

FOURTEENTH PARLIAMENT OF SINGAPORE

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FIRST SESSION

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ORDER PAPER SUPPLEMENT

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Sup. No. 3

FRIDAY, 26 FEBRUARY 2021

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ESTIMATES OF EXPENDITURE FOR  
THE FINANCIAL YEAR 1ST APRIL 2021 TO 31ST MARCH 2022  
(PAPER CMD 5 OF 2021)

Notices of Amendments to be moved in the Committee of Supply.

**Head U - Prime Minister's Office**

That the total sum to be allocated for Head U of the Estimates be reduced by \$100.

- (a) *Smart Fight, Smart Nation*  
Ms Tin Pei Ling
- (b) *Digital Identity*  
Ms Tin Pei Ling
- (c) *Smart Nation and COVID-19*  
Mr Alex Yam Ziming
- (d) *Smart Nation Private Sector Involvement*  
Mr Alex Yam Ziming
- (e) *Data Protocol and Safeguards*  
Miss Cheng Li Hui
- (f) *Smart Nation and Digital Government Group*  
Ms Hany Soh
- (g) *Smart Nation*  
Ms Jessica Tan Soon Neo
- (h) *Personalised Smart Nation Initiatives*  
Mr Sharael Taha

**Head U - Prime Minister's Office - continued**

- (i) *E-payments*  
Ms Jessica Tan Soon Neo
- (j) *Option for PIN-only Bank Cards*  
Mr Dennis Tan Lip Fong
- (k) *Scams Involving Bank Customers*  
Ms Sylvia Lim
- (l) *Strengthening Anti-Money Laundering Efforts in Singapore*  
Mr Murali Pillai
- (m) *Ensure Fair Value of Insurance Policies*  
Mr Derrick Goh
- (n) *Driving Environmental and Social Outcomes*  
Mr Desmond Choo
- (o) *SGX Sustainability Reporting*  
Mr Leon Perera
- (p) *Population Policies*  
Miss Cheng Li Hui
- (q) *Population Strategies*  
Ms Denise Phua Lay Peng
- (r) *COVID-19 Effects on Our Population*  
Ms Ng Ling Ling
- (s) *Reverse Declining Population Trend*  
Ms Poh Li San
- (t) *National Population and Talent Division*  
Ms Hany Soh
- (u) *Childcare Sick Leave to Help Total Fertility Rate*  
Mr Louis Ng Kok Kwang
- (v) *Maternity and Paternity Leave Enhancement*  
Ms Carrie Tan
- (w) *Corruption in Singapore*  
Mr Pritam Singh

**Head U - Prime Minister's Office - continued**

- (x) *Updating Prevention of Corruption Act*  
Mr Murali Pillai
  - (y) *SG United, Employment and Re-Employment*  
Mr Patrick Tay Teck Guan
  - (z) *Public Service Transformation*  
Mr Melvin Yong Yik Chye
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**Head M - Ministry of Finance**

That the total sum to be allocated for Head M of the Estimates be reduced by \$100.

- (a) *Managing Government Finances*  
Mr Liang Eng Hwa
- (b) *Fiscal Accountability*  
Ms Foo Mee Har
- (c) *Case for an Independent Fiscal Council*  
Assoc. Prof. Jamus Jerome Lim
- (d) *National Research Foundation*  
Mr Leon Perera
- (e) *Performance of Sovereign Wealth Funds*  
Mr Leon Perera
- (f) *Reserves Draw-downs*  
Mr Leon Perera
- (g) *Leveraging Upstream Design to Cut Operating Expenditure*  
Mr Edward Chia Bing Hui
- (h) *Boosting Support to Local Businesses*  
Ms Foo Mee Har
- (i) *Enhanced Support for Firms and Citizens*  
Mr Saktiandi Supaat
- (j) *Driving Environmental and Social Outcomes*  
Mr Desmond Choo

**Head M - Ministry of Finance - continued**

- (k) *Sovereign Wealth Funds and Green Investments*  
Mr Leon Perera
  - (l) *Developing SG into Green Financing Hub*  
Mr Henry Kwek Hian Chuan
  - (m) *Additional Buyer's Stamp Duty Remission for Married Couples*  
Mr Chua Kheng Wee Louis
  - (n) *Building Public Sector Capabilities*  
Ms Jessica Tan Soon Neo
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**Head J - Ministry of Defence**

That the total sum to be allocated for Head J of the Estimates be reduced by \$100.

- (a) *MINDEF and SAF's Plans and Priorities*  
Mr Alex Yam Ziming
- (b) *Defence Expenditure*  
Miss Cheng Li Hui
- (c) *Security Trends*  
Mr Vikram Nair
- (d) *Defence Diplomacy*  
Mr Vikram Nair
- (e) *Regional Security Architecture*  
Mr Vikram Nair
- (f) *Fight against COVID-19*  
Mr Alex Yam Ziming
- (g) *Biological Threats*  
Dr Wan Rizal
- (h) *SAF's Operational Readiness*  
Mr Alex Yam Ziming
- (i) *RSAF Aircraft Noise and Vibrations*  
Ms Sylvia Lim

**Head J - Ministry of Defence - continued**

- (j) *MINDEF and SAF COVID-19 Safety Measures*  
Ms Joan Pereira
- (k) *NS Training Amidst COVID-19*  
Mr Abdul Samad
- (l) *Next Generation SAF*  
Mr Desmond Choo  
Mr Shawn Huang Wei Zhong
- (m) *Financial Prudence*  
Mr Vikram Nair
- (n) *Improving Resource Efficiency*  
Mr Mohd Fahmi Bin Aliman
- (o) *Terrorism*  
Mr Desmond Choo
- (p) *Digital Transformation*  
Mr Vikram Nair
- (q) *Strengthening Singapore's Cybersecurity*  
Mr Henry Kwek Hian Chuan
- (r) *NS Review Committee*  
Mr Chong Kee Hiong
- (s) *Singapore Green Plan 2030*  
Mr Henry Kwek Hian Chuan
- (t) *Climate Change Mitigation*  
Mr Henry Kwek Hian Chuan  
Mr Seah Kian Peng  
Mr Don Wee
- (u) *Work-study Diploma*  
Miss Rachel Ong
- (v) *Expertise-based Deployment*  
Miss Rachel Ong
- (w) *External Review Panel on SAF Safety*  
Mr Alex Yam Ziming

