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## **PA ICONS**

*The Stories of Our Community are stories of our people who have contributed to building a harmonious, multi-racial and multi-cultural community we have in Singapore today.*

*Together with our grassroots movement and network of partners, PA builds and bridges communities to foster racial harmony, forge social cohesion, and strengthen national resilience through initiatives and channels that bring people together and the Government and people closer.*

*The graphics showcased on the Cover represent the various ways PA has brought the community together to build our nation over the last 60 years.*

**THIS REPORT COVERS THE PERIOD FROM 1 APRIL 2020 TO 31 MARCH 2021.**

*Photos featured in the report were taken at different phases of Safe Management Measures.*

# CHAIRMAN'S MESSAGE

**PRIME MINISTER  
LEE HSIEN LOONG**

Chairman of the  
People's Association



**T**he past year has been challenging for Singapore, as the COVID-19 pandemic disrupted our lives. The fight against COVID-19 kept the People's Association (PA) and its network of grassroots leaders, volunteers and community partners busy, carrying out their mission to bring communities together, promote racial harmony and strengthen trust between the Government and people.

The PA network actively supported large-scale COVID-19 responses, including Temporary Relief Fund applications and distribution of masks and hand sanitisers. More recently, PA volunteers and staff took part in nationwide COVID-19 vaccination operations, working hard to allay the public's concerns and encourage vaccination take-up. Within communities, the PA network helped distribute food and daily essentials to needy families, and supported ground-up community projects, such as "Masks Sewn with Love", to reach out to vulnerable groups.

Throughout the pandemic, PA continued engaging the community by making more use of digital platforms. Dialogue sessions and events such as Chingay and the Hari Raya Bazaar moved online to enable



communities to come together and stay connected, despite restrictions on face-to-face interactions. Our grassroots leaders and staff also implemented virtual Community Centres/Clubs (CCs) and Residents' Committees (RCs), regularly streaming live events and classes online to engage residents.

I thank our grassroots leaders, volunteers and community partners for your continuing efforts in community building and support. Let us stay vigilant and look out for one another. Together, we will emerge from this pandemic as a stronger, more united and resilient Singapore.

“

**I thank our grassroots leaders, volunteers and community partners for your continuing efforts in community building and support. Let us stay vigilant and look out for one another.”**



Photos: Courtesy of Ministry of Communications and Information



**Today, our mission of building a harmonious and cohesive society hasn't changed. We continue to bring people together from different walks of life through our many programmes with grassroots volunteers, community organisations and corporate partners. With the tight community networks and relationships of trust painstakingly built over the years, PA is a vital link between Singaporeans and the Government. And our role is even more critical in a crisis.**

With the disruptions caused by COVID-19, technological progress and a changing society, Singapore faces new challenges in the days ahead. But PA will make that journey with Singaporeans every step of the way — just as we always have. For the last 60 years, we have worked hard to ensure a strong community spirit and a resilient, united society. These qualities have enabled our nation to emerge stronger as one people especially during a crisis.

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# RESPONDING TO THE NEEDS OF THE NATION DURING COVID-19

In early 2020, COVID-19 hit Singapore. It was a litmus test for PA. As part of nationwide efforts to battle the pandemic, we activated our grassroots and community networks to ensure that everyone, including the elderly and the vulnerable, received help and support. Here's a quick look at how we responded to help keep Singaporeans safe in the midst of an unprecedented crisis.

## NEED MASK? NO PROBLEM

Residents who needed masks picked them up from **109 CCs** and **661 RC Centres** during three collection exercises from February to June 2020 involving 95,000\* PA staff and volunteers.

**23.1**  
MILLION  
MASKS  
given out

## IN GOOD HANDS

Free hand sanitisers were given out to residents from 23 to 29 March 2020, in partnership with Temasek Foundation. About **18,500\*** PA staff and volunteers were trained to prepare and distribute the sanitisers.

**723,700**  
HOUSEHOLDS  
collected hand  
sanitisers

**254,110**  
APPOINTMENT  
BOOKINGS  
made for seniors

## A SHOT IN THE ARM

Since 26 January 2021, Singaporeans and PRs have received their COVID-19 jabs at **28 vaccination centres** located at CCs. They were aided by 15,800 PA staff and volunteers, who also visited residents at home to share information on the vaccination programme and help seniors book their appointments.

**13,500**  
PA STAFF  
AND VOLUNTEERS  
involved

## CONTACT TRACING MADE EASIER

Residents collected their **TraceTogether Tokens** at CCs from 14 September 2020 to 28 February 2021.

## A LIFELINE FOR THOSE IN NEED

Providing **\$500 in cash assistance**, the **COVID-19 Temporary Relief Fund** in April 2020 helped residents whose jobs and incomes had been affected by the pandemic. PA staff and volunteers worked long hours to process the applications so that applicants received the funds promptly.

**227,550**  
APPLICATIONS  
processed at  
the CCs

## AT YOUR SERVICE

Since February 2020, PA staff and volunteers have delivered meals and essential items to Persons Under Quarantine (PUQs), Persons on Stay-Home Notice (PSHNs) and those on five-day medical leave. They also arranged non-emergency medical aid and compassionate requests.

The National Community Leadership Institute (NACLI) was converted into a **Government Quarantine Facility**, where staff went the extra mile to ensure a comfortable living environment for over **400 PUQs**. The PA Call Centre attended to nearly **12,000 COVID-19 queries**.

**7,100**  
PSHNs AND PUQs  
assisted

**27**  
CENTRES  
set up at CCs

## HELPING JOBSEEKERS

Jobseekers hit by COVID-19 sought help at **SGUnited Jobs & Skills Centres** @ CCs and Community Job Fairs organised by grassroots organisations and other agencies since 27 June 2020.

**1.05**  
MILLION  
PACKS  
collected

## BRINGING NATIONAL DAY CLOSER TO HOME

Singaporeans and PRs picked up **National Day Parade (NDP) 2020 Singapore Together Packs** at CCs and RC Centres to bring the NDP experience into our homes so all Singaporeans could celebrate together. Some 28,000\* PA staff and volunteers were involved in the distribution from 20 July to 2 August 2020.

**36,800**  
SAFE DISTANCING  
ROUNDS

## KEEPING US APART BUT SAFE

PA staff and volunteers stepped up as **Safe Distancing Enforcement Officers (SDEOs)** and **Ambassadors (SDAs)** to ensure residents observed safety measures.

\* Non-unique figures.  
Figures as at 31 March 2021.

## THE POWER OF DIGITAL

Over the years, PA has embraced new technologies to open up new initiatives for all. COVID-19 accelerated the pace of digital transformation, helping all to stay connected and safe in a pandemic. Here are some of the ways we've responded in order to meet the needs of residents and the community.

76 e-programmes launched with  
**245,000+**  
VIEWERSHIP

**LIFEHACKS AND LIFESAVERS**  
The **Online Emergency Preparedness (EP) Stay Safe Series** offered new outreach programmes on social media, such as live shows on psychological first aid skills to cope with stress, and cooking demos with home safety tips.

### DIGITAL CHINGAY

**Chingay** went online for the first time, featuring thousands of performers and more than 100 prancing "lions" from 20 cities. Instead of watching the colourful parade weave through the streets of Singapore, **1 million viewers** viewed it on 20 February 2021 from the safety and comfort of their homes.

60+ recording sessions over 3 months, with  
**2,000**  
PERFORMERS from 150 organisations

### VIRTUAL LEARNING

Residents kept active yet safe at home as **2,121 PA courses and programmes** moved online after physical events were suspended during the circuit breaker period.

250 videos garnered  
**2.76**  
MILLION VIEWS  
(Exclude courses and programmes by CCs)

### ONLINE BAZAAR

During Ramadan in 2020, customers shopped for halal-certified products, while merchants learnt to use digital tools at **GeylangBazaar.Online**, an e-commerce platform presented by Wisma Geylang Serai.

**93**  
VENDORS offering 302 products in the virtual marketplace

### BREAKING FAST WITH TECH

For **#SGUnited Buka Puasa**, we worked with GovTech on a digital tool to ease the meal distribution process. The technology allowed PA staff and volunteers to use their own smartphones to administrate a seamless collection process.

**13,586**  
BENEFICIARIES using just one digital platform

16 virtual programmes with  
**250**  
YOUNG FAMILIES taking part

### SCHOOL'S OUT, FUN'S IN

During the December school holidays, **Virtual Family Programmes 2020** reached out to young families at home with parent-child bonding activities that embraced playtime, such as e-storytelling, terrarium-making and cooking classes.

**CLICK TO CONNECT**  
The silver generation picked up digital skills, such as making video calls and e-payments, in one-on-one guided sessions at **Seniors Go Digital Community Hubs @ CCs** since May 2020.

**32**  
HUBS at CCs and other PA facilities

An online reach of  
**1.7**  
MILLION with 740,000+ views

### HELPING SENIORS STAY ACTIVE

Since April 2020, the **Stay In. Do Something** and **Virtual Community Physical Activity Programme (CPAP)** initiatives featured short videos posted online and live exercise classes on Zoom, which helped get older residents moving indoors.

**700+**  
PARTICIPANTS with a reach of 111,717 and viewership of 85,883

### A WIN-WIN FOR WOMEN

The **Better Me, Better Us** series for working mothers with young children was modified. Talks and workshops were organised online, so participants could continue to grow their support network.

Figures as at 31 March 2021.



# OVERCOMING A CRISIS TOGETHER

What does it take to serve a community? For the many staff at the CCs across Singapore, it meant working long hours, often through the night, to deliver support and help to residents during the COVID-19 crisis.

**T**he greatest test of unity often happens at the toughest of times. PA, our grassroots movement and partners have supported many critical COVID-19-related operations, moving quickly to respond to residents' needs together as a community. Because of the rapidly-evolving situation, nationwide exercises — from mask collection exercises, hand sanitiser distribution and TraceTogether Token distribution, to the ongoing operations at the CCs as Community Vaccination Centres — were announced at very short notice to help Singaporeans.

PA staff at the CCs across Singapore had to make sense of new policies quickly and convey the information to residents. With the circuit breaker in place, there was a shortage of time and manpower — especially with many volunteers being seniors who had to stay home to stay safe. At Telok Blangah CC for instance, colleagues relied on their



PA staff supporting the nationwide distribution exercises during the COVID-19 pandemic.

strong camaraderie, worked with fewer volunteers, covered one another's shifts and took on additional roles — such as manning the reception — due to non-stop enquiries from the public.

Those working at the CCs not only helped to organise the nationwide exercises on the ground. They also went door to door in the community, reaching out to senior residents and others to be vaccinated, and assisted with food delivery for the vulnerable, especially during the circuit breaker. Teams worked



with grit and resilience to ensure they carried out their mission of helping Singaporeans stay united and cohesive in the face of an unprecedented crisis. Everyone understood their roles in safeguarding the community and assisting everyone in the battle against COVID-19, so all could emerge stronger together. Even through the toughest of days, staff derived immense satisfaction and fulfilment serving the nation in a time of need.



