



A COMMUNITY,
TOGETHER

FY2025/26 PEOPLE'S ASSOCIATION ANNUAL REPORT

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CHAIRMAN'S MESSAGE

“ The more connected we
become digitally, the
more intentional we must
be about our connections
with one another. ”

Singapore is navigating a more uncertain and complex world. Geopolitical tensions are rising, technology is advancing rapidly, and our society is changing. In this environment, our ability to stay united, trust one another and work together matters more than ever.

The People's Association has a vital role to play in these efforts.

At its heart, PA's work is about relationships – listening to residents, understanding their concerns, bringing people together across different backgrounds, and building trust between the Government and the people.

This work will become even more important in the years ahead. To build a “We First” society, we must encourage more Singaporeans to step forward, contribute and take ownership of our shared future.

Technology and AI can help us to reach more people and serve our communities more effectively. But technology cannot replace the human touch. The more connected we become digitally, the more intentional we must be about our connections with one another.

PA must therefore continue to evolve. We will create more opportunities for residents to shape their communities and support ground-up initiatives. We will deepen our partnerships, and equip our grassroots leaders and volunteers with new capabilities. We will embrace technology while continuing to create spaces for people to meet, build relationships and find common ground. Above all, we will work alongside Singaporeans and shape our future together.

I thank our grassroots leaders, volunteers, partners, and PA colleagues for your commitment and service. The challenges ahead may be different. But what keeps Singapore strong remains the same: trust in one another, a shared sense of responsibility, and the determination to move forward together. That is how we will deepen our sense of community, and keep Singapore united.

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



YEAR IN REVIEW

April 2025 to March 2026

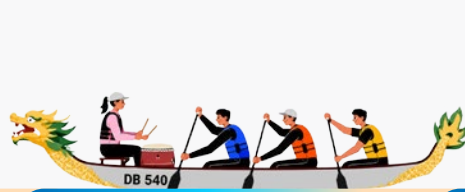
As part of the journey towards Community 2030, volunteers, partners and residents stepped forward to participate, contribute and shape their communities, working alongside PA towards a more caring and united Singapore.



APR 2025

Bridging Generations, Building Leaders

Sixty Malay/Muslim students from 60 secondary schools spent five months learning alongside working professionals — not just in classrooms, but through real community projects shaped by their own ideas. Launched by The People's Association Malay Activity Executive Committees Council (PA MESRA) in April 2025, the '60 for 60' programme matched students with mentors from 10 Malay Activity Executive Committees (MAECs), giving young people the skills, confidence and networks to take the lead in their communities, and a reason to keep showing up long after the programme ended.



JUN 2025

Paddling as One

More than 3,500 participants across 64 teams took to the water on 14 June 2025 for Singapore's largest inclusive dragon boat race. Organised by North East Community Development Council (CDC), the race brought together persons with special needs, children from low-income families and seasoned paddlers — united by the same rhythm and the same goal. Six boats carried artwork by artists with disabilities. The community raised \$110,000 for dragon boat training programmes for persons with disabilities.



JUL 2025

Mentoring Future Talent

Launched by PA and Tata Group on 19 July 2025, the TATA-PA Youth Career Exploration & Mentorship Programme benefited 45 youths aged 15 to 25. Supported by 33 mentors from seven Tata organisations, the three-month programme combined personalised mentorship, career exploration workshops and learning visits to help participants build professional networks and explore future career pathways. This initiative demonstrates how PA empowers partners to champion and lead community initiatives and mobilise their networks to co-create solutions that create greater opportunities for residents and youths.



AUG 2025

SG60, Every Neighbourhood

More than 200,000 residents celebrated National Day across five heartland locations on 10 August 2025, watching fireworks, drone shows and the mobile column up close. From Bishan to Punggol to Yishun, families gathered for an evening that felt less like a public event and more like a neighbourhood one. Beyond the festivities, residents and local artists co-created artworks that brought people together and strengthened bonds.



SEP 2025

20 Years of PASSion, One Tap at a Time

To celebrate PASSion Card's 20th anniversary, five Movie Nights @ Heartlands brought residents together from September to December 2025, reaching 5,000 residents and welcoming over 500 new PASSion Members in newer estates. Members enjoyed 27 exclusive deals with partners and merchants. Through PASSion CARES double points, 635,000 card taps at PA events generated \$66,000 in corporate-matched contributions, directed toward groceries and essentials for less privileged families.



OCT 2025

60 Years of Community, and Counting

At the 60th anniversary of the Citizens' Consultative Committees (CCCs) on 23 October 2025, Prime Minister Lawrence Wong called PA's 38,000-strong volunteer network a "tremendous national asset", and announced plans to grow it further with a new programme announced to train 1,000 grassroots volunteers as community facilitators, starting with CCC members. The three areas of focus were empowering Grassroots Organisations (GROs) to spark and nurture community participation, encouraging collaboration between GROs to build bridges and strengthen shared purpose, and developing volunteers from diverse backgrounds into future grassroots leaders.



Jobs, Closer to Home

Announced during the launch on 23 October 2025, Jobs Nearby@ CDC brought job matching into the neighbourhood through local job banks and community job clinics across 42 locations, with more than 50 job ambassadors across 18 Community Clubs (CCs). Its launch fair featured 22 employers, helping job seekers find opportunities closer to home.



NOV 2025

Singapore's only World-Class Cycling Park

Brickland-Tengah's new BMX Racing and Pump Track opened on 22 November 2025 — a 7,500m² facility featuring a 346-metre BMX track and an ancillary pump track for casual riders. Jointly developed by the Brickland-Tengah CCC and the Singapore Cycling Federation, the facility was designed to host inclusive cycling courses for persons with hearing impairments.



DEC 2025

Counting Down, Together

Singapore welcomed 2026 with seven PA heartland countdown celebrations across Boon Lay, Keat Hong, Marsiling, Nee Soon, Punggol, Tampines and Woodlands. Residents came together for community festivities before ushering in the new year with fireworks displays across the heartlands. Highlights included 200+ drone showcases in Punggol and Woodlands, an Eras Dance Floor curated by residents in Boon Lay, and an upcycled denim fashion showcase by cancer survivors in Keat Hong, reflecting community spirit and optimism for the year ahead.



JAN 2026

Shared Streets, Shared Celebrations

In January 2026, two heartland celebrations showed what it looks like when communities make space for one another. Bukit Gombak held its first joint Chinese New Year and Hari Raya light-up celebration, with 3,000 residents gathering along a "Harmony Street" that was decorated with Chinese and Malay decorations such as red lanterns and ketupat lights. In Bukit Panjang, 2,700 residents came together for Pongal, with 543 collaborating on mango leaf paintings that set a new Singapore Book of Records entry.



