

People's Association

# UNITED

*As One Community*

FY2024/25 PEOPLE'S ASSOCIATION ANNUAL REPORT

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# CHAIRMAN'S MESSAGE

This year, Singapore marks SG60 — six decades of defying the odds, and rising from Third World to First through the grit, determination, and conviction of our people.

The People's Association (PA) has been integral to this journey. It has fostered cohesion in our multi-racial and multi-religious society, built trust between people and government, and brought Singaporeans closer together.

Today, in a far more uncertain world, PA's mission is more vital than ever. The external conditions that enabled our success are shifting, while geopolitical tensions and technological changes risk causing disruptions and widening divides.

That is why, in 2024, PA refreshed our mission statement — to "Spark and Nurture Community Participation for a Caring and United Singapore". We want to empower Singaporeans to step forward as active participants in shaping our shared future — because every one of us has a stake in our nation's success.

In the next phase of our work, PA will broaden the range of opportunities, platforms, and partnerships for citizens to contribute and make a difference. I encourage everyone to join us in building a more caring and united Singapore.

To our grassroots leaders, volunteers, and community partners, thank you for your tireless commitment to PA's mission and to strengthening the bonds that hold our society together.

Let us work towards a Singapore where we care deeply for one another, where we put the "we" before the "me", and where we stand shoulder to shoulder as one united people.

With that Singapore Spirit, there is no obstacle we cannot overcome, no challenge we cannot master, and no future we cannot forge together.

**Lawrence Wong**  
Prime Minister and Minister for Finance  
Chairman, People's Association

That is why, in 2024, PA refreshed our mission statement — to "Spark and Nurture Community Participation for a Caring and United Singapore". We want to empower Singaporeans to step forward as active participants in shaping our shared future — because every one of us has a stake in our nation's success.



# Year in Review

April 2024 to March 2025

PA partnered with the community to develop and drive initiatives that encouraged mutual care, deepened connections, and inspired greater participation across all walks of life. Together we grew stronger, united as one community.

## APRIL 2024

### Volunteers Bring Goodwill to the South West

South West CDC partnered with Hao Ren Hao Shi to start the Mobile Groceries @ South West programme on 27 April 2024, to help vulnerable families defray their daily expenses and cope with the cost of living. Supported by student, community, and corporate volunteers, mobile grocery trucks will rove the divisions to bring around \$300,000 worth of groceries and essential items to 7,200 vulnerable families over two years.

### 20 Years of Keeping the Community Safe

In a year-long celebration, the PA Community Emergency Response Team (CERT) marked its 20<sup>th</sup> anniversary starting 30 April 2024. Over 9,000 residents and volunteers participated in activities designed to strengthen community spirit and enhance our collective readiness. In appreciation of their dedication to keeping the community safe, volunteers from all 93 divisions were honoured at a commemorative dinner on 6 December 2024.



## JUNE 2024

### Celebrating 50 Splashing Good Years

PAssion Wave has provided our community with water sports and waterfront lifestyle activities for 50 years. Residents participated in a first-ever after-dark dragon boat expedition on 1 June 2024 to kick off the celebrations. Adding to the excitement, an announcement was made on 14 September 2024 about the PAssion Wave Outpost @ Bayfront, a new satellite facility that will bring recreational opportunities to the heart of the city and make water sports more accessible.

## JULY 2024

### Reimagining Ways to Strengthen Unity

INConversation 2024 reimagined racial harmony dialogue by engaging over 650 community leaders through an interactive theatre and facilitated discussion sessions on sensitive topics, creating a safe space for meaningful conversations. Themed "Unity in Diversity: Strengthening Singapore's Cohesiveness", it created opportunities for future collaborations among local community partners to reinforce Singapore's commitment to maintaining harmony and celebrating our multicultural society.

April 2024 to March 2025

## SEPTEMBER 2024

### Nurturing Tomorrow's Leaders

The National Community Leadership Institute (NACLI) commemorated its 60<sup>th</sup> anniversary on 28 September 2024 with the announcement of two new initiatives, the Leadership in Community Programme (LCP) and Youth Leaders Collective (YLC). As the centre of excellence for thought leadership and leadership development in the community sector, NACLI continues to play a key role in nurturing and empowering community leaders to build a stronger and more cohesive Singapore.



## NOVEMBER 2024

### Commemorating 60 Years of CCMCs with Fresh Ideas

PA's Community Club Management Committees (CCMCs) commemorated their 60<sup>th</sup> anniversary on 4 November 2024. To mark this significant milestone, two new initiatives — Community Innovation Spaces and Community Hackathon — were announced. These initiatives will give residents avenues to champion community causes by developing innovative ground-up solutions and driving change within their neighbourhoods.

## DECEMBER 2024

### Greater Community Participation for a Shared Future

PA's strengthened approach to partner with residents and encourage greater ground-up efforts was reinforced in its Community 2030 plan launched at the PA Community Seminar on 29 September 2024. Prime Minister and Minister for Finance Lawrence Wong also unveiled PA's refreshed mission statement to reaffirm PA's commitment to shape Singapore's shared future with residents.



## JANUARY 2025

### Supporting Singaporean Households — CDC Vouchers

To help cushion the impact of rising costs of living amidst an uncertain economic outlook, two additional tranches of CDC Vouchers, worth \$600 in total, were launched in June 2024 and January 2025. The CDCs also partnered with volunteers to assist residents without smartphones or digital access with the voucher redemption.



