



**YEARS OF BRINGING COMMUNITIES TOGETHER**

ANNUAL REPORT 2022  
**25**  
YEARS OF BRINGING  
COMMUNITIES TOGETHER

**COMMUNITY  
DEVELOPMENT  
COUNCIL**

Aggregate.**Build**.Connect

## **INTRODUCTION**

2022 marks the 25<sup>th</sup> year of the CDCs' unwavering efforts in bringing communities together.

This special Silver Jubilee edition of the CDC Annual Report encompasses chapters that showcase the CDC story - our early years, how we evolved and our journey ahead.

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## From The Chairman's Desk

### Looking Back

2022 was a significant year for the Community Development Councils (CDCs), as we commemorated 25 years of community-building. Looking back, we are reminded of the important role that the CDCs play in our society.

Many challenges have tested our mettle in recent years. Through it all, the CDCs have remained resolute in fulfilling our mission of **Aggregating** needs and resources, **Building** capabilities and capacity of our partners and residents, and **Connecting** stakeholders and communities. These three principles that the CDCs follow closely form the foundation of all that we do.

**I trust that on our journey ahead, our path will be illuminated by the desire to create caring, resilient and united communities - where every person matters.**

*- Ms Low Yen Ling, Chairman,  
Mayors' Committee*

### Overcoming adversity together

To overcome the unprecedented challenges posed by the COVID-19 pandemic, the CDCs adapted, adopted and accelerated innovation in our initiatives and programmes. We leveraged on technology and other digital methods whenever feasible, to meet our residents' needs. While doing so, we also ensured that residents were well-supported and engaged, and maintained efforts to foster collaboration among our stakeholders. Even though times were tough, a sense of shared ownership emerged during the pandemic.

As we move forward into new post-pandemic norms, the lessons and experiences gained through the crisis brought us enduring and impactful outcomes for our community - which included new ways of engagement and cooperation.

In 2022, with Safe Management Measures lifted, the CDCs conducted 116 local assistance programmes that touched the lives of over 133,000 beneficiaries. The success of these programmes is greatly attributed to our collaboration with our partners comprising Grassroots Organisations (GROs), Social Service Agencies (SSAs), Institutes of Higher Learning (IHLs), professional bodies, corporate entities, schools, and more.

Tapping upon our robust network, the CDCs raised \$13.2 million in cash donations, and received in-kind contributions worth \$2 million. We would also like to express our gratitude towards the 4,000 volunteers who have dedicated their time and efforts towards over 245 volunteer-initiated projects. Without the presence of strong partnerships and solidarity in the community, these milestones would not have been achieved.

A highlight of FY2022 was the second tranche of the digital CDC Vouchers Scheme in May 2022 following immediately after the first launch in 13 December 2021. In what started as a paper-based voucher scheme for lower-middle income households, the CDC Vouchers Scheme has grown into a nationwide effort to help all Singaporean households and local businesses cope with the rising cost of living through digital vouchers. It took many months of hard work and collaboration between the CDCs, government agencies and partners to pilot and launch a seamless claim-and-spend digital voucher experience for both residents and merchants.

The Scheme also highlighted how the CDCs are in a unique position to incubate and test socially innovative solutions to complex problems at the community level, and to scale them up for the wider national population when proven effective. The scheme was well-received, and Singaporeans have collectively spent about \$228 million (96% of all 2021 and 2022 CDC Vouchers claimed), which has helped boost the businesses of participating heartland merchants and hawkers.

### Our Next Chapter

This year's annual report not only presents numbers and figures, but also highlights the experiences and stories of our partners and residents; and the lives that have been touched, uplifted, and transformed through our collective efforts.

I would like to express my heartfelt thanks to each and every one of our dedicated staff, volunteers, district councillors, passionate grassroots leaders, and valued corporate and community partners. Thank you for joining hands with us to uplift the community, and we look forward to growing our valuable partnership for many more years to come.

I trust that on our journey ahead, our path will be illuminated by the desire to create caring, resilient and united communities – where every person matters. Let us write the new chapters of this story together, for a brighter and more inclusive Singapore.

**Ms Low Yen Ling,**  
Chairman,  
Mayors' Committee





# **CHAPTER 1** **Our** **EARLY YEARS**

Looking back to our early years of bringing communities together, we remember our humble beginnings that laid the foundation for our capacity to touch hearts and change lives within our community.

The following pages highlight key events and milestones that transformed the CDCs from an idea, to the robust network of support we know today.

## How It All Began

**1996**



It was at the National Day Rally of 1996 when then-Prime Minister (PM) Mr Goh Chok Tong introduced the idea of Community Development Councils (CDCs) - to foster a tightly-knit, compassionate and self-reliant community in Singapore where the more successful actively give back to the community.

**1997**



In 1997, the CDCs were established under the PA Act (CDC Rules).

The first two CDCs - Marine Parade and Tanjong Pagar - were set up in early 1997. They were followed by seven more CDCs (Ang Mo Kio-Cheng San, Bukit Timah, Central Singapore, Hougang, North East, Potong Pasir and Sembawang-Hong Kah) later in the same year.

With our strong community networks, the CDCs were tasked to strengthen social support by making the national social assistance schemes more accessible, and to assist our residents in achieving upward social mobility. This was done by providing employment assistance, training and career counselling.

Support for communities permeated other areas of life as well. The CDCs piloted government initiatives such as the solemnisation of marriages, the presentation of scholarships, and were also involved in the government's facilities planning and development efforts such as Family Service Centres and Elder Care facilities.

The CDC Planning and Development (CPD) Division was created at the People's Association Headquarters (PA HQ) to coordinate the work of the CDCs, and the CDCs were parked under the CPD eventually.



**2001** > **2002** > **2003** > **2004** > **2005**



In 2001, the CDCs were re-organised into the five CDCs that we know today - Central Singapore, North East, North West, South East and South West CDCs.

The roles that the CDCs played through the initial years served the community well. These include pushing out initiatives which complemented the government's efforts on a national level; identifying and supporting emerging needs at the district level; and strengthening the connectivity among Grassroots Organisations (GROs), corporate and community partners, and residents at the constituency level.



**VISION:**

Owning your community



**VISION:**

A Caring & Healthy North West community



**VISION:**

Building a Do-Good district



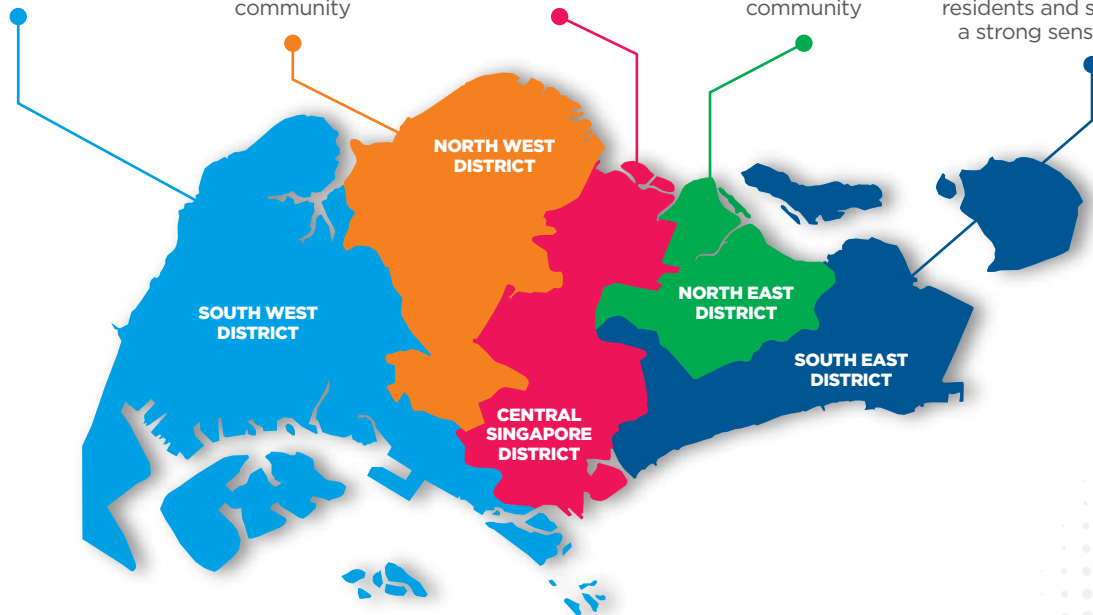
**VISION:**

A Caring & Cohesive community



**VISION:**

To build an active and vibrant South East District where residents and stakeholders feel a strong sense of belonging





## Office Of The Mayors

Mayors play a key role in leading their respective districts, galvanising support from their network of partners and helping the community to stay connected, resilient and cohesive.

Each mayor also serves as the Chairman of their respective CDC, and together, they form the Office of the Mayors in Singapore.

