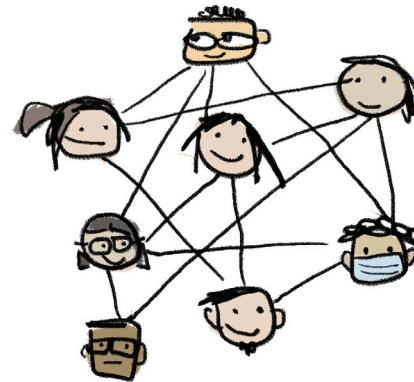
Social service programmes run by professionals run the risk of discouraging community-led efforts to care for their vulnerable members.

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

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

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

#### **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 collaboration,
- The sharing of expertise, knowledge, and resources to enable the proliferation of programmes or to increase programme participation, the building of sector capability and capacity through formal and informal training programmes.



## 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,
- Initiate programmes, practices and policies that bring about a more restorative landscape for children, youth, and families. Thus promoting an all-inclusive society.

## Programme Management

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

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





## Crisis Management and Problem-Solving Modus Operandi

We de-escalate crises 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 and interventions that reduce the family's decision-making ability. In this vein, we also work to prevent institutionalisation or out-of-home care for children and youths.

Families and communities are enabled to address and resolve their problems with the support of their extended family and the community. This encourages participants to become resilient enough to handle their problems and to move beyond the need for professional support. Hence, our modus operandi for crisis management and problem-solving moves along a continuum of problem de-escalation, family strengthening and community integration. It must be emphasised, though, that this is done without contravening established sector-specific protocols for suspected child abuse in families or the Criminal Procedure Code.



## Our Target Group

Our members come from households with a gross income of \$1900 or less or with a per capita income of \$650. They come from the lowest 10% of the resident population in terms of income and they live in public rental housing.

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. Given the opportunity and resources, many come together in mutual support to move beyond their unfortunate circumstances.



### Measuring Programme Impact

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

Evaluation is an ongoing endeavour, and reports, whenever available, are shared on [www.beyondresearch.sg](http://www.beyondresearch.sg)

### Our Operating Principles

#### Overall

- We do 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, when deemed necessary, must always be for the short term.
- Help offered should build on people's strengths and not simply remedy their weaknesses.
- A helping relationship is one based on a respectful partnership with the people we engage. We do not replace or compete with their family or natural support system.
- Social problems are best resolved within the community. Where possible, we seek to avoid criminal or judicial proceedings.



## Strategic Direction & Programme Management

- Social integration is not the attempt to make people adjust to society but rather to ensure that society is accepting of all people
- We accept that family togetherness does not necessarily mean a sense of cooperation exists amongst family members. So, our focus is to encourage and help nurture the latter – cooperation – within the family unit.
- We must strive to see possibilities rather than problems. Problem-solving keeps us focused on the deficiencies and the gaps – basically, what is not working. Possibilities can create a future distinct from the past.

### Child Specific

- Children are not little adults; they are to be treated as children by children's standards
- Children and their families, no matter how challenging, have strengths that can be built upon. Our role is to help them develop into well-adjusted individuals living in nurturing environments.

- Challenging behaviours from children are distress signals that their needs are not being met. It is imperative that we respond to such situations appropriately, beyond only controlling such problem behaviours.
- When a child is not cooperative, it is because our approach is not working and not because we have a problem child. We must work to find alternative strategies to address the situation.
- We are always respectful of children under our care, even those who are belligerent or uncooperative.
- Our task is to impress upon them that they must take responsibility for their behaviour
- We must create an environment in which every child we engage with experiences JOY in one way or the other every day.







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

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

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

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

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

- This Code is meant for all registered charities and Institutions of Public Character (IPCs) in Singapore.
- All charities and IPCs to which the Code applies are required to submit a Governance Evaluation Checklist (GEC) on the Charity Portal ([www.charities.gov.sg](http://www.charities.gov.sg)). Disclosure of this checklist is made available for public viewing on the Charity Portal.
- The Code operates on the principle of 'comply or explain'. Compliance is not mandatory. However, charities are encouraged to review or consider amending their governing instrument, by-laws and policies as necessary to adopt this Code for the best interest of their organisations.

# GOVERNANCE

The above info has been taken from the [Charity Council's website](http://www.charities.gov.sg).

## Beyond Social Services

### Governance Evaluation Checklist Annual Declaration 2023

| S/No                    | Code Description   | Code ID | Compliance |
|-------------------------|--|---------|------------|
| <b>Board Governance</b> |  |         |            |
| 1                       | <b>Induction</b> and <b>orientation</b> are provided to incoming Board members on joining the Board.                               | 1.1.2   | Complied   |
|                         | <b>Are there Board members holding staff appointments? (Skip items 2 and 3 if “No”)</b>  |         | <b>No</b>  |
| 2                       | Staff does <b>not chair</b> the Board and does <b>not comprise more than one-third</b> of the Board.                               | 1.1.3   | Complied   |
| 3                       | There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles. | 1.1.5   | Complied   |

|   |  |        |          |
|---|--|--------|----------|
| 4 | There is a <b>maximum limit of four consecutive years</b> for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). | 1.1.7  | Complied |
|   | Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.   |        |          |
| 5 | All Board members submit themselves for <b>re-nomination and re-appointment</b> , at least once every three years.   | 1.1.8  | Complied |
| 6 | The Board conducts regular <b>self-evaluations</b> to assess its performance and effectiveness once per term or every three years, whichever is shorter.   | 1.1.12 | Complied |



|                             | <b>Are there Board member(s) who have served for more than 10 consecutive years?<br/>(Skip item 7 if “No”)</b>  |        | <b>No</b> |
|-----------------------------|---|--------|-----------|
| 7                           | The charity discloses in its annual report the <b>reasons for retaining Board member(s) who have served for more than 10 consecutive years.</b>                   | 1.1.13 | Complied  |
| 8                           | There are <b>documented terms of reference</b> for the Board and each of its Board committees.  | 1.2.1  | Complied  |
| <b>Conflict of Interest</b> |   |        |           |
| 9                           | There are documented procedures for Board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity. | 2.1    | Complied  |
| 10                          | Board members <b>do not vote or participate</b> in decision-making on matters where they have a conflict of interest.   | 2.4    | Complied  |

| <b>Strategic Planning</b>                      |  |       |          |
|--|--|-------|----------|
| 11   | The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the activities are in line with its objectives. | 3.2.2 | Complied |
| <b>Human Resource and Volunteer Management</b> |  |       |          |
| 12   | The Board approves <b>documented human resource policies</b> for staff.  | 5.1   | Complied |
| 13   | There is a <b>documented Code of Conduct</b> for Board members, staff and volunteers (where applicable) which is approved by the Board.              | 5.3   | Complied |
| 14   | There are processes for regular supervision, appraisal and professional development of staff.  | 5.5   | Complied |



|   |  |       |          |
|---|--|-------|----------|
|   | <b>Are there volunteers serving in the charity? (Skip item 15 if “No”)</b>   |       | Yes      |
| 15  | There are <b>volunteer management policies</b> in place for volunteers.  | 5.7   | Complied |
| <b>Financial Management and Internal Controls</b> |  |       |          |
| 16  | There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes. | 6.1.1 | Complied |
| 17  | The Board ensures <b>internal controls for financial matters</b> in key areas are in place with documented procedures.   | 6.1.2 | Complied |

## Whistle-blowing Policy

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





# COMMUNITY DEVELOPMENT









### 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, healthcare providers and other stakeholders to bring about a restorative climate. The crux of restorative practices is the restoration of positive relationships among people, which is an important resource for issues such as crime, conflict, marginalisation, and health challenges resulting from social determinants.

# RESTORATIVE NEIGHBOURHOODS



## Restorative Neighbourhoods

### Community Fellowship

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

### About

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

### Key Results

- 13 fellows from 2 different cohorts continued their projects.
- 6 fellows from the first cohort completed the programme by hosting a knowledge festival where they presented their achievements to family, friends, and partners.
- 7 projects addressing child safety in neighbourhoods, health concerns, debt repayment, older persons at risk of isolation and supporting families with milk, diapers and other practical support.
- 8 capability and capacity training sessions
- 800 participants across 7 localities.
- A community fridge serving 100 children breakfast.



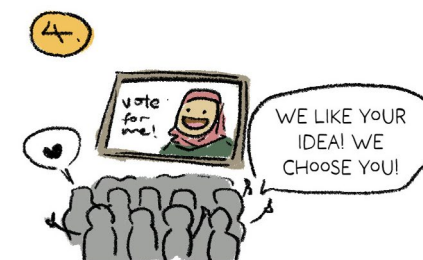
RESIDENT HAS A  
PASSION FOR THE  
COMMUNITY



THE PERSON  
APPLIES FOR THE  
FELLOWSHIP



THE FELLOW  
RECEIVES  
TRAINING AND  
A MONTHLY  
STIPEND



FELLOWS GO THROUGH A  
SELF-ORGANIZED  
SELECTION PROCESS TO  
GET THE MANDATE FROM  
THE RESIDENTS.

