

PEOPLE'S ASSOCIATION  
media release



9 King George's Avenue Singapore 208581  
Tel: (65) 63405430; 63405516; 63405321; 62383424 Fax: (65) 63485977  
Website: [www.pa.gov.sg](http://www.pa.gov.sg)

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23 October 2025

**PA TO TRAIN 1,000 COMMUNITY FACILITATORS FROM 2026 TO BUILD "WE FIRST" SOCIETY**

The People's Association (PA) today launched its new **Community Facilitators Programme**, in support of Singapore's efforts to build a "We First" society. The new programme was announced at the 60<sup>th</sup> anniversary dinner of its apex grassroots organisation, the Citizens' Consultative Committees (CCCs).

2 The Guest-of-Honour was Chairman of PA, Prime Minister and Minister for Finance Lawrence Wong. Mr Edwin Tong, Deputy Chairman of PA, Minister for Law and Second Minister for Home Affairs, joined Prime Minister with 1,200 Grassroots Advisers and CCC grassroots leaders at the event to recognise the efforts of the CCCs which have been vital to Singapore's nation-building efforts<sup>1</sup>.

3 From the moment Singapore gained independence, the CCCs were instrumental in addressing the challenges facing the fledgling nation and serving as a vital bridge between the people and the Government. Without a military of its own, the CCCs helped to explain why Singapore needed National Service and built public support for this significant new policy. The CCCs played a crucial role in persuading kampung residents to relocate to new housing estates, whilst assisting with housing applications and administrative processes, to free up land for Singapore's development. Today, CCCs plan and lead major grassroots initiatives within constituencies, oversee local

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<sup>1</sup> See Annex for major CCC milestones

assistance programmes, and organise fundraising projects and national campaigns, thus ensuring every Singaporean feels a sense of belonging and care within their community.

### **Community Facilitators Programme**

4 As part of its continued efforts to build a "We First" society, PA will train **1,000 volunteers as skilled community facilitators** through its new Community Facilitators Programme.

5 From 2026, PA will partner Institutes of Higher Learning (IHLs) to systematically train community facilitators, starting with the CCCs, ensuring every constituency has leaders equipped with advanced training in community engagement and facilitation skills. These skills will enable grassroots leaders to identify the strengths and interests that already exist in their community and help residents connect and collaborate around what they care about. Residents can look forward to more engagement sessions across constituencies, at more accessible locations closer to residents, offering them more meaningful opportunities to shape their communities and contribute to Singapore's shared future.

6 Please find the following information in the Annexes:

Annex A: The Community Facilitators Programme

Annex B: History of CCCs

Annex C: Profiles

Annex D: Glossary of key terms

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Contact person/s : Nazreen Kader  
Senior Manager  
HP: 9112 2735  
Email: [Nazreen\\_Kader@pa.gov.sg](mailto:Nazreen_Kader@pa.gov.sg)

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### **About People's Association**

The [People's Association](#) (PA) was set up on 1 July 1960. As a statutory board under the Ministry of Culture, Community and Youth, our mission is to spark and nurture community participation for a caring and united Singapore. We create opportunities for people of all walks of life to connect, contribute and care for the community, through our wide network of [grassroots organisations](#), community centres/clubs, Community Development Councils and the National Community Leadership Institute. More about us at [www.pa.gov.sg](http://www.pa.gov.sg)

### **Community Facilitators Programme**

The **Community Facilitators Programme** was announced at the 60<sup>th</sup> anniversary dinner of its apex grassroots organisation, the Citizens' Consultative Committees (CCCs), on 23 October 2025.

Through this programme, PA will strengthen training and development for CCCs and grassroots leaders in community facilitation.

Community facilitation requires specialised skills that come about only through deliberate development and structured training, and PA will invest in building these capabilities.

From 2026, PA's National Community Leadership Institute (NACLI) will partner Institutes of Higher Learning (IHLs) to systematically train 1,000 community facilitators, beginning with CCCs, to ensure every constituency has leaders equipped for this role. Drawn from diverse segments of society, PA's community facilitators will be made up of young working adults, professionals, new citizens, and community volunteers.

