

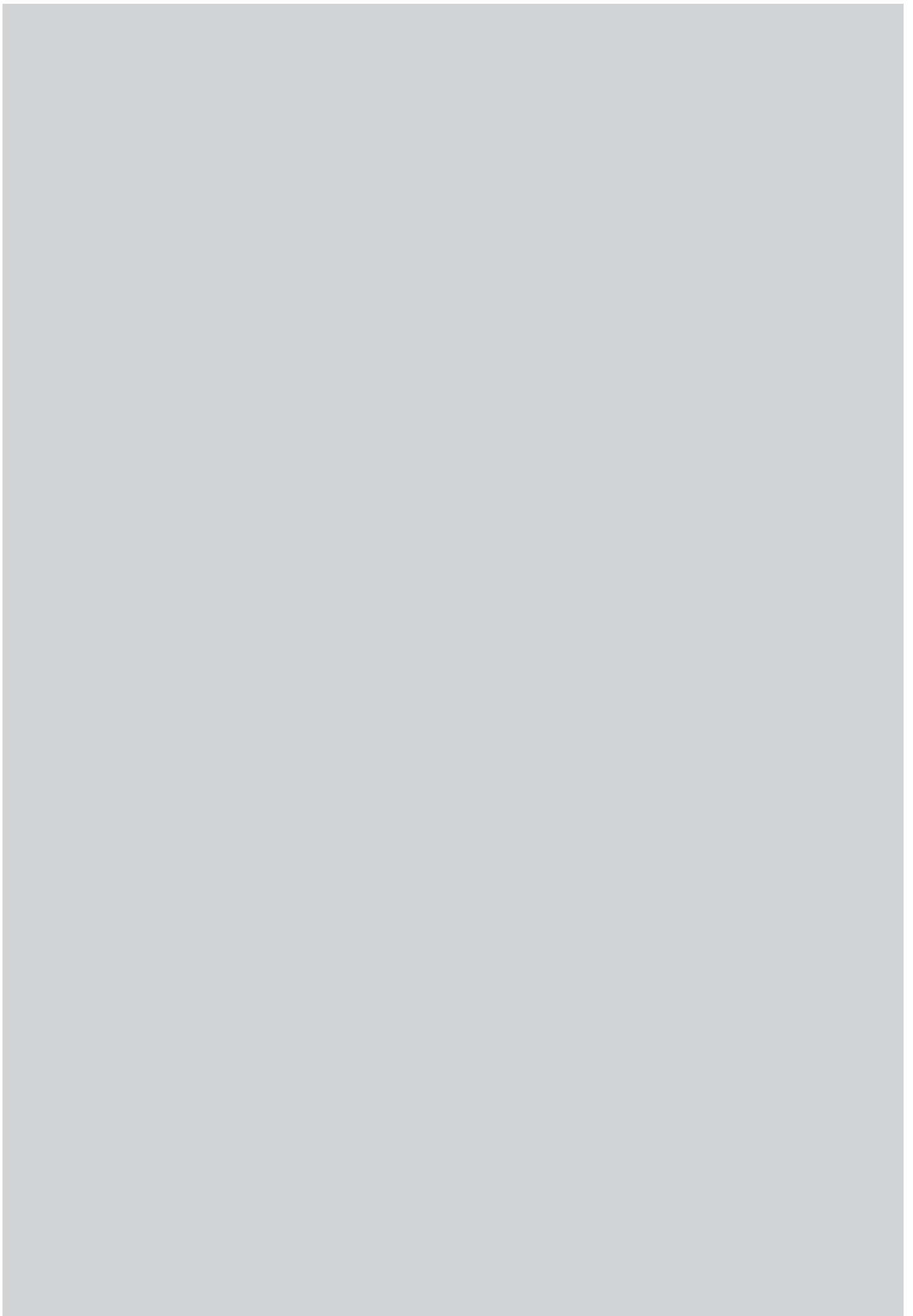


People's Association

# UNITY IN DIVERSITY

An illustration of six stylized human figures in various colors (maroon, green, purple, orange, red, yellow) holding hands in a circle, positioned behind the large white text 'UNITY IN DIVERSITY'.

