



People's Association



FROM CHALLENGE TO STRENGTH



FY2021/22 PEOPLE'S ASSOCIATION ANNUAL REPORT

21/22

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This report covers the period 1 April 2021 to 31 March 2022.

Chairman's Message



Photo by Ministry of
Communications and Information

For over two years, we battled the crisis of a generation. But we stayed united - our people, businesses and institutions cooperated closely to fight COVID-19. This strong social compact reflects the important role People's Association (PA) plays in bringing communities together, building understanding across different groups and strengthening the trust amongst Singaporeans, as well as between people and the Government.

Along the way, multiple waves of infection tested our fortitude. Yet, PA and its networks always found ways to adapt quickly and effectively. Take the Chingay Parade - this year was its 50th anniversary. Despite the uncertainties due to the Omicron variant, PA brought Singaporeans together safely to commemorate the special occasion, successfully presenting an interactive Chingay experience to both live and virtual audiences through creative digital means. Today, PA volunteers and partners actively use technology to engage our residents through digital tools and virtual platforms, which complement physical engagements.

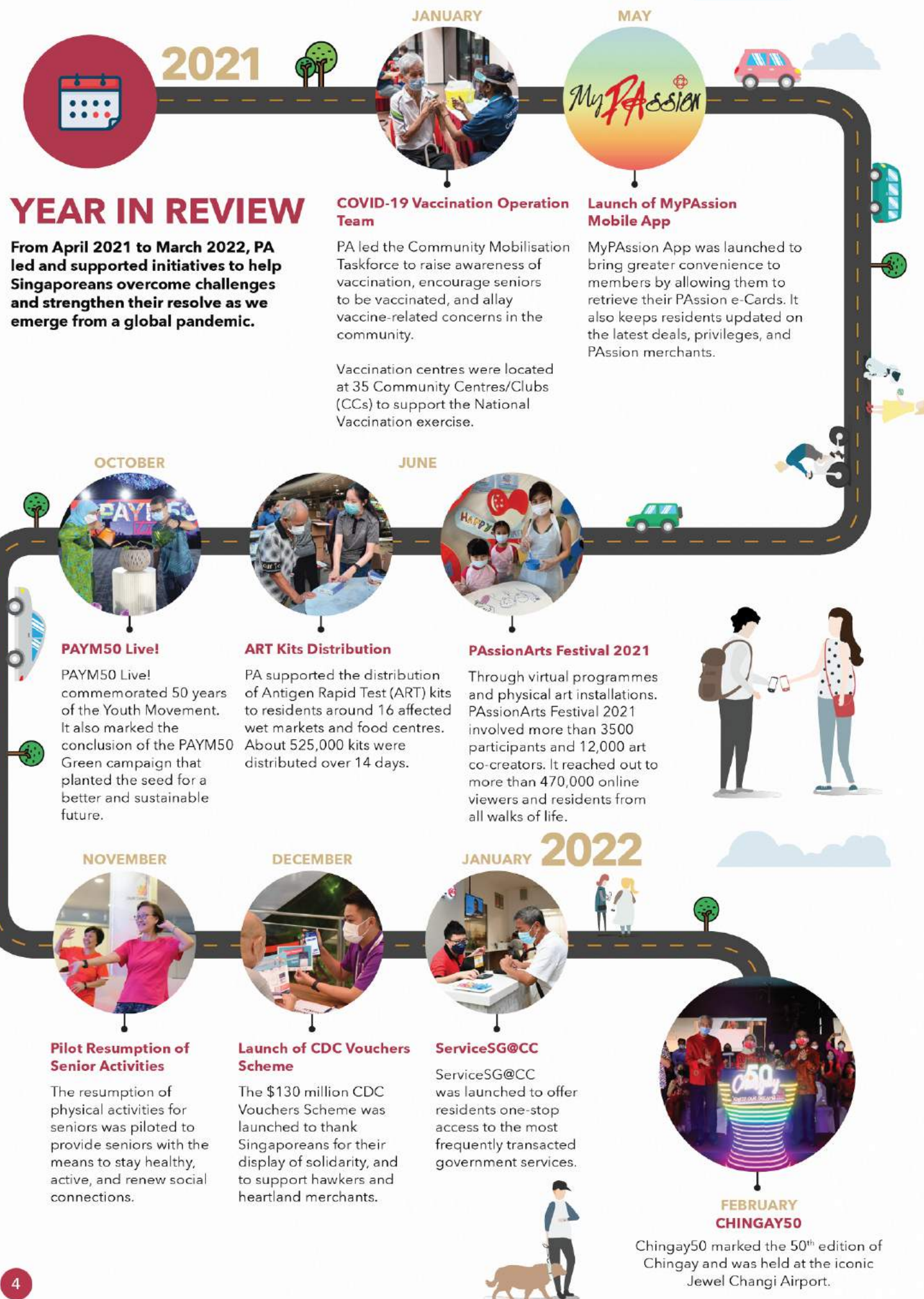
As Singapore transitions to a new normal, PA will progressively increase physical activities at Community Clubs, Residents' Committee/Network centres and PAssion Wave outlets. This way, residents can rekindle neighbourly ties, make new friends, and bring back the vibrancy and buzz in their local communities. PA will also partner community groups and corporate partners to strengthen community volunteerism and ground-up initiatives. I strongly encourage everyone to step forward and participate fully in shaping our communities and neighbourhoods.

I thank our grassroots leaders, volunteers, and community partners for your selfless contributions in this time of need. The progress of our society depends on each one of us doing our part. Let us continue to stand for, and with one another, to build a harmonious and united Singapore.

Lee Hsien Loong
Prime Minister
Chairman, People's Association

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“PA and its networks always found ways to adapt quickly and effectively.”



Chapter 1 Staying Resilient

Navigating COVID-19 taught us to appreciate many things; hugging a friend goodbye, shaking the hands of someone you just met, and being able to speak and express yourself without having your face covered with a mask.

It also puts the needs of the people to the forefront, ensuring that in a time of great uncertainty, their basic needs were always met. In many ways, the worst of times brought out the best in us and it showed the importance of compassion, empathy and kindness for our fellow Singaporeans.

But what it taught us most is that we, as a nation, are resilient. This has been proven time and time again as communities came together to support each other and look out for one another, and how PA found ways to adapt our outreach and engagement with the community.

Whether it is providing for those on the Home Recovery Programme (HRP), ensuring easy access to ART kits for those who needed it, or educating and encouraging our seniors to receive their vaccinations in a timely fashion. We came together as one people to show our resolve and spread cheer during the dark times of the pandemic.

The stories in this chapter provide a small glimpse as to how we came together as one united nation to stay resilient no matter how tough the times were.

Yu Bing Hong, 34
Head
(Data Management)

Care When They Need It The Most

"When COVID-19 was in full force, case numbers were monitored nationwide on a daily basis. While these numbers were merely a statistic to many, COVID-19 patients on the Home Recovery Programme (HRP) required adequate support throughout their 10 to 14 days of recovery and quarantine at home.

Home recovery patients came in many shapes and forms. Many residents, who lived alone or had the entire household tested positive for COVID-19, were unable to make a quick trip to the grocery store for basic necessities.

So when HRP was introduced in September 2021, PA stepped in to ensure that Singaporeans were supported swiftly within 36 to 48 hours of testing positive for COVID-19.

In a span of five months, PA reached out to over 150,000 affected households and provided them with a WeCare Pack, equipped with an Antigen Rapid

Test (ART) kit, lozenges, and vitamin C supplements to name a few, as well as a neighbourhood-specific Care & Concern card.

Assistance was also tailored on a case-by-case basis for seniors living alone and ComCare recipients, ensuring that meals and groceries were provided so that they could focus on getting better. By 4 March 2022, about 700 meal and 300 grocery requests were fulfilled.