Training will start with half-day, in-person training sessions co-developed with IHLs and subject matter experts, including scenario-based learning and facilitated small group discussions to provide opportunities for practical application of concepts. Advanced-level training sessions will be introduced in subsequent phases to support progressive skill development.

Grassroots leaders equipped with these community facilitation skills will be able to better identify the strengths and interests within communities and help residents connect and collaborate around what they care about, to bring about micro-communities in neighbourhoods — connected groups of residents who support each other around shared causes and interests.

## **HISTORY OF CCCS**

### **1. About the Citizens' Consultative Committees**

Established in 1965, the Citizens' Consultative Committees (CCCs) are the apex grassroots organisations under the People's Association (PA). They serve as a vital bridge between the Government and residents, helping to foster closer ties, address local needs, and strengthen social cohesion.

To support PA's mission to "spark and nurture community participation for a caring and united Singapore", CCCs work closely with other grassroots organisations such as the Community Club Management Committees (CCMCs), Residents' Committees (RCs), and Residents' Networks (RNs) to serve residents' diverse needs. They also help nurture new community leaders in areas such as arts and culture, sports, social service and environmental initiatives.

### **2. Purpose and Role**

CCCs organise a wide range of programmes that support PA's mission to spark and nurture community participation for a caring and united Singapore. Their efforts span four main areas: Outreach, Assistance, Bridging, and Service during Crisis and Emergency Preparedness.

#### **a. Outreach Programmes**

Designed to build strong community bonds through:

- i. Festive celebrations and neighbourhood events;
- ii. Initiatives that encourage interaction and mutual understanding among residents; and
- iii. Support for national campaigns such as Dengue Prevention, Clean & Green Week, Racial Harmony Month and Good Neighbour Day.

#### **b. Assistance Programmes**

CCCs administer key schemes that provide relief and support to residents in need, including:

- i. CCC ComCare Fund – urgent, short-term assistance for residents in need;
- ii. Edusave Awards – recognising students for good conduct and academic achievement;
- iii. Pre-school Outreach Programmes – supporting early childhood learning; and
- iv. Ad-hoc support such as meal or transport vouchers for low-income families.

### c. Bridging Programmes

CCCs serve as a vital link between residents and the Government by:

- i. Explaining government policies in relatable ways;
- ii. Gathering ground feedback on local and national issues; and
- iii. Organising community forums and dialogue sessions with public agencies.

### d. Service during Crisis and Emergency Preparedness

CCCs mobilise swiftly in times of crisis to ensure community safety and care.

Examples include:

- i. SARS – temperature checks and thermometer distribution;
- ii. Haze – mask and WeCare Pack distribution;
- iii. Dengue – house inspections and insect repellent distribution;
- iv. Emergency Preparedness Exercises – equipping residents to handle fires, accidents or terrorist incidents;
- v. COVID - residents came together to sew reusable masks, deliver groceries, and support vulnerable neighbours.

## **3. Citizens' Consultative Committees (CCCs) milestones**

1964: Formation of Goodwill Committees	<ul style="list-style-type: none"><li>In 1964, Singapore experienced two racial riots. To restore confidence and foster better relations between communities, the Government formed <b>Goodwill Committees</b>, comprising trusted local leaders who had earlier served on the welcoming committees for the Prime Minister's constituency visits.</li></ul>
1965 –1974: Building the Nation Together	<p><b>Formalisation of the CCCs</b></p> <ul style="list-style-type: none"><li>The Goodwill Committees were formalised into the <b>Citizens' Consultative Committees (CCCs)</b> under the <b>Prime Minister's Office</b>.</li><li>The first four CCCs were formed in <b>March 1965</b> in <b>Nee Soon, Punggol, Sembawang and Serangoon Gardens</b>.</li><li>By <b>1966</b>, CCCs had been established in <b>all 51 constituencies</b>.</li></ul> <p><b>From Kampong to HDB Flats</b></p> <ul style="list-style-type: none"><li>As kampongs made way for new housing developments, CCC members explained the need for resettlement and helped farmers understand compensation schemes.</li><li>They assisted residents in adjusting to their new HDB homes and worked with the <b>HDB</b> to resolve issues quickly.</li><li>CCCs helped accelerate the building of common facilities and community centres, providing venues for residents to meet, learn and play.</li></ul>