**Head J - Ministry of Defence - continued**

- (x) *Training Safety*  
Mr Alex Yam Ziming
- (y) *Digitalisation of Medical Support*  
Miss Rachel Ong
- (z) *Recognising Our Men and Women in the SAF*  
Ms Hazel Poa
- (aa) *Care for Soldiers*  
Mr Gerald Giam Yean Song
- (ab) *Financial and Post-NS Employment Support*  
Mr Don Wee
- (ac) *Fitness*  
Ms Joan Pereira
- (ad) *Enhancements to NS Processes*  
Mr Chong Kee Hiong
- (ae) *Digitalisation of NS Services*  
Mr Patrick Tay Teck Guan
- (af) *Total Defence in Battling COVID-19*  
Dr Wan Rizal
- (ag) *ACCORD*  
Ms Yeo Wan Ling
- (ah) *Digital Defence*  
Mr Patrick Tay Teck Guan
- (ai) *Climate Change in Total Defence*  
Mr Seah Kian Peng
- (aj) *Climate Defence in Total Defence*  
Mr Don Wee
- (ak) *Emerging Stronger with Total Defence*  
Mr Zhulkarnain Abdul Rahim

**Head J - Ministry of Defence - continued**

(al) *Public Engagement on Total Defence and NS*

Mr Zhulkarnain Abdul Rahim

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**Head N - Ministry of Foreign Affairs**

That the total sum to be allocated for Head N of the Estimates be reduced by \$100.

(a) *COVID-19 and Singapore's Place in the World*

Mr Alex Yam Ziming

(b) *Singapore's Relevance to the World*

Mr Don Wee

(c) *Maintaining Singapore's Hub Position*

Ms Poh Li San

(d) *Fostering Our Connections and Resilience*

Mr Edward Chia Bing Hui

(e) *Combating COVID-19 Beyond Borders*

Ms Tin Pei Ling

(f) *COVAX*

Ms Sylvia Lim

(g) *Vaccine for International Community*

Mr Chong Kee Hiong

(h) *Climate Action Collaboration*

Mr Seah Kian Peng

(i) *Global Efforts against Climate Change*

Mr Shawn Huang Wei Zhong

(j) *Multilateralism*

Dr Wan Rizal

(k) *Safety and Efficiency of Digital Flows*

Mr Henry Kwek Hian Chuan

(l) *US-China Relations*

Ms Yeo Wan Ling

**Head N - Ministry of Foreign Affairs - continued**

- (m) *Myanmar Coup*  
Mr Dennis Tan Lip Fong
- (n) *Relationship with US and China*  
Mr Vikram Nair  
Mr Dennis Tan Lip Fong
- (o) *Bilateral Relations with Malaysia*  
Miss Rachel Ong
- (p) *Bilateral Relations with Indonesia*  
Miss Rachel Ong
- (q) *Relations with Malaysia and Brunei*  
Mr Zhulkarnain Abdul Rahim
- (r) *Relations with Indonesia and Africa*  
Ms Joan Pereira
- (s) *Strengthening ASEAN*  
Ms Sylvia Lim
- (t) *ASEAN Cooperation*  
Mr Vikram Nair
- (u) *ASEAN's Relevance*  
Mr Vikram Nair
- (v) *Singapore as a Global-Asia Node*  
Mr Murali Pillai
- (w) *Supporting ASEAN Chair*  
Mr Derrick Goh
- (x) *Relations with Other Key Partners*  
Mr Abdul Samad
- (y) *Relations with Middle East Partners*  
Mr Saktiandi Supaat
- (z) *Relations with Middle East*  
Mr Alex Yam Ziming
- (aa) *Emerging Markets Beyond Asia*  
Mr Gan Thiam Poh



**Head N - Ministry of Foreign Affairs - continued**

- (ab) *New US Administration*  
Mr Baey Yam Keng
- (ac) *State of Relations with China*  
Mr Zhulkarnain Abdul Rahim
- (ad) *Singapore-China Relations*  
Mr Liang Eng Hwa
- (ae) *Consular Assistance and Foreign Policy*  
Mr Desmond Choo
- (af) *Strengthening Singapore's Relevance*  
Mr Don Wee
- (ag) *A Broader Base of International Support*  
Mr Gerald Giam Yean Song
- (ah) *Protection for Diplomatic Staff*  
Mr Raj Joshua Thomas
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**Head P - Ministry of Home Affairs**

That the total sum to be allocated for Head P of the Estimates be reduced by \$100.

- (a) *Supporting the Home Team Transformation*  
Mr Murali Pillai
- (b) *Police - Use of Technology in Operations*  
Mr Christopher de Souza
- (c) *Police - Operations Capability and COVID-19*  
Mr Christopher de Souza
- (d) *Border Controls Amidst COVID-19*  
Ms Sylvia Lim
- (e) *E-services and Access*  
Dr Tan Wu Meng
- (f) *Better Support for SC and SPR Applications*  
Mr Muhamad Faisal Abdul Manap

**Head P - Ministry of Home Affairs - continued**

- (g) *PR for Foreign Spouses and Children*  
Mr Gerald Giam Yean Song
- (h) *Improvement to the Investigation Process*  
Mr Leong Mun Wai
- (i) *Far-right Extremism*  
Mr Pritam Singh
- (j) *Deterring Hostile Foreign Actors*  
Mr Christopher de Souza
- (k) *Battling Foreign Interference*  
Mr Christopher de Souza
- (l) *Youth Radicalisation and Disinformation*  
Mr Zhulkarnain Abdul Rahim
- (m) *Anti-terror - Operational Capability*  
Mr Christopher de Souza
- (n) *Terrorism - Rehabilitation of Detainees*  
Mr Christopher de Souza
- (o) *Anti-terror - Building Intelligence*  
Mr Christopher de Souza
- (p) *Effective Justice for Online Harm*  
Mr Derrick Goh
- (q) *Instalment Payment for Traffic Fines*  
Mr Muhamad Faisal Abdul Manap
- (r) *Traffic Safety*  
Mr Patrick Tay Teck Guan
- (s) *Enhancing Security Industry Competencies*  
Mr Raj Joshua Thomas
- (t) *Protection for Security Officers*  
Mr Raj Joshua Thomas
- (u) *Security Industry*  
Mr Vikram Nair

**Head P - Ministry of Home Affairs - continued**

- (v) *Drug Abuse and Youths*  
Mr Sitoh Yih Pin
  - (w) *Drugs - Deter Recreational Drug Use*  
Mr Christopher de Souza
  - (x) *Drugs - Fight New Psychoactive Substances*  
Mr Christopher de Souza
  - (y) *Drugs - Deter Supply into Singapore*  
Mr Christopher de Souza
  - (z) *Drugs - Rehabilitation of Drug Users*  
Mr Christopher de Souza
  - (aa) *"Fitrah" - Supporting Inmates' Families*  
Ms Nadia Ahmad Samdin
  - (ab) *Rehabilitation and Re-integration Efforts*  
Mr Zhulkarnain Abdul Rahim
  - (ac) *Helping Ex-offenders*  
Dr Tan Wu Meng
  - (ad) *Work for Short-term Prisoners*  
Mr Murali Pillai
  - (ae) *Strengthening Protection against Online Scams*  
Mr Derrick Goh
  - (af) *Gambling Legislation*  
Mr Vikram Nair
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**Head R - Ministry of Law**

That the total sum to be allocated for Head R of the Estimates be reduced by \$100.