Achieving this was no easy feat. It took clockwork coordination and communication, especially when time was of the essence.

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"It's quite surreal when we think about the impact we had made."

About 700 meal and 300 grocery requests were fulfilled as of 4 March 2022.

A vital part of the operations was Yu Bing Hong and his team in the PA Data Management Division.

As soon as the programme was launched, Bing Hong and his team worked tirelessly to create a data management workflow to ensure that affected patients were processed and reached out to the earliest. It took grit and a growth mindset from the team to make it possible for execution on-ground to run seamlessly, especially at the height of the pandemic, when almost 20,000 records were received in a single day.

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"We were activated on a weekend, to come up with the data script within a day.

It was quite a stressful day, I would say, but it was so meaningful at the same time, knowing that figuring this out would lead to helping the community and the nation.

The entire project had its challenges, of course, especially because we needed large-scale coordination, not just within PA, but across other government agencies. The success of pulling this off started with the data, and so it was our responsibility to make sure that the data we received from the various government agencies could be presented in a way that facilitated the constituencies to carry out the delivery of the WeCare packs.

And as data of COVID-19 positive patients was gathered from various sources across agencies, it was understandable for the data to sometimes contain some duplicates or insufficient information, so early on, we had to ensure that the data could be cleaned up in an efficient manner to help support patients as soon as possible.

It was important for us to also filter the information provided on a need-to-know basis as we had to be careful with the data we were handling. We kept relevant information like the number of households affected, the affected residents' addresses, and whether or not there was a previous visit, but sensitive information like NRICs were omitted.

On a typical day, we would receive the raw data from various government agencies in the morning and we would provide the data report to constituency offices at about 4pm, so that they can begin distribution of the WeCare packs on the same day.

Within two to three days of a resident testing positive for the virus, a WeCare pack and Care & Concern card, containing hotline numbers for residents to call for help, were delivered to them.

The operations carried through to weekends and public holidays as well, because waiting for the next business day would oftentimes be too late - affected residents may be at the tail end of the quarantine period already or some may have recovered by then. And just because it's a pandemic does not mean that the day-to-day work stops, so we had to juggle those as well, and make sure they continued without a hitch.

At the end of the day, it was truly a team effort. It's quite surreal when we think about the impact we had made. Sometimes in data management, we could feel a little detached from the work that is being done on the ground, but it's really heartening to know that the sacrifices we made went such a long way in Singapore's fight against the virus."

— Yu Bing Hong



COVID-19 patients on home recovery were provided with a WeCare Pack, equipped with:

- Antigen Rapid Test (ART) Kits
- Effervescent Vitamin C Tablets
- Surgical Masks
- Lozenges
- Disinfectant Wipes

Testing An Entire Nation

The dawn of the pandemic brought many unfamiliar challenges, particularly the outbreaks at the Bukit Merah Market and the Jurong Fishery Port clusters in June and July of 2021 respectively.

When an outbreak occurs, it is imperative that infections are ring-fenced in a timely fashion. The first step in combating a further spread is to ensure that residents of a particular vicinity have adequate Antigen Rapid Test (ART) kits to self-test and isolate if necessary.

As the Bukit Merah Market cluster broke out, PA supported efforts by distributing about 47,000 kits across two days. Thanks to the experience gained in this distribution exercise, we were able to work more efficiently and rally community support in educating residents about ART kit usage. Work processes were also developed to allow for distribution of ART kits on a wider scale.

Through the experience and our newly-established work processes, over 525,000 kits were distributed to residents around 16 wet markets and food centres that lie within the geographic vicinity of the Jurong Fishery Port cluster, in only 14 days.

However, when the time arose for us to assist the Ministry of Health (MOH) in distributing test kits across the country, we needed to employ a more efficient means of distribution.

ART Kits Vending Machines (VMs) were installed near Residents' Committee (RC) Centres islandwide to streamline the collection process, reduce exposure and minimise travelling time for residents.

These ART Kits VMs also provided additional convenience for residents, who were able to self-collect the kits simply by scanning their NRICs at any time, once they received an SMS to do so.

From 17 September 2021 to 11 April 2022, over 12 million test kits were collected across 264 vending machines in 180 locations.

Residents commended the ease of collecting ART kits and even suggested for MOH to consider installing more vending machines for them to purchase kits.

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Machines were out of stock by late afternoons, and needed to be replenished twice a day. While awaiting a restock, PA staff guided and redirected residents to alternative locations nearby.



Machines were busiest when cases surged. Residents who received a Health Risk Warning (HRW) were also issued with kits, which drove collection numbers up further.



Some high collection locations required additional kit machines to help maximise efforts.

Ensuring Seniors Age Actively and Safely

As safe management measures led to a suspension of physical activities and classes across the board, PA pivoted to online platforms to conduct these activities to continue our engagement with the community in the comfort of their homes.

While the shift to online platforms was welcomed by many, the switch proved difficult for those who were not digitally savvy, particularly for some seniors. In recognition of the need to help seniors resume in-person activities, PA piloted the resumption of selected activities for fully vaccinated seniors aged 60 and above, as well as those who had recovered from COVID-19, to give them an avenue to stay healthy and active while renewing social bonds.

"The last three years have definitely been challenging to say the least, especially after COVID-19. The programmes that we run at PA became more necessary and important than ever when social distancing measures came into effect, and that could sometimes add a bit of pressure to make sure we don't let citizens down in any way, but it's something that I have learnt and grown from tremendously."

When the pandemic was in full effect, we started many virtual events to enable neighbours to stay connected. However, we found that senior residents, who were less digitally savvy, were still deeply affected.

So when we got word that in-person activities were resuming, it was heartening to hear, for the benefit of our seniors. We went back to the drawing board to see what was needed for physical events and to do them well again.

Thankfully, our Cheng San CC SCEC volunteers were very active and we geared up quickly to plan and organise the programmes together.

Many seniors in the community were already asking for physical events, and so our first event – a Getai show – garnered 100 attendees without any publicity.

Of course, not everything was back to normal. We had to take extra precautions and follow safe management measures to ensure the safety of our seniors, who were an at-risk group for COVID-19. We made sure they were masked, vaccinated and had their TraceTogether tokens or app to check in before they entered. We had extra cleaning sessions, provided ample hand sanitisers in place, ensured a one-metre gap between seats and a 100-person limit to the performances.

By 1 November 2021, 20 constituencies with high senior populations were identified to resume activities at suitable facilities such as multi-purpose halls, sheltered courts, and auditoriums in the Community Centres/Clubs (CCs) and Integrated Hubs. Remaining constituencies followed suit on 22 November 2021.

Cheng San-Seletar Constituency Manager Priya d/o Dayala'in and Cheng San CC Senior Citizens' Executive Committee (SCEC) Chairman Chua Chip Hock share about the positive experience.



Priya d/o Dayala'in, 32
Constituency Manager
(Cheng San-Seletar)

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"It was important that seniors have the opportunities to meet their friends in person and get active again."

To some, these performances like Getai may seem trivial, but they meant a lot to the seniors. While there were restrictions, we realised that the seniors needed to stay active and they looked forward to some form of social activity.

Many of them said they would have been overwhelmed by boredom. Their mental health may even deteriorate if they were to be home alone every day. It was important that seniors have the opportunities to meet their friends in person and get active again."

– Priya d/o Dayala'in



Chua Chip Hock, BBM, 65
Chairman of the
Cheng San Senior Citizens'
Executive Committee

At 65, Mr Chua Chip Hock has been part of the grassroots movement for almost 40 years, serving as Cheng San SCEC's Chairman for close to six years. Despite the challenges, he derives a great sense of satisfaction from his role.

"When COVID-19 restrictions loosened and the stay-home period was over, many of the residents reached out to me to ask if we could resume in-person activities after being stuck at home for so long. Most of them felt out of place as they have members in the family who work at home and they felt like the home has become an office space. These seniors needed some form of interaction, which was why we were so eager to prepare an in-person event."

