

# CHAMPIONING OUR DEFENCE STORY

ANNUAL REPORT 2023





# MISSION

We champion our defence story to inspire everyone to defend what it means to be Singaporean: our home, our identity and our way of life.

# CONTENT

- 04 Joint Message from Chairman & CEO
- 06 Board of Directors
- 07 Organisation Structure
- 08 At a Glance
- 12 Preserving our Defence Heritage
- 20 Raising Awareness & Resonance of our Defence Story
- 38 Growing Mindshare & Building Advocates for Defence
- 48 Committing to Excellence & Growth
- 58 Acknowledgement





# JOINT MESSAGE FROM CHAIRMAN & CEO



**Mrs Elaine Ng**  
Chairman



**Mr Joseph Tan**  
Chief Executive Officer

It has been an exciting year of key milestones and achievements. As we marked DCS' first anniversary, we took the opportunity to reflect on our mission and expanded mandate.

## Defence Stories

DCS shares and promotes defence stories through our museums and their exhibitions and programmes. The re-opening of the Singapore Navy Museum (SNM) in June 2023 gave us the opportunity to bring stories on the importance of Singapore's Sea Lines of Communications (SLOCs), maritime security and the roles played by our Navy and sailors. The recently onboarded Singapore Air Force Museum (SAFM) will undergo a gallery refresh next year to reinvigorate the exhibition and static display spaces for a more engaging and delightful visitor experience. DCS is also working closely with the Army to refresh the Army Museum of Singapore (ARMS) and is targeting to reopen it in 2027. In March 2024, SDC was officially recognised as "Singapore's First Positive Energy Museum" and was presented with the SGBC-BCA Leadership in Sustainability Award 2024.

National Service and the evolution of the Singapore Armed Forces (SAF) is closely intertwined with Singapore's nation building and success. The upcoming NS

Square at Marina Bay includes a gallery on the story of National Service and we have been working very closely with the MINDEF project teams to curate the narratives, content and artefacts. As part of this effort, DCS had also commenced oral history interviews with national servicemen past and present.

In support of all our museums, we have begun building our collections management capability and are working closely with MINDEF to identify and safeguard items across the SAF that hold significance. These collections forge tangible connections to our defence heritage and bring stories to life. We will also improve our digital platforms to make our collections more accessible.

## Expanding DCS' Role in Total Defence & Driving Strategic Partnerships

DCS has a role not only to share and promote our defence story through our galleries, programmes and exhibitions, but also to inspire and provide opportunities for Singaporeans to contribute to Total Defence. We will work closely with our partners and the community to launch new platforms for engagement. In FY2023, DCS worked with the National Day Parade 2023 (NDP) Committee and contributed a

float during the pre-parade segment. To commemorate the 40th anniversary of Total Defence, we collaborated with MINDEF, Nexus to curate special pop-up exhibitions which have travelled to many educational institutions, SAFRA clubs and community spaces across the island.

To bring defence stories to a wider audience beyond our museums, DCS had leveraged on strategic partners such as SBS Transit whom we have co-curated the "Our Defence Story on the Move" series, which started with Navy Museum-themed displays and in-train panels at Downtown Line Expo Station. New MOU partners such as Nanyang Academy of Fine Arts – University of the Arts (NAFA-UAS) will help us co-create the defence story with the arts community and promote youth engagement.

In our management of MINDEF's museums, we will continuously strengthen organisational culture, professionalise corporate services and foster excellence. Our journey over the past year has been driven by the collective efforts of our dedicated staff working together with partners and volunteers. We would like to thank everyone for your unwavering support and look forward to another year of exciting developments.

# BOARD OF DIRECTORS



1

**1 Mrs Elaine Ng**  
Chairman  
Defence Collective Singapore Ltd  
Deputy Secretary (Admin)  
Ministry of Defence

**2 Mr Joseph Tan**  
Chief Executive Officer  
Defence Collective Singapore

**3 Ms Deanne Tan**  
Director, Nexus  
Ministry of Defence

**4 Mr Melvin Kwek**  
Managing Director  
VantagePoint

**5 Mr Jeffrey Seah**  
Partner  
Mettle & Salt Partners Pte Ltd

**6 Ms Loh Wee Cheng**  
Divisional Director  
Student Development Curriculum  
Division 1  
Ministry of Education

**7 Mr Leonard Tan Bahroocha**  
Director, Head of Product Innovation  
Team (SEA & Oceanic)  
Samsung Electronics

**8 BG Goh Pei Ming**  
Chief of Staff – Joint Staff  
Singapore Armed Forces  
Ministry of Defence

**9 Ms Chung May Khuen**  
Director  
National Museum of Singapore

**10 Ms May Tan**  
Director, Education & Development  
National Arts Council

**11 Dr Ang Cheng Guan**  
Associate Dean & Professor  
International History of Southeast Asia,  
S Rajaratnam School of International Studies  
Nanyang Technological University

**12 Mr Muhamad Imaduddin Abd Karim**  
Director (Crime Division)  
Attorney-General's Chambers

**13 Ms Huang Shao-Ning**  
Founder & Partner  
AngelCentral

## SUBCOMMITTEES

### Audit & Risk Committee

Mr Melvin Kwek (Chairman)  
BG Goh Pei Ming  
Ms Deanne Tan

### People Development Committee

Mr Jeffrey Seah (Chairman)  
Mr Muhamad Imaduddin Abd Karim  
Ms Deanne Tan

### Digital Content Committee

BG Goh Pei Ming (Chairman)  
Mr Joseph Tan  
Mr Jeffrey Seah  
Ms Huang Shao-Ning

### Experience Committee

Ms Loh Wee Cheng (Chairman)  
Mr Leonard Tan Bahroocha  
Ms Chung May Khuen  
Dr Ang Cheng Guan  
Ms May Tan

## MEETING ATTENDANCE

Board Member	No. of Meetings Attended
BG Kelvin Fan (Chairman; till 1 Mar 2024)	3
Mrs Elaine Ng (from 1 Mar 2024)	1
Mr Joseph Tan	4
COL Goh Jerica (Board Member; till 14 Jun 2024)	4
Mr Melvin Kwek	4
Mr Jeffrey Seah	2
Ms Loh Wee Cheng	4
Mr Leonard Tan Bahroocha	2
BG Frederick Choo (Board Member; till 26 Feb 2024)	3
BG Goh Pei Ming (from 26 Feb 2024)	1
Ms Chung May Khuen	3
Ms May Tan	3
Dr Ang Cheng Guan	4
Mr Muhamad Imaduddin Abd Karim	3
Ms Huang Shao-Ning	3
<b>No. of Meetings Held</b>	<b>4</b>

## DCS ORGANISATION STRUCTURE



### Management Team

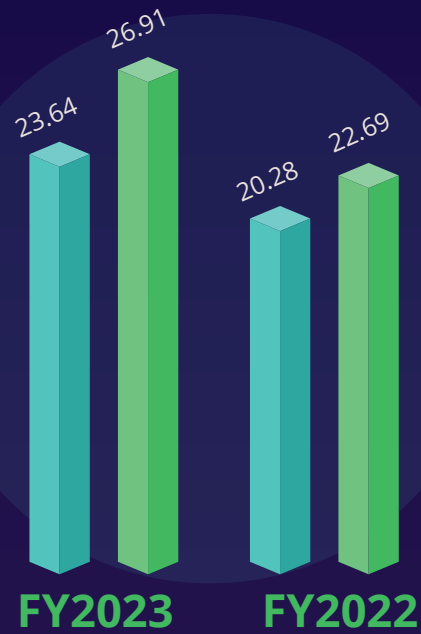
Chief Executive Officer: **Mr Joseph Tan**  
Deputy CE / Executive Director, SDC: **Mr Leong Yue Weng**  
Director, Corporate Development & Human Resources: **Mr Aw Young Gan Juen**  
Director, Curatorial & Collections: **Ms Hairani Joshi**  
Director, Exhibition & Volunteer Management: **Ms Peh Yee Joo**  
Director, Finance & Procurement: **Ms Sally Yeo**  
Director, Infrastructure & Sustainability: **Mr Lim Chin Seang**  
Director, Partnership: **Ms Soo Hui Wah**



