The COVID-19 pandemic is the most significant crisis to confront Singapore in many years. Our country responded in an extraordinary way.

We took precautions to keep our loved ones and fellow Singaporeans safe. Many stepped up to help those in need. The government intervened with four budgets to support individuals, households, and businesses.

As we make difficult adjustments to overcome COVID-19, we want to come together to reflect and discuss how to forge a better way forward.

This was why the Emerging Stronger Conversations (ESCs) were launched in June 2020. The ESCs are part of the Singapore Together movement, which is about Singaporeans working with one another for a better future.

16,900 Singaporeans across diverse backgrounds have participated and shared their views in these ESCs, and in surveys and feedback platforms. Sessions were also held in mother tongue languages, and a special effort was made to reach persons with disabilities.

This report reflects our voices. We may have differing views, but we share a common hope for a more united people, a more just and equal society, and a place where each of us can find happiness, prosperity, and progress.

Our conversations cannot stop here. The pandemic is not over. We need to keep conversing with one another, and work together to come up with solutions. There will be further conversations on specific issues. Singapore Together Alliances for Action (ATAAs) and other partnerships will be formed, so we can tackle key issues together.
COVID-19 Reflections

COVID-19 has affected many aspects of our lives. Here are a few reflections from Singaporeans.

"Dear COVID-19, You taught us many lessons... You taught us that the world is now more connected than it ever was before, that what we deem other countries’ problems can become ours faster than we would like to think. You taught us that mutual consideration, care for our neighbour, cooperation and personal sacrifice were still virtues as they have always been. You taught us that individual actions do matter, and thus, we all can make it through... together.”

ELSIE TAN
Healthcare Worker

"Dear COVID-19, thank you for forcing me out of my comfort zone. Thank you for making me uncomfortable. Thank you for making us think of new things that we have never thought about prior to your existence.”

FARHAN SHAH
Musician

You can read more or share your own story at Stories of Us at www.storiesofus.gov.sg

Numbers At A Glance

As at 31 December 2020

KEY THEMES
These are the most discussed topics across the ESCs:

1. Social Support 17%
2. National Identity & Shared Values 16%
3. Jobs & Economy 14%
4. Digitalisation & Technology 10%
5. Governance & Civic Engagement 9%
6. Education & Training 8%
7. Health & Wellbeing 6%
8. Caring For Seniors 4%
9. Our Diverse Singapore Community 4%
10. Environment 3%
11. Family 3%
12. Race & Religion 2%
13. National Security & Total Defence 1%
14. Arts & Sports 0.5%
15. Built Environment & Liveability 0.5%
Others 2%

PARTICIPANTS’ PROFILE

Gender
Male 54%
Female 44%
Not Stated 2%

Ethnicity
Chinese 73%
Indian 13%
Malay 6%
Others 6%
Not Stated 2%

Age
26 - 35 24%
36 - 45 22%
46 - 55 17%
56 - 65 9%
66+ 4%
Not Stated 6%
Others 2%
15 Key Themes

Singaporeans were forthcoming in sharing views on a wide range of issues. There were open-ended sessions exploring our hopes for Singapore, and thematic sessions on topics like our economy, sustainability and ageing.

1 SOCIAL SUPPORT
- Dignity of the less privileged
- Protection of vulnerable segments
- Support for giving and volunteerism

2 NATIONAL IDENTITY & SHARED VALUES
- A compassionate and cohesive society
- A resilient and inclusive society
- A broader definition of success
- Creating more space for honest conversations
- Our cultural resources

3 JOBS & ECONOMY
- Rethinking work and the workforce
- Support for essential workers and more vulnerable workers
- Support for jobseekers
- Support for local companies and workers
- New growth areas and our position as an economic hub
- Definitions of success for businesses and the economy

4 DIGITALISATION & TECHNOLOGY
- Bridging the digital divide
- Transforming our jobs, businesses and economy
- Harnessing technology for better social connections
- Concerns over privacy, cyber security, and misinformation

5 GOVERNANCE & CIVIC ENGAGEMENT
- Deeper citizen participation for more inclusive governance
- Calls for more conversations