Getai was already very popular even before the pandemic so it was an easy choice for us. It really set the stage, so to speak, and we branched out to similar concepts like Teochew Opera as well as Sudoku competitions on a weekly basis.

While the seniors were eager to participate in the events, there were initial fears and concerns about safety. However, the seniors knew that we would put their health above all else, and trusted that we would do our due diligence to ensure a safe event. Also, we have worked with many of them even before COVID-19 happened, so there was a level of trust already established from before.

We only had about two weeks to prepare everything, and we had to work on it remotely because of restrictions. Thankfully, our members were very resourceful in their input and PA has been an extremely helpful partner in getting us started.

As the Getai show was widely requested for, it was also an opportunity for us to remind and educate seniors on key government messaging and initiatives, and to dispel any misinformation. We were able to work with the show organisers to weave in messages around the importance of getting vaccinated and on safe distancing measures. In fact, there was a skit that was specifically geared towards vaccination which we found to be pretty effective.

Many seniors told me how much they enjoyed the event. I enjoy seeing the residents smile when I volunteer, so I was glad to have done what I could to make them happy."

– Chua Chip Hock

"Many seniors told me how much they enjoyed the event. I enjoy seeing the residents smile when I volunteer, so I was glad to have done what I could to make them happy."

Chapter 2

Strengthening Our Resolve

Adapting to the times was crucial to keep our nation going, and it was especially apparent when PA had to change up ways to continue our work, of which, a major part was collaborating with our volunteers and partners.

These groups of people were essential in allowing us to carry out the work we do, from providing assistance to vulnerable groups to engaging with our residents regularly.

The stories in this chapter provide a brief insight into the work we have done with our volunteers and partners in the community to strengthen our resolve as a nation.

Explore how we reinvented the way we delivered our programmes and reconnected with the community in more meaningful ways. Learn about the initiatives that provided food security for those in need, helped seniors bridge the digital gap, and enabled young people in our community to engage in vital volunteerism, better equipped than ever.

Embracing Digital Outreach

As the communication channel between residents and the Government, PA and our grassroots movement regularly engage diverse groups of residents and actively listen to their concerns, fears and aspirations.

In doing so, we gather valuable feedback to address issues on a municipal and national level and convey these sentiments to relevant agencies to better support residents on a policy level.

When COVID-19 compromised our ability to engage residents physically, PA pivoted to digital channels to continue communications with residents on key policy information, particularly on COVID-19 related measures, in formats that were easily and quickly shareable.

The examples below are materials that were developed to engage with specific audience profiles to simplify key announcements from the Government. These materials also helped equip PA staff and grassroots volunteers with the knowledge of government policies and initiatives, so that they can better address the concerns of residents.



COVID-19 Safety Management Measures

As multiple Safe Management Measures (SMM) were announced by the Multi-Ministry Taskforce over a short period of time, residents had difficulty keeping track of the dos and don'ts. Infographics were developed to summarise and simplify the information immediately after the announcements were made. These infographics were met with positive feedback and became a quick and shareable guide that our networks used to keep themselves and their loved ones updated.



Goods & Services Tax (GST) Vouchers and Service & Conservancy Charges (S&CC) Rebates

The pandemic created a lot of financial pressures for many households. As vouchers and rebates were given every quarter, PA created a series of infographics to help households make sense of the various subsidies that they were eligible for as well as the available avenues of assistance.



Enhanced Support For Seniors

A series of easily-understandable infographics were developed to summarise enhanced support measures for the Merdeka Generation and Pioneer Generation seniors in 2021. The infographics were customised to share with specific senior demographics and included schemes which supported their daily living and healthcare expenses.



Race Relations

Conversations on racial harmony became a trending topic in 2021. In June 2021, when Deputy Prime Minister (DPM) Lawrence Wong spoke at the IPS-RSIS Forum on Race and Racism in Singapore, key points from the speech were developed into infographics and shared on social media platforms.

These were then later adapted to engage grassroots leaders on the issue of racial harmony in tandem with the racial harmony dialogues conducted by PA.



Addressing Concerns & Providing Clarification to the Community

Volunteers in the Communications Workgroup (CWG) led efforts to reach out to residents and helped them to be more aware of Government policies and schemes, so that they know where to get help should they require it.

A Celebration 50 Years In The Making

The Chingay Parade has been a festive highlight since 1973. Initially held to celebrate the Chinese New Year, Chingay has since evolved into a celebration of Singapore's diverse mix of cultures. Every year, crowds will flock to the streets to witness the array of floats and performances that make its rounds. This all changed when COVID-19 struck.

Building from the first-ever digital Chingay in 2021, the 50th edition of Chingay in 2022 adopted a hybrid format to create a dynamic, multi-dimensional viewing experience for both online and on-site audiences.

Chingay50 marked the nation's transition from pandemic to endemic. It turned opportunities into strength by continuing to harness the potential of technology and community involvement for this year's theme, "Ignite Our Dreams". It was also the first time that the showcase was held at the iconic HSBC Rain Vortex at Changi Airport's Jewel.

The parade brought together 500 on-site performers from 150 different organisations. To improve the viewing experience of residents watching the parade online, pre and post event snippets, as well as live video content, were posted on PA's and Chingay's social media channels. There was a repeated television broadcast for residents to watch at their leisure. It garnered over 1.4 million views in total.

In addition, the Community Engagement Programme, aimed at strengthening the ties between people from different backgrounds, continued to be the main feature at Chingay50, with a mix of online and offline initiatives.

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Over the years, we have always tried to incorporate cool and exciting elements to the Chingay performances to make it better than the years before.



Tok Hui Lin, 41
Assistant Director
(Arts & Culture)

Tok Hui Lin, Assistant Director of Arts & Culture Division (ACD), has been part of the planning and operations of Chingay since 2009. She shares with us her experience with this year's Chingay.

“Over the years, we have tried to incorporate new and exciting elements to the Chingay performances to make it better than the years before.

The team is always challenging ourselves to “one-up” our last idea, from putting up a waterway on the parade route to creating an illusion of a floating stage hung in the skies.

In 2022, to commemorate 50 years of Chingay, we transformed 20 public buses with the designs of our parade floats, and had them go about Singapore for eight weeks. One design was specially meant to encapsulate the essence of Chingay50, while the others showcased float designs from the previous years. We worked with artists and designers to craft the bus designs for this campaign, intentionally selecting our most iconic floats over the years to evoke fond memories that many residents have of Chingay.

The theme of Chingay50 was “Ignite Our Dreams”. The idea behind it was to serve as an inspiration for Singaporeans to continue dreaming despite the setbacks of the global pandemic and find that spark within them. To bring the theme to life, we challenged ourselves and boldly moved the parade indoors into Jewel Changi Airport – something we had never done before.

There were a lot of challenges that came with this endeavour – smaller parade floats had to be designed, extra safety measures needed to be set in place, and we had to orchestrate the performances on a circular stage.

With these factors in play, teamwork between our very resilient team and our capable partners was paramount to the parade's success.

At the heart of it all, Chingay has built a community as it has amassed so many supporters who come to participate every year. Despite the last two Chingay events being so different from what they used to be, our supporters have been as enthusiastic as ever and strived to work with us to ensure Chingay remains true to what it is known to be.”

– Tok Hui Lin



Bringing mini floats to life with the community
– as told by Loh Yin Yin, 51, Assistant Leader, PA
Balloon Sculpting Interest Group.

“The Balloon Sculpting Interest Group is made up of passionate hobbyists who came together over our shared love of balloon sculpting. Through events such as Chingay, we spread the joy of balloon sculpting with fellow residents to create awareness and interest in the art form, and promote local community engagement.

Together, we helped create three mini floats for this year's parade. We accepted the challenge because it is always fun to create something together while learning new techniques from one another.

