



ANNUAL REPORT 2021



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ADVOCATE FOR YOUTH FACING ADVERSITIES

Trybe runs various youth programmes and manages the Singapore Boys' Hostel (SBHL). We provide youth with guidance and offer support for their families and communities, creating a complete ecosystem of care from community-based outreach and interventions, to individual in-care and aftercare services.

CORPORATE INFORMATION

Trybe Limited

(Formerly known as "Save the Children Singapore Limited")

Date of Incorporation : 2 November 1995

UEN : 199507763G

Charity Registration No. : 1152 (on 24 January 1996)

IPC Registration No. : 623 (on 1 June 2008)

Governing Instrument : Constitution (A Company Limited by Guarantee)

Registered Address : Blk 479 Tampines Street 44, #01-241,
Singapore 520479

Our Vision

**EVERY
YOUTH
A SUCCESS
STORY**

Our ambition is to inspire the young people we work with, and be a partner to their success in driving change and transformation in their lives for a better future.

At Trybe, our doors are open to youth from all walks of life. We understand that every story is different, every adversity faced unique to each individual. Each path differs and the road to success is owned by every individual we guide and mentor.

Success is not defined by a national standard, but one that is carved and shaped through personal experiences and tenacity. Our aspiration for every youth we mentor is for them to take charge of their lives in defining their own success story. We empower them to carry this determination into their future, inspiring others to make a positive impact to their communities.

Our Core Values

RESILIENCE

We desire to build resilience in our staff so that they can overcome adversity and emerge stronger.

INTEGRITY

We value integrity and trust our staff to make decisions guided by sound morals and ethics.

SERVING

We encourage our staff to serve and to go the extra mile for not only the youth they serve, but also colleagues and others around them.

EXCELLENCE

We want our staff to be excellent, expecting only the best from them.



Our Mission

Journey with youth who face adversities to lead purposeful lives; inspiring them to impact others

Life's journey is never singular, and sometimes we need a helping hand along the way.

At Trybe, we are committed to being that helping hand and helping youth through adversities in their life one step at a time. We believe everyone deserves equal opportunities to their peers and with a little support and mentorship, can succeed in their own way.

We believe in cultivating the growth and spirit of youth through the collective collaboration of our passionate team and aspire to transform their lives into one with meaning, where they can unleash their full potential and drive purpose in their communities.

Our ambition is to inspire the young people we work with, to be role models for them to reach out to, and challenge them to be the best they can be.

At Trybe, success isn't just about impacting positive change in the youth we work with today but how they can in turn inspire, support, and help people in the communities around them tomorrow.



Objectives

1. To relieve the distress and hardships, and to promote the welfare of children in Singapore and in so far as may be permitted by the laws and regulations of Singapore, any country or countries, place or places, without differentiation on the ground of race, colour, nationality, creed or sex and to educate the public concerning the nature, causes and effects of distress, hardship and want of welfare as aforesaid and to make available the useful results thereof to the public.
2. Within the limits of the charitable objects set out above to do all or any of the under-mentioned things:-
 - i. to preserve child life wherever it is menaced by conditions of hardship and distress;
 - ii. to relieve child distress by the provision of money, food, clothes, medical assistance, nursing and materials and facilities, help and assistance of whatsoever kind;
 - iii. to promote child welfare and all that may concern the well-being of children in any charitable way including (without prejudice to that generality) by the provision of and support for the education of children (whether formal or informal, academic or vocational) for their proper nourishment, hygiene and health care (whether preventive or prescriptive, general or personal), for their better housing, for the provision of good water and sanitation, for the support of family life and child care (in any context), for their legal protection and representation, for the provision of their opportunity for sports, recreations, arts and crafts and for their security and safety; and
 - iv. to enquire into the needs of those who may be benefitted hereunder the better to promote the charitable objects aforesaid.
3. Generally to aid, assist and give relief in any manner and to any extent, including in the absolute discretion of the Directors of the Company the application of the whole or any part of the assets for the time being of the Company, to any charitable institution whose object or objects are similar to or comparable with the objects of this Company including but not limited to hospitals, sanatoria, homes or places of refuge or shelter, libraries, orphanages, industrial welfare establishments and other charitable organisations.

Provided always that notwithstanding anything heretofore contained no grant, aid or assistance shall be given which shall be in aid of any political organisation or for any political purpose.

Strategic Direction

In 2020, the Executive Committee of Trybe developed its 3-year strategic plan.

This 3-year strategic plan charts the initiatives required of the Company in order for it to achieve the goals set out. The strategic plan articulates not only where the Company is going and the actions needed to make progress, but also how it will know if it is successful.

The plan also set priorities, focus energy and resources, strengthen operations, ensure that employees and all other stakeholders are working toward common goals and establish agreement around intended outcomes/results.

Goal 1: Improve Trybe's Position

This goal looks into increasing the Company's standing in the social service sector and the strength the Company poses. It focuses on i) Trybe's brand recognition and reach to the public, ii) Company's reputation as an employer and iii) Company's organisational performance.

Goal 2: Improve Trybe's People

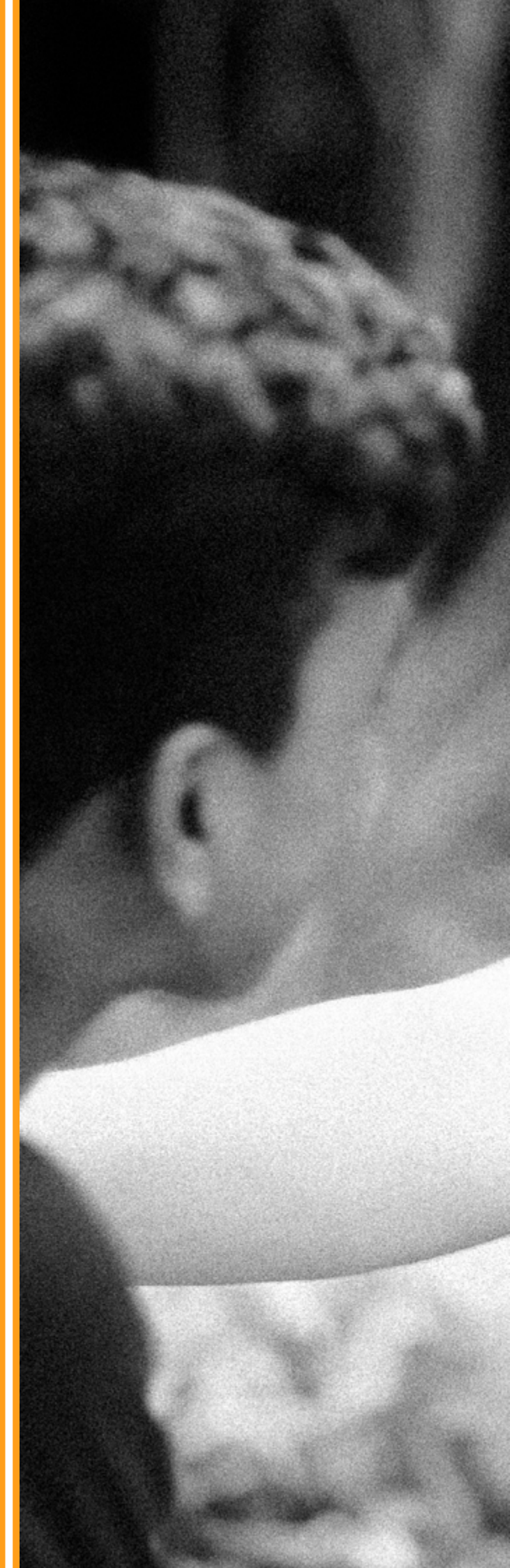
This goal looks into strengthening the employees in the Company. It focuses on i) staff development, ii) character forming and iii) establishing strong culture and ownership to the Company.

Goal 3: Improve Trybe's Practice

This goal looks into producing excellent services to meet the needs of the clients and stakeholders that the Company serves. It focuses on i) enhancing the effectiveness and efficiency of services, and ii) expanding the services provided.

Trybe's Milestones

- **2021**
 - Launched Project ANCHOR Programme
 - Launched Bridge to Employment (BTE) Programme
- **2020**
 - Launched Building Eco-Systems (BES) Programme
- **2019**
 - Continued Youth-At-Risk Engagement (YARE) under Chrysalis branding
 - Shifted focus on programmes targeting at-risk youth
 - Launched Overcoming Addictions Securing Youths' Success (OASYS) Programme
- **2018**
 - Established Trybe's Practice and Development Unit
- **2016**
 - State-appointed as one of the 10 agencies which ran the 3-year pilot programme Youth-At-Risk Engagement (YARE)
 - Integrated Restorative Practices (RP) into our rehabilitation philosophy
- **2015**
 - Launched Growing Resilient Youth in Transition (GRYT) Programme
- **2014**
 - State-appointed managing agent of the Community Rehabilitation Centre (CRC)
 - Partnership with Youth Corps Singapore (YCS)
- **2011**
 - State-appointed managing agent of the Singapore Boys' Hostel (SBHL)
- **2010**
 - Renamed to Trybe Limited
- **2009**
 - Started running Time-Out Programme (TOP)
- **2008**
 - Attained Institution of a Public Character (IPC) status
- **2007**
 - Led mentoring and service learning programmes at the Singapore Boys' Home (SBH) and Singapore Girls' Home (SGH)
- **2006**
 - Took the "You Can Do It" Programme to Thailand
- **2005**
 - Piloted Life Coaching Programme
- **2001**
 - Launched school-based services and programmes
- **1995**
 - Started as "Save the Children Singapore Limited"



Chair's Message



Rachel Ong
Co-founder & Chair

For over two decades, Trybe has purposed to uphold our core values. I have seen the team run our programmes and services with resilience, integrity, serving heart and excellence. This is especially evident during the height of the pandemic over the past two years.

We continue to adapt to changes as we understand the emerging needs of the youth. In 2021, Trybe launched Project ANCHOR, a pilot counselling programme for young people dealing with mental health issues. As mental health concerns significantly increase in Singapore, we aim to help our youth navigate this difficult journey and apply the lessons learnt as they transition into adulthood. No one should journey alone.

We are also blessed to be chosen as Johnson & Johnson's (J&J) agency partner to run their Bridge to Employment (BTE) Programme in Singapore. A quadrilateral partnership involving FHI360, J&J, Jurongville Secondary School, and Trybe, BTE provides career mentorship and STEM2D exploration activities. It is an exciting opportunity for those who want to pursue their interest in science and technology.

COVID-19 has opened our eyes to many insights and ways of better serving our youth and their families. With the pandemic affecting our way of life and work, Trybe remained connected with our staff, clients, and continued to collaborate with like-minded individuals and partners to add value to our work with the youth.

At Trybe, we have always considered the interest of the youth our one true north. We care for them and their families as if they were our own. To date, we have served more than 150,000 youths through our programmes and services.

I am also pleased to welcome our new Chief Executive Officer, Vimel Rajoo. Vimel has been serving in Trybe for eight years and I am confident that he will lead the team to even greater heights! I would like to express my appreciation to our staff, volunteers, partners and stakeholders for giving your best, showing up so meaningfully always. I look forward with much hope as we seek to do our best, for every youth to be a success story.



Vimel Rajoo
Chief Executive Officer

CEO's Message

We have been through a lot in the past year. Yet Trybe and its mission remain unchanged. No matter how much adversity we face, we never gave up.

As many of us navigated through the changes brought about by the pandemic, our team has also experienced transitions internally. Having been appointed as Chief Executive Officer in November, I am heartened to witness the grit, compassion, and dedication of the entire Trybe team as we do the challenging but necessary work for many young people facing adversities.

We continued to improve the way we serve the youth. Having recognised the rising mental health concerns among adolescents, Trybe launched Project ANCHOR, a pilot counselling programme for youth with mental health issues. We are also fortunate to be Johnson & Johnson's first agency partner in Singapore for their Bridge to Employment (BTE) Programme. BTE aims to encourage young people to pursue and develop their interest in science and technology through career mentorship and STEM2D career exploration activities. At the Singapore Boys' Hostel, we have trained our staff with a Trauma-Informed Care (TIC) approach to better support the hostel residents.

To increase Trybe's outreach efforts, we launched our very first Youth Rising Month—an annual campaign that aims to establish a dedicated month that raises awareness of issues surrounding the youth that we serve. We produced our very own Resilience Mask with the help of a generous corporate partner and saw several individuals adopt the masks. These masks were then distributed to the youth and their families as a symbol of encouragement and support.

With an aim of reaching out to more individuals who can benefit from our programmes, we have also pivoted towards more content campaigns and online fundraising initiatives, which you'll see reflected in the following pages.

Trybe also successfully celebrated its 26 years of journeying with youth through a virtual run, staff canvassing, and donation campaign. We couldn't have reached this important milestone if it weren't for the unwavering support of our staff and stakeholders.

While 2021 has been a tough year for all, I am truly inspired by my colleagues, our clients, and other stakeholders who have risen to unprecedented challenges. I am honoured to lead and serve in Trybe and I am looking forward to journeying with more youth facing adversities. My hope is that the community continues to support our vision—*Every Youth A Success Story*.

Board of Directors



Chairperson

Ms Rachel Ong

Director since 9 January 2001

Appointed Chairman on 27 May 2015

Rachel helped start the work of Trybe in 2001. She continues to give inspirational leadership to Trybe, providing consistent guidance on strategies to fulfil Trybe's vision. Rachel's passion for honouring people and results has been critical to Trybe's development and growth. She continues to value-add and contribute to the professionalism in Trybe. Rachel's wide network and fundraising efforts have been and always will be a tremendous support for Trybe.

Rachel is also the founder and Chief Executive of ROHEI Corporation and serves as a Member of the Singapore Parliament.



Director

Ms Ingrid Christina Hanson

Director since 12 July 2000

An advocate of the many helping hands approach, Ingrid has been an avid supporter of Trybe's work and is passionate about strengthening family ties. Ingrid has been with the Board since 2000 and will continue to serve in the Board to forge collaborative relationships between Trybe and other agencies to develop a common agenda for action, leverage resources and tap into outside expertise.



Director

Mr Ng Lok Man (Daniel)

Director since 6 September 2007

Daniel, currently a Managing Director at BNP Paribas was a volunteer Life Coach in Trybe in 2005. In 2007, he joined the Board and since then has been providing Trybe significant advice and guidance with regards to the Company's fiscal matters. Daniel will continue to act as Trybe's financial advisor and play a key role in providing direction for Trybe's fundraising strategies and programmes.



Treasurer

Mdm Julia Wong Fei Yen

Director since 1 June 2007

Appointed Treasurer on 25 May 2019

Julia is an authority in communications, public affairs and public relations. She has been with the Board since 2007 imparting her experience in communications with Trybe. Julia will continue to serve in the Board to implement strong governance within Trybe and to guide the team achieve best and up to date work practices, further strengthening Trybe's position in the Social Service space.



Director

Mdm Wong Kee Yin (Praise)

Director since 17 November 2015

An advocate of innovation, change, and experiential approach to learning, Praise has been providing unwavering support and commitment to Trybe since 2001. Praise holds a Bachelor of Law from National University of Singapore and a Master's Degree of Training and Development from Griffith University, Australia. With her 20 years of experience in the Learning and Development industry, Praise is highly regarded for her advice on the organisation's growth and development. She is currently the Deputy Chief Executive at ROHEI and has consulted with government agencies and local and global companies to help build a culture of change and innovation.



Director

Ms Pamela Lee

Director since 2 November 1995 (resigned on 13 August 2021)

Mrs Pamela Lee was the founding Chairperson of Trybe Limited. She was key to rallying support to set up the charity in the beginning.

A visionary keen on restoration and rehabilitation, Mrs Lee has developed networks to advise on the work that Trybe does. Actively, she continues to provide guidance and rallies support and fundraising efforts for Trybe.





Board Matters

Board Composition

The Board of Trybe Limited shall comprise of Directors who are suitably qualified.

The Board shall comprise of the following office bearers, minimally:

Chairman: *The Chairman provides leadership to the Board, ensures the effective action of the Board in governing and supporting Trybe, and oversees Board affairs. The Chairman acts as the representative of the Board as a whole.*

Treasurer: *The Treasurer manages the Board's review of, and action related to, the Board's financial responsibilities. Where necessary, the Treasurer may work directly with the finance executives to develop and implement appropriate financial procedures and systems.*

Secretary: *The Secretary maintains records of the Board and ensures effective management of corporate records.*

Appointment of Directors / Board Members

Directors and/or Board Members may be appointed at any time with the requisite documentary evidence.

Potential candidates for Directorships should be presented to the Board, reviewed by Board Members and finally approved and appointed by the Chairman (or his/her designated representative in his/her absence).

Term of Appointment of Directors / Board Members

As a guide, all appointments and terms of appointment of Directors shall follow that stipulated in the Constitution.

A Letter of Appointment detailing the position and commencement date shall be issued by the Chairman to all newly appointed Directors/Board Members. The signed Letters of Appointment shall be kept by the Secretary or Chief Executive Officer, and/or his/her authorised officers, on behalf of the Chairman.

The Treasurer of the Board may hold office for a period of not more than four (4) consecutive years.

Re-appointment of Directors / Board Members

The re-appointment of Directors shall also follow conditions which are stipulated in the Constitution.

Re-appointment to the office of the Treasurer will be subjected to a lapse of one (1) year.

Board Duties

Each Director / Board Member may be assigned a specific task or duty, as appointed by the Chairman. These may include, but are not limited to, Project Directors, Chairmen or Members of any Sub-Committees.

Succession Planning

The Board recognises the need for succession planning for Directors / Board Members including Directors holding key positions, such as the Chairman, Secretary, Treasurer. This is factored in the sourcing and appointment process for new Directors. On an annual basis, the Board reviews the remaining term of appointments of the key positions of Chairman, Secretary and Treasurer and proposes candidates to take over these positions in due course.

Board Self-Evaluation

The Board conducts a self-evaluation regularly and reviews the results of the self-evaluation during the Board Meetings and makes decisions and takes actions to address areas that need improvement. The manner and/or format of the evaluation will be designed by the Chief Executive Officer with guidance of the Chairman.

Board Training

Directors / Board Members undergo periodic training to improve their knowledge and skills to effectively carry out their duties and bring them current on governance issues.

Remuneration of Directors / Board Members

Members of the Board of Directors do not receive remuneration for their services.

Conflict of Interest

All Directors / Board Members of the Company make annual declarations of conflict of interest(s).

There were no recorded conflict of interest in the Company during the reporting period.

Meetings and Board Members' Attendance

Name of Board Member	Attendance	Board Meeting (9 March 2021)	Annual General Meeting (21 May 2021)	Board Meeting (27 August 2021)	Board Meeting (17 December 2021)
Ms Rachel Ong Sin Yen	4/4	Yes	Yes	Yes	Yes
Mdm Wong Kee Yin	4/4	Yes	Yes	Yes	Yes
Mdm Julian Wong Fei Yan	4/4	Yes	Yes	Yes	Yes
Mr Daniel Ng Lok Man	4/4	Yes	Yes	Yes	Yes
Ms Ingrid Christina Handson	3/4	Yes	Yes	Yes	No
Mrs Pamela Lee	0/4	No	No	Resigned	Resigned

Disclosure for Terms of Directorships Beyond 10 Years

There are four Members of the Board of Directors who have served for more than 10 years. Trybe is privileged to have engaged Board Members of diverse backgrounds, personally and professionally, and became the strongest advocates and great ambassadors for all its causes all these years. Trybe will continue to examine the benefits of keeping long tenured Board Members.

Board Sub-Committees

The Company has established three (3) sub-committees, namely, Audit, Human Resources and Fundraising, with their respective Committee Chairman, Members and Terms of Reference as appropriate.