## Keeping his finger on the pulse

During the pandemic, Elgene — who has been PA staff for 16 years — helped organise the mask collection exercises, TraceTogether Token distribution and vaccination operations at Telok Blangah CC. Elgene takes pride in supporting his residents and his dedication has inspired many, including his wife and

two children who now volunteer for COVID-19 initiatives.

### YOU ASSISTED IN SEVERAL COVID-19 EXERCISES. WHAT WAS IT LIKE?

Despite a serious time crunch and manpower shortage, we just did it. We knew this was a time to serve the nation. The pandemic taught me a precious lesson — never take things for granted. Even in times of peace, we must continue to build on the trust and bonds shared with our residents, so we can recover quickly when a crisis happens.

**YOU'VE WORKED AT PA SINCE 2005. HOW MUCH HAS CHANGED OVER THE YEARS?** We use more digital technology now and conduct more house visits when new policies are introduced. Residents find this helpful because they

can get their questions answered directly and are also willing to share their views. We relay their feedback to the relevant agencies, so policymakers understand the residents' needs better.

**HAVE RESIDENTS CHANGED TOO?** With PA's digital readiness programmes, senior residents know how to use QR codes and tap to pay on their smartphones. They now talk to their children using video apps on their phones. In the past, they would have asked "how to call?"

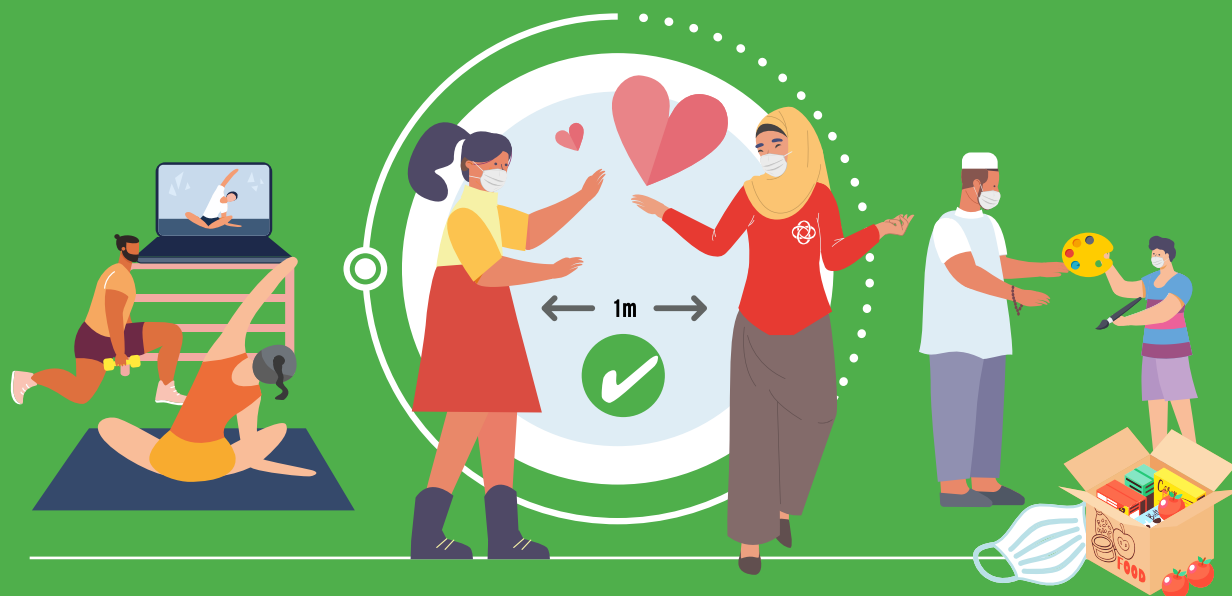


Mask collection exercise during the COVID-19 outbreak.



**ELGENE TAN, 59**  
Constituency Management Executive, Telok Blangah Constituency Office

# WE ARE IN THIS TOGETHER #THEREFORYOU



We know this by heart — Singapore is a multi-racial, multi-cultural society. We're people from all walks of life and income levels. We follow different religions, with different points of view. We celebrate diversity and create an environment where everyone can thrive and succeed. These principles unite us as a nation and enable us to live and work together in harmony.

Our mission is to help build communities. We encourage our residents to bond over similar interests and take part in group activities in our shared spaces. We also create opportunities for people from all backgrounds to mingle, so they can find common ground and understand each other better. By cultivating a sense of belonging and a caring environment in this place we all call home, we ensure that nobody is left behind even in a crisis.

We saw this inclusive community spirit when COVID-19 first struck in Singapore. Despite the challenges of social distancing, grassroots volunteers visited elderly and vulnerable residents at home, delivering packed lunches and lending a listening ear. Low-income households whose livelihoods were affected received financial and food assistance. Social groups and community organisations continued their outreach programmes virtually, so residents could meet online and safely at home. Community arts projects fired up the imagination of residents across the racial, cultural, age and class spectrum, who wielded their cameras and digital paintbrushes. These efforts show why diversity and inclusiveness are so essential to Singapore, a home for us all.





29 FEBRUARY TO 22 MARCH 2020

## Using art to cheer on our #SGHealthcareHeroes

2020 was a challenging year for most of us — and more so for our brave, passionate and tireless frontline workers. To pay tribute to Singapore's healthcare workers, PA held art drives at 16 CCs islandwide. All were welcome to create their own drawings and art pieces, then upload the soft copies online or send off the physical art pieces to healthcare heroes to motivate and thank them in our fight against COVID-19.

› Artworks contributed by the public paid tribute to Singapore's healthcare workers.



4 MAY TO 1 JUNE 2020 AND 3 AUGUST TO 7 SEPTEMBER 2020

## Hue can do it!

Not only can colouring inside the lines spark your creativity, it is also an inclusive activity that engages the community. Launched during the circuit breaker period from April to June 2020, **Colour for SG** was one such example of this. Each week, residents downloaded free colouring sheets bearing messages like "Stay Home SG" and "SG Heroes", then shared their finished artworks online or displayed them on the windows of their homes. Besides rallying residents in the fight against COVID-19, Colour for SG also allowed children, parents and grandparents to bond creatively and safely at home. Season two of the programme saw residents colour illustrations on Singapore's Total Defence Pillars, as a show of the solidarity, in celebration of National Day.



› Expressing their fun, arty side while rallying together during the pandemic.

Residents downloaded Colour for SG's free colouring sheets some

**14,000 TIMES**

# AN ART-WARMING WAY TO LIFT SPIRITS

More than 1,500 photos of residents were turned into massive HDB façade art installations for HeARTS in Unity — reminding us that art unifies people across ages, races and cultural backgrounds.

› Mindy facilitating a painting session.



**C** OVID-19 might have changed many things in life, but it did not alter our desire to rally together and show love and solidarity for the community, as well as celebrate the nation's birthday. One of the ways Singaporeans got to do these was with the nationwide HeARTS in Unity programme by PAssionArts, its Community Arts and Culture Clubs (CACCs) and the NDP2020 EXCO Committee.

Before the pandemic, HeARTS in Unity was planned as part of the annual PAssionArts Festival national-level art initiative. When COVID-19 struck, the programme was remodelled to let residents continue to celebrate Singapore's 55<sup>th</sup> birthday — despite having to keep a physical distance from one another.

The idea was to get residents to send in photos of themselves with their loved ones to show that family, friendship and

community still matter, pandemic or not. To engage the residents, the CACCs, including Woodgrove CACC, used traditional posters displayed at HDB void decks and social media platforms like Facebook to gather more than 1,500 photos from over 7,500 residents across 11 constituencies.

To enable everyone to take part more easily, participants could submit their entries online by scanning a QR Code. The selected photos were then curated by seven community artists to form 11 large-format façade art installations. Along with the tagline “Together, A Stronger Singapore!”, these were displayed on HDB blocks from July to December 2020.

HeARTS in Unity not only helped to bring communities closer together and uplift residents' spirits, it served as a curtain raiser for National Day —

the National Day mobile columns passed by 10 of these installations on 9 August 2020.

Despite the need for social distancing, this HeARTS in Unity programme shows that nothing can come in the way of strong community bonds and resilience.



› Residents shared their love and showed solidarity for the community, together with their loved ones and friends.



## Doing her part with art

As an art lover who enjoys doodling in her spare time, Mindy jumped at the chance to champion HeARTS in Unity in her Woodlands community. A grassroots

› Mindy championed the larger-than-life HeARTS in Unity façade art installation in Woodlands.



**MINDY DING, 53**  
Social Worker,  
Chairperson of  
Woodgrove CACC

leader since 1999, she firmly believes that “art has no clear division in terms of language and can be interpreted with a commonality that resonates with all races and nationalities”. Even better was how the project would “put people in the art”.

Mindy wasn't the only one who was excited about HeARTS in Unity. As face-to-face activities and events were cancelled or postponed during the circuit breaker period in 2020, residents in her constituency liked the idea of seeing their loved ones and neighbours on the façades of their HDB flats. This gave them a greater sense of belonging. In fact, some were

so enthusiastic about taking part in HeARTS in Unity that they asked Mindy if they could send in more photos.

When the artworks were finally hoisted up onto the HDB blocks, residents, including foreigners staying in the area, were delighted to see themselves in the heart-warming photos and even asked for the display duration to be extended. “Everyone really wanted to be a part of this, to stay connected with family and friends. HeARTS in Unity was a very good concept for bringing diverse people in the community together,” says Mindy.



MARCH TO JUNE 2020

## Nourishing the community

Launched in 2017, the annual **Community YOUTHcare Festival** was designed to foster a caring youth community. In 2020, the festival forged ahead despite the pandemic with the theme “Youth for Youth, Youth for Community”. Running 25 projects with partners, 22 Youth Executive Committees (YECs) and Youth Networks (YNs) used technology and e-applications to support frontliners, the disadvantaged and vulnerable groups in the community. Volunteers checked in on the elderly living alone and gave bean curd and dough fritters to frontline workers as a thank-you gesture, among other projects.

› Youths checking in on the elderly living alone and packing bean curd and dough fritters for frontline workers to show appreciation for their efforts.



20 JULY TO 2 AUGUST 2020

## Bringing NDP2020 into our hearts and homes

Before 2020, only those attending the annual NDP or its rehearsals, and those supporting the event received an NDP pack. For Singapore’s 55<sup>th</sup> National Day, PA worked with the NDP2020 Organising Committee to celebrate in a new way — by offering every Singaporean and PR household an **NDP2020 Singapore Together Pack**, which could be collected at all CCs and RCs. PA supported the initiative to bring the NDP experience into our homes so that all Singaporeans could join in the celebrations as one united people.

› Volunteers helped to distribute the Singapore Together goodie bags to residents at CCs and RCs.





› Volunteers distributed bento meals to #SGUnited Buka Puasa beneficiaries.

## SHARING THE JOY OF COMMUNITY

Two key events brought residents, beneficiaries and grassroots leaders closer together amid the pandemic in 2020.

**T**he ground-up initiative #SGUnited Buka Puasa rallied the community to provide free meals for needy families breaking fast during Ramadan. It was the Malay Activity Executive Committees Council (MESRA)'s

biggest-ever distribution involving stakeholders, including mosques and Malay/Muslim organisations, as well as the grassroots. The Malay Activity Executive Committees (MAECs) visited homes to identify vulnerable families. Frontliners' families were also included to show the nation's appreciation for their sacrifices.