This year's Chingay was particularly memorable for us as we had the chance to make the floats together with friends and neighbours. From brainstorming ideas and sculpting the balloons into our desired shapes, to showing off our beautiful mini balloon floats at the parade – it was an extremely fulfilling experience I will never forget.”



Bridging Generations through Mahjong

Volunteerism and mahjong are not usually mentioned in the same sentence, but it was this level of out-of-the-box thinking that helped students and seniors of Toa Payoh develop unexpected friendships.

In late 2021, to promote intergenerational bonding between the young and the young-at-heart, a group of Dunman High School students approached PA to pilot "Mahjong Together". It was launched in February 2022.

The initial success of the project garnered some media attention as well as buzz on social media. Not long after, what began as a small group of volunteers quickly saw 150 youths coming onboard to be part of the initiative, and involving some 50 seniors.

Yap Yihui, co-founder of the initiative, and Rachel Cheang, constituency manager at Toa Payoh West - Thomson Constituency Office (CO), share their experiences of pulling off the successful project.



"It all started when my friends and I agreed, before we parted ways after Junior College, to do something meaningful for society together - especially given the pandemic.

We were stumped at first and considered perhaps giving free tuition. It was then that one of my friends, Christopher, joked about organising a mahjong session for the elderly. While we all laughed at first, we knew that there was something there.

I am very close with my grandparents and we live together. My 95-year-old grandmother once told me as lightheartedly as can be, that at her age, she is losing many of her friends. That stuck with me for a while, especially since I had the privilege to remain connected with my friends through technology throughout the pandemic.

Knowing that mahjong has great benefits for the mind, especially for the older folks, my friends and I then went on a deep dive to research on how we can go about doing this so that we can keep Singapore's elderly connected and engaged in a safe and fun way. It was important to us that they also had the opportunity to make friends along the way. We made a proposal and sent it to communities with a high density of elderly. Then, Toa Payoh West-Thomson got back to us and; it was time to spring into action.

Together with PA, we made three proposals to make sure that the program was malleable enough to adapt to the changing COVID-19 safe management measures; fully virtual, hybrid or fully physical - which is where we are at now. We also needed to make sure that the activity did not elicit any form of gambling. We used gifts and prizes to incentivise participants and told the older folks that we are also students without the means to gamble. They all laughed and understood.

We also valued the guidance of volunteers from PA's Active Ageing Committee, especially when it comes to making the elderly feel comfortable and in encouraging seniors to participate. They also provided the venue for this program so this could not have happened without them.

At first, we sought young volunteers (players) from our school. But when one of my TikToks went viral, youths across the country were interested to be a part of it.

It is still such a surreal feeling for my friends and I when we see happy faces young and old streaming in on Sundays to register. It is even more amazing when we hear the senior participants and young volunteers chatting and laughing. As the chatter grew louder, our hearts also swelled with pride.

As we are about to graduate, we involved our very capable juniors to ensure that as long as there are elderly that want this to carry on, there will always be one of us trying to make this happen. Through collaboration, this program is spreading and we are currently adding games and activities to include more people of different interests."

— Yap Yihui



Yap Yihui, 18
Co-founder of 'Mahjong Together'



Rachel Cheang, 25
Constituency Manager
(Toa Payoh West-Thomson)

"My joining the People's Association has everything to do with my dad. He was a grassroots leader and spent most of his energy helping the community and making sure everyone knew where to go if they needed help or support. Having joined PA during the pandemic and being involved in the "Mahjong Together" initiative helped me see what my dad saw. Through my experience, I also understood why my dad was so passionate. It all comes back to you when we give others a sense of belonging.

It was such a joy working with Yihui and her team on the "Mahjong Together" initiative. Seeing the youths of our country taking time to make a difference has really inspired me. The objective of the initiative was clear: to reduce elderly isolation in the community and foster inter-generational relationships between the young and elderly, especially during COVID-19 when most of them are stuck at home and have lost touch with their neighbours.

I vividly remember back in February when we first piloted "Mahjong Together". We started with three tables, then it quickly became five, then seven and it kept growing. It was heartening to see the youths fully understanding the purpose of this initiative and actively engaging with the old folks.

There was one particular group that started the session with a really animated briefing as though it was a formal business presentation. The older folks had a good laugh, and the lively, spirited energy carried on throughout the session.

The best validation comes from the elderly themselves, with many coming back week after week and forming their own 'kakis'. Most of them have taken time to chat with the youths, asking them about their lives and aspirations. To me, the most heartwarming interaction to witness would be when the seniors ask whether they would be seeing the young volunteers again - that is a testament to the bonds that have formed between them."

— Rachel Cheang



Sabrena Abdullah, 39
Constituency Management
Executive
(Nee Soon Central)

The Human Bridge to Technology

The digitalisation of Government services has been a source of convenience for many. It has enabled us to carry out tasks such as making medical appointments, paying our taxes, or renewing our passports from the comfort of our homes.

Using these digital services, however, does not come as naturally to some as they do for others. To cater to those who lack access to digital facilities or are not digitally savvy, the ServiceSG@CC initiative was started in partnership between the Public Service Division and PA.

As a first step, whole-of-government service centre, ServiceSG@CC serves as a single touch point for the less digitally savvy to gain familiarity with digital government services. Residents would save time because they do not have to approach multiple agencies to complete their transactions.

PA staff were trained to be equipped with soft skills, policy knowledge and on-the-job experience to be best positioned to guide and serve residents. Sabrena Abdullah, constituency management executive at Nee Soon Central CO, shares her experience of helping residents get started on this digital transformation.

“Wah! You can do all that from the phone, not like last time need to go to all over the place,” a resident remarked when I guided him on various eServices available from SingPass application.

When I look back, it always amazes me how far we have come as a country. Rather than having to travel from one government agency to another to carry out government services, we are now able to do all that and so much more with a smartphone that we carry on ourselves everywhere.

While we have made the lives of Singaporeans more convenient with the advancement of technology, there is a small segment of our older folks that can feel a little left behind. I would like to think that we are the bridge that connects the older generation of Singaporeans to new generation technology and services.

The best part of my job is really seeing the look on the faces of our residents when we were able to help them resolve an issue that had been bothering them. Many of them have become friends - stopping by the counters just to say ‘hi’ or enquire about any programs or initiatives they can enrol into such as learning how to use social media.

As our Pioneer and Merdeka generation age, they sometimes find themselves out of the loop of what’s happening and the various initiatives created for them. For some, the Internet is a scary place having been warned of sophisticated scammers operating in the space. They may not have a family member or friend willing to patiently teach them what to look out for.



As such, they either avoid the Internet altogether or find themselves falling for scams repeatedly. Many of them are keen to learn and would often try to use the e-services themselves, just so they can show us what they have learnt.

As our elderly residents get more comfortable with us, they often share their lives with us - their joys and difficulties. This closer relationship allows us to better understand if they are in need of other social services through Ministry of Social and Family Development. Many of them simply assume that they do not qualify for help, or do not know that help is available. We have a strong social service in Singapore and it is great that the counters at ServiceSG@CCs can be one of the many touch points for Singaporeans in need.”

- Sabrena Abdullah

Here is a list of ServiceSG@CCs:

Nee Soon Central CC
Kampong Chai Chee CC
The Frontier CC
Keat Hong CC (Upcoming)
Bukit Canberra (Upcoming)



Staying Connected through Virtual CC Counters

As COVID-19 restrictions prevented elder residents and frontline staff from interacting physically, Sengkang West CO had the perfect idea to ensure that PA was there for when residents needed help: a virtual CC counter.

The idea was simple yet ideal as we adapted to COVID-19 measures and sought to minimise service disruptions for residents. The virtual counters were set up at Anchorvale CC using existing resources and equipment such as the Zoom video conferencing platform, a laptop and a webcam.