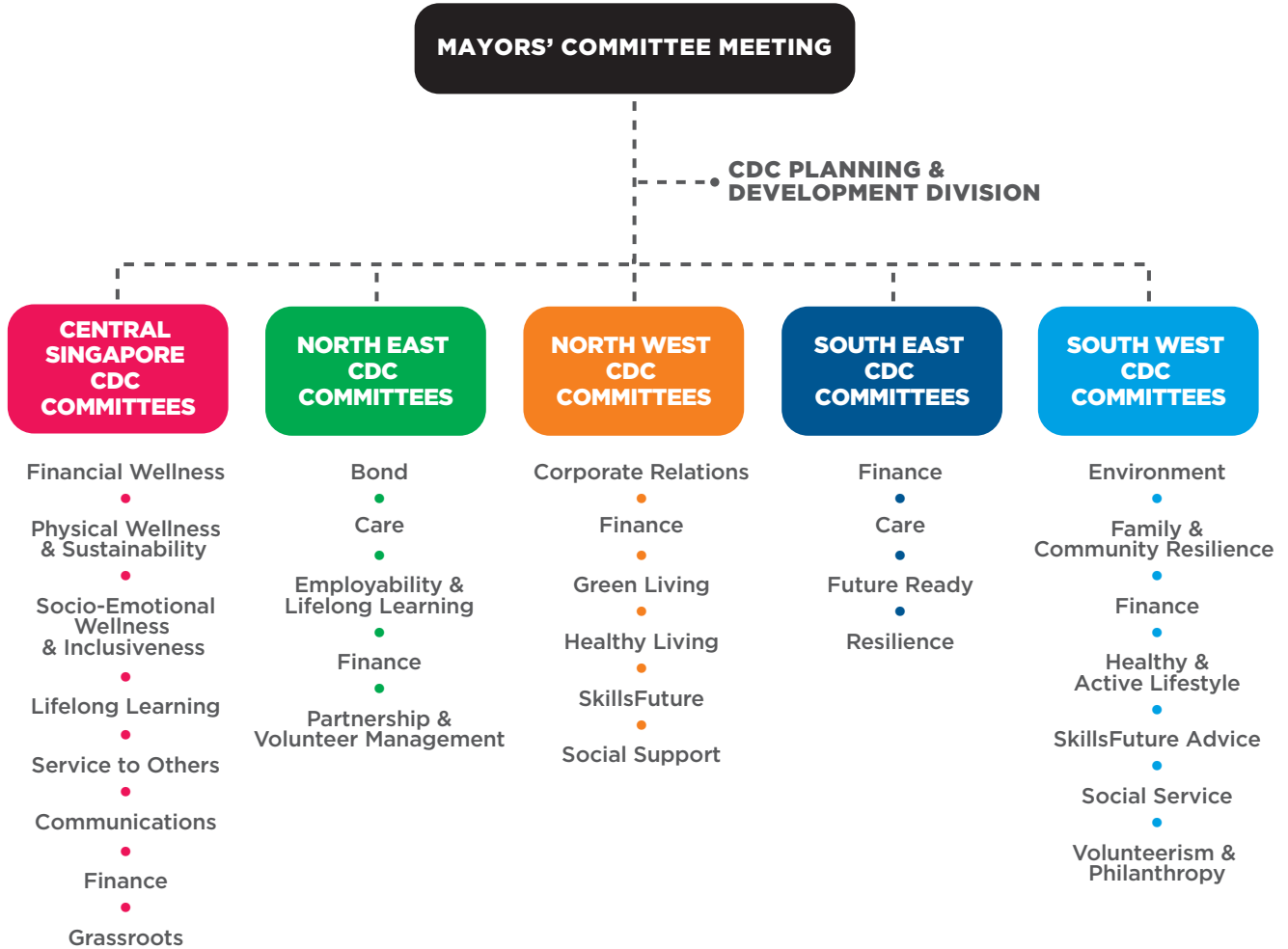


### From left to right:

- 1. Ms Denise Phua Lay Peng**  
 Mayor of Central Singapore District  
 Chairman of Central Singapore CDC
- 2. Mr Mohd Fahmi Bin Aliman**  
 Mayor of South East District  
 Chairman of South East CDC
- 3. Ms Low Yen Ling**  
 Chairman of Mayors' Committee  
 Mayor of South West District  
 Chairman of South West CDC
- 4. Mr Alex Yam**  
 Mayor of North West District  
 Chairman of North West CDC
- 5. Mr Desmond Choo**  
 Mayor of North East District  
 Chairman of North East CDC

The CDC Planning and Development (CPD) Division looks after the five CDCs, and also coordinates and supports the work of the Office of the Mayors and International Relations.

# Our Committees



## Our Mission

Our mission is to build a caring and cohesive community by:

**A**ggregating resources and needs in the community

**B**uilding capabilities of our residents and partners

**C**onnecting stakeholders with communities



## CHAPTER 2

# BUILDING

## **& Bridging Our Communities**

The CDCs work closely with an extensive network of GROs, community and corporate organisations, government agencies, social service agencies, schools and Institutes of Higher Learning to build social capital.

Through our programmes, we support the government's efforts in promoting a caring, inclusive, cohesive, resilient and future-ready Singapore.

## Key Milestones

Below are some key milestones that the CDCs have achieved over the past years.

### 2003

#### Clean and Green Singapore (CGS)

The five CDCs were first involved in the Clean and Green Week in 2003 (subsequently rebranded as Clean and Green Singapore), and continued to inspire Singaporeans to protect our common spaces and environment through a clean, green and sustainable lifestyle.



### 2005

#### \$1 Billion ComCare Endowment Fund

Established by Prime Minister, Mr Lee Hsien Loong, the Fund was administered by the CDCs to provide a safety net for needy Singaporeans, while also serving to foster their self-reliance.



### 2006

#### ComCare Local Networks

Partnering with GROs and Social Service Agencies (SSAs), the ComCare Local Networks was launched by the CDCs across all five districts to provide the needy with access to a wider range of social support services.





## 2007



### OnePeople.sg

The launch of OnePeople.sg on 27 May 2007 was the first major event that marked the 10th Anniversary of the CDCs. Involving all five CDCs and five self-help groups, the Joint Social Service Centre (JSSC) was reorganised to form OnePeople.sg - reflecting its mission to bring Singaporeans together as one people. OnePeople.sg champions racial harmony in our communities by initiating new activities, and fostering interaction between the different races and cultures.



## 2012



### Caring for the Silver Community

In light of Singapore's ageing population, former President, Mr Tony Tan and the five CDCs launched the Caring for the Silver Community initiative to engage more seniors. The initiative sought to promote an active and healthy lifestyle among seniors; strengthen assistance for vulnerable seniors; and develop senior volunteerism.



## 2013



### SME Centres @ CDC

Together with then-SPRING Singapore and the Trade Associations and Chambers (TACs), the five CDCs established SME Centres @ CDC to provide local businesses with greater access to integrated resources and services such as productivity diagnosis, guidance on government assistance schemes and capability workshops.



## 2014

### Community Legal Pro Bono Services Network

The five CDCs and the Law Society of Singapore signed a Memorandum of Understanding (MOU) to launch the Community Legal Pro Bono Services Network. The network sought to provide pro bono legal advice to needy Singaporeans and Permanent Residents through scheduled appointments at Community Legal Clinics across the island.



### WeCare Arts Fund

In partnership with the National Arts Council (NAC), the five CDCs launched the WeCare Arts Fund to increase the social service sector's access to the arts. The three-year \$1.5 million scheme offered grants to 400 SSAs, which allowed them to organise tailored arts projects for their beneficiaries.



## 2015

### Law Awareness Weeks @ CDC

To meet the increasing need for legal awareness amongst residents, the five CDCs and the Law Society of Singapore launched the first Law Awareness Week @ CDC. Common and emerging topics such as Family Law, End of Life and Consumer Protection were covered. In subsequent years, due to popular demand, the programme was extended from one to six weeks to better reach residents, and was also renamed Law Awareness Weeks @ CDC.



**2017**



## SkillsFuture Advice (SFA) @ CDC

Amidst rapid technological advancement and an increasingly globalised workforce, the CDCs launched SFA @ CDC to better empower and equip Singaporeans with opportunities to learn, adapt and upskill as the economy restructures, and started the SkillsFuture Festival @ CDC in 2019.



## National Integration Council - Corporate Social Integration (CSI) Fund

Partnering with the National Integration Council (NIC), the CDCs launched CSI @ CDC to promote corporate social responsibility and local-foreign integration in the community and at the workplace.

## WeCare Arts Exhibition @ CDC

Together with NAC, the CDCs launched an 11-day WeCare Arts Exhibition showcasing the efforts of beneficiaries through activities like photography, batik painting, and dance.



**2018**



## Maybank Family Fund @ CDC

Aimed at uplifting the lives of vulnerable families through financial empowerment, employability and livelihood, the \$1.55 million fund includes a five-year insurance coverage scheme by Maybank that provides medical and mobility expenses reimbursement for up to 1,000 needy families.



## **CHAPTER 3**

### **Overcoming Adversity**

# **TOGETHER**

In 2020, the COVID-19 pandemic hit our shores. The two years that followed were a period filled with uncertainty, fear and challenges for Singaporeans from different walks of life.

Through thick and thin, the CDCs stood together in solidarity with our residents, and helped our communities tide through times of hardship and uncertainty.



## Forging Ahead Amidst Uncertainty

Amidst the changing social landscape, the CDCs quickly recalibrated their efforts to better support our residents at the onset of the pandemic. With our eyes and ears on the ground to identify emerging needs and gaps in social support, we quickly implemented various schemes and programmes to alleviate the immediate concerns of the community.

With the support of corporate partners and individuals, we raised **\$17.2 million** (in cash and kind) in 2020 and 2021 for COVID-19 initiatives to support our residents.





## Initiatives by the CDCs

The five CDCs pivoted and administered a total of **136 COVID-19 initiatives**. These included the distribution of groceries and essential items such as masks and sanitisers to lower-income families/seniors, along with printers and refurbished laptops to vulnerable students on Home-Based Learning (HBL). Collectively, **more than 1.6 million beneficiaries** benefited from these initiatives.

We developed new schemes with corporate and community partners to provide tailored support for vulnerable residents. These include the CDC Vouchers Scheme, The Ngee Ann Kongsi (NAK) – CDC COVID-19 Relief Fund (CRF), Kong Meng San (KMS) – CDC CRF, and the Temasek Trust – CDC Lifelong Learning Enabling Fund.

Due to the tightening of Safe Management Measures (SMM) and restrictions on outdoor and social activities, the CDCs quickly remodelled existing programmes. Harnessing technologies to transform our programmes to digital or hybrid modalities, we continued supporting, engaging and uplifting the lives of our residents.



## Key Highlights 2020 - 2021

### Launch of the CDC Student Meals Scheme

Being the first digital CDC initiative launched during the Circuit Breaker, this fully digital social assistance scheme provided financial support to students from low-income families for their meals during Home-Based Learning.



Launch of the CDC Student Meals Scheme by the five Mayors.

### Digitisation of SkillsFuture @ CDC

Adopting a fully digital format, the SkillsFuture Festival @ CDC supported residents on their journey to stay relevant and employable amidst prevailing uncertainty in the labour market. The SkillsFuture Advice Team (SFA) also went digital, putting together more than 1,000 digital workshops in 2020.



SkillsFuture Advice MOU Signing Ceremony & SkillsFuture @ CDC Dialogue Session.

### Launch of the CDC Vouchers Scheme (Paper)

Through the disbursement of paper vouchers to lower-middle income Singaporean households, the CDC Vouchers Scheme (CDCV) launched in June 2020 helped almost 350,000 households defray their cost of living (COL) and supported more than 8,100 local businesses hit hard by the pandemic. Following its success, a second tranche of paper vouchers was launched in January 2021.



Launch of the CDC Vouchers Scheme by the five Mayors.

## Key Highlights 2020 - 2021

### Launch of the CDC Vouchers Scheme (Digital)

Taking on a whole-of-society approach, the CDCV was transformed into a digital nationwide scheme, which saw the CDCs and People's Association partner up with 9 government agencies (GovTech, IMDA, ESG, MOF, SLA, MCI, SPF, ICA and DOS), merchant associations and individuals like hawkers and merchants.

The first tranche of the digital CDCV (T2021) was launched in December 2021 by Prime Minister Lee Hsien Loong to thank Singaporeans for their display of solidarity during the pandemic, and to bolster local heartland businesses. In May 2022, the second tranche of the digital CDCV (T2022) was introduced to provide further support to Singaporeans.