# AT A GLANCE

## FINANCIAL HIGHLIGHTS

(in S\$ millions)



■ Total Operating Expenditure  
■ Total Operating Revenue



**700** SCHOOL PROGRAMMES CONDUCTED

**219** DEFENCE PROGRAMMES CONDUCTED

**68** CORPORATE PROGRAMMES CONDUCTED

**75** PUBLIC PROGRAMMES CONDUCTED

## TOTAL ENGAGEMENT

**554,571**



IN-CENTRE **270,383** DIGITAL **97,591** OUTREACH **186,597**



**62** DCS VOLUNTEERS

**658.5**

TOTAL VOLUNTEER HOURS



**27**

COMMUNITY ACTIVITIES ORGANISED



**16**

COMMUNITY PARTNERS ENGAGED



**7,027**

PARTICIPANTS ENGAGED



**Over 200**

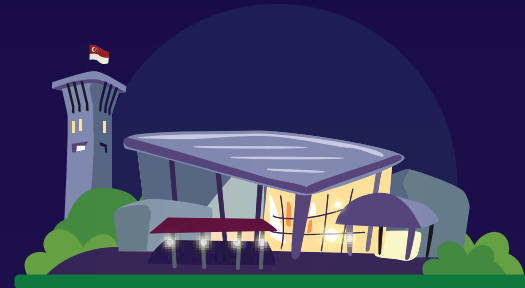
PARTNERS ENGAGED

**2**

NEW MOU PARTNERSHIPS

## TOTAL ENGAGEMENT

**527,177**



IN-CENTRE **242,989** DIGITAL **97,591** OUTREACH **186,597**



**272,205**

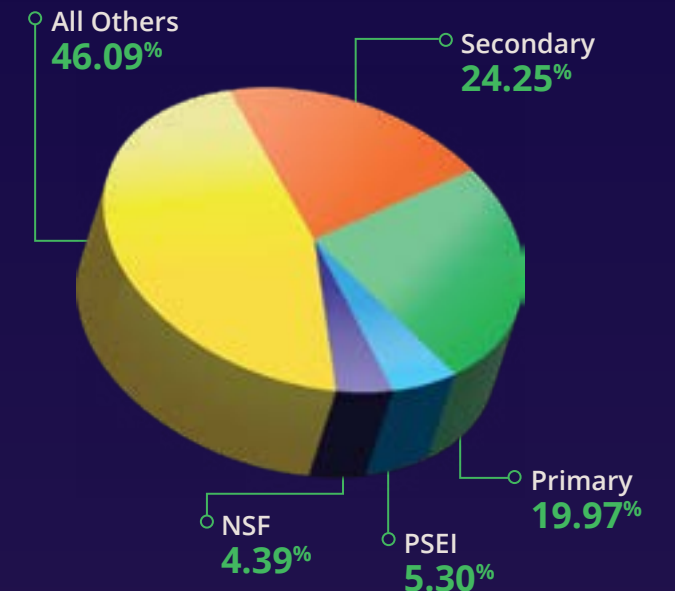
STUDENTS ENGAGED



**100** PRESCHOOL **182** PRIMARY

**148** SECONDARY **25** PSEI

SCHOOLS ENGAGED



**tripadvisor**  
Reviews **4.5**

**Google**  
Reviews **4.5**

## SINGAPORE NAVY MUSEUM

### TOTAL ENGAGEMENT

**27,394**



### NEW PROGRAMMES DEVELOPED

**5**



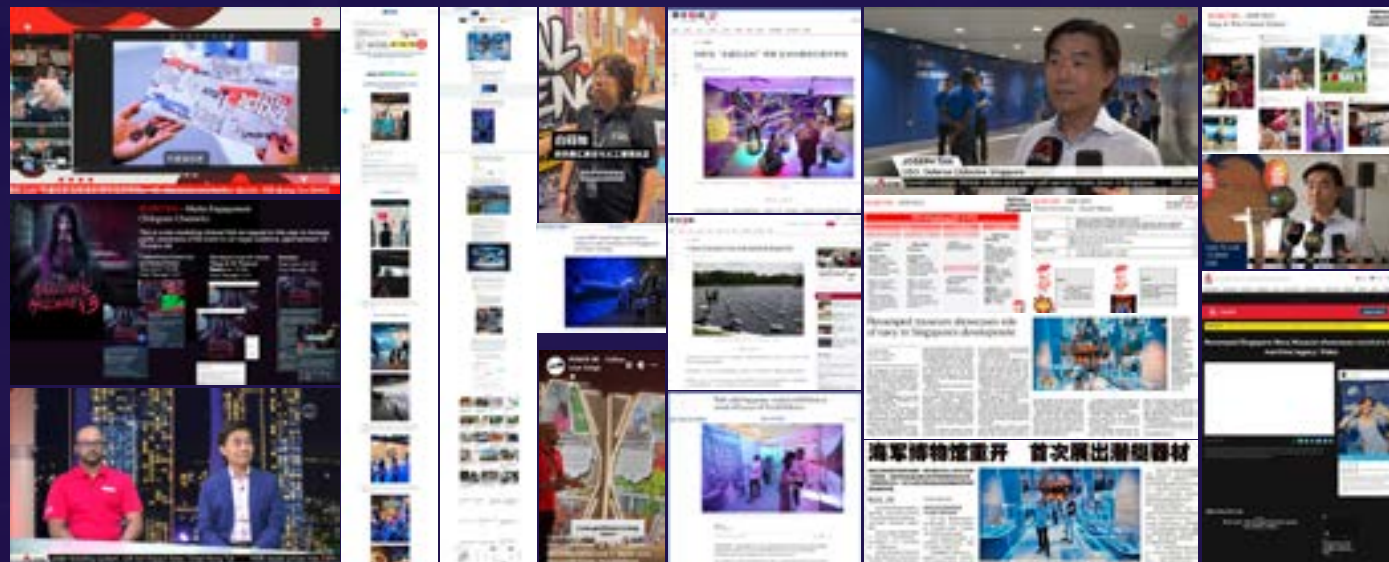
**tripadvisor**  
Reviews **4.5**

**Google**  
Reviews **4.5**

# AT A GLANCE

## MEDIA COVERAGE & SOCIAL MEDIA ENGAGEMENT

Mass media coverage was instrumental in driving the success of our museums' publicity campaigns throughout FY2023. SDC gained substantial media attention for key events, such as the Total Defence 40 Special Exhibition, Harrowing Halloween 3, and its recognition as Singapore's First Net Positive Museum. Similarly, SNM garnered extensive coverage across various platforms for its reopening ceremony and the launch of Singapore's first Navy Museum-themed train station.



### OVERALL FOLLOWER GROWTH

+ 6,600



### OVERALL ENGAGEMENT

126,000

LIKES, VIEWS, COMMENTS & SHARES



On social media, DCS focused on LinkedIn to spotlight our museums' achievements and enhance our profile. SNM initiated its digital marketing efforts through targeted campaigns and influencer partnerships, while SDC collaborated with platforms like Mothership and The Smart Local to engage our younger audiences and to promote our programmes. These efforts helped to expand our online presence and grow our following.

## AWARDS & ACCOLADES

### The President's Certificate of Commendation (COVID-19)



SDC received the Certificate of Commendation from the President of Singapore. This award recognises organisations for their exceptional efforts which had significant impact in Singapore's fight against COVID-19.

### NS Mark (Gold)



DCS was accredited with NS Mark (Gold) in recognition of exemplary support to Total Defence and National Service.

