



ANNUAL REPORT

2024-2025

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ABOUT DISABLED PEOPLE'S ASSOCIATION

WHO WE ARE

Disabled People's Association (DPA) stands as an independent, cross-disability non-profit organisation. We represent the disability community, working to build a fairer society where everyone can participate in all aspects of life, from education to employment and access to social integration.

WHAT WE DO

A Voice of Our Own: We are an organisation for people with disabilities run by people with disabilities. We listen to the needs of all persons with disabilities in Singapore, their allies, carers and other social service organisations that provide essential services, and we ensure their needs are represented at a national level. We provide a platform for all people with disabilities to speak up and ensure their voices are heard, and we represent those less able or comfortable to speak for themselves.

HOW WE DO IT

We help the disability community have a voice in society by working with decision-makers in political, commercial and educational institutions so that no decision that impacts us is made without us. We also provide training for both people with disabilities and the public, so we can work together to create an inclusive, accessible society we are all proud of.

OUR AIMS

Empower

Raise awareness of the needs of people with disabilities so as to empower them to live independent lives via access to education, transport, paid employment and community activities.

Dialogue

Initiate constructive dialogue about disability so decision-makers, businesses and the public are conscious of the barriers that prevent people with disabilities from being active participants in society, and prompt them to work with us to overcome these obstacles.

Research

Share research and best practice examples that promote understanding and potential solutions to key issues faced by people with disabilities.

Awareness

Cultivate public awareness of all types of disabilities, both visible and invisible.



ABOUT DISABLED PEOPLE'S ASSOCIATION

Disabled People's Association (DPA) was first registered with the Registry of Societies on 28 April 1986, registration number ROS 202/84/WEL. DPA was then registered with the Commissioner of Charities as a Charity under the Charities Act on 30 December 1998, Registration No. 1384.

Unique Entity Number (UEN): S86SS0002F

Registered Address: 50 Chin Swee Rd, #09-04 Thong Chai Building, S 169874

IPC Period: 01 August 2022 to 31 July 2025 (IPC No: 000207)

Auditors: Cypress Singapore PAC Banks: CIMB, DBS and Hong Leong Finance

GOVERNANCE POLICIES

DPA is led by the Board of Management with guidance from DPA's Constitution. The Board of Management comprises of unpaid volunteers that are elected every three years. As required by our Constitution, the Board is made up of a majority of persons with disabilities to ensure it is representative of the community it serves. The Board also ensures that the organisation's finances are in good order and that there is a reserve of at least one year's operating budget.

DPA is committed to being as transparent as possible with its members, donors, partners and regulators. We adhere to the guidelines set out by the Office of the Commissioner of Charities (COC), NCSS and the Ministry of Social and Family Development (MSF) for our charity activities. DPA's annual reports and audited accounts for the past five years are available on our website.

CODE OF GOVERNANCE

DPA is in compliance with the enhanced tier of the Code of Governance for Charities and IPCs and submits the Governance Evaluation Checklist annually through the Charity Portal. The Code covers key guidelines and best practices in areas of governance and management that charities are encouraged to adopt

CONFLICT OF INTEREST POLICY

DPA's Board of Management and staff are all subject to a Conflict of Interest policy. They all sign declarations annually as an acknowledgement of having understood the policy and making clear any affiliations they may have that could be relevant to the dealings of DPA.

WHISTLE BLOWING POLICY

DPA is committed to have an open and transparent culture with the highest standards of accountability. Policies are implemented to ensure good governance, accounting, internal controls and people management. In keeping with this, our Whistle Blowing Policy aims to provide a means through which employees, members, volunteers, donors and other stakeholders report serious wrongdoings or concerns without fear of reprisals when whistleblowing in good faith.

PRESIDENT'S MESSAGE

This year, I made the difficult decision to step down early as President of the Disabled People's Association due to health reasons.

While it was not an easy choice, I do so with pride – and full confidence in the Board and team who continue to steer DPA forward with heart and purpose.

The past year has been one of momentum.

Our Inclusion Ambassadors – trained, paid advocates with lived experience, led impactful disability awareness sessions across retail, corporate, and education sectors. They worked with partners like Sephora, The Macallan House, the SAF Care Fund, Microsoft, NTUC, and Marsiling Primary School, bringing empathy and leadership to spaces where change begins.