Run as a daily affair over an entire month, the project was unlike the weekly distributions PA used to organise. It also took place during the circuit breaker period when the closure of mosques affected the way the Muslim fasting month was observed.

After areas with higher concentrations of needy Malay/Muslim residents were identified, 20 CCs were selected for the food distribution exercise. What made it inspiring was how first-time volunteers from all walks of life, including those from different racial and religious backgrounds, pitched in during the meal collections.

The M<sup>3</sup> Conversation with Malay/Muslim Community Leaders took place in September 2020 over three virtual dialogue sessions. This event enabled community leaders to share various concerns including those related to employment and upskilling.

It also allowed MESRA Advisers to communicate and clarify issues of concern to the Malay/Muslim community.

Because the event was in a hybrid in-person and online format for three community institutions — the Islamic Religious Council of Singapore (MUIS), MENDAKI and MESRA — some challenges had to be overcome. For instance, while the virtual sessions meant community leaders could attend the dialogues remotely, some of them were senior citizens who were not tech-savvy. So the organising committee helped the process along by providing instructions and a helpline number, and ensured that the community leaders were able to gain access to the Zoom video platform.



› Panellists interacted virtually via Zoom at the M<sup>3</sup> Conversation with Malay/Muslim Community Leaders.



## Putting passion into action

As a long-time PA volunteer, Suhani is resourceful and inspiring. Her efforts in organising the #SGUnited Buka Puasa ground-up initiative during Ramadan and the M<sup>3</sup> Conversation with Malay/Muslim Community Leaders have helped bond different communities, and enabled frank dialogue between the people and the Government. Passionate about helping others, she works with vulnerable residents, encourages fellow

volunteers and mentors council members in the PA MESRA.

**"I WAS SO HEARTENED WHEN** a mosque volunteer told me #SGUnited Buka Puasa was the first time he'd ever set foot in a CC. He never knew CCs

organised so many activities, including those that support the Malay/Muslim community. He said he'd volunteer again because he saw the value of this activity. The youths were also involved, not only from the Malay community but also from other races. Even the beneficiaries stepped

forward to help. We experienced a very good *kampung* spirit from this initiative.

### AS FOR THE M<sup>3</sup> CONVERSATION WITH MALAY/MUSLIM COMMUNITY LEADERS,

although we interacted with those physically present, we weren't sure how to engage those online equally. We were mindful of confidentiality because these dialogue sessions are important feedback platforms for engaging volunteers on the ground. This is where the facilitators, who are MESRA council members, played an important role. They kept the sessions informal, so people could be frank about sharing. The relationships we've built over the years also created a safe space for the audience to respond honestly on government policies too."



› Volunteers helped to organise the #SGUnited Buka Puasa ground-up initiative during Ramadan.



**AMATUL JAMEEL SUHANI, 53**  
Educator, Chairperson of PA Malay Activity Executive Committees Council (MESRA)



## DIVERSITY & INCLUSIVENESS



› Volunteers organised the meals and distributed them to vulnerable Indian families at their homes.

**C** OVID-19 has hit many Singaporeans hard. For vulnerable families facing bread-and-butter issues, getting proper meals may be a struggle. Recognising the need to support Indian



Singaporeans in these trying times — especially those whose livelihoods had been affected — Narpani Pearavai, together with Hindu Endowments Board (HEB), piloted a food distribution initiative called

Project Annathanam after the circuit breaker period.

Narpani Pearavai is the coordinating body for the Indian Activity Executive Committees (IAECs), which work closely with other grassroots organisations to open up opportunities for Indian Singaporeans to interact and build mutual understanding with the wider community. Since then, more than 2,000 needy residents have tucked into delicious monthly meals cooked by

volunteers from Hindu temples and distributed by the IAECs and grassroots volunteers.

More than just warming bellies, the meaningful project touched the hearts of vulnerable local Indian families, who have expressed their appreciation to the volunteers. The project also gave the volunteers an opportunity to deepen their engagement with residents and provide support to those who need it. Volunteers from Narpani Pearavai also went the extra mile and gave out cookies to 2,000 families to spread festive cheer during Deepavali in 2020. The smiles on the residents' faces made all their efforts worth it.



› Ramamoorthy Krishnan (right) lends a hand together with other volunteers.

## WARMING HEARTS — AND BELLIES!



**Narpani Pearavai kickstarted a food distribution initiative that has warmed the hearts of over 2,000 residents.**



## Supporting residents through thick and thin

**Serving for over two decades, this active grassroots volunteer shares how Narpani Pearavai has supported the community during the COVID-19 crisis.**

As the Chairman of Narpani Pearavai, Ramamoorthy, or Rama as he likes to be known, aims to connect the Indian

community and promote racial harmony with the wider Singapore society. When he heard how the pandemic had upset some residents' livelihoods, he and other volunteers jumped into action to support Indian Singaporeans through community projects — such as the SGUnited Jobs and Project Annathanam — to emerge stronger.

Together with Workforce Singapore (WSG) and the Singapore Indian Development Association (SINDA), Narpani Pearavai supported residents through SGUnited Jobs initiatives, such as a virtual career fair, a job interview and a virtual seminar in May 2020. It was an extension of PA's collaboration with WSG, NTUC's Employment and Employability Institute (e2i) and SkillsFuture Singapore, where PA provides

employment facilitation services, such as career guidance on the SGUnited Jobs and Skills Package.

According to Rama, residents who attended the job fairs and events gave positive feedback that SINDA passed on to the Government. "Some people lost their jobs. The SGUnited Jobs initiatives helped them get back on track to finding employment again, for instance, guiding them to courses that would help them reskill or upgrade their skills," he says.

Volunteers from the IAECs were trained at e2i as community job ambassadors to better offer employment guidance. As Rama shares, "Narpani Pearavai reached out to the community when times were good. And now that the situation has changed, it's even more important that we assist residents in need through these projects."



**RAMAMOORTHY KRISHNAN, 59**  
Senior Lecturer,  
Chairman of Narpani  
Pearavai



8 APRIL TO 20 MAY 2020

## Breaking a sweat with #HomeFunFit videos

Sure, the coronavirus might limit your activity outdoors. But that doesn't mean you need to stop working out or stop sports activities. To help individuals and families keep fit at home during the circuit breaker period, our Community Sports Clubs posted a series of weekly online videos on Facebook. Featuring several of Singapore's national athletes, the videos suited people of all fitness levels and showed how one could do simple home exercises using a football, a basketball or learn the basics of *sepatkraw* dribbling.



> A series of weekly online videos posted by several national athletes helped people stay active at home.



22 APRIL TO END-JUNE 2020

## Helping seniors to 'Stay In. Do Something'



> Some seniors got fit via workouts over Zoom, while others learnt how to use the video conferencing tool.

**11,000** →  
residents took part in over 400 live online workouts in the Virtual CPAP during the circuit breaker.



During the circuit breaker, elderly residents had a front-row seat to PA's recalibrated courses — weekly online content that kept them physically and mentally active at home. In the **Stay In. Do Something** e-programmes, seniors watched short videos on topics ranging from healthy baking to creative crafts. In the Virtual CPAP, they got fit with Zoom exercises, such as Zumba Gold and Yoga, launched with Health Promotion Board. Those unsure about video conferencing and social media even took part in Zoom Familiarisation Workshops. To stimulate the seniors' cognitive abilities and prevent dementia, we also produced special videos in collaboration with the National University Hospital.

# PULLING IT OFF BY PULLING TOGETHER

Facing a high volume of TRF applications, PA staff mobilised to provide a swift and smooth process.

**I**t was April 2020. Over 430 staff across all of PA — from Headquarters and CDCs to PA PassionWaVe and the National Community Leadership Institute — were deployed to the CCs.

The operation in question? To help thousands of Singaporeans and Permanent Residents apply for the COVID-19



› At CCs across the nation, staff went all out to help residents make their TRF applications.

Temporary Relief Fund (TRF). Eligible residents who lost their jobs or a substantial portion of their income due to the pandemic could apply for the one-off cash payout of \$500.

Due to the high demand for the TRF — as well as residents going to CCs to collect reusable masks — the pace of work was intense with all hands on deck for many of the CCs across the country. For example, Sengkang CC had some of the highest numbers of TRF applications, with about 900 to 1,300 every day initially.

Establishing a smooth workflow required staff to ensure social distancing, perform temperature checks and wipe down tables and chairs. Then there was the application itself, where staff had to answer multiple enquiries, help with form-filling, replenish forms, photocopy supporting documents and assist residents not eligible for the TRF with other subsidies, such as ComCare or Public Transport Vouchers.

There were also emotions to manage, as some applicants were dismayed when they did not meet eligibility criteria



› CC staff worked long hours to help with a multitude of tasks related to TRF applications.

or baulked at the queues. Even after closing, the busy work day was far from over. Staff had to assess the TRF applications and key in hundreds of approved forms into the ComCare Data Registry System to ensure that residents received their payouts on time.

Knowing that people were counting on them motivated the PA team to go the extra mile, which meant dinner breaks at 9 pm and working till the wee hours of the morning.



## Going above and beyond

To ensure that every resident was able to access public assistance schemes and digital services, Benjamin worked around the clock to assist residents applying for the TRF. He also contacted them to share policy information and help the elderly pick up simple IT skills at the CC's Seniors Go Digital Community Hub. He even convinced reluctant seniors to try online fitness classes by recruiting over 100 of them to sign up for every run of the Virtual Community



**BENJAMIN WONG, 39**  
Constituency Manager (Wellness), Sengkang Central CO @Sengkang CC

Physical Activity Programme (CPAP).

### WHAT WAS IT LIKE TO FACILITATE TRF APPLICATIONS AT SENGKANG CC?

"It was really hectic. Every applicant's situation was different, so we listened attentively and explained the eligibility criteria patiently. We offered alternative options and stayed calm and professional. We also let them know we were there for them and would try our best to assist."

### HOW DID YOU FEEL ABOUT THE EXPERIENCE?

"Helping affected residents ease their stress was fulfilling because the cash payout helped tide them over. There were so many anxious applicants, and some were frustrated at the long queues. I remember a man was very upset at his rejected



**VIRTUAL CPAP**

› At Katong CC, a senior finds out more about a Virtual CPAP aerobics workout.

application. But then I noticed his income wasn't properly filled in, so I corrected his application and resubmitted it for him. When it was approved, he was so happy."

### HOW DID YOU CONVINCE SENGKANG SENIORS TO TRY THE VIRTUAL CPAP CLASSES?

"We tapped on our grassroots and interest group leaders, who are also seniors. We taught them to use Zoom on their smartphones and they, in turn, guided other seniors within their networks. We sent weekly SMS reminders and Zoom links to participants, so they could continue to stay active and interact with friends and neighbours."



MARCH TO OCTOBER 2020

## What's up, Taman Jurong? Neighbours using WhatsApp for good

In one ground-up COVID-19 initiative, Taman Jurong residents used Facebook and WhatsApp to plan outreach programmes for diverse people residing in the community. For healthcare workers, the residents prepared and delivered fruit bags and thank-you cards. For migrant workers, they bought snacks and baked muffins. For vulnerable seniors, especially those living alone, they collated and distributed health packs. And for delivery riders on the street, they handed out health pouches. They even persuaded other neighbours on social media to support the outreach programme — a heart-warming example of Singaporeans pulling through a crisis together.