### COVID-19 Resilience Certificate



DCS received the COVID-19 Resilience Certificate for its direct and significant contributions to Singapore's fight against COVID-19.

### Excellent Service Award



DCS received the accreditation for having 2 Star, 2 Gold and 2 Silver Excellent Service Award winners.

### Green Mark Platinum Positive Energy Building Certification



SDC generated energy surpluses and received the Green Mark Platinum Positive Energy Building certification, becoming Singapore's First Positive Energy Museum.

### Top 50 Community in Bloom Garden 2023



SDC's Urban Garden received the Top 50 Community in Bloom Garden Award. The award recognises the centre's excellence in gardening efforts and commitment to sustainable and environmentally friendly practices.

### SGBC-BCA Leadership in Sustainability Awards 2024



SDC has been awarded the SGBC-BCA Leadership in Sustainability Awards 2024, recognising its commitment to sustainability and green innovation.

### Water Efficient Building Certification



SDC has been awarded the Water Efficient Building Certification by PUB.





### RSS Panglima Helm

Located at the Panglima's bridge, sailors would use the steering wheel and navigational equipment to guide the Panglima through Singapore's busy waters. Steering Singapore through her toughest times, the Panglima remained steadfast and continued to serve the Navy for 35 years.

## PRESERVING OUR DEFENCE HERITAGE

- 14 Reopening of Singapore Navy Museum
- 18 Building our Collection



# REOPENING OF SINGAPORE NAVY MUSEUM

The Singapore Navy Museum (SNM) reopened on 18 June 2023 after months of refurbishment, marking a significant milestone in its journey as a service museum under Defence Collective Singapore (DCS). Originally established as the Naval Archives in 1987 at Sembawang Camp, the museum has evolved over decades to become a crucial repository of the Republic of Singapore Navy's (RSN) rich history. The reopening ceremony was graced by Senior Minister of State for Defence, Mr Heng Chee How, and attended by naval veterans, officers, and invited partners.



## RE-OPENING OF SINGAPORE NAVY MUSEUM

“

This museum stands as a heartfelt and fitting tribute to the invaluable contributions of generations of men and women of the Singapore Navy. It also marks our continued commitment to modernising our naval capabilities to ensure mission success, come what may.”

– Senior Minister of State for Defence, Mr Heng Chee How



With its refreshed galleries, SNM now offers a comprehensive journey through Singapore's maritime heritage and the pivotal role the RSN plays in safeguarding the nation's waters. Visitors can explore immersive interactive displays and an expanded collection of artefacts that showcase our maritime security and naval warfare capabilities. As DCS continues to further enhance the museum content and experience, visitors can look forward to more engaging programmes and compelling experiences to learn about Singapore's rich maritime heritage and the RSN's critical role in safeguarding our waters.





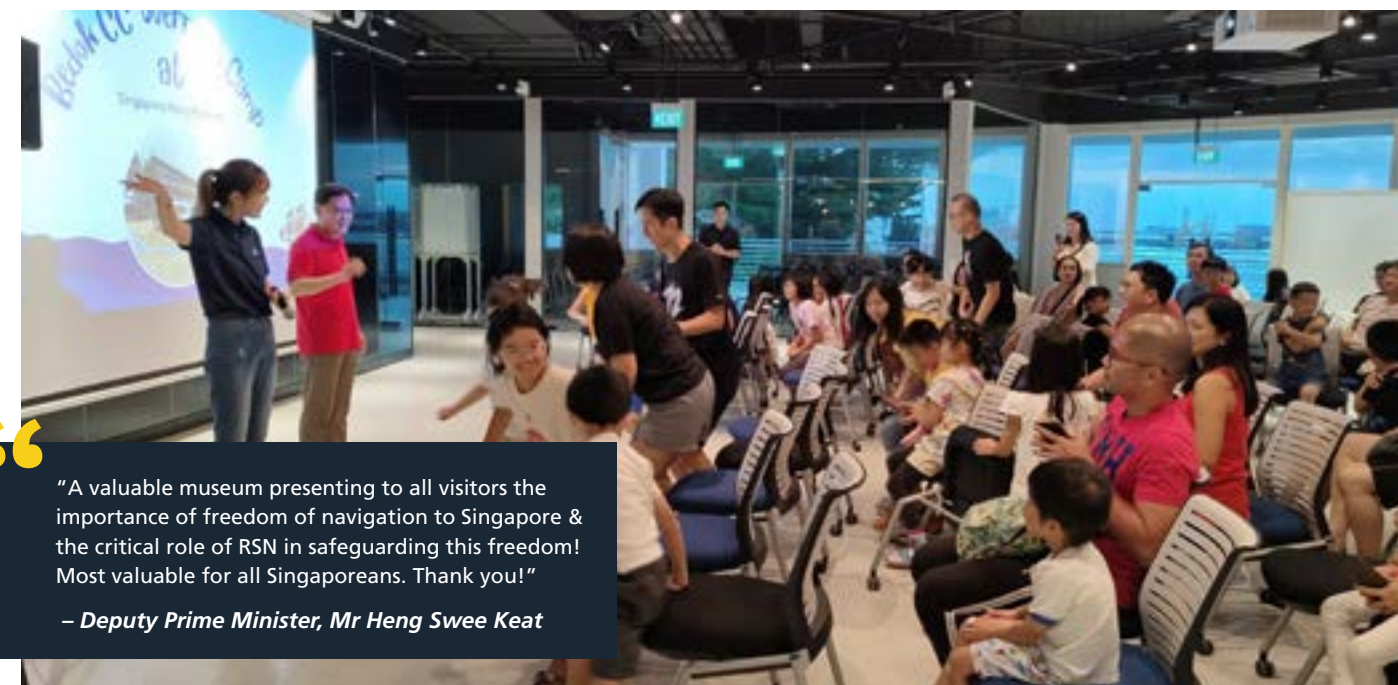
## PRESERVING OUR DEFENCE HERITAGE



Since its onboarding, the SNM has undergone several enhancements driven by the collective expertise of various DCS departments. Enhancements have been progressively implemented in the gallery to elevate its appeal to schools, youth, defence groups, families and community groups, and boost overall visitorship. These included the addition of over 35 new artefacts, such as the Straits Settlement Royal Navy Volunteer Reserve (SSRNVR) logbook and the Fresnel lens from the Horsburgh Lighthouse, alongside museum-grade showcases and accompanying soundscapes to augment a more immersive learning experience.



To further enhance visitor experience, we have introduced new digital initiatives such as e-trails and audio guides for self-guided tours, children-friendly play areas, refreshed outdoor exhibits and improved wayfinding systems. A programming space has also been carved out for the museum to engage schools and other organised groups.



“

“A valuable museum presenting to all visitors the importance of freedom of navigation to Singapore & the critical role of RSN in safeguarding this freedom! Most valuable for all Singaporeans. Thank you!”

– Deputy Prime Minister, Mr Heng Swee Keat

Deputy Prime Minister, Mr Heng Swee Keat kickstarted the “Night at the Museum” camp experience for Bedok residents

To promote and deepen engagement, SNM hosted 19 corporate and public events. As part of the efforts to broaden outreach, the museum engaged 25 schools and developed five educational programmes. The recruitment and deployment of over 10 volunteers further anchored the museum’s commitment to community engagement.



Youth leaders from National Youth Council and Minister for Culture, Community and Youth, Mr Edwin Tong, completing station quests as part of their learning programme at SNM



New programmes developed to engage students of different levels

Together with the RSN, the museum also hosted several distinguished guests including Japan’s Vice Minister of Defence and the Royal Australian Navy. DCS will continuously enhance our museum spaces and develop programmes that will captivate and engage both existing and new audiences while sharing the RSN’s story in innovative ways.