In accessibility, we completed access audits and published guides for the Keppel Centre for Art Education, Siloso Beach, and Robinson Road. These weren't just checklists – they resulted in real, physical improvements to public infrastructure and information.

Our advocacy efforts remained strong. We published *Achieving Fairness in Employment*, presenting 14 recommendations to shape the upcoming Workplace Fairness Legislation.

We also surveyed 171 persons with disabilities about their voting experiences – and shared the data with the Elections Department and political parties.

We grew programmes like *Wheel the Ground*, and continued accessibility mapping in the Art Civic District – embedding inclusion into everyday environments.

This progress was made possible by your support.

In January 2025, we held our most successful fundraising event to date – a charity gala dinner that raised more than \$300,000.

Thanks to this and other efforts, DPA closed the financial year with a surplus of \$371,254, reversing last year's deficit. Our reserves now stand at 2.22 times our operating expenditure – a strong foundation for future growth.

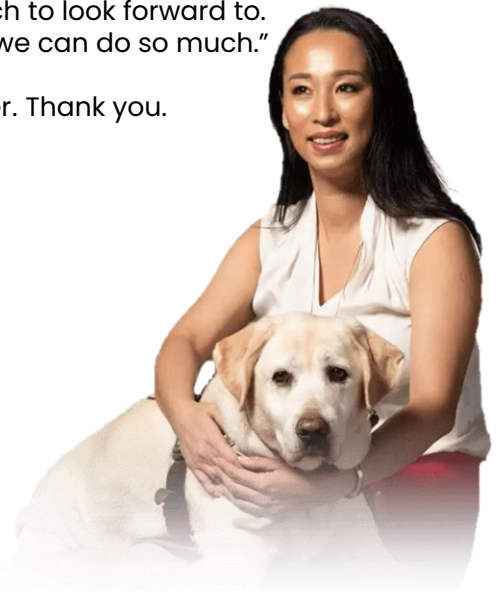
To our Inclusion Ambassadors, members, volunteers, and donors – thank you.
To our Executive Director, Mr Choy Weng Leong – your quiet leadership and unwavering commitment have been instrumental. And to my fellow Board Directors – thank you for your support and shared vision.

As DPA approaches its 40th anniversary in 2026, we have much to look forward to.
As Helen Keller once said: "Alone we can do so little; together we can do so much."

Together, we've moved forward. Together, we'll go even further. Thank you.



CASSANDRA CHIU
PRESIDENT
DISABLED PEOPLE ASSOCIATION



OUR PEOPLE

BOARD OF MANAGEMENT *

The 15th Board of Management of the Disabled People's Association was elected for a three-year term at the Annual General Meeting held on 6 October 2023.



MS CASSANDRA CHIU PRESIDENT

Current BOM Appointment:
06/10/2023
Past BOM Appointment:
Comm. Member (29/09/2020)

Counselor, The Safe Harbour
Executive Director, K9 Assistance



MS THERESA GOH VICE PRESIDENT

Current BOM Appointment:
06/10/2023
Past BOM Appointment:
-

Sports Administrator, Singapore
Disability Sports Council



MR ALVAN YAP HON. SECRETARY

Current BOM Appointment#:
28/10/2024
Past BOM Appointment:
Comm. Member (14/12/2021,
06/10/2023)

Assistant Director, SDeaf



MR LEO CHEN IAN HON. TREASURER

Current BOM Appointment:
20/11/2023
Past BOM Appointments:
Advisor (08/09/2018, 29/09/2020)

Director, Access Integrated
Therapy Pte Ltd



MS YAP QIAN YIN ASST. HON. TREASURER

Current BOM Appointment:
06/10/2023
Past BOM Appointment:
-

Business Architecture Specialist,
Accenture

ADVISORS *



MR ARSALAN ALI ADVISOR

Current BOM Appointment:
06/10/2023
Past BOM Appointment:
Advisor (08/09/2018, 29/09/2020)

Managing Partner,
Philosophy Brand Consultants



MR RICHARD KUPPUSAMY ADVISOR

Current BOM Appointment:
06/10/2023
Past BOM Appointment:
President (08/09/2018, 29/09/2020)

Co-Founder and Chief Product
Officer, Podium

Mr Alvan Yap was appointed as Honorary Secretary,
succeeding Mr Daryl Yang who stepped down from the role.