MAR 2026

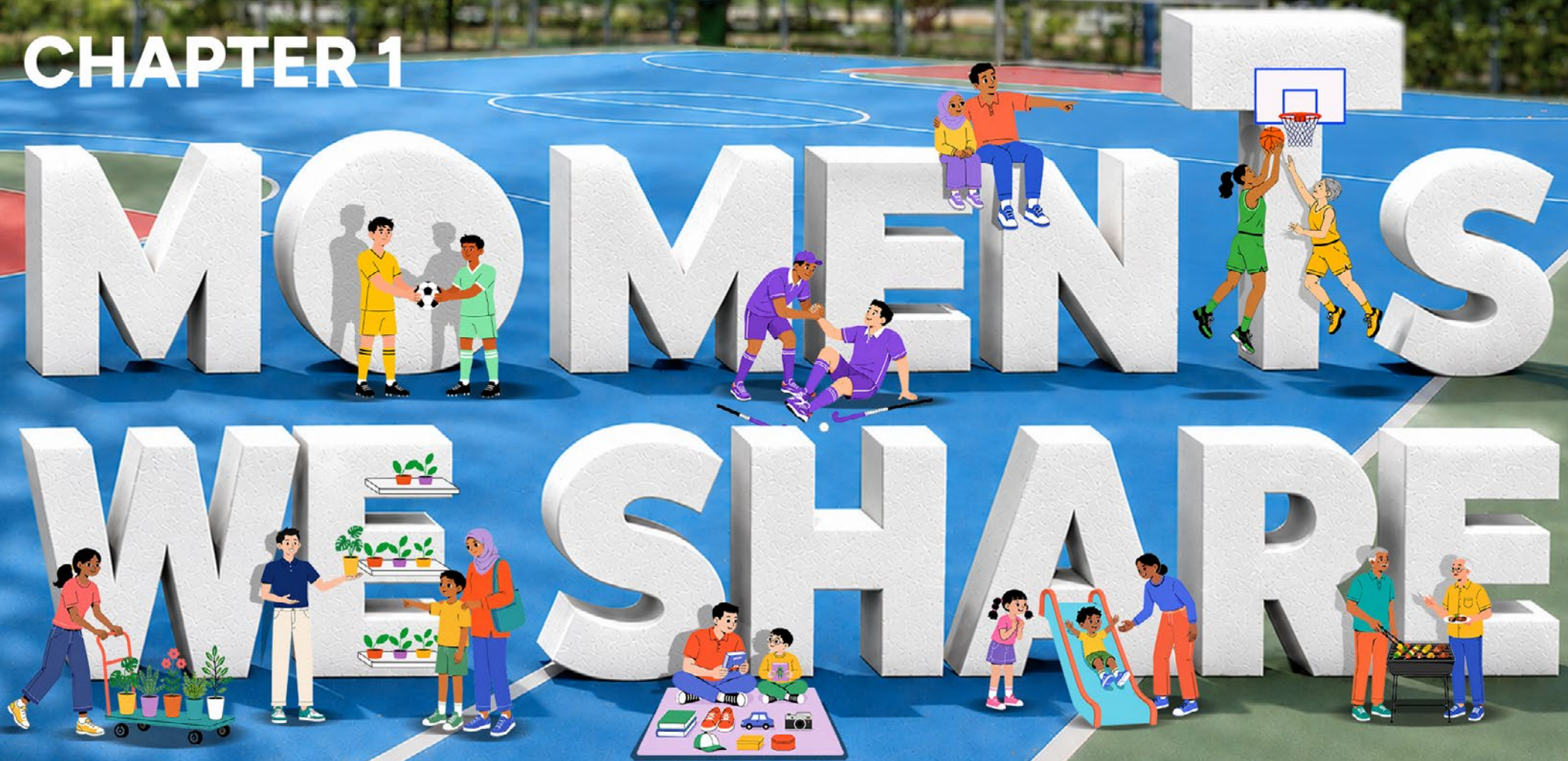
Women Who Show Up for the Community

Launched at the PA Women's Executive Committees' International Women's Day 2026 celebration at Wisma Geylang Serai, the PA Women's Collective gives young women a platform to rally around causes they care about and make an impact in the community, including resilience in youths, care for animals, environment & sustainability, women's empowerment and support for caregivers, attracting more than 500 sign-ups during the pilot phase.



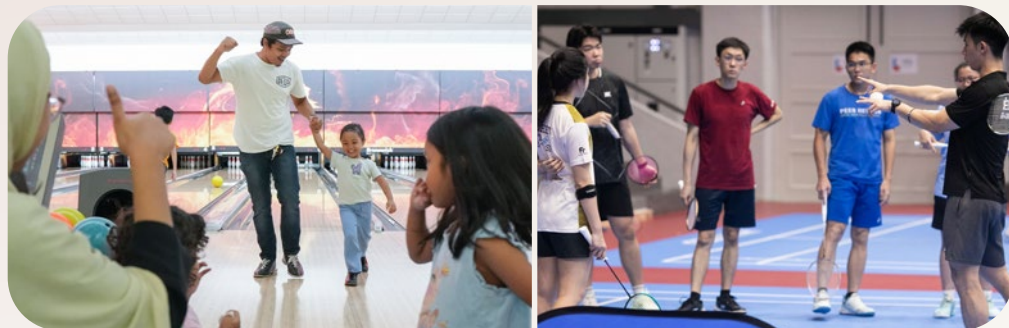
CC Reopenings: Tampines North CC (12 Oct 2025) . Braddell Heights CC (2 Nov 2025) . Yio Chu Kang CC (16 Nov 2025) . Cheng San CC (6 Dec 2025)

CHAPTER 1



GAME, SET, FRIENDSHIP

PA Community Championship 2025 brought residents together through sport, teamwork and new friendships.



Family and friends came together through sport, turning competition into a shared community experience.

Bowling had long been more than the pins for Mr Sharul Zaman, 28. He has been at it since kindergarten, and the alley has felt like a second home ever since. Competing in the PA Community Championship 2025 with his team, 2 by 2, he brought with him a belief that sport is best enjoyed when shared with others.

The team cheered one another through every frame, celebrated together and picked each other up when it mattered, building bonds that extended beyond the bowling alley and showing how sport can bring people together. "If one of us starts lagging in pinfalls, we will cheer each other on and lift one another up. No stress, just fun"

Joey Tan Wen Lyn, 51, found something just as meaningful at the 2025 Championship. Watching participants from different backgrounds cheer one another on and welcome newcomers into their teams, she saw how sport could bring strangers together.

That spirit of connection is what the PA Community Championship was built for. Held across five districts from April to July, the Championship brought residents of different ages, races and backgrounds together through seven sports. It was the Championship's biggest run yet, creating more opportunities for residents to connect through shared experiences on the field, court and lanes.

For Rosman Bin Sahari, 61, the football competition brought him alongside teammates he had not

previously met. What began as an unfamiliar experience developed into real teamwork as they trained and competed together. "When I first joined, it was challenging because I was unfamiliar with the way the team played," he said. "But through training together, we developed strong teamwork."