**ANNUAL REPORT  
2016/2017**



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# Chairman's Message



**Lee Hsien Loong**  
Prime Minister  
Chairman, People's Association

**F**ifty-seven years ago, we formed the People's Association (PA). Its mission was to bring different communities together, strengthen social cohesion and maintain racial harmony.

This mission has not changed. In fact, it is more important than ever. With the global economy changing rapidly, people worry about how to upgrade their skills, do business in new ways and master breakthrough technology. New fault lines beyond race and religion will emerge. As a globalised society, Singapore is exposed and vulnerable.

This is why the PA must continue its efforts to strengthen our social cohesion. We must engage more people, including non-grassroots networks and communities, and rally them to do good for the community.

Together with our grassroots movement, the PA can help keep the Government close to the people, in touch with their aspirations, concerns and sentiments. Together, we can strengthen social cohesion and resilience, and fortify ourselves against internal and external social threats.

I thank our grassroots leaders, volunteers and community partners for your steadfast, tireless and quiet support for the mission of the PA. Let us continue to work together with our fellow Singaporeans to create an ever stronger and more united Singapore.



# “Together

with our grassroots movement, the PA can help keep the Government close to the people, in touch with their aspirations, concerns and sentiments. Together, we can strengthen social cohesion and resilience, and fortify ourselves against internal and external social threats. ”

# Harnessing The Power Of Many

**A** great home and a caring community. We can achieve it only if everyone pitches in and works together. That is why even with more than 1,800 grassroots organisations and close to 40,000 volunteers, we continue to widen our networks so we can do more together.

Voluntary welfare organisations, civic groups, merchant associations, corporate organisations, and student bodies – these are our community partners. We pool our resources and expertise together to embark on initiatives that support the less fortunate and vulnerable amongst us. We have also reached out to take ownership of community problems together, be it fighting Zika or diabetes or taking care of our environment.

We are working to make our community more caring and inclusive – truly a better place for all.



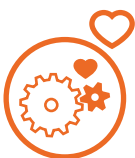
Building A  
Caring Community



Looking Out  
For One Another

HARNESSING THE POWER OF MANY

# Building A Caring Community



The inaugural **Community YouthCare Festival 2017** saw the Youth Executive Committees (YECs) joining hands with local partners such as schools and voluntary welfare organisations to reach out to less privileged residents in the community.



PA's Youth Movement and YECs in Jalan Besar GRC and Potong Pasir SMC led the **Steps for Hope walkathon**, walking a combined distance of 800 km around PA headquarters to raise funds.



Each completed round was matched by a contribution from corporate partners to help children from low-income families get access to quality pre-school education.



President Tony Tan Keng Yam launched the **Project WeCare (PWC) ENRICH** at the Istana in November. Project WeCare is an initiative by PA's corporate partners to empower less privileged residents with useful and practical skills, taught by the organisations' staff who want to give back to the community.

HARNESSING THE POWER OF MANY

# Building A Caring Community



PA and CapitaLand set up an \$800,000 **Community Development Fund** to kick-start the My School Bag and Kids Food Fund programmes. These provide children from low-income families with daily necessities, education and healthcare support.



All five Community Development Councils (CDCs) and NTUC FairPrice Foundation joined forces to fund a \$1.5 million milk scheme to help low-income families across Singapore to pay for milk powder for children aged between six months and six years. About 7,500 low income families benefited from the **NTUC-CDC Milk Fund** scheme. They received vouchers to pay for milk powder as price of milk formula had more than doubled over the last decade. The scheme ensures that children would not be deprived of milk which would be highly nutritious and essential in their growing years.



**Project Sunshine** in its fourth year continued its drive to encourage the spirit of giving back by the private estate communities to the less privileged. It inspired residents to take up community ownership through Neighbourhood Committees (NCs) coordinated efforts in organising activities for good causes. More than 100 NCs participated nationwide with over 85 cause-based initiatives happening across the island.





HARNESSING THE POWER OF MANY

# Looking Out For One Another



When it comes to fighting common hazards like mosquitoes – our volunteers and partners have also stepped in to rally the community to take ownership, especially when **Zika** threatened to become an epidemic.