	<p><b>“Gotong Royong” Projects</b></p> <ul style="list-style-type: none"> <li>• The <b>Urban and Rural Services Committee (URSC)</b> was set up, and CCCs identified residents’ urgent needs to facilitate public facility development.</li> <li>• In 1966, grassroots leaders organised residents for <i>gotong royong</i> (community self-help) projects, providing tools and materials for them to complete improvement works.</li> <li>• These projects brought people of different races together and strengthened social cohesion.</li> </ul> <p><b>Introduction of National Service (1967)</b></p> <ul style="list-style-type: none"> <li>• CCC members explained the need for a citizens’ army and reassured parents about their sons’ safety.</li> <li>• They organised <b>sending-off ceremonies</b> for young men enlisted for National Service.</li> </ul>
1975 – 1984: Promoting National Values and Courtesy	<p><b>Promotion of National Campaigns</b></p> <ul style="list-style-type: none"> <li>• CCCs actively supported national campaigns to promote hygiene and civic responsibility, including the <b>National Courtesy Campaign</b> launched in <b>June 1979</b> by the Ministry of Culture.</li> </ul>
1985 – 1994: Strengthening Identity and Integration	<p><b>New CCC Logo (1986)</b></p> <ul style="list-style-type: none"> <li>• CCCs marked their <b>21st anniversary</b> with the launch of a new logo featuring <b>three red hearts</b> merging and sprouting like a flower, symbolising heart-to-heart relationships among the people, the CCCs and the Government.</li> </ul> <p><b>Under the People’s Association (1993)</b></p> <ul style="list-style-type: none"> <li>• CCCs and RCs, previously under the <b>Prime Minister’s Office</b> and later the <b>Ministry of Community Development</b>, came under the <b>People’s Association (PA)</b> in 1993.</li> </ul> <p><b>Edusave Awards (1993)</b></p> <ul style="list-style-type: none"> <li>• CCCs were tasked to present the Government’s <b>Edusave Awards</b>, launched by <b>Prime Minister Goh Chok Tong</b> in 1993.</li> </ul>
1995 – 2004: Building Resilience and Support	<p><b>Inter-Racial Confidence Circles (IRCCs) Established (2002)</b></p> <ul style="list-style-type: none"> <li>• CCCs established <b>IRCCs</b> to strengthen inter-racial and inter-religious understanding and prevent potential divides.</li> </ul>