His son Ihsan Hakimi, 20, experienced the same sense of connection. One teammate who surprised him was Ed Duar, a 60-year-old striker whose agility on the pitch challenged his expectations. "After training with him a few times, I realised he was an excellent striker. Seeing his ability made me more confident."

Beyond the competition itself, sports clinics in badminton, football and pickleball gave residents additional opportunities to mix and build relationships outside their usual circles. Participants trained alongside people they had never met before, with many exchanging contact details and forming new connections beyond the session. The same approach has since been extended beyond the Championship to other community sports programmes.

For Eileen Chua, 53, these connections were what kept her coming back. Through her work in growing the Pickleball Interest Group in Kampong Chai Chee, she saw firsthand how sports could create opportunities for residents to come together. For her, it was the smiles, laughter and friendships formed around a shared love of the game that made these experiences meaningful.

“

If one of us starts lagging in pinfalls, we will cheer each other on and lift one another up. No stress, just fun.

Mr Sharul Zaman, 28, Team 2 by 2

”



CSN volunteers introduced residents to table curling, creating another way to take part and enjoy sport together.

LIKE FATHER, LIKE FOOTBALLER

For father-and-son duo Rosman and Ihsan, a shared love for football brought them closer to each other and their community.

Rosman Bin Sahari had been part of the community sports network for two decades, on and off, but it was not until three years ago, that he brought someone new along: his son. Then 17, Ihsan Hakimi commented on the experience: "I wanted more bonding time with him," Rosman said. "And to get him involved in teamwork."

This year's PA Community Championship was one more chapter in that shared journey. What neither of them expected was where it would lead. Through the competition, Rosman reconnected with fellow committee members Benjamin and Mr Cheng, and was pulled back into the West Coast community team, West Coast Wolves. Both he and Ihsan went on to compete in Pesta Sukan: Ihsan's under-35 team placed third; Rosman's above-35 side came in second.

"My friends' team, they're all around my age, so they don't have that much experience," Ihsan said. "But when I play for the Community Sports Network or West Coast Wolves, I learn a lot from them. I can shine more there." He trains with the group every weekend, alongside people who were strangers not long ago.

What started as a competition became a community, and neither of them is done yet.

“

They called me to take care of the football and the adults team. We joined in to supervise them and encourage them. Every weekend.

”



Rosman Bin Sahari and his son, Ihsan Hakimi
West Coast community team,
West Coast Wolves

BUILDING A BIGGER SPORTING COMMUNITY

85 GRC-level competitions, up from 43 in 2024

923 teams registered, up from 547 in 2024

208 teams progressed to Pesta Sukan, up from 154 in 2024

CONNECTING BEYOND TEAMS

Badminton, football and pickleball clinics brought participants outside their usual teams together

NEW CONNECTIONS

86.4% engaged with a teammate of a different race or ethnicity

71.2% exchanged contact details with a new connection

PLAY, SELL, CONNECT

Pop-Up Playground X Flea Market created a shared space for families to play, pursue their interests and connect.



Families and young entrepreneurs took part in different ways, helping shape an initiative around the community's interests.

Communities form when people come together for a purpose, and at Nee Soon Central, that sometimes starts with a child picking up a paintbrush. At one session, a flea market stallholder was busy managing her handmade crafts stall when her daughter wandered over to the Pop-Up Playground, where children were painting and decorating community bins. Painting alongside the other children, she made new friends. Her mother was a few metres away, doing the same thing in her own way.

That moment, said Ho Ying Hong, 33, Deputy Constituency Director of Nee Soon Central Constituency Office (CO), captured exactly what the initiative was built for. "It was a simple moment, but it captured what we hoped the initiative would achieve: creating a shared space where residents could come for different reasons yet naturally connect with one another."

Held bi-monthly at venues across Nee Soon Central, including Yishun Town Square and the Nee Soon Central CC Dance Studio at Northpoint City, the Pop-Up Playground X Flea Market gave children from

underprivileged households a free, safe space to play, while first-time entrepreneurs, many of them young Yishun residents, got to run a stall of their own. The mix was deliberate from the start, with a particular focus on families who may not usually have access to ticketed playgrounds or recreational activities. Over time it became more diverse than Ying Hong had anticipated. "We saw different groups naturally coming together," she said. "Parents brought their children to play, residents stopped by the flea market, and that was when we realised the value was not only in the activities themselves, but creating a common space where different parts of the community could connect."

The flea market added its own layer. Rather than a formal programme, it gave residents a platform to share interests, products and ideas, encouraging conversations among neighbours who might not have otherwise crossed paths. "Rather than residents feeling obliged to attend a formal community event, Pop-Up Playground offers a relaxed setting where families can simply drop by, enjoy the activities at their own pace, and naturally connect with one another," Ying Hong said.



At the bi-monthly Pop Up Playground X Flea Market, young residents came together to test their ideas and connect with the community.

For young stallholders, the flea market offered something harder to find elsewhere: a low-stakes space to showcase their home-based ventures, from handmade hair accessories to artificial flowers, gain practical business experience, and receive direct feedback from the community. Many parents enquired about the next edition almost immediately after each session, drawn back not just by the playground, but by the chance to sell again.

"Living in Yishun, I have always longed for more community-driven initiatives that truly cater to the needs of families like mine," said one mother in her 40s. "Not only did my kids have a blast at the playground, but we also got to explore the vibrant flea market, showcasing local talents and entrepreneurship."

Through conversations with stallholders, Ying Hong started to see residents with genuine entrepreneurial instincts who needed a low-stakes platform to try out their ideas. Those observations shaped plans for a Youth Entrepreneurship Workshop and a Hobbyists CV Club, both born directly from what she saw at the stalls. Partners including Frasers Property, which provided venue support, Nanyang Polytechnic, which brought in student engagement, and POSB, which contributed financial literacy outreach, helped extend the initiative's reach and deepened the community ecosystem around it.

“

I hope residents feel that the community is not something organised only for them, but something they can help shape themselves.

”



Ho Ying Hong

Deputy Constituency Director,
Nee Soon Central CO

PARTNERS IN PURPOSE

Go-Green Carnival brought residents, volunteers and MINDS clients together through shared interests, meaningful contributions and community partnership.

On 30 August 2025 at the MINDS Regional Hub in Hougang, something unexpected happened over a row of bok choy. Residents arrived at the carnival, walked into the farm, and found themselves being shown how to harvest fresh produce by the people who had grown it: MINDS' clients. Organised by PA's South East Community Development Council (CDC) in partnership with MINDS, the Go-Green Carnival created a shared space for residents and MINDS clients to connect through a common interest in sustainability and the environment.

For many of the children who came, it was their first time meeting someone with an intellectual disability. By the end of the tour, what they saw was not a difference but a knowledgeable farmer teaching them something they did not know how to do. Parents noted that the interaction with MINDS clients was the highlight of the day for their children.

Holding the carnival at the MINDS Regional Hub also created an opportunity to rethink how residents and MINDS clients could engage with one another. Rather than participating as guests, MINDS clients took on the role of hosts, guiding residents through the farm, leading the harvesting activities, and sharing something they knew well and took pride in.