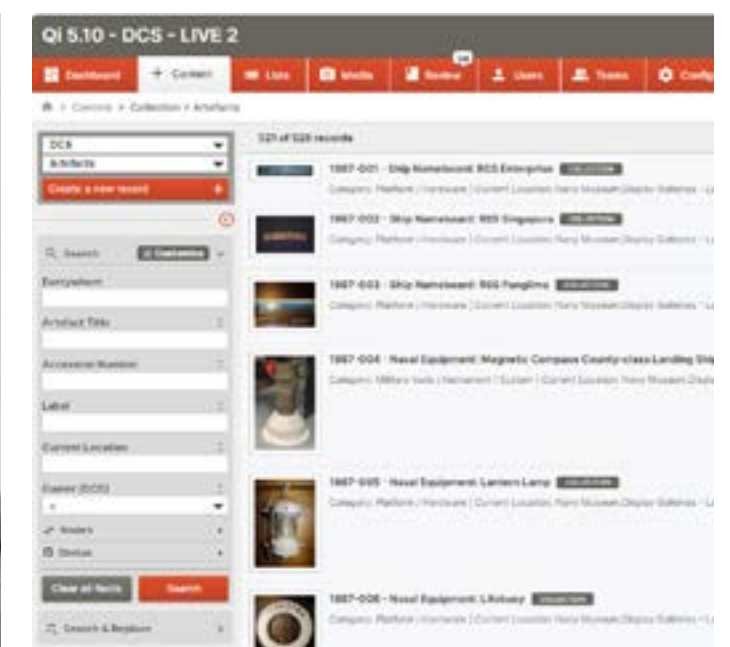
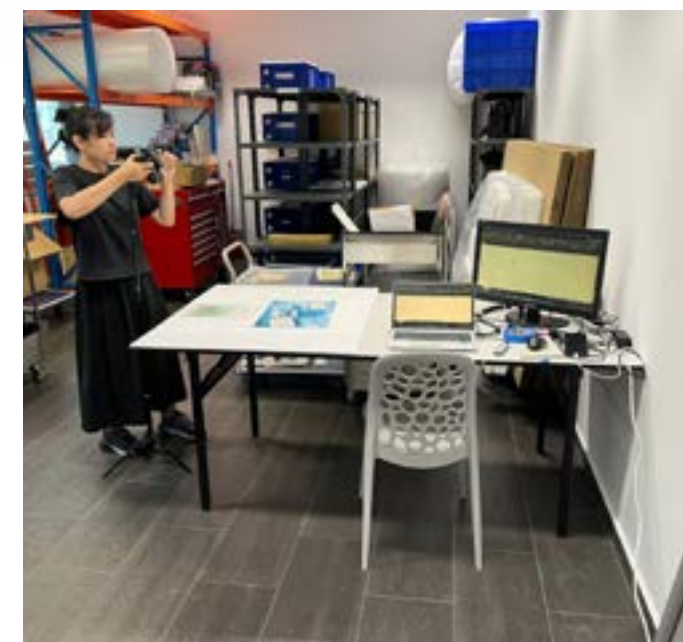
Welcoming Vice Minister of Defence from Japan



# BUILDING OUR COLLECTION



Since the onboarding of SNM, extensive work has been done to improve artefact handling and storage. This includes artefact assessments, conservation treatments, and cataloguing to safeguard the museum's valuable collections. The museum's storage facilities have been revamped and reorganised to house the artefacts in secure and structured environments. These processes will be implemented across DCS museums to ensure our collections are preserved with standard care.



In line with our Digital Content and Engagement strategy, a new Collections Management System was set up to streamline the documentation and tracking of our artefacts and the broader SAF collections. This also helps to facilitate the digital preservation of our artefacts, safeguarding key documents related to their provenance and history. By digitising our records, our collections can also be made more accessible for curatorial research to enrich our content and visitor experience. Continuous efforts will be made to develop robust collection management capabilities across DCS museums to promote access to our collections and grow our audience through virtual platforms beyond our museums.



# 2

## RAISING AWARENESS & RESONANCE OF OUR DEFENCE STORY

- 22 40 Years of Total Defence
- 24 Expanding our Reach
- 28 Enhancing our Offerings
- 30 Inspiring the Next Generation





# 40 YEARS OF TOTAL DEFENCE



DCS also worked with NDP 2023 Committee and contributed a TD40 float for the pre-parade show

In commemoration of 40 years of Total Defence (TD40), MINDEF Nexus and DCS jointly collaborated on "Total Defence For Thee!", an interactive exhibition with gamification elements that allow visitors to role-play as heroes facing evolving challenges. School and public programmes were developed using the exhibition as an anchor and a smaller version was also featured at SNM. Since February 2024, the exhibition has travelled to close to 50 locations, starting from Singapore Discovery Centre (SDC) to tertiary institutions, army camps, commercial sites and community spaces such as shopping malls, town hubs, libraries and SAFRA clubs.



As part of the TD40 campaign, a unique school programme was developed, taking a futuristic approach by placing students in the year 2064. Students took on the roles of Time Walkers, revisiting Singapore's past Total Defence events to save our collective memory. The programme, featuring station-based activities, helped students immerse themselves in understanding the role of Total Defence in overcoming past national crises. To optimise its reach, a hybrid DIY version was developed along with digital resources that enabled educators to conduct the programme in schools.



## RAISING AWARENESS & RESONANCE OF OUR DEFENCE STORY

# EXPANDING OUR REACH



MOU signed with SBS Transit to jointly promote our NE and Singapore's defence stories to commuters through creative storytelling

This year, DCS strengthened strategic partnerships beyond our museum spaces, including our first cross-sector collaboration with SBS Transit. The pilot launch of "Our Defence Story on the Move" series, featuring Navy Museum-themed displays at Downtown Line Expo Station, exemplifies our innovative approach to storytelling through the public transportation network.



SDC curated sustainability activities for POSB PAssion Run to engage young families, in support of our community partners

We continue to strengthen and promote partnerships by hosting our quarterly DCS Partners Connect sessions which bring together stakeholders from relevant sectors and communities to explore new collaborations and projects. In line with our commitment to promote active citizenry, we are also expanding our collaborations with industry and community partners such as People's Association (PA), POSB and Heartware Network, to create opportunities for meaningful engagement and co-creation.



DCS participated in the East Coast Youth Festival organised by youth leaders from Heartware Network as part of our growing collaboration



Inaugural DCS Partner Connect session held at SNM for partners from MOE HQ and IHLs



Photo Courtesy of SG75 Organising Committee. First successful collaboration with SG75 by PA, brought the youth dialogue with Minister for Foreign Affairs, Dr Vivian Balakrishnan and Second Minister for National Development, Ms Indraneel Rajah, to SDC



## RAISING AWARENESS & RESONANCE OF OUR DEFENCE STORY



DCS collaborated closely with the RSN on the research and curation of the exhibition aboard the RSS *Endeavour* for Navy@ Vivo. The experience attracted over 30,000 visitors and helped to highlight the pivotal role of the Navy in Singapore's defence and security. DCS also played a key role in framing historical RSN photographs and documents, further enhancing the exhibition's narrative.



Our reach was further extended through the "Capture Your NS Memories", Call-for-Stories initiative at Navy@Vivo and the RSAF55 Open House. A joint project with MINDEF Nexus, DCS recruited and trained youth volunteers from our Institutes of Higher Learning (IHL) partners to collect stories from NSmen and the local community, to preserve and share their National Service (NS) experiences with a broader audience in the future NS-themed Gallery.



