

Annual Report 2024

Stronger Together, Nurturing our Communities



**COMMUNITY
DEVELOPMENT
COUNCIL**
Aggregate.Build.Connect

Stronger Together, Nurturing our Communities

Our theme this year reflects the commitment of the Community Development Councils (CDCs) to nurturing a thriving human ecosystem, where individuals, partners, and stakeholders each play a vital and interconnected role.

By strengthening relationships, sharing resources, and cultivating care, we grow stronger together. Our initiatives highlight how collective effort and empathy sustain and uplift the communities we serve.

Our Mission

Aggregating
resources and
needs in the
community

Building
the capabilities
of our residents
and partners

Connecting
stakeholders
with
communities



04

A Year
in Review

07

The
Five Districts

08

Our
Committees

09

Chapter 1:
Caring
Communities

17

Chapter 2:
Healthy
Communities

22

Chapter 3:
Inclusive
Communities

30

Chapter 4:
Learning
Communities

37

Chapter 5:
Sustainable
Communities

43

Moving
Forward

44

Governance

46

Council
Chairmen and
Vice-Chairmen

47

Council
Members

53

Financial
Information

54

Reserve
Policy



A Year in Review



Stronger Together

As we reflect on 2024, we are moved by the spirit of unity and care across our five districts. Like pieces of a jigsaw puzzle, each community has found its place within the larger picture, creating a thriving ecosystem where every individual, partner, and stakeholder plays a vital and interconnected role in nurturing our communities.

Our numbers tell a remarkable story of collective impact. We delivered some 90 local assistance initiatives reaching 183,090 beneficiaries, powered by more than 4,040 volunteers who initiated 280 ground-up projects. Yet behind these figures lies something far more profound. The countless moments of connection, care, and community spirit that define who we are as Singaporeans.

Our signature CDC Vouchers Scheme exemplified this beautifully. When we distributed \$300 in June 2024 and \$300 in January 2025 to every Singaporean household, we witnessed something extraordinary. Volunteers stepped forward across our Community Clubs/Centres (CCs) to help the less digitally savvy navigate the digital process, ensuring no one was left behind. This wasn't just about financial support for everyday needs, it was about strengthening the bonds that hold our communities together.

Nurturing Innovation with Heart

Innovation has been at the heart of our caring approach. The North East CDC's Wellness on Wheels brought health supplies directly to seniors' doorsteps, while Project Sama Sama @ North West provided 24/7 access to daily essentials through smart vending machines. These initiatives demonstrate how technology can enhance human connection.

Our commitment to holistic well-being shone through programmes like the South East CDC's SEEDS initiative, which tackled mental health stigma through powerful storytelling, and the North West CDC's Healthy Living Festival, which brought over 6,000 residents together in celebration of active lifestyles. The South West CDC's Community Inno Lab further exemplified this spirit by bringing together youth from nine Institutes of Higher Learning to co-create solutions for community challenges.

Inclusivity remained central to our mission. The Central Singapore CDC's 10th anniversary concert for Purple Symphony and ArtsEverywhere @ CDC brought quality arts experiences to over 50,000 residents altogether, while North East CDC's Shaping Hearts 2024 celebrated the remarkable talents of differently able artists. These programmes remind us that diversity is our strength.



Building Communities for Tomorrow

Our focus on sustainability and lifelong learning positions our communities for the future. The revamped Green Schools @ South West curriculum and our SkillsFuture @ CDC initiatives, which saw over 5,000 course sign-ups, ensure our residents remain resilient and adaptable.

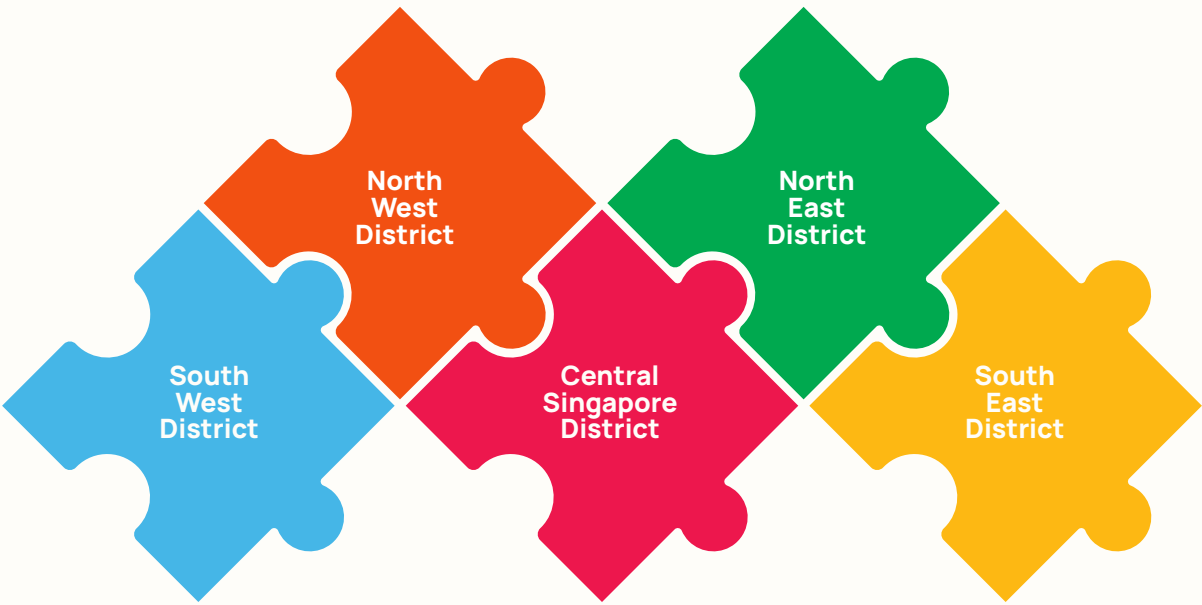
South East CDC's youth advocacy programme, SE-YA!, has created a dynamic pool of 150 active volunteers who champion community causes, while DOTS Academy @ Central empowered over 365 youths with quality learning experiences focused on building confidence, curiosity, and care. These programmes demonstrate our commitment to nurturing the next generation of community leaders.

As we transition into 2025 and celebrate Singapore's 60th anniversary, I am reminded that the true measure of our success lies not in programmes delivered, but in lives touched and hearts connected.

To every resident, volunteer and partner who has been part of this journey with the CDCs, thank you for showing us that when we come together, there is no challenge we cannot overcome, no dream too ambitious to pursue. Together, we have assembled something far greater than the sum of our parts, not just stronger communities, but a home where every Singaporean belongs, contributes, and thrives together.



The Five District



South West District

Chua Chu Kang, Jurong, and West Coast GRCs, and Bukit Batok, Hong Kah North, Pioneer, and Yuhua SMCs

North West District

Holland-Bukit Timah, Marsiling-Yew Tee, Nee Soon, and Sembawang GRCs, and Bukit Panjang SMC

Central Singapore District

Ang Mo Kio, Bishan-Toa Payoh, Jalan Besar, and Tanjong Pagar GRCs, and Kebun Baru, Marymount, Potong Pasir, Radin Mas, and Yio Chu Kang SMCs

North East District

Aljunied, Pasir Ris-Punggol, Sengkang, and Tampines GRCs, and Hougang and Punggol West SMCs

South East District

East Coast and Marine Parade GRCs, and MacPherson and Mountbatten SMCs

Our Committees



*Consists of CPD HQ and the five CDCs

Chapter 1

CARING COMMUNITIES



A caring community is built on shared values. Like an ecosystem where every part supports the whole, our neighbours, volunteers, and partners unite to uplift those in need.