Having MINDS clients serve as guides and hosts meant they were not simply attending an event but actively contributing to its success. "It gave them an opportunity to take the lead in activities, connect with others outside their usual social circle, and share something they know well and take pride in," said Mr Keane Ang, 45, Senior Manager, MINDS Regional Hub Hougang. "It allowed residents to see our clients in a different light, not as recipients of support, but as individuals with strengths, abilities, and meaningful contributions to make."

The same spirit of participation extended across the carnival. Grassroots volunteers and local eco-enthusiasts led sustainable craft booths, sharing their skills with neighbours, while youth volunteers drawn by climate action and social advocacy took on hands-on roles across the event.

An estimated 1,000 residents attended across the two carnival sessions. Future editions will build on these connections, with workshops co-facilitated by MINDS clients and grassroots leaders, creating more opportunities for residents and partners to contribute alongside one another. Perhaps the carnival's strongest lesson was a simple one: inclusion can grow naturally when people are given the opportunity to connect.



Residents and MINDS clients together at the Go-Green Carnival – a day that showed inclusion can begin with something as simple as getting to know one another.



Keane Ang

Senior Manager, MINDS Regional Hub Hougang, whose partnership with PA brought about the Go-Green Carnival



Residents from across Changi Simei came together for one of eight neighbourhood BBQ sessions held in celebration of SG60, including at private condominium premises for the first time.

KAMPUNG SPIRIT, EVERY ESTATE

Neighbourhood-led barbecue (BBQ) sessions created more opportunities to connect.



From BBQs to games and movie nights, each precinct made the SG60 celebrations its own.

In Changi Simei, celebrating SG60 meant bringing the party to the neighbourhood rather than asking residents to travel for it. Instead of one central SG60 celebration, each zone precinct across Changi Simei ran its own BBQ session, giving residents the opportunity to shape an event that reflected their own neighbourhood's character and interests, right where they lived.

That flexibility resulted in eight distinct sessions: retro-themed games at one Residents' Network (RN),

a dinner-and-movie night at another, and a rooftop carnival atmosphere elsewhere in the Division. At the SG60 Simei Central RN's Grill Chill Family Thrill, residents Niranjana and Chandrima independently dreamed up a "Jelolympics" booth, combining science education with hands-on treat-making, while a community rooftop garden showcase saw neighbours swapping homegrown produce with one another.

The sessions also broke new ground by bringing community BBQs into private housing estates. Savannah CondoPark and Simei Green each hosted such a gathering for the first time. While Savannah CondoPark brought together residents and their invited guests in a relaxed setting, Simei Green opened its BBQ to the wider community, broadening participation beyond the condominium's residents. Supported by agency partners such as the National Environment Agency and Singapore Police Force, the sessions also gave residents a relaxed, informal way to engage with public agencies over food.

The respective RNs planned and ran their own sessions, working directly with Management Corporation Strata Title teams to bring the condominium events to life. Demand remained strong across all eight sessions, with residents who missed out on registration already asking when the next gathering would be held, a sign that this ground-led, neighbourhood-first gathering had room to grow beyond SG60.

CHAPTER 2



CHINGAY, ON A JOURNEY TO UNESCO

A celebration shaped by generations of residents, volunteers and communities, bringing Singapore's multicultural heritage to life.



Performers brought Singapore's diverse cultures and traditions together on stage at Chingay 2026.

North West CDC's Dance Fit Club was made up mostly of Chinese members. In 2026, they learned Indian dance movements to perform in a segment on Indian culture. It was one of the more visible examples of something Chingay has quietly made room for over the years: Chinese performers joining Malay and Indian cultural contingents, Malay performers joining Chinese ones, individuals stepping into traditions not their own to learn them from the inside.

That spirit of shared ownership was part of what drew international attention. In 2025, Singapore and Malaysia jointly nominated Chingay for inscription on UNESCO's Representative List of the Intangible Cultural Heritage of Humanity, recognising it as a living heritage that unites communities across ethnic groups, generations and backgrounds. "Knowing that Chingay is on its UNESCO nomination journey made the night feel even more meaningful," said Lawrence Pang, who attended the parade. "It reminds us that this is not just

a parade, but a celebration of culture, community and traditions that continue to bring people together."

Built around the theme "WISH", the parade brought together some 150 organisations for two nights at the F1 Pit Building on 27 and 28 February, with long-time cultural groups performing alongside residents taking part for the first time. SOKA Gakkai Singapore opened the show with a zen performance built around the idea of a wish. Young performers carried lion dance, *dikir barat* and martial arts into the night, passing these traditions on to a new generation.

Differently abled participants from Singapore Fashion Runway took part in the community segment, showcasing their costume designs and performing alongside the wider Chingay community, while others with disabilities joined more than 1,000 volunteers from all walks of life in supporting the event, from F&B distribution to logistics management.



Chingay@Heartlands took the parade beyond the F1 Pit Building and into neighbourhoods across Singapore.

The connections formed before the parade were just as real as those formed on the night. Groups from different communities trained side by side, finding common ground in the shared work of building the same thing together.

PAssionArts community floats told the same story, months before the parade began. Five district community floats, the largest such collaboration in Chingay's history, were co-created by 5,000 residents across five districts. Moving the floats from GRC-level to district-level allowed communities to pool ideas, resources and participation across a wider area. It also opened the door to Institutes of Higher Learning involvement: students from Republic Polytechnic worked alongside residents in the co-creation of the float. At the North East District, the collaboration with Temasek Polytechnic went further. What began as a student contingent performing alongside the float eventually became a whole-school effort, with students from the School of Design conceiving and fabricating the costumes for their fellow performers.

The circular parade route and 360-degree stage, introduced for the first time this year, were designed to showcase the performances and floats while bringing audiences closer to everything happening around them. No one sat behind the show. Audiences moved and sang along through the full 90 minutes, part of the performance rather than spectators to it.

That same spirit carried beyond the F1 Pit Building. Chingay@Heartlands Celebrations brought the parade to four locations through March 2026: East Coast GRC; Jurong East-Bukit Batok GRC and Jurong

CHINGAY PARADE 2026 IN NUMBERS

3,000+ performers from **150** organisations, including **7** overseas groups

5,000 residents across **5** districts co-created **5** PAssionArts x Chingay Community Floats

1,500 volunteers supported the parade

30,000 audience members onsite at F1 Pit Building

2.9 million local and overseas viewers across online and TV broadcasts

19 (space) art installations at PAssionArts Street



The Chingay National Education Parade introduced younger audiences to a cultural tradition they can help carry forward.

Central SMC; Sembawang GRC and Sembawang West SMC; and Punggol GRC. Unlike the main parade, each heartland event was planned by its own organising committee of volunteers and residents, making them more community- and resident-led by design. Each featured a Chingay float caravan travelling through the district, arts and cultural programmes showcasing local talent, a 15-minute showcase of selected parade performances, and carnival booths and activities, with partners contributing booths, exhibitions and volunteer engagement.