Audit Committee

The Audit Committee facilitates the external and internal audit of Trybe Limited, for the Board to obtain independent information about Trybe Limited's activities. The Treasurer shall not concurrently chair the Audit Committee.

The Audit Committee's responsibilities include the following:

- ii. To oversee the financial reporting and disclosure process, and monitor the choice of accounting policies and principles;
- iii. To review the audit plans and reports of the external auditors and internal auditors, and considers the effectiveness of the actions taken by management on the auditors' recommendations;
- iv. To conduct periodic internal checks on key processes to ensure compliance with the established procedures, and report to the Board on the findings and recommendations for improvements;
- v. To analyse and address the risks that are associated with the key processes;
- vi. To oversee regulatory compliance and whistleblower guidelines (where applicable);
- vii. To report to the Board of any financial irregularities, concerns and opportunities; and
- viii. To liaise with auditors on any significant matters arising.

The Audit Committee should meet often enough to undertake its role effectively, and schedule to meet not less than twice a year.

In addition, the Chairman of the Audit Committee will call a meeting of the Audit Committee if so requested by any member of the Audit Committee, the Chairman of the Board or the external auditor of the Company.

Human Resources Committee

The Human Resources Committee of Trybe Limited has been established to perform the following functions:

- i. Providing guidance and advice to the Executives in drafting and/or revision of Human Resources Policy for Trybe Limited;
- ii. Providing guidance and advice to the executives when reviewing job descriptions;
- iii. Providing guidance and advice in establishing a salary structure, and annually reviewing staff salaries, and reviewing the benefits package.

While the Human Resources Committee of Trybe Limited does not perform the role as Grievance Board for employee complaints, all complaints against staff and senior management are made directly to the Human Resources Department, Head, Corporate Services Division and/or Chief Executive Officer. The Human Resources Committee of Trybe Limited, however, will hear cases and/or act when formal written grievances against the Chief Executive Officer is made.

The Human Resources Committee should meet often enough to undertake its role effectively, and schedule to meet not less than twice a year. In addition, the Chairman of the Human Resources Committee will call a meeting of the Human Resources Committee if so requested by any member of the Human Resources Committee, the Chairman of the Board or the external auditor of the Company.

Fundraising Committee

The Fundraising Committee of Trybe Limited has been established to perform the following functions:

- i. Advises the Board on any fundraising matter.
- ii. Provides the direction for the development of fundraising strategies for the Company.
- iii. Implements, monitors and evaluates the fundraising strategy once it is adopted.
- iv. Identifies potential donors / funders.
- v. Leads the planning of certain fundraising activities, such as Gala Dinners, Charity Golf, etc
- vi. Assists in recruitment, engagements, and appreciation of donors / funders.

The Fundraising Committee does not take actions or make decisions on behalf of the Company unless specifically mandated by the Board. The Committee will make recommendations to the Board on all matters requiring a decision.

The Fundraising Committee should meet often enough to undertake its role effectively, and schedule to meet as and when necessary.

Audit Committee

Chairman	Mr Ng Lok Man	Appointed 25 May 2019
Member	Mdm Wong Kee Yin	Appointed 18 May 2018

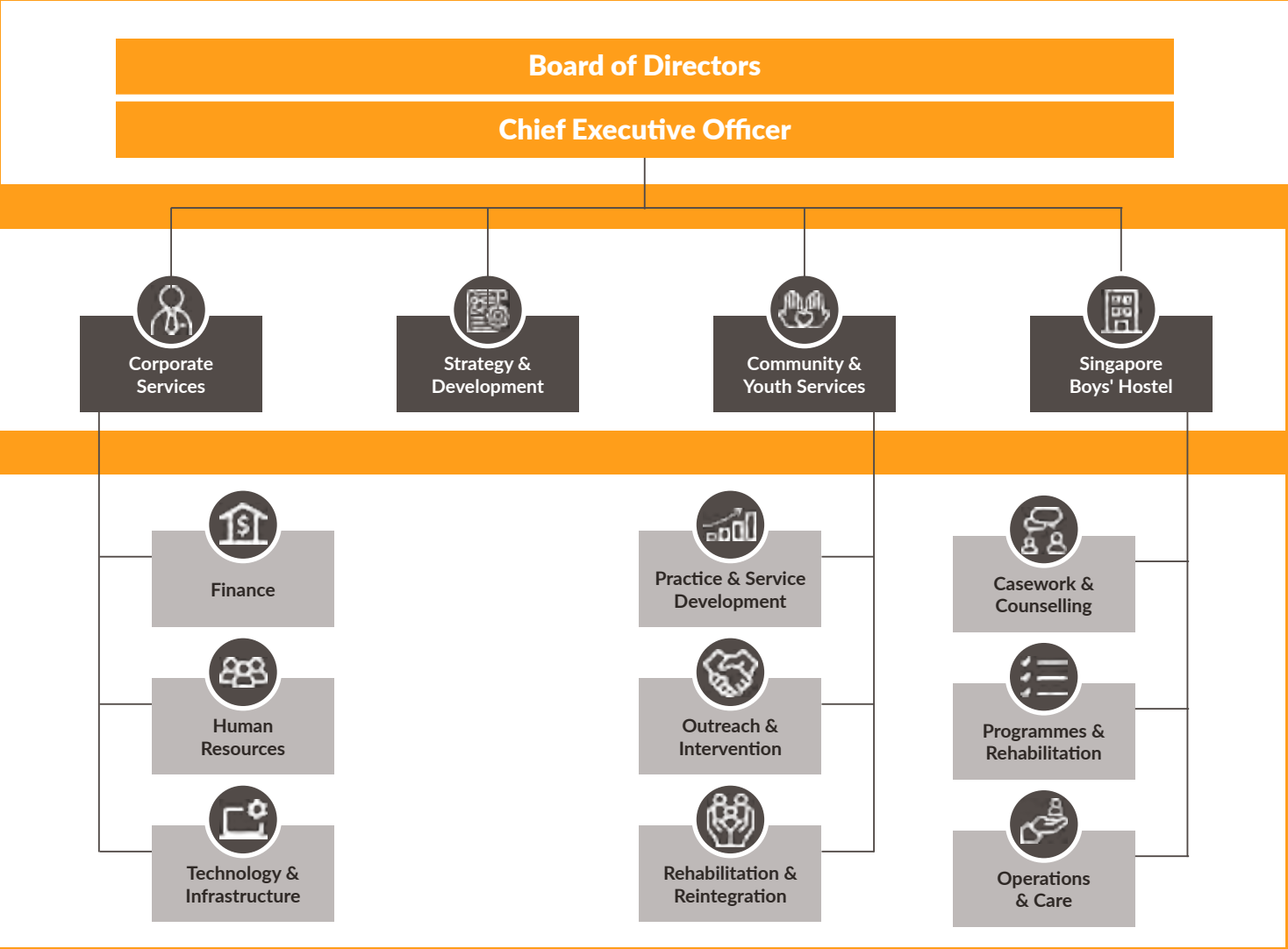
Human Resources Committee

Chairman	Ms Rachel Ong	Appointed 23 June 2008
Member	Mrs Pamela Lee	Resigned as of 13 August 2021

Fundraising Committee

Chairman	Mr Ng Lok Man	Appointed 26 November 2020
Member	Mdm Wong Kee Yin	Appointed 26 November 2020

Organisation Structure



Executive Committee

Executive Team Remuneration, Benefits and Conflict of Interest

No staff of the Charity is involved in setting his own compensation, increment, and bonus.

The Charity has no paid staff who are members of the family of the Chief Executive Officer nor Directors / Board Members during the reporting period.

There were no recorded conflict of interest in the Company during the reporting period.

Remuneration of Top Three Key Executives

Salary Band	Number of Staff
Between \$100,000 and \$200,000	2
Below \$100,000	1

These three staff nor any staff of the Charity serve as Board Members of the Charity.



Chief Executive Officer
Vimel Rajoo
Appointed on 6 November 2021

Vimel joined Trybe in 2014 and served in several different roles before his appointment as the Chief Executive Officer. As the CEO, he directs the Company to achieve its mission and bring about transformation to the clients. Vimel believes that networking is important as everyone can play a part to bring change to society. He is open to have a coffee chat with like-minded individuals and is willing to contribute where possible. Vimel is also in the first batch of NCSS 40 Under 40 Leadership Programme.

Vimel graduated with a Master of Business Administration and a Master of Social Work. He is a certified Project Management Professional, Certified Change Management Practitioner and Certified Data Protection Practitioner. Vimel also has a Post-Graduate Diploma in Communications and Innovation and an Advanced Award in Organisation Design and Development.



Head, Singapore Boys' Hostel
Yeo Bee Lian
Appointed on 1 January 2018

Prior to joining Trybe, Bee Lian spent her time mentoring and coaching youth in netball and tchoukball. Her internship stint with Trybe during her undergraduate days left a significant impact on her life, and she eventually joined Trybe full-time in 2010 after graduating with a Bachelor in Social Science (Psychology) from Singapore Management University. While she had honed her skills in youth development training, programme design and business development areas during the first few years, she found her true passion in serving youth who are viewed as more at-risk. She assumed leadership of the Programmes Division in late 2014, and was involved in the progressive shift in our service direction to focus on youth facing adversities. She was involved in setting up the GRYT service in 2015 and leading the Youth-At-Risk Engagement (YARE) programme in 2016, before moving over to learn and lead the rehabilitation work in Singapore Boys' Hostel in 2018.

Outside of work, Bee Lian cherishes time spent in the company of family and close friends. She enjoys playing tennis, cycling, swimming and picking up new hobbies.



Chief Secretary &
Head, Corporate Services Division
Cristela Yeo
Appointed on 1 January 2018

As Head of Corporate Services Division, Cristela delivers critical support and coordination role for the whole Company. On top of the Division's activities, she ensures every staff in the Company is supported to effectively and productively function. While it can be overwhelming juggling many tasks at once, Cristela's cheerful disposition and warm personality, make her the best person for the job. With an eye for detail and excellent organisational skill, Cristela ensures the integrity of Company-wide information, strict implementation of structure and protocols, compliance and strong governance, and provision of a safe and conducive environment for all staff and other stakeholders.

Cristela is also known as Cris to her colleagues. She graduated with a Bachelor of Science in Commerce and majored in Accounting. Her extensive experience in office administration and as a personal assistant to high-net-worth individuals before joining Trybe has equipped her with valuable skillsets to deal with the day-to-day running of the offices and to keep them shipshape.



Head, Human Resources Department
Elyna Wee
Appointed on 16 February 2021

Elyna's main responsibility is to oversee areas ranging from recruitment of staff, staff welfare and benefits, to Human Resources (HR) development which includes training, performance appraisal and career planning. She graduated with an Honours Degree in Materials Engineering and a Graduate Diploma in Training and Development.

Since she started her career, Elyna has been championing the development of people. Her achievements include overseeing performance management exercises for non-managerial staff, administering training programmes, supervising external and internal scholarships, leading orientation programmes for new employees, and spearheading various HR events. Evidently, seeing people excel in their careers brings much joy to Elyna.

Prior to joining Trybe, Elyna was in China for five years with her husband who was posted there for work. She found the experience to be humbling as it presented a different perspective of life when living abroad and through these experiences, she learnt to be grateful for the little things. Elyna is convinced that giving back to society is not a want but a necessity. She aspires to build a strong HR and people-centric culture in Trybe so that more talent can be attracted to the social service sector.

Spectrum of Services

In Trybe, we recognise that youth in Singapore are faced with different adversities in life. These adversities require different levels of support and Trybe is committed to provide a spectrum of services, ensuring that the different needs of youth are met.

Our services are instrumental in helping youth map out and embark on their new life journeys. The programmes not only equip our clients with life skills, but also illuminate an alternate pathway lined with opportunities for a better future. This vision of a new, different life path is crucial in allowing youth to see that they have something promising to work towards, and that illicit habits are not the only escape from their existing reality.



Intervention

- **Chrysalis**
- **OASYS**
- **Project ANCHOR**
- **BES**
- **BTE**

Trybe's intervention service targets youth in the community who possess significant personal or environmental factors that put them and others at risk. This service is designed to leverage community and professional support to steer the youth toward a life that will contribute positively to society.

Rehabilitation

- **SBHL**
- **OASYS**

Trybe's rehabilitation service primarily targets youth who are in an institution and/or require continuous support to help them rehabilitate. It also aims to support young people who are exposed to substance addiction, reducing the risk of them offending/re-offending.

Reintegration

- **OASYS**
- **GRYT**
- **BES**

Trybe's reintegration service primarily targets youth who have been discharged from an institution and require continuous support to help them reintegrate back into society.

Chrysalis

A community-based intervention programme that works with youth presenting at-risk behaviours

Chrysalis aims to attend to the youth's needs and guide them away from risk behaviours, provide emotional support, improve family relationships and help them to thrive in school/work environment. This programme involves assessing the youth and their families' needs, behaviours and interactions, providing a holistic understanding of the issues. In the course of intervention, the case workers will engage the family in committing to and supporting the process.

Approach

Real change is not just behaviour modification but intrinsic motivation

Besides collaborating with stakeholders to enhance intervention, Chrysalis focuses on building a therapeutic alliance with the youth client. Instead of making a moral judgment on the youth's behaviours, the Chrysalis worker seeks to understand the youth's underlying motivation and needs. This intrinsic motivation or decision-making can only be influenced by connecting with the needs of the youth, such as attending to their emotions. Therefore, the caseworkers invest their time in building a trusting relationship as the key foundation of the intervention.



Clients

Chrysalis serves youth between 12 to 21 years old who present risks and needs in the area of behaviours, peer or family relationships



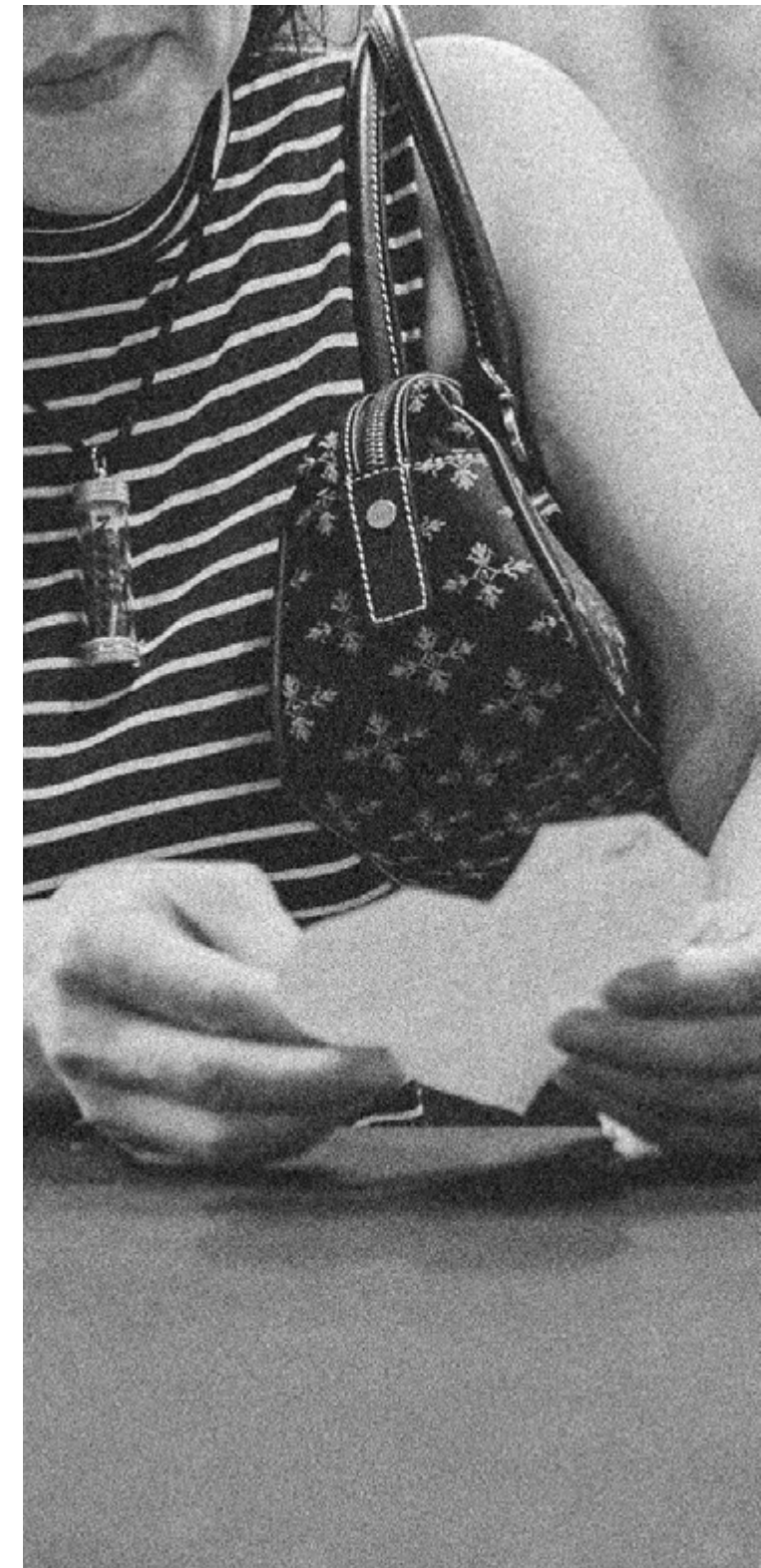
Goals of Service

Chrysalis targets to achieve the following 7 intervention goals. As needs and impact of intervention varies between youth, the intervention goals can include most, if not all of the following outcomes:

1. Reduce risk behaviours
2. Increase mental and emotional resilience
3. Increase coping strategies and skills
4. Improve familial and social interaction
5. Improve network of community support such as mental health resources
6. Increase abilities to engage with purposeful activities
7. Increase help-seeking behaviours

Strengthening Family Relationships

To further reduce the barriers in the help-seeking process, our caseworkers reach out to their clients in environments that are familiar and comfortable to them. It is important for family members to understand the youth better, as it helps to improve the family relationship, allowing the youth to open up more. We believe that a strong family bond is essential to a youth's journey. Therefore, to achieve that, we focus on improving interaction patterns that can strengthen family ties and promote connecting habits within the family.



From The Heart of Chrysalis



Claudia Tan

Social Worker, Outreach and Intervention Services

Claudia is grateful to be given the opportunity to work alongside young people facing adversities. As she believes that with the right support and unconditional positive regard, they can journey towards creating a more fulfilling life for themselves.

| What does Chrysalis stand for?

In nature, Chrysalis is the protective shell a caterpillar takes on before emerging as a butterfly. This transition is possible because of the protection and nurturing environment that the Chrysalis provides. Similarly, at Chrysalis, we believe that youth also possess this capability to transform into success stories when they are given the right support and environment to grow into.

| What do you like about being part of the Chrysalis team?

I believe that every youth has the potential to be the best version of themselves and they are the leaders of their own life. Chrysalis gave me the privilege to journey with our youth and play a part (however small it may be) in shaping how they see themselves and believing in their abilities to make a difference.

| What are some of the reasons behind youth's risky behaviours?

There are many reasons why youth are drawn to risky behaviours. The adolescent stage is a stormy journey with endless quests of trying to find one's "true" self. Peer pressure, the need to "fit in", and the need to let go of suppressed emotions due to multiple stressors in their lives are all potential reasons to engage in risky behaviours. Youth are also more likely to react based on their emotions instead of using logic to solve problems.

| How does Chrysalis guide youth away from risk behaviors?

