

CO-CREATING A STRONG COMMUNITY,

BUILDING OUR FUTURE TOGETHER

PEOPLE'S ASSOCIATION ANNUAL REPORT FY 2019/20



People's Association



Building Community
With Our People
1960 - 2020

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THIS REPORT COVERS THE PERIOD FROM 1 APRIL 2019 TO 31 MARCH 2020.

THE PEOPLE'S ASSOCIATION **CHAIRMAN'S MESSAGE**

LEE HSIEN LOONG

Prime Minister
Chairman, People's Association



Sixty years ago, the People's Association (PA) was formed to foster social cohesion, maintain racial harmony and strengthen trust between the Government and the people. Today, as we face another crisis together as a nation, we are reminded yet again of the importance of the PA's mission, and of the need for us to hold together as one people to weather this storm.

The COVID-19 pandemic has disrupted the way we live and interact with one another. But it has also brought out the best in us, and triggered numerous acts of kindness and support from within the community. Many of these were spontaneous, ground-up initiatives, reflecting the strong societal bonds that PA has worked hard to build over the decades.



LET US
CONTINUE TO
WORK TOGETHER
IN BUILDING AN
EVEN STRONGER
COMMUNITY
AND A UNITED
SINGAPORE. 



Looking beyond COVID-19, we can expect more diverse views and rising expectations among our people. These are positive forces, which will motivate and inspire us to find new ways to bring communities together. In the coming years, PA will reinvent itself to stay relevant and effective, and expand its network of partners to co-create programmes and solutions.

I thank all our grassroots leaders, volunteers and community partners – past and present – for your commitment and contribution to PA's mission and nation building. Let us continue to work together in building an even stronger community and a united Singapore.

A MOVEMENT FOR SOCIAL COHESION

PA was formed in 1960 to help weave the social fabric of our young nation. Together with our grassroots volunteers, community organisations and corporate partners, we have continued to build and bridge communities to foster racial harmony, forge social cohesion and strengthen national resilience in good and tough times.

Guided by our **Community 2020 Masterplan**, PA had adopted the following strategic thrusts, since 2015, to serve the changing needs and aspirations of the community and meet new challenges:

BUILD RELATIONSHIPS BY EXPANDING AND DEEPENING NETWORKS, ESPECIALLY REACHING OUT TO HARD-TO-REACH GROUPS

BRIDGE GOVERNMENT-PEOPLE RELATIONS BY COMMUNICATING GOVERNMENT POLICIES EFFECTIVELY AND CONVEYING RESIDENTS' FEEDBACK RESPONSIVELY

BUILD NEW CAPABILITIES WITH NEW PROCESSES, STRUCTURES AND TECHNOLOGY



People's Association



Building Community
With Our People
1960 - 2020

2020 marks 60 years of community building with our people. Our vision remains to build a great home and a caring community. Though unprecedented in nature and impact, the COVID-19 pandemic has provided many opportunities to demonstrate our unwavering spirit and commitment to serve the community. PA continues on its mission to build a strong and united community in 2020 and beyond.

Chingay 2020 brought together more than 6,000 volunteer performers from 150 organisations and 2,000 parade volunteers to commemorate PA's 60th anniversary on 31 January and 1 February 2020. Themed 'Colours in Harmony', it featured a special **Bridge of Harmony Float** and three **Harmony Towers** made of uniquely hand-drawn 'Harmony' tiles by 42 youth, corporate and other organisations under the Chingay Community Engagement Programme. The set of six different coloured tiles represented community values: Diversity, Inclusiveness, Care, Courage, Innovation and Excellence. These values have been central to Singapore's community building efforts and have strengthened the Singapore Spirit over the last six decades.



REACHING OUT, EXPANDING AND DEEPENING NETWORKS

Over the years, PA has remained steadfast in our core objective of building social cohesion. Our grassroots movement has brought people of all backgrounds together, to meet, mingle and build bonds. This melding of friendships has been critical to building cohesive communities and higher social capital, enhancing national solidarity and stability.

While our Citizens' Consultative Committees (CCCs), Community Club Management Committees (CCMCs), Residents' Network (RNs), Residents' Committees (RCs) and Neighbourhood Committees (NCs) have been the basic building blocks of our grassroots efforts, we have gone beyond our grassroots network to reach out to a wider group of people, beyond Community Centres/Clubs (CCs), geographical boundaries and across touchpoints.

We have also enhanced the quality and depth of our relationships with stakeholders as well as engaged new corporate and community groups to join us as we connect with the online community, youth, the Merdeka Generation, and many other groups, through creative and meaningful programming of our activities, courses, interest groups and volunteer opportunities.

With the outbreak of COVID-19 and safe distancing measures in place to minimise local transmissions, PA and our Grassroots Organisations (GROs) continue to stay in touch with residents virtually to uplift spirits and strengthen community bonds in the new normal.



PA rallied the community to commemorate **Singapore's Bicentennial** in their neighbourhoods through more than 45 ground-up events involving over 200,000 residents. GROs leveraged the PA Singapore Bicentennial Ground-up Projects to engage 31 new network partners such as schools, religious institutions, ethnic associations, self-formed interest groups and homegrown performing groups. The festivities brought Singaporeans together to reflect on our history, better appreciate our values of multiculturalism, openness and self-determination which have progressed Singapore to what it is today, and feel confident about the future because of our values. The ground-up activities, supported by the Singapore Bicentennial Office, included heritage, cultural and food trails, roving exhibitions and concerts by residents.



Harmony Xtravaganza, a community arts performance by PA and the National Integration Council (NIC) debuted at the Victoria Theatre on 6 April 2019 as part of NIC's 10th anniversary celebrations and in commemoration of Singapore's Bicentennial. It showcased how people from diverse origins and cultures worked together towards a common goal through a sense of belonging, harmony, contribution and shared joy. More than 100 members from various immigration associations, community partners, GROs, international and local schools performed with 32 cast members including newcomers from India, Thailand, China, Myanmar and Taiwan. Many became friends over the five months of performance preparations and better appreciated the different cultures and traditions. An abridged version of the performance was also showcased at five **One Community Fiestas** in the heartlands.