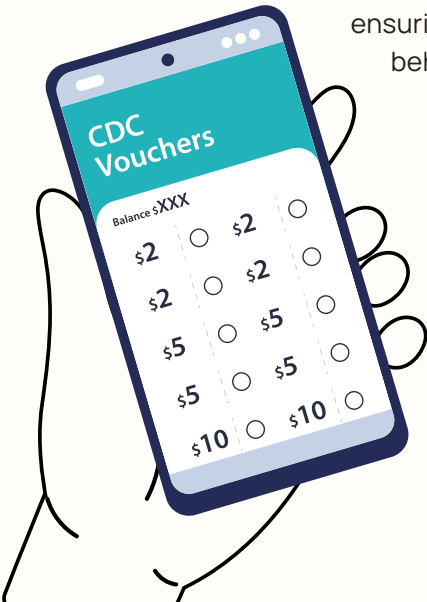
Together, the CDCs strengthen our social fabric, fostering a connected, resilient community where everyone has someone to turn to.

Community Development Council (CDC) Vouchers Scheme 2024

A signature initiative under the Caring Communities pillar, the CDC Vouchers Scheme provided meaningful support to Singaporean households by helping to offset daily expenses, while also boosting local hawker, heartland merchant and supermarket businesses.

Every Singaporean household received \$300 worth of digital vouchers in June 2024, followed by another \$300 in January 2025. Beyond financial support, the initiative fostered a spirit of mutual care, as people from all walks of life stepped up to support one another.

To help seniors and residents less familiar with digital tools, volunteers were mobilised across Community Centres and Clubs islandwide to guide them through the claiming and usage process, ensuring that no one was left behind in the digital shift.



Impact in 2024



A whole-of-community effort



5 CDCs leading and working closely with



> 600 students volunteers



10 divisions within People's Association



9 Government agencies



+ many other industry and community partners



~97% of 1.27M households claimed their CDC Vouchers



> \$1B spent at local hawkers, heartland merchants and supermarkets



All smiles at the launch of the CDC Vouchers Scheme in June 2024 at West Coast Community Club



In January 2025, Deputy Prime Minister and Minister for Trade and Industry, Mr Gan Kim Yong, launched the initiative at Marine Parade Town Centre

To date, there are about 600 coffeeshop stalls that provide budget meal options and accept CDC Vouchers. The positive impact of the CDC Vouchers scheme is a good showcase of what we can achieve by having the public and private sectors working together.

Mr Gan Kim Yong

Deputy Prime Minister and
Minister for Trade and Industry

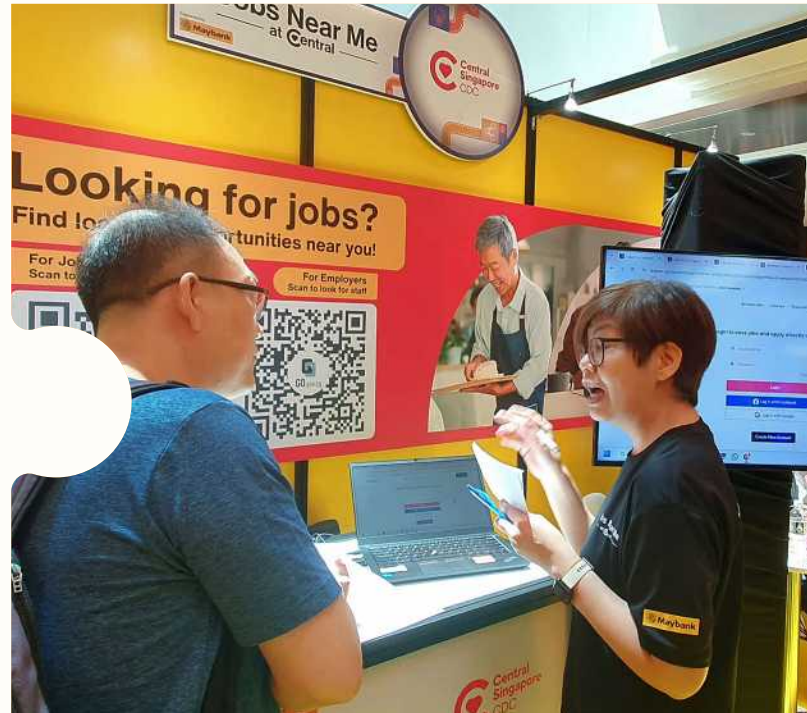
Jobs Near Me @ Central

To support residents seeking flexible and nearby employment opportunities, Central Singapore CDC launched Jobs Near Me @ Central. The initiative connects job seekers, including homemakers, seniors and caregivers, with heartland employers such as merchants and hawkers.

Through the Jobs Near Me @ Central online portal and the guidance of dedicated Job Ambassadors, residents will also receive personalised support both online and face-to-face. This makes it easier for those who are less familiar with technology to access help and regain confidence in their job search journey.

“The Job Ambassador checked in on me from time to time, provided job information, and offered encouragement and support like a friend. This initiative to help residents is truly valuable, as it assists job seekers in a personalised way. I strongly advocate for such programmes.”

Mr Tay
Job seeker



Job Ambassador engaging job seeker at the Skills for Good Festival 2024

Wellness on Wheels (WOW) @ North East

As part of Project Refresh, North East CDC rolled out WOW to deliver health supplies and groceries directly to seniors facing mobility or financial challenges. This mobile truck initiative brought essential items such as adult diapers to their doorsteps, allowing them to choose what they needed for daily wellness.

Launched in partnership with Hao Ren Hao Shi and supported by Geoscan Pte. Ltd., WOW completed two runs in 2024, with two more planned for 2025.



“Due to my mobility issues, it is difficult to buy daily essentials by myself. With WOW, it is much more convenient to have them delivered to my neighbourhood.”

Mr Chan Kam Choon
Beneficiary

Mr Chan (seated) collecting his chosen items

Project Sama Sama @ North West

Project Sama Sama @ North West supports underprivileged residents with \$20 monthly credits to redeem daily essentials from vending machines. In collaboration with SPH Media and Auresys, and supported by community and corporate sponsors, the initiative provides convenient and sustained aid to those living in public rental flats or receiving welfare assistance.

Initially piloted in Zhenghua, it has since expanded to Woodgrove, Nee Soon South and Canberra divisions in the North West District, with more planned for in 2025.



Volunteer assisting a resident to redeem items



Mayor Alex and Adviser Edward Chia, along with partners and residents at the launch of Project Sama Sama @ North West at Zhenghua Division

South East Emotional Empowerment Support (SEEDS) Programme: Musical, Community Skits and Self-Help Toolkit

To address rising mental health concerns, South East CDC launched SEEDS of Wellness. It utilises a musical, community skits and self-help toolkits to spark conversations and reduce stigma. Through storytelling and post-show dialogues with professionals, youths gained practical strategies to manage their well-being.