## Another Week Beyond - 2326



Last Sunday, we concluded the first run of our Community Fellowship Programme with a knowledge festival where 6 fellows from 3 neighbourhoods presented their efforts and their learnings to their neighbours as well as some service providers they had collaborated with. This programme received significant funding from the Bank of America for which we are thankful.

It's been 18 months since these 6 fellows secured the mandate of their neighbours to address needs in their respective neighbourhoods. It was most heartening to see them on stage confidently presenting their work. These were initiatives that addressed neighbourhood health concerns, debt repayment, older persons at risk of isolation and families needing milk, diapers and other practical support.

There was also a panel discussion for the fellows to reflect further on their experience and to field questions. I chuckled when one of them listed her mentor as a challenge. "It was always timelines and deadlines," she jested. Another said that she often did not follow during training sessions and only caught on after many conversations with the other fellows. She recommended that we find a way to communicate better. I was heartened by the honest feedback as it spoke for their commitment to their role and initiatives. Importantly, it also indicated the safety and trust, they experienced in our working relationship.

These fellows went through a training programme where they discussed their struggles and that of their community in depth. They learnt how to conduct home visits, facilitate meetings, and build partnerships with other groups. For instance, 2 fellows consulted with a group of migrant domestic workers on a helpline they operated before launching their own. In many ways, the Community Fellowship programme exemplifies the social work principle of helping people help themselves and what sustains the effort are the deep relationships people have with each other.

The 6 fellows live in 3 different neighbourhoods but in the course of learning together and from each other, a deep friendship was formed, and they now regard themselves as "sisters" committed to each other's well-being. Thus, when their family members joined them on stage for a group photograph it was a celebration of fellowship, family, and community.

The Knowledge Festival was a celebration and performances by neighbours, a fellow and a guitar group from the migrant domestic workers community were gifts of appreciation and gratitude for the efforts of the fellows and the solidarity among all who were present.

Mustapha and Normah, 2 long-time volunteer neighbourhood leaders who coordinate in-kind donations where they live were the Guests of Honour who presented the certificates of completion to the fellows. They both shared that their efforts have given them a sense of purpose, and they enjoy living in a neighbourhood where there is a strong sense of community. Their presence and testimonies were gifts of affirmation that when we care about each other, we are really caring for ourselves.

*The greatest good you can do for another is not just share your riches, but reveal to them their own.*  
— Benjamin Disraeli



## Another Week Beyond - 2342



We welcomed our second batch of Community Fellows with a kick-off meeting where they were introduced to the alumni. 7 residents from 3 different neighborhoods put forth a proposal that they passionately believed was important for the collective wellbeing of their community. They reasoned that their proposals would address needs that if unmet, could lead to more serious problems.

2 proposals sought to engage children who are prone to mischief whenever they gathered in the common areas. The Community Fellows feared that if the children did not receive any attention, they would progress from mischief to petty crimes. The other proposal was for the cultivation of positive relationships between residents of all ages. This group of Fellows felt that if this was not done intentionally, differences among people will become difficult to resolve and the neighbourhood will be an unhappy place to live.

Community Fellows receive training, mentoring and a monthly stipend to carry out a year-long project in their neighbourhood. It was heartening to see these residents embracing the responsibility with enthusiasm and a sense of mission. Their passion affirms our belief that the people most affected by an issue are best placed to address it and can be entrusted with the responsibility for doing so.

Nonetheless, the weight of responsibility can be daunting. After the presentations, we asked everyone to write down their hopes and fears on little pieces of paper anonymously and to drop them into 2 different boxes. When everyone had done so, we read them out loud, beginning with “hopes.” When listening to the “hopes,” it was clear that the endeavours were necessary and there was excitement. However, when the “fears” were introduced, the challenges became apparent. Apart from the lack of time and family responsibilities taking precedence, the fear of “letting down my neighbours” came across clearly.

This dose of reality was useful for deepening the conversation. A member of the Fellowship alumni revealed that she was feeling most guilty when her initial effort to introduce sex education did not take off. She added that she felt like a failure, but she persevered and eventually created a milk and diaper programme that is still operating today. “People who care are not failures!” she concluded.

At that moment, we were deeply grateful to recognise the alumni of Community Fellows as an asset for the community, an asset we must appreciate in our continual efforts at Asset-Based Community Development.

*To belong to a community is to act as a  
creator and co-owner of that community.  
What I consider mine I will build and nurture.  
– Peter Block*



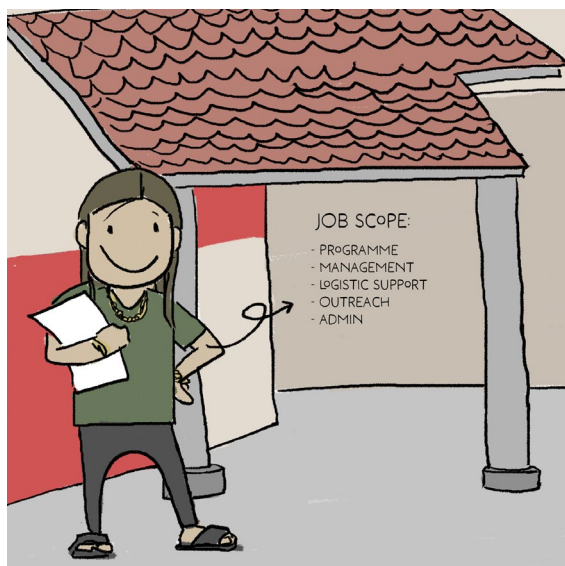


## Community Enablers

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

### About

Residents in public rental neighbourhoods are engaged as associates to assist the organisation with its community development efforts. Jobs include programme management, logistical support, outreach, and administrative work. Wherever possible, enablers are deployed in the neighbourhoods where they reside to encourage a positive spillover effect of stronger neighbour-to-neighbour ties. This is a direct investment



in building the capabilities of our members, as the skills acquired would be transferable for taking on work elsewhere when the opportunity arises.

## Key Results

- 21 Community Enablers were engaged
- Coordinated learning programmes for 43 children
- Coordinated the Community Tabung (a monthly savings programme) for 242 children across 6 communities
- Co-planned the Kickstart project, which culminated in a forum theatre performance for an audience of 80
- Connected with 16 children through a holiday programme and taught 11 literacy and numeracy.
- Door knocked to gather assets and needs in the community and connected with 15 new families.
- Outreached and signed up 120 residents with the Mt Alvernia membership.
- Co-organised 5 large-scale community events and the year-end Celebration of Learning.
- Scrubbed Beyond's database is updated for the purpose of long-term connection with the community

## Another Week Beyond - 2344

“What are the most important values to hold in being a local volunteer?” This was a question on a Kahoot quiz put forth to 72 volunteers who also reside in the public rental neighbourhoods we engage.

Last Saturday, these volunteers were attending a Neighbourhood Volunteers Appreciation Event which was also an opportunity for volunteers from different neighbourhoods to collectively reflect on their experiences. Apart from appreciating their efforts, we facilitated activities that encouraged everyone to clarify if they really understood the purpose of our presence in their neighbourhood.

The answers to the above question that participants could choose from were: A. Sacrifice and Commitment, B. Relationships and Care, C. Responsibility and Fairness and D. Hardworking and Disciplined. We were heartened that most chose B as the answer. While all the other answers would not be exactly wrong, our purpose in their neighbourhoods is to build community so that people care for one another.

I had the privilege of addressing these volunteers and I reiterated the principles that guide our community building efforts. Firstly, community is a place where we give and receive support, and everyone has a gift to offer for building community. This would be a gift of the head, hands, or heart. A gift of the head would be something one knows or enjoys learning about, and that from the hands would be what one can do, fix, make, or create. A gift of the heart is what people care passionately about and this is the gift that ignites action.