Launch of the \$130 Million CDC Vouchers Scheme by Prime Minister Lee Hsien Loong and the Mayors.



A payment being made using the digital CDCV.



Group photo with our partners from GovTech, IMDA, ESG, MOF, SLA, MCI, SPF, ICA, DOS, merchant associations, as well as individuals like hawkers and merchants.

## Achievements

We are happy to share that the CDCs were conferred various awards in recognition of our efforts against COVID-19. This could not have been possible without the strong support shown by our staff, volunteers, partners and stakeholders who have worked alongside us towards a common goal.

## One Public Service Award 2022

Awarded in recognition of the \$130 Million CDC Vouchers Scheme in 2021, at the Public Sector Transformation Awards Ceremony (PSTAC). PSTAC is a Whole-of-Government (WOG) pinnacle platform that recognises WOG, agencies and officers for excellence in their work and organisational practices.



*One Public Service Award Ceremony 2022.*

## President's Certificate of Commendation (COVID-19)

Awarded to the CDC Vouchers Scheme team for the exceptional efforts which had significant impact during the pandemic.



*Representative from the CDC Vouchers Scheme team receives the President's Certificate of Commendation (COVID-19).*

## COVID-19 Resilience Medal

A new national award that recognises the substantive contributions of those who participated directly in Singapore's fight against COVID-19. Awarded to the CDC Vouchers Scheme.

## PA Special Team Award

Given to teams within PA who have rendered special contributions and outstanding achievements, injected innovation, advocated a spirit of innovation in their work, identified new opportunities for efficiency, took risks, and iteratively overcame failure through learning. Awarded to the CDC Vouchers Scheme.



*The CDC Vouchers Core Team pose for a group photo.*





## CHAPTER 4

# LIVES

### We Have Touched

In 2022, COVID-19 entered an endemic state in Singapore. However, even as we gradually returned to a sense of normalcy, global events continued to affect our lives and the uncertain economic landscape remained a challenge.

Throughout this year, we focused our efforts on helping residents to rebuild their lives post-COVID, supporting their transition to a new social landscape, and creating opportunities for a better future.

Be it families or individuals; elderly residents or even the youngest members of our society; the CDCs rolled out various common flagship and district-level programmes to support, uplift and strengthen our community as a whole. These initiatives range from career opportunities to mental health wellness advocacy, addressing new and emerging issues our communities face.



# CDC Vouchers Scheme 2022



## Helping communities tide through challenging times

2022 saw rising prices in Singapore, due to global inflation. For family man Mr Daryl Tay, the digital CDC vouchers helped increase savings for his household of five. Mr Tay also found the digital vouchers to be convenient to use, compared to physical vouchers which could get misplaced or stolen. For stall owner Ms Soryati Binte Pakol, the digital CDC vouchers were convenient and easy to pick up with the assistance of CDC Ambassadors.

”

**As a family of five, the CDC Vouchers came in handy to offset some of our everyday purchases. We would also like to commend the digital interface, which is not only easy to use but also environmentally friendly! The interface with different voucher denominations also made it easy to spend – bigger denominations for bigger grocery purchases, and smaller denominations for food items. We look forward to more vouchers in the coming years.**

~ Mr Daryl Tay, 58, NE District resident

“



Launch of the CDC Vouchers Scheme 2022 by Minister for Finance Mr Lawrence Wong and the Mayors.



The CDC Vouchers Scheme 2022 was launched by Minister for Finance Mr Lawrence Wong and the five Mayors on 31 May 2022 to help Singaporeans cope with their daily expenses, and to support the businesses of heartland merchants and hawkers. This was the second tranche of digital vouchers that was disbursed following its success in the first tranche which was launched in December 2021.

The 2022 scheme, spanning from 11 May 2022 to 31 December 2022, provided about 1.22 million Singaporean households with \$100 in CDC Vouchers to spend at over 20,000 participating heartland shops.

## CDC Vouchers Scheme 2022



This multi-agency collaborative effort led by the CDCs was a large success with 98.7% and 96.2% of Singaporean households claiming their CDC Vouchers in 2021 and 2022 respectively. Notably, over \$228 million (96% of all CDC Vouchers claimed) has also been spent at participating heartland and hawker shops.

The CDC Ambassadors and IMDA's Digital Ambassadors also offered their assistance to digitally less-savvy residents who needed more support. In addition, the CDCs piloted a student volunteer initiative with 140 St. Joseph's Institution (SJI) students at 40 Community Centres.



*CDC Ambassador guiding a senior heartland merchant to use the RedeemSG app during the onboarding process.*

**We were initially worried about participating when the scheme turned digital as we were concerned if our staff would be able to manage the digital vouchers. However, with the support of the CDC Ambassadors, the staff were willing to give it a try and pick it up easily!**

*- Ms Soryati Binte Pakol, 48, Stall Owner at NW District*



*Student volunteer engagement with heartland merchant.*

## WeCare Arts Fund (WCAF)



### Enriching our underserved communities through art

Everyone who participated in projects and programmes organised by the WeCare Arts Fund got the opportunity to experience and enjoy the arts, pick up new skills, and make new friends.

Established by the National Arts Council (NAC) and the five CDCs, the WeCare Arts Fund is an inclusive funding scheme that enables underserved communities to enjoy the arts. The fund provides support to Social Service Agencies (SSAs) and Self-Help Groups (SHGs) to engage their beneficiaries in artistic activities.

The Fund is open to all SSAs and SHGs, and supports project costs that involves artists working directly with SSAs/ SHGs and their beneficiaries through the Performing, Visual, Literary and Multi-Disciplinary arts.



*Young students attending a ukelele class supported by the WeCare Arts Fund.*

**Apart from learning something new, the arts have been proven to be therapeutic while improving concentration and reducing feelings of isolation for the residents. Completed artworks can also be displayed at the Nursing Home, or used for future events.**

*~ SSA staff, St John's - St Margaret's Nursing Home (SW CDC's programme)*

**I enjoyed learning something new. It was my first time using a wax pen and experimenting with painting on fabric. The artist was also friendly and patient with us, which made every lesson enjoyable. Most importantly, I enjoyed the company and creating art in a group setting. Participating in the programme with my fellow ward residents has allowed me to make friends with others.**

*~ Participant of a WCAF programme*

## Better Homes @ Central



### Creating better spaces for a better future

With home-based learning (HBL) becoming the new norm, Central Singapore CDC ensured that low-income families with school-going children were offered an equal opportunity to enjoy conducive and sustainable spaces at home.

Better Homes @ Central provides a one-off basic home refurbishment to vulnerable families, by connecting sponsors and community partners to aggregate resources and improve their living conditions.

Launched in June 2022, the programme started with the refurbishment of two pilot units from Kampong Glam and Kebun Baru division. The completion of the two pilot units was followed by a home visit on 16 July 2022 to Kebun Baru division, attended by Ms Denise Phua, Mayor of Central Singapore District, Mr Henry Kwek, Grassroots Adviser to Kebun Baru Division, Mr Henry Song, Chief Executive Officer of Nunchi Marine and representatives from Kebun Baru division and SSO @ Ang Mo Kio.

Through the programme, families were able to transform their homes for living and learning through consultations with designers, engaging contractors, movers, and cleaners, the provision of basic furnishings, along with home organising tips by professionals. Looking ahead, Better Homes @ Central will be extended to all divisions with eligible families living in HDB rental units in the district.

**In the past, our unit was very cluttered. There was no room for the children to walk, let alone play. They had to study on their beds. This new environment is now much more comfortable and spacious. There is even a study corner for my children to do their homework together.**

*~ Mdm Ang Mei Yong, 38 (Resident of Kebun Baru Division)*



*Beneficiary family's living room before and after renovation.*

**Better Homes @ Central improves the lives of my residents. Many families in public rental flats face space constraints. Beyond a refurbished unit, active space planning, decluttering and organisation tips are powerful tools to enable these families to overcome physical limitations.**

*~ Mr Henry Kwek, Grassroots Adviser*



*Family photo after the renovation - (from left to right) Roy, 13; Rickson, 14; Desline, 17; Eileen, 11; Mdm Ang.*





# The Purple Symphony

## Uplifting lives through inclusive communities

Dedicated to building inclusive communities, Central Singapore CDC organised Singapore's largest inclusive orchestra. The programme comprised more than 100 musicians with and without disabilities across 5 key musical sections: Percussion, Plucked and Bowed Strings, Winds and Choir.

The Purple Symphony also launched a Training Award Programme sponsored by GIC to provide musicians with disabilities who may need financial assistance, the opportunity to learn music, develop music talents and perform in public.

The Purple Symphony had performed for thousands, such as dignitaries and members of the public, at places like the Istana, National Gallery, Suntec City and Temasek Shophouse. Guests-of-Honour include former President Halimah Yacob and Prime Minister Lee Hsien Loong.



A mesmerising performance by The Purple Symphony at the National Gallery.

**The Purple Symphony has helped me improve my musicality and my social interactions as well.**

~ Zachary Tan, Violinist



Musicians from The Purple Symphony pose for a shot with their musical instruments.

**The knowledge I've gained from being taught by professionals gives me the confidence to perform in public and go to shows that I never would have thought of attending!**

~ Nur Anisah Daaniys Binte Muhammad Sufian, Choir Member



The Purple Symphony's opening act performance at the annual The Purple Parade.



## Community Employment Programme - Inclusive Employment (CEP-IE)



### Equal job opportunities for Persons With Intellectual Disabilities (PWIDs)

Through the Community Employment Programme – Inclusive Employment (CEP-IE), PWIDs are empowered to take up fulfilling and career-building job opportunities independently.

Developed in a new partnership between North East CDC and Movement for the Intellectually Disabled of Singapore (MINDS), the CEP-IE programme sought to create equal career opportunities for diverse groups, and to generate employment for PWIDs within the community. Under the programme, PWIDs in the North East District have the opportunity to be employed at a work location near their homes. This is aimed at creating community job experience for PWIDs, and to build up their confidence and capabilities for future employment.

Hosted by Mr Desmond Choo, Mayor of North East District, the programme was officially launched on 20 June 2022 at Tampines Changkat Zone 2 RN Centre. The programme was attended by Guest-of-Honour Mr Masagos Zulkifli, Minister for Social and Family Development, Second Minister for Health & Minister-in-charge of Muslim Affairs; along with MINDS Representatives, North East CDC District Councillors, Grassroots Leaders, beneficiaries and their caregivers.