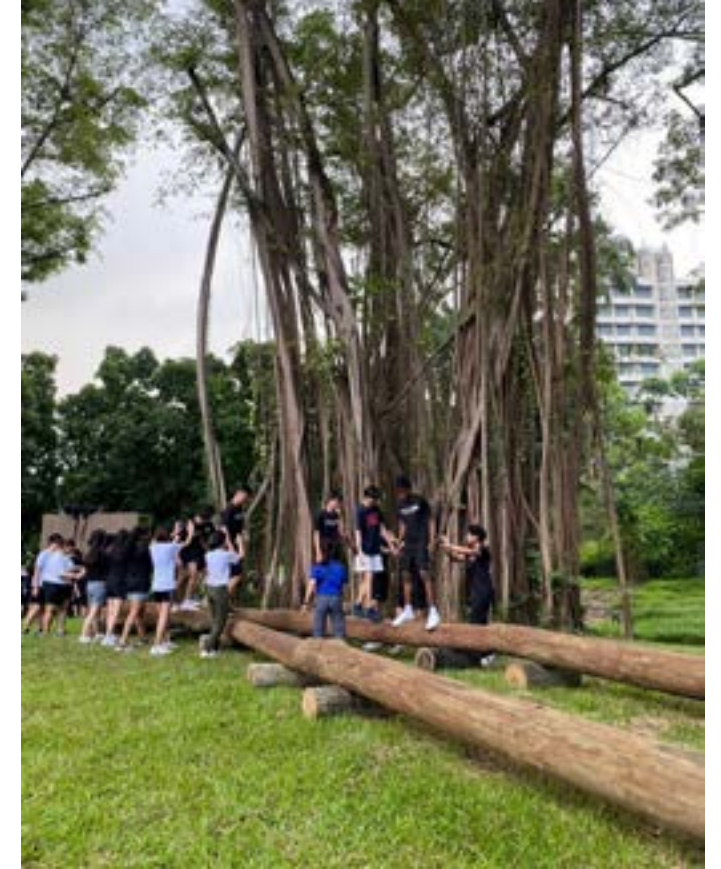


# ENHANCING OUR OFFERINGS

As part of efforts to update our content and enhance the storytelling in the SDC's Permanent Exhibits Gallery (PEG), we introduced a new display on our National Symbols. Featuring six artefacts, the display enriches the narrative of Singapore's road to independence and strengthens the connection to our nation's history. To further engage visitors, an audio guide was introduced to enable visitors to deepen the exploration of our exhibition galleries.



Interactive showcases and exhibit displays were also added across SDC to enhance our sustainability messaging, layering information for our programmes and tours and enriching our sustainability initiatives.



Blended learning experience at "Survival Village", the new outdoor adventure learning facility at SDC



Upgraded Paintball Arena, the only multi-level paintball experience in Singapore

Several enhancements have been made to upgrade our facilities and refresh SDC's spaces to improve visitor experience. A new outdoor adventure learning facility was also launched to cater to the rising demand for outdoor learning. Since September 2023, the facility has engaged close to 6,000 students from primary to post-secondary levels. The students gained memorable experience through blended hands-on learning which incorporated visits to SDC galleries and team-building activities.



Refreshed spaces at SDC to enhance visitor experience



# INSPIRING THE NEXT GENERATION

## SCHOOL ENGAGEMENT

DCS and its museums continued to be preferred National Education (NE) Learning Journey partners for NE Commemorative Day programmes and resources. Drawing on our expertise in role-play pedagogy, these programmes immersed students in scenarios that tackled contemporary issues. Through role-playing, students acted as investigators in a fictional post-disaster scenario, navigating puzzles in an Escape Room-style challenge to understand the impact of climate change. Through hands-on activities, we provided students with fresh perspectives to connect with and reflect on national and global topics.



Students engaging in team activities for the National Day "Shades of Truth" programme



International Friendship Day programme, "Academy of Diplomats"



Revamped Racial Harmony Assembly programme, "Let's Chat - Beyond Race"



Immersive Year-End Post Exam programme, "Area 510", where students take on the role of investigators to address sustainability challenges



Engaging educators through DCS' NE Connect

DCS refreshed and introduced new programmes that leverage our expertise in game-based learning to cater to educators and students of diverse age groups. We also continue to work closely with the Ministry of Education (MOE) and IHLs to ensure alignment with the latest curriculum.

Together with our latest education partner, National Institute of Early Childhood Development (NIEC), we successfully piloted DIY educational resources for SNM's preschool engagement and plans are in place to extend the collaboration to SDC and the Singapore Air Force Museum (SAFM). DCS will be working with NIEC to provide training workshops on pedagogy and curriculum development for our staff.



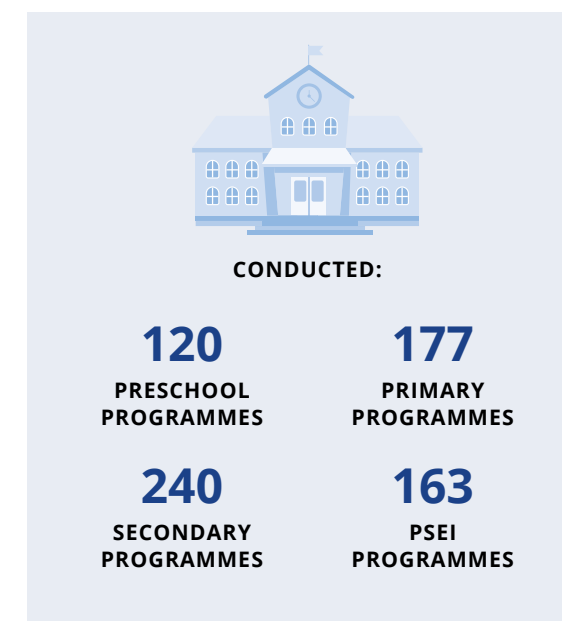
"Tiny Troopers" camp programme specially curated for preschool learners



New "Silent Waters" school programme for SNM



"SG Through Art" programme, refreshed to bring educators to explore NE through heritage-rich sites





## RAISING AWARENESS & RESONANCE OF OUR DEFENCE STORY

### YOUTH ENGAGEMENT

Youth remain a key priority for our engagement efforts. We creatively weave NE and Total Defence themes into our activities to effectively engage the youth through gameplay. Our sustained partnerships and ongoing collaborations with the IHLs enabled us to maintain a strong presence and collaboratively design impactful programmes that would meet the changing needs of educators and students.

For the third time, DCS was engaged by Temasek Polytechnic (TP) to organise their TP LEAD Summit and connect student leaders with industry practitioners to explore real-world sustainability challenges. ITE College West also engaged SDC for the second consecutive year for their orientation programme involving over 3,000 students participating in NE activities.



ITE College West Orientation Programme activity



Together with our invited partner speakers from AirTumTec and GWS Living Arts & City Sprouts, DCS engaged 438 students for TP LEAD Summit this year



Station activity for a 1-day camp challenge organised for 263 Nanyang Polytechnic (NYP) students



Final edition of the Singapore Stories Film project with TP concluded with a premiere event attended by students, lecturers and invited guests and partners

Besides structured broad-based engagement, DCS also actively works with our IHL MOU partners on special projects to invite youth to co-create and contribute to the narrative of Singapore's future. Our annual mentorship collaboration with Singapore Polytechnic (SP) events management students this year saw the successful curation and execution of SDC's Halloween event, attracting close to 9,000 participants. As we concluded our 10-year long Singapore Stories Film project with TP this year, we are also exploring new avenues for students to express their perspectives on national narratives. Our latest collaboration with NUS Lee Kuan Yew School of Public Policy (LKYSPP) engaged graduate students through an exploration of the role of curators in military museums.



Annual collaboration with SP to organise a youth-centric event, extended to also include students from Republic Polytechnic (RP) and ITE College East this year



Lecture conducted by DCS for students from NUS LKYSPP



## RAISING AWARENESS & RESONANCE OF OUR DEFENCE STORY



*N.E.mation! 2024 Award Ceremony*

## TOTAL DEFENCE PROJECTS & DEFENCE PROGRAMMES

DCS actively engages schools, students, and defence units through a variety of impactful defence programmes. This year, the annual N.E.mation! competition witnessed a significant increase in participation, with 235 storyboard submissions from 859 students across 52 schools. Five of the finalist clips also received endorsements from key partners including Cyber Security Agency (CSA) and Infocomm Media Development Authority (IMDA), extending their educational reach beyond the competition. Concurrently, our annual Guardians of the City (GOTC) II Tournament engaged 12 secondary schools in interactive learning about security threats and national resilience.