6 EDUCATION & TRAINING
- Our education system
- Support for teachers and students
- Lifelong education and training

7 CARING FOR SENIORS
- Care and support for seniors
- Digital literacy for seniors

8 HEALTH & WELLBEING
- Coping with the pandemic
- Mental wellness as a priority

9 ENVIRONMENT
- Keeping our focus on environmental sustainability
- Responsible consumption and waste management
- Strengthening Singapore’s food security

10 OUR DIVERSE SINGAPORE COMMUNITY
- An inclusive community for both locals and foreigners
- Appreciation for migrant workers and care for their welfare
- More transparent employment practices regarding locals and foreigners
I appreciated the opportunity to be able to share my perspectives in a safe space free of judgement. The facilitator was very encouraging. It was also a joy to be able to connect with fellow Singaporeans both young and old, and hear their stories of dreams and hopes. It was energising for me.

As a youth volunteer I spend a lot of time talking to youths; listening to their concerns, needs, fears and hopes. I registered for the ESC so that I can communicate these fears, needs and aspirations to decision makers. I also wanted to be able to hear others’ opinions, thoughts and ideas. As a community builder, it is important that we understand the pain points and hopes of our people so that we can help design and execute initiatives in our three feet of influence to build a more caring, inclusive and resilient Singapore.

Honestly the pandemic challenged me in so many ways; as an individual, as a family member, as an employee and as a volunteer in the community. One memorable lesson I have learnt is that as individuals, we have the power to make small changes around us. No good deed is ever too small. My friends and I felt that we should do something for our migrant brothers during the fasting month. We got together, raised money amongst family and friends and arranged for care packs to be delivered to the dorms with the support of several individuals and ground-up movements involved in the migrant worker cause.

I must add the pandemic also offered me time to rest and spend time with my family members. It certainly helped to strengthen our relationship and reminded me of the importance of family.”

During the session, I discussed how COVID-19 has allowed the whole world to pause, which showed the good side, the humane part of Singaporeans. The crisis underscored the need for each and every one of us to play our part in society. At the same time, I believe it’s important we provide a safe environment for people to air and share their views. The challenges we face are complex as we mature. Singaporeans are varied and diverse, and all views need to be heard.

Being the only one from the Merdeka generation in my group, I was encouraged to see that the millennials care too. I feel that there should be more opportunities for intergenerational dialogues, so that there will be better understanding and each generation can understand each other’s perspectives.

To me, the pandemic revealed that we have lots of resources available and a huge network of relationships. There are all kinds of people in the world and we have the choice to be with who we want to be.

Amidst today’s crisis, what never fails to encourage me is Singapore’s resilience to pull through together and come out stronger than before.”
Our Voices

Key Themes

Mohammed Shabirin
Freelance Consultant and Adjunct Lecturer

I hope to see more transparency and open conversation with the government and I’m glad they’re open to listening to our thoughts and ideas. I hope we’re able to help shift policies towards building a kinder, more inclusive society, to lift the bottom, doesn’t rest with the government alone; it takes two hands to clap. Civic consciousness does start from the top, and I hope we can also call for more openness, transparency and graciousness from those in power. Above all, I hope we can prepare the next generation for the disrupted future that lies ahead.

I’m glad to see they appear open to listening to people from all walks of life, and seem to genuinely want to form a partnership with the public. We were asked to share our hopes for a stronger Singapore, and several key themes emerged from all the conversations and sharing which I hope the government will find useful as they shape policies to help our nation cope with the aftermath of COVID devastation.

The drive towards becoming a kinder, more inclusive Singapore, where we look out for each other and strive to lift the bottom, doesn’t rest with the government alone; it takes two hands to clap. Civic consciousness does start from the top, and I hope we can also call for more openness, transparency and graciousness from those in power. Above all, I hope we can prepare the next generation for the future that lies ahead, to have empathy for others, remain passionate and hungry to grow, to embrace lifelong learning, to be kind, humble and adaptable. These qualities more than any results from a report card, are going to help young Singaporeans succeed in the post-COVID future.

Communication is key. That’s how we get support from our family, neighbours and friends to remain positive and motivated especially during tough times. Being able to communicate our thoughts and feelings is also important.

For example, communicating difficulties faced in adopting new technology. We can then try to understand the pain points and help with finding ideal solutions or motivations to deviate from these difficulties.