## DECEMBER 2024

### Welcoming the New Year as One

189,500 residents gathered at heartland locations across Singapore for the year-end celebration with ONE Countdown 2025. PA brought communities together with festivities at 17 venues island-wide, which featured carnivals and performances to welcome Singapore's diamond jubilee year.

## MARCH 2025

### Giving Our Youth a Powerful Voice

Launched on 1 March 2025, the PA Youth Charter served as a blueprint for action shaped by the voices of 127,000 young people. With a focus on mental health, racial and religious harmony, along with sustainability and the environment, the charter empowered the next generation to be changemakers, driving meaningful action to build the caring and united Singapore they envision for their future.



## FEBRUARY 2025

### Our Vibrant Community in Action

Bringing together over 4,000 performers, the Chingay parade on 7 and 8 February 2025 was a spectacular showcase of community creativity. The parade showcased food-themed floats and a four-tier stage with performances celebrating Singapore's 60<sup>th</sup> anniversary and our multicultural diversity. In November 2024, PA and the National Heritage Board announced Singapore and Malaysia's joint nomination of the Chingay parade to be inscribed on UNESCO's Representative List of the Intangible Cultural Heritage of Humanity.



# UNITED IN PURPOSE

At the heart of every neighbourhood, our sense of purpose shapes who we are. Across Singapore, residents young and old are finding shared joy through simple yet meaningful community actions. PA nurtures these connections, helping people discover causes that spark their passion and build stronger bonds of togetherness and belonging.

# Ideas Igniting Community Action

**"Sparks"** is a vibrant community innovation movement where residents, volunteers, as well as community and corporate partners come together to create ground-up solutions for local needs and aspirations. Through teamwork and innovation, it empowers everyone to act on fresh ideas that shape their communities while fostering genuine bonds and shared purpose.

Every thriving neighbourhood is home to something special — that feeling of belonging while working towards a collective goal. PA's "Sparks" has captured this spirit through a community-led movement that invites people from diverse backgrounds to tackle local challenges and turn their aspirations into reality, thus forging stronger, more engaged communities across Singapore. Taking an integrated approach to community-driven innovation, it comprises three key components: Community Innovation Spaces (CIS), Community Innovation Taskforces (CIT), and Community Hackathon.

To encourage community participation, CIS will be rolled out at 10 Community Clubs across Singapore through a pilot programme to create accessible innovation hubs. These lively hubs offer spaces for brainstorming sessions, hands-on workshops, and meaningful collaboration. This marks a change in how residents connect with their communities as they become active contributors, working alongside volunteers and partners to develop programmes that truly make a positive impact.



Participants engaged in creative brainstorming during a community ideation session.

CITs, made up of passionate grassroots leaders and partners, have helped transform bright ideas into tangible solutions. They have provided valuable insights on local needs, facilitated ideation sessions, and worked closely with residents and partners. With their support, innovative projects that resonated with residents have been launched at Geylang West. These included the Wheelchair Repair Programme, which refurbished pre-loved wheelchairs for residents in need, and the Upcycling Banners Workshop, which transformed discarded materials into functional bags.

Lastly, Community Hackathon has amplified the spirit of collaboration and innovation by bringing together participants from diverse backgrounds — youths, working professionals, and more — to develop technology solutions addressing community concerns and issues they care about. During the inaugural hackathon, the teams collaborated with CITs to organise user-testing sessions and engaged residents from various age groups to refine their prototype solutions.



Residents, volunteers, and partners provided wheelchair repair services at Geylang West's Wheelchair Repair Programme.

# Community Hackathon: Collaborating for Change

The inaugural Sparks x Build for Good Community Hackathon, a collaboration between PA and Open Government Products (OGP), rallied youth together to identify pressing local issues and develop innovative technology solutions. By combining PA's community connections with OGP's technical expertise, the hackathon brought participants together to tackle challenges in eldercare, sustainability, youth development, and social services support.

Throughout the month-long programme, participants collaborated closely with CITs who shared real challenges experienced by the residents, allowing the teams to focus on issues they felt passionate about addressing. With guidance from OGP partners and technology professionals, teams developed and tested their solutions with community users, demonstrating how youth can unite through shared goals to create meaningful impact.



Team Churp, from left: Arunachalam Thannirmalai (Research Assistant, National University of Singapore), Tevel Sho (Year 3, Cybersecurity, Ngee Ann Polytechnic), Darren Lim (Community Developer), Zulfaqar Hafez (Year 2, Applied Artificial Intelligence, Singapore Institute of Technology), Kevan Soon (Year 2, Software Engineering, Singapore Management University)

"We learnt about the Community Hackathon through social media. Each of us wanted to step out of our comfort zone, meet new people, and develop something that would actually help our community. While we barely knew each other at first, we quickly bonded over our shared excitement about using technology to make a real impact."

The idea for Churp was inspired by Zul's passion for allotment gardening — he had witnessed firsthand the communication



challenges gardeners faced. When Tengah CIT shared insights on the importance of nurturing collaborative gardening communities, we saw an opportunity. We tapped on our software engineering and robotics background to build Churp, a user-friendly platform that facilitates meaningful interactions among community gardeners. The platform keeps gardeners engaged and active — they can share ideas, give feedback, and connect with one another while taking collective ownership of their spaces.