Through this setup, frontline staff were able to help residents with their enquiries, providing a means for residents to stay connected with PA while reducing the risk of exposure during the pandemic.



Streamlining Workflows By Going Digital

When public transport fares were adjusted, Public Transport Vouchers (PTV) were distributed to help resident households to top up fare cards or buy monthly concession passes.

To increase efficiency and streamline the application process for qualifying residents, the 2021 PTV Exercise saw the introduction of online applications to cater to new groups of residents who are more digitally savvy. This hybrid approach aimed to increase convenience for residents, minimise congregation and queues at the CCs, and increase efficiency in processing PTV applications.

The results speak for themselves, with online applications exceeding in-person applications by three times. The increased convenience and reduction in congestion and administrative workload also allowed PA to allocate more resources towards serving residents.

Sharing the Love

During the peak of the pandemic, donated goods and produce had been piled in some homes past expiry or left unconsumed.

To reduce waste, the Pasir Ris East Care Store was formed for beneficiaries to highlight what supplies they needed for well-meaning residents to contribute. An operation like this had not been executed before, so to ensure its success, ideas and adjustments needed to be made consistently, from administration to distribution.

Pasir Ris East Constituency Manager Ivy Lim and the Pasir Ris Citizens' Consultative Committee (CCC) share their experience of how the Care Store came to be.



Ivy Lim, 28
Constituency Manager
(Pasir Ris East)

Jobie Lee, 26
Member of Pasir Ris Citizens'
Consultative Committee

"We call it our store 'for the residents by the residents' because of how the community really came together to help. We were really amazed by the interest it generated and it would not have been possible without these groups lending their support. Student volunteers, for instance, played a big part in spreading the word amongst their peers to get involved."

From the early days of knocking on doors to inform residents about the Care Store, the programme has since snowballed and today, we have a Telegram channel where we broadcast activities of the Care Store. From there, they can choose to sign up as a volunteer via a digital form.

We have had a lot of positive feedback about the service and the items, and we have even included a section in the questionnaire of what other items could be included in subsequent months to ease the load of beneficiaries. As a new element in our CC, it has a lot of potential to grow and hopefully we can form more partnerships ahead, similar to how our community partners and schools have lent a hand.

It is heartening to see a project we started from scratch grow, and that our residents now look forward to seeing us once a month."

"The Pasir Ris East Care Store was formed in 2021 when we found during one of our home visits that a lot of the food donated to beneficiaries was not being used."

Take white rice for instance; it may seem like an obvious good to donate, but other healthier rice alternatives like brown rice may be more suitable for people with medical conditions. Of course, it may cost a bit more than white rice, but it will be better for these residents in the long run.

The Care Store has proved to be an efficient way to gather and distribute goods that the beneficiaries actually need. It has also provided opportunities for us to check in on their well-being and provide assistance if needed.

It was amazing how quickly we went from conceptualisation to execution. The idea came about in August and by November, we had already begun trials. We became one of the first few communities that gave care packages based on what was requested – beneficiaries could pick from a list, and we will pack those and give it to them.

When we started this project, we were aware that there were under-served residents who lived in non-rental apartments and required help. These included empty nesters who might live in four or five-room flats but were now no longer employed or had one of them medically unfit."

A snapshot of some community outreach initiatives by PA Grassroots Organisations (GROs)



Fernvale Heart2Heart Ration Programme

A weekly distribution of food ration items which aims to defray the cost of living for residents in the Fernvale Heart2Heart Welfare Programme.



Narpani Project Annathanam

This monthly food distribution project provides packed vegetarian meals to vulnerable families in various constituencies.



Give and Take Market @ Jalan Besar GRC

To promote a spirit of giving and volunteerism, this initiative encourages residents in the Jalan Besar community to contribute essential household items and food that will help lighten the cost of living for families in rental units.



Jalan Kayu Heartstrings Programme

The programme helps low-income families residing in Jalan Kayu Constituency through a monthly distribution of groceries.



Marine Terrace Breeze Community Fridge

The programme encourages residents in Marine Parade to support each other and provide vulnerable neighbours with an alternate source of fresh and healthy food.



Food Pantry @ Bedok

Volunteers of Bedok Bougainvillea Residents' Committee (RC) implemented vending machines to provide 24/7 food assistance to identified beneficiaries. This was in partnership with Bedok CC Community Development and Welfare Fund (CDWF) and Food Bank Singapore.



Marsiling Cares

Initiated by Marsiling CCC, the welfare programme provides monthly groceries and dry ration packs to help low-income families and beneficiaries of social service offices.



Project Zero

Initiated by the Braddell Heights community, Project Zero distributes food surplus from residents, community partners and companies to other residents to reduce food wastage and help defray rising cost of living.



Nanyang Food Locker Programme

Set up in January 2022 by the Nanyang CCC and its CDWF, the programme regularly provides groceries to beneficiaries via a digital smart locker, so that beneficiaries can collect the items at their own convenience.



Mohamad Faiz Selamat, 44
Board Member of Free Food For All
(FFFA), Pasir Ris East
CO Community Partner

"When we first started Free Food For All, it was mainly about feeding the hungry. But then we started thinking about what hunger means in Singapore. We came to realise that it was more about food security and malnutrition. People weren't getting the right food - too much rice, too much oil, too much sugar."

So, when we learnt about the Pasir Ris East Care Store and how our objectives were aligned, we partnered with Pasir Ris East CO to contribute to the efforts there.

An important metric for us when we collaborate with partners is the desired outcome. Along with PA, we have begun distributing breakfast in Woodlands to give children from less affluent families – many of whom could go to school hungry – nutritious meals. We are still early in the programme, but the hope is that starting the day right with a good nutritious breakfast could help them better focus and be happier in class."

Friends Indeed

Project AMICA is a youth collective focused on befriending and helping the elderly in the Yuhua Community.

The volunteer group consists of over 200 tertiary students led by its 12 founders. The idea came about as a way to alleviate the concerns shared by seniors in the community when COVID-19 measures came into effect.

When this group of young community volunteers was first introduced to the Yuhua Community, Yuhua GROs used existing networks to help better equip the students to be ready to communicate with seniors.

The initiative also encouraged volunteerism by involving residents to help to keep a lookout for neighbours in need. Project AMICA's young community volunteers brought seniors with mobility issues out to run errands - including visiting the library, purchasing groceries, cleaning residential units, decluttering, cleaning of out-of-reach areas, painting of walls and checking for expiring canned food.

In addition, the youths also assisted with Vaccination Outreach, Dengue Awareness Outreach, Mobile Digital 1-1 Class for Seniors, as well as distribution of Care Packs to needy residents.

Two of the founding members of Project AMICA shared with us their thoughts and their inspiration behind this noble initiative.

Sujesh Veeramani, 17
Co-founder of
Project AMICA

Marcus Tay, 17
Co-founder of
Project AMICA

"The initial idea was simple, especially since there were only a handful of us. We wanted to help the elderly, especially those living alone, by cleaning up their living space and make it more comfortable for them. With COVID-19 measures in place then, it was more challenging for the elderly to get help or have frequent visits from their family.

It only takes a spark to get the fire going. I live in a three-generation household with my grandparents and my close-knit relationship with them left me with a soft spot for the elderly. Before Project AMICA, I spent three hours a week at Alexandra Hospital as a volunteer.

Seeing the smile on the faces of the patients always had me leaving with a full heart. That was when the spark that is now Project AMICA first came about.

At first, we were not sure where to begin. Clearly, it was going to be strange for a bunch of 17-year-olds to go knocking door to door offering to clean up houses. With willing hands, what we needed was guidance to point us in the right direction. That was when I approached Yuhua CO to seek their advice and support to get this going. The team at the CO along with the grassroots volunteers even joined us in every home we went to, to introduce us and help make the seniors feel more at ease.

"We wanted to help the elderly, especially those living alone, by cleaning up their living space."