REACHING OUT, EXPANDING NETWORKS

The PA Indian Activity Executive Committees Council (Narpani Pearavai) organised the **Narpani Community Carnival** on 16 June 2019 at the Jurong Bird Park. 4,000 residents, including new immigrants, commemorated the Singapore Bicentennial by penning their aspirations and well-wishes for Singapore. In addition, participants folded about 20,000 paper hearts to raise funds to buy 2,000kg of rice for 400 needy families to show care for the less privileged. A **Skillsfuture@PA** marketplace was also organised to encourage the community to upskill to be Smart Nation-ready.



PAssionArts Festival 2019 themed 'Our Home, Our HeARTs' was held from 6 July to 25 August. Organised by PA's network of 88 Community Arts & Culture Clubs (CACDs), the festival presented more than 500 art activities and programmes across 38 festival villages. It created platforms for 190 artists and art groups to promote arts to the community. 250,000 residents bonded over arts and 50,000 residents had the opportunity to co-create artworks facilitated by artists.

A festival highlight was the 200 sets of **Garden of HeARTs** art installation displayed at various community locations to commemorate the Singapore Bicentennial. The 'Gardens', co-created by about 30,000 residents, bloomed with 4,000 'hearts' capturing residents' hopes and dreams for Singapore.



REACHING OUT, EXPANDING NETWORKS



The Youth Executive Committees (YECs) joined hands with schools and social service agencies to reach out to the less privileged through **Community YOUthCare Festival 2019** from March to April. For the first time, sports such as goalball and boccia ball were introduced to engage beneficiaries through healthy activities.

16,867 participants from 106 partner organisations rolled out 51 ground-up initiatives and engaged beneficiaries such as seniors from rental blocks and children from low-income or disadvantaged families. The festival instilled compassion and empathy in youths to create a vibrant and caring community.



700 teams comprising 5,300 team members participated in the **Singapore Community Games 2019**. The games featured badminton, basketball 3-on-3, ekiden run, football men's 5-on-5, sepaktakraw men's and table tennis tournaments across the island and recorded a participation of 36,000 players from March to May.



As part of PA's collaborative efforts to expand and deepen networks, YECs have gradually evolved from being activity-based youth committees towards network-centric **Youth Networks (YNs)** from June 2019.

This transition provides greater impetus for the YNs to expand outreach and bring in other community youth entities, such as schools, religious organisations and interest groups, into their network.

The YNs would aggregate resources, strengthen capabilities and tap on a wider range of expertise and outreach to effect positive changes within the community. As of March 2020, 56 YNs have been formed.



REACHING OUT, EXPANDING NETWORKS



To prepare residents for the future economy, the five Community Development Councils (CDCs) deepened engagement with training and community partners, private organisations, government agencies, and new partners, to offer workshops, experiential learning, lifestyle activities and employment opportunities at respective SkillsFuture Festivals. The **SkillsFuture Festival @ CDC** attracted a footfall of over 20,800 participants across the five districts.

To promote active aging and provide additional concessions for Singaporean senior citizens aged 60 years and above, PA introduced **PAssion Silver Card** programme, a joint effort with the Ministry of Health (MOH) and Ministry of Transport. The card has served as a common identifier for the community and businesses to benefit senior citizens. 70% of the merchants that offer privileges to PAssion Card members also offer higher-tier discounts to PAssion Silver Card members.



The inaugural **M³ Youth Festival** was held at the PAssion WaVe @ Jurong Lake Gardens on 6 July 2019. It celebrated the diversity of interests among youths and provided a platform for more than 1,500 youths to showcase their talents, learn from each other and step forward to give back to the community. It was a collaboration among youths from the Malay-Muslim Organisations, interest groups, GROs and Institutes of Higher Learning (IHLs). The festival is part of M³'s 'Empowerment and Mentoring for Youth' focus area. The various initiatives announced at the fest inspired youths to pursue education and career opportunities to realise their potential and empower them to pay it forward. The platform also connected youths with mentors and community role-models to help them access resources, schemes and training programmes.



REACHING OUT, EXPANDING NETWORKS



To drive community awareness of the Merdeka Generation Package, PA launched the **Merdeka Generation (MG) Wanted Marketing Campaign** in June 2019 utilising a combination of traditional and digital touchpoints. PA collaborated with existing and new partners to curate a suite of about 60 courses, activities and interest groups under four interest pillars - Health & Wellness, Lifestyle & Leisure, Lifelong Learning and Financial Literacy, and offered volunteering opportunities to help MG seniors stay healthy and active. PA course try-outs were also available at most of the 26 MG Package Roadshows which reached out to 196,300 seniors and their families. There was a 4.9% increase of unique MG course participants from July to December 2019, compared to the same period in the previous year.





The **President's Challenge 2019** was held in-conjunction with **PULSE! Sports Fiesta 2019** on 20 July. Led by youth volunteers from the People's Association Youth Movement (PAYM), close to 1,000 youths engaged in street basketball, netball and soccer. The total number of goals scored throughout the competition were matched by donations and channelled towards the President's Challenge Fund. Beneficiaries from the Lutheran Community Care Services (LCSS) and Pertapis Children's Home also took part in the Street Basketball and Street Netball competitions, respectively. More than \$250,000 was raised to support 67 beneficiary organisations under the President's Challenge.



The inaugural **Shiok Baby Festival** was held on 20 and 21 July 2019 at Woodlands Galaxy CC. Some 5,000 new parents and parents-to-be found out more about specially curated courses that prepared families for key parenting milestones, including couple childbirth education, preparation for baby showers, behavioural management for toddlers, and parent-child engaging courses, such as baby-wearing. The one-stop fest brought over 30 Malay-Muslim Organisations and industry experts, such as Nestlé, Soul Singapore and the National Dental Centre Singapore to showcase relevant parenting products and services for the community, like halal confinement, traditional maternity massages and oral health screening for babies.



REACHING OUT, EXPANDING NETWORKS

The Women's Integration Network Council collaborated with the Association of Women Doctors Singapore and Empowered Women Entrepreneurs to roll out the **A Better Me** Series to build community support and address women's needs between July to September 2019. More than 400 women attended the interactive workshops targeted at working mothers to enable them to take charge of nutrition and health for their children and themselves as well as to achieve work-life harmony.