“

Knowing that Chingay is on its UNESCO nomination journey made the night feel even more meaningful. It reminds us that this is not just a parade, but a celebration of culture, community and traditions that continue to bring people together.

Lawrence Pang, Chingay 2026 attendee

”

PAINTING THE NOMINATION

Inviting the public to help shape how Chingay's UNESCO story is told.

What does Chingay mean to you? PA's first mural design competition put that question to artists, designers and members of the public, and 59 of them answered in digital paint.

Part of the "Our Chingay, Step In" campaign supporting Chingay's UNESCO nomination, the open call ran for 11 weeks from July to September 2025. Ten shortlisted designs then left the studio and went public: at HarbourFront MRT, Liat Towers on Orchard Road, and Republic Polytechnic, alongside Chingay-branded concept trains on the Circle Line. Commuters voted for their favourite through QR codes or the Chingay website, turning a daily journey into a small act of participation.



Sun Jiaze's winning design, Vibrancy, now marks the entrance to PA Headquarters.

The competition gave the wider community a direct say in how Chingay's UNESCO story was told, not just as an audience, but as contributors to it.

More than 20 organisations backed the campaign, among them SMRT Trains, Mapletree Investments, Republic Polytechnic and yuu Rewards Club.

"We aim to bring greater vibrancy to our network and foster deeper public appreciation of our rich cultural heritage," said Mr Lam Sheau Kai, President of SMRT Trains.

The winning design now greets visitors at the entrance of PA Headquarters. The top 10 will live on as commemorative postcards, carried into future roadshows and engagements.

MURAL DESIGN COMPETITION IN NUMBERS

59 entries received over 11 weeks

10 shortlisted designs exhibited at 3 public locations

20+ supporting organisations



Concept trains took Chingay's UNESCO journey into everyday spaces, reaching people beyond the parade.

CHINGAY THROUGH A CHILD'S EYES

My Little Chingay Float introduced young readers to Chingay's traditions and community spirit, bringing its story to a new generation.



"My Little Chingay Float" by Josef Lee

Launched in August 2025, PA's first Chingay children's book was written and illustrated by local artist Josef Lee. Through Meena's story, children were introduced to Chingay's history and traditions, as well as values such as teamwork, volunteerism, neighbourliness and cultural appreciation.

The book was made available at public libraries and as a free digital edition, giving families another way to discover Chingay beyond the parade.

The book was later extended beyond the page through PA's first roving Chingay Education Truck. Adapted from My Little Chingay Float, its five



Students added their voices to Chingay's UNESCO journey through the "Show Your Support" postcard station.

interactive zones gave children hands-on ways to explore Chingay. They could design their own digital floats, try on a Chingay costume through an augmented reality mirror, explore Chingay's percussion beats and rhythms, and use an AI storytelling tool to reimagine Meena's story.

The truck began making its way across schools and community events, with plans to travel to 170 locations across Singapore and reach 250,000 children and parents by May 2028. Collaborations with SINDA and MENDAKI brought the experience into more community settings, giving more children and families opportunities to discover Chingay firsthand.



Muhammad Fizry Bin Ridzwan

Volunteer EXCO Member,
Chingay 2026

“

An idea doesn't have to be perfect from the beginning. You can start with something, test it, listen to the people using it, and continuously improve it.

”

BEHIND THE SCENES: FIZRY'S FIRST YEAR

A first-time PA volunteer brought his skills to Chingay – and found a community in return.

Muhammad Fizry Bin Ridzwan, 26, had just finished his bachelor's degree when he came across the Chingay EXCO recruitment on Instagram. He had actually applied the year before, but turned down the offer – he was juggling school, part-time work and student council responsibilities at the time. He told himself he would try again. In 2026, he did.

"I specifically chose an EXCO role because I wanted to make a positive impact, not just on Chingay itself, but also on the volunteers who dedicate their time to making the event possible," Fizry said. It was his first time volunteering with PA or the grassroots. He really didn't know what to expect.

He was assigned to the Liaison team, managing the Coach Reporting Centre, the point through which hundreds of performers and audience buses flowed in and out across three rehearsals and both parade nights. The process was largely manual, which meant that an incorrect entry could result in bus parking management volunteers looking for a bus that had already arrived.

Fizry, who studied Computer Science with a major in Cybersecurity and Cryptography, saw an opportunity to improve the process. Over two to three months, he built a Telegram bot to digitalise the process – his first project outside of school. He consulted fellow EXCOs throughout, refining the system after each rehearsal based on their feedback. "While I built the system, I would say everyone played a part in shaping what it eventually became," he said.

At the first rehearsal, both the old system and the bot ran in parallel, just in case. By the end of the night, the main feedback was that running both at once was harder than running just the new one. After that, they switched fully to the bot. "Throughout the night, people from our security team, other EXCOs and even PA staff came over to see the bot in action," Fizry said. "Hearing all the 'oohs' and 'aahs' gave me a pretty good idea of their first impressions."

The final parade night was the moment that stayed with him. "After around six months of work, rehearsals and preparation, we had finally reached the end. I felt really happy that we had made it, but at the same time quite sad, because of all the wonderful people I had met along the way. Suddenly realising it was over was quite bittersweet."

He is now working full-time as a software engineer, but hasn't ruled out coming back. "One thing I'll take away is that an idea doesn't have to be perfect from the beginning. You can start with something, test it, listen to the people using it, and continuously improve it." He pauses. "And of course, I wouldn't rule out coming back to Chingay again."

PRESS START

How Pulse! Esports 2025 turned a passion for gaming into youth community participation.



A shared passion for gaming gave youths new ways to connect and participate in the community.

Liew Teck Tze, 27, has been a gamer for most of his life, competing during his polytechnic days alongside army regulars, students and working adults who had little else in common. "Despite our different backgrounds, we were able to come together and work as a team through a shared interest," he said. That experience stayed with him and eventually became the idea behind Pulse! Esports 2025.

Pulse! brought that same experience of connection through gaming to the wider Punggol community. Held on 27 and 28 September 2025 at One Punggol, the inaugural two-day festival drew approximately 50,000 participants and online viewers, a turnout that far exceeded expectations for a first-time community event. Competitive esports tournaments ran alongside recreational zones including VR experiences and racing simulators, so that whether someone came to compete, play casually, support friends or simply meet others with shared interests, there was a place for them.



Taking the competition online widened participation, allowing more gaming enthusiasts to be part of the experience.

GAMING DREW THEM IN

50,000 participants and online viewers across 2 days

Partners: SCOGA, C2E4 Pte Ltd, PAYM



Liew Teck Tze

Chairperson,
Punggol Coast Youth Network

“Community building can start from something as simple as pursuing a passion and sharing it with others.”

For many attendees, it was their first time engaging in a PA programme. Through the event, the team introduced new residents to the Community Club (CC) and its volunteer opportunities, showing how a shared passion for gaming could create new pathways for residents to connect and participate in the community.