	<p><b>Support During SARS (2003)</b></p> <ul style="list-style-type: none"> <li>• During the <b>SARS outbreak</b>, CCC volunteers delivered food to residents under quarantine and conducted temperature checks at markets and hawker centres.</li> <li>• They also organised dialogues to educate the public on SARS.</li> </ul> <p><b>Emergency Preparedness Groups (2004)</b></p> <ul style="list-style-type: none"> <li>• Formed to coordinate <b>emergency response actions</b> at the constituency level.</li> </ul> <p><b>ComCare Fund (2005)</b></p> <ul style="list-style-type: none"> <li>• Prime Minister <b>Lee Hsien Loong</b> gave grassroots organisations more flexibility to create local assistance plans under the <b>ComCare Fund</b> to help children, the needy and the elderly.</li> </ul>
<p>2005 – 2015: Caring, Connecting, and Responding</p>	<p><b>Public Transport Voucher Scheme (2006)</b></p> <ul style="list-style-type: none"> <li>• CCCs administer the <b>Public Transport Voucher (PTV) Scheme</b> to help needy Singaporeans cope with rising transport costs.</li> </ul> <p><b>Community Sharing Sessions (2011)</b></p> <ul style="list-style-type: none"> <li>• Since <b>March 2011</b>, CCCs have organised <b>Community Sharing Sessions (CSS)</b> to engage and integrate prospective new citizens through reflection and dialogue.</li> </ul> <p><b>Haze Response (2013–2015)</b></p> <ul style="list-style-type: none"> <li>• CCCs introduced <b>WeCare Packs</b> to help vulnerable residents during the <b>2013 haze</b>.</li> <li>• Volunteers were mobilised again in <b>2014</b> and <b>2015</b> to distribute packs and assist affected residents.</li> </ul> <p><b>Grassroots Anti-Dengue Education and Prevention Drive (2014)</b></p> <ul style="list-style-type: none"> <li>• Launched nationwide in <b>July 2014</b>.</li> <li>• CCC volunteers conducted home inspections and distributed insect repellents to support <b>NEA's</b> dengue prevention efforts.</li> </ul> <p><b>Explaining Government Policies</b></p> <ul style="list-style-type: none"> <li>• CCCs organised dialogues and outreach sessions to help residents understand major Government policies such as <b>MediShield Life</b> and the <b>Pioneer Generation Package</b>.</li> </ul>



<p>2015–2025: Empowering Residents, Building Resilient Communities</p>	<p><b>Connecting Community with the Government</b></p> <ul style="list-style-type: none"> <li>• CCCs organised <b>PA Kopi Talk sessions</b> since <b>2016</b> and enhanced outreach through <b>Ask Kopi Kaki booklets</b> to better communicate to residents on how they can benefit from various Government policies.</li> </ul> <p><b>Initiatives in support of SGSecure (2017 - 2018)</b></p> <ul style="list-style-type: none"> <li>• CCCs organised initiatives such as the <b>SGSecure Pledge</b> and various emergency preparedness exercises to encourage and empower residents to step forward and give back to the community during times of emergency.</li> </ul> <p><b>National Day Heartlands Celebrations (2019, 2022 onwards)</b></p> <ul style="list-style-type: none"> <li>• In <b>2019</b>, CCCs organised community-centric celebrations across five districts to make National Day festivities more accessible to residents, particularly the elderly and families with young children.</li> <li>• As the Covid-19 restrictions eased in 2022, the heartlands celebrations resumed to bring National Day closer to residents.</li> </ul> <p><b>Covid-19 related support (2021)</b></p> <ul style="list-style-type: none"> <li>• CCCs played a key role in community outreach, educating seniors and facilitating access to vaccination centres.</li> <li>• CCCs enhanced aid distribution to residents by providing targeted support to residents affected by job loss.</li> </ul> <p><b>Launch of Community Volunteer Scheme (2022)</b></p> <ul style="list-style-type: none"> <li>• Introduced in <b>2022</b>, the Community Volunteer scheme allowed residents to serve without formal committee membership.</li> </ul> <p><b>Launch of Community 2030 Plan (2024)</b></p> <ul style="list-style-type: none"> <li>• CCCs led constituency-level consultations on how local communities can align with the five pillars of C2030 - caring, united, digitally connected, inclusive and resilient communities.</li> </ul>
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### Profiles for interviews