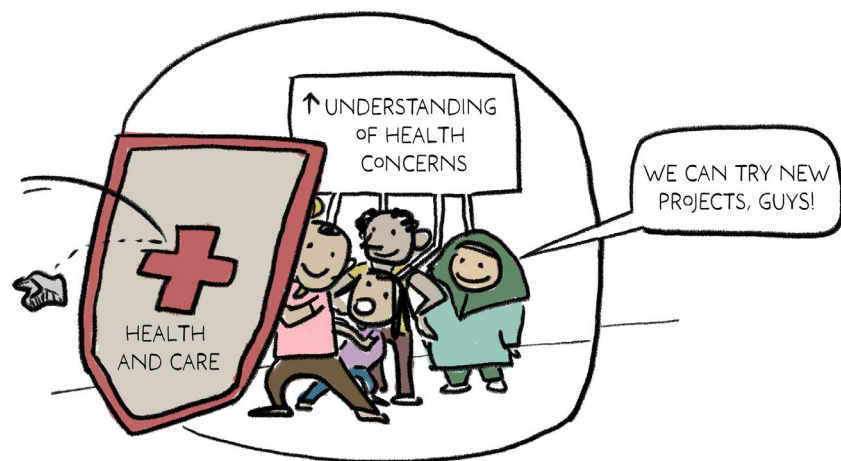
Next, we can only build community if we nurture positive relationships. If there is no personal connection between people, there will be no shared aspiration or concern and no work gets done. Finally, care results from the commitment people have toward one another. A caring community comes about from its people and not from a service or programme.

To care must also mean to address the challenges within a community and especially the conflicts among and between people. At the appreciation event, we gently surfaced some of these challenges through skits that brought a laugh but going forward, conflict resolution will be hard work and no laughing matter.

The event was also a time for volunteers to deepen their connection with the organisation and what it stands for. Hence, we clarified that services have a role in alleviating life's challenges and Beyond Social Services is not against services. However, Beyond believes that for one to live a fulfilling life, one has to act on what one cares deeply about. The community building work we facilitate invites people to care for their neighbours and their neighbourhoods holistically.

Assets and strengths, not deficits and needs, are the true building blocks of healthy communities. Every individual, association and institution has assets that can contribute to community well-being and justice.





### **Health Competence**

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

### **About**

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

### **Key Results**

Formation and/or growth of 5 local health associations led by residents passionate about health aspects, such as food insecurity, mental health, healthcare access, and preventive health. 68 residents are involved in these groups.

15 residents trained as health ambassadors co-organised 19 health-related activities where more than 400 residents participated.

Developed partnerships with more than 5 major healthcare and well-being partners to bridge residents to health-related resources.

Organised Parking Day at Lengkok Bahru, which temporarily repurposed parking lots into carnival-style booths to advocate for preventive health. More than 200 residents were engaged.



## Another Week Beyond - 2320

Together with some neighbours, Marlina leads a community health initiative in their neighbourhood called Healthy You & Me. They are constantly reaching out to their neighbours with information on affordable healthcare services and inviting them to activities that promote a healthy lifestyle. In their conversations, they also convey that good health is not attained at clinics or hospitals but comes about from what one does to stay healthy. In the process, they hear for themselves what really matters to people.

2 months ago, Marlina told us that she had 2 ideas that would be helpful for her neighbours. One was to invite homemakers or older people to care for pre-school children unable to attend childcare because they were ill. Often when a child was ill, parents had to take the day off from work and for wage workers, this meant no income. In any case, many feared that missing work would not make them look good at the workplace and this caused much stress.

The other idea she had was a community fridge that provided milk and frozen food because food insecurity was another major stressor, she had identified from her outreach efforts. Caregivers often told her that activities offered in the community were not a priority when they worried if their family had enough to eat.

Rallying residents to care for children who are ill was a great idea but after discussions, Marlina concluded that it would be best to give it more thought. However, the community fridge seemed like something she could pull off quickly and she did.

After providing her with the fridge and freezer, Marlina organised a process for children to pick up a packet of milk on their way to school in the morning. They write their name on a whiteboard hung on the side of the fridge and this helps Marlina monitor stock and demand.



For caregivers picking up a packet of frozen food and some dry rations, they must commit to attending an activity in the community that supports their wellbeing or organising one for the Healthy You and Me event calendar. This is Marlina's way of communicating to her neighbours that both food and health are linked, and both should be priority.

As our work is embedded in low-income neighbourhoods, we contribute to the Healthy Precinct Framework by the MOH Office for Healthcare Transformation. We facilitate health and social services, education and health literacy, access to healthy food, community safety and our biggest contribution is the nurturance of an involved, engaged, and vibrant community. Marlina and her friends at Healthy You & Me engage deeply within their neighbourhood and find ways to reach the hard to reach.

The community fridge is sustained by the goodwill from our wider community, and it is one of different foods assistance initiatives our Jiak Ba Buay campaign aims to fund.



## Another Week Beyond - 2323



These 2 weeks, we have been training 3 mothers as health ambassadors for their neighbourhood. Their homes are within 3 different housing blocks, and each was tasked to inform those who lived in their block about available medical resources and activities that promoted their wellbeing.

Health in 5 or Hi-5! is how we have packaged 5 ways to live healthy and it covers Eating Healthy, Exercising Regularly, Having Friends, Mental Health as well as Health Check-ups and Jabs. Between them, these mothers have 16 children and for 2 of them with younger children, caregiving takes up most of their day. Hence, the opportunity to do something they find purposeful and enjoyable, was an opportunity they embraced.

Homemakers in low-income neighbourhoods have always worked from home, albeit not in the technology enabled

way we know it today. Because of their heavy caregiving responsibilities, taking on work they could complete during their free time was one way they earned an income. They did not have to commute to work but the work came to them and when completed, it was collected from them. These jobs included packing, sorting, labelling, simple sewing, and such.

Distance, commuting time, and fixed working hours hinder many homemakers from joining the workforce and so as an agency that strives to develop the capabilities and capacities of low-income communities, involving its members in our work and compensating them fairly is an investment for positive change.

Whenever these members are deployed in the neighbourhoods where they reside, there is a positive spill over effect of stronger neighbour to neighbour ties which makes work efficient and communication authentic. One feedback one of our newly appointed health ambassadors received was, "Not enough to eat ok, why talk about healthy eating?"

We discussed this feedback as a team and agreed that acknowledging and appreciating the reality of where the feedback was coming from was critical. After which, we may ask the person giving the feedback if he or she would be willing to hear us out and if not, keep the conversation cordial and shift to other aspects of living healthy. This keeps neighbourly ties positive and contributes to social and mental well-being.

A healthy meal is where wholegrains and good protein take up half a plate in equal amounts and the other half filled with vegetables and fruits. Understandably, this advice is difficult to follow because of cultural norms. In an Asian home, rice is dished out freely at a dinner table and even when we receive a packed meal in a bento box, rice fills the biggest compartment.

After thinking through how they could speak about healthy eating, our health ambassadors decided that they should still mention this but to focus more on helping their neighbours understand the ill effects of too much sugar and salt in their diet which contribute respectively to diabetes and hypertension, chronic diseases prevalent in their community. They suspected that for many of their neighbours, a conversation about health was one around disease management and prevention, and that is where they should begin.

Our health ambassadors are experiencing much work satisfaction but perhaps the biggest benefit in taking on the role is the unspoken expectation to walk their talk. Admittedly, all 3 shared that they simply pressed on with their caregiving responsibilities without thinking about their own health. This appointment has given them pause to reflect if they are also looking after themselves. After all, if they fall seriously ill, they would not be able to fulfil their caregiving responsibilities. For all 3 mothers, this was a sobering thought.



## Another Week Beyond - 2338

Last Saturday, Sue arrived at our PARK(ing) Day that we co-hosted with Bold At Work, as we were setting up. She brought a bunny, a hat and a packet of French fries that she had crocheted and a poster announcing that she will be providing free crochet lessons. She shared a booth with a group of teenagers who seek to be a source of support for neighbours who are struggling with their mental health. Sue and these teenagers were familiar faces to each other and as the booth was promoting ideas for self-care, crochet lessons fitted in nicely. PARK(ing) Day was co-hosted with Bold A Work.

These 3 teens aged 14, 15 and 17 call themselves W.H.O.M. and they explained that it is a name they hope will get us thinking about the frequency in which we mask our feelings and thoughts. In their experience, doing so often leads to unpleasant feelings that weigh heavily on one's mental well-being.

To engage those who came to their booth, W.H.O.M. asked visitors to pen their deepest regret anonymously and to drop them into a box. Then, they presented options for self-care and asked visitors to indicate those they resonated with. Finally, visitors looked at a board pinned with notes of encouragement where they could take one that spoke to them after replacing it with a note they wrote for someone else to pick up.

Yesterday, I was curious about the “regrets” that people put into the box. I wondered if they took W.H.O.M.’s requests seriously and I would say some certainly did. “I regret hurting my wife!”, “I threw my brother’s toys out of the window” and “I stole my mother’s watch” were rather troubling for me to read. However, they reminded me that relationships matter, and we are grounded when we are at peace with the relationships we care about. Also, peace-making, and the restoring of hurt relationships are proficiencies we need to have.