*Trainees harvesting vegetables that will be packed and delivered to the community fridge.*

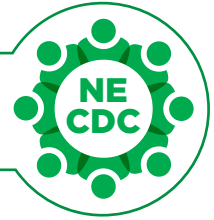
**This is a good programme that helps my brother learn how to get along and work with others. He tells us about his work every day. He told us he can manage the job and he enjoys what he is doing. I would like him to continue with this programme to learn new skills.**

*- Ms Selvarani d/o Kumarasamy,  
 sister and PWID caregiver*

**MINDS is heartened to work with North East CDC to pioneer the CEP-IE programme, a partnership that underscores the importance of community involvement in building a more inclusive society for persons with intellectual disabilities to live, learn and work independently. We look forward to expanding the employment pathways and list of partners in this programme with North East CDC.**

*- Mr Kelvin Koh, Chief Executive Officer, MINDS*

# Pre-School Transition Starter Kit 2022



## Supporting our youngest residents

Under the Pre-School Transition Starter Kit 2022 programme, children from less privileged families received essential supplies such as school bags, water bottles and other school supplies to help prepare them as they took their first step into primary school.



K2 students on stage with Mayor Desmond Choo together with Advisers from Sengkang GRC.



K2 students from My First Skool, Blk 308C Anchorvale Road performing at Rivervale Community Club.

With our youngest residents in mind, the North East CDC Pre-School Transition Starter Kit 2022 was organised in partnership with Zhi Zhen Tan Dao Xue Hui (Singapore). Under the programme, K2 students (6 years old) from less privileged families were provided with essential schooling items as they transition from kindergarten to primary school. In total, the programme benefited more than 1,400 children across the North East District.

Held on 6 November 2022 at the Rivervale Community Club, the programme was attended by Guest-of-Honour Mayor Desmond Choo, and Advisers to Sengkang GRC which included Dr Lam Pin Min, Grassroots Adviser to Sengkang West GROs; Mr Goh Yeow Tin, JP, BBM(L), Grassroots Adviser to Sengkang East GROs and Mr Koh Juay Meng, PBM, Grassroots Adviser to Sengkang Central GROs.



**We are very happy. All the items are useful for the new school year, especially the water bottle. My child loves the stationery set and the school bag.**

- Ms Khadijah, parent of Rania Irdina

Ms Khadijah, and her daughter Rania Irdina from K2 Navy 1 (2022) - PCF Sparkletots.

## Little Steps @ North West



### A helping hand for parenthood

Believing that all children deserve an opportunity to thrive, Little Steps @ North West provides cash assistance to eligible households with children aged up to six years old, who are supported by KidSTART SG.



Launch of Little Steps @ North West with DPM Lawrence Wong.

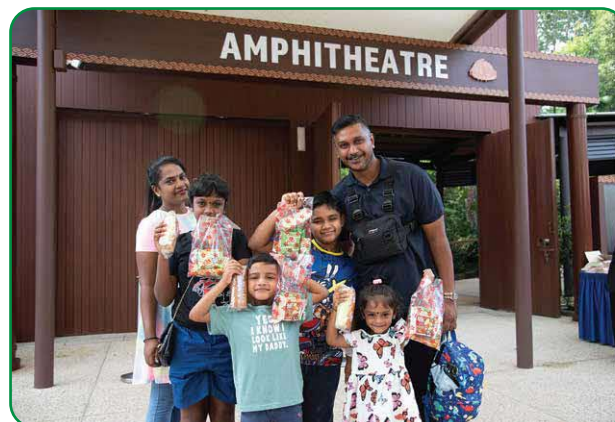
Little Steps @ North West was launched on 14 Jan 2023 at the Singapore Night Safari by DPM Lawrence Wong, providing eligible families with \$500 in cash assistance per financial year. The additional cash assistance aimed at helping parents defray daily expenses to better focus on their children's development.

**I'm thankful for the cash assistance, which will help us defray expenses for the next few years. The additional financial support has also reduced my stress, allowing me to focus on caring for and supporting my children.**

~ Ms Hui Sui Shan, 38

**With four children and six mouths to feed, the sudden loss of income took a toll on us when my husband lost his job recently. The cash assistance came as additional support and provided much welcome relief for my family. It has allowed me to address various necessities such as food and school items to ensure that my children's basic needs are met.**

~ Shalini Devi d/o Manisagram, 37



Ms Shalini and her family having fun at the Zoo.



# Green Bootcamp @ North West



## Empowering our youths to think green

For our youths who are inspired to make a change for the environment, the Green Bootcamp @ North West provides them with the opportunity to devise innovative solutions to address environmental challenges, and to connect with other like-minded individuals.

As part of the CDC's continuous efforts to inspire Singaporeans to care for our environment, Green Bootcamp @ North West was opened to all students from Institutions of Higher Learning (IHL), and provides a platform for youths to take action, and discuss green ideas.



*Participants devise innovative solutions to address environmental challenges.*



*Participants pitching their ideas to a panel of judges.*

Held on 30 July 2022 at Nanyang Technological University (NTU), the inaugural Green Bootcamp @ North West was attended by Mayor of North West District, Alex Yam, and over 70 youths from various IHLs. The programme's series of workshops and training sessions invited participating youths to equip themselves with green knowledge, and challenged them to tackle the issue of influencing the community to adopt sustainable practices in their daily lives.

**It was an enjoyable experience coming to Green Bootcamp. Being among so many other teams who are equally passionate about the environment really inspired us, and their dedication also keeps us motivated to continue our green journey.**

*~ Caleb Liow, Participant, Team BYOC Buddy*

**The programme empowers youths to be out there and make a change for the environment. It helps like-minded individuals come together to share, bounce off each other's ideas, and create something even better.**

*~ Tan Yong Hui, Student Organiser*

## “The Light Within” - Mental Wellness Digital Series



### Opening hearts and minds through open conversations

Recognising that mental health is an emerging social-health issue, students from ITE College East were encouraged to learn the importance of mental wellness through “The Light Within”. The programme’s digital productions encouraged youth to engage in open conversations on issues they faced, and to develop a positive and help-seeking mindset to overcome challenges.

“The Light Within” - Mental Wellness Digital Series aimed to raise awareness, remove stigma and promote mental resilience amongst youth through digital productions. Launched on 25 April 2022 at ITE College East, the programme was attended by Mr Mohd Fahmi Bin Aliman, Mayor of South East District.

With support from the Ministry of Education (MOE) and IMH REACH (Response, Early Intervention and Assessment in Community Mental Health), SE CDC commissioned a short film and an animation to encourage open conversation on mental health. Teachers were also equipped with skills, tools and resources to facilitate discussion on mental health issues and themes related to the digital productions. Apart from ITE College East, the programme was also available to all Secondary Schools and IHLs in the South East District.



Launch of “The Light Within” at ITE College East.

**I like how the actor was able to express his feelings to relieve all his problems at the end of the film. We were able to discuss our similarities and differences during the session. I learnt that it is important to not let other people’s opinions influence us and to be able to share our feelings with others.**

- Cayden Chong, Student, ITE College East

**I felt like I could relate to the film after watching it. It reminded me that I am not alone because I have a support system. It is also comforting to know that there are others going through similar problems as myself, but the best part is that I have someone to trust when I need them.**

- Aly, Student, ITE College East



ITE staff and students during a sharing session.



## Maybank Shopping with Seniors @ South West



### Lending a helping hand

Close to 500 seniors in the South West District will receive supermarket vouchers to help defray their household expenses, through the Maybank Shopping with Seniors @ South West programme.

**Supporting the community has always been a key thrust at Maybank, and we will continually do our part to uplift the vulnerable, the less fortunate and connect with the community – which are core to the bank's mission of humanising financial services.**

*- Dr John Lee, Country Chief Executive Officer and Chief Executive Officer of Maybank Singapore*



*Group photo of programme organisers, volunteers and some senior beneficiaries.*

Maybank Shopping with Seniors @ South West is part of the Adopt @ South West programme, which reaches out to needy families and vulnerable elderly living in rental and purchased flats.

Close to 500 seniors will each be provided with \$100 worth of supermarket vouchers under the initiative, to help defray their household expenses. They will be accompanied by about 600 volunteers from Maybank Singapore on their grocery shopping trips, who will share useful nutritional tips to help the seniors make healthier food choices.



*Volunteers from Maybank Singapore shared useful nutritional tips with the seniors.*



## CHAPTER 5

# NETWORKS

## We Have Built

The work of the CDCs involves aggregating and bringing together resources, building capabilities and connecting communities. All this is made possible with the strong network of partners we have built over the past 25 years.

We are grateful for all our corporate and community partners, Grassroots Organisations, volunteers and stakeholders who have worked alongside us, making contributions through their expertise and resources in our various programmes and initiatives.

Their support and contributions, big and small, have multiplied the impact of our programmes and added vibrancy to our communities.

## Law Awareness Weeks (LAW) @ CDC 2022



### Working together to raise public awareness about anti-scams

Collaborating with new partners (Singapore Police Force (SPF), National Crime Prevention Council (NCPC) and NUS Peo Bono Group), LAW @ CDC 2022 focused on boosting collective action on scam prevention and awareness.



Launch of LAW @ CDC 2022 by Minister Edwin Tong.

**Scammers are constantly finding new ways to prey on victims' vulnerabilities. Whilst the Police endeavour to safeguard the public from scams, enforcement alone will never be sufficient. The scammers will adapt and find a way around our measures. Combatting scams is a whole-of-society effort, and the best defence against scams is an alert and discerning public.**

~ Singapore Police Force

The CDCs continue to equip our residents with the relevant skills and knowledge to protect themselves against rising online threats.

Into its 8<sup>th</sup> year, the annual LAW @ CDC was launched on 2 October 2022 by Guest-of-Honour Mr Edwin Tong, Minister for Culture, Community and Youth & Second Minister for Law; together with the five Mayors at the Singapore University of Social Sciences.

Held from 2 to 13 October, the programme focused on reaching out to seniors and youths through physical and online legal talks to raise awareness about emerging issues and disputes.

Besides our new partnerships, LAW @ CDC 2022 also marked a new milestone by signing a new two-year Memorandum of Understanding on fostering greater collaboration on Scam Prevention and Awareness to offer enhanced integrated care for the community beyond the annual LAW @ CDC programme.



# SkillsFuture Festival @ CDC 2022



## Providing our residents with career-growth opportunities through valuable partnerships

Our partnerships with SkillsFuture Singapore (SSG), National Trades Union Congress (NTUC), Employment and Employability Institute (e2i) and other industry experts have enabled the CDCs to provide opportunities for residents to continuously upskill themselves.