S/N	Profile	Description
1	<p><b>Mr Puhaindran, BBM(L), PPA, 88</b></p> <p><b>Retired</b></p> <p>Former Marine Parade CCC Chairman</p>	<p><b>Actively bridging communities through decades of service</b></p> <p>Mr Puhaindran's journey in community service began long before he officially joined the Marine Parade CCC in 1976, eventually rising to serve as its chairman. His commitment to grassroots work predates even this formal role.</p> <p>His fluency in multiple languages naturally positioned him as a bridge between different ethnic communities in Marine Parade, enabling him to connect with residents across cultural and linguistic divides. From Singapore's early developmental years, Mr Puhaindran recognised that building trust between government and residents required consistent presence and practical outreach—principles that would guide his decades of service.</p> <p>Throughout his tenure, he has helped residents understand and navigate major national policies. One particularly memorable experience involved addressing misconceptions about National Service, where he found himself reassuring worried parents that their sons were contributing to nation-building rather than being sent to war. These conversations exemplified his role in translating policy into human terms, helping bridge the gap between government intentions and community concerns.</p>
2	<p><b>Mr Kong Mun Kwong, BBM (L), 81</b></p> <p><b>Retired</b></p> <p>Former Tampines-Changkat CCC Chairman</p>	<p><b>The “Kampong Chief” Who Turned Chaos into Community at HDBs</b></p> <p>When Tampines was first built in the 1980s, Mr Kong Mun Kwong was among those who helped its earliest residents make the transition from kampong to high-rise living. As part of the CCC, he guided hundreds of families adapting to a new lifestyle — where fish tanks, potted plants, and even chicken coops once filled common corridors.</p>

S/N	Profile	Description
		<p>Drawing on his engineering background and practical nature, Mr Kong helped mediate disputes, foster mutual respect, and strengthen neighbourly ties. He later played a key role in setting up Tampines-Changkat's first CCC and RC Centres, coordinated fundraising for the new Community Centre, and supported the estate's first five-year development plan.</p> <p>Now 81, Mr Kong looks back on a lifetime of community building — from open kampong spaces to vibrant HDB neighbourhoods. His quiet dedication helped shape Tampines into one of Singapore's most established towns.</p>
3	<p><b>Mdm Sakinah Binte Jamin, PBM, 72</b></p> <p>Homemaker</p> <p>Member, Boon Lay CCC</p>	<p><b>Three Decades Strong: 72-Year-Old's Unstoppable Community Spirit</b></p> <p>For more than three decades, Mdm Sakinah Binte Jamin has been a familiar face in Boon Lay's community circles. What began as organising and cooking packed lunches for neighbourhood children grew into a lifelong commitment to helping families in need.</p> <p>As a member of the Boon Lay Citizens' CCC and its welfare sub-committee, she has assisted countless residents seeking financial, medical, or social support — often through house visits and interviews that helped identify the right aid for each case.</p> <p>The work required patience and empathy, especially when residents faced emotional stress. Mdm Sakinah believes that listening calmly and treating others with respect has always been the foundation of community service.</p> <p>Today, she continues volunteering, taking pride in seeing children from families she once supported now grown and thriving. Her story reflects how small acts of kindness can ripple through generations.</p>

S/N	Profile	Description
4	<p><b>Mr Ramanathan s/o Doraisamy, PBM, 53</b></p> <p>QA Manager</p> <p>Member, Woodgrove CCC</p> <p>Chairman, Woodgrove Community Sports Network (CSN)</p> <p>Chairman, Woodgrove Indian Activity Executive Committee (IAEC)</p>	<p><b>How one volunteer uses sports to unite residents</b></p> <p>For Mr Ramanathan, giving back isn't just about duty – it's about shaping lives through his lifelong passion: sports. The proud Singaporean has spent nearly a decade volunteering with PA, finding ways to connect residents and nurture youth through football and community events.</p> <p>What began as a simple act of coaching young children in football has grown into a leadership journey. Today, he chairs the Woodgrove Community Sports Network (CSN) and serves as a member of both the Indian Activity Executive Committee (IAEC) and the Woodgrove Citizens' CCC.</p> <p>This year, he took on one of his biggest challenges yet — leading the CCC organising committees for Woodgrove's National Day Dinner and National Day Carnival 2025, which drew over 1,400 residents in total. At the carnival he introduced residents especially children and youths to new sports activities such as stinging bike and kickboxing, creating playful opportunities for discovery and community bonding.</p> <p>Through his work in IAEC, Mr Ramanathan also plans cultural programmes such as Pongal and Tamil New Year celebrations, helping strengthen bonds within the Indian community while promoting greater understanding among all residents.</p>
5	<p><b>Mr Samuel Choo Chee Siong, 41</b></p> <p>Chairman, Cheng San CCC</p>	<p><b>Youngest CCC chairman strengthens bonds in Cheng San</b></p> <p>Before stepping into his role as Chairman of the Cheng San CCC in January 2025, Samuel was already a familiar face in the community. His volunteering journey began with "X-Teams" — a befriending group that reaches out to residents, many of whom are elderly and living alone.</p> <p>Alongside fellow volunteers, Samuel helped organise regular home visits that offered not just practical support, but also companionship and care. What started as a small initiative has since blossomed into a</p>