This is the same on a larger scale. Sessions like today’s allow for open communication between people from all ages. And each open, respectful conversation we have together that is aimed at addressing tough issues is a step towards making stark decisions for change to happen.

We need more Singaporeans to join in these conversations, to share and to listen. We already have these open lines of communication, and it doesn’t matter how old you are or what your background is, you can play a part. Plus, you might be surprised by how much you can learn when you remove your ‘walls, shields, guards’ and have a simple conversation with someone who’s vastly different from you.

Mohammed Shabirin
Adjunct Lecturer and Freelance Consultant

There are a lot of stress points in families; not just relating to work or school, but also in terms of relationships as well as mental health. All that needs to be looked into and addressed.

There are resources available, but many families may not know who to turn to in their hour of need. I believe that a lot more synergy can be achieved when the people, public and private sectors come together.

We must provide opportunities for change makers to come together to explore collaboration and ideas for a better future.

I would say be entrepreneurial, use business to solve problems and achieve financial sustainability.

But I also think that the youth today have the most resources. For us to move towards being a more caring, cohesive and resilient society, we should also support more grassroots initiatives to engage other folks.

On reflection, the crisis taught me two things. The first was that Singaporeans were united on the whole to work on moving forward.

Russ Neu
Founder & CEO of Social Collider

I found the session very well-facilitated. The small group led by the facilitator allowed time and space for everyone to share their thoughts and views. Words to describe it – safe environment, meaningful focus, well-paced.

I’m glad to have participated. I felt heard and understood. It makes me feel like I want to engage more, participate more and contribute more.

To foster a more caring society, I think it comes to down to taking action. We should not be limited by our current belief systems, such as “my contribution may not make much of a difference”, which points to some form of fear or apathy, which then hinders us to act – even though we know it’s the right thing to do.

One thing I am most heartened to see in this time is that more people are articulating how we can make things better, and how should we come together more. We definitely can do more, say more and share more instances where the good and extraordinary have come out from difficult and adverse circumstances.

Carol Loi Pui Wan
Founder of Village Consultancy

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Deep Dive Conversations

This is a selection of conversations convened to cover specific emerging issues.

Persons with Disabilities

The circuit breaker disrupted the routines of persons with disabilities (PwDs), caregivers and Social Service Agency (SSA) staff, as physical services had to be curtailed, and engagements were moved online.

We hope for greater understanding and inclusion of PwDs in the community and workplace.

WHAT’S NEXT?
The Ministry of Social and Family Development (MSF) and partner agencies will:

• Prepare PwDs for work, and the transition to the workforce after finishing school.

Collectively, these efforts will engender a more inclusive society.

Family Violence

The COVID-19 pandemic resulted in job or income losses for some. Others felt anxious about the future or tried to cope with various insecurities. We shared that these stressors, if left unaddressed, could increase risks of family violence.

To eradicate family violence, we hope for greater understanding and awareness of the issue.

WHAT’S NEXT?
The MSF, Ministry of Home Affairs (MHA) and partner agencies will work together to:

• Deliver solutions to tackle family violence.
• Implement upstream and downstream measures for both victims and perpetrators.
• Work with the community to break the cycles of violence.

The Taskforce on Family Violence will include key findings gathered at the ESCs into its Final Recommendation Report, scheduled for release in 2021.

Youth Mental Well-Being Network

Against the backdrop of increasing mental health concerns amongst youths, more than 1,000 of us came together to generate and implement ideas to support youth mental well-being.

We recognised the importance of whole-of-society efforts. We initiated ideas for about 40 potential projects with support from the Ministry of Education (MOE), MSF, and the Ministry of Health (MOH).

WHAT’S NEXT?
The Youth Mental Well-being Network (YMWB Network), a SG Together Alliance for Action, will:

• Develop these ideas into more concrete plans for implementation.
• Encourage passionate members of the community to join in their efforts to promote youth mental well-being.

You can connect with YMWB Network at: www.reach.gov.sg/youth-mental-well-being.

Youth Conversations

375 of us shared our views and stories across four thematic areas (jobs and the future of work, support for vulnerable groups, mental wellbeing, and environment and sustainability) in six sessions, as well as on channels such as online polls, videos, and articles that reached 290,000 more in the youth community.