The toolkit developed by South East CDC, with contributions from the Institute of Mental Health, Shadee. Care, and local schools to provide recipients with support through mental health strategies and stress-coping techniques.

“One of the greatest takeaways I’ve had from this show is that no matter what emotions you’re facing, no matter how great the problems you’re going through, you’re not alone. There will always be people who will be there to guide and comfort you.”

Isabelle Adefuin Balangue

Student, Zhonghua Secondary School



Audience interacting with the cast and practising mindfulness exercises during the post-show engagement

Mobile Groceries @ South West

South West CDC and Hao Ren Hao Shi launched a new initiative, Mobile Groceries @ South West, in April to bring groceries and essential items nearer to vulnerable residents via a mobile truck, allowing residents to pick and choose items based on their needs.

The initiative defrayed daily expenses of vulnerable families in the South West District and promoted the spirit of giving back through the engagement of students and youth volunteers. The participation of youth volunteers strengthens intergenerational bonding and fostering deeper empathy, care, and community spirit across the South West District.



DPM Gan (middle) and Mayor Low (right) assisting residents with their collection of groceries and essential items

“As we continue to forge new partnerships and deepen our engagement in the community, let us carry forward the spirit of solidarity and remain steadfast in our commitment to strengthen our bonds and pave the way for a more resilient community.”

Mr Gan Kim Yong

Deputy Prime Minister and
Minister for Trade and Industry

Chapter 2

HEALTHY COMMUNITIES



Health is a shared journey. In our ecosystem, every individual, from seniors and caregivers to healthcare partners, supports each other.

The CDCs unite everyone to champion preventive care, mental well-being, and active lifestyles. As one, we create a place where we can live healthier at every stage of life.

Healthy Living Festival @ North West

Now in its second year, the Healthy Living Festival @ North West brought residents together through a vibrant mix of sports and wellness activities at Yishun Sports Centre.

The festival promoted active, balanced lifestyles with something for all ages and fitness levels. Beyond physical health and mental wellness, it fostered stronger bonds among residents and celebrated community spirit, connection, and the joy of healthy living together in the North West District.

“I joined the North West Brisk Walking Club (BWC) to help me stay fit and connect with new people. Being a member of the club not only encourages me to stay active, but it also brings me joy by allowing me to make new friends and build meaningful connections.”

Mdm Asmah Binte Sooip
Participant



A joyful start to a healthier lifestyle – where over 2,000 participants joined us for a morning brisk walk during our Healthy Living Festival @ North West

Action for Women's Health @ North East

The Action for Women's Health event brought the community together for two days of wellness and empowerment, featuring activities such as Zumba, chair yoga, and expert-led health talks. Participants also visited booths managed by partner organisations to learn about breast health, early detection, and healthy lifestyle habits.

During the event, North East CDC and SingHealth launched the second edition of the North East Cancer Warrior Support Scheme (NECWSS), extending free mammogram support to 1,000 more women. The scheme will progressively onboard 120 clinics under the SingHealth Regional Primary Care Network, enhancing outreach and access to potentially life-saving screening services.

“
My journey taught me that cancer does not discriminate, but with prompt medical attention and unwavering support, it is possible to overcome even the toughest challenges.
”

Ms Pan Ling Ling

Mediacorp Artiste
Breast cancer survivor



Panel discussion dialogue by Dr Veronique Chua and Mediacorp Artiste
Ms Pan Ling Ling



Madam Lim registered for a free mammogram through NECWSS after years without screening despite her family's history of cancer

“NECWSS definitely helped me be less worried, knowing I'll get assistance and won't incur humongous charges.”

Mdm Lim Sok Choo

NECWSS Beneficiary
Breast cancer survivor



Assoc Prof Tan emphasising the importance of regular screening and early detection

“It is very important to detect breast cancer early and intervene before it progresses to a later stage. When breast cancer is found at an early stage, more treatment choices may be available, and especially with today's medical advancements, the chance of a complete remission of the cancer is much higher.”

Assoc Prof Veronique Tan

Head and Senior Consultant
SingHealth Duke-NUS Breast Centre

FairPrice Walk For Rice+ @ South East

FairPrice Walk for Rice+ @ South East transforms everyday steps into a meaningful act of giving. Through community walks, residents, schools, corporates, and partners unite to raise rice and oatmeal for vulnerable residents across the South East District.

The ten-week initiative not only promotes healthy living but also strengthens community bonds by encouraging residents to share a commitment to caring for those around them.

“We encourage individuals and organisations to join us in this journey of giving, where your participation directly impacts the lives of underprivileged families in our community.”

Mr Michael Lim

Participant

Marine Parade Community Space Ltd



Mayor Fahmi taking a 'wefie' together with Group CEO and Chairman of NTUC FairPrice Foundation at the launch

Chapter 3

INCLUSIVE COMMUNITIES



Inclusive communities value everyone's place in the ecosystem. Regardless of ability or background, each person adds strength and richness to our shared environment.

The CDCs foster inclusivity by encouraging participation. Together, we create a society where all can contribute, feel supported, and truly belong.

The Purple Symphony (TPS) 10th Anniversary Concert

TPS celebrated its tenth year with a milestone concert, *When We Believe*, at the Singapore Conference Hall. Graced by President Tharman Shanmugaratnam, the event marked a decade of inclusive music-making by musicians of all abilities. Facilitated by Central Singapore CDC, TPS is also supported by caregivers, volunteers, and partners from schools, corporations, and the community.



The Purple Symphony 10th Anniversary Concert at the Singapore Conference Hall

ArtsEverywhere @ CDC

ArtsEverywhere @ CDC is a nationwide collaboration between the People's Association, the five CDCs, and the National Arts Council, supported by the Ministry of Culture, Community and Youth. The initiative brought quality arts experiences into everyday spaces and strengthened social ties through shared cultural moments.

Since July 2024, residents across Singapore enjoyed monthly arts performances, workshops, and activities in their neighbourhoods. These events aimed to make the arts more accessible and to foster the growth of inclusive, vibrant communities.

By facilitating participation and appreciation of the arts, ArtsEverywhere @ CDC nurtured connections among residents and provided a platform for local artists to engage with the broader public.



Performers at the launch of ArtsEverywhere @ CDC with the five Mayors and Minister for Culture, Community and Youth, Mr Edwin Tong, at the Open Plaza in Paya Lebar Quarter (PLQ)

“Being part of ArtsEverywhere @ CDC was more than just performing – it was about connecting with people. As we performed across neighbourhoods, we felt the warmth, energy, and enthusiasm of the community in a way that was truly special. It was a heartfelt reminder of how the arts bring artists, organisations, and communities together in meaningful ways.”

Niranjan Pandian

Creative Director of Brahmastra



Performance by Malay drumming group NADI Singapura Ltd at the launch of ArtsEverywhere @ CDC

I find it inspiring how people in the heartlands come together, freely enjoying performances at their doorstep, creating vibrant moments filled with laughter, music, and community bonding.