In April, our Women's Executive Committees' (WECs) volunteers fanned out to educate residents on anti-mozzie tactics. Again, in September, volunteers from corporate partners and GROs cleaned up our neighbourhoods to minimise mosquito breeding spots.

**Diabetes** is another issue of national concern. The PA WEC members waged war on diabetes by organising five workshops to train 500 WEC members in healthier eating and choosing healthier menus, with representation from every constituency. Our Malay Activity Executive Committees Council (MESRA) spearheaded a six-month long nation-wide programme to help residents learn more about the disease and encourage them to live a healthy lifestyle. After all, a healthy individual means a healthier community.



To help seniors stay active and engaged in the community, PA launched the **PASSION Silver Concession Card** on 4 Dec 2016, partnering various public agencies under the Action Plan for Successful Ageing. The Card offers seniors concessionary travel on public transport and access to a suite of merchant benefits and privileges, including PA's courses and activities.



HARNESSING THE POWER OF MANY

# Looking Out For One Another



Helping to forge strong family bonds and enabling families to build mutually supportive networks with peers are the objectives of PA's Family Life Champions. The new **Partnership Leisure Activities for Young Families (PLAY)** Programme launched in September 2016 got kids and parents to bond through play, while allowing families to interact and share with one another.



Looking out for one another also means helping residents achieve their aspirations. In this case, residents picked up useful skills such as barbering, street photography and basic handyman work at **PA SkillsFuture Marketplace @ Jurong**, one of many places bringing practical courses right to the doorstep. Residents can pay it forward with their new skills or use them to earn a little pocket money on the side.



HARNESSING THE POWER OF MANY

# Looking Out For One Another



When it comes to building a caring community and a great home, taking care of the environment is just as important. Since 2014, **PA's Water Venture Centres** have stepped up activities and educational programmes to raise awareness and get more people involved in taking care of our environment, for example by cleaning up our rivers and beaches.



Our partners, whether corporate organisations, student bodies or community groups are recognised at the annual **PA Community Spirit Awards** for their commitment and contributions to the community. In 2016, 78 partners were honoured. Together, we are building a better home for all.



# Strengthening Community Cohesion & Resilience

**I**n an increasingly diverse world, the job of building a more united and resilient community has never been more important – PA contributes to nation building by creating opportunities and platforms to bring people together to foster mutual understanding, trust and reciprocity.

Young or old. New immigrant or born-and-bred Singaporean. Whatever your race or creed. We are diverse but united in vision and purpose.



Celebrating  
Our Identity  
As A People



Bringing People  
Together



Promoting  
Community  
Cohesion



Enhancing  
National  
Resilience

# Celebrating Our Identity As A People



**Chingay Parade 2017** - a Water, Fire, Snow, Xinyao and musical parade over two nights, and topped off with a Night Fiesta @ Chinatown. More than 8,000 participants rehearsed for four months, forging firm friendships. Eight countries/territories also took part in Chingay learning more about Singapore's multi-racial community.



# Bringing People Together



From 18 June to 31 July, some 30,000 residents participated in the **PassionArts Festival** to co-create artworks to liven up our homes and community spaces. The community arts festival is organised annually in the run-up to National Day and brings people to bond and celebrate together through arts. More importantly, it's also celebrating our common identity and sense of cohesion.



PA partnered Singapore Land Authority to hold a carnival for residents at the iconic Tanjong Pagar Railway Station on 11 Jun 2016. Residents watched a movie screened outdoors from PA's **Be My Kaki Bus** and took part in exciting carnival activities, made possible by the Tanjong Pagar-Tiong Bahru Grassroots Organisations. In the spirit of "gotong royong", part of the sales proceeds from the farmers' market went towards helping needy families in the Tanjong Pagar - Tiong Bahru Division.

# Bringing People Together



The annual Community Sports Day on 23 July 2016 saw some 2,000 multi-racial teams of more than 40,000 working together to complete fun sports and games infused with ethnic elements at 70 Community Clubs and spaces islandwide. A novel way to learn about one another's culture indeed!