Chrysalis focuses on engaging the youth to have a deeper understanding of what they want for themselves. We take on a supportive role as they themselves, decide how they want to grow. No man is an island and our youth's behaviours are sometimes a product of their environment. Hence, it is important for us to also engage the various stakeholders in our youth's lives to work together and support them in their growth journey. Youth tend to have many interests and can benefit a lot from experiential learning. Having this in mind, we have organised activities such as cycling, ice-skating, art-jamming and also introducing our youth to professionals in the industry that they are interested in broadening their perspectives.

| How can the community help support these youth?

The community can help by looking out for youth who are struggling. Encourage them to seek support and most importantly, believe in youth's ability to become a stronger version of themselves. The community can also refer a youth to Trybe or any relevant service agencies for support. They do not have to be on this journey alone and we are here to walk alongside them.

“No man is an island... We are here to walk alongside them.

- Claudia Tan,
Trybe's Social Worker

Success Story

Opening Doors: Teenage Girl Restores Relationship with Parents

Growing up with her grandmother, Rachel's parents seemed absent in her life. Rachel's relationship with her mother was particularly strained that she would explicitly tell her that she resents her.

She often shuts herself in her room, gets easily agitated and quick to quarrel with her parents. "Everytime I came out, we would fight about the little things," Rachel recounted, "the only ones I could share issues with were my friends".

"It was very hostile", her mother agreed. Rachel did not enjoy studying either and had frequent feelings of inadequacy as she often put herself down. Soon after, her mother chanced upon Trybe's Chrysalis programme. Fortunately, Rachel agreed to sign up.

With the help of her Social Worker, Claudia, Rachel learnt to set a goal in life, and find the career she wished to embark on. Subsequently, the programme focused on mending her relationship with her mother.

Through the many sessions, Rachel gradually improved her way of thinking and is more open to trying new things. This change in her led to better relationships in her life too. "When she started to be kind and forgiving to herself, that was when she started being kind to others [especially her parents]", Claudia, explained.

Subsequently, Rachel learnt to open her doors—both literally and figuratively. Now, she leaves her bedroom door open and no longer picks fights with her parents. She even started discussing sensitive issues with her mother, opening herself up to her.

As their relationship improved, Rachel found out that her mother actually visited her at her grandmother's house frequently. She never knew because as a toddler, she was often asleep, and her mother had to rush back to work due to her hectic work schedule.

True to this, her mother shared an incident that happened recently that touched her heart, despite struggling to wake up early or hating to go for walks, Rachel woke up early to accompany her mother to Fort Siloso. Her mother commented "I was actually very surprised that day, she woke up by herself!"

Through journeying with her social worker, Rachel realised her interest and shared that she wants to be a piano teacher. Working towards her goal, Rachel is now diligently taking Grade 7 piano lessons. Indeed, everyone has different journeys, and there is no need to fit a standard academic pathway.

Rachel is now happier and at ease with herself. She is more confident and is glad that she went through with the programme. She is thankful for the programme and her Social Worker, Claudia, for listening and being a pillar of support to her. Rachel also shared that she believes that this programme is able to help others and would recommend it to other youth that might be struggling too.

"Some youth may avoid seeking help because they don't want to be seen as weak or not in control," Claudia explains, "or because others dismiss their issues so they think it is not significant enough to seek help for."

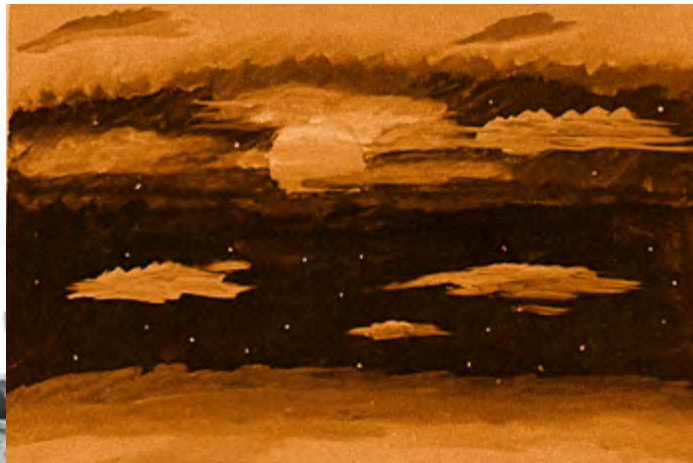
Seeking help is not a sign of weakness. Whereas, accepting help is a sign of strength. It is okay not to be okay. There is no perfect person or journey; in truth, we are always constantly discovering ourselves.



Highlights of 2021

Art Jamming

Art jamming was one of the activities that greatly helped our Chrysalis clients. Not only was it used as a bonding activity for some of our clients and their family members, this year, art jamming was introduced to help our clients to learn more about self-confidence through art. Through art jamming, Rachel, one of our Chrysalis clients who participated in this activity, was able to relate this to her circumstance. She realised that overthinking leads to overpainting and it can ruin an already good artwork. In relation to her personal life, Rachel realised that overthinking without clarifying will lead to more misunderstanding and further affect her mental health. Today, her art piece is displayed in the living room and is something that she and her family admire with pride and joy from time to time.



Art Installation - Shadowology with Springfield Secondary School

East Community Collaboration (E.C.C.), made of 3 agencies (Trybe, Care Corner FSC – Tampines and SAMH), partnered with Springfield Secondary School to craft experiential sessions for students. Led by SAMH, these sessions help students to understand mental health issues and also provide relevant resources for students and families to seek help when necessary. Shadowology workshop is a reflective process to engage participants to address and manage mental health issues. The elements of the workshop reflects that of mental health. On 23 June, we conducted a shadowology workshop for over 90 Springfield Secondary School teachers. Our goal was to equip them to conduct this art installation in their Character and Citizenship Education (CCE) lessons for their Secondary 1 students.



Overcoming Restrictions of Covid-19

Much like our youth and every working adult in these times, the Chrysalis team was not spared from the problems and limitations caused by the pandemic. Here's how the Chrysalis Team managed to stay resilient during this period.



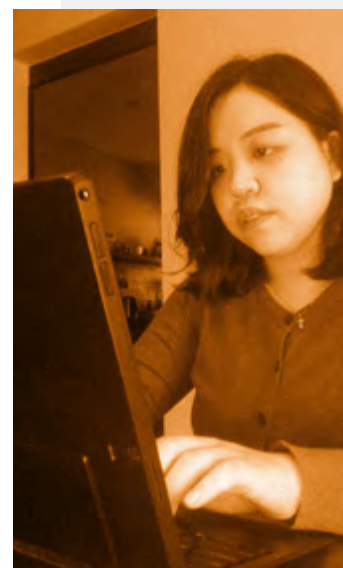
Claudia Tan, Social Worker

Managing WFH as a new staff

Imagine starting work by meeting all your new colleagues through a screen, you start to wonder are they even real or what are they really like. Well, there is no need to imagine, as with this pandemic, this is the new normal. Being a new staff and needing to learn new procedures without your colleagues and supervisors physically by your side can get frustrating and scary at times. There is constant fear that you are bothering your new colleagues when they, too, are probably trying to adapt to the new arrangements.

Social interaction plays a big part of everybody's work life and the support from your fellow colleagues is usually what helps you get through even the toughest of cases. Nonetheless, my

colleagues have been so supportive by checking in and offering to help without me asking. All these simple actions helped me adapt faster and the Company also organised regular virtual get-togethers. This helped me to feel more connected to the rest of the Company. During normal times, we may overlook these simple actions but during such trying days, these simple actions speak volumes.



Bryan Chan, Case Worker

Managing transitions into fatherhood

It has been difficult to manage the adjustment to work from home (WFH) and not being able to interact with colleagues and spending most of my time at home. This became more challenging after May 2021 as I had to take care of my new born as well. It became more difficult to concentrate on work as the baby would constantly scream or cry. I would have to help to watch or feed the baby during the day, interrupting my work. There were times where I had to take last minute leave to care or take the baby to the hospital. All these things added on to the general stress of living with the Covid restrictions and WFH.

What helped was the support from friends and colleagues. Overtime, I also became used to the routine of caring for the baby which made it easier. Having my own time away to care for myself from the baby is also important.



OASYS

(Overcoming Addictions Securing Youths' Successes)

A programme that provides prevention awareness and intervention support on substance addiction

Project OASYS is an integrated system of care focusing on a holistic community-based service. It consists of outreach and engagement, case management and treatment services for youth who struggle with substance-related issues. Through the treatment, the youth will be equipped with strategies to cope with dependency and prevent relapse.

Approach

Journeying with youth to seek help

Youth who have substance addiction often feel lost and confused. They face a lot of stress and emotional pressures. Thoughts of changing or seeking help would have come across their minds but they fear the judgement people might pass on them. Very often, the stigmatisation against substance users have acted as a barrier for youth to seek help. By providing the treatment programme at the youth's organic setting, it lowers their barrier of entry to seek help. This would also increase the effectiveness of the treatment simultaneously. Our OASYS team is committed to journeying with and guiding them towards the right channels of help.

Success Story

Overcoming Addictions: A Youth's Journey in Making Better Decisions

Subject to peer pressure, Shamira took her first cigarette at a young age of fourteen. "At first I was scared when they asked me to try, but they forced me." Shamira said, as she recalled the start of everything. Unfortunately, it didn't stop there. Following this incident, Shamira was exposed to drinking and consuming drugs.

Situations turned for the worse when Shamira's performance in school started to take a downfall. Her academic performance declined and she was also involved in a lot of troubles at school, such as bullying and fighting others.

"Home life was filled with tension and stress. I had a lot of problems" Shamira shared. "Everytime I'm stressed, I will smoke and drink." Before she knew it, these substances became a part of her life. It didn't take long for the law to catch up, and shortly after, Shamira found herself apprehended by the Central Narcotics Bureau (CNB).

Mending Her Ways

Upon apprehension, Shamira started to reflect and look back on her past actions. She was filled with remorse and questioned her decisions that made her turn to substances to overcome stress. When her form teacher subsequently referred her to Trybe's OASYS programme, she agreed.

"I was very scared. I'm also not a person who talks much to someone I just met." Shamira shares. Helga, Shamira's Social Worker, agreed but that did not stop Helga. She saw a lot of potential in Shamira and slowly built the rapport with her. Now, Shamira is very comfortable around Helga and she has become someone Shamira will confide in.

The Turning Point

Through the OASYS sessions, Shamira learnt the importance of having a healthy social circle and steering away from friends who will influence her negatively. She also found positive coping mechanisms to help her manage her stress. She now picks up hobbies like dancing, filming TikTok videos and meeting up with positive groups of friends instead of turning to substances. On top of that, Helga also guided her in processing her thoughts and emotions so that she can identify what she is feeling.

"By helping her become more aware of her actions and its consequences, she is able to process her thoughts and stress better, thus making better decisions." Helga shared.

Realising Her Potential

OASYS not only helped Shamira in steering away from substance use, she has now found a goal that she is working hard to strive for.

Shamira is reaping the crops she has sown. Her academics took a turn for the better and in her recent WPLN score, her results improved tremendously, so much so that it shocked her!

"I don't want to disappoint my family and teacher." Shamira said with much conviction. "I think about how my family and teacher will be disappointed if I start drinking again. I know if I do that again, I can't enter ITE." Shamira shares, filled with zest and energy.



Clients

OASYS serves youth between the ages of 11 and 21 who are exposed to or currently engaged in substance addiction and are keen to seek help. It also serves youth who require extended help after prior addiction support and treatment.



Goals of OASYS

Through OASYS, we want to create early prevention awareness among youth through our outreach platforms for substance addiction problems. Additionally, we want to offer treatment to youth who face issues related to substance addiction and help reduce recidivism rates.

From The Heart of OASYS



Helga Foo

Social Worker, Rehabilitation and Reintegration Services

Like a sprouting seed in a desert, a little water may make a huge difference, it may mean a chance to bloom. Similarly, sometimes a little helping hand can make a difference in the life of the youth.

| What does OASYS stand for?

OASYS stands for Overcoming Addictions Securing Youths' Successes. A programme that seeks to provide intervention support for youth who are battling with substance-related issues.

| Misconceptions about youth with substance addiction

Misconception #1

Substance-using youth are bad individuals.

Substances do not give regard to class, race, personality, or character. Individuals from all walks of life can experience issues with substance use. Thus, substance use should not be a factor that reflect the moral integrity or define the character of the youth.

Misconception #2

Youth can stop their substance use if they want to.

Substances have the power to alter our brain chemical and functions, affecting the way we think and behave. Therefore, youth with substance addiction usually have little control over their substance use behaviour despite the harm it causes, hence, needing the help from professionals and intervention treatments or programmes.

Misconception #3

Substance-using youth are stubborn and will not want to seek help.

There are youth who want to seek help, but are unaware of the resources and help available. Others might find it challenging to step into a clinic setting to get the support that they need because they are paralysed in fear thinking about the perceived stigmatisation they might get when they come out. Some might also hesitate to seek help knowing that it is mandatory for doctors in Singapore to report if they receive substance-using patients.

| What happens if a youth does not seek help?

The likely consequence of youth who do not receive help would be that they continue to go undetected and unaware of the available support until they are picked up by the judiciary system. Once they are noticed, depending on the severity of the substance use, some may be sentenced to a mandatory substance recovery programme, while others may be admitted to rehabilitation centers and institutions to receive care. Additionally, the youth's physical and psychological health will be compromised by the substance especially if they are heavy and active users.

| How does OASYS help these youth overcome their addictions?

To encourage more youth to seek help, OASYS breaks down the barriers of seeking help by meeting the youth at their organic setting. Some examples of such intentional efforts are meeting the youth at places where they go often. This makes the intervention accessible and as safe for the youth as possible.

During the OASYS programme, the case worker will then work closely with the youth to enhance their awareness of some of their triggers. Subsequently, the programme equips them with relevant coping and relapse prevention skills. OASYS also adopts a collaborative approach in working with family, schools, employers and community partners to build a strong supportive network for the youth, enhancing the recovery process.

| How can the community support a youth facing substance addiction to seek help?

Be open to hear them out and walk in their pace. Break down the wall between you and the youth by creating a safe space for the youth to open up and seek help. It encourages and comforts youth when we are genuine and are able to accept them.

Highlights of 2021

Learning Exchange with Community Agencies

In 2021, the OASYS team met with various community agencies like Children's Society, Salvation Army, ITE College West, SANA and Care Corner YouthGO to share about the OASYS programme. The aim in mind was to raise awareness of youth with substance abuse issues and the available resources to support them. Through the exchanges, it was heartening to know that the community also recognises the need for more support for youth struggling with substance abuses.

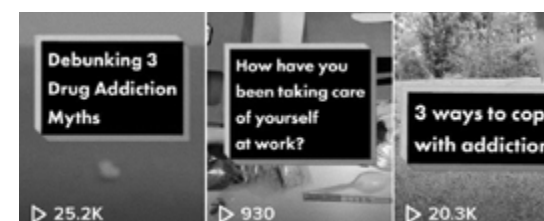
Learning Journey with CNB

CNB has observed an increase in youth drug abusers arrested in the recent years. Most of them were new abusers. Trybe had the privilege to attend a learning journey led by the CNB team. During the session, we learnt more about Singapore's current drug situation, their stance and approach towards drug rehabilitation. Our Trybe team gained a deeper insight into the drug trend amongst youth in Singapore.



Using TikTok to Reach Out

TikTok has been a popular social media platform amongst youth. Hence, to reach out to youth who are seeking recovery, the OASYS team tapped on to TikTok as a platform to share about facts on substance use. The team was amazed to find out how much our TikTok videos were well received. We are confident that through our TikTok videos, we are able to raise more awareness on the impact of substance use and deter youth from them.



Support from Community

A Youth's Interest in Guitar

Volunteer Guitar Connection (VGC) ran their Guitar Buddy Programme for one of our OASYS clients who was interested in playing the guitar. In the course of three months, VGC patiently taught and equipped her with basic guitar skill. The volunteers brought joy, hope and encouragement to her throughout their time together. Not only does she know how to play her favourite song, she has also made new friends in a pro-social setting. We are thankful to work with like-minded partners who also believe in our youth!

Trybe Stories

Olenka

Intern Social Worker

I was fortunate to intern with Trybe. Through this internship, I was exposed to the OASYS programme and was involved in its framework formulation process.

Before this internship, just like any other regular Singaporeans, I thought drug use was in its rarest form due to our strict regulations. However, my first exposure to this programme proved otherwise. Working with youth from the OASYS programme has taught me a lot about the social landscape in Singapore and the different systems influencing youth pushing them into drug use. Through the helping process, I recognised the impact of immediate systems in the youth's decision-making process. Some common cited reasons on why they engage in drug use are utilising it as a form of stress relief, as part of identity exploration, a tool to facilitate social activities, and even peer pressure. The OASYS programme allows practitioners to look at the wider system and investigate how these are perpetrating the youth's drug use, eliminating the root cause. Henceforth, creating a longer-lasting impact.



Being a part of the OASYS team during the programme's re-development phase allowed me to witness how much thought was given in the process to ensure the long-lasting effectiveness of the programme. Ensuring that the programme fits the needs of the wide variety of youth we are working with. Trybe and OASYS's approach in developing programmes from the youth's perspectives allowed the youth that we work with become more accepting of the different interventions planned. This is also keeping in mind that there are no one-size-fits-all solutions. Hence, one can witness the OASYS manual to have multiple intervention strategies targeting different identified needs and different phases of the helping process. This facilitated flexibility and allowed space for creativity for practitioners while working with the youth, aligning programme deliverables to their needs.

And with increased motivation, the youth's journey towards change becomes easier too. After working with them, one will concur that there are so much more to them than just "addicted youth that need help". They possess a lot of talents, interests, and aspirations in life. With some having great interest in art, and others showing great flair for music and sports. I believe that all they need is appropriate support and guidance to break free of the substance abuse cycle. And this is what OASYS is offering to these youth through the programme – a supportive friend, a guide, and a mentor."

Overcoming Restrictions of Covid-19

Combating the distractions online

To keep our young clients safe, most sessions went online. However, it is often difficult to keep youth engaged online and this could be due to many factors such as distractions online, screen-time fatigue and possibly unsuitable environment. Some youth might not have a convenient place at home to have the session online. To minimise screen fatigue, the OASYS team engaged their clients by working on activities together through different resources and functions online. Through these activities, the team was able to facilitate conversations and clients were able to stay focused on the discussions and important points.

Keeping our clients in mind

In 2021, one of our clients and her family contracted Covid-19. During that time, restrictions and regulations were very strict. Hence, they were not able to go out for their meals as they were waiting to be sent to the treatment facilities. They didn't have the resources to call for food delivery services either. To support the client and her family, our OASYS team tapped onto our clients' welfare fund to have food delivered to the client and her family. Her Social Worker also regularly checked in through calls and messages and provided emotional support while they were recovering.



Project ANCHOR

A community-based counselling programme that supports young people with mental health issues

Mental health concerns among young people are on the rise in the recent years. These issues can cause a huge impact on a youth's development and quality of life. Advocating *Every Youth a Success Story*, Project ANCHOR is Trybe's counselling service for youth struggling with mental health issues. Project ANCHOR also extends to caregivers of youth facing mental health issues.

Approach

Anchoring New Cognitions and Habits On Reality (ANCHOR)

A key aspect of this service is to strengthen the youth's connection with self and others, setting realistic goals in their lives. This support is also available to their parents or caregivers, who are important pillars of support in their journey. Project ANCHOR uses Choice Theory & Reality Therapy (CTRT) to anchor on what is realistic and workable. This potentially reduces the impact of mental health struggles and maximises the youth's level of satisfaction and happiness with their choice.

Success Story

A Greater Confidence

As the world unraveled in the wake of the Covid-19 pandemic, Simon's* life also took an unexpected turn for the worse. "It was one whole bad year for me", he recalls. Simon had just commenced a 16-week internship when COVID-19 emergency measures unexpectedly kicked in and upended his plans. Only six days into his internship, the firm was forced to close down for the Circuit Breaker period. The disruptions severely impacted him. Simon related that he felt "hopeless" when chided by his Polytechnic tutor for not meeting his academic expectations in spite of the challenging circumstances.