Mr Tan Qing Lun

Creative Director and Chinese Flautist
yIN Harmony



Participants engaging with artist The Phoenix Quill in a live typewriter poetry experience

The event brought together different races and cultures, and I found the interactive performances interesting. I was especially excited to meet my neighbours at the event and being able to bond over meaningful conversations about the performances and art.

Ms Tina Binte Samat

Audience

Family Bliss @ South West

In 2024, Family Bliss @ South West was launched with a lively carnival to strengthen family ties through a comprehensive suite of family-centric offerings by local merchants, community and corporate partners.

The initiative brings together a new e-Card membership programme that offers exclusive perks and merchant benefits curated for families, webinars on family wellness and roving roadshows across the district, designed to support residents at different life stages and promote intergenerational bonds.

“With my kids still so young, I’m focused on supporting their health and wellness. The booths here provided useful insights and resources that can help me care for them better.”

Ms Adora Loh

Resident and mother of two



Families enjoying the fringe activities at Family Bliss @ South West Carnival 2024

Shaping Hearts 2024 @ North East

Shaping Hearts 2024 celebrated the talents of artists with disabilities through visual and performing arts exhibitions, regional collaborations, and inclusive guided tours for schools.

Organised by North East CDC and held at Our Tampines Hub, the festival also introduced the Neo Kah Kiat Arts Award to recognise artistic excellence. It fostered a deeper appreciation, inclusion, and visibility for the special needs arts community in Singapore and beyond.



Special needs performers at the launch of Shaping Hearts 2024 with President Tharman Shanmugaratnam and Ms Jane Ittogi

Interfaith Network @ North West

Held at Masjid Al-Iman, a mosque in Bukit Panjang, Interfaith Network @ North West offered students a meaningful opportunity to learn about Islam and engage directly with religious leaders from various faiths.

Through guided tours and open dialogue, participants explored the values and beliefs of the Muslim faith, fostering deeper understanding and appreciation. The initiative also promotes interfaith harmony by encouraging open conversations and highlighting shared contributions towards community building and cohesion.

“Experiencing different faiths has been interesting, fun, and unexpected. Through Interfaith Network @ North West I’ve gained a better understanding of other beliefs, which helps me connect with people.”

Mr Jonas Ong

Student
Hwa Chong Institution



Students from Yishun Town Secondary School on a learning journey to the Church of Our Lady Star of the Sea at the Interfaith Network @ North West

Mayor's Harmony Futsal Challenge @ South East

This annual futsal event brought together youths of diverse backgrounds for a day of friendly competition and cultural learning.

In partnership with OnePeople.sg, the South East CDC initiative included a harmony workshop, futsal clinics, and a learning journey to the Jain Society. Through sport and shared experiences, participants built friendships, deepened cultural appreciation, and reinforced the importance of unity in Singapore's multicultural society.

“I feel the way they taught us about racial harmony is good. From racism and how people view other races and how other races are treated. My team and I had fun, doing our best and putting in all our effort to win the game.”

Mr Norfal Kurniawan
Participant



Mayor Fahmi presenting trophies to the winning team in the under-21 category

Chapter 4

LEARNING COMMUNITIES



Growth is vital in every thriving ecosystem. Throughout our community, people of all ages learn, adapt, and evolve.

The CDCs advocate for lifelong learning to help individuals remain relevant and resilient. As everyone develops, our community becomes stronger, more resilient, and better prepared for the future.

SkillsFuture @ CDC 2024

SkillsFuture @ CDC continues to champion lifelong learning and employability across all five districts since 2017.

In collaboration with the Lifelong Learning Institute, the 2024 roving festival focused on three growth sectors of the future: the Care, Digital, and Green economies. Through curated district-level programmes, residents engaged in workshops, seminars, learning journeys, and hands-on activities tailored to local interests and career needs.

The festival connected residents to practical resources, upskilling opportunities, and personalised career advice, empowering them to thrive in a changing workforce. It also fostered greater awareness, encouraging residents to take ownership of their learning journeys and stay prepared for the future.

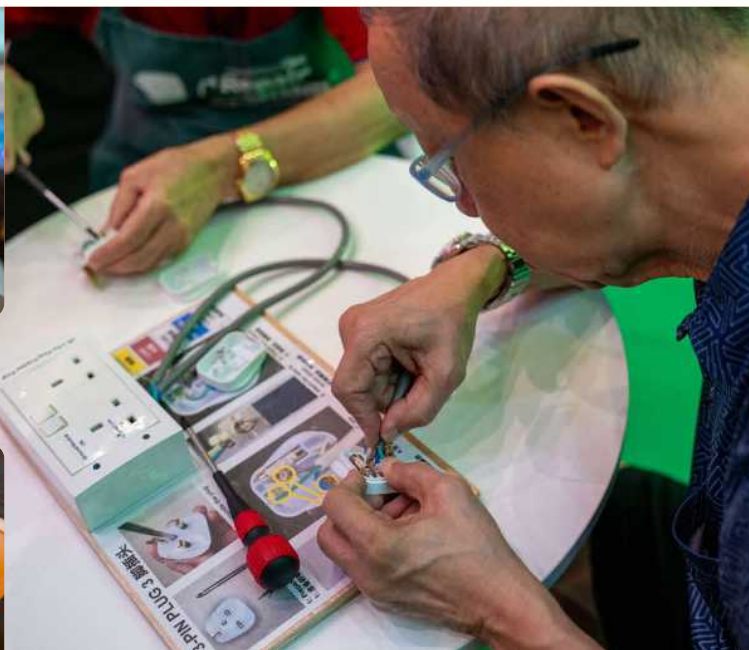


Then-Minister for Education, Mr Chan Chun Sing, at the launch of SkillsFuture @ CDC 2024 with the five Mayors

Student volunteer sharing about Generative AI at the Skills for Good Festival 2024



Career coach sharing resources for upskilling and career advice



Resident learning how to fix a 3-pin plug during a workshop at the Skills for Good Festival 2024

“Our CDCs are also working with the Lifelong Learning Institute so residents who need one-to-one skills and career advisory can access such services. Through SkillsFuture Advice, our aim is to help participants translate the knowledge and insights into action and take steps in upskilling.”

Mr Chan Chun Sing
Minister for Education

DOTS Academy @ Central

Launched as part of the SkillsFuture for Youth series, DOTS Academy @ Central empowered youths aged 13 to 35 with quality learning experiences.

The Central Singapore CDC initiative focused on building confidence, curiosity, and care among participants through curated workshops, learning journeys, and mentoring. Priority will be given to youths requiring additional support, with industry partners enhancing real-world exposure and creating more equitable access to opportunities.

“We enjoyed their questions and enjoyed the buzz when they discovered which Ya Kun drink best represented them. We hope this creates a better understanding for them of how an F&B business is operated in Singapore.”

Mr Jeshier Loi

Director, Branding & Market Development
Ya Kun International Pte Ltd



Participants at Ya Kun Kaya Toast during a learning journey

Nexus Internship @ North East

In a collaboration between North East CDC, ITE College East and community organisations, NExus Internship equipped youths with real-world skills and insights to navigate the social and community sectors.