"Through this shared interest in gaming, we were able to introduce them to our CC programmes and volunteer opportunities," Teck Tze said. "We hope that these small interactions can gradually create stronger connections between residents and the community."

The ripple effect went further than the festival itself. After the event, new volunteers and youths approached the team with ideas for their own programmes, from sustainability and arts workshops to music, photography and welfare projects. "Seeing how an idea that started from my own passion for gaming could motivate and empower others to develop their own ideas has been one of the most meaningful outcomes for me," Teck Tze said. "It showed me that community building can start from something as simple as pursuing a passion and sharing it with others."

The Punggol Coast Youth Network now runs regular esports activities, with a signature large-scale event planned each year.

SOLUTIONS FROM THE GROUND UP

JOM AI @ Tampines Ideathon gave residents a voice in imagining their community's future.

In Tampines, residents did not just get to attend a conversation about their community's future. They got to shape it. Over 25 focus group sessions from 17 to 27 March 2026, more than 150 residents came together to share their everyday concerns and have a direct say in the issues that mattered most to their community.

Seniors, youths, working adults and persons with disabilities all took part, ensuring the ideas that emerged reflected the full range of people living in Tampines. The sessions were held in spaces residents already knew and felt comfortable in, making it easier for those who might not typically attend community programmes to take part and have their voices heard. For youth participants in particular, contributing ideas alongside adults gave them a deeper sense of ownership over the community's future.

What residents shared went beyond conversations. Supported by Temasek Polytechnic, more than 250

RESIDENTS SET THE AGENDA

150+ residents engaged across 4 groups: seniors, youths, working adults, persons with disabilities

250+ insights gathered

18 problem statements synthesised



Residents helped define the priorities that would guide the next phase of developing community solutions.

insights gathered across the sessions were brought together into 18 "How-Might-We" problem statements, residents' own concerns reframed as starting points for practical, community-driven solutions. The next phase will turn these ideas into practical AI-enabled solutions shaped by what residents said mattered and what they would actually use.



One idea for giving pre-loved items a second life grew into wider acts of giving beyond the neighbourhood.

ONE IDEA, WIDER IMPACT

Phones Off, Game On sparked an idea that grew beyond the original event.

In Ayer Rajah division on 6 December 2025, what started as a simple outdoor play event for children grew into something far bigger than anyone had planned.

Phones Off, Game On began with two things in mind: getting children off screens and into the open air, and equipping families with practical tools to navigate the digital world. Children played outdoor games and ran their own stalls, giving pre-loved items a new home while learning the basics of entrepreneurship. Parents could also sign up for separate workshops on managing their children's internet use and safeguarding their families from digital threats. Together, these activities gave both children and parents different ways to participate and learn.

The idea of giving pre-loved items a second life soon found its way into other community activities. The Malay Activity Executive Committee carried it into the Hari Raya Ramadan Porridge Distribution, encouraging residents to donate festive wear for less privileged families preparing for Hari Raya. That momentum carried into a Mother's Day eco-themed event, where residents donated a wide range of pre-loved items for redistribution. What

began as one element of a children's activity had sparked something others could build on, with different groups finding their own ways to contribute.

The impact extended beyond Ayer Rajah too. Residents from across the neighbourhood, including those in nearby condominiums, also joined in, collecting donations from their own neighbours to support the community. Some of what was donated, including towels and blankets, went to Mandai Wildlife Reserve for animal care; other items reached families in the Philippines, extending the impact of that single afternoon at Ayer Rajah well beyond Singapore.

THE RIPPLE EFFECT

800 participants under 50

~30 community volunteers signed up, several continuing at other events

Donations reached: **Mandai Wildlife Reserve, families in the Philippines**

CHAPTER 3



FROM ASPIRATIONS TO ACTIONS: OUR COMMUNITY GALLERY

The Gallery invites visitors to explore Singapore's community-building journey and their part in its future.



Looking back on six decades of community building also invites visitors to consider the part they can play in what comes next.

Community building is a story shaped by generations of people stepping forward to make a difference. Our Community Gallery, launched on 8 November 2025 at National Community Leadership Institute (NACLI), was built to make that real for every visitor who walks through it. Through interactive exhibits, personal narratives and stories of community leadership, it traces Singapore's six-decade journey of community building, not only through institutions, but through grassroots leaders, volunteers and everyday Singaporeans who chose to step forward to make a difference. More than a reflection of the past, the Gallery invites visitors to see themselves as part of the continuing story of building stronger communities of the future.

"Some may expect the story of PA and our community to be boring, but I found that the gallery succeeded in making it exciting and interactive. Games were strategically and purposefully placed amidst panels of information," said one gallery visitor. Another found it "insightful and interesting to learn about the evolution of the community organisations and their impact in enhancing community spirit."

The team behind the Gallery had no prior experience in gallery development. They built it by learning from other exhibitions, running focus group discussions, drawing on a PA-level Advisory Panel from across the organisation, and working with student partners whose ideas became part of the space itself. Final-year students from Nanyang Polytechnic's School of Design and Media conceptualised interactive elements including a pressure plate-activated community mural. Students from Temasek Polytechnic conceptualised the Community Loft, a reflective space adjoining the Gallery for facilitated discussions and post-visit reflections for organised groups.

Within the first three months of opening, the Gallery welcomed about 3,000 visitors, drawing PA staff, grassroots leaders, youth leaders, Public Service officers, students and members of the public.

For those who walk out of the Gallery, the hope is that they leave not just knowing more about Singapore's community-building journey, but feeling that they too have a part to play in it. The story it tells is not finished. It is still being written, by the people who choose to show up.



Young visitors explore an interactive exhibit at Our Community Gallery, reflecting on what community leadership means to them.

BRINGING THE GALLERY TO LIFE

~3,000 visitors in the first three months of opening

10+ partner institutions and programmes

2 polytechnics whose students helped design interactive gallery elements

A LIFETIME OF GIVING BACK

Grassroots Mentor Dr Ernest Kan, BBM(L) reflects on decades of community service and what keeps him contributing.

Dr Ernest Kan, late 60s, never set out to tell his story. Decades of grassroots work in Punggol West were done quietly, driven by a simple conviction: Singapore had given him so much that giving back felt like the least he could do. "I have never thought about letting people know what I am doing," he said. "I just want to contribute."

That is precisely why being featured in Our Community Gallery, through an interactive chatbot that visitors can speak with directly, caught him by surprise and moved him. "It is extremely meaningful," he said. "For the grassroots journey to be shown through leaders of different ages shows that this movement is open to residents of all walks of life. Amongst the four of us, I am probably the eldest, and that makes it very heartwarming, that I can share in a simple and interactive way something I have felt very deeply for the community over the years."