* As at 31/03/2025

OUR PEOPLE

BOARD OF MANAGEMENT *

The 15th Board of Management of the Disabled People's Association was elected for a three-year term at the Annual General Meeting held on 6 October 2023.



MS HUSNAH JAMALUDIN COMMITTEE MEMBER

Current BOM Appointment:
06/10/2023
Past BOM Appointment:
–



DR NAVIN NAIR COMMITTEE MEMBER

Current BOM Appointment:
06/10/2023
Past BOM Appointment:
Hon. Treasurer (29/09/2020)

Public Servant, LTA
Hon. Secretary, HWA



MS PATIENCE LIM COMMITTEE MEMBER

Current BOM Appointment:
06/10/2023
Past BOM Appointment:
–

Instructor, Faith Music Centre



MR SHALOM LIM COMMITTEE MEMBER

Current BOM Appointment:
06/10/2023
Past BOM Appointment:
–

Board Director, K9 Assistance



MS SOMYA SUGANDHA COMMITTEE MEMBER

Current BOM Appointment:
06/10/2023
Past BOM Appointment:
–

Regional HR Head, GE Vernova

BOARD MEETING ATTENDANCE

Ms Cassandra Chiu	100%
Ms Theresa Goh	100%
Mr Alvan Yap	100%
Mr Leo Chen Ian	50%
Ms Yap Qian Yin	100%
Ms Husnah Jamaludin	100%
Dr Navin Nair	100%
Ms Patience Lim	100%
Mr Shalom Lim	100%
Ms Somya Sugandha	75%

* As at 31/03/2025

OUR PEOPLE

SUB-COMMITTEES *

Administration & Finance:

Mr Leo Chen Ian (Chair)
Ms Cassandra Chiu
Mr Alvan Yap
Ms Yap Qian Yin

Advocacy & Programmes:

Ms Cassandra Chiu (Chair)
*comprised of the entire
Board of Management*

Audit:

Ms Theresa Goh (Chair)
Mr Leo Chen Ian
Dr Navin Nair

Fundraising:

Ms Yap Qian Yin (Chair)
Ms Cassandra Chiu
Mr Shalom Lim
Ms Somya Sugandha
Ms Theresa Goh

Human Resource:

Ms Cassandra Chiu (Chair)
Mr Alvan Yap
Ms Somya Sugandha

OUR STAFF *

Executive Director:

Mr Choy Weng Leong

Administration Manager #:

Ms Anusiah a/p Tharmalingam

Communications & Outreach Executive:

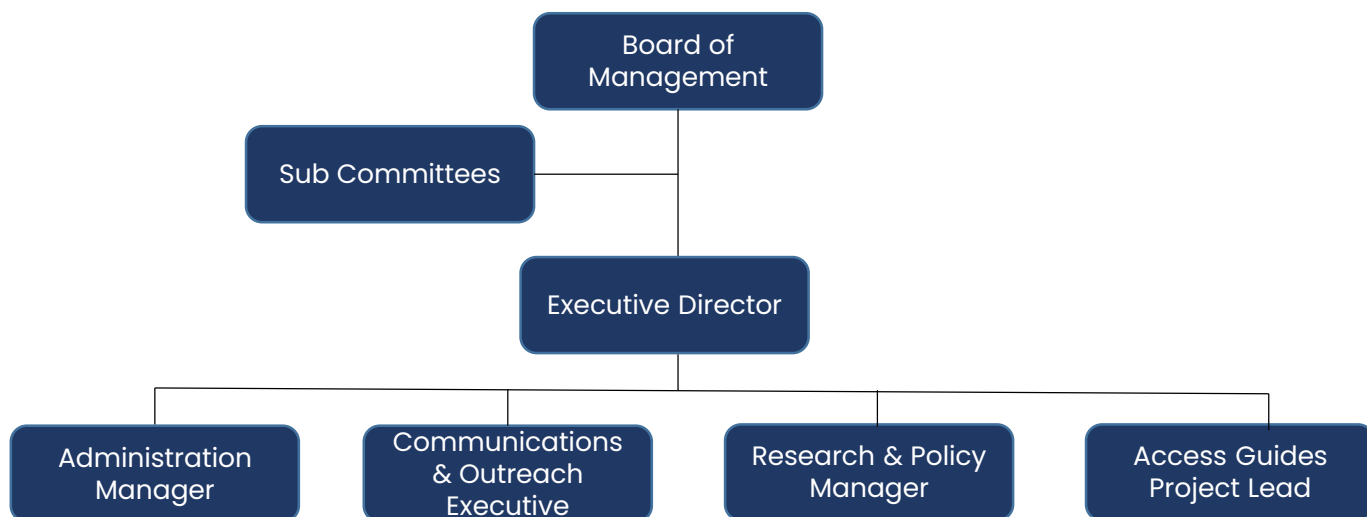
Ms Shafiqah Sahar

Research & Policy Manager:

Mr Max Soh

Access Guides Project Lead #:

Ms Yogeswari D/O Kunusegaran



There is no paid staff who are close members of the family of the Executive Head or Board Member.

*# Contract for Service Staff
* As at 31/03/2025*

OUR WORK

ACCESS GUIDES

DPA collaborates with our Inclusion Ambassadors to develop Access Guides for public spaces and places in Singapore. These guides provide persons with disabilities and their families with essential accessibility information, helping them plan their visits more effectively.

BENEFITS OF ACCESS GUIDES

- **User-Generated Information:** Access information created by persons with disabilities for persons with disabilities.
- **Informed Decisions:** Collate relevant and important information to help individuals determine whether a place meets their specific accessibility needs.
- **Highlighting Accessibility:** Showcase the accessible features of public institutions and spaces.
- **Promoting Inclusivity:** Encourage public places to lead by example and make their spaces as inclusive and accessible as possible.

KEY PROJECTS IN FY 2024–2025

- **Keppel Centre for Art Education**
DPA and LevelField Consultants collaborated with the National Gallery Singapore to audit and advise on accessibility for the newly refurbished Keppel Centre. We also submitted a detailed internal report. It was encouraging to see that many past recommendations had been implemented.
- **Siloso Beach, Sentosa**
In partnership with LevelField Consultants and Sentosa Development Corporation, DPA conducted an accessibility audit of Siloso Beach—our second outdoor project. We produced an Access Advisory and a detailed report highlighting key recommendations based on the beach’s unique terrain.
- **Robinson Road Accessibility Validation**
As a follow-up to our 2019 CBD mapping project, DPA and the Accessible City Network (ACN) workgroup led an accessibility validation exercise on Robinson Road. Volunteers used the SmartBFA app to flag issues and validate data. A findings report was submitted with LevelField’s support.
- **The Macallan House**
DPA audited The Macallan House at Raffles Hotel and produced an Access Advisory and internal report. We also designed and delivered tailored Disability Inclusion Training for its retail team, conducted by DPA staff and Inclusion Ambassadors.

OUR WORK

INCLUSION AMBASSADORS

To promote disability leadership and amplify the voices of people with disabilities, DPA members are trained to be Inclusion Ambassadors. These ambassadors raise awareness and promote inclusion through our programmes and services. The Inclusion Ambassadors programme is the first of its kind in Singapore, providing a platform for professionally trained and paid persons with disabilities to be voices of change.

OBJECTIVES OF THE INCLUSION AMBASSADORS PROGRAMME

- **Leadership by Persons with Disabilities:** Ensure that disability inclusion is led by persons with disabilities.
- **Skill Development and Income:** Provide opportunities for DPA members with disabilities to learn important communication, presentation, and teamwork skills while earning an income.
- **Empowerment:** Empower persons with disabilities to be active contributors to a more inclusive society.
- **Engagement:** Engage with individuals, companies, educational and religious institutions, as well as government agencies to promote disability awareness and inclusion.