- (a) *Impact of COVID-19 Legislation*  
Mr Murali Pillai
- (b) *Modernising Probate Processes*  
Mr Murali Pillai

**Head R - Ministry of Law - continued**

- (c) *COVID-19 Temporary Bills - Excellent Moves*  
Mr Christopher de Souza
- (d) *Access to Justice for the Vulnerable*  
Mr Christopher de Souza
- (e) *Access to Justice for Vulnerable Groups*  
Mr Raj Joshua Thomas  
Mr Zhulkarnain Abdul Rahim
- (f) *Legal Aid for Economically Vulnerables*  
Mr Leong Mun Wai
- (g) *Access to Justice*  
Dr Tan Wu Meng
- (h) *Law Awareness and Enhancing Accessibility*  
Ms Nadia Ahmad Samdin
- (i) *Easier Access to Legal Knowledge*  
Ms Hany Soh
- (j) *Dispute Resolution*  
Mr Lim Biow Chuan
- (k) *Resolving Neighbour Disputes*  
Mr Gerald Giam Yean Song
- (l) *Community Disputes Resolution Tribunal Updates*  
Mr Patrick Tay Teck Guan
- (m) *Protection from Harassment Act Updates*  
Mr Patrick Tay Teck Guan
- (n) *Enforcement and Publication of Employment Claims Tribunal Judgments*  
Mr Patrick Tay Teck Guan
- (o) *Moneylending*  
Mr Vikram Nair
- (p) *Supporting Law Practices*  
Mr Vikram Nair
- (q) *Supporting Law Firms' Transformation*  
Mr Raj Joshua Thomas

**Head R - Ministry of Law - continued**

- (r) *Support for Small- and Medium-sized Firms*  
Ms Rahayu Mahzam
  - (s) *Future-proofing the Legal Sector*  
Mr Zhulkarnain Abdul Rahim
  - (t) *Mediation and Arbitration in Singapore*  
Mr Sitoh Yih Pin
  - (u) *Hague Service Convention*  
Mr Murali Pillai
  - (v) *Singapore's Intellectual Property Protection Regime*  
Mr Christopher de Souza
  - (w) *Optimising Land Resources*  
Mr Christopher de Souza
  - (x) *Digitisation Efforts of Singapore Land Authority*  
Mr Derrick Goh
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**Head E - Judicature**

That the total sum to be allocated for Head E of the Estimates be reduced by \$100.

- (a) *Litigants in Person*  
Ms Sylvia Lim
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**Head V - Ministry of Trade and Industry**

That the total sum to be allocated for Head V of the Estimates be reduced by \$100.

- (a) *Recovery and the Next Bound of Growth*  
Mr Liang Eng Hwa
- (b) *Business Hub of Asia*  
Ms Foo Mee Har

**Head V - Ministry of Trade and Industry - continued**

- (c) *Supporting Local Corporates*  
Ms Foo Mee Har
- (d) *Recovery and Longer-term Trends*  
Mr Desmond Choo
- (e) *Navigating Fractured Globalisation*  
Prof. Hoon Hian Teck
- (f) *Calibrating Incentives to MNCs and SMEs*  
Mr Leon Perera
- (g) *Global-Asia Node*  
Ms Jessica Tan Soon Neo
- (h) *Emerging Sectors*  
Ms Jessica Tan Soon Neo
- (i) *Internationalisation*  
Ms Jessica Tan Soon Neo
- (j) *Enterprise Development*  
Ms Jessica Tan Soon Neo
- (k) *Returns from Past RIE Expenditures*  
Mr Leong Mun Wai
- (l) *Spending Wisely on National R&D*  
Assoc. Prof. Jamus Jerome Lim
- (m) *Incoming Investments and Job Opportunities*  
Mr Abdul Samad
- (n) *Renewed Social Compact in the Workplace*  
Ms Janet Ang
- (o) *Tech, People and Capital for SMEs*  
Ms Janet Ang
- (p) *Helping SMEs Attract Local Talent*  
Mr Gerald Giam Yean Song
- (q) *Innovation and Enterprise Development*  
Mr Shawn Huang Wei Zhong

**Head V - Ministry of Trade and Industry - continued**

- (r) *Igniting More SME Collaborations*  
Mr Edward Chia Bing Hui
  - (s) *Supporting Tourism Sector Recovery*  
Mr Saktiandi Supaat
  - (t) *Help SMEs to be Part of "30 by 30"*  
Mr Don Wee
  - (u) *Supporting SMEs in the Longer Term*  
Mr Derrick Goh
  - (v) *Helping More SMEs to Transform*  
Mr Derrick Goh
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**Head Q - Ministry of Communications and Information**

That the total sum to be allocated for Head Q of the Estimates be reduced by \$100.

- (a) *Industry Capabilities and Leaders*  
Ms Tin Pei Ling
- (b) *Support MSMEs to Transform Digitally*  
Ms Tin Pei Ling
- (c) *Digital Economy*  
Mr Alex Yam Ziming
- (d) *Digitisation Impact on Life Post-COVID-19*  
Mr Seah Kian Peng
- (e) *Cross-Ministry Transformation Support*  
Mr Sharael Taha
- (f) *Opportunities in ICT Industry*  
Mr Sharael Taha
- (g) *SMEs Unlock Value Through Digitalisation*  
Mr Sharael Taha
- (h) *Digital Transformation for SMEs*  
Mr Vikram Nair