The project showed us how different individuals and skills can create real community impact through technology. We learnt so much from each other — not just about development, but about effective collaboration and creative problem solving. Seeing the platform tested by actual gardening communities was incredibly fulfilling."

**Team Churp,  
Participant,  
Community Hackathon**

# Weaving Our Community Spirit

**"Our Tote-rific Community"** is a heartwarming resident-led initiative in Bedok where neighbours come together to contribute materials and handmake upcycled tote bags to support families with special needs. With every stitch and stamp of decorative design, residents foster the spirit of giving back while creating a stronger, more caring community.

This year-long SG60 project began in February 2025. Going far beyond a simple craft project, it brought the community closer while promoting sustainability and providing assistance to fellow residents. Volunteers of all ages and backgrounds have joined these hands-on sessions to cut, sew, and stamp decorative designs to create beautiful tote bags. Proceeds from the sale of these bespoke bags have gone towards supporting families with special needs.

The "Our Tote-rific Community" initiative is run by residents for residents, weaving strong bonds between neighbours through their shared passion for community. The creative use of materials has encouraged greater environmental responsibility. It has remained an inclusive movement where youths and seniors can contribute in their own special way — even those with no experience in sewing. Residents can simply drop in at Siglap Community Club (CC) at their convenience, or work on the bags at home if that fits their schedule better. This flexible approach has created an incredibly welcoming atmosphere.

Every single tote bag has become a distinctive work of art — a symbol of the collective care and love from the community. Neighbours learnt from one another, as experienced residents taught newcomers and helped them discover new skills. This resident-driven approach has created a self-sustaining community that not only strengthens bonds but also makes a meaningful difference for the neighbourhood.



Over 150  
residents and  
volunteers  
participated in  
sewing and  
cutting sessions

Raised over  
**\$80,000**  
for Siglap families with  
members who have  
special needs

Volunteers from  
**23-82 years old**  
helped to sew bags



From young residents to student volunteers, everyone joined in the stamping activity to create unique tote bags at the SiGlap 60 Carnival.

I volunteered to lead the Tote-rific initiative because my team and I love helping the community through meaningful projects. Knowing that every bag we have created has gone towards supporting families in need makes the work deeply fulfilling — it reminds us that our efforts have real purpose. Through activities we enjoy, we have brightened someone's life while doing something meaningful together. The more people get involved, the stronger and happier the community becomes, and wonderful things happen. //

Siti Rahmah Bte Shamsudin, PBM,  
Leader of Siglap GEMS



// Sewing these upcycled tote bags has brought me the greatest joy. I am motivated to keep on sewing because the proceeds from these tote bags will help families with special needs.

While I had no experience with sewing, I was very interested in learning. When Siglap CC first opened three years ago, I learnt how to sew through the courses provided. Now, I lead a passionate team of housewives who double up as seamstresses. They usually get to the CC at 10AM after they are done with housework and leave by 3 or 4PM, but I will stay on until about 5PM. Like myself, none of them had any sewing experience — but with time and practice, they can now sew really beautiful tote bags. I always have such a fun time working with them!



My team and I are thrilled to be helping others like this. We are really proud of what we have achieved. Hopefully more people, especially young people, will get involved. We welcome everyone and will teach them, even if they have never sewn before. In fact, they can choose to do other things besides sewing, like cutting fabric or checking the quality of the tote bags. As long as they are keen to learn, we can definitely teach them. With time, they will be able to sew with ease. //

Jessie Chan,  
Community Volunteer,  
Bedok Resident





# UNITED IN PARTNERSHIP

When many hands come together, what once seemed impossible becomes achievable through the power of shared commitment and collective strength. PA's extensive network and connections empower residents, organisations, and communities to collaborate on initiatives that encourage participation, transforming lives and neighbourhoods, and fostering a caring society.

# Partners for a Stronger Community

The Leadership in Community Programme (LCP) brought passionate community leaders together on a seven-month journey of learning and discovery. Through this shared experience, participants explored fresh perspectives and gained deeper insights into Singapore's evolving social landscape. The programme strengthened their ability to collaborate and innovate, enabling them to better serve and uplift their communities.

Recognising Singapore's growing diversity and changing needs, the National Community Leadership Institute (NACLI) — the centre of excellence for thought leadership and leadership development in the community sector — launched the LCP in November 2024 to meet rising citizen aspirations and emerging community needs.

The LCP featured engaging sessions with distinguished speakers such as Ambassador Ong Keng Yong; Executive Deputy Chairman of the S. Rajaratnam School of International Studies (RSIS), NTU; and Professor Kishore Mahbubani, Distinguished Fellow, Asia Research Institute, NUS. These thought leaders provided valuable perspectives on global trends and their local impact. Participants also honed their practical skills through workshops on topics like communication and community engagement.

A key highlight was an enriching overseas study trip to Sydney, Australia, facilitated by a partnership with the Australia and New Zealand School of Government (ANZSOG). This trip provided participants with fresh, international insights into different community engagement models and fostered valuable exchanges with overseas peers. Through the programme, grassroots leaders and partners from civic societies fostered meaningful connections and gained the skills needed to tackle today's complex social challenges.