PA collaborated with The New Paper to transform void decks and community areas into hip trendy spaces and held **Harmony Block Parties – Our Block Rocks** – launched on 3 Jul for residents of all races, ages and cultures to mingle. At the block parties, local musicians held jam sessions and young entrepreneurs set up an eclectic range of stalls to offer residents a variety of food and activities. Harmony Packs containing the Harmony Passport that shared important tips on practices and traditions of the different cultures were distributed.



STRENGTHENING COMMUNITY COHESION & RESILIENCE

# Promoting Community Cohesion



Malay Activity Executive Committees Council (MESRA) and Narpani Pearavai, PA's community groups for the Malay and Indian communities, take the lead to reach out to their own and to bridge them with the larger community.

**MESRA's 2016 Youth Seminar** inspired some 500 Malay youths to take charge of their future and create positive change in the community.



To put words into action, Narpani Pearavai participated in **Hair for Hope** for the first time to raise funds for the Children's Cancer Foundation.

More than 400 participants took part in the **PA Integration Council (INC) Seminar** themed "The next 50 years: Enlarging Common Spaces and Forging Stronger Ties". Residents were engaged to role-play, explore and discuss how to deal with inter-cultural issues in our daily lives. INC seeks to integrate new immigrants into the Singaporean way of life.



Gearing up for National Day to celebrate our identity – GROs organised more than 200 **Community National Day Celebrations** to rally residents to express their love and pride for Singapore.

The highlight was the first **SGCommunityWalk** led by youths where 100,000 residents from all walks of life joined more than 70 walks across Singapore. The walk as one united people signified our confidence for a brighter Singapore together.





# Enhancing National Resilience



Responsible for the social defence pillar, PA supports the **SGSecure Movement**. At Revamped Emergency Preparedness Day @ Teck Ghee in March 2017, PM announced that grassroots volunteers in the 89 constituencies will be trained on the basics to help residents overcome post attack psychological trauma so that they could provide support networks should the need arise.

PA Community Emergency and Engagement Committees (C2Es) conducted **Project Day-After** on 18 Oct 2016, following multiple terrorist attack simulations at various locations the day before. For the first time, 16 GRCs' Operations Centres were set up simultaneously in the islandwide table-top exercise that tested key grassroots organisations and their community partners on their cohesion and ability to disseminate timely and accurate information, ease tension and restore trust and normalcy in the community following an attack.



# Listening To Diverse Views Responding To Concerns & Aspirations

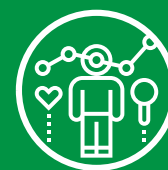
**B**uilding a great home and ensuring Singapore's continued progress necessarily entails a strong partnership between the people and the Government. As a government agency with extensive grassroots networks and volunteers who are always reaching out to residents, PA is uniquely positioned to reflect residents' concerns and aspirations to the Government so that better policies may be made, and to in turn, communicate these policies simply to residents so that they may benefit.



Connecting  
Community With  
The Government



Upgrading of CCs  
To Better Meet  
Residents' Needs



Strengthening  
Our Operational  
Capability

# Connecting Community With The Government

## PA Kopi Talk



**20 Kopi Talk Sessions**

Grassroots volunteers and residents engaged with Ministers and policy makers.



**Purpose**

Enabled residents to learn more about various policy initiatives, their objectives and how they might be impacted. Policy makers were also able to hear first-hand the people's bugbears.



**What's New**

This year, we went one step further by also holding the talks in Mandarin, Malay and Tamil so that we could reach out to more people.



Kopi Talk on **"What is CPF for?"** was held on 1 October with Mr Lim Swee Say, Minister for Manpower.



Kopi Talk to explain new **"MOE policy on PSLE Scoring and Sec One Posting"** was held on 11 September with Dr Janil Puthucheary, Minister of State for Education.



Kopi Talk on policies to help seniors themed **"Caring For Our Seniors"** was held on 30 July with Mr Sam Tan, Minister of State for Manpower.



Kopi Talk on **Public Transport** was held on 25 June 2016 and hosted by Mr Khaw Boon Wan, Minister for Transport.

# Connecting Community With The Government



PA and grassroots volunteers continue to help communicate policies to residents through our well-received Ask Kopi Kaki booklets. These booklets consolidate various policies across ministries, targeted at different life stages, thereby helping residents understand better which policies are applicable to their situation.