**Head Q - Ministry of Communications and Information - continued**

- (i) *SMEs and Digital Transformation*  
Mr Sitoh Yih Pin
- (j) *SME Digitisation*  
Ms Mariam Jaafar
- (k) *Support for SMEs to Transform Digitally*  
Mr Don Wee  
Mr Liang Eng Hwa
- (l) *5G Deployment*  
Ms Jessica Tan Soon Neo
- (m) *Our Digital Innovation Ecosystem*  
Mr Christopher de Souza
- (n) *Privacy of and Accountability for Data*  
Mr Christopher de Souza
- (o) *Cybersecurity of our Critical Systems*  
Mr Christopher de Souza
- (p) *Cybersecurity*  
Mr Alex Yam Ziming
- (q) *Strengthening Cybersecurity*  
Ms Jessica Tan Soon Neo
- (r) *Cyberspace and Data Flow Governance*  
Mr Xie Yao Quan
- (s) *Postal Sector Transformation*  
Mr Liang Eng Hwa
- (t) *Singapore Postal Sector*  
Mr Sitoh Yih Pin
- (u) *Digital and Postal Transformation*  
Mr Edward Chia Bing Hui
- (v) *Future of the Postal Sector*  
Mr Cheng Hsing Yao
- (w) *Library in the Digital World*  
Ms Hany Soh



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**Head Q - Ministry of Communications and Information - continued**

- (x) *Future of Our Libraries*  
Mr Eric Chua
- (y) *Keeping Up with the Digital Future*  
Mr Eric Chua
- (z) *Digital Inclusion and Safer Internet*  
Ms Nadia Ahmad Samdin
- (aa) *Seniors Go Digital*  
Ms Sylvia Lim
- (ab) *Digital Inclusion*  
Miss Cheng Li Hui
- (ac) *Digitally Inclusive and Ready Society*  
Dr Shahira Abdullah  
Mr Shawn Huang Wei Zhong
- (ad) *Digital Divides and Rising Trends of Scams*  
Mr Seah Kian Peng
- (ae) *Access to Digital Environment*  
Mr Sharael Taha
- (af) *Narrowing the Digital Divide*  
Mr Saktiandi Supaat
- (ag) *Citizen-centricity and Readiness*  
Ms Tin Pei Ling
- (ah) *Communications in Mother Tongue*  
Ms Tin Pei Ling
- (ai) *Government Communications*  
Mr Vikram Nair  
Mr Liang Eng Hwa  
Mr Sitoh Yih Pin
- (aj) *Engaging Groups with Diverse Needs*  
Mr Don Wee
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**Head S - Ministry of Manpower**

That the total sum to be allocated for Head S of the Estimates be reduced by \$100.

- (a) *Workforce for New Economic Order*  
Mr Desmond Choo
- (b) *Underemployment in Singapore*  
Mr Patrick Tay Teck Guan
- (c) *Review of the Industrial Relations Act*  
Mr Patrick Tay Teck Guan
- (d) *SG United Jobs and Skills Package*  
Mr Liang Eng Hwa
- (e) *Re-skilling and the Promise of Re-employment*  
Assoc. Prof. Jamus Jerome Lim
- (f) *SG United Traineeships*  
Mr Yip Hon Weng
- (g) *Senior Employability*  
Mr Yip Hon Weng
- (h) *Dignified Employment for Elderly*  
Ms Ng Ling Ling
- (i) *Enhancing CPF Returns*  
Mr Chua Kheng Wee Louis
- (j) *Workers' Capabilities and Job Transfer*  
Mr Abdul Samad
- (k) *Workforce for Tomorrow's Economy*  
Mr Yip Hon Weng
- (l) *Reallocation of Workers due to COVID-19*  
Prof. Hoon Hian Teck
- (m) *Workforce for the Green Plan*  
Mr Sharael Taha
- (n) *Support for SMEs and SME Workers*  
Ms Yeo Wan Ling

**Head S - Ministry of Manpower - continued**

- (o) *Protection of Freelancers*  
Mr Patrick Tay Teck Guan
- (p) *Own-account Workers' Welfare*  
Mr Chua Kheng Wee Louis
- (q) *Progressive Wage Model and Foreign Worker Policy*  
Mr Edward Chia Bing Hui
- (r) *Work Passes for Foreigners*  
Mr Leon Perera
- (s) *Targeted Framework for Work Passes*  
Miss Cheng Li Hui
- (t) *Verifying Qualifications of Pass Holders*  
Mr Dennis Tan Lip Fong
- (u) *Expansion of Coverage of the Foreign Employee Dormitories Act*  
Mr Mohd Fahmi Bin Aliman
- (v) *Dormitories*  
Miss Cheng Li Hui
- (w) *Management of Foreign Workforce*  
Ms Hazel Poa
- (x) *Regulation of Living Conditions in Factory-converted Dormitories*  
Miss Rachel Ong
- (y) *Safe Food Access for Migrant Workers*  
Miss Rachel Ong
- (z) *Underpayment of Foreign Workers*  
Mr Pritam Singh
- (aa) *Addressing Migrant Worker Agent Fees*  
Mr Louis Ng Kok Kwang
- (ab) *Increase Coverage of Foreign Employee Dormitories Act*  
Mr Louis Ng Kok Kwang
- (ac) *Job Advertisements for Migrant Workers*  
Mr Leon Perera

**Head S - Ministry of Manpower - continued**

- (ad) *Entry of Approved Foreign Workers*  
Ms Sylvia Lim
- (ae) *Expansion of the Progressive Wage Model*  
Mr Mohd Fahmi Bin Aliman
- (af) *Progressive Wage Model for Lift and Escalator Sector*  
Mr Pritam Singh
- (ag) *Progressive Wage Model*  
Mr Gerald Giam Yean Song
- (ah) *Expand Progressive Wage Model*  
Mr Louis Ng Kok Kwang
- (ai) *Workplace Safety and Health*  
Mr Melvin Yong Yik Chye
- (aj) *Workplace Mental Health*  
Mr Melvin Yong Yik Chye
- (ak) *Work Injury Compensation Act for All Singaporean Workers*  
Mr Pritam Singh
- (al) *Workplace Transformation*  
Mr Sharael Taha
- (am) *Workplace Bullying and Sexual Harassment*  
Mr Patrick Tay Teck Guan
- (an) *Women in the Workplace*  
Ms Yeo Wan Ling
- (ao) *Women in the Workforce*  
Ms Mariam Jaafar
- (ap) *Childcare and Parental Care Leave*  
Mr Chua Kheng Wee Louis
- (aq) *Flexible Work Arrangements*  
Mr Chua Kheng Wee Louis
- (ar) *Supporting Caregivers*  
Ms Carrie Tan

**Head S - Ministry of Manpower - continued**

- (as) *Parent-care Leave for Ageing Population*  
Mr Louis Ng Kok Kwang
- (at) *Legislate the Right to Work from Home*  
Mr Louis Ng Kok Kwang
- (au) *Disallow Questions on Salary History*  
Mr Louis Ng Kok Kwang
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**Head K - Ministry of Education**

That the total sum to be allocated for Head K of the Estimates be reduced by \$100.