S/N	Profile	Description
		<p>network of around 50 volunteers who continue to bring warmth and connection to the lives of Cheng San's seniors.</p> <p>His time with "X-Teams" deepened his belief in the power of community — one where neighbours look out for one another. This spirit continues to guide him today as he leads the Cheng San CCC in running its five key pillars of work, fostering stronger community ties and improving the well-being of residents across the constituency.</p>

**Glossary And Translation of Key Terms**

S/N	Key Term	Chinese Translation	Malay Translation
<b>National terms</b>			
1.	Forward Singapore	“新加坡携手前进”运动	Melakar Hala Tuju Singapura
<b>General PA terms</b>			
2.	People's Association (PA)	人民协会 (人协)	Persatuan Rakyat
3.	Chairman of the People's Association	人民协会主席	Pengerusi Persatuan Rakyat
4.	Deputy Chairman of the People's Association	人民协会副主席	Timbalan Pengerusi Persatuan Rakyat
5.	Citizens' Consultative Committee	公民咨询委员会	Jawatankuasa Perundingan Rakyat
6.	Community Club/Centre Management Committee	民众俱乐部/联络所 管理委员会	Jawatankuasa Pengurusan Kelab Masyarakat/Balai Rakyat
7.	Citizens' Consultative Committee 60 <sup>th</sup> Anniversary Celebrations Dinner	公民咨询委员会60周年庆 祝晚宴	Majlis Makan Malam Jawatankuasa Perundingan Rakyat (CCC) ke-60
8.	Grassroots adviser	基层组织顾问	Penasihat Akar Umbi
9.	Grassroots Organisation	基层组织	Persatuan Akar Umbi
10.	Grassroots leader	基层领袖	Pemimpin Akar Umbi
11.	Community Volunteers	社区义工	Sukarelawan Masyarakat
12.	Residents' Committee	居民委员会	Jawatankuasa Penduduk
13.	Residents' Network	居民联系网	Rangkaian Penduduk
14.	People's Association Youth Movement	人民协会青年运动	Pergerakan Belia Persatuan Rakyat

15.	Neighbourhood Committee	<u>邻里委员会</u>	Jawatankuasa Kejiranan
16.	Youth Networks	青年联系网	Rangkaian Belia
17.	Women's Executive Committee	妇女执行委员会	Jawatankuasa Eksekutif Wanita
18.	Malay Activity Executive Committee	马来族活动执行委员会	Jawatankuasa Eksekutif Kegiatan Melayu
20.	Indian Activity Executive Committee	印族活动执行委员会	Jawatankuasa Eksekutif Kegiatan India
21.	Senior Citizens' Executive Committee	乐龄执行委员会	Jawatankuasa Eksekutif Penduduk Lanjut Usia
22.	FutureYOUth Campaign	青年共创未来运动	Kempen FutureYouth
23.	Youth Charter	青年章程	Piagam Belia
24.	Community Sports Network	社区体育 <u>联系网</u>	Rangkaian Sukan Masyarakat
<b>Related to CCC 60<sup>th</sup> Anniversary</b>			
25.	Honorary Chairman	荣誉主席	Pengerusi Kehormat
26.	Community facilitators	社区协导员	Pemudah Cara
27.	Citizens' Consultative Committees ComCare Funds	公民咨询委员会社区关怀基金	Jawatankuasa Perundingan Rakyat Dana ComCare