Upon their return, these leaders put their new knowledge and ideas into action through Collaboration-in-Action (CiA) projects. By collaborating on innovative solutions for local needs, these projects brought together grassroots organisations and civic societies to create a tangible, positive impact, strengthening our community from within.

**“**This experience deepened my understanding of grassroots volunteerism, inclusive leadership and multicultural policy in action. The amazing friendships forged with my passionate cohort mates have sparked more ground-up collaborations.**”**

**Jack Ng,**  
Chairman,  
Chua Chu Kang CCMC

Congratulations!



LCP participants and ANZSOG representatives engaged in meaningful exchanges during their overseas immersion experience, gaining diverse perspectives that sparked new ideas for community impact.

## Youth Leading the Way

Expanding its reach to younger audiences, NACLI introduced the Youth Leaders Collective (YLC) to inspire and empower youth leaders with leadership ambition and aspirations to take individual and collective action towards building a shared future. The inaugural YLC welcomed 49 youth leaders from diverse backgrounds including polytechnics, junior colleges, ITEs, universities, and madrasahs — many already holding leadership positions in their schools.

Anchored on the three key pillars of Care, Lead, and Steward, the 12-week programme exposed youth leaders to passionate changemakers in the community. Through a residential camp and an overseas immersion programme to Cambodia, youth leaders gained deeper insights into diverse community issues and saw Singapore from an "outside-in" perspective. They interacted with local leaders and engaged with youth leaders from different cultures, developing essential skills for community building and collaborative leadership.

Mentorship from ground-up initiative founders and masterclasses equipped them with practical skills to kickstart their own community projects. By the end of the programme, these youth leaders had launched meaningful community-led initiatives to spark change. The YLC continues to inspire young Singaporeans to step forward and shape Singapore's future.



YLC participants implemented ground-up initiatives such as Rejoy's interactive workshop to promote sustainable fashion and creative expression in partnership with Kampong Chai Chee Constituency.



**Denise Chan,**  
LCP Participant,  
Senior General Manager,  
Metropolitan YMCA  
Singapore



**“**The LCP has been nothing short of transformative. It gave me a fresh perspective on community building, helping me to appreciate the intent behind policies and adopt an ecosystem mindset. This empowered me to co-develop solutions for greater impact.

A key highlight of my LCP journey was contributing to the CiA project with The Future Shapers, a team comprising grassroots and civic leaders like me. We organised a session titled, 'What is Your Superpower?' to engage residents on volunteerism, as well as identify their strengths and alignment with causes on sustainability and mental health. It was an enriching and eye-opening process as I worked with my teammates and met wonderful residents young and old from the Eunos Residents' Network. The partnership highlighted how shared resources amplify community impact while engaging leaders as bridges and change agents for intergenerational inclusivity in Singapore.

More than just a course and initial projects, this programme has been a strong platform for connection, allowing individuals like myself to come together and contribute towards a greater good. There is also the privilege of learning from distinguished speakers across public, private, and social sectors who shared their leadership journeys and perspectives.

Looking ahead, Metropolitan YMCA Singapore remains keen to collaborate with PA on relevant programmes to strengthen communities.**”**

# Growing Together in Our Green Journey

In the heart of Zhenghua, a resident-led green movement has bloomed. From rescuing food and running pre-loved markets to cash-for-trash drives, residents have transformed their neighbourhood into a vibrant hub for sustainable living. This ground-up effort has seen the community joining hands with schools and corporate partners, expanding the reach of these green initiatives and bringing neighbours closer together through a shared purpose.

Zhenghua residents have actively shaped their community's green vision through exciting initiatives like Food Rescue, Pre-Loved Market, Paper Recycling, and Cash-for-Trash. These programmes have done more than just help the environment — they have turned residents into active contributors who have made a real difference in their community. As they embraced these sustainable practices, neighbours have forged stronger friendships while creating a more vibrant and eco-friendly community.

Every Saturday, students from local schools joined community volunteers at food rescue stations to sort, pack, and redistribute surplus food to families. Besides reducing food waste, this intergenerational collaboration created precious moments where young and old shared stories and experiences while championing food sustainability and care for the environment.

“Volunteering at the Zhenghua Food Rescue has helped me understand the importance of reducing food waste. It also gave me the chance to work closely with seniors and learn from their stories.”

Nurraleesa Liyana,  
Student Volunteer,  
Secondary 3 student (2024),  
Zhenghua Secondary School



Families gathered at the Zhenghua Pre-loved Market to give new life to pre-loved clothes, toys, and furniture, creating a vibrant circular economy.



Through a partnership with Alba Town Council Waste Collector, Zhenghua's Cash-For-Trash programme has made recycling both accessible and rewarding for residents. Held every first Sunday of the month, this initiative has converted recycling from a passive activity into an engaging, community-wide effort. With convenient collection points at strategic locations, residents have embraced a sense of ownership in the collective responsibility to reduce waste.

The collaborations with corporate partners and schools have been vital in bringing these green initiatives to life. These regular activities have become more than just events — they are part of Zhenghua's community spirit, bringing residents together while nurturing a more sustainable neighbourhood.

“By partnering with PA and grassroots leaders to raise awareness of our programmes, we have seen consistent improvement in the quality of items collected, resulting in less contamination in the recyclables. The success of programmes like Cash-for-Trash is a testament to this strong collaboration and motivates us to explore new ways to encourage residents to participate in more green initiatives.”