In a collaborative effort with the festival's 51 partners and industry experts, the five CDCs organised five district-level SkillsFuture Festival @ CDC 2022 (SFF @ CDC) to keep our residents future-proof. Taking on the theme "Be Future-Ready through Upskill Learning & Career Planning", SFF @ CDC 2022 was aimed at helping Singaporeans become future-ready in an endemic world.



*A curious young mind learning about the Autonomous Robot with MakeIT at Libraries, National Library Board.*

**Being a leading training provider for drone operations, Trent Global College contributed to the event by sharing their drone-related courses which are rising in demand in the BCA sector as buildings incorporate drones in their surveillance operations to pivot towards greener solutions.**

*~ Alexander Yan, Business Development Manager,  
Trent Global College*

The festival helped to bring learning opportunities and resources closer to and more accessible for residents, especially opportunities in the growth economies and sought-after industries such as the Care, Digital, and Green economies. Activities included informative workshops, experiential booths, career coaching services and virtual webinars to promote the importance of lifelong learning and skills upgrading. Furthermore, programmes for physical participation were thoughtfully tailored to suit each district's resident profiles. With this decentralised, hybrid format, the CDCs achieved higher levels of engagement in each district, with a total of 28,000 participants (physical and online) in 2022.

All in all, the success of SFF @ CDC 2022 can be greatly attributed to our partners, who worked closely with the CDCs to showcase various engagement activities in the relevant economies and to meet each district's needs. Their efforts enabled residents to acquire industry-specific knowledge from industry experts and leaders.



*Participants engaging in a hands-on session on basic haircutting techniques.*



# Junior Stars and Digital Bootcamp



## Nurturing future generations with our partners

Supported by our volunteers and partners, Central Singapore CDC has worked towards enriching the learning experiences of our young residents through the SkillsFuture Junior initiative, comprising Junior Stars Nurture, Junior Stars Holiday Enrichment Series and My Digital Bootcamp.

### Junior Stars Nurture

Supported by StarHub Ltd. since 2011, Junior Stars Nurture is a 40-week community programme that exposes disadvantaged children to skills of the future. The programme's interactive and activity-based workshops covered communications and problem-solving skills, along with complementing academic classes taught in schools.

**NURTURE lessons are fun, and the teachers are kind. I enjoy learning how to communicate better and seeing my grades improve through these years.**

~ Jason (12 years old), Nurture @ Toa Payoh East

**I learned how to design a 3D virtual environment with the Thinkific software. It was one of my best camps spent with my friends. Thank you, Central Singapore CDC and UOB for allowing us to learn these digital skills!**

~ Jayden Lim, Gan Eng Seng Primary School

### My Digital Bootcamp

My Digital Bootcamp is an experiential and hands-on day camp organised by Central Singapore CDC with UOB, which equips children with digital-making skills and allows children to understand the current digital landscape. Catering to children from lower-income families, the programme managed to reach out to 1,300 children in its 2022 season 2.

In March 2023, season 3 of My Digital Bootcamp was launched with Guest-of-Honour Ms Indranee Rajah, Minister, Prime Minister's Office, Second Minister for Finance and Second Minister for National Development and key representatives from UOB and community and school partners.

### Junior Stars Holiday Enrichment Series

The 'Junior Stars' Holiday Enrichment Series are thematic holiday workshops where participants pick up skill sets such as entrepreneurship, public speaking, food sustainability and virtual reality creations. Reaching out to more than 700 children beneficiaries in 2022 with the help of over 152 volunteers and 25 community and training partners. The programme seeks to help children from low-income families. The programme was launched in March 2022 with special guest Mr Saktiandi Supaat, Grassroots Adviser to Bishan-Toa Payoh GRC GROs and key representatives from StarHub Ltd. and community partners.



Young participants learning advanced digital-making skills, such as robotics, game design and programming, in a fun and engaging manner.

## CSR Collaboration with Jabil Singapore



### Empowering our corporate partners to do good for the community

We are always heartened to work with corporate partners who value giving back to the community. North East CDC supported Jabil Singapore in organising its quarterly food donation drive for vulnerable seniors and low-income families residing in rental blocks. The programme was powered by the support of over 200 volunteers and benefitted over 900 beneficiaries.



**In Singapore, our spirit to serve is evident in our local partnerships. Working with North East CDC allows us to expand our philanthropy efforts to directly impact the lives of 800 families in Hougang, Kaki Bukit, Pasir-Ris, Punggol and Tampines. These events also touch the lives of our volunteers who are humbled and inspired by the people they engage with. It's been an incredible and rewarding journey and we look forward to doing more.**

*- Ng Kee Wee, Chairperson, Jabil Cares Singapore*



Volunteers from Jabil Singapore accompanied 100 seniors on a shopping trip at the NTUC Fairprice outlet at Downtown East on 13 January 2023, before the Chinese New Year festivities.

**For more than 55 years, Jabil employees have dedicated their personal time to making a difference in the communities they call home. In 2022, we completed over 1.1 million volunteer hours.**

*- Chairperson of Jabil Cares*

Based on the district's needs, the programme was rolled out to the divisions of Punggol Shore, Kaki Bukit, Hougang, Pasir Ris East, Tampines Changkat, Tampines Central, Tampines North and Tampines West where beneficiaries were referred by North East CDC's community partners, Ang Mo Kio FSC, Jia Ying AAC and Grassroots Organisations from the respective divisions.



A volunteer from Jabil Singapore accompanies a senior on the shopping trip at NTUC Fairprice, Downtown East, on 13 January 2023.

## Mental Wellness @ North West



### Promoting mental wellness through partnerships with industry experts

Partnering up with healthcare experts, community and corporate partners, North West CDC organised the Mental Wellness @ North West to increase mental wellness literacy within the community.

As part of the programme, 36 Mental Wellness Ambassadors from 19 North West Divisions were officially appointed and attended their first training session on 11 March 2023, with Guest-of-Honour Mayor Alex Yam. The Mental Wellness Toolkit was also launched to provide better support for the Mental Wellness Ambassadors and residents, on various mental well-being topics. In addition, four webinars were also held across the year to educate residents on a variety of mental wellness topics.

Mental Wellness @ North West was made possible by our partners: Woodlands Health, CareCorner Singapore, Psyconnect, Singapore University of Social Sciences (SUSS), Shine Children & Youth Services, Singapore Association for Mental Health, Goodlife! and ClaritySG.



*A mental wellness ambassador at a training session.*

**Mental wellness is often overlooked. As a volunteer, I found that some residents who are facing mental health issues may not have the courage to step forward to seek help. By increasing education and outreach, we can help more people recognise and address mental wellness within our community. With the programme, we can ensure that residents are able to receive the help they need at an earlier stage.**

*- Kendrick Lau, 39, Mental Wellness Ambassador*



*Launch of the Mental Wellness Toolkit for residents.*



## FairPrice Walk for Rice<sup>+</sup> @ South East



### Connecting partners and residents to raise rice for vulnerable residents

The South East CDC's FairPrice Walk for Rice<sup>+</sup> programme was organised to encourage Grassroots Organisations (GROs), Schools, Social Purpose Entities (SPEs) and other corporations in the community to raise rice for vulnerable residents in the South East District through organised walking activities.

**I started participating in the FairPrice Walk for Rice<sup>+</sup> @ South East in 2021 and will definitely look forward to more of such events. Whilst walking, I get to enjoy sceneries, the breeze and small chit-chats along the way. A good distraction to our usual work and busy lifestyle.**

~ Ms Jessica Lee, 63 years old



Mr Chawla, Mayor Fahmi and Mr Seah flagging off the participants.



Participants trying out the fringe activities during the launch.

Conceptualised in 2011 using the '5E' approach, FairPrice Walk for Rice<sup>+</sup> @ South East uses a simple and enjoyable activity to encourage widespread participation and to forge stronger bonds in the community. The programme also promoted active citizenry by empowering different community partners to customise their walking events and accumulate mileage towards FairPrice Walk for Rice<sup>+</sup> @ South East.

FairPrice Walk for Rice<sup>+</sup> @ South East was kickstarted on 3 November 2022 at OCBC Square, Singapore Sports Hub. The event was hosted by Mr Mohd Fahmi Bin Aliman (Mayor of South East district), and attended by Mr Seah Kian Peng (Chairman, NTUC FairPrice Foundation) and Mr Vipul Chawla (Group Chief Executive Officer, FairPrice Group).

**I'm glad to take part in FairPrice Walk for Rice<sup>+</sup> @ South East again because such an initiative allows me to stay healthy while doing good. I encourage everyone, especially seniors, to take good care of their health by doing simple exercises such as going for walks.**

~ Mr Jin Shun, 83 years old



## South East Family Cleans East Coast Park



### Keeping our beaches clean and green

To keep East Coast Park clean, South East CDC organised a district-level coastal clean-up with our residents and partners, in collaboration with East Coast GRC, Marine Parade GRC, Mountbatten and MacPherson SMCs.

Partnering with The Re-Purpose Collective, Just Keep Thinking, Marine Steward Singapore, Marine Parade GRC, East Coast GRC, Mountbatten, MacPherson SMCs, PASSion Wave @ East Coast, ITE College East and Nparks, South East CDC aimed to inspire South East residents to take ownership of East Coast Park's waste situation and support community efforts with a scaled-up coastal clean-up programme. Hosted by Mayor Mohd Fahmi Bin Aliman & SMS Tan Kiat How and attended by Distinguished Guest DPM Heng Swee Keat, the programme was aligned with the Singapore Green Plan 2030 and hoped to strengthen a pro-environmental mindset within the community.

**SE Resident, retiree Tan Soi Meng, 67, was among the participants on Saturday morning and said it was his first cleanup. Describing the work as strenuous, Mr Tan said he was surprised at the amount of trash he collected, which mostly comprised plastic wrappings. "I'm doing this for the sake of our future, and despite the backache, I will do it again," he said.**

*~ Mr Tan, 67 years old*

**The Re-Purpose Collective, a non-profit, was one of the community partners at the event. The co-founder, Yasser Amin, educated the participants on giving waste plastics a second life and how they can be recycled into household items such as coasters and flower pots.**

*~ The Re-Purpose Collective, one of the community partners at the event*



*East Coast and Marine Parade Advisors pose for a picture.*



*Participants gathering trash.*

At the end of the event, participants collected about 90kg worth of litter - including some collected from the sea by about 40 participants on kayaks. The success of South East Family Cleans our East Coast Park is attributed to the collaborative effort between community and corporate partners who provided volunteers, and helped facilitate and educate residents on how to protect the environment.

## Festive Cheers @ South West



### Celebrating the festivities with volunteer work

Festive Cheers @ South West is an annual event to rally the support of corporate and community partners to organise a series of festive activities for the community. These range from Christmas and Chinese New Year parties, and the distribution of Festive Cheers packs to the beneficiaries of Adopt @ South West.