With the transformed parking lots as well as common spaces around the neighbourhood, we set up 8 stations promoting attitudes, skills, and knowledge for better health. We are grateful for our friends who helped us out, namely the Health Promotion Board, Mount Alvernia Outreach Clinic, Mykilio who shared how paper waste could be utilised for growing mushrooms, and the National Kidney Foundation. We are very proud though of the residents who manned the other 4 stations and a group of mothers who occupied the children while their parents checked out the booths.



We build community from the inside-out with resources from the outside-in and PARK(ing) Day was most gratifying as residents cooperated with health care providers to acknowledge and appreciate the notion that health is produced when people actively care for each other.

*For a community to be whole and healthy, it must be based on people's love and concern for each other.*  
- Millard Fuller



### ***Safe Whampoa Community***

Enabling a community that takes ownership in preventing sexual violence.

#### ***About***

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

#### ***Key Results***

- Parents Circle Meetings continued
- 5 Parents continued to offer their homes as safe places for youth to gather
- 7 youth, 5 adults and 2 volunteers were trained as Community First Responders
- Youth helped with “The Right Choice” – a community theatre production to engage residents on the issue of sexual violence.
- Facilitated a restorative conference

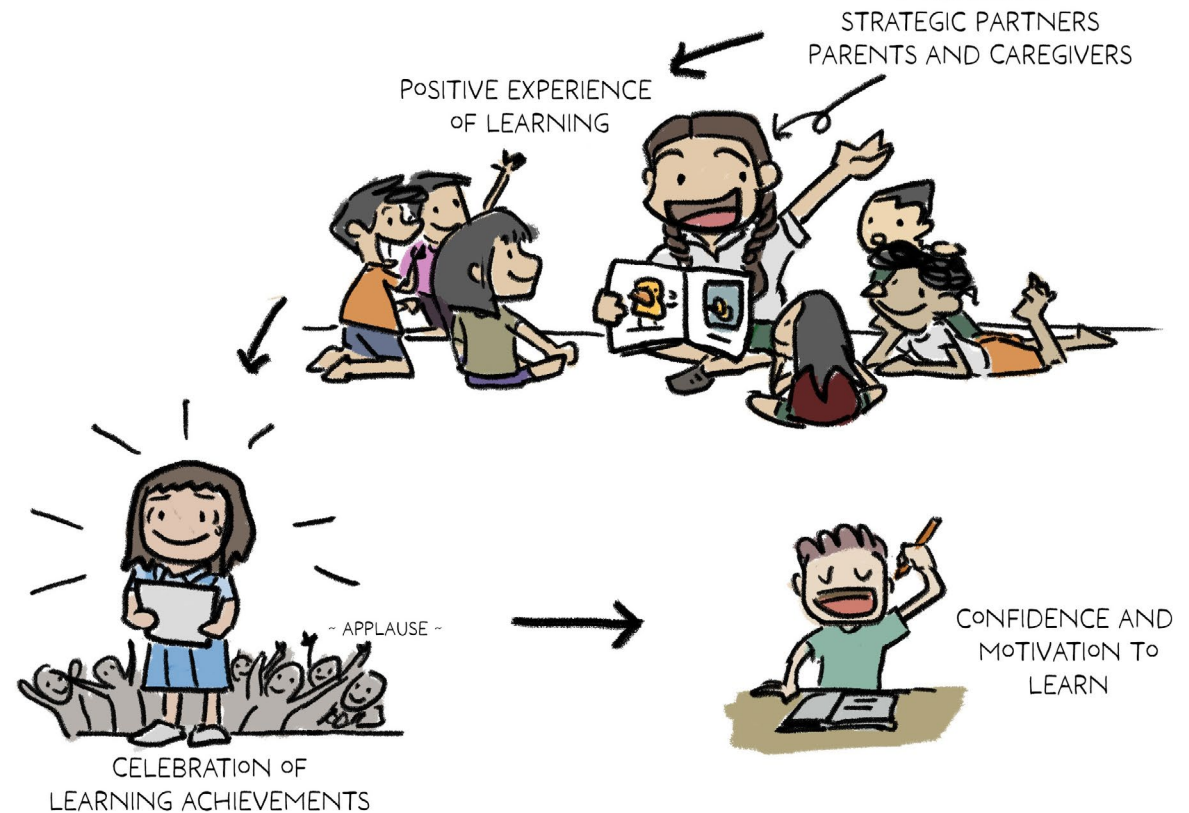




## Position Overview

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

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



# CULTURE OF LEARNING



## **Healthy Start Child Development Centre**

### **Position Statement**

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 serves as a focal point that encourages a culture of learning for their families. 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 provide a warm and welcoming place that actively involves parents and caregivers to take an active interest in their children's education.



### **Key Results**

As a child development centre dedicated to children from disadvantaged backgrounds, we monitor our efforts at being inclusive, honouring parents as children's first educators, neutralising factors that hinder learning and providing opportunities for development that children from advantaged backgrounds are more likely to enjoy.

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

#### **• Muster**

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

We served a total of 22 pre-schoolers. This is a utilisation rate of 34.9%. Enrolment was not optimised because a significant number of children presented developmental challenges that required individual attention. Eventually,

the majority of these children were linked to specialised learning programmes such as the Early Intervention Programme for Infants & Children (EIPIIC) and THK Development Support Learning Support (DS LS) under the purview of MSF.

The general shortage of teachers in the sector and the prohibition of volunteers till June continued to hinder our ability to optimise our muster. However, muster was also lower because to consolidate teacher strength, our infant bay was not in operation.

| 2023                | 2022                | 2021                |
|---------------------|---------------------|---------------------|
| 34.9% (22 children) | 52.3% (33 children) | 66.6% (42 children) |

#### • Attendance

School attendance was monitored as it is linked closely to school performance. We tackled non-attendance through increased family engagement and shared problem-solving approaches. The attendance this year was affected by several children being taken ill for longer periods of time. Also, when children are from the same family, none of them will come to school when one is ill to prevent infecting the entire class.

| 2023  | 2022  | 2021  |
|-------|-------|-------|
| 59.1% | 51.1% | 61.5% |

#### • School Readiness of the Graduating Class

The progress of the graduating class of 3 students was consistent with the previous year. Students made progress across all domains of the curriculum. However, 1 student needed more support to strengthen his language, literacy, and numeracy skills.

|                    | 2023 (n 3) | 2022 (n 9) | 2021 (n 7) |
|--------------------|------------|------------|------------|
| <b>Mastering</b>   | 33.4%      | 43%        | 40%        |
| <b>Competent</b>   | 33.3%      | 43%        | 10%        |
| <b>Progressing</b> | 33.3%      | 14%        | 50%        |

#### Domains of Assessment

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

### • Home-School Partnership

We communicated regularly with 17 families who embraced the importance of collaborating for their children's progress. These families always showed up at school events and celebrations and showed their support with homemade meals and gifts, as well as their active participation in the activities of the day.

To support parents with additional resources to build strong foundations for their children's development, we introduced the KidStart@Preschool run by KidSTART Singapore Limited in April 2023. Child Enabling Executives from Monfort Care KidSTART Agency engaged parents on their children's health, nutrition, and overall development.

### • Wider Community Support

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

### The Community Tabung

All children who were eligible for a Child Development Account (CDA) signed up for this savings programme. The matching grants from donors continued and as of 31 December 2023, a total



of \$2900 was collected from the children and with matching, \$8700 was evenly distributed to their Child Development Accounts.



### Birthday Celebrations

Wishgift.sg worked with us to gather and grant children's gifts. Each child chose and received a birthday present within a \$55 budget. Birthday cakes were provided by the Icon Consulting Group.

### Donations

Jabil Circuit Singapore Pte Ltd donated \$12,000 for the purchasing of milk/milk powder and diapers. Families expressed that the gifts were most helpful as they reduced a significant expense in their family budget.

### K2 Graduation

China Aviation (S) Pte Ltd continued to work with us. They provided K2 Graduation photos, \$100 Popular Vouchers and Primary 1 Backpacks (consisting of a school bag, a pair of shoes and socks). Each family received a food grocery pack.

## Operations

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

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

## Highlights

- The resumption of volunteer-led activities from July.
- With natural play interactions with the environment, events, and other people as the basis for children's learning, we were heartened that the relaxation of safe distancing rules enabled us to reinstate volunteer contributions into our routine. Significant volunteer efforts included:
- UWC Students provide arts and crafts, simple games, and storytelling for K1, NS, and K2 children every Tuesday and Thursday.
- Outings to S.E.A. Aquarium and Kinder Klasse at Passion Wave@Marina Bay were organised by China Aviation and the Orchard Residents' Network respectively.
- Eye check-up by Singapore Polytechnic Optometry Centre for K1 and K2 children.