Benny Oh,  
Operations Manager, ALBA,  
Community Waste Management Partner



In partnership with ALBA, the Zhenghua Cash-for-Trash programme rewarded residents for recycling materials and promoted environmental awareness.

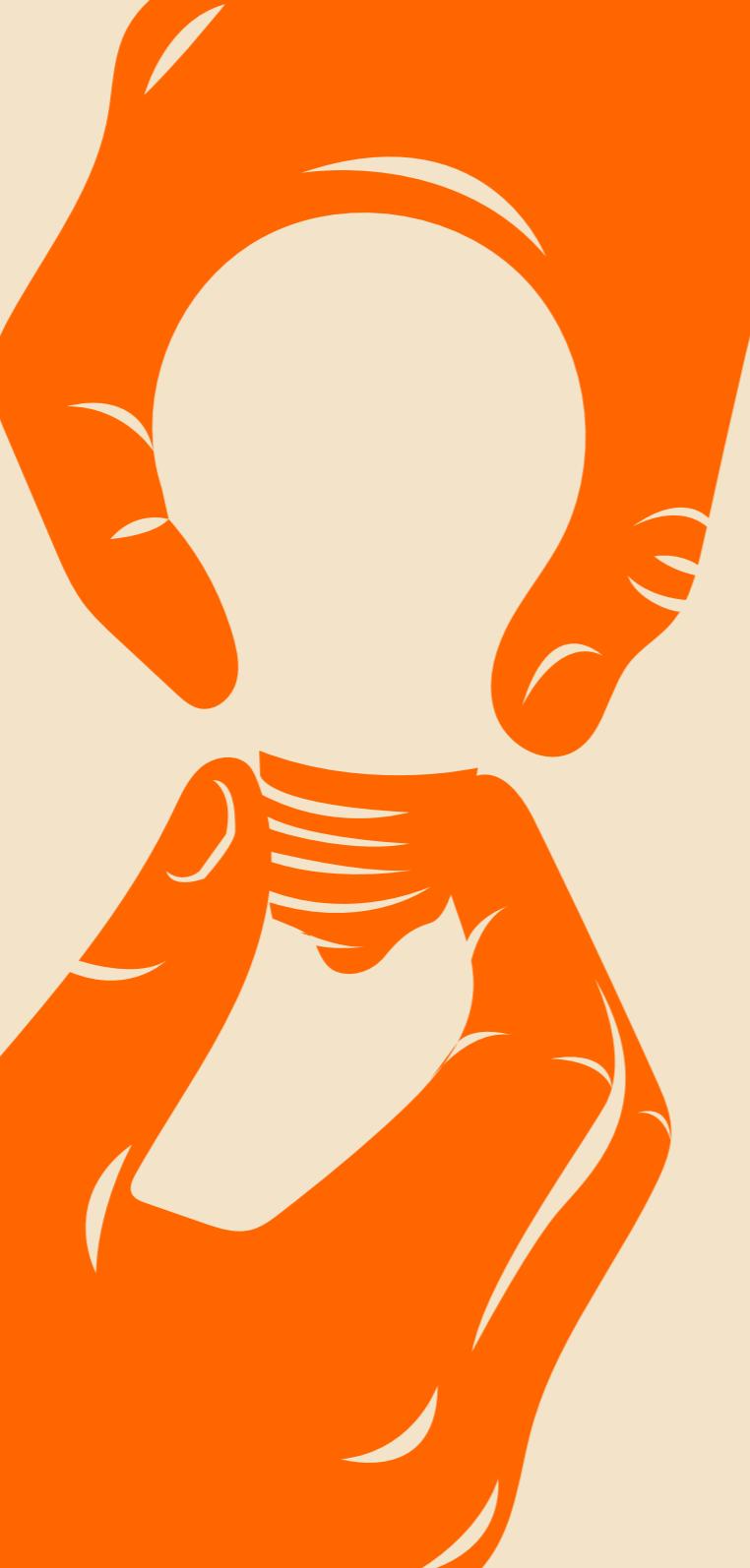
“The heart of our work with the Zhenghua Green Initiatives was about building connections. What had started as simple food rescue and composting activities grew into a thriving community-wide movement, with popular events like our monthly Pre-loved Market and Cash-for-Trash recycling programmes.

Partnerships with corporations and schools have been instrumental to our success. Organisations like ALBA, NEA, and NParks provided vital expertise and logistical support that enabled us to run large-scale efforts. School partners like Zhenghua Secondary engaged the youth and helped recruit new volunteers through events like their annual Community Champions Festival. By identifying like-minded partners who share our sustainability values and starting with small-scale collaborations before scaling them up, new partnerships with local markets, hawker centres, and other sustainability-focused businesses have been formed, which helped initiatives grow.

We are thankful for all the partners who have played a crucial role by providing the resources and guidance needed to help our initiatives succeed. Their support has not only made our programmes possible — it has encouraged residents to get involved, share ideas, and take ownership, fostering a stronger community. Looking ahead, we will continue to stay in close contact with our partners by involving them in regular planning sessions and showing them the positive impact of their support. By encouraging everyone to play a part, we hope Zhenghua Green Initiatives will continue to grow and make a difference in the community.”