With YECs transiting from activity-based to network-driven YNs, the **PAYM Network Builder**, a networking series, was introduced in August 2019 to foster collaboration among YECs/YNs and other youth organisations. Through the five sessions with IHLs and cause-based youth organisations, 82 youths from 65 YECs/YNs were matched with 109 youths from 38 youth organisations, such as the NUS Student Union and SMU Apolitical Association, to explore opportunities for collaboration and to induct interested youths into the YNs. 12 youths from the IHLs and representatives of youth organisations also joined the YECs/YNs to share best practices and resources.



As part of **PAYM Loves Red 2019**, 90,305 youths celebrated Singapore's 54th birthday across 113 projects in July and August. Through ground-up initiatives such as home refurbishment for the disadvantaged and food distribution drives, the campaign gave youths the opportunity to express their love for the nation, spur a sense of national pride and take steps towards fostering a more close-knit community.





Led by the PAYM Central Youth Council, 48 youths from the PAYM network formed a **PAYM National Day Parade 2019 Marching Contingent** to represent PA in the parade. The four-month weekly trainings not only built resilience among the youths, but also inspired some youths from schools and ITE College Central to volunteer with YECs/YNs.



PA rallied 90 private sector partners from the **Project We Care (PWC) Network** to raise more than \$186,000 cash sponsorship and almost \$200,000 of in-kind sponsorship for the biennial **Project We Care Garden Party @ Istana** on 1 September 2019. 1,500 vulnerable elderly, underprivileged children and low-income families participated in the carnival hosted by President Halimah Yacob, 80 business leaders and 437 corporate volunteers. Held during the Mid-Autumn Festival, participants were taken on the first-ever lantern walkabout around the Istana lawns which were decorated with lanterns painted by the PWC beneficiaries and volunteers. Since inception in 2012, the PWC Network has grown from a pool of 40 companies to over 300 companies.



REACHING OUT, EXPANDING NETWORKS



52 legal talks were held nationwide following the launch of **Law Awareness Weeks (LAWs) @ CDC 2019** on 4 September. 1,558 residents learnt about topics that affected their day-to-day lives, like Advance Legal Care Planning, Consumer Protection and Personal Debt. Supported by the Law Society Pro Bono Services, a new webinar series was also introduced to reach out to more residents by engaging the online community and making it more accessible and convenient to seek legal advice and knowledge.



In its 11th year, the annual **POSB Passion Run for Kids 2019** took place on 15 September at the Promontory @ Marina Bay. \$1 million was raised through the **POSB Passion Kids Fund** for programmes that nurture and empower our leaders of tomorrow to develop skills and mindsets that help them kickstart their future. For example, the POSB [i.code] Challenge provided an opportunity for 170 secondary students from 18 schools to learn mobile application solutioning where they created apps to tackle community concerns, such as ageing population, cybersecurity, financial literacy and multiculturalism. Through the fund, our GROs have helped about 590,000 children benefit from 155 programmes, ranging from sports, environment to enrichment.





PA Integration Council has been promoting social norms amongst Singaporeans, new immigrants and foreigners in various ways, given our multi-racial and multi-cultural society. To enhance its efforts, **Play Our Part**, a music video that promoted social norms in a light-hearted manner, was launched at the **One Community Fiesta (OCF) 2019** on 21 September. It featured Singaporeans, new immigrants and students from local and international schools rapping and dancing to encourage a more gracious community through simple actions. For example, keeping common spaces clean and clear, giving up seats on public transport to those who need it more, and not talking too loudly in public spaces. A total of 25 decentralised OCFs were organised island-wide.



PA worked closely with the Singapore Grand Prix Pte Ltd to bring the second edition of **F1 Community Live Screenings** to 10 CCs from 20 to 22 September 2019. Three more sites were added from the previous year so that more residents could enjoy the excitement and experience of the race. The interactive programmes such as Race Simulators and Drone Flying experience organised by the CCs were well received by some 30,000 residents, including young families, professionals, managers, executives and businessmen (PMEBs) and the Malay-Muslim community.



REACHING OUT, EXPANDING NETWORKS



In 2019, 32 Community Sports Clubs (CSCs) received the PA CSC Awards and Community Engagement Awards at the annual **Community Sports Night**.



They were recognised for their exemplary efforts in promoting community bonding through sports, in particular their partnerships with government agencies, schools, sports associations, social service agencies and various community partners to co-create customised sports and wellness programmes such as Dance Fitness, Harmony Bowling and Youth League that better cater to different residents' profiles and needs.



For the first time, Malay Activity Executive Committees Council (MESRA) and Narpani Pearavai collaborated in **Joy of Giving** to spread the festive cheer of Deepavali and strengthen racial harmony on 20 October 2019. 40 volunteers from MESRA, Narpani Pearavai and their youth sub-committees distributed food hampers to 200 needy families at the rental blocks in Little India before gifting 800 packets of murukku at the Deepavali Festival Village 2019 in the vicinity. They also gained a deeper appreciation of the culture and traditions of their Indian friends at the Indian Heritage Centre.

MESRA and Narpani Pearavai collaborated further in **Befriend Seniors** on 12 January 2020 to strengthen integration efforts. In the lead up to the Chinese New Year, 60 youth volunteers engaged seniors from the Thye Hua Kwan Social Service Hub @ Bukit Batok East and Concern & Care Society in crafting, such as Chinese knot making, and learnt more about Chinese customs and traditions from the Singapore Federation of Chinese Clan Associations. Another 40 volunteers from the Malay Activity Executive Committees (MAECs) and Indian Activity Executive Committees (IAECs) also packed and distributed 800 bags of oranges and red packets to friends and visitors in Chinatown.





PAssion Card Residents' Engagement System

(PAssion CARES) has made it easy for PAssion Card members to do good by simply tapping their cards or scanning their digital PAssion Cards at designated terminals at PAssion CARES community events organised by PA and GROs. Supported by long-term partners, Dairy Farm Singapore Group (DFSG) and POSB, each participation at PAssion CARES events will earn a member 7.5 TapForMore (TFM) points and another 7.5 TFM points will be contributed to PA community projects benefitting the underprivileged. In FY2019, a total of 1,889,880 participation were captured at PAssion CARES events, raising more than \$100,000 for the new **PAssion CARES For You** initiative, launched on 9 November 2019. At the launch event, 125 households received \$200 shopping credits each and they were accompanied by over 200 staff volunteers from DFSG and POSB who befriended them and shopped together for daily necessities at Giant.