***LIFE – Learning Is Fun & Exciting***

***About***

We support volunteers to create a child-centric environment where children experience learning to be fun and exciting. As such, the strengths, and interests of children as well as their different learning styles are taken into consideration as they are nurtured to become independent and motivated learners with the support of family and friends. All learning activities for those aged 5 & above are coordinated under LIFE.

***Key Results***

694 children & youth participated in our programmes and activities.



The breakdown is as below:

| Activity                     | No. of Children & Youth |
|------------------------------|-------------------------|
| Academic Support             | 276                     |
| Interest Groups              | 299                     |
| Learning Experiences         | 309                     |
| Conversations about Learning | 88                      |

There were 21 learning programmes across all neighbourhoods:

- 12 academic programmes
- 9 interest groups

| Academic Programmes & Interest Groups | Ang Mo Kio & Kebun Bahru                        | Bukit Ho Swee    | Henderson & Jalan Bukit Merah   | Lengkok Bahru & Stirling   | Whampoa & Lavender   |
|---------------------------------------|---|------------------|---|--|--|
|                                       | 2 Progs   | 1 Prog           | 7 Progs   | 3 Progs  | 8 Progs  |
|                                       | 1 Peer Learning Programme<br><br>1 Fitness Club | 1 LIFE Programme | 1 Primary School Academic Support Programme<br><br>1 Secondary School Academic Support Programme<br><br>1 Literacy and Numeracy Programme<br><br>2 Fitness Clubs<br><br>1 Sports & Arts Interest Group<br><br>1 Soccer Club | 1 Secondary School Academic Support Programme<br><br>1 Sports Programme<br><br>1 Reading Programme | 1 LIFE Programmes<br><br>1 LIFE & Peer Learning Programme<br><br>1 Secondary School Academic Support Programme<br><br>2 Fitness Clubs<br><br>1 Computer Skills class<br><br>2 Literacy and Numeracy Programmes |



### ***Peer Learning Circles***

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

### ***About***

Self-directed, peer learning groups who are supported by a community circle made up of volunteer tutors who do not teach, but instead provide academic resources and learning guidance.

### ***Key Results***

- 2 circles involving 35 students continued in 2 different neighbourhoods.
- Many students who lacked foundational learning skills such as language and numeracy competency persevered when encouraged by others.
- Students practised important skills such as critical thinking, creative thinking, communicating, and collaborating.

- The dialogue among students included aspirations for securing higher learning.
- Students demonstrated confidence and competency when teaching their peers a subject



## Another Week Beyond - 2345



In the spirit of community-led change, our learning programmes have been moving toward self-organised and self-directed learning. Peer Learning Circles are study groups supported by a circle of volunteers who do not teach but provide academic resources and learning guidance. The initiative is also constantly on the lookout for neighbours who offer the hospitality of their homes for the learning to take place. We envision Peer Learning Circles as an initiative that provides an opportunity for families, neighbours, and others in the locality where the students live, to play a part in encouraging their efforts to learn.

Currently, most of these study groups meet at the premises of their Residents' Committee and other government grassroots facilities. This arrangement strengthens a sense of inclusion and belonging among the students and so far, it has served those in secondary school better. Younger children without strong

fundamentals in English or math find the format challenging and find it difficult to engage.

So how do we provide structured guidance and support to these students while honouring the spirit of self-directed learning? How do we encourage students with varying grasp of the fundamentals to work together and to coach each other? Importantly, how do we create a fun and engaging experience that they will eventually want to take control of? The answer – Board Games.

Our volunteers collected all the board games available and categorised them according to the possible skills players could acquire and their level of difficulty. These games encouraged motor skills, social mores, thinking, emotional awareness, appropriateness of competitive or collaborative behaviours and general knowledge as well as that of current affairs.

A 9-year-old tried out Timeline where players determine the occurrence of historical events, inventions, or discoveries and to her surprise, she beat the volunteers in the game to emerge the winner. While she obviously enjoyed the winning feeling, what was heartening was her comment, "I want to play this again next time so I can learn more." She made the link that general knowledge paid off and learning could be fun.

At another table, a 7-year-old briefed a group of 10-year-olds on the rules of Sushi-Go! It was a simple "draft and pass" card game but the confident way this child taught children older than him assured us that this was a Peer Learning Circle. When children take charge and enjoy some success in doing so, they will be more likely to want to learn how to take on bigger roles. The Board games have provided a scaffold to develop their ability to learn.

***"Learning is a treasure that will follow its owner everywhere."***  
– Chinese Proverb

## Another Week Beyond - 2331

The Girls Brigade invited us to speak about poverty at their annual camp called Fast Food and Fuzz. The camp aimed to nurture a sense of gratitude among its participants for the various blessings they enjoy. In their invitation letter, they asked if we could explain the causes of poverty, the challenges faced by those affected and ways in which members of the Girls Brigade could make a difference for those affected.

Last Saturday, 3 of our youth aged 13, 15 and 16 took to the stage to share their experiences living in a rental flat as well as their aspirations. Ann Delina, Bella, and Ashlynn, attend secondary school in their neighbourhood and they participate in our Peer Learning Circles, a self-directed study group supported by others in the community who want to encourage students' learning efforts.

The audience comprised students from various primary schools and the youth began by sharing some personal information like the school they attended and their interests such as Korean dramas and the music of Taylor Swift. Then they described the routine at peer learning circles, a typical day that included house chores and showed a slide comparing the floor plan of their rental flat with that of a 3-room purchased flat as well as photographs of their neighbourhood.

"Sometimes, it feels like there are giants above us," was how they presented the challenges of tight living conditions. They explained that the flats usually house many people and even regular moving within the home creates quite a din. These girls provided a balanced sharing of their lived experiences. They spoke of difficult neighbours who were uncooperative as well as those who shared their food and the many mutual help initiatives that made living in the neighbourhood joyful.

"It is like any HDB flat, just a little smaller," was how the youth summed up the segment about their living conditions. Their confidence was admirable as they went on to speak about their aspirations. Because of her brother's medical condition, Ann Delina aspires to be a neurologist, while Bella seeks to be a school counsellor because she had benefitted from seeing one personally. As for Ashlynn, she believes that work must benefit people and she would like to pursue nursing or work in a medical setting.

These girls also spoke candidly about the many well-wishers who brought food and other household essentials to their homes and qualifying for the Ministry of Education's Financial



Assistance Scheme which also meant that they received free uniforms and a meal card too. We reckoned that they did not feel embarrassed doing so as they were genuinely grateful and believed that their residential address does not define them.

"Would you like me to take away your handphone? No right? If your handphone is valuable for you, it is for us too," was how they rhetorically drove home the point that they are no different from those in the audience.

Finally, their confidence was tested once again when someone asked, "Do you face discrimination living in rental flats?" They were a little surprised by the question, but one shared that when a friend was arguing with someone not living in a rental flat, that person pronounced, "At least, I do not rely on the government for money." Generally, they get a sense that some people think they are troublemakers when they reveal that they live in a rental flat.

As I said last week, our members have much to teach anyone who strives to understand social issues. We are so proud of Ann Delina, Bella, and Ashlynn for teaching us all.

## Position Overview



Economic success reduces isolation, and gainfully employed caregivers are more likely to meet the basic needs of children and youths in their households. As such, where we can, we link members to resources,

programmes and relationships that enable them to secure employment. However, with several employment matching programmes and agencies having dedicated resources to fulfil this role, we focus on providing those unable to hold down full-time employment because of caregiving responsibilities and other reasons opportunities to hone their skills for a livelihood.

Platforms for livelihood opportunities included Bakers Beyond, Sew Can We and Café Beyond, which are “learn and earn” programmes providing participants with a food handling licence where needed, skills training in self-organisation for productivity, and a safe and caring workplace.

## Key Results

- 15 mothers addressed issues arising from working together authentically and self-selected a leadership team among themselves known as the Care Team.
- Together, they agreed on conditions that would create a safe, caring, and productive workplace.
- Bakers Beyond, Sew Can We and Café Beyond were platforms that enabled seasonal income for the members which amounted to \$41,000
- 17 other mothers explored the possibility of coming together as an association of home-based businesses for mutual benefit.

# LIVELIHOOD OPPORTUNITIES



## Another Week Beyond - 2311



For the past 10 years, we have been enabling women who are unable to take on full-time employment for various reasons to acquire a livelihood. Sew Can We and Bakers Beyond have been 2 such programmes where participants got to “learn and earn.” The sewing and baking jobs were not enough for the women to sustain their households, but the earnings enabled them to meet increased household expenses during festive periods. This was important as the means to celebrate festivals provided their families with a sense of normalcy.