Nor Azizah Abdullah,  
Community Development Manager  
(Community Volunteer),  
Zhenghua Constituency Office





# UNITED IN PROGRESS

Today's community actions are planting seeds for tomorrow's Singapore — a garden of care, resilience, and shared belonging that will uplift generations to come. Our collective efforts shape our shared future, weaving a stronger social fabric to face challenges as one united community. Through supporting ground-up initiatives and community-led actions, PA continues on its mission to **Spark and Nurture Community Participation for a Caring and United Singapore.**

# Inspiring Tomorrow's Leaders

The NExus Internship Programme has opened doors for students to make a real difference in the community. Over a three to six-month period, interns enhance their engagement skills, build meaningful relationships, and drive innovative community initiatives. This hands-on experience will shape them into confident community leaders who can help build a stronger, more resilient and connected Singapore.

The NExus Internship Programme, launched by North East Community Development Council (NECDC) in April 2024, aims to grow future leaders who can champion ground-up initiatives and shape meaningful community impact. The programme, which is conducted three times a year, helps students from post-secondary educational institutions gain practical experience that prepares them for the unique challenges of community work.

Since the launch, interns have teamed up with community partners like Jia Ying Active Ageing Centre, Allkin Active Ageing Centre, and Bethesda Care Centre to design and implement projects that truly met the needs of beneficiaries. Through meaningful connections with elderly beneficiaries, the interns gained fresh perspectives while bringing new energy to them through engaging activities. These experiences, together with curated workshops on topics like Community Building, House Visit Engagement, and Social Media Storytelling, helped the interns develop key skills and encouraged them to take an active role in shaping the future of our community.

"The internship programme helped me understand challenges faced by vulnerable groups and how to design empowering solutions. It was a stepping stone towards creating more meaningful community connections and sparked my passion for service. I continued volunteering with Punggol Shore's Youth Network after the internship, and also joined the YLC programme by NACLI. With my YLC cohort, we launched 'The New Abnormal', a ground-up initiative providing leadership and life skills development for youth."

Evan Ismadi,  
Participant,  
NExus Internship Programme & YLC,  
Year 1 student,  
Diploma in Sports & Wellness Management,  
Nanyang Polytechnic

The ripple effect extended far beyond the programme. For many participants, the internship sparked the beginning of their community service journey. Alumni continued to pursue their passion in different ways — extending their internship, joining their school's community service club, or returning as mentors to guide new interns. One former intern joined the National Community Leadership Institute's Youth Leadership Collective (YLC) programme where participants embarked on their own community initiatives under the mentorship of experienced ground-up initiative founders.



Interns brought joy and nostalgia to 80 seniors from Allkin Active Ageing Centre through the "Good Old Days" capstone event, celebrating cherished memories and intergenerational connections.



Intern Evan shared insights and learning points with fellow participants during the programme.

"The collaboration brought new perspectives and creativity into our programmes. It was especially heartwarming to see some of our usually introverted seniors participate enthusiastically in dance and exercise activities for the first time. In the long run, we are hopeful that such partnerships create communities where people of all ages can share experiences, support one another, and feel a stronger sense of belonging."

Shirley Puah,  
Manager,  
Bethesda Care Centre,  
Community Partner

Collaborated  
with  
**4**  
community  
partners



**51**  
interns  
participated  
in  
the  
programme

Supported  
**125**  
beneficiaries

Keziah Simone,  
Participant,  
NExus Internship Programme,  
Sport Management Graduate  
ITE College East



"As a Sports Management student from ITE College East, I was drawn to the NExus Internship Programme because it offered a unique chance to work directly with seniors, understand their personalities, and learn how to design inclusive, engaging activities. My passion for elderly care is what led me to the programme, and my experience was deeply meaningful."

Working with Allkin Active Ageing Centre, my team and I created a 'kampung' themed programme to encourage seniors to reminisce about their childhood. We carefully adapted activities like chair yoga and seated games to accommodate different mobility levels, ensuring every senior could participate meaningfully. This showed us the importance of designing programmes that are inclusive and accessible.

This experience not only strengthened my aspiration to become a physiotherapist but also redefined my perspective on my future career. I now see my future work as not just healthcare but also as community building. I truly believe that empathy can transform lives and I want to carry that forward.

My time in the internship programme has prepared me to be a future-ready leader by teaching me to think critically and develop problem-solving skills, and I feel that youths can make a real difference by actively engaging with the community and creating intergenerational programmes that bring people of different ages together."

# Powering Our Smart Community

Interested in how artificial intelligence (AI) is shaping the world? The Good Robot initiative brought neighbours of all ages together where AI is made accessible to everyone through fun, engaging activities. From kids' bootcamps to adult seminars, everyone can be part of our digital future.

As AI becomes a bigger part of our daily lives, understanding it helps us all stay connected and prepared for the future. The Good Robot initiative is a grassroots movement by Kebun Baru Citizens' Consultative Committee (CCC) to help residents embrace AI in a fun and responsible way. By making AI an everyday conversation, the initiative bridges knowledge gaps and empowers residents with new digital skills.

To bring AI to life, the initiative organised two exciting events. The AI for Kids (AI4K) Bootcamp welcomed younger residents aged 9 to 21 for three days in December 2024, featuring age-appropriate curriculum with games and hands-on activities that made AI learning fun and easy. The AI Link Seminar in April 2025 brought together adults and professionals to explore real-world applications while fostering new connections.