In the face of concurrent challenges in both his personal and academic life, Simon found himself wrecked with a myriad of negative emotions – "insecurity, paranoia, guilt, and anger" he recounts. He was unable to come up with solutions to tackle these issues on his own, as the feelings were "all bundled up together" and difficult to make sense of. When he tried speaking to friends about his problems, they were unable to help him and even suggested that he consider speaking to a professional instead.

Fortunately, Simon was referred to Trybe's Project ANCHOR. As the programme was free, he was able to access counselling without having to worry about finances. In his sessions with Amos, his counsellor, Simon was able to make sense of his circumstances and feelings. Since then, Simon's impression of counselling has changed. He points out that counselling is not just for those who have severe challenges, but that it can be helpful for anyone who needs a "helping hand".

Besides helping him to face the immediate challenges in his life, Simon also gave Project ANCHOR credit for enabling his development and growth. He had once struggled with anxiety in the face of decisions, as he often worry about how others would perceive his choices. Amos encouraged Simon to look inwards, rather than outwards, for validation.

Putting this into practice, Simon has since become more confident in his own decision-making abilities, and is able to steer from his own convictions and values rather than be overly-concerned about the opinions of others.

Since joining Project ANCHOR, things have looked up for Simon. He has entered National Service (NS), where he has excelled in training and was even offered an attractive Officer Cadet School (OCS) opportunity that promised prestige and material benefits.

However, while his life circumstances have improved, the lessons Simon learnt from Project ANCHOR have continued to serve him well.

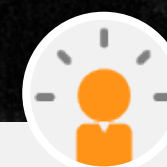
First, greater confidence in his own decision-making abilities has empowered him to make better choices. He eventually turned down the prestigious OCS offer, because he reflected that he was better suited to an alternative role in Specialist Cadet School (SCS) instead. While many of his friends and family did not understand his decision to turn down OCS, Simon did not waver in the face of their scepticism and stuck by the decision that he knew would serve him best.

Now, whenever faced with difficulties, Simon remarks with delight that he has come a long way. He is now able to "take a step back" and not become overwhelmed, and can even view challenges as learning opportunities.

Simon has even stepped up to 'pass it forward', and actively supports his friends and peers in NS who struggle with their mental health.

Today, he encourages other youth who may be struggling with their mental health to seek the support that they require, noting that he did not face any discrimination or judgment from his friends for participating in Project ANCHOR. In fact, his friends supported and encouraged his decision. "(Counselling) helps a lot", he remarks. "It really, really helps a lot."

*name has been changed to protect client's identity



Clients

Project ANCHOR serves youth between 12 to 21 years old, who are experiencing mental health symptoms and are keen to improve their mental and emotional well-being. This programme also offers support for the youth's parents/caregivers.



Goals of Service

Using Choice Theory & Reality Therapy as an approach, Project ANCHOR aims to help youth set realistic goals in their life and maximise the level of happiness with their choices. Through the service, we aim to improve the youth's quality of life and reduce the impact of their mental struggles.

From The Heart of Project ANCHOR



Amos Ng

Senior Social Worker & Head, Outreach and Intervention Services

Amos advocates that every young person has the potential to succeed regardless of the circumstances they are in. He believes that every youth facing adversities can be supported to achieve their goals in life.

| What does Project ANCHOR stand for and why was the programme launched?

ANCHOR stands for Anchoring New Cognitions and Habits On Reality. In our course of working with youth, we observed a rising trend of mental health issues in young people. We also noticed that we have been receiving referrals on youth with mental health issues. Project ANCHOR was launched to have a more targeted approach in serving the youth population.

| How does mental health affect youth?

Many youth struggle to cope with their emotions or deal with the symptoms and issues they are facing. This can escalate into relationship problems, disruptions to their routines like school and work and in dire cases, self-harm and even suicide ideation or attempts.

| Why should one seek help for their mental health?

For most cases, if no one guides the youth in adjusting their thoughts and behavior, the young person will continue to be unhappy. This, in turn, will affect the relationships the youth have, as well as, their ability in making wise decisions. Some may even resort to risky behaviours like self-harm or suicide to cope with their emotions/misery.

| How does Project ANCHOR help youth with mental health issues?

Firstly, in Project ANCHOR, the youth is introduced to *mindfulness* to cope with stress and emotions. This is critical in regaining control of one's emotional and mental health. Subsequently, the counselling addresses ineffective thinking, perceptions and behaviours which may have perpetuated the youth's unhappiness and conflictual relationships. If the youth is able to translate these new thinking and learning into actions, it is likely that the youth will have a positive change in coping, interacting and clarity of the issues.

| How can I determine if a youth I know would need programmes like Project ANCHOR?

It is important to first determine if the youth is willing to seek help. Many a times, they are able to express their struggles and if they require support. It can be challenging for the youth to seek help if they are unfamiliar with social services and mental health. However, you can encourage them to just have a conversation without needing to commit to any programme or service. The experience is usually more pleasant than what an individual will perceive in their state of struggle.

Mental health issues can have a range of severity. For a referral, first, identify if there are any safety or risk issues. Then, be the bridge for the youth by discussing with a professional on next steps. Reach out and support youth in their struggles so that they receive the right help they need.

| How can the community better support a youth who is facing mental health issues?

There are many ways the community can support a youth:

1. Provide a listening ear to understand what the youth is going through. Do not judge or jump to conclusion based on their behaviours.
2. Identify any risk or safety issues which may need attention.
3. Have a conversation with a helping professional when in doubt. The identity of the youth does not need to be disclosed when discussing how to help him or her.
4. Encourage the youth to seek professional help or support from the community instead of facing the issues alone.



Do you know of any youth that might be struggling with their mental health?
Know of any caregiver that might benefit from this programme too?

Refer them to Project ANCHOR

Log on to www.trybe.org/outreach-intervention/#projectanchor for more information

BES

(Building Eco-Systems)

A programme that helps youth gain clarity for their career options

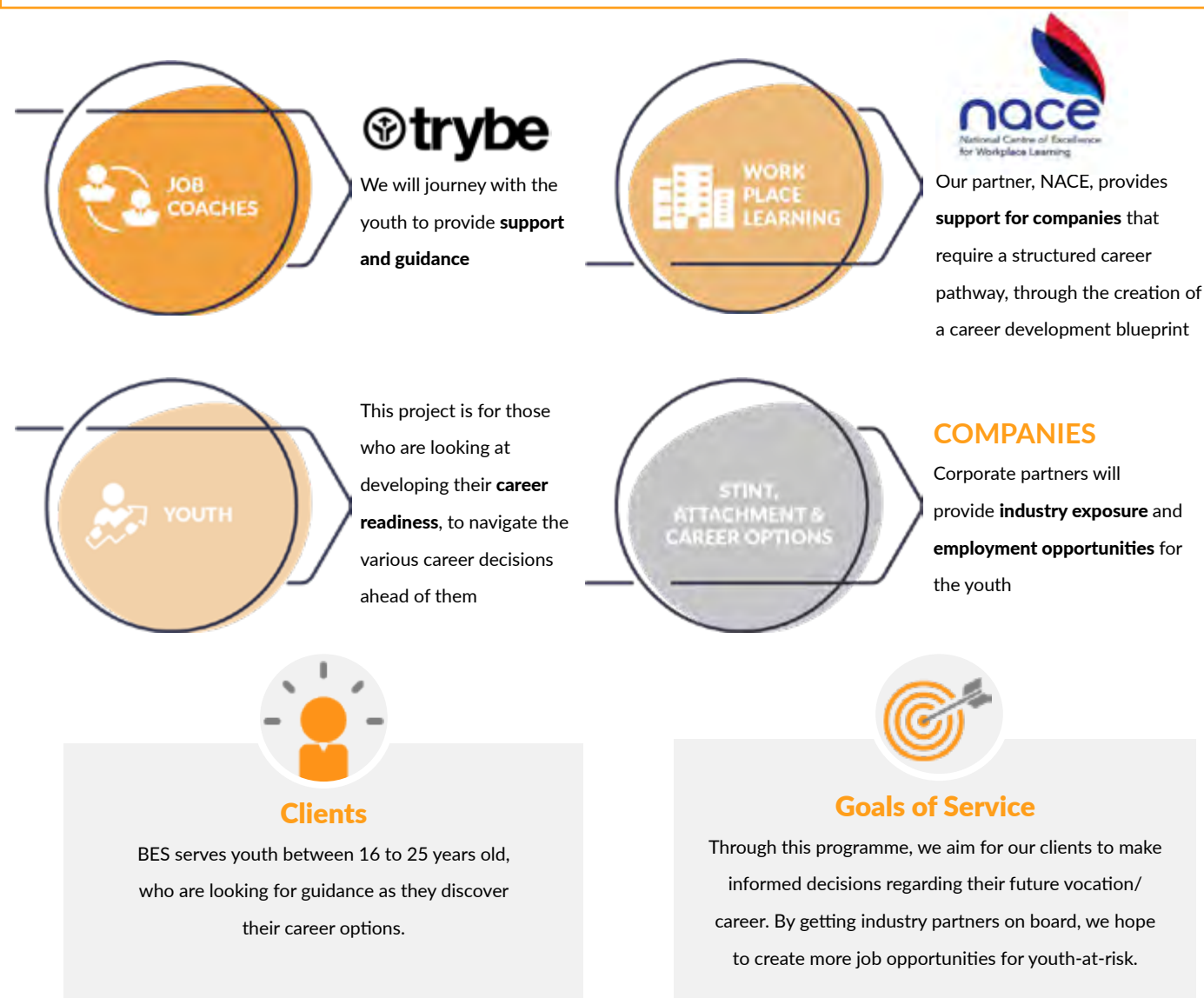
Working towards a meaningful career is not just about purposefully engaging them, and providing means to develop financial independence. Journeying with our youth is key in developing their positive identity as an individual. This is vital, given the life stage of the clients that we serve. Building Eco-Systems (BES) is Trybe's effort in helping the youth understand their career choices — allowing them to prepare and qualify for sustainable jobs.

Approach

To work with like-minded industry partners and agencies

BES provides youth with career support throughout the programme. Assessment tools and coaching sessions with our clients support the development of a career profile, guiding targeted job placements, for the development of individualised career readiness. We work hand-in-hand with industry partners and agencies to help youth develop their personal career readiness, to navigate critical career decisions. Our diverse and strong network of support, avail our clients to wider development opportunities, and strengthen their social capital. Through this programme, we provide long-term guidance as our youth navigate through their future.





The Journey To Success

*Youth who face adversities deserve an **equal chance** to succeed in life.*

For every young person to thrive, they need to be supported and equipped with the right tools, skills, and mindset. Across our work with at-risk youth in the community, and within institutions, we saw a pronounced need to journey with youth, as they navigate the start of, and transitions within, their career journey.

Due to their young age and circumstances, these youth lack the positive personal and social capital. This has caused many of them to take on jobs that are easily accessible. Such jobs don't require much or any qualifications, therefore, they're common within their social networks. These jobs not only tend to have a freelance salary structure, but also limited career progression and opportunities to save financially.

Success Story A Youth's Journey in Finding His Passion

Kelvin* first new about Trybe during his stay at a rehabilitation centre that Trybe used to manage back then. After leaving the centre, the COVID-19 pandemic caught up with Kelvin who faced difficulties finding a job even though he dabbled in many industries such as F&B and logistics. This was when he reached out to Trybe once more to be enrolled into their newest programme – Building Eco-systems.

Finding Greener Pastures

Kelvin encountered many obstacles during his search for a career. Similar to other youth, he was very lost and did not know what he wanted or what he was good at. However, with the help of BES, he was able to explore various stints in different industries. Eventually, he found a stable job at a chic bar that he enjoys working at. Even though it took him some time to find a company he was comfortable with, he positively remarks that “Even during the short stints, I am exposed to new jobs and I can apply what I have learnt from there. It was not for nothing”. He shared that the dynamic relationship he had with his superiors and colleagues who were good and fair to him played an integral part in his decision to continue his career there.

Exposing youth to different industries not only allows them to relevant work experiences, it also helps most youth recognise their strengths and weaknesses. Many of them saw how it is like to be in the working field and realised that they have a lot to work on themselves in order to achieve their career goals.

Focusing on the 'Now'

Nathan, Kelvin's Case Worker, supported Kelvin throughout his journey with BES. Aside from introducing stints to Kelvin, Nathan also worked with Kelvin on his struggles to help him become a better version of himself and make the best out of his journey in finding a career. Kelvin learnt how to concentrate on the “now” and how his decisions in the present will lead to his future goals. “The things that I want are out of reach so I will just focus on the now” he remarks. Furthermore, Kelvin admits that when he first started searching for jobs, he used to aim for a supervisory role but soon realised that he was not ready for it. “I learnt that I have to progress slower in order to get fast eventually. Now, I am taking things one step at a time, slowly but surely”. Nathan often shares an analogy with the youth under his care – “You want to lift a 100kg weight but you can't even lift a 2kg weight so how can you expect yourself to lift the former? Start small, work your way up, until you can lift that 100kg weight.”



It is clear that Kelvin has been diligently listening to and absorbing Nathan's advice as he has been consistently employed for six months now. In the future, Kelvin hopes to venture into bartending. Getting a job might seem easy for many but for youth like Kelvin, they have to climb an uphill road in order to get one. With the support of BES and like-minded industry partners, Kelvin does not need to be alone in this journey.

*name has been changed to protect client's identity

From The Heart of BES



Nathan Parreno

Counsellor & Special Projects Officer, Practice and Services Development

Nathan believes in helping youth develop a stable healthy environment, being self-aware, and developing their interests in life, so as to propel them for their brighter future and better version of themselves.

| Why was BES launched?

There are many youth in the community that struggle to navigate the transition into a career. They could be held back by either lack of personal resources like qualifications, skills, confidence in themselves, and/or social resources they can lean on for support. BES was founded to serve these youth. At Trybe, we believe that every youth's career journey is unique and therefore, this programme is person-centered.

| How does BES support youth in this area?

BES provides job support and exposure to different industries that they are interested in. This helps the youth to get to know the industry better and gain knowledge that would help them make an informed decision on where they want to venture into in the future.

| What does a BES staff do?

A BES staff helps facilitate youth's self-awareness by processing with them their personality traits, skills, values, and strengths. They help prepare the youth for a new placement by providing training opportunities and skills assessment, guiding the youth in their resume and helping them prepare for interviews. The staff would also guide the youth in their decision making process by concretising the youth's experience(s) or profile to aid them to move into the next chapter of their career/engagement journey.

| Misconceptions about youth in the BES programme

Misconception #1

Youth are not committed to long term employment

Many youth who left the school system are actually looking for long-term employment. They desire a career where there is stability and also progression so that they can contribute to their families' finances.

Misconception #2

Youth are not able to perform as adults would

Youth have the ability to perform at high level if given equal chance and development opportunity. Employers who invest in these youth find

that they become an asset to the organisation, able to contribute well to meet organisational goals.

Misconception #3

Youth are not sure about their career options

There are youth who are very clear about their ambitions. This usually stems from personal interest in certain industry or through influence from significant others in their lives. Career guidance helps them to concretise their ambitions and give them clarity for the next few steps towards their interests.

Misconception #4

Youth are unemployed or not in education because they are lazy

There could be many reasons that contribute to a youth being unengaged. Sometimes the lack of access to industry exposure makes a youth confused and overwhelmed, not knowing where to start. This is why, it is important to understand the youth's interests and expose them to different suitable roles or industries. This helps them chart a direction for their future.

Misconception #5

Youth these days are unable to take hardship and will quit easily

Youth may need more time and instructions as they are introduced to a new environment. When given the right support and guidance, these youth are able to show consistent development and resilience. Everyone, regardless of age, can thrive in a supportive environment.

Highlights of 2021

NTUC U SME's Broadcast

At Trybe, we constantly find ways to provide more value to our youth work. To reach out to more like-minded employment partners, BES was mentioned in NTUC U SME's broadcast to share about what the programme does and the value-add that it provides to the employers in their industry.

BES Feature on TMT

Our Trybe colleagues were interviewed by The Majority Trust (TMT) to feature their story in a project named "People Thriving". In the feature, our colleague shared about our heart for the youth that we serve and how BES can best support them.



If you would like to join us in this journey to empower more youth,

**Email services@trybe.org to
speak to our staff!**

BTE

(Bridge To Employment)

A three-year programme for youth who are interested in science and technology

Bridge to Employment Programme (BTE) is an initiative that encourages youth to pursue and develop their interest in science and technology. A quadrilateral partnership involving FHI360, Johnson & Johnson (J&J), Jurongville Secondary School (JVSS) and Trybe, the programme involves career mentorship, STEM2D career exploration activities, and community building and engagement.

Approach

An experience-based strategy, encouraging reflection and self-discovery

We understand that youth learn through varying methods. We develop activities curated to elicit learning while conducting them in a fun and interactive way. BTE adopts an experience-based strategy, employing activities that impact the content clearly, while also encouraging reflection and self-discovery. This programme is co-developed with teachers and J&J partners, executed by Trybe staff and experienced volunteers. BTE is designed to give the students a better picture of their plans for post-secondary school and to allow them to experience the STEM2D section in an open and fun manner.



Clients

BTE serves the students of JVSS, following through with them from the age of 14 till 16. These students volunteered for the programme as they showed interest in STEM2D. Trybe also serves the volunteers from J&J, creating fun and meaningful activities for them to engage and mentor the students over the 3 years.



Goals of Service

This programme aims to increase the number of successful graduation from secondary school and acceptance into higher learning. It also aims to increase the number of students accepted into STEM2D subjects in higher learning.



Highlights of 2021

BTE Launch

On 22 March, BTE was launched in JVSS with Mr Guillermo Frydman (Managing Director, J&J) sharing his hopes and belief in the students. Subsequently, Mr Chan (Principal of JVSS) shared his heartbeat of seeing the various stakeholders work together for the growth and development of the students. Despite it being the first time, the BTE community had gathered together. We saw students take up responsibilities when they played a role in the planning committee, as well as the roles of emcees and ushers.

Engagement Session

During the first session, J&J mentors met with their assigned groups of students. They participated in an outdoor team-building session, led by a local adventure company focused on youth development. As they navigated various stations that required them to problem solve as a team, these activities provided a platform for both students and mentors to get acquainted with each other, and experience success for the first time as a group.