We also tapped on volunteers from student and professional groups who wanted to engage and help residents understand how they could benefit from various government policies. Student volunteers from National University of Singapore explained policies to seniors at Tanjong Pagar Plaza Food Centre as part of PA's Wellness Programme.

# Connecting Community With The Government



Regular customers and residents in the vicinity of MacPherson coffeeshops had a better understanding of the various government policies at Let's La Kopi sessions while they gave feedback and suggestions at the same time. The first **Let's La Kopi** session kick started on 15 May 2016. Since then, five sessions at different coffeeshops in MacPherson had been organised. Residents were treated to beverages of their choice while chatting on government policies.



Apart from dialogues and sharing sessions, Grassroots Advisers and GRLs made regular **house visits** to personally share and explain important Government policies and announcements. Elderly and non-mobile residents would find these door-to-door visits most useful particularly if they had clarifications relating to hard to understand Government policies and announcements.

# Upgrading of Community Clubs To Better Meet Residents' Needs



Residents of different backgrounds have always come together to make friends and bond through the many activities and courses at their local Community Clubs (CCs). To better meet Singaporeans' increasingly sophisticated and diverse interests, PA has been upgrading CCs.

Today, CCs are vibrant community spaces, often built with residents' input, and equipped with modern facilities for residents' comfort and convenience. In FY 2016/17, three community clubs were officially opened after almost two years of renovation, while Our Tampines Hub (OTH) launched its phase one opening.



## Our Tampines Hub

An estimated 5,000 excited residents turned up for a sneak peek at the soft launch of OTH, located at the former Tampines Stadium and Tampines Sports Hall. Conceptualised with feedback from 15,000 residents, Singapore's first-ever integrated community and lifestyle hub will be opened in three phases over one year. A key highlight of the phase one launch was the opening of the Public Service Centre, which houses counter services from six government agencies under one roof, to serve as a convenient one-stop centre for residents.



# Upgrading of Community Clubs To Better Meet Residents' Needs



## Ayer Rajah CC

Ayer Rajah CC reopened on 5 Nov 2016. Residents had indicated that they wanted more health and fitness, recreational and inter-generational facilities and programmes suitable for "3G families". Delivered as promised - new concept gym, dance and jamming studios and even a sheltered basketball court!



## Cairnhill CC

Newly upgraded Cairnhill CC reopened on 11 Sep 2016. It boasts a 40% increase in floor area and offers fancy dance and language classes catered to the young working crowd and families in the area.



## Whampoa CC

Reopened on 26 Feb 2017, Whampoa CC, nestled in a "senior-heavy" neighbourhood, is the first CC to be integrated with a Community for Successful Ageing Centre. Senior residents enjoy a host of healthcare, social care and community services that cater to the physical and emotional health needs of elderly residents and their caregivers.

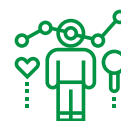
# Strengthening Our Operational Capability

A solid foundation is the premise of a strong home. To ensure that PA and our grassroots are efficient and effective, we believe in training and strengthening our people's capabilities.

The annual **Grassroots Seminar** is the time when we reaffirm our confidence in our grassroots leaders and volunteers. For the first time, Grassroots Seminar 2016 had a "marketplace" component where grassroots leaders could learn from one another's best practices and share innovative and successful initiatives that could be replicated across constituencies so that we may all do better to build a better home and a more caring community for all.



As we move from being an event organiser to a relationship builder, training is important to enhance our leadership, team building and soft skills so that we are better able to relate to residents. As the grassroots movement training arm, the National Community Leadership Institute (NACLI), has introduced many new and refreshed courses to better equip volunteers and PA staff as they support PA's mission to strengthen community cohesion and resilience. Beyond the West and East Coast campuses, there are now more constituency-based training (CBT) sessions conducted at CCs, making it more convenient and accessible for participants.