Collaborating with partners like AI Learning Lab, Qinet AI, and AI Singapore added professional credibility and brought fresh ideas to the initiative. The mix of educational and industry partners created a rich learning environment that blended both the theoretical and practical side of AI.

The Good Robot initiative sparked interest in AI and built confidence with technology across generations. By stepping forward to help their neighbours, our grassroot leaders and community volunteers created a welcoming environment where different generations could learn together. The shared passion for learning enriched the collective journey of discovery and helped prepare everyone for the digital future.



Young participants explored the world of AI during the 3-day AI Bootcamp Workshop.

**“**Technology moves so fast that even I struggle to keep up at times. That was why I volunteered; I do not want anyone to feel left behind or lost in fear as the world becomes more digital. Youths like myself can play a bigger role not just by sharing knowledge, but by being living examples of adaptability, resilience, and community spirit in the digital age.**”**

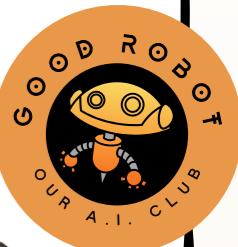
**Shannon Chan,**  
**Community Volunteer,**  
**Year 3 student,**  
**School of InfoComm Technology (ICT),**  
**Ngee Ann Polytechnic**

More than  
**150**  
residents and  
professionals  
attended AI  
Link Seminar



Over  
**40**  
children and  
youth engaged  
through the AI for  
Kids Bootcamp

**Tan Wai Chong,**  
**Founder of Kebun Baru**  
**Good Robot initiative,**  
**Member of Kebun Baru CCMC**



**“**The Good Robot initiative was born out of our desire to help Kebun Baru residents navigate the rise of Generative AI. Job security concerns are rising, so we wanted to empower fellow residents to embrace a future where technology is a tool for efficiency and confidence. This way, no one in our community gets left behind.

We engaged the entire community through a three-pillar approach: a popular AI4K workshop for kids and teens, seminars for the working adults, and hands-on technical workshops which will be implemented in the future. For children, we used storytelling, games, and interactive exercises to make AI concepts fun and relatable. For adults, we encouraged open dialogue and live demonstrations, helping them see how AI could be applied immediately in their jobs or daily routines. Through these activities, our participants became more curious, confident, and motivated to learn. We helped them build skills while also creating a growing community of AI learners who can support one another.

I felt really touched during the AI4K workshop when a mother said she was not good with computers, so she planned to let her son and daughter teach her what they had learnt about AI. This reinforced my belief that technology is not just about machines — it can bring families closer together, bridge generations, and strengthen our sense of community. Our long-term vision is for Kebun Baru to be a future-ready community that sees technology as an opportunity, not something intimidating. The goal is for every resident to feel empowered, confident, and excited to play an active role in a future shaped by AI.**”**



# CORPORATE GOVERNANCE

## AUDIT & RISK COMMITTEE

### Victor Lye Thiam Fatt, BBM

Chairman  
Since 1 January 2019

### Thuvinder Singh s/o Bachan Singh, PBM

Member  
Since 1 January 2025

### Nassar Bin Mohamad Zain

Member  
Since 15 July 2023

### Desmond Chong Kok Hwee

Member  
Since 15 July 2023

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

1. Integrity of the PA's financial statements;
2. PA's compliance with legal and regulatory requirements;
3. Auditor's qualifications and independence;
4. Performance of the PA's external and internal auditors;
5. Overview of risk management;
6. Fostering of risk awareness culture throughout PA.