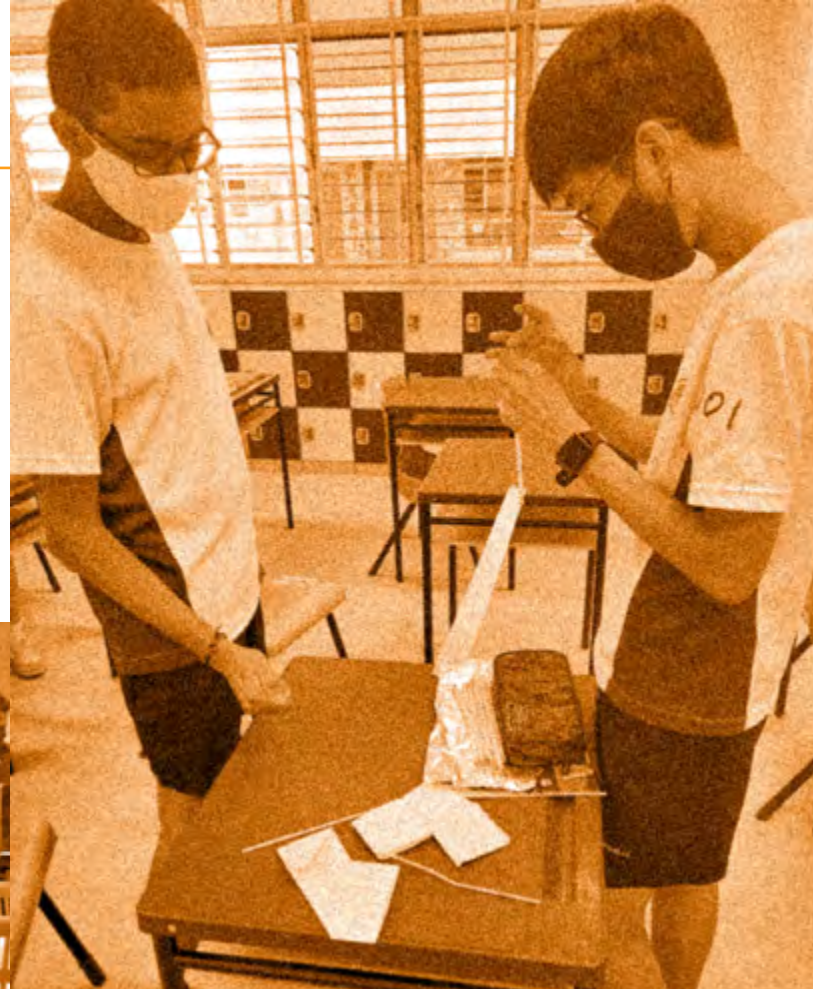




Highlights of 2021

BTE Students Went Hands-On

During the programme, the BTE team conducted workshops and experiential activities for the students. The students went hands-on and made their own non-alcoholic hand sanitisers, vanilla ice creams and even a homopolar motor. JVSS students enjoyed the experiential learning and their hearts were full of achievement when they held their own creations.



Number of beneficiaries:

48
Students

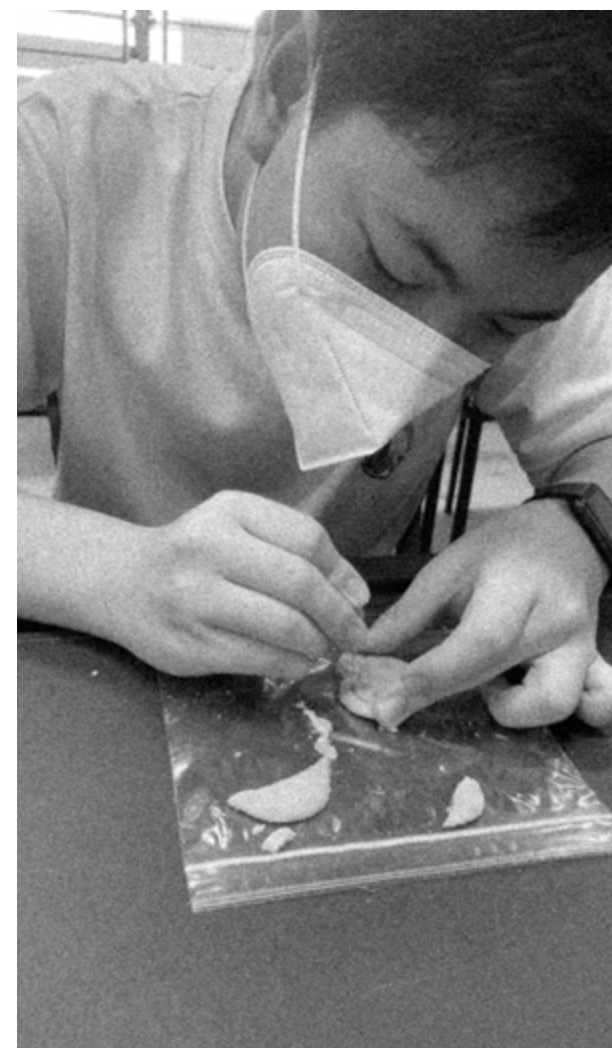
30
Volunteers

BTE Collaboration with J&J Design Team

The BTE team collaborated with the Design Team from J&J, led by Ms Lilian Shieh (Senior Director, Head of Design Asia Pacific) to conceptualise and conduct a Design Thinking workshop for the students. Students were tasked to design an ideal pet for their mentors, which called on the mentors to join in the video call, and share their needs and feedback.

Year-End Celebration

The team organised a day of activities for the students, as a way to celebrate their journey this year. The JVSS and Trybe team met the students in school, and engaged them in a day of games, a meal, reflection, and thanksgiving. Students expressed their gratitude to their mentors through various projects, and also participated in focus group discussions with the BTE evaluator.



SBHL

(Singapore Boys' Hostel)

Trybe provides rehabilitation services to support and guide SBHL residents towards success

SBHL is a gazetted institution under the Probation of Offenders Act and exists to house youth who are on probation. Trybe has been appointed by the Ministry of Social and Family Development (MSF) to manage and run the Hostel since 2011. We work closely with the residents towards the long-term outcome of wanting to lead a crime-free life and contribute positively to the society after their discharge.

Approach Engaging Residents

We aim to increase the level of familial support our youth receive and cultivate positive relationships with pro-social adult figures. Our rehabilitation and reintegration activities aim to broaden their horizons and experiences, teaching them positive coping strategies and providing them a positive community. These programmes are outlined in hopes that they will be led to a pro-social group that will steer them away from a life of crime and contribute positively to the society.



Clients

SBHL serves male youth between 12 and 21 years old who have been placed on probation by the courts with mandated Hostel residency as part of their Probation Order. Our residents are placed in our care for up to 12 months.



Goals of SBHL

Through SBHL, we aim to build their desire and ability to lead crime-free lives. We also aim to help build in them a renewed sense of identity by increasing their level of pro-social support.

Success Story

Paying It Forward: Youth Hopes to Help Youth Like Himself

Upon starting track & field at the age of nine, Darren* showed sporting talents that earned him his first silver from a P4 competition. After clinching his first gold in P5, this placed him in good stead for a Direct School Admission (DSA) to secondary school. Though track & field was something he was very passionate about, Darren soon started racking up losses, and often struggled with poor academic performances. Waist-deep in these perceived failures, he became depressed and unmotivated about life. In an attempt to gain solace, Darren turned to intoxicating himself with alcohol and pills. This stopped when he eventually overdosed. Following that incident, Darren was admitted to Singapore Boys' Hostel (SBHL) as part of his 6-month rehabilitative probation programme.

Restarting the Lap

During the whole year of 2020, Darren was awaiting trial. With the time he was given to engage in religious practice and self-reflection, Darren came to a consensus that he wanted to help others who are or were struggling like him. Indeed, having gone through remand at Changi Prison and exhausting legal processes, Darren empathises with the struggles of youth who may have to go through this harrowing experience alone. Having experienced someone walking through this arduous journey with him, he hopes to provide that helping hand for future youth.

"The consensus that I came to was that I wanted to do something that helps others. At that time, it was more on wanting to pay my debt to society. Then it slowly evolved into 'I want to help others who struggled or are struggling like me.'"

How Hostel Living Helped

Other incidents served to strengthen this conviction. Darren shared that coming to the hostel helped him to meet many different people and gain a broader perspective on youth. Darren was also regarded by his friends as a good listener, they often confided problems in him. Upon hearing that his friends made the wrong decisions—despite being good people—helped to reaffirm his goal in helping youth like himself before they fell off the deep end.

In time, Darren shared his ambitions with his Social Worker, where he wanted to do something that gives him a sense of purpose. His Social Worker was heartened by this and fully supported him in this journey. He shares with Darren about the responsibilities of his role to give Darren a better understanding of what he wants to become. In view of Darren's lived experiences, his Social Worker is also imbued with confidence that these can work to deepen his empathy in his future work with youth. He also wishes for Darren to continue harnessing his strengths as an active listener in Social Work. Though Darren has a long way to go before becoming a full-fledged Social Worker, he maintains his interest by volunteering with some organisations and worked hard in his studies. These determined efforts were geared towards doing well for 'O' Levels, so that he could enter a Diploma in Social Work course.

He Will Go the Distance!

To deepen his foray into volunteering, Darren continues to seek out volunteering opportunities relevant to his future work; and currently with MSF. Darren also shared that he wants to go back to the hostel to do Social Work. In response to this, Trybe will happily welcome him back with open arms!

*name has been changed to protect client's identity

From the Heart of SBHL



| John Morton, Youth Worker

"I think the youth we serve are not only gifted in their own ways, but are also brimming with potential, which is all the more miraculous considering some of the considerable challenges they have faced and are trying to overcome. I am so glad to be part of a theoretically-based and practically-applied catalyst that seeks to help them overcome some of these challenges and equip them with better tools to guide them as they navigate some of life's challenges not just now, but in the future as well, so that they are better able to achieve whatever they wish to set their minds to as they go through their life's journey."



| Marcus Lai, Social Worker

"As cliché as it sounds, the work that we do has intrinsically more value than any amount of compensation. It only takes a moment of progress or breakthrough with a youth to strengthen one's motivation in this line of work."

| Dominick Chan, Residential Care Worker

"Doing a simple gesture like offering a listening ear to our residents can make a huge difference. And to see our residents feel better is fulfilling."



Highlights of 2021

Implementation of Trauma-Informed Care (TIC)

Over the years of working with young offenders, our team observed residents reporting difficulties that can trigger a string of events and decision-making that jeopardises their ability to continue probation successfully. Hence, the SBHL team explored the implementation of TIC. TIC is a guiding principle that recognises the presence of trauma symptoms and acknowledges the role and impact trauma may play in an individual's life. It provides support in a way that is accessible and appropriate to those who may have experienced trauma. By carrying

out TIC, we hope to reduce the possibility for re-traumatising residents and staff, as well as reducing triggers or exacerbating trauma symptoms.

Small Group Management

In 2020, we piloted Small Group Management to a few dorms to create a safe space for staff and residents and encourage better communication. Fixed groups of staff were attached to a fixed group of residents who participated in the hostel routines within their designated dorms. Overtime, residents were reacting lesser and infringement rates also began to decrease.

With each result, we implemented Small Group Management across all dorms in 2021. To improve results, staff were provided training to equip them to understand trauma and how it affects an individual so that they can manage and facilitate conversations with residents better. By providing this safe environment for residents and staff, it allows defences to be brought down, making way for relationships to forge and conversations to go deeper. At the end of 2021, surveys completed by residents showed that they felt safe to share their difficulties with the staff and infringement rates also continue to be lesser than previous years.

New Jamming Room for the Residents

The pandemic has caused an array of negativity all around the world. Our staff decided to set up a music jamming room for the residents to rest and destress with the company of big pillows, games, karaoke and more. When some donors heard about this proposal, we received thoughtful sponsorships to contribute to this initiative. Our residents enjoy the opportunity and space to spend time with their peers and staff. Thank you to all the kind donors and volunteers who made this happen!



Support from Community

Sengkang Youth Network

Sengkang Youth Network believes in engaging and inspiring youth to come together for the goodness of the society. Hence, during National Day, they extended their national celebrations to our residents. They were treated to a National Day celebration involving music, songs, dance and games. They also gave every resident a goodie bag to take home.

Cybersecurity Programme

Aaron, a volunteer with teaching and cybersecurity programme training experience, did a workshop on cybersecurity with some of our residents. The residents learnt a lot about cyberbullying, hacking and how to stay safe online.

WeCare Arts Fund, Artysticks

This year, with the support of the NAC WeCare Arts Fund, SBHL was able to partner with Artysticks' Jeremy Yeo to roll out a short-term drumming programme for two dormitory groups. The residents were introduced to basics of group drumming and got to put their new skills to use in their in-house performance. The residents enjoyed themselves learning a new skill together as a dorm.

Project Sparkle XI SMU Students

During the June holidays, the Project Sparkle XI SMU students brought shine and sparkle to the residents as they conducted a series of hybrid activities, bringing the digital world into reality. The residents learnt about life skills through financial planning programmes, personal grooming, resume writing, presentation skills and more.

These skills were chosen to help the residents as they further their careers in the future, as well as, to enable them to be independent.

Balloon Sculpting Workshop

Group Aid is a social enterprise that supports charities with workshops making terrariums and balloon sculpting. They went through the steps patiently with our residents from making simple heart shapes, to flowers and then to dogs. The residents were so excited that they requested other creative ideas to make! The balloon sculptor expert, Bryan, was pleasantly surprised that the residents showed enthusiasm and thought out of the box.



GRYT

(Growing Resilient Youth In Transition)

A reintegration programme that supports youth in their **transition** from a residential institution to the community

The transition from a residential institution back to the community can be complex and challenging for a youth. Very often, due to the difficulties in readjusting and adapting back to the community, the youth might find themselves returning to their negative coping methods, putting themselves at risk of adverse outcomes. Therefore, with this aftercare service, the youth will be able to continue receiving guidance and support during their transition – learning effective ways to readapt and manage stressors. This will in turn cultivate pro-social behaviours and reduce risks of recidivism.

Approach Celebrating milestones

Celebrating milestones with our youth and their families is a significant aspect for us as we journey with our clients. We value our relationships with our youth clients and their families. As such, our caseworkers would plan birthday celebrations, attend significant events with the youth, and at times organise activities to just have fun and bond. Some of these activities would include baking, having meals together, sports, and even playing video games.



Clients

GRYT serves youth between the ages of 13 and 21 who have completed a period of residence in an institution.



Goals of Service

GRYT aims to create better reintegration outcomes as the youth adjusts to living in the community. Remaining constructively engaged through schooling, employment, and pro-social activities, and addressing risk issues are some of the factors that contribute to better reintegration outcomes.

Success Story

Forging a New Path: Teenage Boy Overcomes His Inner Battles

Before Paul* was sentenced to the hostel, he was living in anxiety, moving from house to house often. He was distressed with the lack of stability in his life, and there wasn't a place he could call home. His divorced mother was working hard, and thus was rarely around. At 14, he started feeding his curiosity about drugs, and to earn quick cash; he sold the same substances he was abusing. This resulted in Paul having multiple run-ins with the law and his offences ranged from underage smoking and shoplifting to assisted robbery and substance abuse. Eventually, the law caught up with Paul.

"I remember seeing two guys walk towards me and my worst fears played out," Paul shares about the day he was arrested. "I knew it was the end of me, even before they got to me. When they arrested me, I was just in shock."

Paul was then sentenced to probation at the Singapore Boys' Hostel, a rehabilitation institution managed by Trybe. Stepping into the hostel marked his first change. He knew he could have gone to prison for his offence, but was fortunate to end up in the hostel. While he knew there would always be external influences that could weigh him down. Paul had to fight them all to save himself.

"Somehow, I felt lucky. Not everyone had a second chance as I did," Paul says. "I knew if I did everything right this time, I'd be able to have a better life."

It was evident that, with his newfound disposition in life, Paul was bound for greater things. He was granted early weekend leaves and earned himself an early discharge from the hostel. Upon discharge, Paul immediately signed up for Growing Resilient Youth in Transition (GRYT)—Trybe's aftercare programme that supports youth in their transition from a residential institution to the community. He completed his design portfolio and was able to get into an art school with the help of the Trybe Staff.

"Not only has Trybe helped me with my personal growth, but with my career as well," Paul recalls. "The staff connected me with people and services that could help me prepare for school and other things such as emergency funds. For that, I am truly grateful."

His GRYT Case Worker has nothing but good words for Paul. "It wasn't difficult to work with Paul as he knew what he wanted. I was just there to journey with him," he shares. "He was very open and could articulate his plans."

When asked about his plans after art school, Paul shared that he wants to leave a mark in the design industry. "One day, I hope to provide creative solutions to many brands that companies will be proud of," he says.

While Paul may have offended in the past, he strives to forge a new path. An insightful young man, he believes that change must come from within. "You are your enemy. The only person who can convince you to turn over a new leaf and do something about your circumstance is yourself."

*name has been changed to protect client's identity

From The Heart of GRYT



Andre Chong

Social Worker & Head, Rehabilitation & Reintegration Services

Andre believes that there is a story behind each youth facing adversity. Finding out and connecting to these stories of the youth enables us to take a more compassionate approach with them which is essential in every human relationship.

| What are some struggles that youth might face when they leave the institution?

Youth who leave institutions experience unique challenges that may differ to each individual. In the institution, youth often receive significant support from the staff. Additionally, routine and structure in the institution helps the youth feel anchored and secured, allowing them to manage well.

Upon leaving the institution, youth usually go through a significant transition in their lifestyle as there is a sudden reduction of support and structure. Sometimes, they may feel overwhelmed by the challenges that they face after leaving the institutions, or experience a dip in motivation because of the loss of support and structure in their lives.

Parents of these youth may also experience difficulties in this area as they find themselves receiving their child back in their care, and needing to divert more attention and effort to manage their child's behaviour.

| How does GRYT come in to fill this gap?

GRYT provides sustainable support for youth who are leaving the institutions and their families. This is done through casework and counselling, where the needs of the youth and their family members are being identified. Case workers will then find resources in the community to meet these needs. We also work with other community partners to ensure that the youth will have a holistic and comprehensive support to sustain their progress after they have left the institution.

Individual sessions with youth helps us to work with them on issues and challenges that they may face. Through these sessions, we also address any risky or unhelpful behaviours that the youth might have got themselves involved in after their discharge.

| Why is it important for youth discharging from institutions to have a pro-social community?

Youth and adolescents go through an important stage in their development where they are forming their own identity. The interactions they have with the people around them can heavily influence their sense of identity. Therefore, it is crucial that in this stage, for them to be surrounded by a pro-social community so that they will develop a strong and healthy sense of self. A pro-social community can also enable youth to discover their strengths and interests as they participate in activities and go through life together.

| How can the community support them?

Youth may feel a sense of stigma for having to reside in an institution. Thus, they can easily perceive a sense of rejection or biasness from the community. It is important that the community accepts and recognises the youth as an individual with needs or challenges in their lives. We should also be willing to understand them as any other persons. When the youth feels the support and care from the community, it will motivate and encourage them in their journey to writing their own success stories.



Highlights of 2021

Learning Exchange with Salvation Army

In September 2021, the GRYT team met with The Salvation Army to exchange insights and knowledge in the area of aftercare work for residents discharging from institutions. During the learning exchange, we shared about the work that we do in GRYT and some of the best practices we have had. We received positive feedback on our programme and are encouraged by the work that The Salvation Army has done for the community too.

Implementation of FIT

We piloted the implementation of Feedback Informed Treatment (FIT) in our GRYT programmes. This implementation aims to strengthen the therapeutic relationship and outcomes when we work with our youth clients. FIT empowers clients to share their feedback on the therapeutic relationship and progress of the treatment, and by doing so, we are enabling our clients to take more ownership over their treatment and outcome. We listen attentively to our clients so that we can support them more holistically. Since the implementation of FIT, we have received many positive feedback and learnt more about our clients on a deeper level.

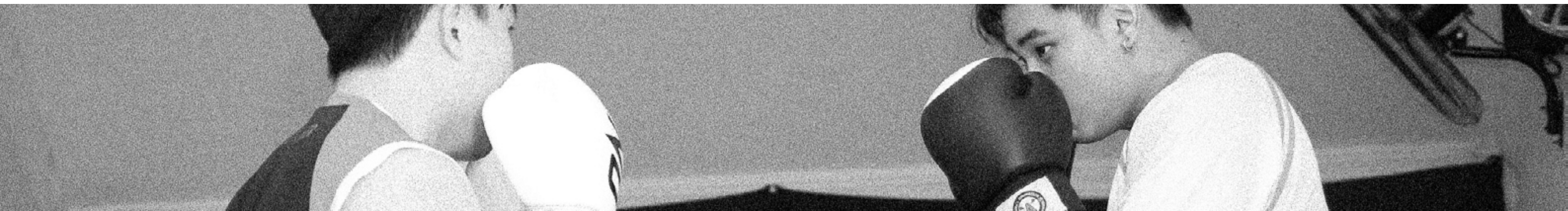
Support from Community

A Youth's Interest in Muay Thai

We are thankful for community partners like Refuel Gym Academy and City Harvest Church (CHC) for showing their support for the work that we do. CHC sponsored one of our GRYT youth, his Muay Thai training with Refuel Gym, who gave a special rate for him. The Muay Thai trainings not only enabled him to pursue his interest, he was also able to meaningfully engage himself and make new friends in a pro-social environment. Now, his interest for the sport grew and he now hopes to become a trainer one day. We are proud of our GRYT youth for committing himself to the training faithfully. His coaches sung praises of his hardwork and determination. Way to go!