Facebook partnered the PA Active Ageing Council on **We Think Digital** (WTD) in Singapore because of PA's extensive reach. The online learning portal equipped residents, especially seniors, with digital literacy citizenship skills to guide learners on exercising critical thinking and responsible online behaviour.

100 seniors went on the first **Learning Journey to Facebook** as part of the WTD Initiative in November 2019. In addition, Facebook trained 20 PA Silver Infocomm Wellness Ambassadors to help deliver digital skills to other seniors. Improving digital literacy and encouraging greater levels of digital citizenship have benefitted residents in today's increasingly digital landscape.



REACHING OUT, EXPANDING NETWORKS



At the **PA Community Spirits Awards 2019** on 20 November, 84 corporations and community organisations were honoured for their contributions and partnership in bonding the community and building social capital. Building on our collective strengths, networks and resources, PA and our partners have grown the community networks and responded effectively together to reach and support the vulnerable community to build a better and stronger Singapore.



#eGamesOnSunday, an eSports Experiential Clinic Series, was held at Toa Payoh HDB Hub, Our Tampines Hub and JCube from November to December 2019, reaching out to more than 1,500 participants. The event strengthened the collaboration between the PAYM and CSC networks with eSports partners to bring family-centric eSports programming to the community. With support from social enterprise Saturday Kids, children from disadvantaged families were introduced to creative coding lessons. With ActiveSG and *SCAPE as agency partners, #eGamesOnSunday showcased exercises and courses to improve flexibility and skills. The series provided a wholesome platform for youth e-Gamers and their families to bond.



PA pooled 41 organisations from the Project We Care Network to impart their skills and expertise to vulnerable residents identified by GROs. The skills empowerment **Project We Care ENRICH Lab @ RC** programme equipped 890 beneficiaries to improve their quality of lives and enhance their social well-being. For example, L'Oréal conducted a class to teach disadvantaged women basic make-up skills to enable them to look and feel good about themselves to boost their self-esteem while Tata Consultancy helped youths to pick up creative skills on the computer. The programme has brought learning resources to the neighbourhood, making acquiring new skills convenient for them. Since 2016, the programme has expanded island-wide to 51 RCs, with 105 partners reaching out to 3,700 beneficiaries.





The **PAssion Children's Football** (PACF) Programme has helped children between five and 12 to develop physical and social skills while spending quality time with their parents while they volunteer as assistant facilitators or coaches. The number of children participants and parent volunteers in PACF increased by 35% to 2,300 participants and 85% to 370 volunteers over the past year.



In a concerted effort to engage young families, PA launched the **Embracing Parenthood Movement** (EPM) in April 2017, in partnership with the National Population and Talent Division and the Ministry of Social and Family Development. Led by **Family Life Champions** and GROs, the whole-of-community approach celebrates the birth of newborn Singaporean babies, embraces the joy of parenthood and builds strong communities of support for young families. At EPM celebrations, families learn about the policies and information on parenting from community partners and government agencies, participate in parent-child bonding activities and network with other families within the estate. As at March 2020, over 600 EPM celebrations have been organised, reaching out to about 87,000 participants including parents and caregivers. 28 Parenting Clubs have also been formed by parents for mutual support in their parenthood journey.



REACHING OUT, EXPANDING NETWORKS



The **Play.Grow.Explore Series** encourages families to embrace play time that provides holistic development for children. The series has helped sustain PA's engagement with young families and facilitated the formation of support networks in the neighbourhood. In addition, the successful collaboration with School of Concepts, a social enterprise, on **Literacy Fun with My Family**, an interactive parent-child programme, has led to the co-creation of a new Learning Journeys programme in 2019, where parents and children bond through phonics and play-based learning experiences as a postman, urban farmer or rock climber. The programme attracted about 1,500 participants.

Due to tighter safe distancing measures announced by the Government in March 2020, PA collaborated with the Ministry of Communications and Information (MCI), Lianhe Zaobao, PA Trainers and 96.3 Hao FM deejays to engage seniors through **Come 'n Live** from 16 March 2020. The series provided opportunities for residents to learn, have fun and continue to lead a healthy and active lifestyle in the comfort of their own homes, by bringing classes to them digitally.

In line with the suspension of the physical conduct of all courses, organised activities and interest group activities at CCs, RC/RN centres and other PA facilities to minimise the risk of community transmission of COVID-19, PA also rolled out **PAassion Live** on PA Courses Facebook and YouTube channels on 23 March 2020, and **Virtual CC** hosted on various Facebook pages of CCs on 25 March 2020. The virtual platforms offered curated courses, across a wide variety of categories, from fitness to cooking to dance etc, so that residents could stay connected with friends, continue to learn new skills, and keep their interests and passions going.



COMMUNICATING GOVERNMENT POLICIES EFFECTIVELY, CONVEYING RESIDENTS' FEEDBACK RESPONSIVELY

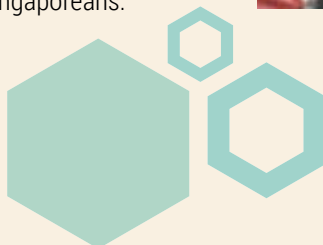
As a key instrument of nation-building, PA and our grassroots movements continue to be the communication channel that strengthens the link between our people and the Government. These conversations have enabled the Government to plan and deliver new and better policies to meet the needs and aspirations of residents.

PA and our volunteers move beyond geographical boundaries and through multiple channels to engage diverse groups of residents regularly. We actively listen to their concerns, fears and aspirations and seek their views on how to improve on municipal and national issues. Through house visits and targeted dialogue sessions, both physical and virtual, we also better understand the concerns of specific segments of the community. We convey these sentiments to the relevant government agencies in an accurate and timely manner, so that policies, processes and communication may be enhanced to better support residents. PA also closes the last mile delivery of government communications by sharing government programmes and policy simply, widely and personally with residents so that they understand the policy intent and can get the help they need.

In a whole-of-government coordinated effort to manage the COVID-19 pandemic, PA worked in partnership with government agencies to overcome challenges together to keep Singaporeans safe. Such facilitation efforts by PA and our GROs help to build confidence in our people for the future and bring our people and the Government closer.