*Students trying out sketching tablets provided by competition sponsor, Wacom*



*N.E.mation storyboarding workshop, in collaboration with NYP, for Secondary School students*



*Students visiting one of our programme partners, CSA, as part of N.E.mation! Partner Immersion Programme*



*Annual GOTC II Tournament engaging students on Total Defence through interactive card game*



*Appointment of 2023 Commitment to Defence Ambassadors (C2DA) & National Education Facilitators (NEF)*

Beyond these initiatives, DCS has also been managing and developing NE activities for MINDEF and SAF units since 2021. With 104 diverse programmes ranging from walking tours to seminars, the activities foster a deeper appreciation of Singapore's defence narrative and inspire a sense of commitment among servicemen and women. New programmes are in the pipeline as DCS explores more partnerships with other museums and defence-related sites to enrich our offerings.



*Units engaging in defence programmes at SDC*



## RAISING AWARENESS & RESONANCE OF OUR DEFENCE STORY



*"Night at the Museum" experience at SNM*

## PUBLIC ENGAGEMENT

Riding on past year's successful runs, the highly popular CAMP1N returned during June and December school holidays. This immersive "camp-cation" offered a sleepover experience within our museum galleries. For the first time, the programme was extended to SNM, providing an overnight adventure that drew participants into the uncharted waters of naval history. At SDC, the camp was enhanced with the SAFTI Morning Walk, granting exclusive access to the SAFTI Tower and Link Bridge — a rare opportunity typically reserved for commissioning officers only. Over 90% of participants rated the programme highly, reflecting its success in engaging families and children. This will be extended to the SAFM next year.



*Exclusive SAFTI Morning Walk for CAMP1N at SDC*



For public engagement, DCS continued to develop exciting school holiday programmes and festivals with educational experiences that resonated with visitors and helped to encourage revisits. In March 2024, in conjunction with the announcement of SDC as a Positive Energy Building, SDC launched its inaugural Sustainability Festival. The festival which spun over the March School Holiday, featured IHL and industry partners' projects, interactive kiosks, activities and upcycled decorations, promoting awareness of the Sustainable Development Goals.





# 3

## GROWING MINDSHARE & BUILDING ADVOCATES FOR DEFENCE

- 40 Inaugural DCS Partners & Volunteers Appreciation
- 42 Community Engagement
- 44 Collaborating with the Arts & Culture Sector
- 46 International Engagement





## INAUGURAL DCS PARTNERS & VOLUNTEERS APPRECIATION



Welcome Address by DCS CEO, Mr Joseph Tan

DCS held our inaugural Partners & Volunteers Appreciation event this year to express our gratitude to more than 200 partners and 60 active volunteers who have supported us throughout our transition from SDC. The event, hosted by Chairman Mrs Elaine Ng, highlighted the strong and unwavering commitment of our partners and volunteers.



Opening Speech by DCS Chairman, Mrs Elaine Ng



Opening Performance by students from our IHL partner NAFA-UAS



Performance by SAF Central Band Clarinet Ensemble



Recipients of Best Trainee Awards and Commitment Awards from DCS Volunteer Network

From strategic partnerships to community-driven initiatives, the collaborations with our partners and volunteers have been crucial in shaping our journey. Through various MOUs and partnership agreements, we have collaborated with both longstanding and new partners on exhibitions and programmes which have greatly broadened our role in NE and Total Defence. As DCS continues to grow, our DCS Volunteer Network has also expanded, with volunteers actively supporting our efforts across SDC, SNM, and soon, SAFM. We look forward to welcoming more partners and volunteers as we continue our journey forward.



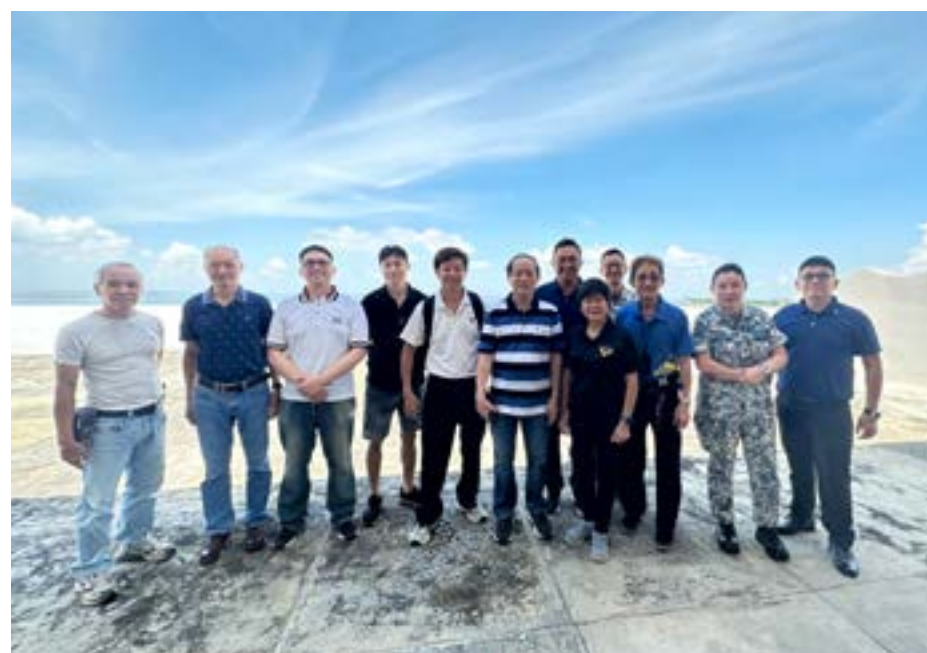
The event, held at National Gallery of Singapore, was attended by over 260 invited guests and partners



# COMMUNITY ENGAGEMENT



Friends of Singapore Discovery Centre (FoSDC)



Friends of Singapore Navy Museum (FoSNM)

The Friends of SDC (FoSDC) programme started following the reopening of the revamped SDC in 2021. The programme has since evolved to form DCS Volunteer Network, with more than 60 active volunteers recruited and trained to lead tours and facilitate community activities at both SDC and SNM. Since 2023, we have collaborated with various community partners to foster meaningful connections between DCS museums and a diverse range of community groups including seniors and youth with disabilities, vulnerable children and single-parent families. These experiences not only enrich the lives of the underprivileged but also enhance the volunteering journey for our dedicated team.



FoSDC hosting a sustainability craft workshop for seniors from SATA CommHealth



FoSDC volunteers working in collaboration with youth volunteers from Heartware Network to engage residents of Fengshan CC



Volunteers engaging youth from CARE Singapore



Volunteer guides conducting our "Defence Through the Ages" tour for the public at SDC



62

VOLUNTEERS

658.5

VOLUNTEERING  
HOURS

7,027

GUESTS ENGAGED

16

COMMUNITY  
PARTNERS

27

VOLUNTEER-LED  
EVENTS



FoSNM hosting a tour of SNM and sharing their experience with docents from Eurasian Heritage Gallery



## COLLABORATING WITH THE ARTS & CULTURE SECTOR



Exclusive Panel Session with veterans and professionals from the RSN, facilitated by military historian, Dr John Kwok, for SNM's inaugural participation in SHF2024

FY2023 saw the fruition of many new projects and partnerships between DCS museums and the wider museum community. Successful collaborations included SNM's first twinned tour collaboration with Changi Chapel Museum (CCM) for the "Battle for Singapore" campaign and DCS' first participation in Singapore Heritage Fest (SHF) featuring both SDC and SNM. Through National Heritage Board's (NHB) Museum Roundtable (MR), DCS has been growing our network and mindshare in the museum space and will be working with like-minded partners to launch new programmes.