- (a) *Ensuring a 3R Education System*  
Mr Patrick Tay Teck Guan
- (b) *Re-imagining Education*  
Ms Denise Phua Lay Peng
- (c) *Citizenship Education*  
Mr Leon Perera
- (d) *Preparing for Future Economy*  
Ms Hazel Poa
- (e) *KPI*  
Ms Hazel Poa
- (f) *Students Outside Mainstream Schools*  
Ms Hazel Poa
- (g) *Multiple Pathways and Opportunities*  
Mr Baey Yam Keng
- (h) *Foundation Subjects in Primary School*  
Mr Gerald Giam Yean Song
- (i) *Enhancing Open Access in Primary Schools*  
Mr Patrick Tay Teck Guan
- (j) *More Children Can Study Closer to Home*  
Mr Shawn Huang Wei Zhong

**Head K - Ministry of Education - continued**

- (k) *Reducing Class Sizes*  
Ms Hazel Poa
- (l) *Smaller Class Sizes*  
Assoc. Prof. Jamus Jerome Lim
- (m) *Reviewing Teachers' Appraisal*  
Mr Louis Ng Kok Kwang
- (n) *Giving Teachers Mid-term Feedback*  
Mr Louis Ng Kok Kwang
- (o) *360-degree Feedback for All Teachers*  
Mr Louis Ng Kok Kwang
- (p) *Strengthening Education Pathways*  
Ms Foo Mee Har
- (q) *University Cohort Participation Rate*  
Mr Gerald Giam Yean Song
- (r) *Contemporising University Education*  
Mr Darryl David
- (s) *Recognising Every Youth's Potential*  
Mr Eric Chua
- (t) *Student Care Centres - Disadvantaged Kids*  
Mr Don Wee
- (u) *Education to Strengthen Mobility*  
Ms Janet Ang
- (v) *Polytechnics and ITE Outcomes*  
Ms Mariam Jaafar
- (w) *Enhancing Polytechnic and ITE Pathways*  
Dr Wan Rizal
- (x) *Promoting the Use of Malay Language*  
Dr Wan Rizal
- (y) *Mental Health Education and Programmes*  
Dr Wan Rizal

**Head K - Ministry of Education - continued**

- (z) *Equip Schools in Mental Health Support*  
Ms Carrie Tan
- (aa) *Guiding Difficult Conversations in Class*  
Dr Shahira Abdullah
- (ab) *Enhancing Counselling for Students*  
Mr Darryl David
- (ac) *Support for Mental Well-being*  
Mr Shawn Huang Wei Zhong
- (ad) *Support Students with Special Needs*  
Mr Shawn Huang Wei Zhong
- (ae) *Enhancing Support for Students with Special Educational Needs*  
Ms Rahayu Mahzam
- (af) *Special Education Needs*  
Ms Denise Phua Lay Peng
- (ag) *Para Sports Education in Schools*  
Mr Mark Chay
- (ah) *Update on SkillsFuture Initiatives*  
Mr Yip Hon Weng
- (ai) *Increasing Training Efficacy*  
Mr Sharael Taha
- (aj) *Enterprise Pillar of Skills Ecosystem*  
Ms Mariam Jaafar
- (ak) *Next Bound of SkillsFuture*  
Ms Foo Mee Har
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**Head L - Ministry of Sustainability and the Environment**

That the total sum to be allocated for Head L of the Estimates be reduced by \$100.

- (a) *Overview of MSE's Work*  
Mr Louis Ng Kok Kwang
- (b) *Net-zero Carbon Emissions by 2050*  
Mr Louis Ng Kok Kwang
- (c) *Reviewing PSTLES*  
Mr Louis Ng Kok Kwang
- (d) *Climate Change*  
Mr Liang Eng Hwa
- (e) *Singapore's Climate Goal*  
Mr Gan Thiam Poh
- (f) *Plan to Mitigate and Reduce Emissions*  
Mr Gan Thiam Poh
- (g) *Trade-offs in Climate Targets*  
Miss Rachel Ong
- (h) *Impact of Increasing Carbon Tax*  
Mr Sharael Taha
- (i) *Singapore Green Plan 2030*  
Ms Hany Soh
- (j) *Raising Awareness of Singapore Green Plan 2030*  
Ms Hany Soh
- (k) *SG Eco Fund*  
Ms Hany Soh
- (l) *Green Plan 2030 Targets*  
Mr Chua Kheng Wee Louis
- (m) *Sustainability to be in Singapore's DNA*  
Ms Janet Ang
- (n) *Green Plan to Combat Climate Change*  
Ms Poh Li San



**Head L - Ministry of Sustainability and the Environment - continued**

- (o) *Eco-towns - Involving the Community*  
Mr Don Wee
- (p) *Tracking Progress of the Green Plan*  
Prof. Koh Lian Pin
- (q) *City in Nature Green Spaces*  
Prof. Koh Lian Pin
- (r) *Premature Clearance of Kranji Woodland*  
Prof. Koh Lian Pin
- (s) *Sustainable Urban Infrastructures*  
Miss Cheryl Chan Wei Ling
- (t) *Sustainable Urban Designs*  
Miss Cheryl Chan Wei Ling
- (u) *Singapore Green Plan*  
Miss Cheryl Chan Wei Ling
- (v) *Sustainable Mature Housing Estate*  
Ms Tin Pei Ling
- (w) *Sustainable Towns and City in Nature*  
Ms Nadia Ahmad Samdin
- (x) *Role of Schools and IHLs in Green Plan*  
Ms Nadia Ahmad Samdin
- (y) *Careers in the Environmental Sector*  
Dr Shahira Abdullah
- (z) *Sustainability Efforts - Schools and IHLs*  
Mr Abdul Samad
- (aa) *Sustainability in Schools*  
Miss Cheng Li Hui
- (ab) *Sustainability Education*  
Mr Xie Yao Quan
- (ac) *Electric Vehicle Adoption*  
Mr Xie Yao Quan

**Head L - Ministry of Sustainability and the Environment - continued**

- (ad) *Green Transport*  
Mr Melvin Yong Yik Chye
- (ae) *Promoting Cleaner and Greener Vehicles*  
Mr Lim Biow Chuan
- (af) *Adoption of Electric Vehicles*  
Mr Ang Wei Neng  
Mr Gan Thiam Poh
- (ag) *Accessibility of Electric Vehicles*  
Mr Gan Thiam Poh
- (ah) *Wide Coverage of Charging Points*  
Mr Gan Thiam Poh
- (ai) *Transition to Cleaner-energy Vehicles*  
Prof. Koh Lian Pin
- (aj) *Green Energy Sources for Energy Reset*  
Prof. Koh Lian Pin
- (ak) *Alternative Energy*  
Ms Yeo Wan Ling
- (al) *Decarbonising Electricity Grid*  
Mr Saktiandi Supaat
- (am) *Electricity Prices and Electricity Usage*  
Mr Saktiandi Supaat
- (an) *Green Economy Trade-offs*  
Mr Saktiandi Supaat
- (ao) *Energy Reset*  
Mr Liang Eng Hwa
- (ap) *Fossil Fuel Industry Workers*  
Mr Leon Perera
- (aq) *Opportunities in the Green Economy*  
Ms Mariam Jaafar
- (ar) *Environment, Social and Governance Accreditation Mark for Green Plan*  
Mr Edward Chia Bing Hui