Besides generating income, our goal is for the women to learn how to work efficiently, work together respectfully and to honour the social purpose of helping others like themselves. Hence, this week I had the privilege of attending a meeting of 4 women who we identified as leaders to form the core team for Bakers Beyond. After

welcoming each other to the meeting and confirming that they agreed to the agenda, a colleague who works closely with them listed the qualities she had observed about them to explain why they were invited to the meeting.

Receiving feedback is tricky even if one is being complimented. As it is a learned cultural response to deny what is being said as a gesture of humility, we pointed out that humility is not at odds with self-confidence and a realistic appreciation of one's abilities. Often, what is perceived as a lack of humility comes from a lack of self-confidence or an unrealistic appreciation of one's capabilities. The women resonated with our comment and when asked to reiterate the strengths we saw in them, they articulated them confidently.

The group then got on to express what they expected of each other and anyone who wanted to be a part of Bakers Beyond. It was a long list of some 20 statements, and we observed that these expectations appeared to fall into 3 categories of care; caring for Beyond, caring for the work and caring for each other. At that moment, it was unanimously decided that they will no longer be known as the core team but the Care Team.

As in all teams, the Care Team had to select a leader and we facilitated by asking them to list the qualities they expected of this person. Then based on these qualities, we asked each of them to write the name of their nominee on a piece of paper. They then took turns to share who they had nominated and the reasons why

they did so. 1 person was nominated by all the rest, but she nominated another. She explained that she wanted to give her nominee a chance to develop her leadership qualities.

It was a noble reason we reflected but her nominee would have many other opportunities to develop her leadership skills and right now, Bakers Beyond needed a competent Care Team leader to manage the significant upcoming festive orders. We then did a second selection round where people could change their nominee, but the only change was from the person who had received 3 nominations in the first round. She nominated herself.

We adopted a sociocratic selection process which encourages transparent thoughtful joint decision-making in the interest of the team. However, like all processes, positive outcomes are dependent on the care exercised by the decision-makers. We take comfort that Bakers Beyond has set out to care for Beyond, care for the work and care for each other.

*True life lies in laughter,  
love, and work.  
- Elbert Hubbard*

## Position Overview

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

### Overall Key Results

|  | 2023 | 2022 |
|--|------|------|
| Total number of youth volunteers               | 69   | 94   |
| Number of youth volunteer leaders              | 25   | 27   |
| Number of hours local youth spent volunteering | 1590 | 773  |

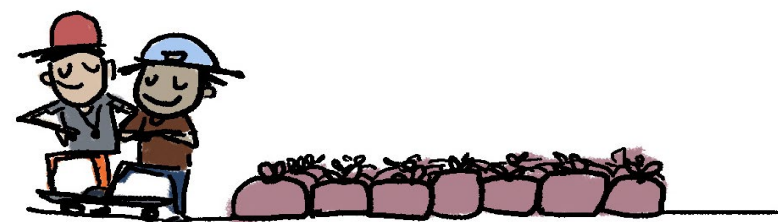
## Headstrong

### About

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

### Key Results

- 5 youths produced TikTok Videos to spread awareness for Youth Mental Health.
- 13 youths met regularly for mutual support.
- Content from the Mental Health Film Festival became a reference point for helpful discussions.



# YOUTH VOLUNTARISM



## Another Week Beyond - 2314

“What was one thing that you were stressed about this week?” The young people present responded to the question thoughtfully. They were then instructed to pen down how they felt immediately after the stressful incident and how they felt a day later. This was a simple exercise in developing self-awareness because when we document an experience, we are listening carefully to ourselves. Over time, we become more familiar and comfortable with our emotions, which puts us in a better place to prevent them from upsetting our well-being.

However, not all of us can find the words to say how we feel. One young person wrote that she feels so much inside, but she just cannot explain or express herself. Speaking and writing are not means of expression for her and she would have spoken for almost all her peers in the room.

There was a yearning to be able to express themselves and everyone gamely participated when asked to create a collage that captured their emotions arising from their stressful incident. Patiently, they browsed old magazines and cut out pictures or words that reflected their emotions. Through this craftwork, their emotions found their voice; as the saying goes, a picture says a thousand words.

Our youth was once again participating in a workshop with students from the Singapore Management University to explore how art could be a viable means of regulating emotions for better mental health. The sources of stress between them and the undergraduates were different but both groups found movies, music, and craft helpful ways of reflecting on their own situation and regaining balance as well as a sense of proportion toward their challenges. In other words, these activities truly served as effective recreation.



It has been said that if bread is the first necessity of life, recreation is a close second. Perhaps, good mental health is an ongoing endeavour to recreate some joy in our lives each and every day.



## ***Ignite!***

### ***About***

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

### ***Key Results***

- 30 youths in the Ignite Telegram chat where events and resources for personal development were updated.
- 8 youths co-planned 6 sessions that addressed topics important to them. These included dream building for Ignite!, employment, and healthy relationships. The youths also took charge of the refreshments.



# HIGHLIGHTS

## Another Week Beyond - 2324

We must value the success of every individual – each one pursuing his or her own path.



An intern facilitated an exercise on creating a LinkedIn profile for 5 youths whose ages were not too different from hers. On a worksheet, the youth listed their work experiences, strengths/skills, and interests. As these youth were still in school, they were told that the category for work could include their volunteering and caregiving experiences. However, we soon realised that our instruction was not exactly necessary as everyone in the room had no trouble making a list of their work experiences. They began working when they were 14 or 15 years old, and they have had a variety of work experiences.

Work was a means of supplementing the household budget, meeting school expenses and for some pocket money when catching up with friends. Work was a normal aspect of one's

teenage years and this fact dawned on our intern how starkly different her circumstances and perspective of normality were.

Generally, their first job was at a fast-food restaurant. There are many around and the flexible 4-hour shifts offered were ideal for balancing work with school and family commitments. As the youth described their experiences at a fast-food restaurant, we were impressed by their time management, understanding of work processes and customer service skills. These were transferable skills but a couple of them were reluctant to list them under their work experiences. They believed that potential employers would stereotype them as students who were more interested in making a fast buck instead of focusing on their studies.

We experienced a tinge of sadness because what perhaps was unsaid was the perspective that a working-class background would disadvantage one's career prospects. It got us thinking about the society we live in and how we may be contributing toward its values and norms. These youth argued that the LinkedIn profile was a resume to present the best version of themselves, but they could not acknowledge that hard work and humble beginnings as positive aspects of themselves.

Hence, this week we were deeply heartened by Deputy Prime Minister Lawrence Wong when he spoke at the Institute of Policy Studies 35th Anniversary Conference. In revisiting our social compact, he advocated that, "We must provide many more ways for our diverse talents to be the best possible version of themselves; to make a difference in their own ways, all deserving of equal respect in our society." He elaborated that, "We should equally recognise those with talents in diverse areas, e.g., those who excel in the arts and sports; those who serve in retail, hospitality or social services; or those who take great pride in their work as skilled tradesmen and artisan craftsmen."

The next time we meet these youth, we will share DPM's speech, and we anticipate a lively discussion about career choices, their lived experiences and if they see themselves contributing toward a society that honours their diverse talents.

***Success is less about means,  
and more about meaning.  
– PM Lawrence Wong***





## ***The Community Theatre***

### ***About***

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

### ***Key Results***

- 20 youths worked together for more than 6 months to produce - The Right Choice, a forum theatre activity that highlighted the issue of sexual violence.
- The show was held at the Leng Kee Community Club and it attracted an audience of 150.
- Production for “I Hear You!” an interactive theatre performance on youth mental health began. The show was slated for release in January 2024.



# HIGHLIGHTS

## Another Week Beyond - 2315

After a performance at the Esplanade in 2019 to mark our 50th Anniversary, our community theatre took a short break that turned into a rather long one because of COVID-19. Hence, we were thrilled when a young person from the programme took the lead last August to revive it with new members and some volunteers skilled in theatre craft. The group is aiming to launch its first forum theatre performance by the end of May even though they don't have a name for the show yet.

Inspired by the efforts of young people addressing the issue of sexual violence at the Whampoa neighbourhood, the Community Theatre set out to get another neighbourhood talking about the issue. Apart from honing their acting skills, members have been knocking on doors to ask their neighbours, "Have you or someone you know ever felt unsafe?" The question was intentionally vague to trigger clarifications that get a conversation going. They reckoned that the mention of sexual violence at the onset would be too intrusive, and the conversation would end even before it starts.

These conversations surfaced stories, concerns and other relevant information that shaped the storyline and its dialogue. They also created awareness of the community theatre, its purpose, and the upcoming show among those interviewed. For members of the community theatre, it was realising that acting was not just about remembering lines but to put up a convincing show, one had to have a deeper appreciation of issues that affected the characters they were playing.