Tour of the Navy Museum as part of SNM-CCM twinned tour collaboration for 2023 "Battle for Singapore"



"Heritage in a Mess Tin" programme specially curated in collaboration with former SAF Ranger, Aziz Shafii, for SDC's inaugural participation in SHF2024



DCS has also strategically expanded into the arts sector, engaging new partners such as National Gallery of Singapore (NGS) and signing our first MOU with the newly established Nanyang Academy of Fine Arts – University of the Arts (NAFA-UAS). Collaborations are in the pipeline, with the aim to drive co-creation, promote youth engagement and diversify our offerings to resonate with a wider audience.



2024 NHB MR Pow Wow Meeting at SNM





# INTERNATIONAL ENGAGEMENT



SDC hosted 30 international delegates as one of the selected learning journey partners for ICOM CECA 2023

DCS made significant strides in the international museum community this year. We were invited to share our expertise on international platforms, including the Museum Evolution Seminar and ICOM CECA\* 2023 Conference. Over at SDC, we were invited to host several international guests, including the Chair of ICOM Costa Rica and defence representatives from the Swedish Psychological Defence, as part of our ongoing networking and defence diplomacy efforts.

\*International Committee for Education and Cultural Action of the International Council of Museum



Hosting of Mr Mikael Tofvesson, Deputy Director-General from Swedish Psychological Defence at SDC



Presentation by DCS on "Storytelling through Immersive and Multi-sensory Experiences" at ICOM CECA 2023



DCS invited to share on complexities of curating military museums at the Museum Evolution Seminar, alongside other museum leaders from the United States, the United Kingdom, and Germany

Learning visits to overseas museums, such as Imperial War Museum (IWM) and Borneo Cultural Museum, also helped DCS to establish strategic relationships and adopt best practices to enhance our museum development capabilities.



MINDEF & DCS at a workshop conducted by Royal Air Force Museum in the UK



Learning visit to establish a relationship with IWM, a key strategic partner with a robust focus on military history



Visit to Borneo Cultural Museum to exchange ideas and establish a relationship with the Sarawak Museum Department



# 4

## COMMITTING TO EXCELLENCE & GROWTH

- 50 Engaging our Employees
- 52 Growing our Competencies
- 54 Spearheading Change in  
Environmental Sustainability



# ENGAGING OUR EMPLOYEES

Employee engagement and well-being are at the heart of DCS' initiatives. Quarterly town hall meetings were organised to update and align staff with our latest directions and workplans. We also recognise outstanding contributions through our Excellence Service Awards and "DCS Recognise You" Awards. To support our fast-changing transition and expansion, DCS CEO also started a weekly dialogue with staff to share the latest developments on DCS and provide opportunities for discussion of new ideas and sharing of staff's concerns.



DCS Inaugural Townhall in Apr 2023 ended with a birthday celebration with staff



Weekly dialogue session hosted by DCS CEO



Presentation of the National Awards COVID-19 Resilience Medal to staff who contributed to Singapore's fight during the pandemic



Our Workplace Health Programme (WHP) committee organised monthly activities ranging from breakfast workshops to silent yoga and outdoor hikes, to promote healthy lifestyle and mental well-being. These activities also provided opportunities for staff bonding.

To honour and celebrate everyone's hard work and resilience, DCS also organised our first post-COVID Dinner & Dance in January 2024, hosted by former Chairman, BG Kelvin Fan. Themed "Around the World", staff embraced the event with creative outfits and enjoyed a memorable evening together.



Monthly staff-led WHP initiatives comprising both indoor and outdoor activities



Staff decked out in creative outfits for the D&D



Amazing Race @ Jewel organised for staff as part of DCS' Annual WHP Outing



# GROWING OUR COMPETENCIES



Our people are vital to our success and we have prioritised developing museum capabilities through targeted training and upskilling initiatives. This year, DCS introduced a core competency framework and launched a competency development programme to better identify and address staff training needs. DCS staff actively participated in workshops, seminars, and learning journeys, gaining valuable insights from leading museums both locally and internationally.



Learning Journeys of staff and management to other local museums and experiences



Artefact Handling Workshop at HCC also provided DCS staff with opportunities to connect with participants from other heritage institutions

We also kickstarted our first in-house conservation talk series to increase awareness and exposure to museum work among staff and invited guests. These efforts, along with our commitment to continuous learning, pave the way for DCS to deliver high-quality museum experiences that are both educational and engaging.



"Preserving the Temasek Green", first edition of DCS' Conservation in Action series



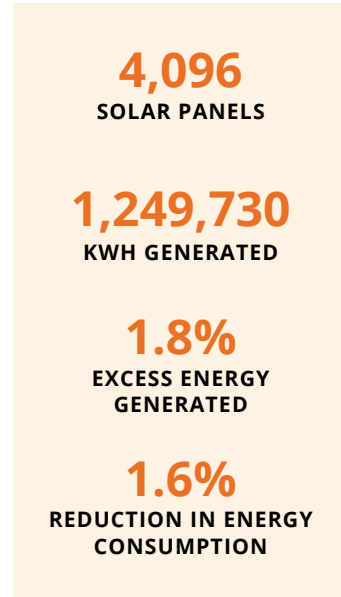
Welcoming invited guests from Friends of the Museum



Live conservation demonstration of our iconic Temasek Green Uniform by former HCC conservator, Ms Vanessa Liew



# SPEARHEADING CHANGE IN ENVIRONMENTAL SUSTAINABILITY



2024 was a milestone year of our sustainability journey. Not only did we achieve our Net-Zero Energy Building target of our Greenest Plan for SDC, the centre began generating energy surpluses from October 2023. SDC became Singapore's first Positive Energy Museum in March 2024 and was awarded the Green Mark Platinum Positive Energy Building certification in April 2024.



SDC announced the achievement of net positive in energy management through a week-long Sustainability Festival



Completion of the solar-panel-fitted sheltered carpark enabled SDC to achieve and exceed its net-zero energy goal



Incorporation of IoT to implement smart energy management

“

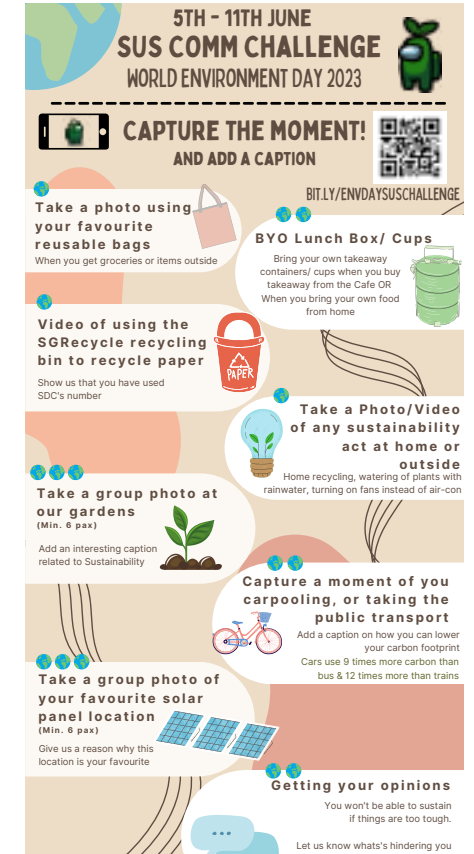
Efforts to reduce a building's carbon emissions can significantly support Singapore's drive towards net-zero energy emissions. SDC's Greenest Plan has guided the museum in integrating green technologies and climate-conscious initiatives into its operational practices. Today, I am pleased to announce that SDC has not only achieved its Net-Zero Energy goal last year in September 2023, but also exceeded its own target by generating an average of more than 30% excess energy for export..”