We made it a point, not to just clean houses, but to engage with the elderly as well. While there were language barriers, it was always heartening to see them try equally as hard to engage with us as well. I have also learnt a few tips along the way from seeing the familiar exchanges between the grassroots leaders and the elderly. My extremely small vocabulary in Chinese has actually significantly increased.

As the movement progressed, and as COVID-19 restrictions eased, the number of volunteers also grew. With more youths willing to spend their free time in service of the community, we expanded our scope to include more tasks; from accompanying elderly with mobility problems on their grocery trips, to helping PA with the distribution of care packages.

My mom has been a grassroots leader for as long as I can remember, and her passion to serve the community is something that has always inspired me. She has been very encouraging of this project that my friends and I started, and I am grateful for that.

Juggling between school and Project AMICA has its challenges, but I am glad that between all 12 founding members, we were able to take turns to lead meetings and projects, even during exam season. All 12 founding members and myself have agreed to continue growing Project AMICA for as long as we can."

– Sujesh Veeramani



"I remember late last year just after our exam frenzy, my friends and I suddenly found ourselves with a lot of free time. We had a conversation on how we can use this time to give back to the community, especially when many are going through a tough time during the pandemic.

While volunteerism was something I have considered for a while, I was surprised when my friends shared the same sentiment. One of the challenges we anticipated was that we had no prior experience organising and managing such projects, and especially since we were all juggling other school commitments. That apprehension was unfounded after we spoke with Yuhua CO, as they assured us that they would guide us every step of the way.

Despite the scale of a home cleaning, we could only deploy two volunteers to one home when COVID-19 restrictions were tighter. That made it challenging as the hours required got really long. I recall my first cleaning experience vividly. It was the apartment of an elderly man who did not say much. He was smiling and thanking us for our assistance by the time we finished our tasks. That made me feel like all of our efforts were worthwhile.

We started ramping up operations when more COVID-19 restrictions were lifted. This allowed us to bring more volunteers together to tackle bigger projects. It also made it a lot more fulfilling as we could take turns to sit and chat with the elderly.

The assistance and guidance we received from the wonderful people in PA and Yuhua helped shape Project AMICA into something we are proud to be a part of. It gave us the confidence to keep working on it, and I hope that one day we will grow as a movement to help even more members of society."

– Marcus Tay



“

Chapter 3

Reshaping Our Future

The last two years were a source of uncertainty for many, but it also helped us rethink how we approached our plans for the community more efficiently and sustainably.

As communities and neighbourhoods were revitalised and we eased into activities, PA focused on how we can all work together to create a brighter future.

The stories in this chapter provide a preview into the key developments we have made as individuals, as a community, and as a nation, towards reshaping our future. Find out how we introduced new ways for Singaporeans to stay prepared for emergencies, to adapt to the ever-changing economy, and to do our part for a better tomorrow.

Prepped for the Unpredictable

Emergencies can happen anytime, anywhere, in a blink of an eye. These life-threatening scenarios require a quick and decisive action, even before help arrives. This is why PA has long been engaging with the community to impart the necessary skills and knowledge to build a safer and more resilient community.

When COVID-19 impeded our ability to continue these in-person emergency exercises, however, we redesigned and converted them into online programmes to ensure that the community was continuously engaged. We also adapted lessons to make them more relevant to emergencies that may be faced while at home.

The redesigned programmes also served as an opportunity for PA to expand our social media presence and reach out to newer audiences such as the Professional, Managerial, Executive and Technician (PMET) groups and to extend our emergency preparedness footprint.

Eric Lee, Assistant Director of Emergency Preparedness Division (EPD), alongside Shanker Sivaram, Head of EPD, shared how they found a way to achieve this amidst the odds.

Eric Lee, 42
Assistant Director
(Emergency Preparedness)

"The importance of building an emergency-prepared community cannot be understated. Nowadays, many of my peers have begun to pick up jogging and many of them do it in the middle of the night. Imagine being alone, with no one in sight for a radius of 200 metres. Are midnight joggers equipped with the know-how to perform first aid on their own should something bad occur?"

Building an Emergency-Prepared community means that everyone is trained to have the basic skills and awareness to respond to an emergency, even their own. Learning how to perform Cardiopulmonary Resuscitation (CPR) and use the Automated External Defibrillator (AED) is only the beginning.

So when COVID-19 hit, it posed a massive challenge in ensuring that we could continue with our programmes and engage residents.

I was immediately reminded of my mother-in-law. She's 60-plus, and her favourite pastime is watching YouTube, even before COVID-19. The thought lit a spark in my head, that perhaps, as Singaporeans stay home to combat the virus, we could attract seniors to learn more about emergency preparedness through online videos.

The next step was to find a hook. If our videos only focused on emergency preparedness, they may not entice a wide audience. That was when the idea of starting a cooking series, interwoven with basic first aid in home and kitchen emergencies, came about. After all, everyone loves to eat in Singapore.

We also saw the video series as a chance to cast a wider net beyond our usual audience, so we collaborated with partners like Suntec City, which has a broad following of PMETs, and Nanyang Polytechnic, to attract younger audiences. This allowed us to broaden our base, essentially reaching out to seniors, young adults and students.

In just one month, we went from hearing about the circuit breaker to becoming overnight experts in online content creation. We also had brilliant partners and vendors who turned our ideas into reality.

After a year, we realised that we needed to shake things up a bit, so we started to invite Grassroot Advisers (GRAs), to host some episodes. We also tapped on festive occasions to remind residents to stay safe amidst the celebrations.

"I am really glad that we found a way to educate and equip Singaporeans with practical life-saving skills amidst such difficult times."

An example that comes to mind was the Father's Day celebration in June 2021. We invited a GRA to appear on an episode with his daughter. The scenario for that episode was choking on food, which is really common among children aged eight and below. We showed simple first aid and resuscitation techniques, so that residents can protect their loved ones.

Now that we are returning to some form of normalcy, the idea has actually inspired us to do a physical version of the cooking show. We have also encouraged others to use the concept and some constituencies have already started using the format in their own fun and creative ways.

It was a refreshing experience. In my last decade of promoting emergency preparedness, I had never been involved in content creation. I am thankful to my team members for their guidance and support. I am really glad that we found a way to educate and equip Singaporeans with practical life-saving skills amidst such difficult times."

– Eric Lee

"I am really proud of how quickly we were able to pivot to our online programmes when we had to. When the COVID-19 pandemic hit, we converted our programmes to online versions and one of the ideas that we loved was embedding a first aid workshop in a cooking class."

What would happen is we would have a chef showcase two dishes, and in between them, we would incorporate a 20-minute first aid segment along with a demonstration.

A typical episode would last an hour and would start with our partnered chef teaching his recipes. Along the way, perhaps after placing a roast in the oven, he would mention a scenario that could be easily plausible in the kitchen, like suffering from a burn or dislocating a limb from a slip. From there, the trainers and paramedics would come in and describe how to apply basic procedures to deal with these injuries.

It was a joy seeing it all come together. From May 2021, we ran more than 40 e-programmes, which garnered more than 240,000 viewers cumulatively. It also allowed us to expand our volunteer base. In fact, over 500 viewers joined us as Community Emergency Response Team (CERT) volunteers, with another 200 viewers signing up for life-saving training programmes.

To me, life-saving skills are always important. Everyone needs to know basic first aid because you never know when you might need to save a life. That is the most important thing to me when it comes to emergency preparedness.

Beyond the skills, the programmes we run also bring people together and strengthen the understanding and ties between Singaporeans regardless of race or religion, which helps us build not only a safe but also a more resilient community.

I hope more residents would take part in the courses we have, especially now that we are slowly emerging out of the pandemic, because this, quite literally, is a matter of life and death."

– Shanker Sivaram

"Everyone needs to know basic first aid because you never know when you might need to save a life."