**Head L - Ministry of Sustainability and the Environment - continued**

- (as) *Green Economy and Energy Reset*  
Mr Desmond Choo
- (at) *Carbon Capture Utilisation and Storage*  
Mr Henry Kwek Hian Chuan
- (au) *Climate Change and Coastal Adaptation*  
Dr Lim Wee Kiak
- (av) *Climate Change and Coastal Protection*  
Ms Nadia Ahmad Samdin
- (aw) *Mitigating Impacts of Extreme Weather*  
Ms Hazel Poa
- (ax) *Improve Flood Resilience*  
Miss Cheryl Chan Wei Ling
- (ay) *Mitigate Inland Floods*  
Mr Gan Thiam Poh
- (az) *Reduce Heat Emissions*  
Mr Gan Thiam Poh
- (ba) *Urban Heat Island Effect*  
Mr Gan Thiam Poh
- (bb) *Ranking of Top Emitters*  
Mr Louis Ng Kok Kwang
- (bc) *Tackling E-waste*  
Mr Louis Ng Kok Kwang
- (bd) *Reducing Consumption of Disposables*  
Mr Louis Ng Kok Kwang
- (be) *Tackling Food Waste*  
Mr Louis Ng Kok Kwang
- (bf) *Plastic and Styrofoam Materials*  
Mr Dennis Tan Lip Fong
- (bg) *Toilet Improvement Programme*  
Mr Pritam Singh

**Head L - Ministry of Sustainability and the Environment - continued**

- (bh) *Environmental Services Industry*  
Dr Lim Wee Kiak
- (bi) *Littering*  
Mr Lim Biow Chuan
- (bj) *Foster Individual Ownership for CleanSG*  
Miss Rachel Ong
- (bk) *Transformation of Environmental Services*  
Miss Rachel Ong
- (bl) *Sustaining the Hawker Industry*  
Miss Rachel Ong
- (bm) *Promoting Singapore's Hawker Culture*  
Mr Leong Mun Wai
- (bn) *Hardship Scheme for Hawker Centre Stalls*  
Mr Muhamad Faisal Abdul Manap
- (bo) *Hawker Succession*  
Mr Gan Thiam Poh
- (bp) *Progress of New Hawker Centres*  
Mr Gan Thiam Poh
- (bq) *Foster Public Hygiene*  
Mr Gan Thiam Poh
- (br) *Enhancing Hawker Centres and Wet Markets*  
Ms Nadia Ahmad Samdin
- (bs) *Support for Local Food Production*  
Ms Nadia Ahmad Samdin
- (bt) *Sustainable Aquaculture and Clean Oceans*  
Ms Nadia Ahmad Samdin
- (bu) *Ensuring Food Safety*  
Ms Nadia Ahmad Samdin
- (bv) *Growing Singapore's Agri-food Ecosystem*  
Mr Don Wee

**Head L - Ministry of Sustainability and the Environment - continued**

- (bw) *Food Security*  
Dr Lim Wee Kiak
- (bx) *Safety of New Food Technology*  
Mr Gan Thiam Poh
- (by) *Energy Efficiency in Water Treatment*  
Ms Poh Li San
- (bz) *Enhancing Water Sustainability*  
Mr Yip Hon Weng
- (ca) *Managing PUB Pipe Leaks*  
Miss Cheng Li Hui
- 

**Head T - Ministry of National Development**

That the total sum to be allocated for Head T of the Estimates be reduced by \$100.

- (a) *Maintaining Liveable HDB Estates*  
Miss Cheryl Chan Wei Ling
- (b) *Liveable HDB Estates*  
Mr Lim Biow Chuan
- (c) *HDB Blocks Façade Repair*  
Mr Muhamad Faisal Abdul Manap
- (d) *HDB Flats with No Lift Upgrading*  
Mr Dennis Tan Lip Fong
- (e) *Safe Use of Park Connectors*  
Mr Dennis Tan Lip Fong
- (f) *Land Use Plans amidst Changing Landscape*  
Mr Chong Kee Hiong
- (g) *The Looming Housing Shortage Problem*  
Mr Leong Mun Wai
- (h) *Commercial Spaces in HDB Multi-storey Carparks*  
Assoc. Prof. Jamus Jerome Lim

**Head T - Ministry of National Development - continued**

- (i) *Design of Use of Space due to Work from Home Arrangements*  
Prof. Hoon Hian Teck
- (j) *Greenfield versus Brownfield Development*  
Mr Henry Kwek Hian Chuan
- (k) *Adapting Land Use Plan*  
Mr Henry Kwek Hian Chuan
- (l) *HDB's Assisted Living for Seniors*  
Mr Henry Kwek Hian Chuan
- (m) *Temporary Development Levy*  
Mr Gerald Giam Yean Song
- (n) *More Diverse Housing Options*  
Mr Cheng Hsing Yao
- (o) *Urban Rejuvenation and Land Flexibility*  
Mr Chua Kheng Wee Louis
- (p) *Retention of HDB Flats for Divorcees under 35*  
Mr Chua Kheng Wee Louis
- (q) *Availability of Rental Flats*  
Mr Chua Kheng Wee Louis
- (r) *Rental Flats*  
Mr Lim Biow Chuan
- (s) *Community Relationships*  
Mr Lim Biow Chuan
- (t) *COVID-19 Public Housing Rental Relief*  
Ms Carrie Tan
- (u) *Public Rental Housing Optimisation*  
Ms Carrie Tan
- (v) *Joint Singles Scheme*  
Mr Chong Kee Hiong
- (w) *Larger Flats for Rental Housing*  
Mr Chong Kee Hiong