### ASSISTING THE COMMUNITY



- > **900+** migrant workers
- > **120+** senior households
- > **80+** healthcare workers
- > **60** delivery riders
- > **38** estate maintenance staff



> Volunteers prepared snacks for migrant workers and health packs for delivery riders.



APRIL 2020

## Cooking up new ways of distributing food to the elderly

During the circuit breaker, Teck Ghee Residents' Networks (RNs) and RCs went above and beyond to help seniors stay home safely, especially the vulnerable living in rental blocks. By working with sponsors, the volunteers delivered packed meals to 200 beneficiaries each day so that they need not leave their homes for meals and risk getting infected. Unlike mass meal distributions at CCs in previous years, the outreach effort in 2020 adopted a decentralised approach. Sponsors sent the meals to the void decks of rental blocks, then volunteers distributed these meals to every single beneficiary in a project that went a long way in fostering greater community ownership.

> Volunteers delivered packed meals directly to beneficiaries' doorsteps every day.



# BUILDING #ACARINGCOMMUNITY



COVID-19 is a wake-up call, a stark reminder of why Singapore needs a united and resilient people to weather a crisis. It also underscores the importance of our mission to nurture social cohesion.

Over the years, PA and our volunteers have carefully tended to our networks, cultivating community bonds and interpersonal ties. With this trust, we've been able to respond quickly, decisively and as one people to the pandemic. Singaporeans, former beneficiaries-turned-volunteers and even non-residents have rallied together, delivering care to those who need a helping hand and fostering unity. By pitching in to help, everyone gives back to their community in a virtuous circle that further strengthens social ties.

Throughout these tough times, PA staff, volunteers, corporate partners and community organisations have tackled the challenges head-on with hard work and plenty of heart. Whether it's assisting residents serving their Stay-Home Notice (SHN), organising meals for students from low-income families, equipping residents with future-ready skills, or locals and newcomers working together to assemble care packs for frontline workers, no effort has been spared to help the community get through this time together.

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19 FEBRUARY 2020 TO DATE\*



## Help is just a call away

Early 2020 was a tense time as we grappled with the novel coronavirus. To tend to requests from Persons Under Quarantine (PUQs), Persons on Stay-Home Notice (PSHNs) or those on five-day medical leave, **PA Call Centre** reacted fast. Within two weeks, trained staff responded to residents' requests while conference rooms at PA HQ were converted into a massive call centre operation. Besides dispensing information on SHN-related matters, the call agents also took care of compassionate requests, assisted with food requests and reassured a worried public.

\* Since 23 April 2020, the SHN Helpline has been managed by outsourced vendor DHL Supply Chain Singapore. PA continues to help those on SHN who need non-emergency medical aid and groceries/food requests.

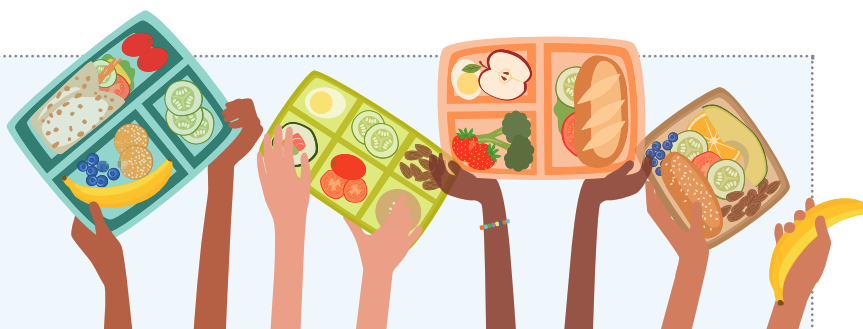
› To get the SHN Helpline up and running quickly, staff at the PA Call Centre worked fast to learn new policies and processes.

# 4,000+

**cases assisted by  
the SHN helpline**



**More than  
7,400  
STUDENTS**  
benefitted with  
over 7,000 food  
merchants  
participating



14 APRIL TO 30 SEPTEMBER 2020

## No child goes hungry

When home-based learning began during the circuit breaker, some low-income students suffered as their families couldn't afford meals at home. To help defray the cost of buying meals, the CDCs raised \$660,000 via their networks, social media and the press, and rolled out the **CDC Student Meals Scheme** to help primary and secondary students in public rental housing. Heeding safe management measures, this fully-digital social assistance scheme allowed eligible students to apply online and receive GrabFood e-vouchers.



# PAYING IT FORWARD SO NO ONE IS LEFT BEHIND

In response to the COVID-19 crisis, staff at NACLI converted its campus' accommodation facilities into a Government Quarantine Facility within 48 hours. They helped to allay the anxiety of those who served their quarantine there, and even inspired some to become regular volunteers with PA.

**S**erving a 14-day quarantine can be a stressful experience. But for the parents and children who were quarantined at NACLI, the warmth, steadfast care and quick action of the staff made a huge difference in reducing their anxiety.

On 29 January 2020, NACLI was activated as a Government Quarantine Facility (GQF) in Singapore's fight against COVID-19. Working with multiple agencies including the Ministry of National Development, Singapore Police Force, Ministry of Health (MOH) and Ministry of Manpower, the NACLI team sprang into action and repurposed its accommodation facilities for quarantine purposes within 48 hours.

Even as they dealt with the logistics of setting up a GQF for the first time, the NACLI team was mindful of the challenges that Persons Under Quarantine (PUQs) may face during their 14-day stay. Upon learning that their first batch of PUQs were among the

174 Singaporeans and families evacuated on the second flight from Wuhan, China — many of whom had young children aged six months to 12 years old — the team thoughtfully prepared child-friendly colourful posters, toys and board games to make the little ones feel at home. The staff also sent the families magazines, books and puzzles as well as small surprises such as care packs and greeting cards. And on the last night of their quarantine, the team sent the families a farewell card and welcomed them to join PA activities.

When NACLI was called upon to house migrant workers under quarantine from 8 April 2020, the team also extended the



› The NACLI team decked out 20 rooms with colourful posters, toys, colouring books and board games — all in less than 24 hours — to welcome families in quarantine.

same warm hospitality to these PUQs. They sent snacks and festive goodies during special occasions such as Hari Raya, and connected with PUQs regularly through social media and emails during the period of their stay.

Inspired by the staff's kindness and care they received, some families who had served their quarantine at NACLI have since paid it forward by becoming regular volunteers with PA.

## ➔ It started with a spark of kindness

Sohaib, his wife and two children were among the 174 Singaporeans and their families evacuated from Wuhan in February 2020. After serving a 14-day quarantine at NACLI, the family were so moved by the care of the NACLI staff that they signed up as PA volunteers, as Sohaib tells us.

### WHAT WAS YOUR QUARANTINE EXPERIENCE LIKE AT NACLI?

My wife and I were each quarantined with one child. One concern was having to manage our kids separately. However, our anxiety went away as the NACLI staff had prepared colourful posters, toys and board games to make the children feel at home. They prepared care packs regularly for us and even surprised us with a special Valentine's Day dinner!

We felt like we were given the "royal treatment" and were actually a bit sad when the quarantine ended.

### HOW DID THE NACLI STAFF MAKE A DIFFERENCE?

Without their care, I doubt my wife and I would have "survived" two weeks of quarantine. They made us feel like family. When we asked them how they thought of so many good ideas, they said they put themselves in our shoes and considered what would help us feel more comfortable.



› Sohaib and his family returned to NACLI to pack care packs for migrant workers under quarantine as a way to pay it forward.

### WHAT MADE YOU SIGN UP AS REGULAR PA VOLUNTEERS?

Because we were so inspired by the care extended to us during our quarantine. Through NACLI, we connected with grassroots volunteers in our neighbourhood. We try to involve our children too, to help inculcate the value of social responsibility in them. We visit the elderly to share more about the COVID-19 vaccination drive and help them book appointments for their shots.

#### SOHAIB SAJID, 35

Semiconductor Manager,  
PA Beneficiary-turned-  
Volunteer, and family



7 AUGUST TO 30 SEPTEMBER 2020

## Retooling for the road ahead

No Singaporean left behind. That was the joint goal of the five CDCs when they organised the annual **SkillsFuture @CDC 2020** event, which went virtual in August. Activities included 50 workshops, webinars and masterclasses, as well as Facebook live chats with industry experts on job trends and lifelong learning. A one-stop resource platform was also set up. Participants liked the programme so much that PA extended its duration for more Singaporeans to join in. Over 372,000 residents signed up for the events organised by 18 different partners, including training centres, government agencies and institutes of higher learning.



› A SkillsFuture officer conducts an online workshop for residents.

**372,000** residents signed up for the virtual SkillsFuture @CDC 2020 event organised by 18 different partners.

7 OCTOBER 2020 TO 12 FEBRUARY 2021

## PAssion Card turned 15

As COVID-19 spread, plans for PAssion Card's **PAssion15 real-world celebrations** were nimbly adapted for the virtual space. To continue engaging PAssion Card members, we introduced 15 special #PAssion15 weekly deals. Card members — including many seniors who gamely took on the new technology — also made 55,372 contactless redemptions and took part in #PAssion15 contests on social media. For PAssion Card's National Day campaign to rally the community together, over 140,000 viewers watched an inspiring video of four Singaporean families expressing gratitude for their loved ones' support during the pandemic.

› For PAssion Card's 15<sup>th</sup> anniversary in 2020, 15 #PAssion15 deals helped spread cheer to members.





23 FEBRUARY TO 4 APRIL 2020

## The more we get together

For the **SGUnited COVID-19 Social Cohesion Campaign**, our Integration and Naturalisation Champions, immigrant associations and new citizens ran 11 meaningful community projects, which were held before the circuit breaker. Locals, newcomers and non-residents worked in unity to put care packs together, bake cookies and draw appreciation cards for frontline workers. The volunteers pulled off the projects successfully, undeterred by the short time frame. They also had to source for care-pack items such as hand sanitisers, surgical masks and antibacterial wet wipes, which were hard to come by during that period.



› Locals, new citizens and their families joined hands to prepare hand sanitisers at the CCs, provide relief to essential workers by wiping down public spaces such as playgrounds, and distribute care packs to vulnerable residents, cleaners and frontline workers.

**2,600+**  
volunteers, including locals,  
newcomers and non-residents



ONGOING SINCE NOVEMBER 2020



## Residents treating residents

The Malay word *belanja* means “treat” in English. For some residents in the northern region of Singapore, this treat takes the form of **Sembawang GRC’s Belanja-A-Meal**. The ongoing pay-it-forward initiative aims to build a caring community by letting residents sponsor meals for the needy with support from our community partners. For the first time, the initiative involves five divisions across the GRC: Admiralty, Canberra, Sembawang Central, Sembawang West and Woodlands. Every month, 710 residents in the ComCare and FoodAid assistance schemes redeem 15 meals worth \$4 each.



› Sharing about the Belanja-A-Meal initiative to stall owners and residents. In Woodlands, Belanja-A-Meal donors can also scan a QR code to make a contribution.