The Power of New Experiences

Specialised programmes at PA serve as platforms for residents to expand their horizons and acquire new skills. They also promote a culture of continuous learning. The programmes vary in interest and topics, from industry-specific to lifestyle, and encourage community bonding and building through learning.

As the nation resumed from a long pause in order to control the spread of COVID-19, PA's existing programmes leveraged on online platforms or found hybrid models to continue their work, while new programmes were launched to cater to the interests of younger residents.

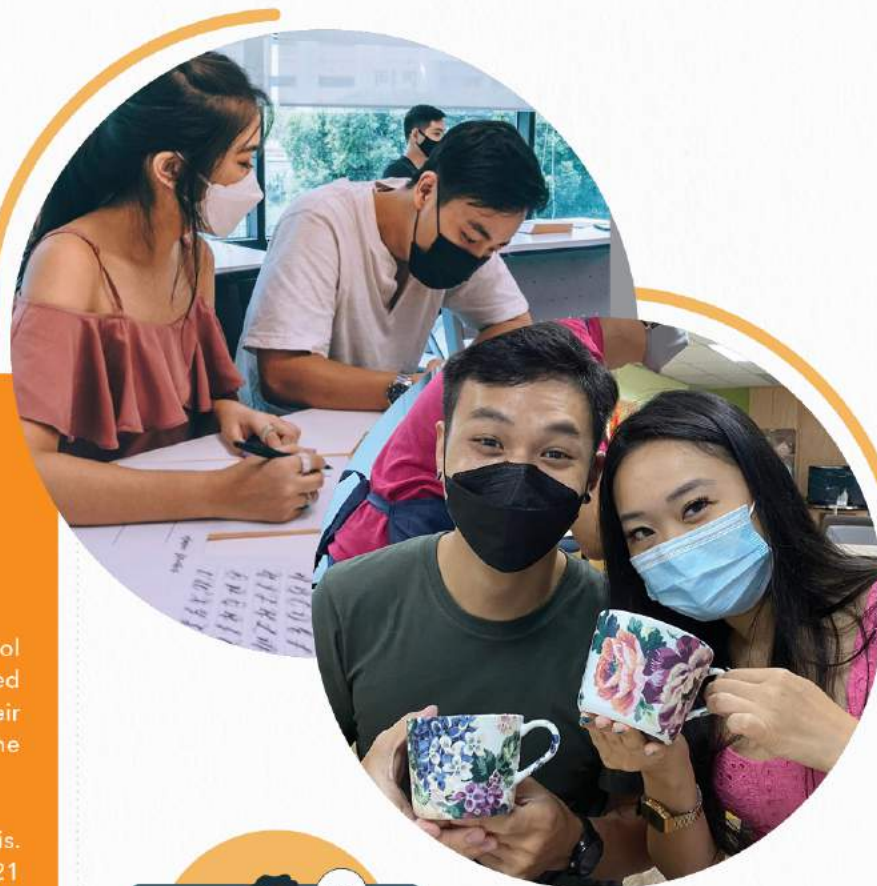
PWRx (pronounced as 'Power X') is a prime example of this. Aimed at digitally-native youths, PWRx was piloted on 21 November 2021. It brought together young volunteers to design courses that are aligned with the interests of fellow youths, while leveraging the power of social media to reach them.

Teo Qishan, Chairperson of Geylang Serai Youth Network (YN), lent her support for the PWRx programme by working with fellow youth volunteers to identify the needs and interests of youths in the Geylang Serai constituency.

Due to COVID-19 restrictions, PA specialised programmes were conducted via online platforms or a blend of physical and virtual, to enable continued learning while allowing residents to stay active and connected. These are some examples:



Industry Guru Series is a platform for SMEs to learn and network. The initiative invites notable experts to share their knowledge across domains ranging from personal finance to entrepreneurship. Its first webinar series began on 6 April 2021, and as of March 2022, more than 30 industry experts are working with PA to run the series for the benefit of residents.



Shiok Series continues to be supported by an ever-expanding network of Malay Muslim Organisations, Industry Partners, and panel of experts, to co-curate courses for the community. To uplift the community spirit during transition from pandemic to endemic mode, SHIOK Series engaged the community by collaborating with 35 trainers and partners to provide virtual and physical courses, ranging from video editing to mental wellness techniques.



PWRx is a new specialised programme that aims to create a common space for youths from diverse backgrounds to meet like-minded friends, exchange ideas, and pursue their interests together, as well as promoting active youth volunteerism to pursue cause-based community projects they are passionate about.

"When discussing how PWRx could bring youths back to CCs, I often get asked, 'Is it so that the CC can introduce the youths to volunteerism?' Well, not really.

There is intrinsic value in the youths simply coming to have fun at a community club-organised event; learning new things or getting fit at an affordable rate are certainly starters. More importantly, it is in knowing that there is a platform for like-minded youths to come together and give back to the community.

The CC also allows us to engage with the community, helping us to better identify those who need social support and to keep them in the loop of initiatives available. After all, the sense of community or the 'kampong spirit' first began with neighbours loving their home and simply getting along.

It feels good to have contributed to the evolution of PWRx. We identified courses that would appeal to young people by conducting surveys and research, as well as asking ourselves what would entice us to attend community events.

When we first began, it was personally a nerve-racking period. We opted to start the first PWRx series with a spin class, which was then at its height of popularity with people paying much more at private gyms. However, only a handful of people registered. Following that, we held internal discussions and spent time understanding what was of interest among youths in order to better curate and design our programmes.

The turning point quickly came as we decided to market and organise PWRx courses differently. We also looked at possible venues outside of the CC that could make the experience more unique.

"With social media seemingly keeping us connected, we tend to neglect the physical aspects of being in a community."

We worked with Trainers with a strong social media following and set up a dedicated social media handle for PWRx courses.

Our efforts paid off with a high turnout rate for our events like 'Yoga by the Beach', candle craft, brush calligraphy and coffee pairing. Our events quickly sold out as youths across Singapore began to look forward to an event that would resonate with them every weekend.

There was a lot of trial and error in helping to build PWRx. But I am grateful for the opportunity and support of the PA staff, who have generously shared their experiences and advice. When COVID-19 measures were first introduced, it was haunting to see our CCs quiet and empty. But I am glad to feel the hustle and bustle of the neighbourhood again.

With social media seemingly keeping us connected, we tend to neglect the physical aspects of being in a community. I hope that as we power on, PWRx can continue to grow and reach out more to the youths of our community."

— Teo Qishan



Teo Qishan, 31
Chairperson of Geylang Serai Youth Network



Rallying for A Greener Future PAYM50 Green



In celebration of its 50th anniversary, People's Association Youth Movement (PAYM) initiated the PAYM50 Green Campaign, to rally passionate youths beyond the Youth Networks (YNs) through meaningful volunteering opportunities surrounding sustainability.

The campaign ran from June to December 2021, with more than 50 ground-up environmental and sustainability programmes and initiatives. The PAYM50 Organising Committee leveraged digital platforms and collaborated with partners to engage youths and their families beyond its network.

PAYM worked with key government agencies such as the Ministry of Sustainability and Environment (MSE) and National Environment Agencies (NEA) to broaden outreach and amplify awareness.

NEA supported PAYM50 Green by broadcasting the campaign on their official channel, and MSE provided PAYM with essential carbon footprint data and resources. Other partners included NParks, Towards Zero Waste, and Ministry of Manpower, alongside ground-up groups and businesses such as Green Nudge, Ocean Purpose Project, Downtofarm, and Package Pals.

To cap the successful campaign, PAYM50 Live!, a virtual get-together to commemorate the milestone anniversary, was held at Gardens by the Bay Flower Field Hall on 30th October 2021. It was graced by President Halimah Yacob and PA Deputy Chairman, Minister Edwin Tong.