We shared our hopes for Singapore in 2025, the societal values we want to see, and the issues we care deeply about.

WHAT’S NEXT?
Ideas from the ESC are channelled to the Youth Action Challenge (YAC), a developmental platform where youths identify problem statements to issues and initiate solutions, with the support of government agencies and industry experts.

• The ESCs for Youth built on the National Youth Council’s (NYC) past engagements to discuss youths’ aspirations for Singapore. Through the ESCs, YAC, Young Changemakers Grant, and the SG Youth Action Plan, NYC continues to provide opportunities for youths to lead changes they want to see.
• 50 teams involving more than 190 youths have pitched their ideas in January 2021 across the four themes.
• Following the pitch, teams will receive funding and have one year to implement their projects.
Yellow Ribbon Singapore - Beyond Second Chances

COVID-19 disrupted our work and personal lives, and made apparent the need for mental health, social and family support. We need to adapt to the changes brought on by COVID-19. At the same time, we observe greater unity and increased empathy among our friends and family.

We hope that society could move beyond sympathy and towards assisting ex-offenders with the means to live a life of dignity - like any other Singaporean. We discussed possible avenues for the community, including ex-offenders, to co-create a more inclusive and cohesive Singapore.

We encourage stronger support to give second chances to ex-offenders, and to spread this message more widely.

WHAT’S NEXT?
Ideas to strengthen through care and reintegration for offenders have been incorporated into the CARE Network\(^1\) plans.

Ideas such as a career pathway for ex-offenders to enter the healthcare sector will be explored under the TAP and Grow\(^2\) initiative.

Guided by Yellow Ribbon Singapore’s (YRSG) Career and Skills Masterplans for the next five years, the TAP and Grow initiative has kicked off with the Precision Engineering and Media sectors, with plans to expand this initiative to other growth sectors.

YRSG will continue to engage citizens to be advocates of second chances as part of community action to empower ex-offenders’ reintegration and paying it forward.

Digitalising the Real Estate Agency Industry

With restrictions on physical and onsite property transaction activities, all our fellow property agents had to quickly learn to conduct virtual meetings and online viewings with our clients, and facilitate transactions with electronic tools. While some older agents who are not so tech-savvy encountered difficulties, we also saw opportunities to transform the industry arising from the pandemic.

We hope that digital transformation would be inclusive with sufficient resource support for smaller property agencies, and digital literacy training for the less tech-savvy agents so that they would not be left behind. We hope that property agencies can also ensure that their agents are aware of the benefits of digitalisation for property transaction activities.

We also hope for more training courses on digital literacy and marketing, and for digital platforms which can assist with compliance-related requirements, thereby helping to free up time so that we can focus on delivering value-added services to clients. As not all property agencies can afford to build their own platforms, a centralised system accessible to all would help smaller agencies.

WHAT’S NEXT?
The Council for Estate Agencies (CEA) will:
- Work with course providers to develop more digital courses to meet needs of property agents.
- Assist property agencies to seek government grants for investment in digital solutions.
- Work with the industry to facilitate development of centralised digital platforms, where relevant.
- Share positive digitalisation experiences of property agencies to encourage the industry to embrace property transactions technologies.

Strengthening the Relevance and Sustainability of Vibrant Precincts – Kampong Glam and Singapore River Stakeholders

Given the fall in the local office crowd and tourist numbers, we came together to reflect on how COVID-19 and increased telecommuting had adversely affected business in Kampong Glam and Singapore River.

The rich history and culture of a precinct are what makes it distinctive. We want to showcase these assets (e.g. the waterfront at Singapore River and the rich heritage at Kampong Glam) to enhance the visitor experience, and introduce a wider range of offerings with a mix of new and traditional enterprises.

We see ourselves as the precincts’ ambassadors, keen to continue leading collective efforts to make our precincts better. While recognising the complexity of finding common ground between different parties, we believe it is necessary for better and more sustainable outcomes for all.