PEOPLE'S ASSOCIATION

# Board of Management

AS AT SEPTEMBER 2017



## Chairman

01 Lee Hsien Loong  
Prime Minister

## Deputy Chairman

02 Chan Chun Sing  
Minister, Prime Minister's Office

## Secretary-Treasurer

03 Desmond Tan Kok Ming  
Chief Executive Director,  
People's Association

## Members

04 Grace Fu Hai Yien  
Minister for Culture, Community and Youth

05 Masagos Zulkifli  
Minister for Environment and  
Water Resources

06 Dr Janil Puthuchery  
Senior Minister of State, Ministry of  
Communications and Information &  
Ministry of Education

07 Sam Tan Chin Siang  
Minister of State, Prime Minister's Office,  
Ministry of Manpower &  
Ministry of Foreign Affairs

08 Eric Low Siak Meng, JP, BBM(L)  
Managing Director  
Generic Consulting Pte Ltd  
Independent Director  
Katrina Group Ltd

09 Wong Yew Meng, BBM  
Retired Audit Partner  
Pricewaterhouse Coopers, Singapore

10 K. Thanaletchimi  
President  
Healthcare Services Employees' Union

11 Timothy James De Souza,  
PJJ, BBM, PPA (P)  
Trustee  
The Eurasian Association, Singapore

12 Ng Yoke Weng  
Member of Tournament Sub-Committee  
Singapore Badminton Association

13 Eddie Lee Choy Peng, JP, BBM (L)  
President  
National University of Singapore Society

14 Jeyaraj Benjamin William  
Secretary General  
Singapore Red Cross Society

FY 2016 PA CONSOLIDATED

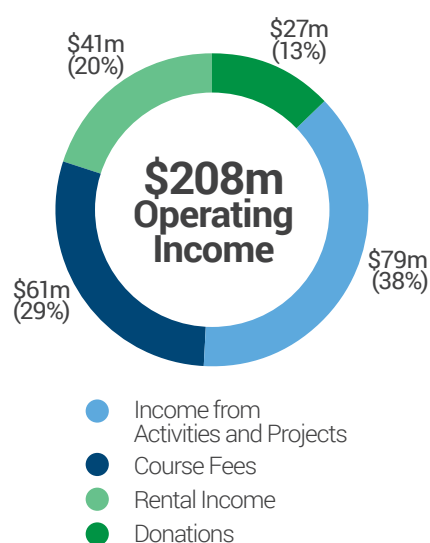
# Financial Highlights

## Consolidated Statement of Comprehensive Income

During the year, the People's Association (the "Association") recorded expenditure of \$773 million, which was mainly funded by grants received from the Government of \$610 million and operating income of \$208 million.

	FY 2016 \$'m	FY 2015 \$'m
Operating income	208	216
Other miscellaneous gains - net	44	14
Less Expenditure	(773)	(753)
<b>Deficit from operations</b>	<b>(521)</b>	<b>(523)</b>
Grants from the Government	610	591
Amortisation of deferred capital grants	25	26
<b>Total comprehensive income for the year</b>	<b>114</b>	<b>94</b>