Journeying with Youth through Education

I'mpart Education provides educational resources paired with the right relationships to create an educational experience where youth facing adversities can thrive. In 2021, I'mpart Education youth advocates volunteered and tutored some of our youth clients to help them do better in school. The youth shared that it is through these support that encouraged and motivated them to reach their goals and do better in school.



Company Highlights



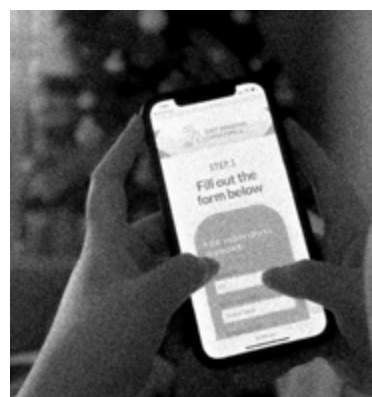
Staff Welfare

At Trybe, we value our staff and the bond we have within the team. We see the importance of connectedness even more through this pandemic. Even though we could not gather physically in a large cohort, we organised both virtual and physical staff bonding sessions, while adhering to safety measures, to encourage connectedness and build team spirit. Besides bonding sessions, we also launched two new initiatives, namely Lunchtime Mondays and #TrybeLearns. These two initiatives aimed to not only bring staff together on an informal note but to also encourage mental wellness amongst our staff through educating and equipping them with skills and resources.



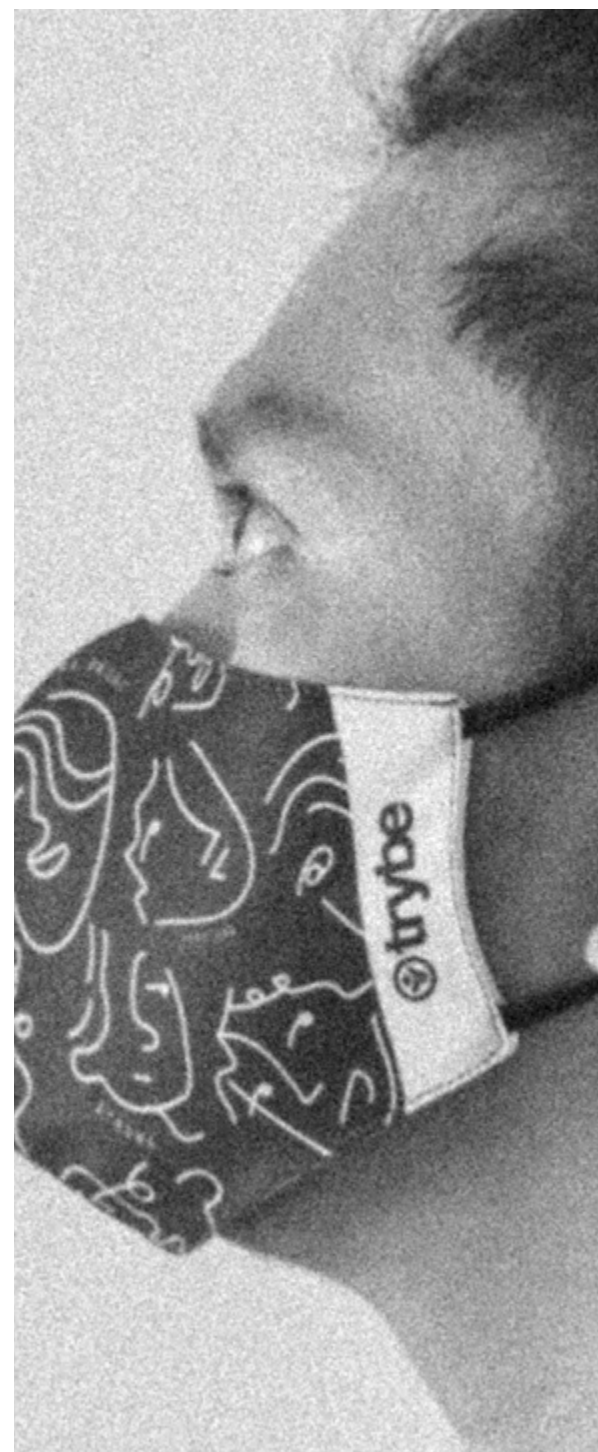
Trybe's 26th Anniversary

Anniversaries are meant to commemorate the reason why we exist. This anniversary, we commemorated the special occasion by raising awareness of the work that we do. We ran an anniversary run, staff canvassing event and a donation campaign to achieve this. Our team was so encouraged seeing so many members of the public running and sharing about our anniversary run on their social media. On top of these three activities, we celebrated our anniversary by sending desserts to our staff. Our staff enjoyed the sweet treats together with one another and their family members.



Trybe's 1st Youth Rising Month

Youth Rising is a dedicated month to the youth population we serve. This campaign was launched with an aim to raise awareness on the topics surrounding youth that present behavioural risks and showcase their ability to rise above adversities. Through the Youth Rising Month celebration, we hope to encourage our youth as they journey towards their own success stories.



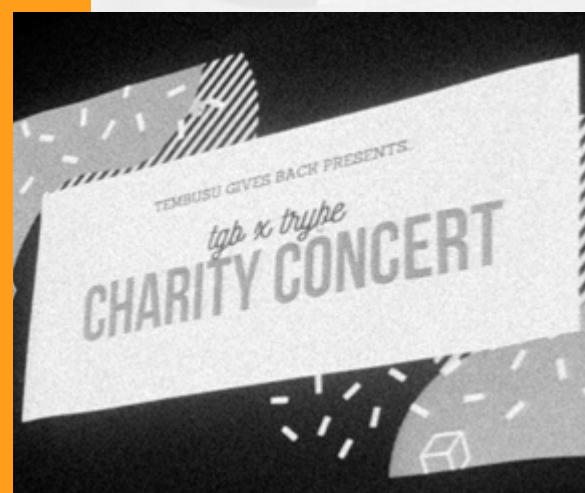
Trybe Resilience Masks

For most of us, a mask is a piece of protection from the virus but Trybe's Resilience Mask is more than that. Trybe's Resilience Mask was designed to encourage our youth and celebrate their success journey. As part of our Youth Rising Month, every donor who donated during this month, adopts a Trybe's Resilience Mask which was distributed to our youth and their families. We are grateful for all the support we have received from the public and are pleased to share that we were able to distribute the masks to more than 30 Trybe youth and their families.

Partnerships & Collaborations

Trybe strives to work with different partners to provide opportunities for youth to grow and reintegrate into society. Such opportunities could be apprenticeship, or retail, logistics and hospitality-related placements. Our hope is that through these opportunities, our youth will be able to maintain a stable income and get involved in a pro-social community.

On top of collaborations that give clients opportunities, we also work with other organisations and institutions to raise awareness of our work. We aim to reach out to more youth that need us and gather as much support as we can, in order to bring the best value to our youth clients. We are thankful for all the partnerships and collaborations Trybe has thus far, working hand-in-hand with us to bring the support we can to the youth that we serve.



Vivopress Corporation

We are honoured to be celebrating our first Youth Rising Month with the support of Vivopress Corporation. Vivopress is an established wholesaler supplier specialised in producing one-of-a-kind customised gift products at affordable prices. They contributed their signature reusable masks and printed on our design for our very first Youth Rising Month. Every donor that donated during this campaign, adopted an exclusively designed Resilience Mask which was distributed to our youth and their families.

NUS Rag & Flag Day

NUS Rag & Flag Day (also known as Receive and Give) is an annual event where NUS students come together to contribute to improve the welfare of the less privileged. Believing and supporting in our cause, they created a video and interviewed our volunteers, reaching out to students to forge new bonds and donate to a worthy cause. We are heartened to see that many youth related to our cause. They saw that more and more youth do need help and it is with such partnership that we are able to raise awareness and reach out to more youth that needs us.

NUS Tembusu

Tembusu Gives Back aims to foster a culture of service, with a passion to give back to the society. This year, Tembusu planned a virtual online concert to raise funds for Trybe. The students spent some weekends recruiting performers, planning and rehearsing the entire concert and publicising the event, while ensuring that all safety measures were taken care of. That evening, the residents from Singapore Boys' Hostel were invited to watch the concert online. They had so much fun that some of them sang and danced along!



ImPact Hong Lim Green

Trybe is honoured to be invited to speak at an online webinar by ImPact Hong Lim Green. The speakers talked about today's social impact and shared about the works that have been done and how they have become more intentional and deliberate as more youth face extremely vulnerable and helpless situations in this global pandemic.

Safe Place Sharing

In January, we had the privilege of collaborating with Safe Place, an initiative of Lakeside Family Services (LFS), to hold a closed-door sharing session for Trybe's Practitioner's Network Group (PNG) and invited agencies. During the session, Safe Place Director, Jennifer Heng, spoke alongside her co-workers about teenage pregnancy, responding appropriately and the community resources available. It was an enriching time for the 54 participants from Trybe and other agency partners such as MSF, The Salvation Army and SHINE. Attendees gleaned insights such as gaining a deeper understanding of the impact of unplanned pregnancies on clients and their families, and how as practitioners we can provide safe spaces mentally, emotionally and physically for all involved in the journey.



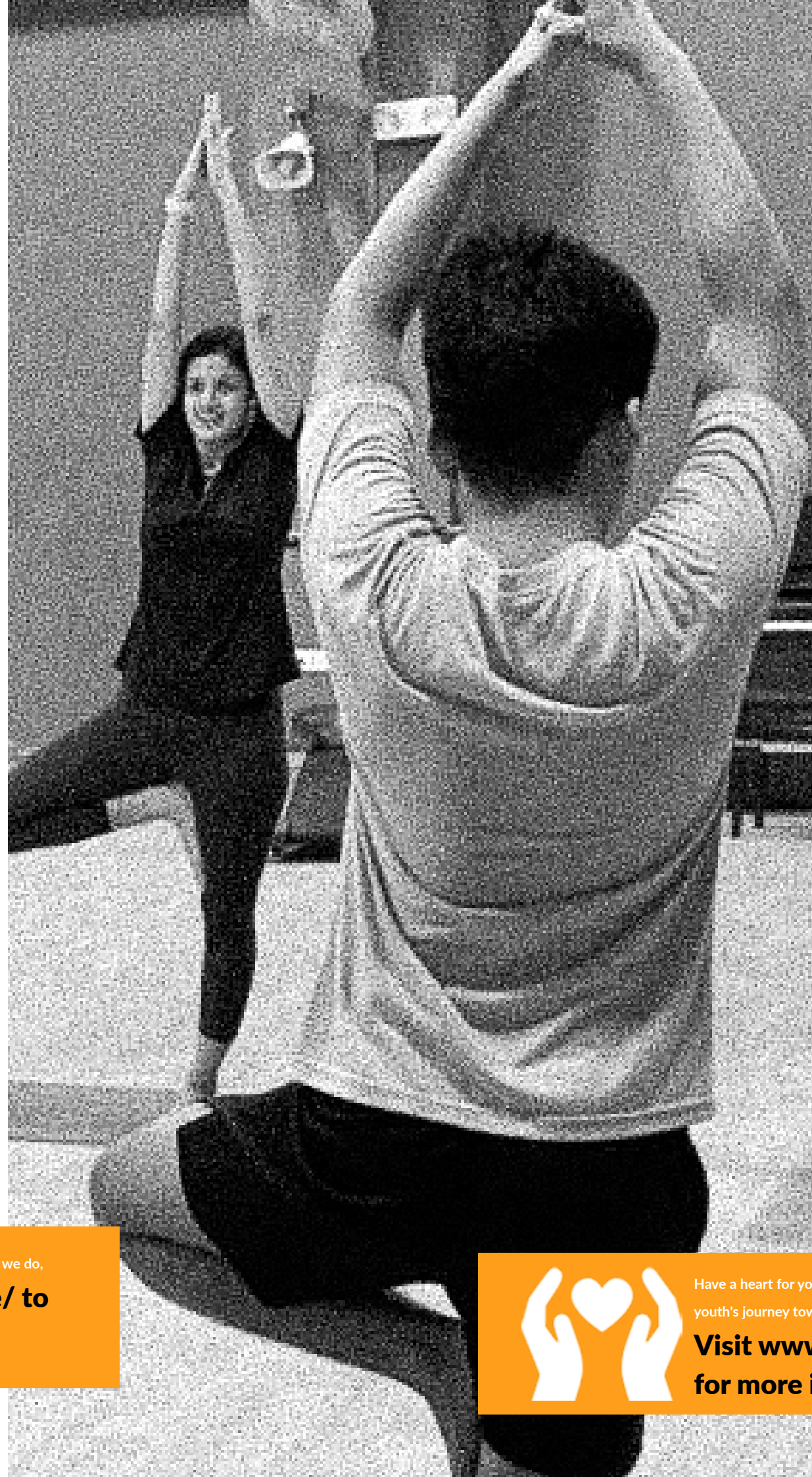
Donation-In-Kind

We want to thank our donors for their continuous support and partnership in helping us bring more value to our youth work. Their donations help keep our mission alive — to journey with youth facing adversities to lead purposeful lives.



If you would like to support our youth and the work that we do,

visit www.trybe.org/donate/ to find how you can donate!



Volunteers

Building a strong relationship with the community is important in complementing our youth work. We believe that our volunteers are our essential partners in helping our youth craft their success stories.

Coming from all walks of life, our volunteers bring in different expertise, experience and stories. Many of our volunteers join us and offer different support to our youth. These support ranges in a wide variety such as tuition, sports, topic of interests, art, music and more.

Although COVID-19 has shaken the world, it did not stop our volunteers from serving our clients. While they themselves are facing the pandemic, our volunteers have stepped up and shown their support for our youth even through virtual platforms. With their continuous efforts, many young people feel more connected to the community and are meaningfully engaged. For this, we are truly grateful.

Our Volunteers

Tuition

Tony, Salihin, Zane, Vimuth, Kai Wen, Lawrence, Nicole, Jia Hau, Francis, Cassandra, Rui Zhe, Min Jing, Luke

Sports and Fitness

Gym Instructor: Keith, Shanmugaratnam
Takwra: Nazri
Yoga: Urvi
Basketball: Paul, Wan Qing

Life Skill Programmes

Cybersecurity: Aaron

Foreign Language Programmes

Spanish: Salihin

Music

Guitar: Amanda, Amy, Jude

Befriending

Jim Leong, Jeremy, Johnny, Derrick, Don, Yong Liang

Corporate Communications

Copywriting: Clarice, Wahida
Translator: Masyitah, Tony, Francis, Salihin, Musaib
Fundraising: Tiffany, Sharveen, Rebecca
Design: Xavier

Financial Planning

Jian Hong

Legal Advisory

Murali



Have a heart for youth? Join our volunteer family and be a part of our youth's journey towards success!

Visit www.trybe.org/volunteers/ for more information

Campaigns & Fundraising

In 2021, we have launched content campaigns with topics that range from rebuilding family relationships, personal development to mental wellness among youth and their caregivers. By launching these content campaigns for our internal and external stakeholders, we encourage and welcome more support for the youth population that we serve. Our goal is for our youth to be part of a more accepting community both online and in the real world.

Advocating for young people's overall well-being, Trybe raises awareness on different issues surrounding youth facing adversities. It is key to let more people understand that at-risk behaviour stem from unmet needs and other deep-rooted issues. In addition, we share about Trybe's services and programmes that tackle these problems and help the youth work towards a more positive lifestyle. We believe that by doing so, we are able to reach out to more youth who can benefit from our services.

Total Amount Raised in 2021: \$176,613.05



Gift to Reunite this Lunar New Year

10 February - 10 March

Platform(s) used: Giving.sg, Social Media, Email Blasts, Trybe's Website

Launched during the Chinese New Year festivities, *Gift to Reunite, this Lunar New Year* highlights the importance of rebuilding relationships between the youth and their families. Having a strong family bond motivates young people to make better choices and work harder for a better life.

Trybe published contents on social media, EDM, and website. We also encouraged the public to contribute by sharing their resources on Giving.sg. All proceeds will go to Trybe's programmes and services that encourage and carve out quality time and intentional activities for the youth and their loved ones.

World Social Work Day

March

Platform(s) used: Social Media

In celebration of World Social Work Day, Trybe launched a content campaign to appreciate all Social Work practitioners in our midst. We interviewed one of our colleagues to know what motivates and heartens him as a youth work practitioner at the Singapore Boys' Hostel.

In our own little way, we honoured them for journeying with youth facing adversities.

Mental Health Month | Project ANCHOR

May

Platform(s) used: Social Media, Trybe's YouTube Channel

Trybe continuously seeks for opportunities to fill the gaps in youth work. To fulfil our vision, *Every Youth A Success Story*, we develop programmes that will benefit more underserved youth.

In 2021, Trybe launched Project ANCHOR. We created publicity materials such as article, video, graphics, and posters, which were posted on our own social media accounts and website. To reach out to more youth who could benefit from the programme, we have also published our posters to some Facebook community pages managed by People's Association.

Support Our Young Amidst the Rising Community Cases

25 May - 25 July

Platform(s) used: Giving.sg

Our youth and their families have been facing difficulties that are worsened by the effects and uncertainties of the pandemic. From financial instability to trauma, academic pressure, and personal issues, many develop behaviours that put themselves and others at risk.

To show support in these trying times, we have launched a fundraising initiative that can assist us in our work. Every dollar donated to this campaign will support Trybe's services that continue to journey with the youth amidst the rising community cases in Singapore.

Youth Rising Month

7 July - 8 August

Platform(s) used: Giving.sg, Social Media, Email Blasts, Trybe's Website

In July, Trybe launched its very first Youth Rising Month. Our goal is to establish a specific month to create awareness of topics surrounding the youth that we serve. In addition, we want more people to know about our work that helps our youth rise above their adversities. The year's theme is resilience, thus we created contents to celebrate our youth's ability to weather the storm and emerge stronger. To represent the youth's resilience, we produced our very own Resilience Masks, in partnership with VivoPress.

We created opportunities to extend more support by inviting the public to adapt a Resilience Mask for \$10 or more. These masks were then distributed to the youth and their families as a symbol of encouragement and a reminder that they are part of a compassionate community.

Keep the Singapore Spirit Alive | National Day

9 August - 12 September

Platform(s) used: Giving.sg, Social Media

While Singapore has a long combat against pandemic, it has not dampened our mood in celebrating the Singapore spirit. Our National Day campaign reminded us of our duty to Singapore and to one another. This campaign aimed to highlight that a caring and compassionate community shines through in times of need.

All proceeds will go to Trybe's services that provide care and support for our youth.

Trybe's 26th Anniversary

2 November - 12 December

Platform(s) used: Giving.sg, Social Media, Email Blasts, Trybe's Website

In celebration of Trybe's 26th Anniversary, we thank everyone who has been a part of our journey with the youth. Many of our youth come from complex family backgrounds with little or no support. Every day is a struggle, yet many work hard, showing resilience above their adversities in life.

To commemorate this milestone, we have launched a campaign that consists of three components—fundraising, anniversary run, and staff canvassing. We invited the public to show their support for us and our cause by donating or running 2.6km to raise awareness.