**Head T - Ministry of National Development - continued**

- (x) *HDB Rental Flats for Singles*  
Mr Louis Ng Kok Kwang
- (y) *Legalise Cat Ownership in HDB Flats*  
Mr Louis Ng Kok Kwang
- (z) *Community Care Apartments*  
Mr Xie Yao Quan
- (aa) *Assistance for Ethnic Integration Policy-affected Flat Sellers*  
Mr Saktiandi Supaat
- (ab) *Affordability and Inclusivity in HDBs*  
Ms Nadia Ahmad Samdin
- (ac) *Neighbourliness and Community Ownership*  
Ms Nadia Ahmad Samdin
- (ad) *Technology to Improve Service Delivery*  
Mr Yip Hon Weng
- (ae) *Promoting Community Ownership*  
Mr Baey Yam Keng
- (af) *Technology Improvements on OneService*  
Miss Cheryl Chan Wei Ling
- (ag) *Municipal Services*  
Miss Cheryl Chan Wei Ling
- (ah) *Construction Industry Transformation Map*  
Mr Henry Kwek Hian Chuan
- (ai) *Built Environment Sector Carbon Emissions*  
Mr Henry Kwek Hian Chuan
- (aj) *Singapore Green Building Masterplan*  
Mr Henry Kwek Hian Chuan
- (ak) *Green Buildings*  
Mr Xie Yao Quan
- (al) *Transforming Built Environment Sector*  
Mr Xie Yao Quan

**Head T - Ministry of National Development - continued**

- (am) *Supporting Built Environment Sector*  
Mr Xie Yao Quan
- (an) *Transform Built Environment Industry*  
Ms Poh Li San
- 

**Head W - Ministry of Transport**

That the total sum to be allocated for Head W of the Estimates be reduced by \$100.

- (a) *A Sustainable Public Transport System*  
Mr Saktiandi Supaat
- (b) *Affordability of Public Transport*  
Mr Ang Wei Neng
- (c) *Public Transport Sustainability*  
Mr Melvin Yong Yik Chye
- (d) *Sustainability of Public Transport*  
Mr Gan Thiam Poh
- (e) *Challenges Facing our Aviation Industry*  
Mr Dennis Tan Lip Fong
- (f) *Strategies to Reboot Changi Air Hub*  
Ms Poh Li San
- (g) *Tuas Mega Port*  
Mr Ang Wei Neng
- (h) *Job Creation in Maritime Sector*  
Mr Saktiandi Supaat
- (i) *Support for Point-to-point Drivers*  
Ms Yeo Wan Ling
- (j) *Point-to-point Transport*  
Mr Ang Wei Neng
- (k) *Jobs in Transport Sector*  
Mr Melvin Yong Yik Chye



**Head W - Ministry of Transport - continued**

- (l) *Opportunities for Land Transport SMEs*  
Mr Saktiandi Supaat
  - (m) *MOT's Pro-enterprise Efforts*  
Mr Ang Wei Neng
  - (n) *A Caring and Inclusive Transport Culture*  
Ms Poh Li San
  - (o) *Commuter-centric Public Transport*  
Mr Gerald Giam Yean Song
  - (p) *Sheltered Pedestrian Crossings*  
Mr Muhamad Faisal Abdul Manap
  - (q) *Road Repurposing*  
Mr Cheng Hsing Yao
  - (r) *Active Mobility and Safety of Riders*  
Ms Yeo Wan Ling
  - (s) *Active Mobility and Safety on Footpaths*  
Mr Lim Biow Chuan
- 

**Head O - Ministry of Health**

That the total sum to be allocated for Head O of the Estimates be reduced by \$100.

- (a) *Health and Care - Supporting Our People*  
Dr Tan Wu Meng
- (b) *COVID-19 Vaccination Operations*  
Mr Yip Hon Weng
- (c) *Future Pandemic Preparedness*  
Mr Ang Wei Neng
- (d) *Healthcare Facilities Adequacy*  
Mr Ang Wei Neng
- (e) *Tackling Healthcare Inequality*  
Mr Leon Perera

**Head O - Ministry of Health - continued**

- (f) *Cost of Public Health Services*  
Mr Leong Mun Wai
- (g) *Medical Inflation and Affordability*  
Dr Lim Wee Kiak
- (h) *Expand MediSave Usage*  
Ms Hazel Poa
- (i) *MediSave Use for Outpatient Treatment*  
Mr Gerald Giam Yean Song
- (j) *Value-based Healthcare*  
Ms Ng Ling Ling
- (k) *MediShield Life Premiums*  
Mr Gerald Giam Yean Song
- (l) *Portable Health Insurance*  
Ms Hazel Poa
- (m) *Integrated Shield Plan Providers*  
Dr Tan Yia Swam
- (n) *Raise IVF MediSave Withdrawal Limits*  
Mr Louis Ng Kok Kwang
- (o) *Use MediSave for IVF TCM Treatments*  
Mr Louis Ng Kok Kwang
- (p) *Rollover Excess IVF Co-funding*  
Mr Louis Ng Kok Kwang
- (q) *Maternal and Children Health*  
Ms Ng Ling Ling
- (r) *Action Plan for Successful Ageing*  
Mr Yip Hon Weng
- (s) *Seniors' Mobility and Enabling Fund*  
Mr Yip Hon Weng
- (t) *Support for Caregivers*  
Mr Yip Hon Weng  
Ms Yeo Wan Ling

**Head O - Ministry of Health - continued**

- (u) *Safeguarding Our Healthcare Workers*  
Dr Wan Rizal
  - (v) *Healthcare Manpower*  
Ms Mariam Jaafar
  - (w) *Private Sector Partnerships*  
Ms Mariam Jaafar
  - (x) *Mental Health*  
Dr Wan Rizal
  - (y) *Mental Health and Wellness*  
Dr Tan Yia Swam
  - (z) *Staying Healthy in the New Norm*  
Dr Tan Yia Swam
  - (aa) *Partnering Singaporeans for Good Health*  
Dr Lim Wee Kiak
  - (ab) *National Immunisation Programme*  
Dr Lim Wee Kiak
- 

**Head I - Ministry of Social and Family Development**

That the total sum to be allocated for Head I of the Estimates be reduced by \$100.