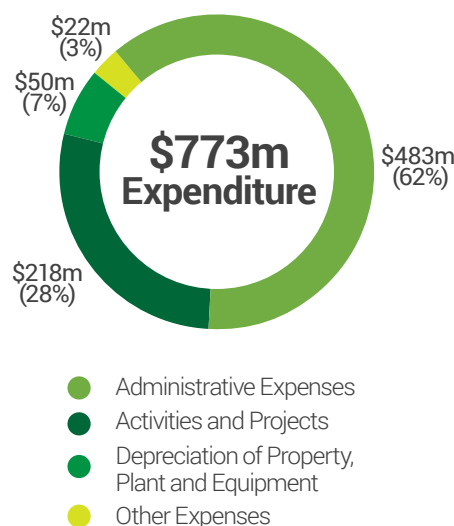
## FY 2016 Operating Income

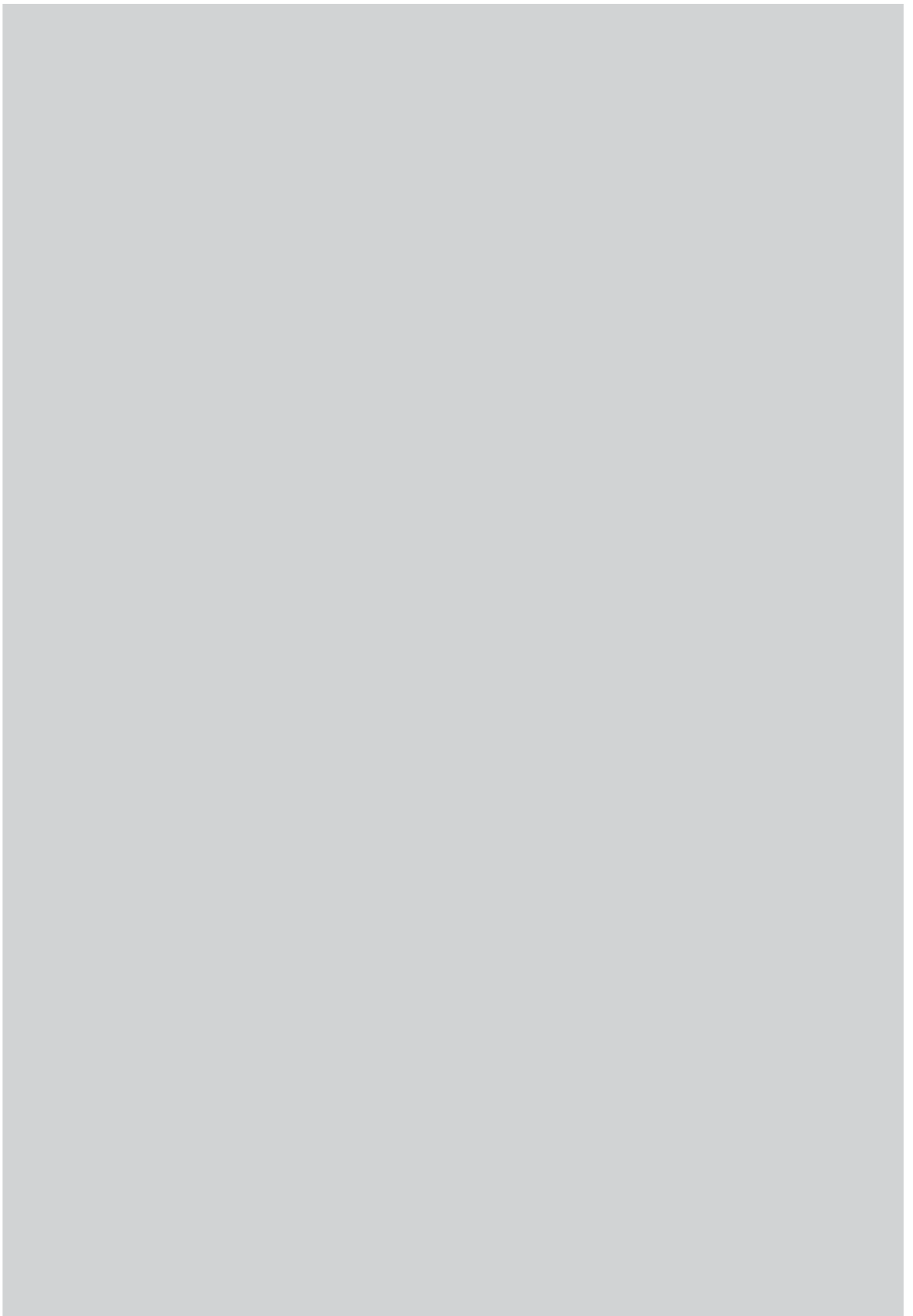


## Consolidated Statement of Financial Position

	FY 2016 \$'m	FY 2015 \$'m
Capital	1,060	739
Accumulated surplus	876	762
<b>Total equity</b>	<b>1,936</b>	<b>1,501</b>
Non-current assets	985	723
Current assets	1,490	1,342
Current liabilities	(309)	(321)
Non-current liabilities	(230)	(243)
<b>Net assets of the Association</b>	<b>1,936</b>	<b>1,501</b>

## FY 2016 Expenditure





**PEOPLE'S ASSOCIATION  
9 KING GEORGE'S AVENUE SINGAPORE 208581**

**[WWW.PA.GOV.SG](http://WWW.PA.GOV.SG)**