WHAT’S NEXT?
The Urban Redevelopment Authority (URA) will:
- Encourage more stakeholders to participate in placemaking efforts through the pilot Business Improvement District (BID) programme and existing precinct partnerships.
- Continue to facilitate multi-stakeholder dialogues to achieve collective vision and align stakeholders’ priorities for the precinct.
- Partner with the community, in consultation with relevant agencies to support precinct initiatives, such as reviewing existing regulations to support heritage and new enterprises, as well as ideas to enhance the streetscape and overall connectivity.
Legal Industry Transformation

We hope to see greater technology adoption, development and advancement within the legal sector. We also hope to internationalise, capitalising on the industry’s strengths in growth areas such as international dispute resolution, restructuring/insolvency, and expanding into emerging markets.

We want to better prepare and calibrate the expectations and mindsets of new lawyers entering the legal workforce, and to strengthen continuing professional development for practising lawyers to ensure continued agility to respond to the changing legal landscape.

WHAT’S NEXT?

Following the Legal industry ESC involving broad representation from practising lawyers, industry association representatives, academics and law students, the Ministry of Law (MinLaw) has been looking into the suggestions raised, including supporting the legal sector in their technology advancement, internationalisation, and capability development.

MinLaw will continue to engage the stakeholders regularly, to further develop these ideas. Two upcoming areas that MinLaw will be engaging on relate to the design of a legal tech platform for the legal industry, and legal education needs.

Lower-Wage Workers

We shared our hope for an improvement in the living standards of lower-wage workers (LWWs) in Singapore. Through the COVID-19 pandemic, many LWWs had to step up in their efforts in essential jobs such as cleaners and security officers. We are deeply appreciative of the efforts of our LWWs. To improve the living standards of LWWs, we recognised that individuals, businesses and Government have a shared responsibility. They wish to see businesses offer progressive wages and progressive working environments for their employees and outsourced workers. They also want the wider society to show more respect to these workers, and accept a shift in the way we recognise and pay for services provided by them.

WHAT’S NEXT?

The Tripartite Workgroup on LWWs was set up in October 2020 to strengthen our efforts to support LWWs.

The Government is partnering citizens and stakeholders to work on meaningful solutions in this area.

Transport Workers and Operators

We are heartened that public transport companies have shown care. Masks, hand sanitisers, vitamins were provided to workers; accommodations were provided for Malaysian bus captains. We appreciated that our companies adopted use of digital technologies, and shifted processes to online platforms, to enable greater process efficiencies, benefiting transport workers.

We hope:

- To better understand the impact of future transport technologies on us.
- Education institutions can develop more apprenticeship programmes to give students opportunities to know our public transport sector.
- For more support to tide over this difficult period especially for those of us who are point-to-point transport drivers and are worried as incomes have fallen due to the current tourism landscape and more people working from home.
- That relief measures are extended.

What’s Next?

Following the nine ESCs with workers and operators in the transport industry from August to November 2020, the insights were taken into consideration.

- The relief measures for point-to-point transport drivers were extended.
- The Ministry of Transport (MOT) and the Land Transport Authority (LTA) continue to engage the stakeholders regularly, to gather feedback.

Community-led Conversations

IPS Young Singaporeans Conference 2020

The Institute of Policy Studies convened an Emerging Stronger Conversation as part of its 2020 Young Singaporeans Conference. 120 Singaporeans between 18 and 30 years old were invited to envision what it would mean to achieve happiness, prosperity and progress, as individuals and as a nation, in the next decade.

It was a rich exchange of perspectives and ideas as the participants had diverse backgrounds and were at different stages of their lives.

Participants shared the ways they had adapted to the new remote working and learning system. Many mentioned that they had picked up new skills and hobbies, and even found new business and career opportunities. Others shared about the relentless pace of work and the need to make the choice to switch off, or inform their work supervisors of that need. They spoke of the mental health strains and social isolation they and their peers faced. The ESC generated meaningful and targeted sharing in a 90-minute burst of conversation on this “crisis of a generation.”

Conversations through LEGO® SERIOUS PLAY®

Kris Tay, a Lego Serious Play (LSP) trainer and consultant, initiated a ground-up series of conversations with Singaporeans using the LSP approach. The conversations ran from Nov 2020 to Jan 2021, and explored how we might recover from the disruptions to our lives and prepare for the new normal.

I felt strongly that the Emerging Stronger Conversations was an extremely meaningful effort. We noted the aspiration for the ESCs to be an inclusive process, which would enable different segments of Singapore, including low-income families, seniors, and those who speak in vernacular languages, to be well-represented.