KEY PROJECTS IN FY 2024–2025

- **Collaboration with SAF Care Fund (SCF) Volunteers Programme**
 - Providing volunteers with insights into the lived experiences of persons with disabilities to prepare them for their role as a volunteer with SCF.
 - Equipping volunteers with basic disability etiquette to interact respectfully and appropriately with persons with disabilities.
- **Access Advisory and Training with The Macallan House**
 - The tailored Disability Inclusion Training for retail staff equips them with the knowledge and communication skills needed to better engage persons with disabilities.
- **Fireside Chat and Experiential Booths with Sephora:**
 - An interactive fireside chat enabled participants to ask questions and deepen their understanding of the lived experiences of persons with disabilities.
 - Experiential booths facilitated by our Inclusion Ambassadors allowed staff to engage and understand various disability challenges firsthand.

- **Disability Awareness Training Series and Outreach**

ACS International

Chugoku Marine

Infineon

Marsiling Primary School

Manulife

META

Mizuho Securities

Microsoft

NTUC

Xishan Primary School

OUR WORK

RESEARCH & ADVOCACY

To advocate for initiatives, policies, and laws that improve the lives of persons with disabilities in Singapore, we need to be informed about the needs on the ground. To ensure we truly represent the disability community's voice, we regularly consult with our members and other disability advocates, sharing their experiences in disability-led research and reports.

WHAT TYPE OF RESEARCH DOES DPA UNDERTAKE

- **Reports on the Singapore Government's Implementation of International Treaties:** DPA monitors Singapore's progress in implementing the United Nations Convention on the Rights of Persons with Disabilities (CRPD) into local policies. DPA also collaborates on reports for other treaties like the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and the Universal Periodic Review (UPR).
- **Disability-led Studies:** DPA collaborates with researchers with disabilities to produce studies that inform our programmes and policies.
- **Position Papers:** DPA produces position papers to provide comprehensive overviews and clarify our stance on issues impacting the disability community.
- **Commentaries:** DPA writes opinion pieces and contributes to newspaper articles on disability-related topics.
- **Advocacy:** DPA promotes the rights and well-being of persons with disabilities, ensuring their voices are heard in policymaking and public discourse.

KEY PROJECTS IN FY 2024–2025

- **Achieving Fairness in Employment for Persons with Disabilities in Singapore**
DPA published a two-part report, "*Achieving Fairness in Employment for Persons with Disabilities in Singapore*", based on conversations held with persons with disabilities between 2022 and 2023. The report outlines 14 key recommendations — eight focused on the upcoming Workplace Fairness Legislation (WFL), and six on broader employment issues.

With the WFL expected to be passed in FY2024–2025, DPA actively shared our recommendations with policymakers, Members of Parliament, the Ministry of Manpower (MOM), and the Tripartite Alliance for Fair Employment Practices (TAFEP). We also raised public awareness through various platforms.

- **Survey on Election and Voter Engagement**
In August 2024, anticipating a possible General Election, DPA surveyed 171 persons with disabilities about their voting experiences and perceptions of voter outreach. We focused on two main areas:
 - *Experiences and perceptions of voting*
 - *Accessibility and effectiveness of voter engagement*Findings were shared with the Elections Department and all political parties. We also published articles on our website and social media to promote awareness and change.
- **Curation/Development of Advocacy Collaterals and Outreach**
As part of DPA's ongoing policy advocacy work, DPA works to curate and develop various collaterals to assist in our advocacy and awareness-raising initiatives.
 - *Research & Policy Blog:* Continued to grow our blog, sharing commentaries and insights on disability issues.
 - *Webinar:* DPA hosted a webinar in January 2025 to highlight several of our ongoing policy advocacy initiatives and ways people can get involved with our work.