Interns built competencies through workshops, grassroots exposure, and capstone projects, and in return, gained confidence, developed empathy, and contributed fresh ideas to support meaningful intergenerational engagement and stronger community ties.

“The internship helped me discover my capabilities and shaped me into the leader I am today. The programme also deepened my understanding of community building. The volunteers inspired me and showed me that even one small effort can make a difference.”

Mr Evan Ismadi
Participant



Interns exploring a community fridge as part of their learning journey to PA spaces and gained firsthand insights into ground-up initiatives that promote sharing, sustainability, and care within the community

South East Youth Ambassadors (SE-YA!)

South East CDC's youth advocacy programme, SE-YA!, empowers youths through networking, training, and ground-up initiatives that address community issues.

After uniting alumni from past youth programmes, SE-YA! built a dynamic pool of 150 active volunteers to advocate causes across five community pillars. The youths also co-created inclusive activities with community partners, strengthening community bonds through meaningful engagement.



Seniors and youth volunteers bonding over Chinese calligraphy at 4S Active Ageing Centre's Chinese New Year celebrations, creating traditional spring couplets (chun lian) together



South East CDC's contingent, spearheaded by SE-YA! youth volunteers, showing their support at The Purple Parade, championing inclusion and celebrating abilities

South West Community Inno Lab

The South West Community Inno Lab serves as a dynamic incubator for social innovation, facilitating synergy and encouraging co-solutioning among youth to address community needs at the district level.

For the first time, youth from nine participating Institutes of Higher Learning (IHLs) will collaborate in inter-IHL teams, fostering inclusive and impactful learning opportunities on community-centric projects. By working with grassroots organisations, social service agencies, government agencies, hospitals, family service centres, and other partners, students will co-create practical solutions to address on-the-ground issues identified by the community partners centred around the themes of Economy, Health, Social, Sustainability, Infrastructure and Design, Disability and Mental Wellness.



Representatives and students from the various IHLs networking with one another at the signing of Memorandum of Understanding for South West Community Inno Lab

“It’s inspiring to know that our solutions can make a difference. We hope to learn more about using STEAM solutions to solve community problems!”

Ms Charmaine Lau
Student
Ngee Ann Polytechnic

Chapter 5

SUSTAINABLE COMMUNITIES



Sustainable communities recognise their role within a larger ecosystem. The CDCs promote practices that minimise waste and nurture our shared environment.

Through collaboration with residents and partners, we are building a cleaner, greener, and more liveable society. One that remains vibrant for generations to come.

Central Singapore Market

Relaunched in 2024, the Central Singapore Market creates a vibrant space where residents can discover local produce, eco-friendly goods, and inclusive experiences.

With strong support from grassroots groups and partners, the market brings together farmers, artisans, and social enterprises to promote healthy lifestyles, sustainability, and a sense of community spirit. Curated workshops, wellness activities, and performances by diverse talents added vibrancy to each market pop-up.



Shoppers browsing through artisan handcrafted soap at My Naked Bar

“The Central Singapore Market has been a very supportive platform for local small businesses like us. It provides a great opportunity for us to reach out directly to communities within Central Singapore District.”

Ms Low Li Ting
Founder
My Naked Bar

Law Awareness Weeks @ CDC (LAW@CDC)

LAW@CDC went green with the theme Law and the Environment—Building Sustainable Communities for the Future, which explored how legal knowledge can empower residents to take action for the environment.

Over six weeks, residents participated in webinars on topics including biodiversity protection, animal welfare laws, and anti-pollution measures.

By understanding environmental issues through a legal lens, participants were encouraged to reflect on their responsibilities and rights as stewards of the planet. The initiative also underscored the five CDCs' broader commitment to fostering sustainable and informed communities.

A collaborative effort with the Pro Bono SG, the Ministry of Law and other partners, the annual LAW@CDC continues

to bridge legal literacy with everyday life for residents across the districts.



“This year’s LAW@CDC and its theme “Law and the Environment – Building Sustainable Communities for the Future” helps to not only raise public awareness of common legal issues faced by the man on the street, but also encourages a collective responsibility towards our environment.”

Ms Serene Gan

Chair of Singapore Corporate Counsel Association
Pro Bono Chapter



Minister for Culture, Community and Youth, Second Minister for Law, and Deputy Chairman of the People's Association, Mr Edwin Tong, at the launch of LAW@CDC 2024



The launch of LAW@CDC 2024 at Institute of Technical Education (ITE) College West

In today's complex legal landscape, this societal imperative looms larger than ever. We are therefore delighted to take part in this year's Law Awareness Weeks @ CDC. Through their participation, law students will better appreciate how the law ultimately affects people, and gain a deeper empathy for those in need.

Professor Lee Pey Woan

Dean and Professor of Law
Yong Pung How School of Law,
Singapore Management University

Pro Bono SG is pleased to provide the roots and branches for this fledgling legal literacy initiative to cater to emerging generations' aspirations, enabling nurture for nature and proactively protecting our planet for our progeny.

Mr Gregory Vijayendran, SC

Chairman
Pro Bono SG

North West Sustainability Festival

Held over three days at the Hillion Mall, the North West Sustainability Festival 2024 focused on food sustainability through hands-on activities and vibrant community experiences. Residents explored green living through cook-offs, workshops and a bustling farmers' market, with support from partners across sectors.

The event demonstrated how small, everyday choices, when embraced by the community, can collectively build a greener, more sustainable future for all.

“North West Sustainability Festival changed how I see food waste. I now think twice before throwing food. Just a quick look, smell, or taste can make all the difference.”

Ms Evelyn
Participant



Supporting local produce, while educating residents to reduce food waste at the North West Sustainability Festival 2024

Green Schools @ South West

The Green Schools @ South West curriculum was revamped in 2025 to align with the CDC's 10-year Sustainable South West Masterplan, developing young environmental champions amongst primary and secondary students across the South West District.

The enhanced eco-curriculum empowers students to take environmental action through three key modules: Green Spaces, Zero Waste and Energy Conservation. These modules go beyond theoretical learning, allowing students the opportunity to develop impactful sustainable habits and contribute to sustainability in their school and community through real-world projects with corporate and community partners. The curriculum also equips students with the skills and confidence to take actionable steps to address pressing environmental challenges.

“I used to think it was just sorting trash into different coloured bins. But after attending a masterclass by NUS (as part of 'Sustainability Resource Pack' piloted in Blangah Rise Primary School), I realised that proper recycling could extend Singapore's landfill capacity by up to 10 years.”

Mr Dave Nick

Student
Blangah Rise Primary School



Residents actively participating in the Clean Up @ South West recycling drive.

Moving Forward



The year ahead promises exciting developments as we build upon our strong community foundation. In celebration of Singapore's 60th anniversary, the CDCs will roll out commemorative programmes that bring residents together to strengthen our national identity and foster community bonds.

By localising the national agenda, the CDCs build caring, inclusive, healthy, learning, and sustainable communities while strengthening the social ecosystem.

We will also continue to deepen partnerships with community organisations, schools, and businesses to create a more integrated support ecosystem. This collaborative approach brings the community, public and private sectors to build an even more connected and resilient Singapore for generations to come.