As a response to this, we initiated ‘Emerging Stronger Conversations using the LEGO® SERIOUS PLAY® (LSP) Methodology’. This ground-up citizen participation initiative stems out of our belief that every voice should be heard, and we care deeply to enable this. More than 50 certified facilitators from the LSP Singapore Community volunteered.

The sessions conducted so far have been really fulfilling. We got to understand concerns and aspirations of different segments of society, and the confidence we have in Singapore. Participants also shared ideas on how they would work with the government, private sector and one another, to create a more resilient post-COVID-19 Singapore.

Community-led Conversations

Community-led Conversations

FEATURES DEEP DIVE CONVERSATIONS

Dr. Gillian Koh
Deputy Director (Research), Institute of Policy Studies

KRIS TAY Representative Director, Rasmussen Consulting


Opportunities To Act

Conversations and Feedback
If you would like to take part in conversations on topics concerning Singapore’s future, here are some opportunities.

Emerging Stronger Conversations
Join upcoming Emerging Stronger Conversations to share your hopes and dreams for Singapore’s future. Sign up at www.reach.gov.sg/ESConversations.

OnePeople.sg
OnePeople.sg aims to facilitate deeper understanding of race relations. Visit www.onepeople.sg to find out more about their initiatives, including community engagement programmes.

Conversations on Singapore Women’s Development
The “Conversations on Singapore Women’s Development” were launched to understand Singaporeans’ aspirations and ideas on how we can further advance our women in Singapore. If you would like to be part of the Conversations, sign up at www.reach.gov.sg/participate/conversations-on-singapore-womens-development.

Budget 2021
Share your views and feedback on Budget 2021 through various interactive channels: www.reach.gov.sg/budget2021. The key themes for Budget 2021 are:
- Adapting our way of life to be a Safe and Smart Nation
- Emerging Stronger – as an Economy
- Emerging Stronger – as a Workforce
- Emerging Stronger – as a Society and Community
- Building a Green and Sustainable Future

Reflections on COVID-19
Read the reflections of fellow Singaporeans on their COVID-19 experience; share your own story at www.storiesofus.gov.sg.

Turn Conversations to Action
Alliances for Action
Alliances for Action are action-oriented, cross-sector collaborations on significant areas that build Singapore’s future. Together, we can co-create and deliver solutions for our future Singapore.

Youth Mental Well-Being Network
If you are passionate to promote youth mental well-being and would like to join the Network in carrying out projects, connect with us at www.reach.gov.sg/youth-mental-well-being.

Industry Coalition Groups: Alliances for Action
To act swiftly and decisively in this global economy, the Emerging Stronger Taskforce convened industry-led Alliances for Action to work in partnership with the Government to seize growth opportunities for Singapore. Visit www.emergingstronger.sg to find out more about the Alliances, and submit your ideas to help tackle the changes and challenges of today.

Volunteer for a Cause or Start an Initiative
Visit www.sg and www.volunteer.sg for volunteering opportunities including:

SG Cares
SG Cares is a national movement dedicated to guide and support the goodwill of all who live in Singapore to better help those in need. Find out how you can volunteer for a cause.

Volunteer.sg
Use the matching tool on the site to recommend a few choices based on your interests or skills.

Smart Nation Ambassador
Are you tech savvy? Are you passionate about helping others live digitally enabled lives? Find out how you can play a role in co-creating digital policies and solutions as a Smart Nation Ambassador.

Giving.sg
Explore over 500 non-profits in Singapore and donate to the causes you are passionate about, or volunteer for an activity you are interested in at the Giving.sg’s website at www.giving.sg.

Our Singapore Fund
If you have an idea for an initiative, or already have a project in the works and need funding, check out Our Singapore Fund at www.sg/oursingaporefund. The fund supports meaningful projects to meet social and community needs. Funding is capped at 80%, up to $20,000 of project expenditure, and is open for applications throughout the year.

Other Partnerships
Do you have other ideas and passions besides those listed here? Have you always wanted to take part in a Citizen’s Jury, or see your ideas made real in the form of urban solutions? Visit www.ideas.gov.sg/home to explore more opportunities for partnership to create solutions that can positively impact lives.

Let’s Hear One Another’s Perspectives.

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