Donations made through this campaign will contribute to Trybe's services that support more youth facing adversities.

Supporting Youth with Mental Symptoms

13 September - 10 October

Platform(s) used: Giving.sg, Social Media, Email Blasts

With World Mental Health Day, celebrated on the 10th of October globally, Trybe launched a campaign dedicated to our youth's mental well-being.

Navigating one's mental health struggle alone is never easy. The emotional strain is real and our youth need all the help they can get.

Funds raised from this campaign will support Trybe's services that provide a safe environment for our youth to deal with their emotional and mental struggles.

Gift of Hope for our Youth

30 November - 31 December

Platform(s) used: Giving.sg, Social Media

Trybe joined Giving Week, our national SG Cares movement. Giving Week celebrates the spirit of giving and seeks all to make giving part of our way of life.

We believe that by showing them support, our youth are given hope and encouragement to change their lives for the better.

Funds raised through this campaign will help us continue our services that give hope. We will be able to continue to guide our youth to make better decisions and create a positive impact on our community.

Corporate Governance

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Company Policies

In Trybe, policies are set and authorised by the Board. They are directional in nature and provides the Company with a framework within which decisions can be made at different levels. They are clear on what is permissive, what is restricted and what authorities are delegated. The Company must abide by the policies in place and any exceptions are supported with clear and sound rationale and submitted for explicit approval.

Each policy endeavors to comply with all statutes and where the Company does not, its primary objective is to ensure compliance as soon as practicable. Policies are to be read in conjunction with other Company policy documents and Standard Operating Procedures (SOPs) where appropriate/applicable and to be reviewed regularly and/or updated as necessary to maintain compliance with applicable laws and regulations or accommodate organisational changes for its continued effectiveness.

The Company makes every effort to notify staff when an official change in policy has been made, however, staff are responsible for their up-to-date knowledge about Company policies.

Governance Policy

The Governance Policy has been commissioned for the following purposes:

- Laying down the framework of values and beliefs at Trybe
- Providing perspectives of the leadership and overall strategies of Trybe
- Specifying the work ethics and work practices at Trybe
- Affording guidance and protection to the Board and the staff in the course of their directorship and/or work and
- Articulating the working relationships between the Board, the Executive Management, the staff, the volunteers, and other stakeholders.

Human Resources Policy

The Human Resources Policy outlines the governing human resources approaches within the Company, including but not limited to compensation and remuneration, recruitment, organisation structure, and talent development. It is to be read in conjunction with other Company policy documents and handbooks where appropriate.

Reserves and Investments Policy

Reserves & Investments Policy serves to outline Trybe's establishment, generation, safeguarding, treatment of financial reserves and the broad objectives and strategies for the management and/or investment of such reserves and/or assets of

the Company, which are available for investment. The Charity's Reserves can be used for (i) new projects / capital injection (ii) savings (iii) investments.

Risk Management Policy

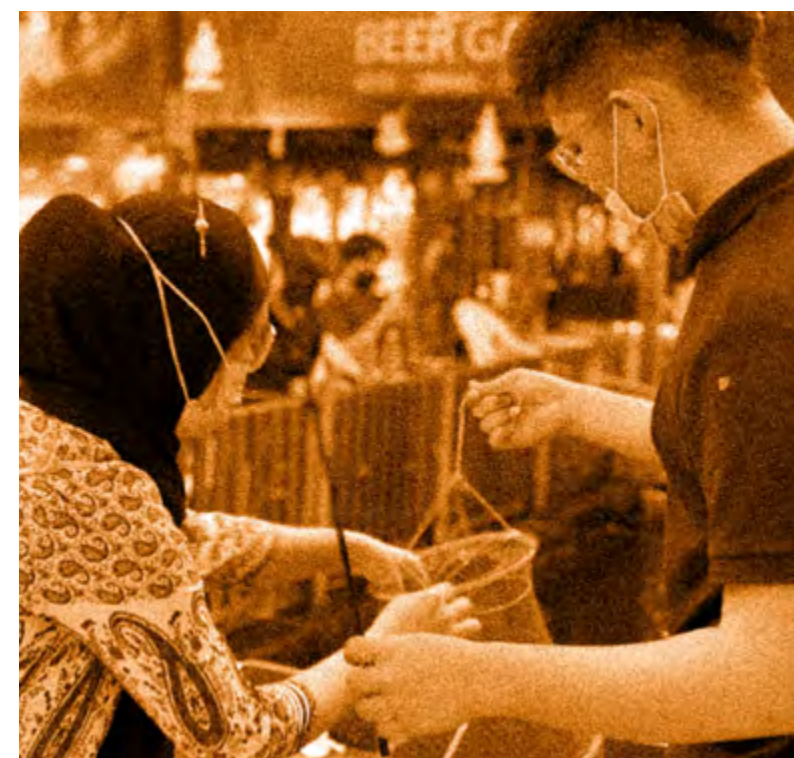
The Risk Management Policy seeks to provide guidelines for the management of risk in Trybe. As risk management is an ongoing concern and activity, the policy will not seek to identify nor deal with all the risks present in the Company, but it shall serve as an overview of how risks can be identified and how they should be treated and/or managed. The Charity shall continue to identify, manage and review risks on an active basis.

Technology & Infrastructure Policy

The Technology & Infrastructure Policy describes the authorised use of the Company's technology and infrastructure resources and serves to protect the Company and its authorised users. The policy applies to all technology and infrastructure resources managed by the Company that store, process or transmit information, including but not limited to network and computer hardware, software and applications, mobile devices and telecommunication systems.

Communications Policy

Communications Policy seeks to provide specific guidelines for corporate communications in Trybe, including the release of information about the Company to the general public, media and other relevant stakeholders. For more details on the operationalisation of this Policy, reference is made to the Corporate Communications Standards, of which, the Chief Executive Officer and the Head, Communications & Partnership Department are the delegated authority for approval.



Volunteer Management Policy

The Volunteer Management Policy seeks to provide guidelines for the management of volunteers in Trybe. For more details on the operationalisation of the Volunteer Management Policy, reference is made to the Volunteer Management SOP and Volunteer Handbook, of which, the Chief Executive Officer and Partnership Manager are the delegated authority for approval.

Whistleblowing Policy

The Whistleblowing Policy ensures that the Company complies to a high standard of compliance with accounting, financial reporting, internal controls and auditing requirements and any legislation relating thereto. In line with this commitment, this policy aims to provide an avenue for staff and external parties to raise concerns and offer them reassurance that they will be protected from reprisals or victimisation for whistleblowing in good faith.

Personal Data Protection Policy

Personal Data Protection Policy states the Company’s commitment to safeguarding personal information provided to it in the course of its work and lays out the principles and practices in managing and securing such data. The Company should comply with all statutes under the Personal Data Protection Act and where the Company does not, its primary objective is to ensure compliance as soon as practicable.

The Company’s primary commitment with reference to the Data Protection Act is to ensure individuals’ personal data are not misused. This is done by ensuring that personal data are (i) obtained for specified and lawful purposes and not further processed in a manner incompatible with that purpose (ii) relevant and not excessive (iii) accurate (iv) kept for no longer than necessary (v) protected by appropriate security.

Financial Regulations

The Financial Regulations serves to outline Trybe's procedures and system of controls where income and expenditures are concerned. It covers all transactions for goods and services with third parties and applies to various stages of incurring expenditures.

Internal Control

As far as practicable and as a form or check and balance, preparation, verification, approval, authorization and recording functions are performed by separate parties, so as to reduce the risk of fraud.

As a guiding principle, unless prior approval is given explicitly in writing, no purchases nor payments to purchases can nor should be carried out. The splitting of receipts (to “lower the amount”) is strictly prohibited.

Conflict of Interest - Disclosure

All members of the Board of Directors and the Chief Executive are to complete and execute the Conflict of Interest Disclosure annually. Any staff, interns or volunteers, whom the Chief Executive deems necessary, are to complete and execute the Conflict of Interest Disclosure upon the start of office/employment/engagement and/or at any juncture necessary.

Conflict of Interest – Contract with Vendors

Where members of the Board of Directors, staff, interns or volunteers have personal interest in business transactions or contracts that the Company may enter into, a declaration of such interest must be made as soon as possible using the Conflict of Interest Disclosure Statement and if necessary, followed by abstention from discussion and decision-making on the matter (including voting on the transaction/contract).

All such discussions and evaluations by the Board or relevant approving authority in arriving at the final decision on the transaction/ contract must be documented.

Conflict of Interest – Vested Interest in Other Companies

Where members of the Board of Directors, staff, interns or volunteers who have vested interest in other Companies that have dealings/relationship with the Company, and when matters involving the interests of both Companies are discussed, a declaration of such interest must be made using the Conflict of Interest Disclosure Statement and if necessary, followed by abstention from discussion and decision-making on the matter (including voting on the transaction/contract).

All such discussions and evaluations by the Board or relevant approving authority in arriving at the final decision on such matters must be documented.

Conflict of Interest - Joint Ventures

Before the Company enters into any joint venture with external parties, the Board must be informed and its approval sought. Where members of the Board of Directors, staff, interns or volunteers have interest in such ventures, a declaration of such interest must be made using the Conflict of Interest Disclosure Statement and if necessary, followed by abstention from discussion and decision-making on the matter.

Loans

The Company does not encourage issuing and receiving of loans. Loan to Board Members is not allowed.

Financial Information

Reserves

	Current Year	Previous Year	% Increase / (Decrease)
Unrestricted Funds (Reserves)	1,117,050	1,227,387	(9%)
Restricted			
- Building Fund	0	0	-
- Bursary Fund	0	4,014	(100%)
- Others	5,932,020	4,699,854	26.21%
Endowment Funds	0	0	-
Total Funds	7,049,070	5,931,255	18.85%
Ratio of Reserves to Annual Operating Expenditure*	0.38	0.35	8.57%
Note			
*Annual OPEX	2,936,075	3,550,045	(17.29%)

The Charity’s reserves include unrestricted funds.

The Charity aims to build the level of reserves equivalent to 1.5 times of the annual operating expenditure (based on the average OPEX of the past three financial years).

The Charity complies with the directions of the donors when utilising donated amount including, but not limited to specific time or event. Trybe’s restricted funds, its purposes and balances are disclosed in the Notes to Financial Statements.

The Charity is committed to use its resources in a cost-effective and prudent manner.

Bankers

The Bankers to the Company are DBS Bank, OCBC Bank, Maybank, and Hong Leong Finance.

Auditor

The independent external auditor for the Company is Baker Tilly TFW LLP.

Funding Sources

The Charity is financially supported by:

- Government grants
- Payments and proceeds from programmes and services rendered to clients
- Donations

Financial Statements

Director's Statement

The directors are pleased to present their statement to the members together with the audited financial statements of the Company for the financial year ended 31 December 2021.

In the opinion of the directors:

- (i) the financial statements set out on pages 6 to 27 are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2021 and of the financial performance, changes in funds and cash flows of the Company for the financial year then ended in accordance with the provisions of the Companies Act 1967, Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

The directors in office at the date of this statement are:

Julia Wong Fei Yen
Ng Lok Man
Rachel Ong Sin Yen
Ingrid Christina Hanson
Wong Kee Yin

Arrangement to enable directors to acquire benefits

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of any other body corporate.

Other matters

As the Company is limited by guarantee, and does not have share capital, matters relating to the issue of shares, debentures or share options are not applicable.

Independent auditor

The independent auditor, Baker Tilly TFW LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors



Wong Kee Yin
Director



Ng Lok Man
Director

13 May 2022

Independent Auditor's Report to the Members of Trybe Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Trybe Limited (the "Company") as set out on pages 6 to 27, which comprise the statement of financial position as at 31 December 2021, and the statement of financial activities, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 December 2021 and the financial performance, changes in funds and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under these standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement as set out on page 1 and the information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Report on the Audit of the Financial Statements (cont'd)

Responsibility of the Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, Charities Act and Regulations and FRSs, and for such internal control as the management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud and error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decision of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Auditor's Responsibility for the Audit of the Financial Statements (cont'd)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.


We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Company have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year:

- (i) the Company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (ii) the Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.


Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

13 May 2022

Statement of Financial Activities

For the financial year ended 31 December 2021

	Note	Unrestricted fund \$	Restricted funds \$	Total 2021 \$	Total 2020 \$
Revenue					
Donations	3	168,113	1,000	169,113	183,715
Grants received					
- Singapore Boys' Hostel		—	2,281,612	2,281,612	2,241,118
- Community Rehabilitation Centre		—	—	—	797,238
- Aftercare		—	266,738	266,738	439,036
- Enhanced Volunteer Manager Funding Scheme		—	10,824	10,824	43,275
- Project Back-to-Basics		—	—	—	64,000
- Tech Booster		—	142,400	142,400	280,000
- Bridge to Employment Grant		—	52,708	52,708	15,372
- ACI Trampoline Fund		—	25,000	25,000	15,000
- The Invictus Fund		—	—	—	50,000
- President's Challenge 2020		—	200,000	200,000	—
- President's Challenge 2021		—	84,985	84,985	—
- Octava		—	7,500	7,500	—
- Bluestar		—	80,000	80,000	—
- ODT		—	64,607	64,607	—
- CAMP		—	90,350	90,350	—
- Jobs Support Scheme		47,110	53,612	100,722	607,634
Interest income		6,826	—	6,826	17,934
Other income		445,335	25,170	470,505	102,638
		667,384	3,386,506	4,053,890	4,856,960
Less expenses					
Programme and project cost of sales		10,742	112,313	123,055	212,665
Depreciation	5	1,306	59,406	60,712	35,346
Fixed assets expensed off		—	9,395	9,395	22,042
Rental expense	2(i)	14,676	4,237	18,913	17,669
Repair and maintenance		4,749	378	5,127	6,596
Staff costs	6	628,893	1,821,802	2,450,695	2,903,337
Other expenses		114,340	153,838	268,178	352,390
		774,706	2,161,369	2,936,075	3,550,045
Net (deficit)/surplus for the financial year	28(b)	(107,322)	1,225,137	1,117,815	1,306,915

Statement of Financial Position

At 31 December 2021

	Note	2021 \$	2020 \$
Non-current assets			
Plant and equipment	5	261,113	93,169
Current assets			
Prepayments		147,683	98,848
Other receivables	7	101,803	297,314
Fixed deposits	8	1,354,411	1,346,887
Cash and cash equivalents		5,434,254	4,419,567
		7,038,151	6,162,616
Total assets		7,299,264	6,255,785
Current liabilities			
Trade payables		19,069	37,317
Accrued expenses	9	231,125	228,069
Other payables	10	—	59,144
		250,194	324,530
Net assets		7,049,070	5,931,255
Funds			
Unrestricted Fund		1,117,050	1,227,387
Accumulated Fund			
Restricted Funds			
Aftercare	11	818,250	623,759
Straits Times School Pocket Money	12	—	(3,015)
Bursary	13	—	4,014
President's Challenge	14	95,962	165,193
Renovation Fund	15	12,732	46,771
State Street Grant	16	—	2,075
Octava	17	6,011	961
Singapore Boys' Hostel	18	4,427,402	3,441,735
Enhanced Volunteer Manager Funding Scheme	19	4,046	43,275
Project Back-to-Basics	20	64,000	64,000
Tech Booster	21	397,033	280,000
Bridge to Employment Grant	22	18,614	2,005
ACI Trampoline Fund	23	1,579	15,000
The Invictus Fund	24	—	18,095
Bluestar	25	7,362	—
ODT	26	5,273	—
CAMP	27	73,756	—
Total Funds		7,049,070	5,931,255

For the financial year ended 31 December 2021

The accompanying notes form an integral part of these financial statements.

①

Statement of Cash Flows

The accompanying notes form an integral part of these financial statements.

Notes to the Financial Statements

For the financial year ended 31 December 2021

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1 Corporate information

Trybe Limited (the "Company") (Co. Reg. No.199507763G) is incorporated and domiciled in Singapore. The address of its registered office is at Blk 479, Tampines Street 44, #01-241, Singapore 520479. The operations of the Singapore Boys' Hostel is at 149 Compassvale Bow, Singapore 544690.

The principal activities of the Company are to relieve the distress and hardship, and to promote the welfare of children in Singapore.

The Company is an approved Institution of a Public Character under the Income Tax Act 1947.

Each member of the Company has undertaken to contribute such amount not exceeding \$100 to the assets of the Company in the event the Company is wound up and the monies are required for payment of the liabilities of the Company. The Company has 6 members (2020: 6 members) at the balance sheet date.

The memorandum and articles of the Company restricts the use of fund monies to the furtherance of the objects of the Company. They prohibit the payment of dividend to members.

2 Summary of significant accounting policies

a) Basis of preparation

The financial statements, expressed in Singapore dollar ("S") which is the Company's functional currency, have been prepared in accordance with the provisions of the Companies Act 1967, the Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore ("FRSs"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with FRSs requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. There were no significant judgement and estimate made during the year.

The carrying amounts of fixed deposits, cash and cash equivalents, trade and other current receivables and payables and accrued expenses approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

2 Summary of significant accounting policies (cont'd)

a) Basis of preparation (cont'd)

New and revised standards that are adopted

In the current financial year, the Company have adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to their operations and effective for the current financial year. The adoption of these new/revised FRSs and INT FRSs did not have any material effect on the financial results or position of the Company.

New and revised standards not yet effective

New standards, amendments to standards and interpretations that have been issued at the end of the reporting period but are not yet effective for the financial year ended 31 December 2021 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Company.

b) Income recognition

Income is recognised to the extent that it is probable that the economic benefits associated with the transaction will flow to the entity, and the amount of income and related cost can be reliably measured.

- (i) Income from programmes and services are recognised when programmes and services are conducted. The Company has the right to the income from the programmes and services and in an amount that corresponds directly with the provisions of the services over the period of programmes and services. Accordingly, the income are recognised over time over the period of the programmes and services.
- (ii) Donations are recognised on a receipt basis.
- (iii) Subventions and grants from government organisations are recognised only when there is reasonable assurance that the Company has complied with the conditions of the subventions and grants and the subventions and grants will be received. Such subventions and grants are recognised on an accrual basis. Subventions and grants recognised in the statement of comprehensive income are calculated based on the funding principles of the relevant government organisations. Subsequent adjustments to the subventions and grants, upon finalisation by the relevant government organisations, are recognised in the statement of comprehensive income as adjustment to prior years' grants.
- (iv) Interest income is recognised on a time proportion basis using the effective interest method.

c) Plant and equipment

Plant and equipment are stated at cost less accumulated depreciation and impairment loss, if any.

Depreciation is calculated on a straight-line basis to allocate the depreciable amount of the plant and equipment over their expected useful lives. The estimated useful lives are as follows:

	Number of years
Furniture and fittings	5
Office equipment	5
Computers	3
Renovation	5

The residual values, estimated useful lives and depreciation method of plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in profit or loss when the change arise.

On disposal of a plant and equipment, the difference between the net disposal proceeds and its carrying amount is taken to profit or loss.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

Construction work-in-progress represents assets in the construction for production, or administrative purposes, or for purposes not yet determined, are carried at cost, less any recognised impairment loss until construction is completed. Cost includes professional fees and, for qualifying assets, borrowing costs capitalised. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

d) Financial assets

Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date - the date on which the Company commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership.

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets are added to the fair value of the financial assets on initial recognition.

Classification and measurement

All financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets. The Company classifies its financial assets based on the Company's business model for managing the financial asset and the contractual cash flow characteristics of the financial assets. The Company's only financial assets are classified at amortised cost which comprise trade and other receivables (excluding prepayments) fixed deposits and bank and cash balances.