The programme saw more than 1,000 volunteers involved in the packing and distribution of the Festive Cheers packs. 70 community and corporate partners came on board in 2022, with an overall contribution of \$850,000 in cash and kind, an increase of 25% from the previous year.

Festive Cheers @ South West 2022 also saw the participation of volunteers with special needs giving back to the community in their own tangible ways.

Between December 2022 and March 2023, 8,000 households in the district received the South West Festive Cheers packs worth about \$100 each.



Volunteers getting ready to distribute Festive Cheer packs to beneficiaries in Bukit Batok division.

**I am happy to be able to give back to the community. It is especially meaningful that our clients are given the opportunity to volunteer and contribute to society. Seeing the happy faces of the people we helped makes us smile.**

*- Mr Ambrose Chi, Training Officer at MINDS  
 Jurong Training & Development Centre*



Minister for Trade and Industry Gan Kim Yong (centre) and Mayor of South West District Low Yen Ling (in pink top) distributing gift packs to residents.

**This is the third year that we have been involved in Festive Cheers @ South West, and we are thankful for the opportunity to contribute to the community. It really warms our hearts to see the happy faces of the seniors when they receive the gifts. We look forward to being a part of Festive Cheers again in the future.**

*- Mr Michael Teh, Managing Director, Nature Landscapes Pte Ltd*

## Young Technopreneur Challenge 2022



### Creating a better future for our residents with our partners

In collaboration with HP Singapore and Junior Achievement Singapore, the Young Technopreneur Challenge 2022 aims to support students to take ownership of the world they live in.

**I am grateful for the support from our teachers, mentor Ms Rachel, and most importantly our team members Ning Xin, Muhan and Suyeon. I am thrilled to be part of this competition because it gave us hands-on experience outside of the classroom. I look forward to the job shadowing opportunity at HP Singapore, and hopefully, we can gain more exposure through the experience.**

*~ Chua Jen Ee, Raffles Girls' School, Secondary 3 student*

**Sustainability and Digital Equity are key focus areas at HP. The students have gone through months of learning, research, and planning to bring their solutions to life today. It's heartening to see the valuable insights they've gained and the confidence with which they've presented their proposals. I'm looking forward to the students incorporating the skills they've learned into their learning journey ahead and driving change in their communities.**

*~ Ms Vivian Chua, Managing Director, HP Singapore*

Held on 9 July 2022 at the Singapore Discovery Centre, The Young Technopreneur Challenge was organised to encourage students to develop sustainable solutions in relation to the United Nations' Sustainable Development Goals, Singapore Green Plan 2030 and the Sustainable South West Masterplan.

17 participating schools, 37 teams with close to 150 Secondary 2 and 3 students attended boot camps on Science, Technology, Engineering and Mathematics (STEM), design thinking, pitch and presentation, and online self-paced courses. These courses were taught through HP Life, a skills-training program for entrepreneurs, business owners, and lifelong learners worldwide.



*The team from Raffles Girls' School emerged as the winning team and was awarded a job shadowing opportunity at HP Singapore, as well as a \$3,000 funding to implement their idea.*

# Moving Forward

As we embark on our next milestone after 25 years of community building, the CDCs will continue to reassess local community needs and complement the national agenda.

Driven by their mission to “Aggregate, Build, Connect” and supported by robust networks of partners, district councillors and volunteers, the CDCs remain committed to delivering impactful needs-driven programmes and services at both the national and district levels - to help build cohesive and resilient communities.





# Governance

## Role of the Governing Board

The Board sets the strategic direction and oversight of the Community Development Councils' (CDCs) mission and functions through good governance. The Board will approve the IPC submission for Governance Evaluation Checklist and CDCs' consolidated IPC Financial Statement.

## Term Limit of the Board

The term of office of the Mayor's Committee Meeting (MCM) shall coincide with that of the Council, and members of the MCM shall be eligible for re-appointment to the same posts upon completion of those terms. The Treasurer shall not hold the same office for more than four consecutive years. Re-appointment of the outgoing Treasurer may be considered after a lapse of at least two years. Governing Board Member should not have served more than 10 consecutive years. If there is, reasons for retaining that member must be disclosed in its Annual Report.

## Disclosure of Remuneration and Benefits received by the Board Members

No Board members are remunerated for their Board services in the financial year.

## Disclosure of Remuneration of three highest paid staff

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

# Governance

## Governing board meeting\* and attendance for the financial year.

Board Members' attendance for meetings held during Financial Year (FY) 2022 are as follows:

	Previous Appointments in Board and date of Appointment	No. of Meetings Held	No. of Meetings Attended
<b>Chairman</b> <b>Ms Low Yen Ling</b> Minister of State for Culture, Community and Youth, Trade and Industry, and Mayor of South West District	Chairman: 5 March 2020	3	3
<b>Secretary</b> <b>Ms Lim Kar Yee</b> Senior Director of CDC Planning & Development Division, People's Association	Secretary: 5 March 2020	3	3
<b>Treasurer</b> <b>Mr Roy Chew Pei Wei</b> General Manager of South East CDC)	Treasurer: 5 March 2020	3	3
<b>Members</b> <b>Ms Denise Phua Lay Peng</b> Mayor of Central Singapore District	Member: 5 March 2020	3	3
<b>Mr Desmond Choo Pey Ching</b> Mayor of North East District	Member: 5 March 2020	3	2
<b>Mr Alex Yam Ziming</b> Mayor of North West District	Member: 27 July 2020	3	3
<b>Mr Mohd Fahmi Bin Aliman</b> Mayor of South East District	Member: 27 July 2020	3	2
<b>Mr Lim Hock Yu</b> Chief Executive Director of People's Association	Member: 5 March 2020 to 1 January 2023	2	1
<b>Mr Jimmy Toh</b> Chief Executive Director of People's Association	Member: 1 January 2023	1	0
<b>Ms Lau Siew Ching</b> General Manager of Central Singapore CDC	Member: 5 March 2020	3	3
<b>Mr Kelvin Thong Thian Poh</b> General Manager of North East CDC	Member: 5 March 2020 to 30 September 2022	1	1
<b>Ms Bok Pit Zee</b> General Manager of North East CDC	Member: 1 October 2022 to 20 March 2023	2	2
<b>Mr Steve Luo Wee Phing</b> General Manager of North West CDC	Member: 29 October 2020 to 20 March 2023	3	2
<b>Ms Yong Puay Khim</b> General Manager of South West CDC	Member: 5 March 2020	3	3

\*Mayors' Committee Meeting

# Council Chairmen and Vice-Chairmen

## CENTRAL SINGAPORE CDC

### Chairman

**Ms Denise Phua Lay Peng**  
*Mayor of Central Singapore District*

### Vice-Chairmen

**Mr Darryl David**  
*Adviser to Ang Mo Kio GRC  
 Grassroots Organisations*

**Mr Chong Kee Hiong**  
*Adviser to Bishan – Toa Payoh GRC  
 Grassroots Organisations*

**Mr Saktiandi Supaat**  
*Adviser to Bishan – Toa Payoh GRC  
 Grassroots Organisations*

## NORTH EAST CDC

### Chairman

**Mr Desmond Choo Pey Ching**  
*Mayor of North East District*

### Vice-Chairmen

**Ms Yeo Wan Ling**  
*Adviser to Pasir Ris-Punggol GRC  
 Grassroots Organisations*

**Mr Shamsul Kamar Bin Mohamed Razali, PBM**  
*Adviser to Aljunied GRC  
 Grassroots Organisations*

## NORTH WEST CDC

### Chairman

**Mr Alex Yam Ziming**  
*Mayor of North West District*

### Vice-Chairmen

**Mr Liang Eng Hwa**  
*Adviser to Bukit Panjang  
 Grassroots Organisations*

**Dr Lim Wee Kiak, PBM**  
*Adviser to Sembawang GRC  
 Grassroots Organisations*

**Ms Carrie Tan**  
*Adviser to Nee Soon GRC  
 Grassroots Organisations*

## SOUTH EAST CDC

### Chairman

**Mr Mohd Fahmi Bin Aliman**  
*Mayor of South East District*

### Vice-Chairmen

**Ms Jessica Tan Soon Neo**  
*Adviser to East Coast GRC  
 Grassroots Organisations*

**Mr Seah Kian Peng**  
*Adviser to Marine Parade GRC  
 Grassroots Organisations*

## SOUTH WEST CDC

### Chairman

**Ms Low Yen Ling**  
*Chairman of Mayors' Committee  
 and Mayor of South West District*

### Vice-Chairmen

**Mr Ang Wei Neng**  
*Adviser to Nanyang  
 Grassroots Organisations*

**Mr Shawn Huang Wei Zhong**  
*Adviser to Jurong GRC Grassroots  
 Organisations (Jurong Spring)*

**Mr Zhulkarnain Abdul Rahim**  
*Adviser to Chua Chu Kang GRC  
 Grassroots Organisations (Keat Hong)*

# Council Members

## CENTRAL SINGAPORE CDC

### SECRETARY-TREASURER

Ms Lau Siew Ching  
*(w.e.f. 1 February 2020)*

### FINANCIAL & SOCIAL WELLNESS

#### Members

Mdm Noelene De Foe, BBM(L)  
 Mdm Ong Shiow Ling, Corrine  
 Mdm Renjala Balachandran  
 Mr Ang Kian Soon, Kelvin  
 Mr Ang Kok Hui, Frankie, PBM  
*Vice-Chairman of Marymount CCC CDWF*  
 Mr Edward D'Silva, JP, BBM  
 Mr Hoe Teck Chye, David  
 Mr Jeffrey Bin Salleh  
 Mr Kang Puay Seng, BBM  
 Mr Lew Chuen Hong  
 Mr Ma Soon Peng, Ronnie, BBM  
 Mr Ng Kian Woon, BBM  
 Mr Phua Kheng Jin, Simon, PBM  
 Mr Soh Chee Keong, JP, BBM(L)  
 Ms Ng Hui Cheng, Dorothy, PBM  
 Mr Wong Teng-Xiang, Edmond, PBM

### LIFELONG LEARNING

#### Members

Dr Sanjay S/O Chittarajan Kuttan  
 Mr Chan Yew Meng, PBM, PPA(P)  
 Mr Chong Leong Fatt, PPA(P), PBM, PBS  
 Dr Chong Yih Tng, Ethan  
 Mr Er Kwong Wah, BBM  
 Mr Gui Choon Hock, Tony  
 Mr Hoe Teck Chye, David  
 Mr Khoo Lian Wai, Jimmy, BBM  
 Dr Muhammad Nadjad Bin Abdul Rahim  
 Mr Tan Kia Lock, Raymond, PBM  
 Mr Tay Swee Kok, Wilfred, PBM