Last week after several rounds of discussion, the group agreed on a script for their upcoming performance. 5 youths were so proud of their achievement that they enthusiastically showed it to friends who were studying at the community centre. They interrupted the study session and asked their friends for feedback on the storyline. Their friends did not have much to say but it did not take away their sense of achievement as they repeatedly emphasised that it was their script.



A volunteer who was with them reflected that the moment showed her how important it is to have an experience of success. Not just these young people but all of us need to know that we are good at something. In her view, they have picked up some acting skills and she resolved that she will be more affirming of their abilities at the next practice.

*Turn your face toward the sun  
and the shadows fall behind you.  
– Maori saying*



## Another Week Beyond - 2321



Conversations that matter tend to be difficult ones. Even when people come together, they do not know where to start. Then when a problem is raised, those listening may get defensive and meaningful dialogue is stifled before it begins. Hence, to kickstart conversations about difficult issues, we adopted forum theatre in 2014 to generate awareness of problems within communities. Our community theatre programme has generated awareness on teenage pregnancy, school truancy, addictions, challenging family relationships, and youth crime and last Saturday, it tackled the issue of sexual harassment.

Facing an audience of 100 or so, 11 youths delivered “The Right Choice” a self-produced play at the Leng Kee Community Club. Sarah a teenager was distraught after her boyfriend imposed himself without her consent. Following which, when she spoke with family, friends, and

her teachers, she did not find their responses helpful. Neither did the audience as many among them had clear views of how the person Sarah was speaking to could have responded.

Forum theatre encourages a member of the audience to stop a scene, go on stage and demonstrate to everyone how the situation could have been played out. He or she changes the dialogue, and the actor will respond accordingly while remaining in the role. Another member of the audience could respond to the intervention or introduce another, and the entire audience will be watching and perhaps reflecting on what they would have said or done. The theatre captivates so that a forum ensues. Quality theatre brings people together, but it is the quality of the forum that determines its value for us.

Sarah’s boyfriend was a dishy star student, and her friends minimised her experience and even inferred that she was lucky to have him. He was also captain of the school’s football team and Sarah sensed that the teacher taking down her complaint was more concerned about his potential absence from the team. Even her caregiver suggested that her dressing and behaviours would have led him on.

By sharing her story, Sarah stained the picture-perfect view others had of her boyfriend and

it presented a situation in which they did not quite know how to respond. It also challenged them to clarify their values and confront their beliefs. Their ability to connect empathetically with Sarah was hindered by what the information was stirring within them and how they were feeling.

A grandmother in the audience recognised this and she made her way to the stage to show the actor who was playing Sarah’s grandmother how to connect empathetically. Speaking gently in the Malay language, she asked Sarah if she was well. It was a huge contrast to the original script where the grandmother chided Sarah for getting into a relationship. Before she left the stage, the facilitator asked the grandmother to sum up her intervention briefly and she said, she believed that parenting must be gentle, understanding, and supportive and anyone in Sarah’s position must be supported.

It was a moment of connection between the young and old present.



## ***Beyond Champions Fund***

### ***About***

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

### ***Key Results***

- 3 youths from Lengkok attended weekly football training with our partner, JSSL Football Club. The youths received financial support for training and match kits.





### Position Overview

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

# FAMILY STABILITY

### Family Circles

#### About

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

#### Key Results

- 24 members continued to meet regularly to support each other in pursuing family stability. This was enhanced as members supported each other with stable employment, home-based online businesses, and home ownership applications.
- These members continued to self-report data, and based on 20 complete submissions, the results were encouraging for income and savings. Nonetheless, the average debt registered a slight increase.

*Cohort analysis based on Dec 2021 to Oct 2023*

|   | Oct 2023        | Nov 2022      |
|---|-----------------|---------------|
| <b>Household income (excluding CPF)</b> |                 |               |
| Median household income                 | 55.24% increase | 34% increase  |
| Mean household income                   | 58% increase    | 25% increase  |
| <b>Total cumulative savings</b>         |                 |               |
| Median savings                          | 185.7% increase | 100% increase |
| Mean savings                            | 100.2% increase | 82% increase  |
| <b>Debt</b>                             |                 |               |
| Median debt                             | Same            | 27% decrease  |
| Mean debt                               | 2.04% increase  | 11% decrease  |

At the end of the year, participants also self-reported the following outcomes that improved their well-being:

- 10.9% increase in satisfaction with their financial situation,
- 20% increase in feeling connected and supported by others in the community,
- 32.31% increase in knowing how to approach for information and resources,
- 75% of participants reported that they picked up a new skill or learnt something new,
- 95% of participants would recommend their friends to join a Family Circle,
- 70% indicated an interest in starting a Family Circle with Beyond's support,
- And 20% would do so even without stipends for the data they provide for our programme evaluation.

# HIGHLIGHTS

## Another Week Beyond - 2313



We have 4 Family Circles groups, comprising 28 caregivers who attend regularly. Meetings are held at least once a month in the language that members are most comfortable with and so there are Chinese and Malay speaking circles.

During meetings, members submit to us a self-report of their household income, expenses, savings, and debt. After a year, the collective data across all 4 circles revealed a 34% increase in the median income and 25% in the mean income. There was also a 100% increase in median savings and 82% in mean savings. Where debt was concerned, the median and mean decreased by 27% and 11% respectively.

We are most encouraged by these indicators as they validate the value of mutuality and social capital. Most members were not acquainted with others in their circle when they joined the programme but they identified with challenges associated with the lack of income. Talk though was not always about money but about children, personal interests, challenges and basically issues that were alive within them. Over the year, the circles provided some members advice and assistance that enhanced their lives significantly.

This year, the idea that members could meet those from other circles appealed to some. A mother from a Chinese-speaking circle offered to conduct a baking class and this was attended by several from the Malay-speaking circle and a couple from Bakers Beyond. Originally from Indonesia, she communicated instructions fluently in Bahasa Indonesia which is not too different from Malay. At the end of the day, it was broad smiles all around as everyone had a generous share of Kek Lapis, an Indonesian traditional layered cake made with spices such as cinnamon, cloves and star anise.

The cake was delightfully tasty, and it was not lost on everyone that it was the outcome of a fulfilling afternoon where new acquaintances were made. Plans were made for another baking workshop with a view that more members from different family circles will get acquainted.

***Community connectedness is not just about warm fuzzy tales of civic triumph. In measurable and well-documented ways, social capital makes an enormous difference in our lives... Social capital makes us smarter, healthier, safer, richer, and better able to govern a just and stable democracy.***  
– Robert D. Putnam





## ***Family Assistance Fund***

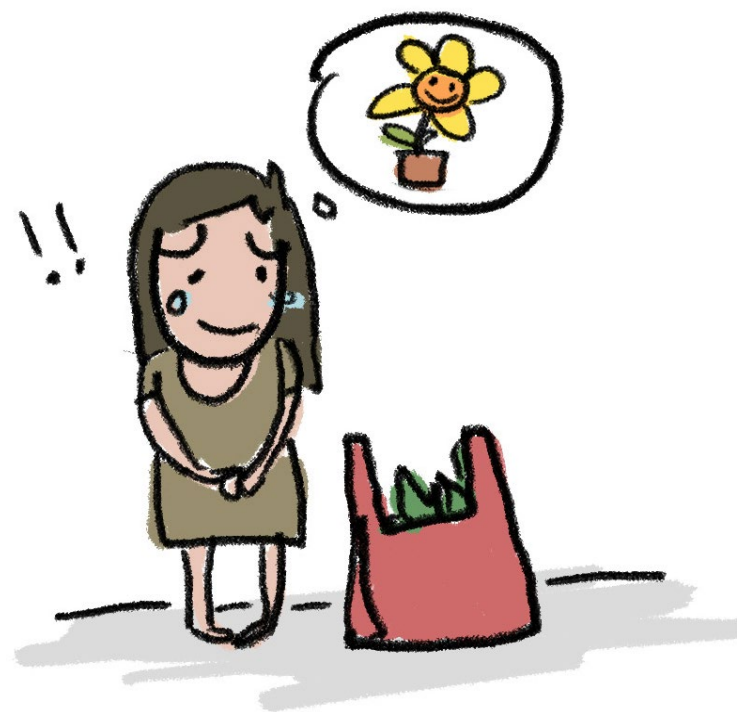
### ***About***

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

- Emergency relief funds to support families mostly from low-income backgrounds, requiring funds for crises and emergencies,
- Food and Essential Sundries - Food rations, supermarket vouchers and essential personal and household sundries for daily living. These may include face masks, hand sanitisers, toiletries, and cleaning materials.
- Gifts - In the spirit of social integration, donations of cash gifts, household appliances and festive hampers comprising food and culturally appropriate items are redistributed to low-income families to reduce social isolation.