➔ **350,000**

**households benefitted from the CDC Vouchers Scheme Tranche 1, which was rolled out in June 2020. More than 8,100 merchants like Noorham took part in the exercise.**

## SUPPORT FOR THE NEEDY

**T**he \$20 million CDC Vouchers Scheme Tranche 1 was launched by DPM Heng Swee Keat and the five Mayors immediately after the circuit breaker in June 2020 to defray the cost of living for lower-income families and at the same time, to support the businesses of local heartland shops and hawkers facing the impact of the COVID-19 pandemic. Under this scheme, each identified Singaporean household received \$50 worth of CDC vouchers redeemable at participating heartland merchant shops and hawker stalls.

Besides bringing relief to lower-income Singaporean households and supporting local business such as hawker stalls, coffee shops, provision stores and mom-and-pop shops, the scheme also triggered random acts of kindness. For instance, at the Geylang Serai Market & Food Centre, some customers were seen using their CDC Vouchers to pay for individually packed meals to give to the needy and the cleaners. Mr Noorham, a stall holder, was so inspired by a customer that he also gave away five extra packets of food to the needy.

This is an example of heart-warming acts by Singaporeans, of how the more able help the less, watching out for one another especially during the pandemic. The CDC Vouchers Scheme also brings out the spirit of caring and giving where people support each other through tough times.



➤ Local merchants in the heartlands can get support with the scheme.

## ➔ A taste for compassion

Noorham, owner of Takdenama food stall at Geylang Serai Market & Food Centre, is a participating hawker under the CDC Vouchers Scheme. He shares his experience.

**“MY CHICKEN RICE AND NASI GORENG STALL** was badly affected during the Circuit Breaker. Business picked up slowly after that, but sales were still down.

**THE RESPONSE TO THE LAUNCH OF THE CDC VOUCHERS SCHEME TRANCHE 1 WAS GOOD.** I received 150 to 250 CDC Vouchers a week — 10 to 15 times more than expected — and it added 5 to 10 per cent to my sales. People saw the CDC Vouchers Scheme decal at our stall and decided to try our food. I now have a few new loyal

customers. Some of my customers who were retrenched or took pay cuts also said the scheme helped them for the month.

**MY WIFE AND I HAVE TWO TEENAGE BOYS** who are polytechnic students. Expenses are high now, so if one of us takes a financial hit, we'll need to tighten our belts. So the CDC Vouchers Scheme has helped us too.

**I REALLY APPRECIATE HOW THE CDCS AND PA HAVE ASSISTED US THROUGH THE TOUGH TIMES** by giving these vouchers while helping participating businesses to stay open. Against the pandemic, we must be patient and not lose hope.”



**MOHAMMAD NOORHAM NOORDIN, 45**  
Stallholder,  
CDC Vouchers Scheme  
Merchant



FEBRUARY 2020

## Letting our appreciation bloom

Volunteers from **MESRA** put their fingers to work at the Anchorvale, Bukit Batok East, Tampines Central and Tanjong Pagar CCs. In all, they made 1,000 ribbon roses, which were presented to frontline healthcare workers as a beautiful gesture of appreciation for their fight against the COVID-19 spread in Singapore.

> Colourful ribbon roses were beautifully made and presented to healthcare workers at various locations.



20 AND 21 NOVEMBER 2020

## Showing gratitude to frontliners

Besides healthcare workers, COVID-19 frontline workers include hawker centre cleaners, pre-school teachers and more. To show their appreciation for these individuals, Geylang Serai YN assembled and gave care packs comprising hand sanitisers, anti-bacterial wet wipes and personalised thank-you notes to 492 frontline workers in Geylang Serai on One Community Day 2020. Themed **“Care to Give, Give to Care”**, the event inspired residents to give back to the community and introduced new ways to get help online for those seeking social assistance.



> Resident donors, corporate sponsors and youth volunteers distributed care packs to frontline workers.



# STAYING PREPARED FOR EMERGENCIES

Despite the uncertainties during the COVID-19 crisis, PA volunteers trained in emergency and disaster response bravely came together to do their part for the community as Safe Distancing Ambassadors.

When COVID-19 hit our shores in early 2020, PA mobilised the Community Emergency and Engagement Committees (C2Es), Grassroots Leaders and Community Emergency Response Team (CERT) volunteers as Safe Distancing Ambassadors (SDAs) to support the nation's efforts to contain the COVID-19 virus.

Many ordinary folks showed extraordinary courage by giving their time to support the community. Trained and equipped with skills to manage emergencies and disasters even before the pandemic started, these PA volunteers came together to do their part, despite the potential risks. During the circuit breaker, more than 1,000 Grassroots Leaders and CERT volunteers were deployed to carry out SDA duties, conducting joint patrols with Housing and Development Board and NParks enforcement officers at 103 locations.

During a time of uncertainty, PA SDAs became a familiar and reassuring sight across neighbourhoods in Singapore. They



patrolled hotspots in the HDB heartlands and neighbourhood parks to ensure that residents in their constituencies were aware of safe distancing measures and the need to mask up correctly. SDAs are also trained to communicate critical information to residents, a skill that came in handy while tackling the dynamic and evolving COVID-19 situation during the early months of the COVID-19 situation. Additionally, as CERT volunteers, they are equipped with skills that can save lives, such as performing



› In the HDB heartlands, SDAs made their rounds at hotspots and shared social distancing advisories with the public.

cardiopulmonary resuscitation, using an automated external defibrillator and administering first aid.

As a result of the joint partnership, PA SDAs established a close working relationship with other agencies, such as those from HDB and NParks. Some of the CCs were opened during the circuit breaker period for SDAs and enforcement officers from other agencies as a venue for them to take their lunch breaks. Several C2Es, such as Jurong Spring and Tampines East, continued to conduct patrols after the circuit breaker to advise residents on safe distancing measures.

## → Walking the ground to keep his neighbours safe

When Mayoorathan volunteered to do SDA patrols last year, his wife feared for his health as his duties required

him to mingle with people. The father of two recalls, "If I got infected, it would be difficult for us to look after our children. But after I explained the strict safety measures, she supported me."

Stepping up to volunteer comes naturally for Mayoorathan. "If everyone just waits for someone else to help them, then we'll all be in danger," he says. "Someone has to be out there to take the initiative and help, especially in times of emergency like the pandemic. Even though the team of volunteers and I knew the risks involved, we felt strongly that we should help the community understand the measures. Our aim was for residents to stay safe and keep them from getting infected unknowingly."

By day, Mayoorathan is a senior manager in R&D. Outside work hours, the C2E and



› During one of his rounds, Mayoorathan passes a mask to a resident who needed a replacement.

CERT volunteer with PA pounds the ground as an SDA in a bid to keep Zhenghua-Senja residents safe.

As an RC member for about seven years, he has also conducted door-to-door visits to educate residents on dengue prevention and taken part in SGSecure initiatives to raise awareness about terror threats. He believes that with the long battle against COVID-19 taking a toll on people's mental health, volunteers like himself can help support the community. Says Mayoorathan, who has attended PA courses on providing basic emotional support, "Although I am not a mental health professional, I can connect residents who need help to the right agency for support and lend them a listening ear."

**MAYOORATHAN MAHESWARAN, 49**  
Senior Manager and Safe Distancing Ambassador, CERT Volunteer, and C2E Treasurer with Zhenghua-Senja RC



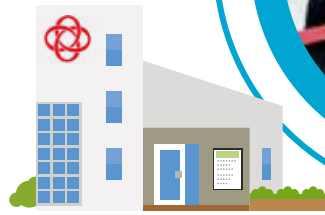


› SGUnited Jobs & Skills Centres as well as community job fairs were organised at the CCs to help jobseekers affected by the pandemic.

ONGOING SINCE 27 JUNE 2020

## Jobseekers tap on #SGUnited for help

The COVID-19 pandemic has created economic uncertainty, with some Singaporeans losing their livelihoods. To help affected residents search for job opportunities close to home, PA introduced **SGUnited Jobs & Skills Centres** at CCs nationwide. Grassroots organisations and other agencies such as Workforce Singapore also organised community job fairs for jobseekers hit hard by the pandemic.



**27** SGUnited Jobs & Skill Centres have been set up at CCs, where jobseekers can get advice on searching for employment.



SEPTEMBER TO DECEMBER 2020

## Tackling mental wellness, one webinar at a time

To help grassroots leaders continue to serve the community during the COVID-19 pandemic, the **Residents' Network Council** led a useful series of **mental health webinars** on Zoom for them. Targeted at volunteers from the RCs, NCs and RNs, the series included a one-day stress management workshop with the Singapore Association of Mental Health. Participants also created a data-based mobile app that gives residents access to events, programmes and constituency information. On top of that, 300 members took part in five online games, including a virtual escape room, to bond and build friendships.

› Grassroots leaders learnt to cope with stress through online talks, games and webinars.





Volunteers from partners like Gojek, POSB and DFSG help deliver PA's CARES Care Packs to beneficiaries.

## CARING WITH PASSION

PA hand-delivered care packs to those affected by the COVID-19 pandemic.

To tide underprivileged households through the safe distancing constraints and financial challenges of the circuit breaker period, PA worked with various partners to deliver 2,000 care packs island-wide. Serving as a ration pack for beneficiary households, each care pack contained essentials such as rice, cooking oil, biscuits and instant 3-in-1 beverages.

The distribution drive was part of the Passion CARES For You initiative, which rallies corporate partners to volunteer and give back to the community. For

the project in May 2020, what was typically a physical shopping experience for beneficiaries had to be swiftly transformed into a doorstep delivery service due to the circuit breaker. On top of that, many PA staff and volunteers reported that senior residents struggled to replenish their supplies as the pandemic wore on. Together with the increased challenges faced by low-income families, this led to a larger than expected number of households identified to receive the care packs.

→ **2,000** vulnerable households received **Passion CARES Care Packs from PA and corporate partners during the 2020 circuit breaker.**

PA worked closely with its partners, Dairy Farm Singapore Group (DFSG), POSB and Gojek Singapore, to operationalise this island-wide programme. Despite the short notice, tight timelines and the need to do everything differently — from operations to logistics and supplies — the result was a success.

### → Rallying resources to supply care packs



**AUGUSTINE TAN, 37**  
Senior Manager  
(Membership Engagement)

PA manager Augustine Tan and his three colleagues may make a small team, but they successfully overcame the odds to serve vulnerable residents during the COVID-19 restrictions

in 2020. Here's how they organised the massive food distribution exercise from 22 May to 1 June 2020.

**CHALLENGE 1** Difficulties sourcing for essentials in a global supply crunch  
**THE SOLUTION** Casting a wider net for resources

"We needed certain food items quickly and worked closely with DFSG, which proposed substitutes if it could not get what we wanted. Thankfully, it managed to supply the items as its networks are really wide. It also expedited the supplies for us because of our long partnership. We're grateful to DFSG."

**CHALLENGE 2** Scarce manpower during the circuit breaker  
**THE SOLUTION** Making do with less

"We had to put together 2,000 care packs within five days. That was a lot of packing to do. We couldn't get a large pool of volunteers because people had to stay home. But we mobilised assistance



Augustine helping to deliver PA's CARES Care Packs.

from our partners, PA colleagues and volunteers, and staggered timings to comply with safe distancing guidelines."