At the **PA Community Seminar 2019** on 5 October, previously known as the PA Grassroots Seminar, PA Deputy Chairman, Minister Chan Chun Sing shared with GRLs and community partners on key trends that would impact the work of PA and partner networks as community builders. For example, with an ageing population, programmes should be evolved to better cater to the different needs of more seniors. The grassroots movement resolved to tackle the challenges and seize new opportunities together to co-strengthen social cohesion and co-create a stronger future for Singapore together with Singaporeans.



COMMUNICATING POLICIES, CONVEYING FEEDBACK



In partnership with various Ministries, PA organised **52 Kopi Talks and Community Kopi Talks** for last mile delivery on government policies and announcements. The sessions supported wider ongoing efforts to explain and clarify government policies and equip our stakeholders with a better understanding of the available schemes and measures in place to facilitate better sharing with residents and their networks as well as gather feedback to help address citizen concerns. Some 9,450 grassroots leaders (GRLs), CDC district councillors, government leaders, policy makers and residents attended the sessions which included the following dialogues on Protection from Online Falsehoods and Manipulation Bill, Supporting Singapore Workforce, Strengthening Support for Older Workers and Housing Development Board (HDB) Lease Buyback Scheme.

Five district-level community dialogues on **Protection from Online Falsehoods and Manipulation Bill** were organised in April 2019 jointly with the Ministry of Law. 1,410 participants, including GRLs, CDC district councillors and community partners sought clarifications, shared residents' feedback and concerns, and obtained a better appreciation of the new bill.

In collaboration with the Ministry of Manpower (MOM), three district-level community dialogues on **Supporting Singapore Workforce** were held between May and July 2019 and five district-level community dialogues on **Strengthening Support for Older Workers** were organised from October 2019 to January 2020. 2,100 participants attended the eight sessions which addressed concerns on employability, job transformations, and skills upgrading in a technologically-transformed economy.

From July to November 2019, PA supported the Ministry of National Development (MND) and the Singapore Press Holdings Chinese Media Group in a series of public dialogues conducted in Mandarin on the **HDB Lease Buyback Scheme** to senior residents. This was in response to a finding from MND that many Mandarin-speaking seniors did not understand the scheme. The four sessions helped to create better awareness and greater clarity of the scheme amongst senior citizens.



COMMUNICATING POLICIES, CONVEYING FEEDBACK

The Communications Workgroups partnered respective GROs to organise **Post-National Day Rally 2019 and Post-Budget 2020 engagements** between August and October 2019, and February and March 2020, respectively, to engage about 46,000 residents and GRLs through dialogues, chit-chat sessions, house visits and social media.



Three M³ **Post-National Day Rally Dialogues** were held from August to September 2019 involving 350 Malay-Muslim community leaders from GROs, mosques, MMOs, and IHLs. Narpani Pearavai also organised its Post-National Day Rally dialogue on 27 August 2019. 200 GRLs and representatives from Indian organisations shared their views on the Prime Minister's speech and topics concerning the Indian community. Participants gained greater clarity and understanding on the themes shared by Prime Minister at the rally, such as the impact of climate change on Singapore and re-employment of older workers.

Budget 2020 was announced against the backdrop of the COVID-19 outbreak as well as broader uncertainties in the landscape. Subsequently, the Resilience Budget was introduced on 26 March. In collaboration with Muis and Yayasan Mendaki, MESRA organised three M³ **Post-Budget Dialogues** to gather feedback on the Budget Announcement from February to March 2020. Over 350 Malay-Muslim community leaders from GROs, mosques, MMOs, IHLs and professionals gave their views and feedback. Narpani Pearavai also organised its annual Post-Budget Dialogue with 250 Indian GRLs and partners to discuss Budget 2020 on 5 March 2020. It was timely and useful as participants raised many issues related to employment as the impact of COVID-19 became more palpable among residents.



COMMUNICATING POLICIES, CONVEYING FEEDBACK



The PAYM Central Youth Council organised five youth dialogues for 354 youths from 92 YECs/YNs, MAECs, IAECs, CSCs, CDC district councillors and Young Women's Leadership Connection. The **HeartYtalk** series enriched our youth GRLs with knowledge of national challenges and policy issues and kick-started conversations on how youths could contribute towards a close-knitted community. The youths shared their views on the National Day Rally, Budget, Social Mobility and the Future of Work, among other topics.





The PAssion Silver Card programme was activated as a platform to administer the Government's **Merdeka Generation Package** (MGP). About 500,000 eligible MG seniors received a **one-off \$100 top-up to their PAssion Silver Card** for use on active ageing programmes, public transport and retail outlets. PA operationalised the top-up exercise, including equipping selected CCs and MGP roadshows with top-up facilities. The top-up commenced in July 2019 and more than 94% of eligible seniors have redeemed the \$100 top up by March 2020. PA also reached out to 100% of the MGs seniors through our MG Top-Up Pamphlets, included in all MGP folders that were distributed to the MG seniors. This was possible through partnership with MCI and the Agency for Integrated Care.

The MG roadshow, **Celebrating Our MG Women** on 7 July 2019 was supported by PA, Silver Generation Office, Health Promotion Board, SportSG and MCI. The agencies raised awareness of the new MGP, MG programmes and volunteering opportunities to some 350 MG women volunteers from the Women Executive Committees (WECs) and partner organisations, such as the Singapore Council of Women's Organisations, NTUC Women and Family, and Tsao Foundation. The celebration honoured MG women volunteers who had empowered other women, for example, helping them acquire new skills to gain employment, as well as drawing them out of their homes to be socially active. Through organising programmes and forming interest groups for residents, the WEC members have also fostered warm friendships and built strong support networks.



COMMUNICATING POLICIES, CONVEYING FEEDBACK



PA and the GROs play a key role in supporting the Ministry of Home Affairs in the **SGSecure** movement to sensitise, train and mobilise the community to play a part to prevent and deal with a potential terrorist attack.

About 500 programmes, such as SGSecure Roadshows, SGSecure Pledge As One, Forum Theatre Plays, Crisis Response Table-top Exercises, Community Response Roundtables and emergency preparedness skills training sessions have been organised for some 550,000 residents, grassroots and corporate volunteers.