The moment that stays with him most came during COVID-19. With restrictions making home visits impossible, Dr Kan noticed that elderly residents living alone in one-room flats in Punggol West were becoming increasingly isolated. Working with fellow community leaders, he sought sponsors to purchase simple radios, loading each device with hundreds of Malay and Chinese oldies, songs familiar to the elderly residents they were



Dr Ernest Kan, BBM(L)
Grassroots Mentor

“Only when they start appreciating what this country has given them will they feel moved to give back. That is exactly what happened to me.”

meant to reach. Volunteers then distributed the radios door to door. "I was quite heartened that we managed to get sponsors so that we could buy these," he said. "We told them: if you are lonely and have no one to talk to, just switch it on. That small act, I felt, was a real contribution."

For younger residents and volunteers, his message is not about grand gestures. "I do not expect my volunteers to spend 24/7. If they can just allocate two to three hours a week, or even a few hours a month, to serve in any community organisation, that is good enough. Everything starts with a small step." What he hopes they will first do is read: to understand where Singapore came from, what earlier generations sacrificed, and how much has been built since independence. "Only when they start appreciating what this country has given them will they feel moved to give back," he said. "That is exactly what happened to me."

FROM ME TO WE. OUR COMMUNITY BOOK

Personal stories of caring, connecting and contributing, told by the people who lived them.



Through personal stories, the book captures the many ways people have cared, connected and contributed to their communities.

Community is built through the experiences of people who step forward, lend a hand and stay connected to those around them. Our Community book collects the voices of the people who did exactly that. Launched in November 2025 alongside Our Community Gallery at NACLI, it traces PA's journey since its 60th anniversary in 2020 through personal stories: grassroots leaders who stepped up during crisis, volunteers who showed up quietly year after year, and PA staff whose care for their communities went well beyond the job description.

The stories are gathered around four themes. Caring captures the compassion shown during Singapore's hardest periods, from community leaders distributing essentials during COVID-19 to volunteers who

checked in on neighbours nobody else thought to reach. Connecting traces the friendships and shared experiences that turned strangers into communities. Enabling follows the individuals who stepped forward to lead, often for the first time. Evolving shows how Singapore's community spirit has adapted without losing what made it strong in the first place.

Together, the four themes trace how Singapore's community spirit continues to evolve, while remaining central to the way Singaporeans live alongside one another. More than a record of events and achievements, Our Community book is a collection of personal stories: of courage in crisis, of care in ordinary moments, and of the people who chose to show up, when their communities needed them.

PACKING CARE, TOGETHER

YCK Food from the Heart turns a monthly food distribution into a wider network of community care.

MORE HANDS, MORE CARE

50 → 300+ beneficiaries within 9 months

15 → ~50 volunteers since the programme began

Partners: Food from the Heart, Nanyang Polytechnic, Presbyterian High School, Chung Cheng High School (Yishun)



Students and grassroots volunteers worked side by side, growing a monthly food distribution into a wider network of community care.

Communities thrive because people choose to care, and every month at Yio Chu Kang Community Club (CC) and Block 624 Pavilion, that care shows up as a food pack handed from one neighbour to another. What began as a collaboration between the Yio Chu Kang Citizens' Consultative Committee (CCC), Yio Chu Kang View Residents' Network and Food from the Heart grew from around 50 beneficiaries at its first distribution to more than 300 within nine months, bringing food and fresh produce to less privileged residents month after month.

The initiative went beyond food distribution alone. Volunteers followed up with residents who missed a collection, and went door to door to identify households that might need support but had not yet been reached. "The food ration packs help to ease my daily expenses, especially during these difficult times," said one beneficiary in his 60s. "I truly appreciate the care and concern shown by the volunteers and grassroots leaders."

The impact extended beyond providing practical support. "This initiative has been a great help to my family. The food items and fresh produce support

us with our daily needs, and we are grateful for the kindness shown by the volunteers. It is comforting to know that the community cares for families like ourselves," said a woman in her 40s. As a single mother of two in her early 30s put it simply, "This initiative makes us feel supported and connected to the community."

Making that possible took more hands than the CCC's own. Student volunteers from Nanyang Polytechnic, Presbyterian High School and Chung Cheng High School (Yishun) worked alongside grassroots leaders at every sorting and distribution session; the volunteer base tripled from 15 to close to 50 since the programme began. For the students, it was a first real experience of what community care looked like up close; for the grassroots leaders coordinating it all, it was practice in the kind of leadership that keeps neighbours caring for one another, month after month.

“

This initiative makes us feel supported and connected to the community.

Single mother of two, early 30s

”

STEPPING UP TO LEAD

How Jeralyn Chew turned an idea into action and discovered what it takes to bring a community together.



Student volunteers from Nanyang Polytechnic, Presbyterian High School and Chung Cheng High School (Yishun) at a monthly meeting to discuss ways to improve future sessions.

Jeralyn Chew, 20, didn't wait for someone to create an opportunity. As President of Nanyang Polytechnic (NYP)'s Community Service Club, she saw that the club's existing food rescue efforts could go further, and went to Yio Chu Kang CC and Food from the Heart to make it happen. What started as a monthly food distribution programme in September 2025 has since supported 383 households, opened a second location at Block 624, and drawn in an estimated 172 NYP student volunteers.

Running it was harder than starting it. Jeralyn coordinated NYP volunteers, community volunteers and grassroots leaders across every session, making quick calls on the ground when plans shifted. "Being a leader and taking responsibility does not mean doing



Monthly community food packs prepared for distribution to less privileged residents, providing essential daily necessities and fresh produce to support families in need.



Jeralyn Chew

NYP Community Service Club President

“

Youths do not have to wait until they are older or have a formal position to make a difference. Sometimes, it starts with simply identifying a need and being willing to do something about it.

”

everything on my own or having all the answers," she said. "It meant being able to coordinate people and keep the team working together effectively towards the same goal."

The grassroots leaders she worked alongside taught her things no classroom could. Jimmy, a grassroots leader in charge of the food pack distribution, noticed the crowd building at collection time and proposed staggered timings on the spot, the kind of instinctive, experience-earned decision Jeralyn says she is still learning to make herself. "Building a strong community takes time, patience and people who are willing to keep showing up," she said.

Her commitment continued beyond graduation. Even as she began pursuing a Bachelor of Social Work at Singapore University of Social Sciences, she returned to Yio Chu Kang CC to continue leading the programme. "The experience made me see myself as not just someone who participates in community volunteering initiatives, but as someone who can also initiate and bring people together around a common purpose."

SIMPLE TASKS, BIGGER BONDS

Neighbourhood Kakis turns simple, accessible tasks into meaningful ways for seniors to contribute.



Taking part kept seniors engaged with the people and everyday life of their neighbourhoods.

For Vellasamy Narayanasamy, 68, contributing to his neighbourhood began with a simple wish to stay active, meet people and lend a hand. A former PSA container port worker who lives alone, he joined the Neighbourhood Kakis in September 2025 looking for two things: new friends, and a way to keep his neighbourhood clean and safe. Seven months on, he has completed more than 30 tasks, setting up spaces for Lakopi coffee sessions where residents gather, and tending the Residents' Network (RN)'s community garden. Simple things, done consistently, by someone who chose to show up.