Governance



Role of the Governing Board

The Board sets the strategic direction and oversight of the Community Development Councils' (CDCs) mission and functions through good governance. The Board will approve the IPC submission for Governance Evaluation Checklist and CDCs' consolidated IPC Financial Statement.



Term Limit of the Board

The term of office of the Mayors Committee Meeting (MCM) shall coincide with that of the Council, and members of the MCM shall be eligible for re-appointment to the same posts upon completion of those terms. The Treasurer shall not hold the same office for more than four consecutive years. Re-appointment of the outgoing Treasurer may be considered after a lapse of at least two years. Governing Board Members should not have served more than 10 consecutive years. If there is, reasons for retaining that member must be disclosed in its Annual Report.



Disclosure of Remuneration and Benefits received by the Board Members

No Board members are remunerated for their Board services in the financial year.



Disclosure of Remuneration of three highest paid staff

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.



Compliance with Code of Governance (COG)

Please refer to the Governance Evaluation Checklist on the Charity Portal - <https://www.charities.gov.sg>



Governing board meeting* and attendance for the financial year

Board members attendance for meetings held during Financial Year (FY) 2024 are as follows:

	Previous Appointments in Board and Date of Appointment	No. of Meetings Held	No. of Meetings Attended
Chairman Ms Low Yen Ling Minister of State, Ministry of Culture, Community and Youth, Ministry of Trade and Industry, and Mayor of South West District	Chairman: 5 March 2020	2	2
Secretary Ms Lim Kar Yee Senior Director of CDC Planning & Development Division, People's Association	Secretary: 5 March 2020	2	2
Assistant Secretary Ms Yong Puay Khim General Manager of South West CDC	Assistant Secretary: 21 March 2023	2	2
Treasurer Mr Roy Chew Pei Wei General Manager of South East CDC	Treasurer: 5 March 2020	2	2
Assistant Treasurer Ms Lau Siew Ching General Manager of Central Singapore CDC	Assistant Treasurer: 21 March 2023	2	2
Member Ms Denise Phua Lay Peng Mayor of Central Singapore District	Member: 5 March 2020	2	2
Member Mr Desmond Choo Pey Ching Mayor of North East District	Member: 5 March 2020	2	2
Member Mr Alex Yam Ziming Mayor of North West District	Member: 27 July 2020	2	2
Member Mr Mohd Fahmi Bin Aliman Mayor of South East District	Member: 27 July 2020	2	2
Member Mr Jimmy Toh Chief Executive Director of People's Association	Member: 1 January 2023	2	1

*Mayors Committee Meeting

Council Chairmen and Vice-Chairmen

CENTRAL SINGAPORE CDC

Chairman

Ms Denise Phua Lay Peng

Mayor of Central Singapore District

Vice-Chairmen

Mr Darryl David

Adviser to Ang Mo Kio GRC Grassroots Organisations

Mr Chong Kee Hiong

Adviser to Bishan - Toa Payoh GRC Grassroots Organisations

Mr Saktiandi Supaat

Adviser to Bishan - Toa Payoh GRC Grassroots Organisations

SOUTH EAST CDC

Chairman

Mr Mohd Fahmi Bin Aliman

Mayor of South East District

Vice-Chairmen

Ms Jessica Tan Soon Neo

Adviser to East Coast GRC Grassroots Organisations

Ms Tin Pei Ling

Adviser to MacPherson SMC Grassroots Organisations

NORTH EAST CDC

Chairman

Mr Desmond Choo Pey Ching

Mayor of North East District

Vice-Chairmen

Dr Mohamed Elmie Bin Nekmat

Adviser to Sengkang Grassroots Organisations

Mr Shamsul Kamar Bin Mohamed Razali, PBM

Adviser to Aljunied GRC Grassroots Organisations

Ms Yeo Wan Ling

Adviser to Pasir Ris - Punggol GRC Grassroots Organisations

SOUTH WEST CDC

Chairman

Ms Low Yen Ling

Chairman of Mayors Committee and Mayor of South West District

Vice-Chairmen

Mr Ang Wei Neng

Adviser to Nanyang Grassroots Organisations

Mr Shawn Huang Wei Zhong

Adviser to Jurong GRC Grassroots Organisations (Jurong Spring)

Mr Zhulkarnain Abdul Rahim

Adviser to Chua Chu Kang GRC Grassroots Organisations (Keat Hong)

NORTH WEST CDC

Chairman

Mr Alex Yam Ziming

Mayor of North West District

Vice-Chairmen

Ms Carrie Tan

Adviser to Nee Soon GRC Grassroots Organisations

Mr Liang Eng Hwa

Adviser to Bukit Panjang Grassroots Organisations

Dr Lim Wee Kiak, PBM

Adviser to Sembawang GRC Grassroots Organisations

Council Members

Central Singapore CDC

SECRETARY-TREASURER

Ms Lau Siew Ching

COMMUNICATIONS

Members

Mr Koh Puay Heong, Joe
Mr Lim Huan Chiang, BBM(L), PB
Mr Low Heng Khuen, Kenny
Mr Shiau Vee Lung, Daren, BBM
Ms Susan Ng Peck Eng, BBM

FINANCE

Members

Mr Kwek Rui Sen, Kelvin
Mr Loh Uantchern
Mdm Low Wai Peng, PBM
Mr Sarjit Singh s/o Sarmukh Singh, BBM(L)

FINANCIAL WELLNESS

Members

Mr Ahmad Nizam Bin Abbas, PBM
Mr Ang Jian Kai (Hong Jiankai), PBM
Dr Chen Jia Qing, Don, PBM
Mr Chew Chong Lim
Mr Chew Yew Kuen, Michael, PBM
Mr Chua Dong Wei, Jason
Mr Chua Tong Liang, Terence
Mr Chua Wee Meng, Eric, PBM
Dr Fong Khai Seck
Mr Goh Kok Leong
Mr Koh Puay Heong, Joe
Mr Kwok Der Rurn, Edmund
Ms Lam Runyan, Geraldine
Mr Lee Su Peng, PPA(P), PBM
Mr Lim Huan Chiang, BBM(L), PB
Mr Lim Sian Fung, Vincent, PBM
Mr Lim Sing Siong, Charles, BBM

Mr Ma Soon Peng, Ronnie, JP, BBM

Mdm Ng Lay Tin, PBM

Mdm Noelene De Foe, BBM(L)

Mr Oh Yee Wee, PBM

Ms Priscilla Loke, BBM

Dr Sanjay s/o Chittarajan Kuttan

Mr Soh Chee Keong, JP, BBM(L)