GROs and volunteers have raised the awareness of terrorism threats and shaped the community's strong sense of ownership to prevent, deal with and recover from a terrorist attack. More than 25,000 unique residents have stepped forward to pledge their commitments to volunteer their skills and services during an emergency.

About 5,000 residents from 45 condominiums were also equipped with SGSecure knowledge and life-saving skills through the Safety & Security Day to enable them to protect themselves and help others during an emergency.



COMMUNICATING POLICIES, CONVEYING FEEDBACK



The Community Emergency and Engagement Committees (C2Es) activated more than 300 Community Emergency Response Teams (CERTs) volunteers to work alongside the National Environment Agency to spread anti-dengue messages, like the **Mozzie Wipeout**, to protect family and friends against the mosquito-borne disease. The dengue fighters conducted 150 dengue prevention outreach campaigns in 26 constituencies that were identified as areas with higher *Aedes aegypti* mosquito population.

Through the **Community First Responders Programme**, a collaboration with MOH, PA helped to enhance community emergency preparedness and responsiveness through equipping grassroots volunteers and residents with life-saving skills and increasing public access to defibrillation. For example, about 14,000 residents and grassroots volunteers have been trained in cardiopulmonary resuscitation (CPR) and the use of the Automated External Defibrillator (AED) to equip them with the knowledge and skills to help save lives in cardiac emergencies.





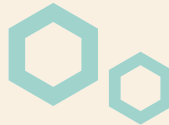
NACLI was activated as a Government Quarantine Facility in January 2020 to house **Persons under quarantine** (PUQs). The Institute worked closely with multiple agencies including the MND, HDB, Singapore Police Force, MOH, among others, to deliver seamless support to the PUQs. Its first batch of 36 PUQs in February were mostly families with young children evacuated from Wuhan. Subsequently, NACLI was also called upon to house several batches of foreign workers under quarantine. NACLI made the stay for the PUQs comfortable by redecorating rooms, sending regular encouragement cards, preparing surprises and snack treats, and keeping in touch with them during and after their quarantine period. Some of the PUQs have become regular grassroots volunteers at the GROs as they felt inspired to give back to the community.



WOG EFFORTS FOR COVID-19



PA set up **Mask Collection Centres** at 89 CCs and 654 RC/RN centres within 48 hours to support the Government in the distribution of masks to 1.37 million local households from 1 to 9 February 2020. PA staff and volunteers ensured that the collection centres were arranged well so that residents received their masks in a smooth and orderly process. Many neighbours also came to help in the mask collection exercise in their estates. In addition, PA staff and volunteers also conducted house visits to deliver masks and check on the well-being of vulnerable residents who were unable to collect them. On 9 February, PA extended the mask collection to 29 February to allow households who had not yet collected their masks to do so at CCs.



PA supported Temasek Foundation in the public distribution of the **#BYOBClean Hand Sanitiser Collection** initiative. Residents from all households in Singapore could receive 500ml of zero alcohol sanitiser by bringing their own clean and recycled bottles to any CC from 23 to 29 March 2020 or any participating CapitaLand Malls. The initiative supported the nation's green drive to reuse and recycle bottles, and reduce waste.

Strengthening the network of support for those affected by COVID-19, PA initiated efforts to repurpose its contact centre to **support PUQs and Persons in SHN** (PSHNs). About 100 PA staff monitored cases closely and ensured that residents received help in a timely manner. The team provided assistance in the form of food and essential items to their doorsteps, facilitated non-emergency medical assistance, compassionate cases and shifting of accommodation. PA also sent 'Care and Concern' Cards to encourage residents and offer assistance should they require help. As at 31 March 2020, the PA contact centre assisted with over 1,300 cases and addressed about 3,700 related queries.



* Photos were taken prior to the announcement on mandatory use of masks in public areas on 14 April 2020

BUILDING NEW CAPABILITIES WITH NEW PROCESSES, STRUCTURES AND TECHNOLOGY

At the heart of PA are our grassroots volunteers and PA staff. Our people are the key to our organisational responsiveness and our growth as a nation. PA is committed to support and enable our staff and volunteers to continuously upskill, innovate new approaches and harness new digital technologies to navigate an ever-changing operating environment. Amidst ongoing efforts to be more effective and more empathic in our outreach and engagement, we will also co-create resident-centric services for more responsive and resilient communities.

The needs and interests of Singaporeans have also become increasingly diverse and sophisticated. PA is constantly meeting the changing needs of residents with new and improved amenities. We have developed and launched new facilities which supports our efforts to evolve with the times and fulfil the aspirations of our people. These common spaces have enhanced our capacities and capabilities to better serve and engage residents and targeted communities.

The COVID-19 pandemic has brought about new ways of living, working, socialising and playing. As we work towards operating in the new normal, PA and our grassroots movement will continue to build relationships and resilience through innovation and partnerships to better serve our people and build a home for all.



In our efforts to support government agencies in **strengthening government communications**, several agencies collaborated with PA to co-develop and message test respective key narratives to policy announcements through online and offline engagements. For example, GRLs co-created ideas on how to communicate changes on Retirement Age (RA) and Re-employment Age (REA) with the MOM and the Ministry of Culture, Community & Youth (MCCY) in November 2019 as part of the SG Together Movement. One popular suggestion raised was to develop better reference materials that GRLs could use to improve communications with residents.



To provide responsive messaging to support GRLs in their engagement with residents, PA regularly develops communications materials on government policies to address key concerns identified through ground feedback. The simple and concise collaterals helped to create greater awareness of new or updated policies as well as explain complex policies. For example, between June to September 2019, PA worked closely with the Central Provident Fund (CPF) Board to develop a simplified CPF flowchart to help GRLs share the key differences between the Retirement Sum Scheme and CPF Life, in response to uncertainty on the ground about CPF withdrawal rules. From 1 August 2019, PA and the CPF Board also organised a series of workshops for GRLs from the Communications Workgroups so they could share up-to-date and accurate information about CPF withdrawals with their own community networks.