Subsequent measurement

Debt instruments include fixed deposits, bank and cash balances and other receivables (excluding prepayments). These are subsequently measured at amortised cost based on the Company's business model for managing the asset and cash flow characteristics of the asset.

The Company measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specific dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

Impairment

The Company recognises an allowance for expected credit losses ("ECLs") for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a "12-month ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a "lifetime ECL").

The Company recognises an impairment gain or loss in profit or loss for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

e) Financial liabilities

Financial liabilities, which comprise trade payables, other payables and accrued expenses (excluding provision for employee leave) are initially measured at fair value plus directly attributable transaction costs, and are subsequently measured at amortised cost, using the effective interest method.

A financial liability is derecognised when the obligation under the liability is extinguished. Gains and losses are recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

f) Impairment of non-financial assets

Non-financial assets are reviewed for impairment at each balance sheet date or whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Whenever the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognised in profit or loss.

Reversal of impairment losses recognised in prior years is recorded when there is an indication that the impairment losses recognised for the asset no longer exist or have decreased. The reversal is recorded in income. However, the increased carrying amount of an asset due to a reversal of an impairment loss is recognised to the extent it does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for that asset in prior years.

g) Cash and cash equivalents in the statement of cash flows

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash on hand, bank balances and fixed deposits which are readily convertible to a known amount of cash and are subjected to an insignificant risk of changes in value.

h) Employees benefits

Defined contribution plans

The Company makes contributions to the Central Provident Fund ("CPF"), a defined contribution plan regulated and managed by the Singapore Government. Contributions to CPF are charged to profit or loss in the period in which the related service is performed.

Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the balance sheet date.

Retrenchment benefits

Retrenchment benefit is payable when the employment is terminated because of the changes in the scope of the Company's activities resulting from economic factors, restructuring/re-organisation or closing down of operations, which are often accompanied by changing staffing requirements. In some instances, it resulted in staff becoming redundant and the Company may compensate affected staff based on statutory guidelines.

i) Leases

The Company has short-term leases only (i.e. for leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and leases of low-value assets (e.g. leases of tablet and personal computers, small items of office equipment and telephones.) For these exempted leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

j) Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the balance sheet and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments.

When the grant relates to an expense item, it is recognised in profit or loss over the period necessary to match them on a systematic basis to the costs that it is intended to compensate.

k) Provisions

Provisions are recognised when the Company has a legal or constructive obligation as a result of past events, and it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made.

l) Funds

Income and expenditure relating to the various specific funds specifically set up are taken directly to these funds. All other income and expenditure are reflected unrestricted fund.

Unless specifically indicated, fund balances are not represented by any specific assets but are represented by all assets of the Company.

3 Donations

	2021 \$	2020 \$
Tax deductible donations received	150,512	156,699
Non-tax-deductible donations received	18,601	27,016
	169,113	183,715

The Company enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction for the donations made to the Company. The Company's Institutions of a Public Character ("IPC") status is for the period from 1 September 2019 to 31 August 2022.

4 Taxation

As a charity, the Company is exempt from tax on income and gains falling within Section 13(1)(zm) of the Income Tax Act 1947 to the extent that these are applied to its charitable objects. No tax charges have arisen for the Company during the financial year.

5 Plant and equipment

	Furniture and fittings \$	Office equipment \$	Computers \$	Renovation \$	Construction in progress \$	Total \$
2021						
Cost						
At 1.1.2021	60,629	20,643	14,804	194,528	44,700	335,304
Reclassified as office equipment	–	44,700	–	–	(44,700)	–
Additions	–	227,200	1,456	–	–	228,656
As at 31.12.2021	60,629	292,543	16,260	194,528	–	563,960
Accumulated depreciation						
At 1.1.2021	58,943	20,643	14,804	147,745	–	242,135
Depreciation charge	1,226	25,205	162	34,119	–	60,712
At 31.12.2021	60,169	45,848	14,966	181,864	–	302,847
Net carrying value						
At 31.12.2021	460	246,695	1,294	12,664	–	261,113
Comprise:						
Accumulated Fund	460	–	–	(68)	–	392
Renovation Fund (Note 15)	–	–	–	12,732	–	12,732
Tech Booster Fund (Note 22)	–	246,695	1,294	–	–	247,989
	460	246,695	1,294	12,664	–	261,113

	Furniture and fittings \$	Office equipment \$	Computers \$	Renovation \$	Construction in progress \$	Total \$
2020						
Cost						
At 1.1.2020	60,629	20,643	14,804	194,528	–	290,604
Additions	–	–	–	–	44,700	44,700
As at 31.12.2020	60,629	20,643	14,804	194,528	44,700	335,304
Accumulated depreciation						
At 1.1.2020	57,717	20,643	14,804	113,625	–	206,789
Depreciation charge	1,226	–	–	34,120	–	35,346
At 31.12.2020	58,943	20,643	14,804	147,745	–	242,135
Net carrying value						
At 31.12.2020	1,686	–	–	46,783	44,700	93,169
Comprise:						
Accumulated Fund	1,686	–	–	12	–	1,698
Renovation Fund (Note 15)	–	–	–	46,771	–	46,771
Tech Booster Fund (Note 22)	–	–	–	–	44,700	44,700
	1,686	–	–	46,783	44,700	93,169

During the financial year, depreciation was charged as follows:

	2021 \$	2020 \$
Accumulated Fund	1,306	1,420
Renovation Fund (Note 15)	34,039	33,926
Tech Booster Fund (Note 21)	25,367	–
	60,712	35,346

6 Staff costs

	2021 \$	2020 \$
Salaries, bonus and other benefits	2,123,811	2,383,735
CPF	309,066	347,168
Retrenchment benefits	–	155,875
Others	17,818	16,559
	2,450,695	2,903,337

7 Other receivables

	2021 \$	2020 \$
Other receivables	89,824	37,129
Refundable deposits	11,979	6,829
JSS grant receivables (Note 10)	–	59,144
Other government grant receivables	–	194,212
	101,803	297,314

8 Fixed deposits

Fixed deposits earn interest at an effective interest rate of 0.15% - 0.5% (2020: 0.3% - 0.75%) per annum and mature between 1 and 4 (2020: 1 and 10) months from the end of the financial year.

9 Accrued expenses

	2021 \$	2020 \$
Accruals	124,907	116,621
Provision for employee unutilised leave	106,218	111,448
	231,125	228,069

10 Other payables

In 2020, other payables represented deferred government grant income of \$59,144 relating to Jobs Support Scheme ("JSS") which was introduced by the Singapore government to provide wage support to employers to help retain local employees during the COVID-19 pandemic.

11 Restricted Fund - Aftercare

	2021 \$	2020 \$
Balance at beginning of financial year	623,759	335,377
Income received from Com Chest	266,738	439,036
Expenditure for the financial year	(72,247)	(150,654)
Surplus for the financial year	194,491	288,382
Balance at end of financial year	818,250	623,759

Included in expenditure are the following staff costs:

	2021 \$	2020 \$
Salaries and other benefits	56,839	118,595
CPF	4,333	15,200
Others	142	286
	61,314	134,081

Included in the balance was an amount of \$750,772 (2020: \$556,282) pertaining to grant from Com Chest. During the financial year, grant income of \$266,738 (2020: \$439,036) was received from Com Chest and the related expenditure of \$72,247 (2020: \$150,654) was incurred.

This fund is set up for a programme targeted at the ex-youth offenders, purpose of which is to ensure that there is a smooth transition for the youths from the institutions to their respective community, and to reduce the potential of re-offending.

12 Restricted Fund - Straits Times School Pocket Money

	2021 \$	2020 \$
Balance at beginning and end of financial year	(3,015)	(3,015)
Transfer from Accumulated Fund	3,015	–
Balance at end of financial year	–	(3,015)

This fund was set up to provide pocket money to children from low-income families to help them through school. The children could use this money for school-related expenses, such as buying a meal during recess, paying for transport or using it to meet other schooling needs. During the financial year, the Company closed the fund as it does not intend to continue the programme.

13 Restricted Fund - Bursary

	2021 \$	2020 \$
Balance at beginning of financial year	4,014	8,560
Income	–	5,000
Expenditure for the financial year	(4,014)	(9,546)
Deficit for the financial year	(4,014)	(4,546)
Balance at end of financial year	–	4,014

The purpose of this bursary, contributed by Every Nation Church Singapore (“ENCS”), was used to support Trybe’s needy youth clients in their education.

14 Restricted Fund - President’s Challenge

	2021 \$	2020 \$
Balance at beginning of financial year	165,193	229,484
Grants	284,985	–
Expenditure for the financial year	(354,216)	(64,291)
Deficit for the financial year	(69,231)	(64,291)
Balance at end of financial year	95,962	165,193
Included in expenditure are the following staff costs:		
Salaries and other benefits	297,435	51,405
CPF	38,865	8,740
Others	740	129
	337,040	60,274

This fund is set up for the supported programmes and areas approved by President’s Challenge.

15 Restricted Fund - Renovation Fund

	2021 \$	2020 \$
Balance at beginning of financial year	46,771	80,697
Depreciation charge (Note 5)	(34,039)	(33,926)
Balance at end of financial year	12,732	46,771

The fund is provided for refurbishment at Tampines office.

16 Restricted Fund - State Street Grant

	2021 \$	2020 \$
Balance at beginning of financial year	2,075	5,441
Expenditure for the financial year	(2,075)	(3,366)
Balance at end of financial year	–	2,075
Included in expenditure are the following staff costs:		
Salaries and other benefits	2,075	–

This fund was set up for the supported 6-month early-intervention program for a total of approximately 11 at-risk youths in Singapore. During the financial year, the Company closed the fund as it does not intend to continue the programme.

17 Restricted Fund - Octava

	2021 \$	2020 \$
Balance at beginning of financial year	961	4,555
Donations	7,500	
Expenditure for the financial year	(2,450)	(3,594)
Surplus/(deficit) for the financial year	5,050	(3,594)
Balance at end of financial year	6,011	961

This fund is set up to support Short-term Financial Support ("STFS") Programme for the period of 3 years.

18 Restricted Fund - Singapore Boys' Hostel

	2021 \$	2020 \$
Balance at beginning of financial year	3,441,735	2,392,802
Grants	2,281,612	2,243,430
Donations	1,000	—
Jobs Support Scheme	53,612	239,990
Other Income	25,169	—
Expenditure for the financial year	(1,375,726)	(1,434,487)
Surplus for the financial year	985,667	1,048,933
Balance at end of financial year	4,427,402	3,441,735

Included in expenditure are the following staff costs:

Salaries and other benefits	973,229	997,388
CPF	163,348	164,301
Others	2,526	2,607
	1,139,103	1,164,296

This fund is set up for running the programme that serves male probationers, ages 12 - 21 years old, toward success through restorative coaching, constructive engagement, community re-integration, in a therapeutic environment.

The expenditure is stated after elimination of shared services expenses of \$563,328 (2020: \$449,236). The corresponding income was recorded in the General Fund under Corporate Services.

The fund balance after cumulative shared services expenses of \$1,870,094 (2020: \$1,306,766) is \$2,557,308 (2020: \$2,134,969).

19 Restricted Fund - Enhanced Volunteer Manager Funding Scheme

	2021 \$	2020 \$
Balance at beginning of financial year	43,275	—
Grants	10,824	43,275
Expenditure for the financial year	(50,053)	—
(Deficit)/ Surplus for the financial year	(39,229)	43,275
Balance at end of financial year	4,046	43,275

Included in expenditure are the following staff costs:

Salaries and other benefits	42,570	—
CPF	7,237	—
	49,807	—

This fund is set up for the hiring of a Partnership Manager who will focus on (i) enhancing the Company's community and volunteer engagement strategies, and (ii) strengthening the Company's overall strategic planning function.

20 Restricted Fund - Project Back-to-Basics

	2021 \$	2020 \$
Balance at beginning of financial year	64,000	—
Grants	—	64,000
Balance at end of financial year	64,000	64,000

This fund is set up to support Social Workers, Case Workers, and Youth Workers to increase their professional capacity and capability through streamlining of processes, redesigning of jobs, and technology adoption to serve the clients better and faster.

21 Restricted Fund - Tech Booster

	2021 \$	2020 \$
Balance at beginning of financial year	280,000	—
Grants	142,400	280,000
Depreciation charge (Note 5)	(25,367)	—
Surplus for the financial year	117,033	280,000
Balance at end of financial year	397,033	280,000

This fund is set up for the deployment of 3 different technologies that aimed to increase the efficiency and effectiveness of operations at the Singapore Boys' Hostel. In 2020, the Company has utilised \$44,700 in construction in progress (Note 5).

22 Restricted Fund - Bridge to Employment Grant

	2021 \$	2020 \$
Balance at beginning of financial year	2,005	–
Grants	52,708	15,372
Expenditure for the financial year	(36,099)	(13,367)
Surplus for the financial year	16,609	2,005
Balance at end of financial year	18,614	2,005
Included in expenditure are the following staff costs:		
Salaries and other benefits	29,783	12,832
CPF	3,492	–
Others	52	–
	33,327	12,832

This fund is set up to provide monthly school-based engagement to 30 Secondary School students for a period of 3 years.

23 Restricted Fund - ACI Trampoline Fund

	2021 \$	2020 \$
Balance at beginning of financial year	15,000	–
Grants	25,000	15,000
Expenditure	(38,421)	–
(Deficit)/ Surplus for the financial year	(13,421)	15,000
Balance at end of financial year	1,579	15,000
Included in expenditure are the following staff costs:		
Salaries and other benefits	35,092	–
CPF	2,472	–
Others	91	–
	37,655	–

This fund is set up for the engagement of 14 youths under the Building Eco-System (“BES”) service to assist in their completion of internship, industry related certification and securing employment successfully.

24 Restricted Fund - The Invictus Fund

	2021 \$	2020 \$
Balance at beginning of financial year	18,095	–
Grants	–	50,000
Expenditure	(18,095)	(31,905)
(Deficit)/Surplus for the financial year	(18,095)	18,095
Balance at end of financial year	–	18,095
Included in expenditure are the following staff costs:		
Salaries and other benefits	14,959	25,569
CPF	2,143	404
Others	37	15
	17,139	25,988

This fund was set up for the continuation of service to the clients through salary support and process modifications. During the financial year, the Company closed the fund as it does not intend to continue the programme.

25 Restricted Fund - Bluestar

	2021 \$	2020 \$
Balance at beginning of financial year	–	–
Grants	80,000	–
Expenditure for the financial year	(72,638)	–
Surplus for the financial year	7,362	–
Balance at end of financial year	7,362	–
Included in expenditure are the following staff costs:		
Salaries and other benefits	59,378	–
CPF	10,472	–
Others	146	–
	69,996	–

The fund is set up to provide counselling services for youth experiencing mental health symptoms using Choice Theory & Reality Therapy approach.

26 Restricted Fund - ODT

	2021 \$	2020 \$
Balance at beginning of financial year	—	—
Grants	64,607	—
Expenditure for the financial year	(59,334)	—
Surplus for the financial year	5,273	—
Balance at end of financial year	5,273	—
Included in expenditure are the following staff costs:		
Salaries and other benefits	49,383	—
CPF	8,474	—
Others	94	—
	57,951	—

The fund is set up to improve the organisational health of the agency.

27 Restricted Fund - CAMP

	2021 \$	2020 \$
Balance at beginning of financial year	—	—
Grants	90,350	—
Expenditure for the financial year	(16,594)	—
Surplus for the financial year	73,756	—
Balance at end of financial year	73,756	—
Included in expenditure are the following staff costs:		
Salaries and other benefits	14,398	—
CPF	1,972	—
Others	24	—
	16,394	—

This fund is set up to operate the pilot run of the mentoring programme for ITE premature school leavers.

28 Related party transactions

- a) In addition to information disclosed elsewhere in the financial statements, the following transactions took place between the Company and related parties during the year on terms agreed between the parties concerned:

	2021 \$	2020 \$
Key management personnel		
- Salaries, bonus and other benefits	401,403	470,075
- CPF	55,927	62,907
- Others	590	713
	457,920	533,695

Key management personnel are the persons having authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly.

The above remuneration is paid to 4 (2020: 6) key management personnel of the Company. The directors of the Company are volunteers and they did not receive any remuneration from the Company during the financial year.

- b) **Recharge of shared services income and expense**

Certain costs for corporate functions are recharged to its various programmes namely Singapore Boys' Hostel, Community and Youth Services and Community Rehabilitation Centre. The amount recharged to various programmes amounted to \$563,328 (2020: \$830,368). This recharge is eliminated upon preparing this financial statement.

29 Leases*Nature of the Company's leasing activities*

The Company leases office premise from HDB and equipment from non-related parties. These are short-term and/or low-value items. The Company has elected not to recognise right-of-use assets and lease liabilities for these leases.

Information about leases for which the Company is a lessee is presented below:

*Amounts recognised in profit or loss**Lease expense not included in the measurement of lease liabilities*

	2021 \$	2020 \$
Lease expense - short-term leases	11,810	10,543
Lease expense - low value assets leases	7,103	7,126
	18,913	17,669

During the financial year, total cash flows for leases amounted to \$18,913 (2020: \$17,669).

30 Capital commitment

Capital commitments approved and contracted for but not provided for in the financial statements:

	2021 \$	2020 \$
Capital commitment in respect of plant and equipment	110,808	163,780

31 Financial instruments

a) Categories of financial instruments

Financial instruments at their carrying amounts at the end of the financial year are as follows:

	2021 \$	2020 \$
<i>Financial assets</i>		
Financial assets at amortised cost	6,890,468	6,004,624
<i>Financial liabilities</i>		
Financial liabilities at amortised cost	143,976	153,938

b) Financial risk management

The Company's risk management is determined and carried out by the directors on an informal basis. The Company is exposed to the following risks:

Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Company's maximum exposure to credit risk is represented by the carrying amount of financial assets as set out in Note 31(a). The Company has no significant concentration of credit risk. Fixed deposits and bank and cash balances are placed in banks and financial institutions with good credit ratings.

The Company trades only with recognised and creditworthy third parties. It is the Company's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, debtors' balances are monitored on an ongoing basis with the result that the Company's exposure to bad debts is not significant.

The following sets out the Company's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

Description of evaluation of financial assets	Basis for recognition and measurement of ECL
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 90 days past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Company has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.	Write-off

Credit risk exposure in relation to financial assets at amortised costs as at 31 December 2021 and 31 December 2020 is insignificant, and accordingly no credit loss allowance is recognised as at 31 December 2021 and 31 December 2020.

Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Company's objective is to maintain a balance between continuity of funding and subsidies from the government.

The financial liabilities (excluding provision for employee unutilised leave) of the Company as presented in the balance sheet date are due within 12 months from the balance sheet date and approximate the contractual undiscounted payments.

Interest rate risk

The Company's income and operating cash flows are substantially independent of changes in market interest rates. The Company has no variable interest rate-bearing assets or liabilities.

c) Fair values

The carrying amounts of the financial assets and financial liabilities approximate their fair values.

32 Fund management

The Company's objectives when managing its capital are to safeguard and to maintain adequate working capital to continue as going concern. The Company's capital comprises its fund as presented on the balance sheet.

No changes were made to the fund management objectives and policies for the financial years ended 31 December 2021 and 31 December 2020.

33 Authorisation of financial statements

The financial statements of the Company for the financial year ended 31 December 2021 were authorised for issue in accordance with a resolution of the directors dated 13 May 2022.

Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff appointments? (skip items 2 and 3 if “No”)		No
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years?		Yes
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
Human Resources and Volunteer Management			
12	The Board approves documented human resources policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 15 if “No”)		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied

Financial Management and Internal Controls			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if “No”)		Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 23 if “No”)		Yes
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)		No
	Does the charity employ paid staff?		Yes
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
Public Image			
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied



EVERY YOUTH A SUCCESS STORY