### SERVICE TO OTHERS

#### Members

Mdm Low Wai Peng, PBM  
 Mr Lim Sing Siong, Charles, PBM  
 Mr Muhammad Effendy Bin Ibrahim  
 Mr Tan Chun Heng, Henry  
 Ms Ng Hui Cheng, Dorothy, PBM

### SOCIO-EMOTIONAL & INCLUSIVENESS

#### Members

Dr Goh Jia Hao, James, PBM  
 Dr Sayampanathan Selan R E, PBM  
 Dr Yeo Sheng Ming, Noel  
 Mr Gui Choon Hock, Tony  
 Mr Kor Min Yee, Vincent  
 Mr Wan Kwong Weng, BBM

### PHYSICAL WELLNESS & SUSTAINABILITY

#### Members

Dr Mohamed Elmie Bin Nekmat  
 Mr Chew Yew Kuen, Michael, PBM  
 Mr Chia Cheng Ghee, PBM, PB, PBS  
 Mr Chua Dong Wei, Jason  
 Mr Chua Tong Liang, Terence  
 Mr Ma Soon Peng, Ronnie, BBM  
 Mr Tang Keen Yam, Alan  
 Mr Tang Tuck Weng  
 Ms Lim Mei Ying, Julie  
 Ms Priscilla Loke, BBM  
 Ms Sybil Noelle Rocha

### GRASSROOTS

#### Members

Dr Mohamed Elmie Bin Nekmat  
 Dr Sanjay S/O Chittarajan Kuttan  
 Mdm Noelene De Foe, BBM(L)  
 Mr Ang Jian Kai  
 Mr Ang Kian Soon, Kelvin  
 Mr Ang Kok Hui, Frankie, PBM  
*Vice-Chairman of Marymount CCC CDWF*

Mr Ang Kok Kwang, Jansen, PBM  
 Mr Chia Cheng Ghee, PBM, PB, PBS  
 Mr Chua Wee Meng, Eric, PBM  
 Mr Foo Joon Aik, Joseph, PBM  
 Mr Kang Puay Seng, BBM  
 Mr Lee Su Peng, PBM  
 Mr Lim Chew Kiat, Lawrence  
 Mr Lim How Kim, BBM(L)  
 Mr Lim Huan Chiang, JP, BBM(L), PB  
 Mr Ma Soon Peng, Ronnie, BBM  
 Mr Oh Yee Wee, PBM  
 Mr Phua Kheng Jin, Simon, PBM  
 Mr Soh Chee Keong, JP, BBM(L)  
 Mr Yeap Tong Cher, Adrian, PBM  
 Mdm Lim Mei Ying, Julie  
 Ms Sybil Noelle Rocha

### COMMUNICATIONS

#### Members

Dr Chong Yih Tng, Ethan  
 Dr Goh Jia Hao, James, PBM  
 Mr Lim Huan Chiang, JP, BBM(L), PB  
 Mr Low Heng Khuen, Kenny  
 Mr Shiau Vee Lung, Daren, BBM  
 Ms Ng Peck Eng, Susan, PBM

### FINANCE

#### Co-Chairman

Mr Sarjit Singh S/O Sarmukh Singh,  
 BBM(L)

Mdm Low Wai Peng, PBM

#### Members

Mr Kwek Rui Sen, Kelvin  
 Mr Loh Uantchern



# Council Members

## NORTH EAST CDC

### SECRETARY-TREASURER

Ms Bok Pit Zee

### BOND

#### Chairman

Mr Low Chuan Hoe, Henry, PBM

#### Vice-Chairmen

Mr Azman Bin Mohd Ariffin

Dr Lee Chien Earn

Mr Yong Teck Chuan, Damon, PBM

#### Members

Mr Chu Yang Meng, Jason, PBM

Mr David Tay Swee Meng

Mr Hui Keen Theng, Dick, BBM

Mr Khong Kwok Wai, BBM

Mr Lee Choon Ching

Mr Rajeev Divakaran Nair

Mr Wan Kheng Sang, Kevin, PBM

Mr Wong See Choon, BBM

Ms Yoong Nyok Ke Pamela

### CARE

#### Chairman

Mdm Teo Wai Choo, Elizabeth

*Chairman of Tampines Changkat CCC CDWF*

#### Members

Ms Ang Hiok Lian, Juliana, BBM

Mr Haja Nizamudeen, JP, BBM

Ms Latha D/O K. P. Sankaran Kutty

Mr Lee Swee Khim, Terence

Mr Lim Wei Chin, Marcus

Mr Muhammad Zaki Bin Maarof

Mdm Norhayatie Bte Mohd Amin, PBM

*Member of Sengkang East CCC CDWF*

Mr Ong Teck Beng, David, JP, BBM

Mr P Elancharan, BBM

*Member of Paya Lebar CCC CDWF*

Mr Tan Eng Loong, Jeffrey, PBM

Mr Tan Song Hwee, William

Miss Wee Judy Anne, PBM

Mdm Woo Lai Kwan, Sara

### EMPLOYABILITY & LIFELONG LEARNING

#### Chairman

Dr Koo Yee Siong, Thomas, PBM

#### Members

Mdm Chang Su Lin, Diane

Mr Chua Anthony, PBM

Mr Gregory Cheong Kum Weng

Mr Lim Yew Beng

Mr Muhammad Ridjal Bin Noor Mohamed

Mr Noor Hayat Bin Khalil

Mr Ong See Tung, Jason

Mr Tay Guan Yong, Benjamin

Ms Zhou Fan, Felinka, PBM

### FINANCE

#### Chairman

Dr Kan Yaw Kiong, Ernest, JP, BBM

#### Vice-Chairmen

Mr Tan Beng Guan, Alancia, PBM

#### Members

Miss Irene Ho Yoke Foong

Mr Leong Kai Chong, Simon, PBM

Mr Liu Ji

Mr Tan Tee Peng

### PARTNERSHIP & VOLUNTEER MANAGEMENT

#### Chairman

Mr Tham Min Yew, Russell, BBM

#### Members

Mr Abu Bakar Bin Mohd Nor, BBM

Mr Ang Wee Seng

Miss Chan Charis

Mr Chioh Ping Zhang, Ryan, PBM

Mdm Christine Geraldine Clunies Ross, PBM

Mdm Ginny-Ann Oh Aing Aing, PBM

Ms Lai Xi Yi, Theodora

Mr Lam Kok Wai, Peter

Mr Leow Hock Beng, David, BBM

Mr Leow Kim Keat

Mdm Lian Lee Lee, Venessa

Mr Pereira Harry Bernard, PBM

Mr Phua Chun Yen, Alvin

Mdm See Tze Huei, Sarah

Mr Tan Chuu Si

Mdm Yang Huixing, Stella

Mr Zhong Ming

# Council Members

## NORTH WEST CDC

### SECRETARY-TREASURER

Mr Steve Luo Wee Phing  
*(w.e.f. 29 October 2020)*

### CORPORATE RELATIONS

#### Co-Chairmen

Dr Lau Hwee Beng, Michael, BBM  
 Mr Sim Chuan San, PBM

#### Members

Mr Foong Weng Loong, Ralph  
 Mr Hakim B Mohd Yunus  
 Mr Jack Wong Yu Lin  
 Mr Jonathan Tan Ke Yan  
 Dr Lim Pang Yen, Rachel  
 Ms Siti Nuraisha Binte Safri  
 Mr Ng Tok Yong, Andrew, BBM

### FINANCE

#### Co-Chairmen

Mr Chong Shin Leong, Vincent, BBM  
 Mr Tan Eng Siong, Dennis, BBM

#### Members

Mr Goh Cheow Khoon, PBM  
*Asst Secretary of Bukit Timah CCC CDWF*  
 Mdm Goh Sien Hwee, Angela  
 Mr Lee Cheow Kang  
 Mr Ong Kok Leng, Mark  
 Mr Tan Hong Ju Erek, PBM  
 Mdm Wu Siew Koon, Connie

### GREEN LIVING

#### Co-Chairmen

Mr Ang Aik Leng, Allen, BBM  
 Mr Chee Kwang How, Dennis, BBM

#### Members

Mr Eusuff Ali S/O N B M Mohamed Kassim  
 Mr Fairoz Bin Hassan  
 Mr Koh Tiong Kheng, Ronnie  
 Mr Mohamed Ishak Bin Kasmani, PBM  
*Auditor of Cashew CCC CDWF*  
 Mr Ong Wee Heng, PBM  
 Ms Tan Shu Mei, Nora  
 Ms Wang Shi Mei

### HEALTHY LIVING

#### Co-Chairmen

Mdm Heng Boey Hong, PPA(P), PBM  
 Ms Hoe Joo Choo, Eileen, BBM

#### Members

Mr Au-Yong Kok Keong, Kenneth, PBM  
 Mr Fadlurrahman Bin Ngadiman  
 Dr Fong Chee Yang, Allan, BBM  
 Ms Jayagowry D/O Appalasamy  
*Member of Nee Soon Link CCC CDWF*  
 Mr Koh Heng Kang, Peter, PBM  
 Mr Nathaniel Kwek  
 Mr Lian Kiat Chye, Benny, PBM  
*Vice-Chairman of Nee Soon Central CCC CDWF*  
 Mr Tan Kok Teng, Wilfred  
 Ms Tan Limin, Shawn  
 Ms Ung Bee Koon

### SKILLSFUTURE

#### Co-Chairmen

Mr Chandra Mohan S/O Rethnam, JP, BBM  
 Mr Kea Hwee Ping, Garick

#### Members

Mr Eliyathamby Narasinghan  
 Mr Goh Peng Hong, BBM  
 Mdm Kalyani D/O Sinnakkalai Ramasamy, BBM  
 Mr Muhammad Imran Bin Abdul Rahim  
 Mr Ong Khong Weng Alvin  
*Chairman of Nee Soon South CCC CDWF*  
 Mr Ramachandran Nayar Ajayan, PBM  
 Ms Shailaja D/O Kamalasanan  
 Er. Yeo Swee Khiank, PBM  
*Treasurer of Marsiling CCC CDWF*

### SOCIAL SUPPORT

#### Co-Chairmen

Mr Tan Chor Khoon, Vincent, BBM  
 Mr Teh Seng Lee, Bobby, PBM  
*Member of Yew Tee CCC CDWF*