# FY 2024 PA CONSOLIDATED FINANCIAL HIGHLIGHTS

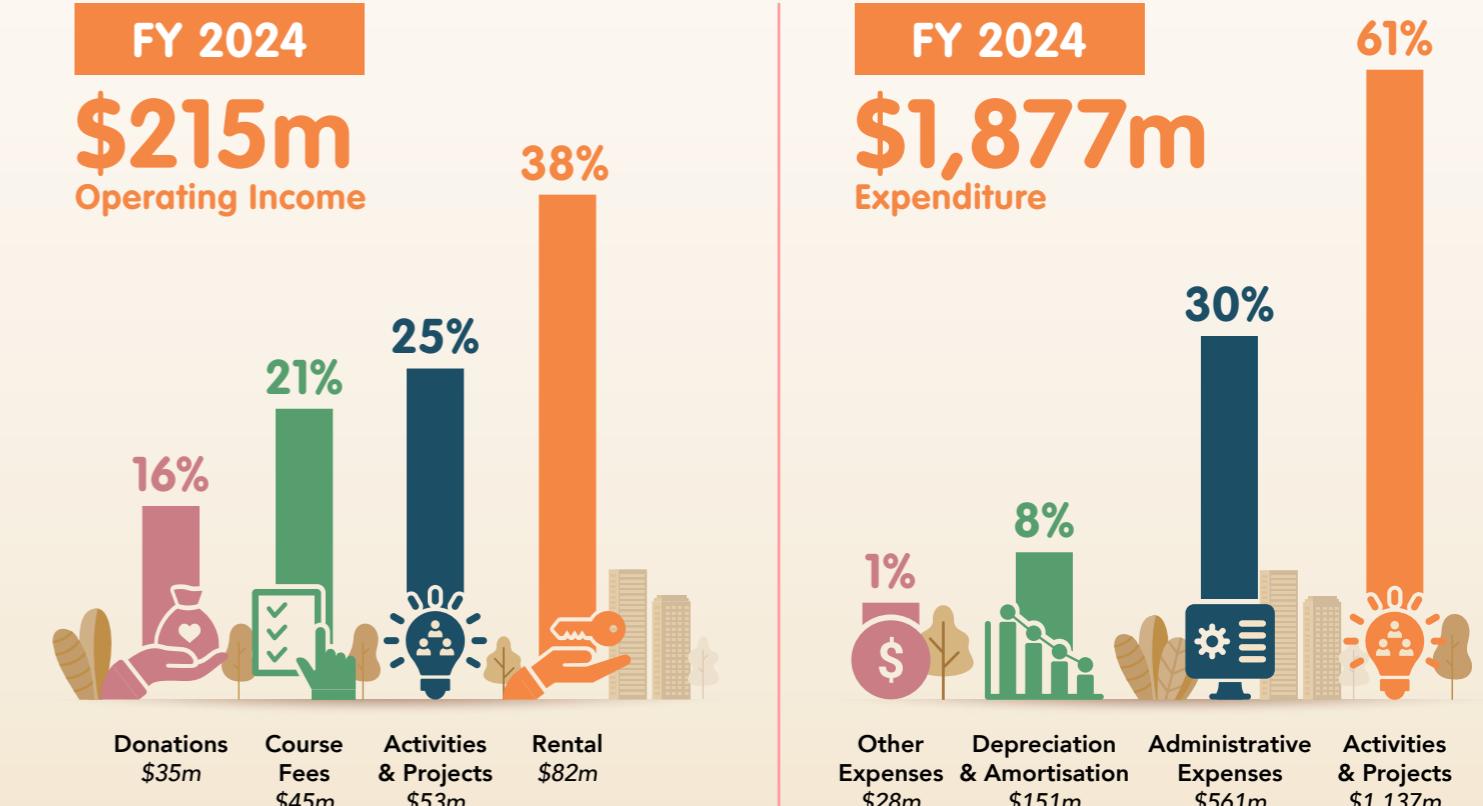
## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

During the year, the People's Association recorded expenditure of \$1,877 million, which was mainly funded by \$1,556 million grants received from the Government and \$316 million operating income and other miscellaneous gains.

	FY 2024 \$'m	FY 2023 \$'m
Operating income	215	196
Other miscellaneous gains – net	101	97
Less: Expenditure	(1,877)	(1,380)
<b>Deficit from operations</b>	<b>(1,561)</b>	<b>(1,087)</b>
Grants from the Government	1,556	1,178
Amortisation of deferred capital grants	21	18
<b>Total comprehensive income for the year</b>	<b>16</b>	<b>109</b>

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	FY 2024 \$'m	FY 2023 \$'m
Capital	2,179	2,063
Accumulated surplus	1,344	1,328
<b>Total equity</b>	<b>3,523</b>	<b>3,391</b>
Non-current assets	1,881	1,773
Current assets	2,667	2,718
Current liabilities	(826)	(906)
Non-current liabilities	(199)	(194)
<b>Net assets of the Association</b>	<b>3,523</b>	<b>3,391</b>



# PEOPLE'S ASSOCIATION BOARD OF MANAGEMENT

AS AT 1 SEPTEMBER 2025



Secretary-Treasurer  
**Jimmy Toh**  
Chief Executive Director,  
People's Association



Member  
**Zaqy Mohamad**  
Senior Minister of State,  
Ministry of Defence &  
Ministry of Sustainability and  
the Environment



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



Member  
**Murali Pillai**  
Senior Minister of State,  
Ministry of Law &  
Ministry of Transport



Member  
**Victor Lye Thiam Fatt, BBM**  
Adviser,  
Ang Mo Kio GRC  
Grassroots Organisations



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



Member  
**Sitol Yih Pin**  
Former Adviser to  
Potong Pasir Grassroots  
Organisations



Member  
**Thuvinder Singh s/o  
Bachan Singh, PBM**  
General Secretary,  
Union of Telecoms Employees  
of Singapore



Member  
**Bennett Maximillian  
Theseira, JP, PBM**  
Trustee,  
The Eurasian Association,  
Singapore



Member  
**Nassar Bin Mohamad Zain**  
President,  
Malay Youth Literary Association  
(4PM)



Member  
**Desmond Chong Kok Hwee**  
Chief Commissioner,  
The Singapore Scout Association



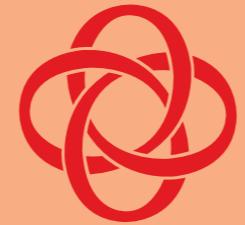
Member  
**Koh-Teh Yi Wen**  
Chief Commissioner,  
Girl Guides Singapore



Chairman  
**Lawrence Wong**  
Prime Minister  
Minister for Finance



Deputy Chairman  
**Edwin Tong**  
Minister for Law  
Second Minister for Home Affairs



People's Association

9 King George's Avenue,  
Singapore 208581

[www.pa.gov.sg](http://www.pa.gov.sg)