- (a) *Social Compact and Service Delivery*  
Mr Seah Kian Peng
- (b) *Partnerships with the Community*  
Mr Seah Kian Peng
- (c) *Social Safety Net*  
Mr Seah Kian Peng  
Mr Melvin Yong Yik Chye
- (d) *Strengthening Social Service Delivery*  
Ms Joan Pereira  
Ms Denise Phua Lay Peng

**Head I - Ministry of Social and Family Development - continued**

- (e) *Seamless Application - Disadvantaged Kids*  
Mr Don Wee
- (f) *Nationwide Scale-up of ComLink*  
Mr Mohd Fahmi Bin Aliman
- (g) *Extension of ComChest's SHARE as One Programme*  
Mr Xie Yao Quan
- (h) *New Change for Charity Grant*  
Mr Seah Kian Peng
- (i) *Digitalisation in Early Childhood Space*  
Mr Seah Kian Peng
- (j) *Capability-building for Social Services*  
Ms Carrie Tan
- (k) *Helping Social Service Agencies Emerge Stronger*  
Mr Shawn Huang Wei Zhong
- (l) *Impact of Children and Young Persons Act Amendments 2019*  
Ms Sylvia Lim
- (m) *Supporting Youths at Risk*  
Mr Murali Pillai
- (n) *Youth Resilience and Mental Well-being*  
Mr Xie Yao Quan
- (o) *Network for Youth Mental Wellness*  
Mr Shawn Huang Wei Zhong
- (p) *Youth Involvement in Community Initiatives*  
Mr Mohd Fahmi Bin Aliman
- (q) *Pre-school Places*  
Mr Chua Kheng Wee Louis
- (r) *Childcare for Shift Workers*  
Mr Don Wee
- (s) *KidSTART - Growing Together with KidSTART*  
Ms Joan Pereira

**Head I - Ministry of Social and Family Development - continued**

- (t) *Affordability and Quality of Pre-schools*  
Ms Ng Ling Ling
- (u) *Inclusive Pre-schools*  
Ms Ng Ling Ling
- (v) *Vulnerable Families - Special Needs Kids*  
Mr Don Wee
- (w) *Disability*  
Ms Denise Phua Lay Peng
- (x) *Embracing People of Different Abilities*  
Ms Rahayu Mahzam
- (y) *Women in Leadership*  
Ms Mariam Jaafar
- (z) *Conversations on Singapore Women's Development*  
Mr Seah Kian Peng
- (aa) *Resilient Families*  
Mr Seah Kian Peng  
Mr Melvin Yong Yik Chye
- (ab) *Ending Domestic Violence*  
Mr Zhulkarnain Abdul Rahim
- 

**Head X - Ministry of Culture, Community and Youth**

That the total sum to be allocated for Head X of the Estimates be reduced by \$100.

- (a) *Sports in Singapore*  
Mr Sitoh Yih Pin
- (b) *Impact of COVID-19 on the Malay/Muslim Community*  
Mr Saktiandi Supaat
- (c) *Digitalisation - Support for Mature Workers*  
Mr Saktiandi Supaat

**Head X - Ministry of Culture, Community and Youth - continued**

- (d) *Support for Malay/Muslim Community*  
Mr Abdul Samad
- (e) *Equipping Asatizah and Update on PCICS*  
Ms Rahayu Mahzam
- (f) *Support for Asatizah*  
Mr Mohd Fahmi Bin Aliman
- (g) *Promoting Inter-faith Understanding*  
Mr Mohd Fahmi Bin Aliman
- (h) *Islamic Religious Council of Singapore*  
Mr Muhamad Faisal Abdul Manap
- (i) *Mentoring for High-risk Malay/Muslim Youths*  
Dr Shahira Abdullah
- (j) *Pre-school Education*  
Mr Zhulkarnain Abdul Rahim
- (k) *Continuing Support for Youths*  
Mr Zhulkarnain Abdul Rahim
- (l) *Mentoring our Youth*  
Mr Sharael Taha
- (m) *Training for Digital and Green Economy*  
Mr Sharael Taha
- (n) *Support for Vulnerable Families*  
Mr Sharael Taha
- (o) *"Bersamamu" - Strengthening Marriages*  
Ms Nadia Ahmad Samdin
- (p) *"Ciptasama" - Co-creating with Community*  
Ms Nadia Ahmad Samdin
- (q) *Update on M<sup>3</sup>*  
Ms Mariam Jaafar
- (r) *M<sup>3</sup> Volunteer Management Plans*  
Dr Wan Rizal

**Head X - Ministry of Culture, Community and Youth - continued**

- (s) *Developing Holistic Madrasah Education*  
Dr Wan Rizal
- (t) *The Relevance of People's Association*  
Mr Leong Mun Wai
- (u) *Forging Forward Together*  
Ms Joan Pereira
- (v) *Encouraging More to Step Forward*  
Ms Joan Pereira
- (w) *Forging Ahead Together*  
Ms Tin Pei Ling
- (x) *Inter-school Sports*  
Miss Cheng Li Hui
- (y) *Strengthening Community Relations*  
Miss Cheng Li Hui
- (z) *Singapore Culture Capital*  
Ms Janet Ang
- (aa) *State of the Arts Amidst COVID-19*  
Ms Sylvia Lim
- (ab) *Supporting Artists and Athletes*  
Mr Xie Yao Quan
- (ac) *Arts, Culture and Sports in Social Fabric*  
Mr Xie Yao Quan
- (ad) *Major Games Preparation*  
Mr Xie Yao Quan
- (ae) *Safe Sport*  
Mr Xie Yao Quan
- (af) *Safety of Travelling National Athletes*  
Mr Mark Chay
- (ag) *Working Towards Goal 2034*  
Mr Mark Chay

**Head X - Ministry of Culture, Community and Youth - continued**

- (ah) *Celebrating Singapore Hawker Culture*  
Mr Darryl David
- (ai) *Volunteerism*  
Ms Hany Soh
- (aj) *Chinese Culture in Singapore*  
Mr Sitoh Yih Pin
- (ak) *Helping Arts and Culture Go Digital*  
Ms Tin Pei Ling
- (al) *Arts and Culture Digitalisation*  
Mr Xie Yao Quan
- (am) *Appreciating Our Local Art and Culture*  
Miss Cheng Li Hui
- (an) *Effective Youth Engagement*  
Mr Darryl David
- (ao) *Efforts to Engage and Empower Our Youths*  
Ms Hany Soh
- (ap) *Job Support for Low-income Youths*  
Dr Shahira Abdullah
- (aq) *Partnering Citizens*  
Mr Mohd Fahmi Bin Aliman
- (ar) *Skills Framework for Sports and Fitness*  
Mr Mark Chay
- (as) *Jobs Support Scheme for Sports and Fitness Sector*  
Mr Mark Chay
- (at) *Development of E-sports in Singapore*  
Mr Mark Chay
- (au) *Creating our Sporting Heritage*  
Mr Mark Chay
- (av) *Booking System for Sports Facilities*  
Mr Muhamad Faisal Abdul Manap



**Head X - Ministry of Culture, Community and Youth - continued**

(aw) *Opportunities to Participate in Sports*

Ms Hany Soh

(ax) *Supporting Charities to Digitalise*

Mr Mohd Fahmi Bin Aliman

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