### ***Key Results***

- Short-term financial assistance: 51 families received a total of \$71,720
- Food & Essentials: 1157 families received a total of \$75,681
- Total amount disbursed: \$ 147,401





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

### ***Facilitating Cooperation Among Helping Agencies For The Benefit Of Our Members***

#### **Position Overview**

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

#### ***Key Results***

- **Charity Food Work Group**

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

- **Connecting With ComLink**

We kept in touch with Community Link offices which help the Ministry of Social and Family Development (MSF) to provide more co-ordinated and comprehensive support for vulnerable families in public rental neighbourhoods. During our community event, ComLink linked us to service providers. As a result, we established a partnership between KidSTART Singapore Limited and our Healthy Start Child Development Centre.



# WIDER COMMUNITY SUPPORT



- **Digital For Life Partner**

We involved Infocomm Media Development Agency (IMDA) in our community events. Their digital ambassadors helped elderly residents to utilise digital payments.

- **Government Grassroots Partnership**

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



- **Ministry of Health Office of Healthcare Transformation (MOHT)**

Partnered on initiatives that supported ground-up movements for population health. This is aligned with Healthier Sg which aims to empower health and prevent disease.

- **Ongoing Collaboration With Other Helping Agencies**

AWARE provided training for our youth and parents to respond appropriately to sexual assault survivors.

FUN Starters by SportCares engaged children, aged 5 to 12, in a variety of sports in the neighbourhoods we worked in.

Shine Children and Youth Services offered their clubhouse to our young people for tuition and other activities.

# *Voluntarism To Foster Ties Between Our Members And Those From The Wider Community*

## Position Overview

We invite, involve, and inspire volunteers to realize the vision of a strong and inclusive community that strives to remove barriers impeding the dignity, progress, and integration of the poor. Our volunteers recognise that they must be in service of our members’ endeavours to lead changes that are important to them and are mindful not to replace or compete with these efforts.



## Key Results

- Number of Volunteers and Volunteer Hours

|                                  | 2023   |
|----------------------------------|--------|
| <b>Number of Volunteers</b>      | 2,832  |
| <b>Number of Volunteer Hours</b> | 21,156 |

- Number of Regular Volunteers

The National Council of Social Services defines regular volunteers as those who contribute at least 24 hours over 4 times a year and our regular volunteer pool remained constant. Regular volunteers comprised 7% of our volunteer force which contributed 39% of total volunteer hours.

|  | 2023  |
|--|-------|
| <b>Number of regular volunteers</b>          | 197   |
| <b>Number of regular vols hours</b>          | 8,289 |
| <b>Percentage of volunteer force</b>         | 7%    |
| <b>Percentage of total volunteer hours %</b> | 39%   |



- Estimated Value of Volunteer Hours

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

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

Then based on market rates of jobs from various human resource websites, we estimated that volunteers contributed almost \$470,000 in labour to our work.

|                                   | Hours         | \$ Value       |
|-----------------------------------|---------------|----------------|
| <b>Events-based volunteering</b>  | 7,093         | 148,500        |
| <b>Service-based volunteering</b> | 11,093        | 260,522        |
| <b>Skills-based volunteering</b>  | 1,745         | 58,138         |
| <b>Total</b>                      | <b>19,931</b> | <b>467,160</b> |

### *Key Results*

- An automated system was developed for validating volunteer hours, enabling them to print their attendance records at their convenience.
- The processes for volunteers' compliance with non-disclosure agreements were reviewed to address concerns about their strictness. As a result, we refined the criteria for determining which volunteers needed to sign these agreements, ensuring a more nuanced approach. This adjustment reduced the reluctance among volunteers to enter into a non-disclosure agreement and promoted a more inclusive and supportive volunteering environment.





- Three volunteer leaders were empowered to spearhead door-knocking exercises with minimal staff involvement.

### ***Welcoming The Goodwill And Generosity Of The Larger Community Toward Our Cause***

#### **Position Overview**

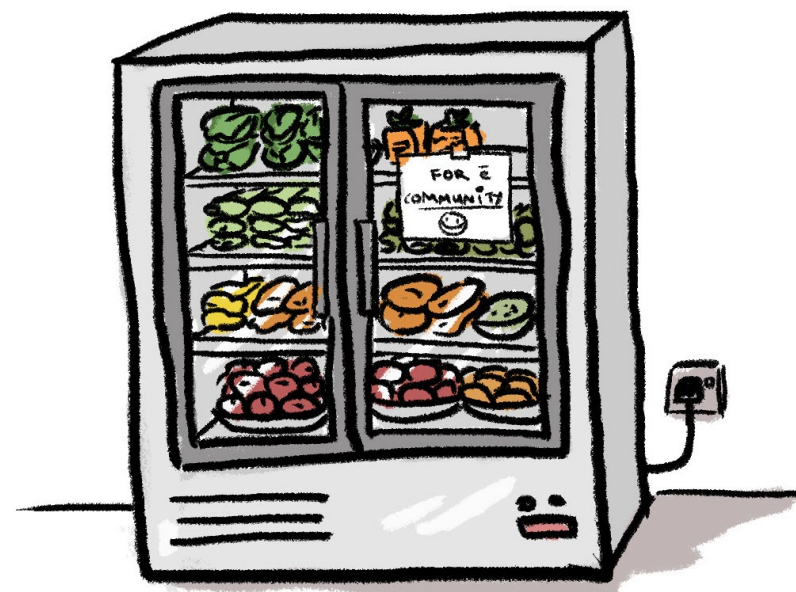
We take the view that a confident and competent local community can receive gifts graciously from the larger community to complement its inherent strengths. As gifts symbolise a sense of solidarity, they present the opportunity for relationship building amongst people from diverse backgrounds.

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

1. Activating local leadership around shared issues, interests, and strengths.

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

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



### Key Results

1935 families benefitted from resources amounting to more than \$400,637.

|                                 | Total (\$) |
|---------------------------------|------------|
| Food                            | 120,109    |
| Supermarket Vouchers            | 76,180     |
| Tickets, Gifts & other vouchers | 165,944    |
| Activities & Outings            | 38,404     |
| Total                           | 400,637    |





## Budget 2024

Our FY24 budget is for the continuity of the strategy and mission and a committed staff team that facilitates the emergence of qualities that make for a strong community wherever we work.

Below is our Budget 2024 which reflects the cost of our intended community development efforts in public rental neighbourhoods. We have no intention of expanding the work significantly, and as a charity where more than 50% of our funding for operations comes from the goodwill of the community, the growth of our work keeps pace with the support we receive.

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

# BUDGET 2024

| Income                                   | \$               |
|--|------------------|
| Government Funding                       | 1,897,590        |
| Programme Income                         | 319,400          |
| General Donations /Non-Government Grants | 1,970,000        |
| Miscellaneous Income                     | 357,010          |
| <b>Income Total</b>                      | <b>4,544,00</b>  |
| <hr/>                                    |                  |
| Expenditure                              |                  |
| Staff Costs                              | 4,035,420        |
| Facilities Costs                         | 355,280          |
| Programme Costs                          | 355,220          |
| Other Operating Expenses                 | 183,390          |
| Depreciation                             | 88,510           |
| <b>Expenditure Total</b>                 | <b>5,017,820</b> |

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

## Our Financial Commitments

Operating expenses minus designated welfare funds remain consistent, and we anticipate that our sources of funding, as described in Chapter 5, will not deviate significantly. As in previous years, the sustainability of operations will be the focus of our fund-raising efforts. To ward off insolvency, we maintain an operating reserve of 18 months and will not be aggressively raising funds to accumulate reserves, meet significant capital expenditure, or run programmes committed to without funding.

## Our Fundraising Calendar

| Month    | Initiative                         |
|----------|------------------------------------|
| January  | Festive Giving Campaign            |
| February | Chinese New Year Appeal            |
| March    | Email Appeal to FY23 donors        |
| April    | Online Campaigns – Why I Give 2024 |
| May      | Annual Report Appeal               |
| June     | Youth for Causes by Citi-YMCA      |

|           |                        |
|-----------|------------------------|
| July      | Beyond 55th Appeal     |
| August    | Annual Appeal Letter   |
| September | Appeal to Foundations  |
| October   | Children’s Day Appeal  |
| November  | Online Festive Appeals |
| December  | Giving Week            |

## Concluding Remarks

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

## Auditor’s Report

Please click [here](#) to access the FY2023 Auditor’s Report.



**In 2023, we had the privilege of having the resources to continue our work. It was a meaningful and enriching experience which would not have been possible without the generous support and goodwill of many partners and individuals who believed in us.**

**We would like to express our sincere thanks to everyone who has contributed to our community and walking alongside our families with us.**

For our full list of thanks, please visit [Saying Thanks](#).