**CHALLENGE 3** Residents could not collect the care packs  
**THE SOLUTION** Tapping on partners' networks

"Our partners from other projects referred us to Gojek Singapore, which was kind enough to help us bridge the distribution gap. Its drivers volunteered to deliver the care packs, and were paid an allowance to cover their costs."



# #LIVELIFEWITHPA IN THE NEW NORMAL



While the pandemic has disrupted our lives, we have been motivated and inspired to find new ways to bring communities together, and partner with our network of partners to co-create new programmes and solutions to overcome the crisis together. We have adjusted our response and embraced new ways of living, working, playing, and socialising. It has also accelerated our digital transformation journey, sparking opportunities for renewal, innovation and fresh thinking in our pursuit to build a caring, cohesive and resilient society.

You can see this in our use of technology and digital platforms to serve the people — despite the coronavirus curveball. With on-site events suspended, especially during the circuit breaker period, and safe distancing measures imposed, we've made the pivot to the virtual world. From fitness videos that show residents how to stay healthy at home to virtual workshops teaching robotics to kids, these digital programmes help residents stay connected to the community and learn new skills.

In this shift towards digitalisation, the silver generation hasn't been forgotten either. We've set up 32 Seniors Go Digital Community Hubs at CCs and other PA facilities to equip residents with the digital skills they need to keep in touch with their loved ones, as well as to access information and services online.

Significantly, we've tackled this crisis side-by-side with the community. Together, we've co-created physical-turned-virtual events and devised online learning approaches. Our role as an open communication channel between the Government and the people is now more critical than ever, as we explain policies to residents and convey their feedback to policy-makers.

While we navigate the new normal, we'll continue to pioneer new methods of working, applying digital technologies in the best ways to help us do our job of serving the community and building relationships.

# A CHINGAY LIKE NO OTHER

The iconic event transcended the boundaries of space and time, becoming a fully digital multi-sensory dynamic showcase of Singapore's diversity and community spirit.

For nearly 50 years, Singapore's Chingay parade has been a much-anticipated physical event on the country's calendar, with spectators looking forward to the elaborate floats and costumes on display. But in 2021, because of the COVID-19 situation, the event refreshed its format entirely and became the first-ever Digital Chingay.

A groundbreaking show to remember, the fully digital multi-sensory experience transcended the constraints of time and space. Aptly themed "Light of Hope", it leveraged technology to bring together 2,000 performers from 150 different organisations, including the arts and culture, and informal groups like social enterprise



› About 500 participants sang "As I Believe" with local talents Benjamin Kheng and Chloe Chua to cheer on the community.

Singapore Fashion Runway to celebrate Singapore's multi-culturalism.

A visual feast for the senses, Digital Chingay showcased the country's diversity and community spirit as well as featured co-creation efforts with the public. For instance, technology provided an opportunity for the community engagement campaign "Jalan Jalan with Chingay" to take off. This featured a series of online activities that rallied people from all over Singapore to uplift community spirit. Some of these initiatives included inviting residents to submit one-minute videos of their own performances for "We've Got Talent!", and the design of virtual floats and costumes for "Let's Build A Float" and "Sew Stylo!" respectively.

What was once a purely multi-float real-life parade was completely reimaged as a digital experience, melding traditional performances with eye-popping multimedia effects and computer animation.

Putting the event together was no easy task for PA, from coordinating the local and overseas troupes' 100-lion dance performance to supervising computer-generated effects that breathed new life into the dragon dance and pole act segments.



› Digital Chingay 2021 used choreographed computer-generated imagery (CGI) effects in local dragon dance and other performances.

Yet going online meant that there were lower barriers of entry, allowing Digital Chingay to attract more than 50 new groups to participate. Also, for the first time, 10 ASEAN countries were featured in the "Melody of ASEAN" performance, while over 100 lions from over 20 cities, including Bangkok, Tokyo and Paris, were assembled to take part in "The Flame of Resilience".

More than one million viewers — including some groups that held their own virtual watch parties — tuned in to various online platforms, as well as free-to-air TV channels, to catch the show in the comfort of their homes anytime, anywhere.

## → In the limelight

Eileen started social enterprise Singapore Fashion Runway (SFR) to provide disadvantaged groups like youths with special needs a platform to showcase their talents. That is why SFR has worked with PA on the Chingay Parade since 2019.



› Taking part in the first-ever Digital Chingay was an unforgettable experience for Eileen and the SFR beneficiaries.

Calling the event "an amazing experience", Eileen says, "Digital Chingay was a breakthrough for PA. I saw how it took many parts and people to create a successful, heart-warming and innovative event."

SFR created 12 outfits inspired by the Malay *songket* and which were worn in the performance "Tenunan Zaman". The beneficiaries also designed items such as reusable masks sold in 'Chingay Mama Shop' on Lazada, and took part in the "We've Got Talent!" Community Engagement Programme.

Although there were new challenges like working in smaller groups due to safety

measures, SFR beneficiaries enjoyed an enriching learning experience. For instance, after spending many hours filming for the talent video, they were touched to watch their segment superimposed as the large backdrop during the livestreamed performance.

"The technologies were very creative and collaborative, and I was impressed that they allowed us to work with different communities together," Eileen shares. "We've always felt the nurturing spirit from the PA family. Our beneficiaries felt very proud to know they continued to play a role at this important event."



**EILEEN YAP, 46**  
Founder of Singapore Fashion Runway,  
Digital Chingay 2021 Partner

JUNE TO AUGUST 2020

## Not one, but two virtual events for the record books

**Our Tampines Hub (OTH)** took on the virtual world and prevailed with two record-breaking online events in 2020. On 18 July, 208 participants danced into the *Singapore Book of Records* for the “Largest mass online Zumba workout”. From 27 July to 8 August, 728 runners covered 33,031km — smashing the record for the “Longest distance covered online by a group of runners over 10 days” in the 55stronger Together Virtual Run 2020, held in partnership with Tampines West Community Sports Club. OTH’s other sports and lifestyle events also won over residents, who continued to bond and cement their friendships in the pandemic.

**208**

PARTICIPANTS set a new record for Largest Mass Online Zumba Workout



› OTH successfully adapted to the shift from physical to virtual programmes.

**728 runners broke the record for the “Longest distance covered online by a group of runners over 10 days” covering**

**33,031 km**



## KOPI KAKIS ADVENTURES GAME

### Play a game to learn policy with our Kopi Kakis

As the bridge between the Government and people, PA staff and grassroots leaders communicate government policies and schemes to the community. To help them stay on top of policy announcements and support residents — especially in a crisis mode with COVID-19 and social distancing measures in place — a fun, interactive mobile app was created based on a prototype by Temasek Polytechnic students. The **Kopi Kakis Adventures Game** simulates real-life scenarios, allowing players to apply their policy knowledge and stay up-to-date with schemes. It also tackles the key concerns of residents, including healthcare, transport and housing.



› Interactive and user-friendly, the mobile app also poses questions commonly encountered by staff and volunteers.



# FUTURE-PROOFING OUR NEXT GENERATION

**In this period of virtual and remote learning, technology and online tools are being used to guide children and youths in their education and career paths.**

**W**ith the COVID-19 pandemic, young Singaporeans have had to adapt to a hybrid system of classroom and home-based learning, as well as familiarise with the concept of working from home. To help them navigate these new journeys, PA Youth Movement (PAYM) went digital in several ways.



› A trainer sharing content as part of the YES! series.

## SAY “YES!”

PAYM organised a series of Youths Emerging Stronger! (YES!) Dialogue Sessions, aimed at helping graduating youths and new graduates adapt to the workplace disruption. In all, 285 participants attended the eight online YES! Sessions, where invited guests gave advice on new skill sets, such as digital interview skills. The youths also had the opportunity to forward their resumes to participating companies for interview opportunities, as well as exchanged ideas with community leaders from the various YNs.

## THE LEARNING NEVER STOPS

PAYM also reached out to younger children through its Enrichment, Empowerment and Education (ECUBE) programme. Before the pandemic, its 24 YNs had already been organising over 100 enrichment programmes, such as tuition classes, homework supervision and reading sessions, for primary and secondary school students, and children from low-income families.

When the circuit breaker period began, many of the in-person programmes had

to be suspended. To continue helping the beneficiaries with their homework, PAYM conducted virtual tuition classes. For the less-privileged youths who did not have a laptop or computer at home, PAYM worked with the National University of Singapore's Communications and New Media Department to provide them with refurbished laptops.

A total of 25 ECUBE programmes were organised, allowing the beneficiaries to continue receiving help and support with their school work.



› Bukit Batok YN conducted online tuition to underprivileged children during the circuit breaker in PAYM Central Youth Council's ECUBE Programme.



**TEH CHEE YANG, 27**  
Legal Associate,  
Vice-Chairperson  
of Taman Jurong  
Youth Network

In, a weekly maths tuition that has been moved online. Along the way, Chee Yang has picked up meaningful lessons, which he is using to help Taman Jurong YN become nimbler in the new normal.

### ➤ Lesson 1: Work harder to grab kids' attention online

“It's harder to build a presence online with young children. We learnt to be even more articulate and energetic to get their attention and engage them. But it's been fun and our interactions with the children have inspired many of us to continue to enjoy learning.”

### ➤ Lesson 2: Not everyone has more than one electronic device

“When we plan online activities, we constantly think of how to make them interactive for everyone, without making anyone feel disadvantaged. Some participants may have only one device,

so we put in more effort to make our content easy to read, even on a small phone screen.”

### ➤ Lesson 3: Take things online to attract more volunteers

“The silver lining to the pandemic is that the barrier to entry for volunteerism is lower as it's easier to help out virtually from your home without commuting to and fro. The pool of volunteers gets bigger when things can be done online.”



› Chee Yang teaching maths to a child during a Count Me In session in 2019.

## ➔ Learning about e-volunteering

A YN volunteer since he was 15, Chee Yang has moderated numerous YES! Sessions, as well as shared the benefits of volunteering with children and youths. Amid the pandemic, he continues tutoring and mentoring children in programmes like Count Me

FEBRUARY TO JUNE 2020

## Going virtual to beat the virus

When panic buying happened during the early days of Covid-19, NACLI took a creative learning approach to quell this worrying behaviour. Partnering with a game developer, NACLI built an interactive online game to share community messages with grassroots leaders, PA staff and the public. The light-hearted **Supermarket Madness** game showed how to nudge Singaporeans to behave responsibly. NACLI also curated **COVID-19-related social media content** on safe distancing and good hygiene practices. It also included the dos and don'ts of attending social activities in a viral Instagram post, as the information was timely, relevant and useful.



> NACLI created a mobile game and social media content to nudge people to be more socially responsible.



> Families had a "roar-some" time playing and learning at the PRE-Historic Dinosaur Park at Pasir Ris East CC.