That's the idea at the heart of the Neighbourhood Kakis Initiative. Launched in September 2024, it invites residents aged 50 and above to contribute to their neighbourhoods through purposeful, manageable tasks, helping residents move from receiving support to contributing to their community. The initiative recognises that seniors have much to offer their communities, and that meaningful contribution can begin with a single, simple task.

The tasks are designed to be low-commitment and easy to complete, but socially rewarding. Seniors who took part in the pilot told PA they valued opportunities to stay active, connect with others and make a tangible difference in their own neighbourhood. Those insights shaped the initiative's design.

During the pilot phase, more than 1,400 seniors signed up as Neighbourhood Kakis, completing more than 30,000 tasks. For many, the initiative has become more than a way to help out — it has become a way to feel connected to the neighbourhood and the people in it. Island-wide rollout across all 97 divisions is targeted by end 2026. "I joined just to move around, make myself healthy, help the seniors, and to know more about what is happening in the community," said Vellasamy. "No point sitting at home doing nothing."



KAKIS IN ACTION

1,400+ sign-ups since September 2024

30,000+ tasks completed to date

Full island-wide rollout across 97 divisions targeted by end 2026

FINDING PURPOSE CLOSE TO HOME

Through Neighbourhood Kakis, Vellasamy Narayanasamy found new friendships and a meaningful way to stay involved in his neighbourhood.

Vellasamy Narayanasamy spent decades working at PSA's container port. When he retired, he found himself living alone in a neighbourhood he wanted to stay connected to. The answer, he decided, was simple: "No point sitting at home doing nothing."

In September 2025, he joined the Neighbourhood Kakis Initiative after coming across it through PA's community network. He took on tasks around his estate — setting up spaces for Lakopi sessions where neighbours gather over coffee, tending the community garden, clearing old posters and putting up new ones. He completed more than 30 tasks in seven months, each one a simple reason to leave the flat.

He helps others because he knows his turn will come. "I know one day I will be like them, very old. So I also need help. If I help somebody, somebody will come and help me." That belief shows up in the tasks he chooses. Among his favourites: helping seniors board and alight from buses on community outings, making sure they get there and back safely.

"All these things are for the safety of everyone," he said. "Whenever we do any task, a \$2 token of appreciation is credited into our e-wallet. With that, we go for coffee, sit down, laugh and chit-chat, and have great fun." New friends, made through shared tasks, have become a regular part of his week.

For seniors who are hesitant, his advice is straightforward: "Just follow me. I will guide you step by step. You don't have to rush. Slowly, you will find yourself very happy, moving around with people, making new friends." He pauses, then adds: "I'm happier. I'm looking forward to the next task to come up so I can help."

“
Simple things
make great
things. Give a
big smile, and
the people will
appreciate
you.
”



Vellasamy Narayanasamy
Neighbourhood Kaki

COMMUNICATIONS GO BOTH WAYS

PA's Communications Workgroups help residents stay informed and strengthen two-way communication between government and the community.

Government policies and initiatives can affect residents in different ways. Communications Workgroup (CWG) Grassroots Leaders (GRLs) help residents understand information that is relevant to them, while providing opportunities for residents to share their views, questions and concerns.

Established in 2018 as a sub-group of the Citizens' Consultative Committee, the CWG reflects a simple principle: effective communication is not just about sharing information. It is also about listening and understanding how policies and issues are experienced in the community.

Working alongside PA staff and other Grassroots Organisations, CWG GRLs help make information accessible and relevant to residents from different backgrounds and at different stages of life. Their interactions also provide opportunities to hear residents' perspectives and better understand their concerns and information needs. Where appropriate, CWG GRLs surface these through established channels, helping to inform follow-up communications and engagements.

By keeping information and conversations flowing in both directions, CWGs help foster greater understanding between government and the community and support meaningful engagement with residents.

FINANCIAL HIGHLIGHTS

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

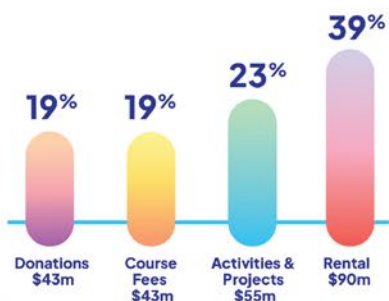
During the year, the People's Association recorded expenditure of \$3,692 million, which was mainly funded by \$3,349 million grants received from the Government and \$309 million operating income and other miscellaneous gains.

	FY 2025 \$'m	FY 2024 \$'m
Operating income	231	215
Other miscellaneous gains - net	78	101
Less: Expenditure	(3,692)	(1,877)
Deficit from operations	(3,383)	(1,561)
Grants from the Government	3,349	1,556
Amortisation of deferred capital grants	27	21
Total comprehensive income for the year	(7)	16

FY 2025

\$231m

Operating Income



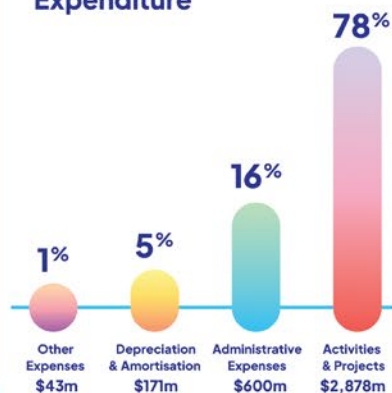
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	FY 2025 \$'m	FY 2024 \$'m
Capital	2,216	2,179
Accumulated surplus	1,337	1,344
Total equity	3,553	3,523
Non-current assets	1,655	1,881
Current assets	3,464	2,667
Current liabilities	(1,351)	(826)
Non-current liabilities	(215)	(199)
Net assets of the Association	3,553	3,523

FY 2025

\$3,692m

Expenditure



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.

PEOPLE'S ASSOCIATION

BOARD OF MANAGEMENT

AS AT 1 SEPTEMBER 2026



Chairman
Lawrence Wong
Prime Minister
Minister for Finance



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



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



Member
Zaqy Mohamad
Acting Minister-in-charge of Muslim Affairs
Senior Minister of State,
Ministry of Defence



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
Nadia Ahmad Samdin
Adviser,
Ang Mo Kio GRC
Grassroots Organisations



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



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



Member
Nassar Bin Mohamad Zain
President
Malay Youth Literary Association
(4pm)



Member
Angelina Fernandez
(From 11 June 2026)
President
The Eurasian Association, Singapore



Member
**Siti Nurbaya Bte
M Jumain**
(From 11 June 2026)
Chief Commissioner
Girl Guides Singapore



Member
**Bennett Maximillian
Theseira JP, BBM**
(Stepped down on 11 June 2026)
Trustee,
The Eurasian Association,
Singapore



Member
Koh-Teh Yi Wen
(Stepped down on 11 June 2026)
Former Chief Commissioner
Girl Guides Singapore



People's Association

9 King George's Avenue,
Singapore 208581

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