Mr Tan Song Boon, Danny

Mr Tan Tzyy Shyong, Jason, PBM

Mr Tang Keen Yam, Alan, PBM

Mr Wee Jeffrey

Mr Wong Teng Xiang, Edmond, PBM

Mr Yip Ren Kai, PBM

GRASSROOTS

Members

Mr Ang Jian Kai (Hong Jiankai), PBM
Dr Chen Jia Qing, Don, PBM
Mr Chew Chong Lim
Mr Chua Wee Meng, Eric, PBM
Dr Fong Khai Seck
Mr Goh Kok Leong
Mr Koh Puay Heong, Joe
Mr Kwok Der Rurn, Edmund
Ms Lam Runyan, Geraldine
Mr Lee Su Peng, PPA(P), PBM
Mr Lim Huan Chiang, BBM(L), PB
Mr Lim Sian Fung, Vincent, PBM
Mr Ma Soon Peng, Ronnie, JP, BBM
Mdm Ng Lay Tin, PBM
Mdm Noelene De Foe, BBM(L)
Mr Oh Yee Wee, PBM
Dr Sanjay s/o Chittarajan Kuttan
Mr Soh Chee Keong, JP, BBM(L)
Mr Tan Song Boon, Danny
Mr Tan Tzyy Shyong, Jason, PBM
Mr Tang Keen Yam, Alan, PBM
Mr Wee Jeffrey

LIFELONG LEARNING

Members

Mr Chan Yew Meng, PPA(P), PBM, PBS
Dr Chen Jia Qing, Don, PBM
Mr Chong Leong Fatt, BBM, PPA(P), PBS
Dr Chong Yih Tng, Ethan, PBM
Mr Hoe Teck Chye, David
Mr Jeffrey Bin Salleh
Mr Khoo Lian Wai, Jimmy, BBM
Mr Kwok Der Rurn, Edmund
Ms Lam Runyan, Geraldine
Mr Lew Chuen Hong
Mr Loi Terway, Jeshar
Mr Low Heng Khuen, Kenny
Mr Muhammad Effendy Bin Ibrahim
Dr Muhammad Nadjad Bin Abdul Rahim, PBM
Mr Ng Kian Woon, BBM
Mdm Ng Lay Tin, PBM
Ms Ong Shiow Ling, Corrine
Ms Priscilla Loke, BBM
Dr Sanjay s/o Chittarajan Kuttan
Mr Tan Kia Lock, Raymond, PBM
Mr Tay Swee Kok, Wilfred, PBM
Dr Yeo Sheng Ming, Noel

PHYSICAL WELLNESS & SUSTAINABILITY

Members

Mr Aw Kie Jin, Michael
Dr Fong Khai Seck
Mr Lee Su Peng, PPA(P), PBM
Mr Lim Sian Fung, Vincent, PBM
Ms Low Jia Min, Carmen
Dr Sanjay s/o Chittarajan Kuttan
Mr Tan Tzyy Shyong, Jason, PBM
Mr Tang Keen Yam, Alan, PBM
Mr Tang Tuck Weng, PPA(P) (L)

Council Members

Central Singapore CDC (Cont'd)

SERVICE TO OTHERS

Members

Mr Chew Chong Lim
Mr Chew Yew Kuen, Michael, PBM
Mr Edward D'Silva, JP, PJG, BBM
Mr Kang Puay Seng, BBM
Mr Loi Terway, Jeshar
Mdm Low Wai Peng, PBM
Mr Ng Kian Woon, BBM
Mr Sarjit Singh s/o Sarmukh Singh, BBM(L)

SOCIO-EMOTIONAL WELLNESS & INCLUSIVENESS

Members

Mr Chua Wee Meng, Eric, PBM
Mr Edward D'Silva, JP, PJG, BBM
Mr Goh Jia Hao, PBM
Mr Lim Sing Siong, Charles, BBM
Mr Ma Soon Peng, Ronnie, JP, BBM
Ms Ng Hui Cheng, Dorothy, PBM
Mdm Noelene De Foe, BBM(L)
Dr Sayampanathan Selan R E, PBM
Mr Tan Chun Heng, Henry
Mr Tan Kia Lock, Raymond, BBM
Mr Vincent Kor Min Yee
Mr Wan Kwong Weng, BBM
Dr Yeo Sheng Ming Noel

Council Members

North East CDC

SECRETARY-TREASURER

Ms Bok Pit Zee

BOND

Chairman

Mr Yong Teck Chuan, Damon, PBM

Members

Mr Azman Bin Mohd Ariffin
Mr David Tay Swee Meng
Mr Fung Chun Chang
Mr Gu Fucheng, Edmund, PBM
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Mr Khong Kwok Wai, BBM
Mr Khoo Jun Yong Nicholas
Prof Lee Chien Earn
Mr Liang Wenxian, Wayne
Mr Liu Ruixiang
Mr Randy Ang Yingsen
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Mr Wan Kheng Sang, Kevin, PBM
Mr Wong See Choon, BBM

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Chairman

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Ms Ang Hiok Lian, Juliana, BBM
Miss Ang Li May
Mr Koh Boon Tiong, Daniel
Ms Latha D/O K.P. Sankaran Kutty
Mr Lee Swee Khim, Terence
Mr Lim Wei Chin, Marcus
Mdm Norhayatie Bte Mohd Amin, PBM
Mr Ong Keng Huang, David, PBM
Mr Ong Teck Beng, David, JP, BBM
Mr Subramanian Sankarasubramanian
Mr Tan Eng Loong, Jeffery, PBM
Miss Wee Judy Anne, PBM
Mdm Woo Lai Kwan, Sara

EMPLOYABILITY & LIFELONG LEARNING

Chairman

Dr Koo Yee Siong, Thomas, PBM

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Mdm Chang Su Lin, Diane
Mr Chua Anthony, PBM
Mr Gregory Cheong Kum Weng
Mr Lam Kuet Keng, Steven, BBM
Mr Lim Yew Beng
Mr Muhammad Ridjal Bin Noor Mohamed
Mr Noor Hayat Bin Khalil
Mr Ong See Tung, Jason
Mr Tan Yong Hong, PBM
Mr Xie Ming Yi, PBM
Ms Zhou Fan, Felinka, PBM

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Chairman

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Vice-Chairman

Ms Irene Ho Yoke Foong

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Mr Liu Ji
Mr Tan Tee Peng
Mr Kitson Leonard Lee

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Mr Lam Kok Wai, Peter
Mdm Lian Lee Lee, Venessa
Mr Pereira Harry Bernard, PBM
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Mdm See Tze Huei, Sarah
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Mr Tan Kay Chai, PBM
Mdm Yang Huixing, Stella

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North West CDC

SECRETARY-TREASURER

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Mdm Hosmah Bte Bahra
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Ms Yik Yeng Yee

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Ms Ung Bee Koon

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Ms Siti Nuraisha Binte Safri
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Mr Wu Jeff Jan Yuan

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Mrs Lee Hui Feng, PPA(P)

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Ms Chen Shiyun Elysa
Mr Daniel Mohd Herwan
Mr Kon Boon Keong, Steve
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Mr Roland Yeow Theng Nam
Mr Teh Seng Lee, Bobby, PBM

Council Members

South East CDC

SECRETARY-TREASURER

Mr Roy Chew Pei Wei

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Chairman

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Vice-Chairman

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Mr Lam Pin
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Mr Ng Cher Yan, BBM
Mdm Norshima Binte Abdul Aziz
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Mr Quek Chun Hou Terence, BBM
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Mr Ong Eng Ann, BBM
Ms Tan Lay Kheng
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Vice-Chairmen