– Guest of Honour, Senior Minister of State for Defence, Mr Zaqy Mohamad, at SDC's Sustainability Fest 2024

Beyond our energy accomplishments, we have continued to drive efforts to reduce resource consumption across the board. We closely monitor our water and waste targets, introducing new initiatives aimed at lowering consumption and promoting behavioural changes among staff. Through internal engagement activities spearheaded by key departments and the Sustainability Committee, we are embedding sustainability deeper into our operational culture while reaffirming our commitment to environmental stewardship.



Free-market organised for staff to donate and adopt old, good-as-new items



Sustainability Challenge organised for staff during World Environment Day



Recycling rate increased to 7.26% following efforts to install recycling points with waste partner, SGRecycle, e-waste collection and setting up of green procurement processes



## COMMITTING TO EXCELLENCE & GROWTH



"Race on Sunshine" programme by SDC, in collaboration with NEA as part of Clean & Green Singapore, attracted more than 500 sign-ups



Partnership with Pacificlight Power on their annual Creat8 Sustainability Competition, chaired by Prof Leo Tan, engaged students across Preschool, Primary, Secondary and PSEI levels to contribute ideas for a sustainable future

SDC's sustainability initiatives have also drawn attention from local and international communities. Collaborating with IHLs, industry partners and public agencies, we have enhanced our sustainability tours and programmes, creating educational opportunities for visitors to contribute to the Singapore Green Plan 2030. Our expertise in sustainability has been recognised, with SDC being invited to and becoming a choice learning venue for sustainability leadership seminars and events.



Presentations and facility tour on SDC's sustainability journey were conducted for 13 corporations and higher learning institutions, reaching over 600 participants



In collaboration with QED, SDC hosted 36 C-Suite leaders on their sustainability learning journey with DCS CEO and former Chairman, Mr Teo Eng Dih, as panel speakers



Industry partner, Spectronik, showcased its award-winning Hydrogen fuel cell drone at SDC



SDC won the SGBC-BCA Leadership in Sustainability Awards 2024 under the category of building project for community engagement

SDC's sustainability journey continues to inspire visitors and organisations, serving as a model for others in the museums and attractions industry. Our efforts have garnered significant recognition, including featured articles in Singapore Tourism Board (STB) Sustainability Roadmap and ICOM CECA 2023 Best Practice Publication. We also received multiple accolades like the SGBC-BCA Leadership in Sustainability Award 2024 and ASEAN Energy Award 2024. In alignment with Singapore Green Plan 2030, DCS remains committed to collaborating with public-private-people (P-P-P) partners to further enhance our initiatives and "SDC's Greenest Plan" which targets to surpass national benchmarks by 2025.

### BEST PRACTICE 11

A tool to improve museum education internationally

Edited by Margarita Laraignée

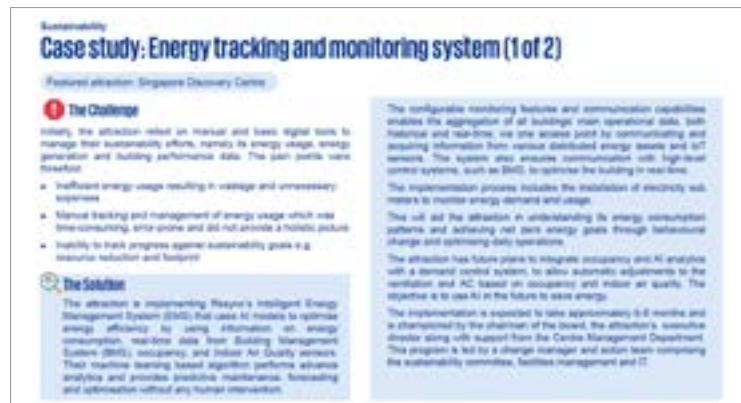
International Council of Museums  
Conseil International des Musées  
Consiglio Internazionale dei Musei

ICOM CECA  
International Council of Museums  
Centre for Education and Cultural Activities



2023

"Dovetailing Sustainable Education through Technology and Infrastructure Upgrades into the Core Museum Experience" by DCS was published in ICOM CECA Best Practice Book 2023



Case study featuring SDC in STB Attraction Technology Roadmap



SDC clinched the ASEAN Energy Efficiency and Conservation Best Practices Awards 2024 for Special Submissions on Zero Energy Building



# ACKNOWLEDGEMENT

Our heartfelt appreciation to our esteemed partners for the unwavering support and many meaningful collaborations. We are grateful also to our volunteers who have worked alongside DCS to host and share our Singapore Story to our visitors and community groups.

Together, we have achieved remarkable milestones and will continue to chart new horizons.



## ACKNOWLEDGEMENT

# OUR VOLUNTEERS

## FRIENDS OF SINGAPORE DISCOVERY CENTRE

- AGARWAL SMRITI
- ANKUR NIGAM
- BOO KWOK YANN
- CELINE AUNG
- CRYSTAL LAI QIAOHUI
- EKATERINA SOLOMKO
- FELIX HORN
- FENG YOUJIA
- GLORIA HE
- JAWWAD ZAKI
- JAYAMI ABEYSINGHE
- JESSICA SNG CHEUN YIN
- JOJO AUGASTINE
- JONAS JOHN POSKO AMALARAJ
- JOSH LEE
- JUSTIN CHOO
- KAREN LEE
- KENN THNG
- KEVIN NASAR
- LIU TIAN JIAN
- LOKE HAN YING
- SEOW ENG YI
- SHENG XINYA
- SHIRLENE ZHU XINJIE
- SMRITI TRIKHA
- TAN CHUN YEE DENNIS
- TAN LAY THENG
- TAN TECK LEE
- VAUGHN COOMANSINGH
- XIE ZHENG
- YEO JING HUI

## FRIENDS OF SINGAPORE NAVY MUSEUM

- ALLAN SEAH KWAN SIANG
- CHAM GEK PENG
- GOH PING PING SABRINA
- JANIEL TOH
- LOKE LOI SENG
- MARAN PALANIANDI
- MUHAMMAD SYAZWAN BIN RAMLI
- PANG CHUNG LIANG
- RAYVERINE RAYSTAN RAYMEND TAN KWANG MENG
- TAN HOCK WHYE

## CALL-FOR-STORIES PROJECT

- DARRIUS RYAN JADEN PNG
- DARWYN CHIA JIN HUI
- EGBERT JEFFERSON
- HUI LI NATALIE CHOONG
- JANESE GOH JIA YI
- KANG JOO ANN ADRIAN
- MUHAMMAD FIRDAUS BIN MUSTAFFA
- NEO JIA YU
- NOORAISHAH ABDUL KARIM
- PREETHIKA SARAVANAN
- RAMSEY T CARILLO
- REXIE LIM
- TAN FANG YI
- TAN JIA LIANG



## ACKNOWLEDGEMENT

# OUR PARTNERS

### STRATEGIC PARTNERS



### SPECIAL THANKS



### PROGRAMME / PROJECT PARTNERS



### COMMUNITY PARTNERS

ALLKIN SINGAPORE

BLUE CROSS CHARITABLE INSTITUTION

CARE SINGAPORE

CHILDREN'S WISHING WELL

SG CARES VOLUNTEER CENTRES @ BUKIT BATOK,  
BUKIT PANJANG, CHOA CHU KANG & HOUGANG  
(OPERATED BY FEI YUE COMMUNITY SERVICES)

FENGSHAN COMMUNITY CENTRE

HCSA COMMUNITY SERVICES

NTUC HEALTH CO-OPERATIVE LIMITED

NUS FOOD SCIENCE & TECHNOLOGY (FST) ALUMNI

PERTAPIS CENTRE FOR WOMEN & GIRLS

REN CI HOSPITAL

SATA COMMHEALTH

SG BLESS

TOUCH COMMUNITY SERVICES LIMITED





510 Upper Jurong Road, S638365 | [www.defencecollectivesg.com](http://www.defencecollectivesg.com)

Singapore Discovery Centre | Singapore Navy Museum | Singapore Air Force Museum