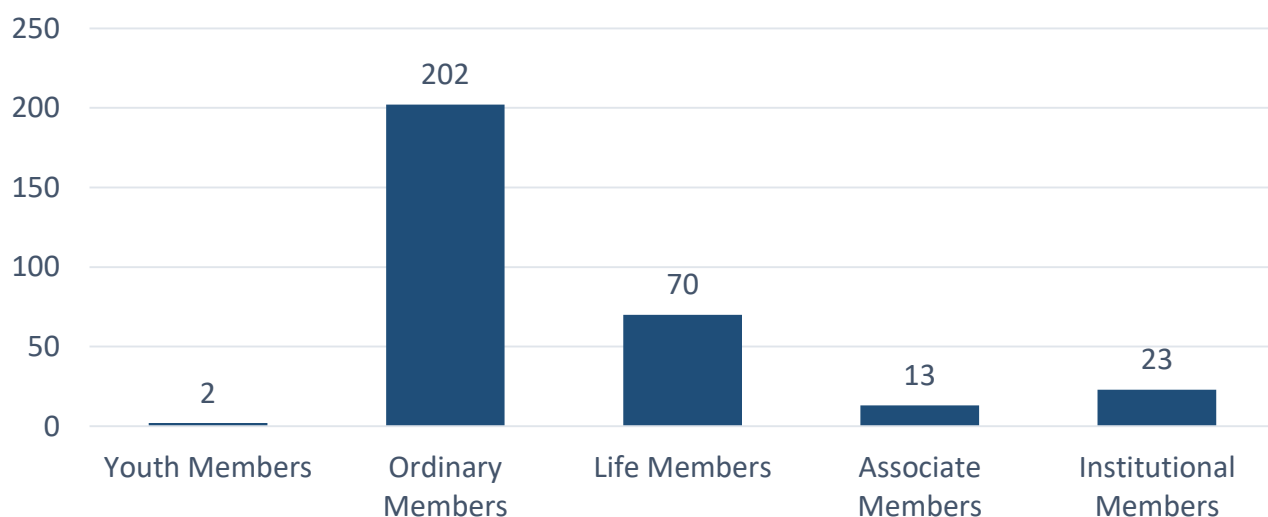
OUR MEMBERS

OUR MEMBERS *

DPA provides a platform for all people with disabilities to speak up and ensure their voices are heard and also ensures that their needs are represented at a national level. DPA welcomes persons with all types of disabilities to join us.

TYPES OF MEMBERSHIP

- **Youth Membership** is open to persons with disabilities aged 13 to 17 years. Membership is valid from the year joined till the member turns 18 years old.
- **Ordinary Membership** is open to all persons with disabilities residing in Singapore who are 18 years of age and above.
- **Life Membership** is open to any persons with disabilities who has made a significant contribution to the movement of people with disabilities either in DPA or in other affiliated organisations.
- **Associate Membership** is for allies of persons with disabilities, including parents, caregivers, partners of persons with disabilities and advocates for inclusion.
- **Institutional Membership** is open to Social Service Agencies, organisations, social enterprises and companies that are working with persons with disabilities – to collaborate with DPA to help amplify disabled voices and spread the message of inclusion.



* As at 31/03/2025

SUMMARY OF FINANCIAL POSITION

TOTAL INCOME

Our total income in FY 2024-2025 was \$864,172, compared to \$377,489 in the previous FY.

	FY 2024/25	FY 2023/24
• Government Grant	\$333,409	\$25,220
• Donation Income	\$440,205	\$283,429
• Other Income	\$90,558	\$68,840

TOTAL EXPENDITURE

Our total expenditure in FY 2024-2025 was \$492,916 compared to \$589,001 in the previous FY.

	FY 2024/25	FY 2023/24
• Direct Costs	\$321,820	\$452,262
• Operating Expenses	\$171,098	\$135,739

These variances highlight significant improvements in income, particularly from government grants and donations, alongside reductions in direct costs, leading to a substantial turnaround in the net surplus for FY 2024-2025.

The Audited Financial Statement for the year ended on 31 March 2025 reflected a surplus of \$371,254 compared to the previous FY's deficit of \$211,512.

In FY 2024-2025, the costs associated with fundraising activities amounted to \$102,727 compared to \$54,567 in previous FY. DPA complied with the 30/70 fundraising efficiency ratio, commonly known as the "30/70 rule" for charities and institutions of a public character (IPCs).

CASH RESERVES

The Association cash reserves (*excluding Restricted Funds*) amounted to \$1,088,283 in FY2024-2025 compared to \$717,029 in previous FY. Our reserves currently stand at 2.22 times operating expenditure, compared to 1.23 in the previous FY.

FUTURE PLAN

DPA will mark our 40th Anniversary in 2026. As we look to the future, we remain deeply committed to championing accessibility and inclusion for persons with disabilities through our advocacy and outreach programmes, while enhancing our relevance and securing long-term financial sustainability