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Mr Lee Kok Weng

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Ms Nur Arina Binte Dafir
Mr Ong Beng Lee
Mr Pradeep Kumar s/o Amilal Raichand
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Ms To Sock Hian, Jessie, PBM

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Mr Abbas Ali Mohamed Irshad

Vice-Chairman

Mdm Amatul Jameel Suhani Binte Sujari,
BBM

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BBM(L)
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Mr Chin Sau Ho, PBM
Mr Ganesh s/o R. Kalyanam, JP, PPA(P)

Mr Lum Wei Yuen Isaac, PBM
Mr Ong Eng Ann, BBM
Dr Ramesh Wijaya
Mr Shepherdson Percival Joseph

HEALTH

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Vice-Chairman

Mr Yong Yih Ming

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Ms Tan Lay Kheng
Dr Yusuf Ali, PBM

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Vice-Chairman

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Dr Navin Prabu Rajagobal
Dr Yek Tiew Ming, PPA(P), BBM

Council Members

South West CDC

SECRETARY-TREASURER

Ms Yong Puay Khim

ENVIRONMENT

Chairman

Mr Tiew Chew Meng, BBM

Vice-Chairmen

Mr Chng Lye Chye, Lionel
Mr Loo Deliang, PBM
Mr Soh Wai Wah, PPA(E)

Secretary

Dr Lee Hui Mien, PBM

Members

Mr Ang Ying Thye, PBM
Mr Jimmy Tay, PBM
Ms Lee Nai Yi, Valerie, PBM
Mr Ricky Lin
Mr Tan Kai En, Calvin

FAMILY & COMMUNITY RESILIENCE

Chairman

Ms Wong Tzen Yen, Karen, BBM

Vice-Chairmen

Mr Muhammad Rasyid Bin Abdullah, PBM
Ms Wee May Ling, Jenny, PBM

Secretary

Mr Ng Yi-Xian

Members

Mr Choo Keng Siang, Aabel Roland, PBM
Dr Hang Kim Hoo, PPA(P), PBM
Mr Nicholas Ee Kok Kiang, PBM
Mr T Thambyrajah, PBS
Ms Vivian Lim

FINANCE

Chairman

Mr Lau Chin Huat, PBM

Vice-Chairman

Mr Chew Hai Chwee

Secretary

Mr Pathik Gupta

Members

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Mr Lee Yee Hern
Mr Yeong Wai Teck, BBM
Mr Manish Kumar Tibrewal

HEALTHY & ACTIVE LIFESTYLE

Chairman

Mr Foo Hee Jug, PPA(P), PBM

Vice-Chairmen

Mr Jaffar Mydin
Mr Quek Lit Sin, PPA(G)

Secretary

Ms Cho Pei Lin

Members

Mr Chua Cheng Huat, Alfred, PBM
Mr Lee Zongdao, Alex, PBM
Dr Loke Wai Chiong
Mr Low Min Chye, PBM
Mr Selvakumar s/o Panneerselvam, PBM
Dr Tan Ban Leong, Kenny, JP
Mr Tang Yee Kit, Samuel, BBM

SKILLSFUTURE

Chairman

Mr Anthony Tan Kang Uei, PBM

Vice-Chairmen

Mr Eric Lue Kok Keong, PBM
Ms Seow Chui Hoon, Alice, PPA(P)

Secretary

Ms Heng Chee Bee, Margaret, BBM

Members

Ms Ang Ai Ling, Irene, PBM
Mr Tan Kim Chooi, Jude
Dr Kwoh Chee Keong, PBM
Mr Patrick Goh Kian Chor

SOCIAL SERVICE

Chairman

Mr Quek Chun Hou, Terence, BBM

Vice-Chairmen

Mr Amran Bin Jamil
Ms Fiona Lee
Mr Lim Hui Jie

Secretary

Mr Khairilanwar Bin Baharudin

Members

Ms Koh Chuey Keen, Jenny, BBM
Mr Koh Kong Wen, PBM
Mr Leng Chin Fai
Mr Loy Guo Wei, Daryl
Mdm Rahayu Binti Buang, PPA(G)
Mr Wang Swee Kit, Winston, PBM

Financial Information

STRUCTURE

The Community Development Council (CDC) is managed by a Council comprising the Chairman and members. The Council is appointed by the Chairman or Deputy Chairman of the People's Association Board of Management. The CDC is governed by the People's Association (CDC) Rules.

MANAGEMENT OF CONFLICT OF INTEREST

A member of the Council or the sub-committee who is in any way, directly or indirectly, interested in a transaction or project or other matter of the Council or sub-committee shall disclose the nature of his interest at the first meeting of the Council or sub-committee at which he is present after the relevant facts have come to his knowledge. A disclosure shall be recorded in the minutes of meeting of the Council or sub-committee and, after the disclosure, that member:

- a. Shall not take part in any deliberation or decision of the Council or sub-committee with respect to that transaction or project; and
- b. Shall be disregarded for the purpose of constituting a quorum of the Council or sub-committee for such deliberation or decision.

WHISTLE BLOWING POLICY

The CDCs adopt the People's Association's guidelines on handling of possible irregularities which provides an independent avenue to raise concerns about actual or suspected irregularities or breach of policies to laws or regulations.

FINANCE MATTERS

Description of instrument setting up the charity

The CDC Project Management Fund Committee was set up as a Fund governed by Rules and Regulations.

Review of Financial State

The financial year period of 2024 refers to 1 April 2024 to 31 March 2025. The amount of donations raised for the financial year was \$19.1 million. This was an increase of \$6.8 million compared to FY2023 (\$12.3 million). The Fund also recorded a deficit of \$3.3 million for the financial year. Overall, there was an accumulated surplus of \$162.0 million.

Related Entity

People's Association

FUNDING

The CDC is financially supported by donations and government grants.

Reserve Policy

	FY2023	FY2024	% Increase / Decrease
Donations (approx.)	\$12,296,669	\$19,119,726	55%
Unrestricted Funds (Reserves)	\$165,266,354	\$161,977,913	-2%
Annual Operating Expenditure	\$594,975,362	\$967,636,049	63%
Ratio of Reserves to Annual Operating Expenditure	0.28:1	0.17:1	-

The reserves that CDCs have set aside provide financial stability and the means for the development of CDCs’ programmes and services. The CDCs look at their reserve level when they prepare the financial statements for council meetings.	Banker: OCBC Bank External Auditor: Ernst & Young LLP
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Central Singapore CDC

HDB Hub Bizthree
490, Lorong 6 Toa Payoh
#07-12
Singapore 310490
Tel: 6715 7500

North West CDC

900 South Woodlands Drive
#06-01
Woodlands Civic Centre
Singapore 730900
Tel: 6248 5566

South West CDC

The JTC Summit
8 Jurong Town Hall Road
#26-06
Singapore 609434
Tel: 6316 1616

North East CDC

1 Tampines Walk
#04-31
Our Tampines Hub
Singapore 528523
Tel: 6424 4000

South East CDC

Wisma Geylang Serai
1 Engku Aman Turn
#03-02
Singapore 408528
Tel: 6432 1300

CDC Planning & Development Division

9 King George's Avenue
Singapore 208581
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