A few hours before the live event, Minister Tong had joined youth volunteers from Siglap South YN to cycle through East Coast Park to the event location, clocking 50 kilometres for the PAYM50 Green Virtual Cycling Relay.

"Sustainability is not just a national objective, but something I am personally driven to help achieve. We thought we could organise something to align with that goal, which was where this virtual cycling challenge began. Not only did we cycle and have fun together, but it also encouraged people to reduce their carbon footprint when they joined the challenge."

The ultimate aim of PAYM and PA is to help communities bond, so even when we had to take everything online, we needed to find ways to get people to come together to maintain that sense of personal touch. The cycling challenge achieved that goal by bringing people together to clock miles as a team.

I must say I was very happy and touched to see youths from all over Singapore coming together to think of innovative ways to do something for the environment. This was evident with initiatives like 'Kayak and Klean', where youths came together to clean the rivers.

Chen Ngee Ann, PBM, 34
Vice-Chairperson of PAYM Council,
Chairperson of Siglap South Youth Network



"We are the generation of tomorrow. Whatever we do now will obviously create an effect on the future itself."

When we were planning the cleanup, we never expected the sheer amount of waste in our waters. The amount of rubbish we collected really surprised us.

On a whole, this campaign meant a lot to me. PAYM is a gathering place for young people who want to make a difference and stay involved in their communities. When we could not interact in person, we found creative ways to connect with and engage residents. Being the Vice-Chairperson of PAYM Council has been a privilege, and I want to showcase to my fellow youth volunteers that this is a place that can make you a better person.

We are the generation of tomorrow. Whatever we do now will obviously create an effect on the future itself."

– Chen Ngee Ann



"We all live on the same earth, if the earth were to deteriorate, it is on us. There is no one who can save it other than us. Small steps can make a great impact in the near future."

"I have been with Siglap South YN since I was 15. It started off with me just joining the events, I attended a reading event they held for underprivileged children. It was from there that I realised their values matched mine, and I wanted to join them to give back to the community, especially residents of Joo Chiat."

For PAYM50 Green, I helped organise a few green events such as a gardening workshop and, 'Kayak and Klean', a kayaking trip to clean Singapore's rivers. Honestly, the best part of it was being able to do something good with my friends.

PAYM50 Green was great because I saw so many people from different age groups participating in the programmes. You would think workshops like gardening would be more for the seniors, but we saw a lot of youths coming together with the same purpose - to find out how they can contribute to saving the environment.

I had a friend who did not know much about plants join me for the gardening workshop, and now it is something she is very passionate about. It's amazing how you can unlock a passion within someone with such a simple first step.

We all live on the same earth, if the earth were to deteriorate, it is on us. There is no one who can save it other than us. Small steps can make a great impact in the near future.

When it came to participating in PAYM50 Days of Green, in which almost 1500 participants clocked over 630,000km of cycling and walking in 50 days, we managed to reduce our carbon emissions by 118 tons, which was very meaningful to us.

We started from Pasir Ris to Changi, covering about 8km. At first, I wanted to give up, because I was so out of shape. There was also a mini competition between the CCs and I really wanted us to win, but we lost out to the seasoned cyclists who have been doing it for years.

But it was okay because at the end of the day, it was not about the distance but it was about raising awareness and doing it as a team."

– Muhammad Firdaus



Muhammad Firdaus, 25
Vice-Chairman of Siglap South Youth Network

CORPORATE GOVERNANCE

Audit & Risk Committee

Chairman

Victor Lye Thiam Fatt, BBM
(since 1 January 2019)

Members

K. Thanaletchmi, PBM
(since 21 June 2017)

Poh Leong Berg
(since 1 August 2020)

The Audit and Risk Committee (ARC) assists the People's Association (PA) Board of Management in fulfilling its responsibilities for:

1. the integrity of the PA's financial statement;
2. the PA's compliance with legal and regulatory requirements;
3. the external auditor's qualifications and independence;
4. the performance of the PA's external and internal auditors;
5. the overview of the risk management;
6. the fostering of the risk awareness culture throughout PA.

FY 2021 PA CONSOLIDATED

FINANCIAL HIGHLIGHTS



Consolidated Statement of Comprehensive Income

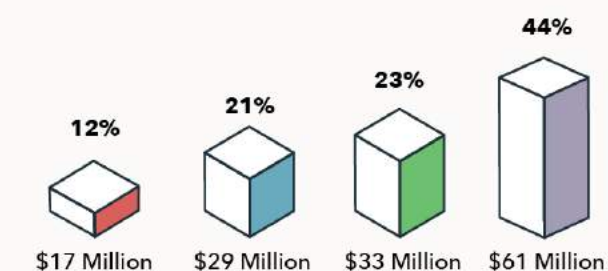
During the year, the PA recorded expenditure of **\$832 million**, which was mainly funded by grants received from the Government of **\$709 million** and operating income of **\$140 million**.

	FY 2021 \$'m	FY 2020 \$'m
Operating income	140	125
Other miscellaneous gains- net	7	75
Less: Expenditure	(832)	(713)
Deficit from operations	(685)	(513)
Grants from the Government	709	617
Amortisation of deferred capital grants	20	20
Total comprehensive income for the year	44	124

Consolidated Statement of Financial Position

	FY 2021 \$'m	FY 2020 \$'m
Capital	1,734	1,592
Accumulated surplus	1,150	1,121
Total equity	2,884	2,713
Non-current assets	1,441	1,399
Current assets	2,239	2,072
Current liabilities	(565)	(516)
Non-current liabilities	(231)	(242)
Net assets of the Association	2,884	2,713

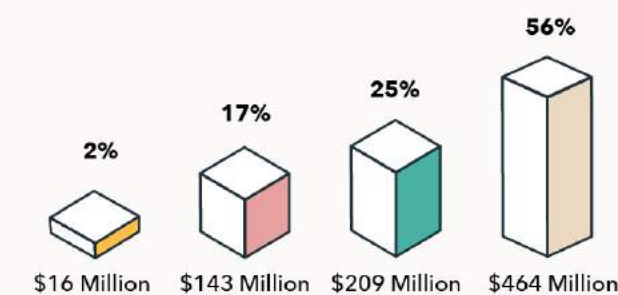
FY 2021 Operating Income:



\$140M Operating Income



FY 2021 Expenditure:



\$832M Expenditure



PEOPLE'S ASSOCIATION BOARD OF MANAGEMENT

AS AT 1 SEPTEMBER 2022



Chairman
Lee Hsien Loong
Prime Minister



Deputy Chairman
Edwin Tong
Minister for Culture,
Community and Youth
Second Minister for Law



Secretary Treasurer
Lim Hock Yu
Chief Executive Director,
People's Association



Member
Janil Puthuchery
Senior Minister of State,
Ministry of Communications and
Information & Ministry of Health



Member
Zaqy Mohamad
Senior Minister of State,
Ministry of Defence &
Ministry of Manpower



Member
Low Yen Ling
Minister of State,
Ministry of Culture, Community
and Youth & Ministry of
Trade and Industry,
Mayor of South West District



Member
Sitoh Yih Pin
Adviser,
Potong Pasir
Grassroots Organisations



Member
Nadia Ahmad Samdin
Adviser,
Ang Mo Kio GRC
Grassroots Organisations



Member
Victor Lye Thiam Fatt,
BBM
Adviser,
Aljunied GRC
Grassroots Organisations



Member
K. Thanalethimi,
PBM
President,
Healthcare
Services Employees' Union



Member
Jeyaraj Benjamin
William
Secretary General,
Singapore Red Cross Society



Member
Benett Maximillian
Theseira, JP, PBM
Trustee,
The Eurasian
Association, Singapore



Member
Rahayu
Mohamad
Immediate Past President,
Persatuan Pemudi Islam
Singapore



Member
Poh Leong Berg
Brigade President,
The Boys' Brigade in Singapore



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