**> 1,200**  
VISITORS  
between 19 and  
31 March 2021

16 DECEMBER 2020 TO 31 MARCH 2021

## Walking with AR dinosaurs in Pasir Ris

Visited Pasir Ris East CC recently? You might have spotted a T-rex, a triceratops and even a pachycephalosaurus roaming the rooms. Not in real life, of course, but via augmented reality (AR) at the **PRE-Historic Dinosaur Park**. Visitors were provided a tablet to "hang out" with the imposing beasts as they came to life in 4D. Educational yet entertaining, the exhibition was a showcase of AR and digitalisation. It also lifted spirits of residents during the pandemic and gave them the chance to bond with their family.





# CONNECTING RESIDENTS ONE COURSE AT A TIME

**L**earning to prepare an Iftar (breaking fast) meal and applying smudge-proof makeup without face-to-face guidance had seemed like an impossible task before COVID-19 struck. But wildly-popular digital programmes curated by PA during the pandemic are proof that continuous learning and upskilling need not take place within a traditional classroom setting. The SHIOK Series was among the PA programmes that successfully went digital during the pandemic. Led by MESRA and supported by Malay-Muslim organisations and industry experts, the series features customised courses and programmes.

When COVID-19 restrictions disrupted face-to-face interactions, PA continued to maintain a sense of community spirit, allowing residents to continue learning by pivoting to digital courses.

As they imparted skills to the community, PA Trainers and partners also levelled up their own skills and strategies on how to effectively engage participants online. Using tips from PA staff, they were able to quickly customise their teaching content to suit a virtual audience. For instance, PA staff guided each PA Trainer from the SHIOK Series to produce a short video during the circuit breaker period.



› Participants attended a video editing course online by Madbuff SG while others met the Young Lions team, along with celebrity Danial Ashriq.

The video was posted on social media to encourage people to maintain a positive mindset for 30 days.

SHIOK Series courses were also remodelled to online courses through the use of the Zoom platform in May 2020. Co-curated with partners such as the Football Association of Singapore (FAS), Huda Ali (LaLoo Little), Fatimah Mohsin and Halalfoodhunt, the “SHIOK Series — Jom Online!” series offered a wide variety of lifestyle courses to support the Malay community preparing for Hari Raya Puasa

→ **21,660**

participants in 2,121 online PA courses as our activities and programmes went digital



in the wake of COVID-19. Subsequently, the series ran more than 30 online courses featuring popular celebrities such as Taufik Batisah, Nas Daily, Sujimy Ali and Haslinda Ali. It also roped in partners such as MFA Group and Young AMP to help fresh graduates gain new skills during the pandemic.



**FATIMAH MOHSIN, 46**

Founder of Fatimah Mohsin The Wedding Gallery, Makeup Artist, PA Trainer

close. But when masks and safe distancing kicked in, the PA Trainer remained unfazed and coolly went on to co-curate digital courses on Zoom for the SHIOK Series.

Many of Fatimah’s virtual courses for the series became a huge hit, such as the “mask-proof makeup” classes on preventing cosmetics from smudging under a face mask. A single session saw around 130 participants. Fatimah also went the extra mile to collaborate with makeup brand Bobbi Brown (Singapore) to offer makeup product giveaways to participants, so they could use the products and apply what they learnt during the course.

An established figure in the bridal fashion industry, Fatimah has been teaching courses at PA since 2017. Before COVID-19, she never thought such courses could be conducted digitally as these traditionally involved face-to-face interactions, and she



› Fatimah demonstrating home-styling and floral arrangement tips to viewers on PA MESRA’s Facebook Live in May 2020.

had no prior online teaching experience.

Conducting her courses virtually has been a “personal achievement”, she says. Fatimah now runs floral arrangement and home styling courses over Zoom, and even produced a short video encouraging people to remain positive during the circuit breaker. “I managed to pivot to online classes fast with guidance from PA, and definitely learnt a lot during this period,” she says.

A strong advocate of lifelong learning, Fatimah believes continuous upskilling helps the community emerge stronger during this period of uncertainty. “COVID-19 has hit all of us hard. We should upgrade our skills and learn new ways of doing things to ensure we do not lag behind.”

→ **Nailed it!**  
**The beauty of going digital**



Before the pandemic struck, Fatimah’s makeup and bridal styling courses involved in-person interactions up



APRIL 2020 TO MARCH 2021

## A smarter way to train the trainers

When COVID-19 upended life as we knew it, PA paid close attention to **reskilling our trainers** and Interest Group Leaders (IGLs). The aim of these training classes? To help enhance their digital capabilities and safeguard their livelihoods, while engaging the community in PA's programmes and courses. Organised with our partners like NTUC Learning Hub, the classes taught the trainers how to engage residents on virtual platforms such as Facebook Live and Zoom, build their confidence when organising activities online and resume physical classes safely. In 2020, we conducted some 700 of these classes for more than 17,000 trainers and IGLs.



RESKILLED  
more than  
**17,000**  
trainers  
and IGLs



› Helping trainers and IGLs be future-ready with digital technology.

ONGOING SINCE APRIL 2021

## AskJamie@PA at your fingertips

If you need quick information on COVID-19 support schemes and PA programmes, you can now get answers online in seconds, thanks to the **AskJamie@PA chatbot**. The virtual assistant on PA's website helps people with simple enquiries who are unable to visit the CCs due to Safe Management Measures. Besides being easier and more convenient, the initiative has also optimised manpower at PA, allowing staff and the Integrated PA Contact Centre to tackle more complex queries.



› The chatbot was designed to be more personable, so users have a better experience.

# REACHING OUT TO THE SENIORS

**T**he national community vaccination programme started in December 2020 with the healthcare workers. On 27 January 2021, it was rolled out to seniors aged 70 and above with the pilot at Ang Mo Kio and Tanjong Pagar, where higher numbers of elderly reside, and progressively rolled out to all other seniors aged 60 and above.

As seniors were more vulnerable to COVID-19, it was critical to get the 1 million seniors vaccinated and protected against COVID-19. PA, as the lead of the Community Mobilisation Taskforce in this whole-of-government effort, was tasked to oversee the end-to-end journey for community vaccinations with a focus on seniors.

Deputy Director Yeo Lay Yen understood the full weight of responsibility as vaccination is a key strategy to Singapore's fight against COVID-19. Within two weeks upon activation, she worked tirelessly with her team to ensure all areas required for the smooth execution of the community

**YEO LAY YEN, 47**

Deputy Director  
(Grassroots Policy & Programmes)



vaccination operations were in place — from IT systems, recruitment of community volunteers, training of about 16,000 staff and volunteers for outreach and engagement to setting up a helpdesk to manage complex queries from members of the public.

Lay Yen and her team also supported the Ministry of Health (MOH) with the setup of 28\* CC Vaccination Centres across Singapore, which became the main engine of the nationwide vaccination operations. Booking counters were set up at all CCs to assist seniors who required assistance to book their vaccination appointments online. The team also monitored the ground sentiments closely to better address



› Staff helping a resident with mobility issues during her vaccination.

residents' concerns and feedback. One key challenge faced was the resistance from seniors to the vaccine due to concerns over its side effects and efficacy. Some seniors with mobility issues also found it challenging to travel to get their vaccination. To address these and boost the vaccination take-up rate, besides the house visits, PA also adopted a targeted approach in its outreach strategies, which included the forward deployment of 520 booking counters at mosques, Senior Activity Centres, and RC/RN Centres, organisation of 150 physical and virtual dialogues island-wide and involvement of volunteer doctors for dialogues and house visits to raise awareness amongst the seniors and their family members. These additional levers augmented ongoing outreach efforts, which successfully increased the vaccination uptake amongst seniors.

\* as at 31 March 2021

**SHARMINI VISWAMBHARAN, 45**

Deputy Director  
(People & Government Engagement)



volunteers with vaccine-related information that they could share with the community.

Having spent 21 years at PA, Sharmini says she was moved by how much everyone stepped up as the vaccination drive ramped up. "This was what I'd been preparing for all my career," she says.

"Our role was significant because PA was the last mile in the chain, and we were tasked to ensure that the most vulnerable in our community — our seniors — were vaccinated. Implementation on the ground was key, and we needed accurate information to reach every resident quickly."

As events unfolded at breakneck speed, Sharmini's task was made especially complex with safe distancing measures. She recalls, "It was really hectic. We worked round the clock to get the right information out and train people." Briefings were conducted via Zoom, even as the national vaccination appointment booking system was being developed, and staff and volunteers had to learn how to use it. While her grassroots colleagues recruited volunteers to knock on doors, Sharmini's team developed materials to train them. The team compiled about 2,000 questions about the vaccination programme during PA's 10 volunteer training sessions. Narrowing their focus to

the top concerns — safety of the vaccines, eligibility for chronic conditions and possible side effects — helped Sharmini and the multi-agency teams prepare sharper messages for residents.

As the lead agency for ground operations, the power of PA's grassroots networks showed throughout the campaign. "PA is inconspicuous, working in the background. We've been building our grassroots networks for years. So, when any crisis hits, we're prepared — we have the networks, the relationships, the trust," explains Sharmini. "Our work never ends but it's so important because we're the glue that bonds people. I think that's quite extraordinary. We can tap into our networks to share timely information, and also get people to check on their neighbours and look out for each other."



› Smaller training sessions were conducted with up to 50 volunteers at a time.

## → Now we're talking

As a communications specialist, Sharmini played a key role in coordinating the dissemination of information to rally the support of Singaporeans for the national COVID-19 vaccination campaign. Throughout the multi-agency effort, she worked closely with colleagues from the Grassroots Group and the teams from MOH and the Ministry of Communications and Information to regularly identify ground sentiments, develop messages and equip PA staff and over 14,000 grassroots leaders and



# 60 YEARS OF BRINGING PEOPLE TOGETHER

Singapore was a young nation born out of turmoil. Do you know what it took to keep us united as a people? These are the key moments of how PA put the 'unity' in 'community' through shared spaces and activities for all.



^ PAYM cheerleaders perform at the 1987 Chingay Parade along Orchard Road.



^ Prime Minister Lee Kuan Yew opens the Minto Road Community Centre in 1960.

## 1960

### FINDING COMMON GROUND IN COMMON SPACES

On 1 July, PA was formed to foster social unity. We started with 28 Community Centres (CCs), meeting places for all to make friends while connecting the Government to the ground. Over the years, we've improved the CCs with useful features like the **Ask Kopi Kakis** initiative that simplifies government information. Other shared spaces have also been created, including **PAssion WaVe**'s water sports and eco-conscious facilities; integrated community and lifestyle centre **Our Tampines Hub** in 2017; and **Wisma Geylang Serai**'s community, civic and cultural centre in 2019.

## 1964

### FROM TURMOIL TO HARMONY

After two violent race riots broke out in Singapore, the Government sought to calm tensions by forming Goodwill Committees — the predecessors of PA's **Citizens' Consultative Committees (CCCs)**. **Community Centre Management Committees** were set up to manage the CCs and ensure activities were well-run and relevant. The Buona Vista Youth Leadership Training Centre, now the **National Community Leadership Institute (NACLI)**, was also created to equip grassroots leaders and PA staff with the skills for community work.



^ The opening of Buona Vista Youth Leadership Training Centre, now NACLI, in 1964.