PA organised 10 district-level **Communications Workgroup (CWG) Networking Sessions** to share good practices, such as adopting innovative approaches to engage specific profile groups and fostering collaboration with community partners, to support and strengthen the efforts of CWGs as they deliver and drive government communications. The learnings facilitated the CWGs at 87 constituencies as they stepped up their engagement efforts to share government policies and announcements, such as the Protection from Online Falsehoods and Manipulation Act, with residents and fellow GRLs during community events. CWGs also conducted regular briefings on new policies or announcements on housing, transport, healthcare, living expenses at CCC meetings to update fellow GRLs.

The grassroots movement is a key enabler in supporting efforts to combat the spread of online falsehoods. To **equip GRLs to be the first line of defence in the fight against fake news**, NACLI developed a training programme to enable staff and CWG volunteers to act as multipliers to proliferate the knowledge on combating fake news. More than 5,300 staff and GRLs have been trained since its implementation in July 2019.



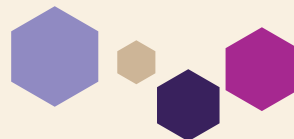
NACLI also attained the **SkillsFuture Singapore's Approved Training Organisation status** in 2019. With this accreditation, NACLI rolled out a list of Workforce Skills Qualification (WSQ) modules for staff and GRLs to equip them with recognised skills to carry out their work effectively and better serve the community.





Beyond effective and efficient service delivery, PA started Care and Empathy initiatives to **grow and sustain a strong service culture** of care and appreciation through internal communications, training and infrastructure enhancements. It included fortnightly sharing of staff stories exemplifying PA service principles to inspire staff to go the extra mile. As at March 2020, 162 Unit Quality Service Managers were upskilled on empathetic communications to enhance their service capabilities. Frontline staff were trained to be specially attentive to high-needs groups ie. the elderly, pregnant and physically disabled groups within our population.

Signages and stickers were also displayed at service counters and lifts at PA facilities to remind residents to give priority to the high-needs group. New water coolers were also installed at CCs, where applicable, and existing coolers were progressively enhanced to ensure ease of use by wheelchair users. PA's efforts are in line with the Public Service Division's drive to enhance care and empathy in service delivery.





The RNs were formed on 1 August 2018. Subsequently the inaugural **Residents' Network Council**, comprising 38 key members from various RCs, NCs and RNs, was formed in April 2019 to strengthen the outreach and engagement capabilities of RCs, NCs and RNs. The Council's key focus is to drive stronger collaborations across different committees to promote social mixing and integration of residents from public and private estates. The Council held its first Workplan Retreat in September 2019 and spearheaded many training opportunities to strengthen RCNCRN members' capabilities in engaging residents. The Council also introduced RN Insider, a quarterly e-newsletter, to share best practices on engagement and collaboration amongst the network. As at March 2020, there are 491 RCs, 223 RNs and 187 NCs.



M³@Town, an initiative under the M³ framework by Muis, Mendaki and PA MESRA, brings more Malay-Muslim (MM) volunteers and community leaders together, tapping on their respective strengths and expertise to better serve the needs of the community.

In 2019, M³@Bedok, M³@Chua Chu Kang, M³@Marsiling –Yew Tee and M³@Woodlands were launched to enhance citizen-centric last mile delivery of services, and widen the network of volunteers so that more meaningful and relevant programmes are organised within the local neighbourhoods to meet the needs and aspirations of the MM community. Since 2018, eight M³@Towns have been established.

VOL 1: OCT 2019 TO MAR 2020

RN INSIDER

BROUGHT TO YOU BY RESIDENTS' NETWORK DIVISION

Volunteers distributing Care Packs for the residents

Kampong Spirit Soaring at Kampong Glam and Beyond!





The launch of the **PAssionWaVe@ Jurong Lake Gardens** took place over two weekends and culminated on 4 May 2019 with Paddle for Good @ South West. 1,500 participants took part in the first community dragon boat fund raiser to raise \$30,000 to benefit needy families through P.L.A.Y. @ South West, a series of enriching waterfront programmes that teaches life skills, builds resilience and bonds youth with their families. The first waterfront facility in the West is a one-stop destination for water sports, like dragon boating, kayaking and pedal-boating, as well as waterfront lifestyle programmes, like fitness and wellness, art and craft, and food and beverage, providing a great variety of recreational offerings to residents. The facility also has integrated access features so that persons with disabilities may participate in water activities more easily.



The **Hillview Community Club**, one of Singapore's earliest CC, was opened at its original location on 5 May 2019. Formerly called the Princess Elizabeth Estate Community Centre, it was officially opened on 5 May 1963 and relocated to a void deck as the Bukit Gombak Community Centre in 1988. Following calls from residents for an eco-friendly CC, the Hillview Community CCMC made efforts to build an eco-community facility. There are open interactive spaces with green features within the CC, maximising natural lighting and ventilation, on top of lush greenery on its interior and exterior facades. It also has a rain harvesting feature that conserves water. The CC epitomises the residents' green aspirations for an eco-friendly lifestyle.





Nestled in the Central Business District (CBD), the Telok Ayer Hong Lim Green CC was revamped and launched as **imPact @ Hong Lim Green** on 12 July 2019. The specialist CC aims to better meet the needs of working professionals in the area. It was planned based on insights from a commissioned study on the changing needs of PMEBS in the CBD through which its tri-focal programming pillars of Sports and Fitness, Professional Development and Corporate Social Responsibility were developed. For example, one of its corporate social responsibility programmes, the Aspirational Learning Trails, saw 10 corporate partners and 6 cause-based communities come together to mentor over 100 children from disadvantaged backgrounds to impart communication and leadership skills.





The upgraded **Kreta Ayer Community Club** and the Kreta Ayer People's Theatre, located at the heart of Chinatown, officially opened on 14 July 2019. To better meet the evolving needs of residents and to preserve the area's rich history, the CC has reinvented itself to offer residents an immersive Chinese heritage and cultural experience, such as calligraphy, tea art appreciation and wood carving classes. There is an interactive heritage gallery which traces the history of Kreta Ayer, a collaboration with the National Heritage Board. To encourage youth involvement, the CC has partnered Anderson Secondary and Gan Eng Seng School where their students act as guides to share photographs and artefacts on exhibit with other student visitors.