#### Members

Ms Chen Shiyun Elysa  
 Dr Fong Chee Yang, Allan, BBM  
 Mdm Nancy Goh Ah Mai, PBM  
*Treasurer of Nee Soon East CCC CDWF*  
 Mrs Lee Hui Feng, PPA(P)  
 Mdm Lee Yee Fung Ivy, PBM  
*Chairman of Woodgrove CCC CDWF*  
 Mr Lim Kong Hwee, Desmond, PBM  
 Mr Lim Peng Siah, Johnny, PBM  
*Chairman of Limbang CCC CDWF*  
 Mr Rishikesan Balasupramaniam

# Council Members

## SOUTH EAST CDC

### SECRETARY-TREASURER

Mr Roy Chew Pei Wei  
*(w.e.f. 1 November 2018)*

### FINANCE

#### Chairman

Mr Ng Cher Yan, BBM

#### Vice-Chairman

Mr Goi Kok Ming, Kenneth, PBM

#### Members

Mr Lee Hock Leong, Dennis

Ms Tan Lay Kheng

Ms To Sock Hian Jessie, PBM

### CARE

#### Chairman

Ms Chen Shulian, Cheryl

#### Members

Mdm Amatul Jameel Suhani Binte Sujari, BBM

*Member of Mountbatten CCC CDWF*

Mr Abdul Rahman Bin Bakar

Mr Boxall, David Anthony

Mr Lim Thiam Poh, Anthony, BBM

Mr Ong Shang Jim, James, PBM

Ms Teo Cheo Tee, Eileen, PBM

Mr Teo Han Siong, Calvin, BBM

### FUTURE READY

#### EMPLOYMENT & EMPLOYABILITY

##### Chairman

Mr Nghoh Tai Wee, David, BBM

##### Members

Mr Ong Beng Lee

Ms Pang Li Yen, Diana, PBM

Mr Pradeep Kumar S/O Amilal Raichand  
 Doshi, PBM

Mr Quek Chun Hou Terence, BBM

Mr S Yogeeswaran, PBM

Dr Tan Hsien Liang Terence

Mr Tan Khoon Tuan, Kenneth, PBM

Ms To Sock Hian Jessie, PBM

### SUSTAINABILITY

#### Chairman

Mr Adam Abdur Rahman, JP, BBM

#### Members

Mr Azman Hisham Bin Ja'afar, PBM

Mdm Cheng Fong Leng, BBM

Mr Lee Tee Loon, PBM

Mr Lin Xinjie, Ricky

Dr Navin Prabu Rajagobal

Mr Tan Soon Keong, Desmond

Dr Yek Tiew Ming, PPA(P), BBM

### RESILIENCE

#### HARMONY

##### Chairman

Mr Abbas Ali Mohamed Irshad

##### Members

Mr Abdullah Shafiie Bin Mohd Sidik, JP, BBM(L)

Mr Chin Sau Ho, PBM

Mr Ganesh S/O R. Kalyanam, PPA(P)

Mr Lim Hee Thuang, Louis, BBM

Mr Ng Beng Teck, Samuel, BBM

Mdm Norshima Binte Abdul Aziz

Mr Schoon Vincent Hamilton

### MENTAL RESILIENCE

#### Chairman

Ms Tan Wei Leng, Amy, PBM

#### Members

Mr Ang Chee Seng

Mr Ling Chong Boon, Paul

Mr Ng Cher Yan, BBM

Adj A/Prof Shum Jin-Wen, Eugene, PBM

Mr Tay Tong

Mr Yong Yih Ming

Dr Yusuf Ali, PBM

*Vice-Chairman of Bedok CCC CDWF*

# Council Members

## SOUTH WEST CDC

### SECRETARY-TREASURER

Ms Yong Puay Khim

### ENVIRONMENT

#### Chairman

Mr Tiew Chew Meng, BBM

#### Vice-Chairmen

Mr Chng Lye Chye, Lionel

Mr Loo Deliang, PBM

#### Secretary

Dr Lee Hui Mien, PBM

#### Members

Mr Ang Ying Thye, PBM

Ms Lee Nai Yi, Valerie, PBM

Mr Lee Weng Fei, Kevin

Mr Low Min Chye

Mr Tan Kai En, Calvin

Mr Tay Tian Leng, Jimmy, BBM

### FAMILY & COMMUNITY RESILIENCE

#### Chairman

Ms Wong Tzen Yen, Karen, BBM

#### Vice-Chairmen

Mr Muhammad Rasyid Bin Abdullah, PBM

Mdm Wee May Ling, Jenny, PBM

#### Secretary

Ms Cho Pei Lin

#### Members

Mr Chia Oon Seet, Steven

Mr Choo Keng Siang, Aabel Roland, PBM

Mr Christopher Gordon

Dr Hang Kim Hoo, PPA(P), PBM

Mr Ng Yi-Xian

Mr Aslam Sardar, PBM

Mr T Thambyrajah, PBS

### FINANCE

#### Chairman

Mr Akhtar Sajjad Ahmad, BBM

#### Vice-Chairmen

Mr Chew Hai Chwee

Mr Lau Chin Huat, PBM

#### Secretary

Mr Pathik Gupta

#### Members

Mr Lim Heng Hui, Dylan, PBM

*Chairman of Pioneer CCC CDWF*

Mr Manish Kumar Tibrewal

### HEALTHY & ACTIVE LIFESTYLE

#### Chairman

Mr Foo Hee Jug, PPA(P), PBM

#### Vice-Chairmen

Dr Azlinda Binte Anwar, PBM

Ms Koh Hui Hwa, PBM

#### Secretary

Mr Lee Rui Han, Walter

#### Members

Mr Chua Cheng Huat, Alfred, PBM

Mr Lee Zongdao, Alex, PBM

Mr Ng Leng Kim, Jimmy, PBM

*Chairman of Boon Lay CCC CDWF*

Dr Tan Ban Leong, Kenny

Mr Tang Yee Kit, Samuel, BBM

### SKILLSFUTURE ADVICE

#### Chairman

Mr Lim Der Shing, PBM

#### Vice-Chairmen

Ms Seow Chui Hoon, Alice, PPA(P)

Mr Tan Chye Hee, Gilbert, PBM

#### Secretary

Ms Heng Chee Bee, Margaret, BBM

#### Members

Ms Ang Ai Ling, Irene, PBM

Ms Chew Soo Gim, Elim, PBM

Dr Kwoh Chee Keong, PBM

Mr Lim Eng Koo, Nelson, BBM

Mr Lim Teck Chai, Danny

Dr Loke Wai Chiong

Mr Selvakumar S/O Panneerselvam, PBM

### SOCIAL SERVICE

#### Chairman

Mr Quek Chun Hou, Terence, BBM

#### Vice-Chairmen

Mr Amran Bin Jamil

Mr Lim Hui Jie

#### Secretary

Mr Khairilanwar Bin Baharudin

#### Members

Mr Ee Kok Kiang, Nicholas, PBM

Ms Koh Chuey Keen, Jenny, BBM

Mr Leng Chin Fai

Mr Loy Guowei, Daryl

Mdm Rahayu Binti Buang, PPA(G)

Mr Tan Chin Yew, Joseph

Mr Wang Swee Kit, Winston, PBM

### VOLUNTEERISM & PHILANTHROPY

#### Chairman

Mr Tan Kang Uei, Anthony, PBM

#### Vice-Chairmen

Mr Chan Chee Mun, Timothy

Mr Lue Kok Keong, Eric

#### Members

Mr Goh Kian Chor, Patrick

Mr Koh Kong Wen, PBM

Mr Ng Mao Jin, Ken

Mr Tan Kim Chooi, Jude

Mdm Tang Gar Keow @ Angie Tang, PBM



# Financial Information

## STRUCTURE

The Community Development Council (CDC) is managed by a Council comprising the Chairman and members. The Council is appointed by the Chairman or Deputy Chairman of the People's Association Board of Management. The CDC is governed by the People's Association (CDC) Rules.

## MANAGEMENT OF CONFLICT OF INTEREST

A member of the Council or the sub-committee who is in any way, directly or indirectly, interested in a transaction or project or other matter of the Council or sub-committee shall disclose the nature of his interest at the first meeting of the Council or subcommittee at which he is present after the relevant facts have come to his knowledge.

A disclosure shall be recorded in the minutes of meeting of the Council or sub-committee and, after the disclosure, that member:

- a. Shall not take part in any deliberation or decision of the Council or sub-committee with respect to that transaction or project; and
- b. Shall be disregarded for the purpose of constituting a quorum of the Council or subcommittee for such deliberation or decision.

## WHISTLE BLOWING POLICY

The CDCs adopt the People's Association's guidelines on handling of possible irregularities which provides an independent avenue to raise concerns about actual or suspected irregularities or breach of policies to laws or regulations.

## FINANCE MATTERS

### Description of instrument setting up the charity

The CDC Project Management Fund Committee was set up as a Fund governed by Rules and Regulations.

### Review of financial state

The financial year period of 2022 refers to 1 April 2022 to 31 March 2023. The amount of donations raised for the financial year was \$14.7 million. This was a decrease of \$0.3 million compared to FY2021 (\$15.0 million). The Fund also recorded a surplus of \$18.0 million for the financial year. Overall, there was an accumulated surplus of 161.6 million.

### Related entity

People's Association

## FUNDING

The CDC is financially supported by donations and government grants.

# Reserve Policy

	FY2021	FY2022	% Increase/ Decrease
Donations (approx.)	\$14,997,693	<b>\$14,665,648</b>	
Unrestricted Funds (Reserves) (S\$)	\$143,586,852	<b>\$161,606,124</b>	12%
Annual Operating Expenditure (S\$)	\$127,507,713	<b>\$438,147,506</b>	244%
Ratio of Reserves to Annual Operating Expenditure	1.13:1	<b>0.37:1</b>	

The reserves that CDCs have set aside provide financial stability and the means for the development of CDCs' programmes and services. The Councils carry out quarterly reviews on the amount of reserves that are required to ensure that these are adequate to fulfil our continuing obligations.	<div>Banker : OCBC Bank</div> <div>External Auditor : Deloitte &amp; Touche LLP</div>
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### Central Singapore CDC

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490, Lorong 6 Toa Payoh  
#07-12  
Singapore 310490  
Tel : 6715 7500

### North West CDC

900 South Woodlands Drive  
#06-01  
Woodlands Civic Centre  
Singapore 730900  
Tel : 6248 5566  
Fax : 6219 1176

### South West CDC

The JTC Summit  
8 Jurong Town Hall Road  
#26-06  
Singapore 609434  
Tel : 6316 1616

### North East CDC

1 Tampines Walk  
#04-31  
Our Tampines Hub  
Singapore 528523  
Tel : 6424 4000  
Fax : 6424 4066

### South East CDC

Wisma Geylang Serai  
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### CDC Planning & Development Division

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