## 1977

### INTEGRATION IS INTEGRAL

We're one united people — and PA champions this. The first **Malay Activity Executive Committees (MAECs)** and **Indian Activity Executive Committees (IAECs)** were started to integrate these communities into Singapore's multi-racial society. Overseeing these committees were PA's **Malay Activity Executive Committees Council (MESRA)** and **IAEC Council**, also known as **Narpani Pearavai**. Today, other committees include the **Women's Executive Committees (WECs)**, which aim to spur women on to become community leaders, and the **Youth Executive Committees (YECs)** which support the **People's Association Youth Movement (PAYM)** that have evolved into an ecosystem of **Youth Networks (YNs)**.

## 1993

### BONDING THROUGH RESIDENT NETWORKS

Seeking to preserve the *kampung* spirit of *gotong royong* (cooperation), **Residents' Committees (RCs)** and **Neighbourhood Committees (NCs)** — which aim to strengthen community bonds in HDB and private estates respectively — were consolidated with the CCCs to create one grassroots movement under PA. In 2018, **Residents' Networks (RNs)** were created to encourage greater social mixing among residents across ages, races and estates. The following year, the **Residents' Network Council** was launched to improve the know-how of RCs, NCs and RNs in engaging residents, promoting neighbourliness, and connecting residents with the Government.



^ Grassroots representatives take part in Tree Planting Day in 1993.

**2,000+ GRASSROOTS ORGANISATIONS make up PA's network, along with over 100 CCs, five CDCs, NACLI and PAssion WaVe.**





# 1997

## A BRIDGE BETWEEN COMMUNITIES

Nine **Community Development Councils** (CDCs) were set up to build a more cohesive, compassionate and self-reliant society. In 2001, these were reorganised into the current five — Central Singapore, North East, North West, South East and South West CDCs. In 2007, the CDCs formed **OnePeople.sg** to foster racial harmony and organise programmes that bring the different ethnic communities together so they learn from each other.

# 2001

## TRUE GRIT TAKES ROOT

We're ever ready to roll with the punches. The 9/11 US terror attacks prompted PA to shore up emergency capabilities and community resilience within the grassroots network, which evolved into the **Community Emergency and Engagement Committees** (C2E). During the Severe Acute Respiratory Syndrome (SARS) outbreak, PA mobilised the grassroots and CDCs. They formed 84 Constituency SARS Task Forces to help control the virus through contact tracing, temperature-check stations at wet markets and hawker centres, distributing SARS toolkits to over a million households, administering financial aid to those in quarantine and raising public awareness. In 2004, PA started the **Community Emergency Response Team** (CERT), specially trained volunteers who assist their local community in emergency recovery. The SARS crisis experience gave PA an edge in emergency preparedness operations in the 2020 pandemic, when the grassroots and C2E were activated to care for residents' well-being while CERT volunteers stepped up as Safe Distancing Ambassadors.

~ Temperature checks conducted by PA volunteers during the SARS crisis in 2003.



~ A Passion Card float at Chingay in 2005, the year the card was launched. Photo: NAS, MITA Collection

# 2005

## PASSION HAS ITS PRIVILEGES

PA introduced the **PAssion Card**, the quintessential membership card of the organisation, which aims to bring people together by encouraging their participation in PA's activities. Various PAssion Card programmes today include PAssion EZ-Link Card and PAssion Silver Concession Card.



~ Art brings communities closer together.

# 2006

## ARTS, ACTIVE AGEING AND MORE: PROGRAMMES FOR ALL

PA partnered the National Arts Council to engage the wider community in arts and culture, with activities that inspire and unite people. This is just one part of PA's broad programming for all Singaporeans, including advocating welcoming new arrivals into local communities, active ageing, amplifying corporate giving with **Project We Care**, promoting lifelong learning through **SkillsFuture@PA** and supporting family bonding with the **Family Life Champion** programme.

## + Did you know?

**RACIAL HARMONY DAY (21 JULY)** marks the communal riots, and efforts are made in schools to emphasise the importance of racial and religious harmony. Events are also held by grassroots organisations, CDCs and OnePeople.sg to strengthen race relations among Singaporeans.



# 2020

## STANDING TOGETHER IN SOLIDARITY — 1 METRE APART

PA continues to serve as the bridge between the people and the Government. We do this by closing the last mile of government communications, as well as rallying our volunteers, corporate partners and community organisations to help care for and support our residents during the COVID-19 crisis. Many PA programmes go online as we continue to seek ways to stay in touch and engage with residents safely — including the first virtual **New Year's Eve countdown community programmes**, with 16 online engagement activities in various constituencies and fireworks at 11 heartland sites.



## #TOGATHER, A FOUR-PART REALITY SERIES

### A showcase of spirit

A stay-at-home mum of two, splitting her time between raising her kids and engaging local youths. A grassroots leader treating his residents like family. An uncle passing on the *kampung* spirit to his neighbours. A long-time resident convincing her community to pitch in and transform a hoarder's home. These are the inspiring profiles of grassroots leaders featured in **#Together**, a four-part reality series shared on Facebook to mark PA's 60 years of community-building. By showing the dedication, hard work and sheer joy of PA volunteers on the ground, the videos give a glimpse of what it takes to make a difference in the community.



CHRIS CHU

SALIM BIN ALI

GIRISH GOPAL KRISHNAN

SYBIL NOELLE ROCHA

### CLICK TO VIEW THE VIDEOS

- **CHRIS CHU**, Grassroots Leader at Braddell Heights Zone F RC
- **SALIM BIN ALI**, PBM, Vice-Chairman of Pioneer Zone 6 RC
- **GIRISH GOPAL KRISHNAN**, Vice-Chairman of Braddell Heights Comms Workgroup and Braddell Heights IAEC
- **SYBIL NOELLE ROCHA**, Chairperson of Toa Payoh West Youth Network

WATCH NOW



➤ 200 artworks are displayed online at the Virtual WeCare Arts Gallery @ CDC.

## WECARE ARTS EXHIBITION @ CDC 2021

### The colours of hope

Art isn't just about creativity. It can also heal and bring people together. At the **WeCare Arts Exhibition @ CDC 2021** for PA's 60<sup>th</sup> anniversary, children and youths, seniors, and people with disabilities saw this potential too. Guided by community artists, the beneficiaries — from social service agencies, the Singapore Scout Association, Chinese Development Assistance Council and Yayasan Mendaki — expressed themselves using art forms like photography and ceramics. Eight projects were shown at the National Museum of Singapore from 18 March to 28 May 2021, while 200 artworks can be viewed online at the Virtual WeCare Arts Gallery @ CDC.



➤ WATCH VIRTUAL WECARE ARTS GALLERY VIDEO [HERE](#)



PEOPLE'S ASSOCIATION

# BOARD OF MANAGEMENT

AS AT SEPTEMBER 2021



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**1. Lee Hsien Loong**  
Prime Minister

## Deputy Chairman

(2015-2021)

**2. Chan Chun Sing**  
Minister for Education

(From 15 May 2021)

**3. Edwin Tong**  
Minister for Culture,  
Community and Youth and  
Second Minister for Law

## Secretary-Treasurer

(2017-2020)

**4. Desmond Tan Kok Ming**  
Chief Executive Director,  
People's Association

(From 15 June 2020)

**5. Lim Hock Yu**  
Chief Executive Director,  
People's Association

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**6. Grace Fu Hai Yien**  
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**13. Benett Maximillian  
Theseira, JP, PBM**  
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**14. Rahayu Mohamad**  
Immediate Past President,  
Persatuan Pemuda Islam  
Singapura

**15. Poh Leong Berg**  
Brigade President,  
The Boys' Brigade in Singapore



# FINANCIAL HIGHLIGHTS



## Consolidated Statement of Comprehensive Income

During the year, the PA recorded expenditure of \$713 million, which was mainly funded by grants received from the Government of \$617 million and operating income of \$125 million.

	FY 2020 \$'m	FY 2019 \$'m
Operating income	125	205
Other miscellaneous gains - net	75	26
Less Expenditure	(713)	(790)
<b>Deficit from operations</b>	<b>(513)</b>	<b>(559)</b>
Grants from the Government	617	544
Amortisation of deferred capital grants	20	23
<b>Total comprehensive income for the year</b>	<b>124</b>	<b>8</b>

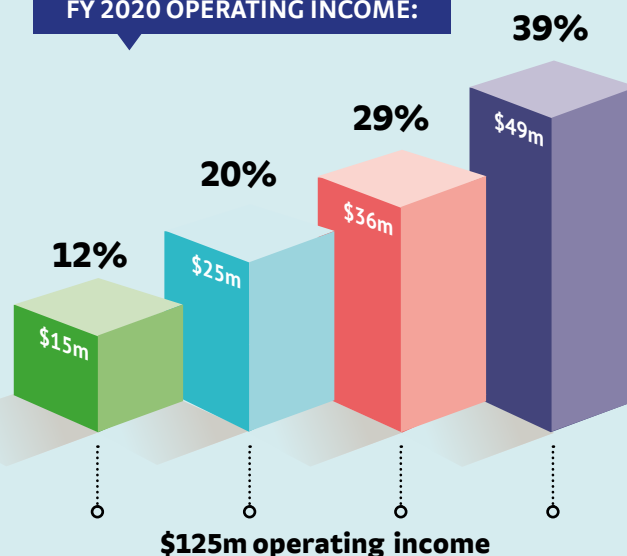


## Consolidated Statement of Financial Position

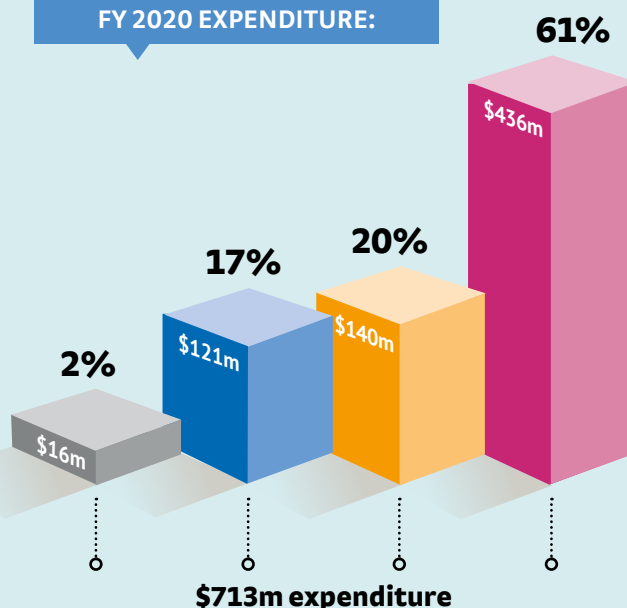
	FY 2020 \$'m	FY 2019 \$'m
Capital	1,592	1,474
Accumulated surplus	1,121	997
<b>Total equity</b>	<b>2,713</b>	<b>2,471</b>
Non-current assets	1,399	1,371
Current assets	2,072	1,818
Current liabilities	(516)	(458)
Non-current liabilities	(242)	(260)
<b>Net assets of the Association</b>	<b>2,713</b>	<b>2,471</b>

Financial Year (FY) 2020 refers to the period from 1 April 2020 to 31 March 2021.

### FY 2020 OPERATING INCOME:



### FY 2020 EXPENDITURE:





People's Association



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