Let's Paint Together! (LPT!), a community-level acrylic painting programme for young families was launched at PAssionArts in 2019. It transformed the way a 30" x 40" acrylic painting on canvas was usually created, by bringing an artist-facilitated programme from a studio environment into a community setting. Each LPT! session saw 40 young families enjoying canvas-painting together at outdoor locations, facilitated by artists. It dispelled the misconception that artist-facilitated programmes were expensive and beyond the reach of heartlanders. The programme fostered family bonding among some 1,500 young families over more than 30 outdoor painting sessions, organised by the CACDs.

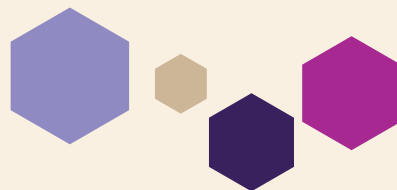
BUILDING NEW CAPABILITIES



The **Radin Mas Community Club** officially reopened on 6 October 2019. The CC piloted several smart initiatives to offer greater convenience to residents and a glimpse into the future of CCs. Residents may register for courses or book facilities through its 24/7 self-service kiosks. These kiosks are also available at 12 other CCs.

The CC also transformed the traditional newspaper reading corner into a community cyberspace with e-newspapers, e-books and a virtual reality tour experience of the CC. Activity rooms are equipped with facial recognition door locks for greater efficiency as PA trainers no longer need to draw keys from the CC reception counter before their classes. The Singapore Children's Society and NTUC Health Senior Day Centre are co-locators who complement the CC's efforts to offer inter-generational and lifelong learning programmes.

To enable residents to enjoy the convenience of e-payments, PA introduced several **e-payment initiatives**. The onePA System and Unified Point-of-Sale terminals with multiple payment modes, such as NETS, debit or credit card and Ezlink, were progressively rolled out to the RN/RC centres between April and September 2019. A new discount policy was also introduced to incentivise residents to adopt cashless payments at CCs and RN/RC centres from April 2019 to March 2020. A marketing campaign was conducted to encourage residents to adopt online e-payment. By March 2020, 95% of PA courses were posted online and over 95% of the CC courses were paid via online payment channels. By leveraging technology, PA improved governance and increased efficiency by reducing cash handling and manual receipts for fee collections allowing PA and our GROs to focus on deepening engagement with residents in the process. PA's efforts were also aligned with the Digital Government Blueprint.



BUILDING NEW CAPABILITIES

PA rolled out the **ENRICH Web Application** at the end of 2019. The new application transformed the laborious process of manually selecting and deconflicting training needs of vulnerable residents with the suite of skills training opportunities sponsored by over 100 corporations at the click of a button. The efficiency and accuracy of the skills mapping system enabled PA to channel resources towards furthering partnership engagements to secure more skills sponsorships. This includes coding skills for youth, interview skills for displaced workers and smartphone usage skills for seniors to help beneficiaries upskill under the **Project We Care ENRICH Lab @ RC** programme. The productivity solution is a collaboration with Tata Consultancy Services.



The C2E Council EXCO piloted **CPR-AED Training Simulation Kiosks** at six neighbourhoods, including Teck Ghee, Kolam Ayer, Taman Jurong, Nee Soon South, Tampines West and Marine Parade, to gather residents' feedback on the feasibility of installing them at CCs. Residents and volunteers gained hands-on experience administering CPR and using the AED machines as well as received immediate feedback on the quality of their performance. The kiosk can also be deployed at community events for the public to learn or refresh their lifesaving skills or in unexpected situations where CPR is required. More than 1,000 residents interacted with the kiosks from April to September 2019 and have given positive feedback on the equipment. In addition, many of the residents also indicated their interest to sign up for the CPR+AED courses with PA after they interacted with the kiosks.



PEOPLE'S ASSOCIATION BOARD OF MANAGEMENT



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*Stepped down on 23 March 2020
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*Stepped down on 9 March 2020
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Singapore Badminton Association
14. Jeyaraj Benjamin William
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FY 2019 PA CONSOLIDATED FINANCIAL HIGHLIGHTS

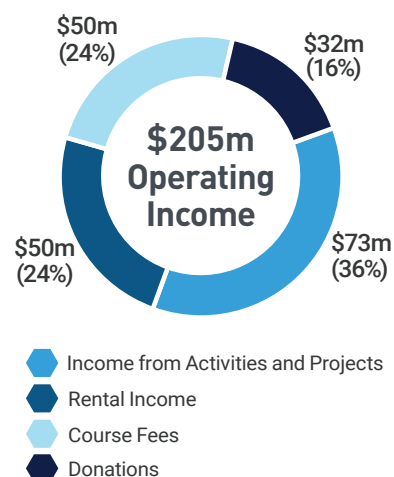


Consolidated Statement of Comprehensive Income

During the year, the People's Association (the "Association") recorded expenditure of \$790 million, which was mainly funded by grants received from the Government of \$544 million and operating income of \$205 million.

	FY 2019 \$'m	FY 2018 \$'m
Operating income	205	200
Other miscellaneous gains - net	26	47
Less Expenditure	(790)	(808)
Deficit from operations	(559)	(561)
Grants from the Government	544	606
Amortisation of deferred capital grants	23	24
Total comprehensive income for the year	8	69

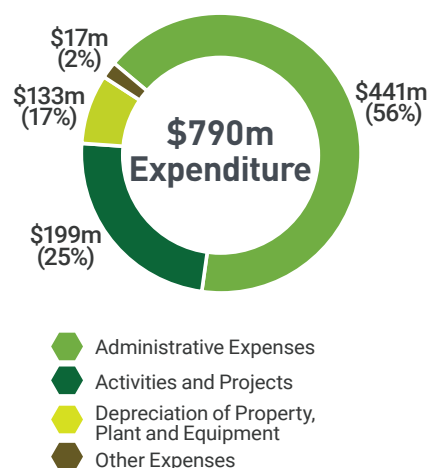
FY 2019 Operating Income



Consolidated Statement of Financial Position

	FY 2019 \$'m	FY 2018 \$'m
Capital	1,474	1,410
Accumulated surplus	997	1,007
Total equity	2,471	2,417
Non-current assets	1,371	1,157
Current assets	1,818	1,817
Current liabilities	(458)	(352)
Non-current liabilities	(260)	(205)
Net assets of the Association	2,471	2,417

FY 2019 Expenditure



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