



*Project Management Institute – Singapore Chapter*

# **PROJECT MANAGEMENT INSTITUTE SINGAPORE CHAPTER ANNUAL REPORT**

## **2014 - 2015**

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## Letter from the President

Greetings from the Project Management Institute Singapore Chapter (SPMI).

This is the 15<sup>th</sup> year for the Chapter which started off as a fledgling community of Project Managers from Singapore and as of December 2014 has a membership of over 1859 and is growing rapidly day by day. Today, we are still the largest Chapter in the Region 15 of PMI.

We thank all our members, volunteers, sponsors, Registered Education Providers (REPs) and everyone who has helped us in our journey.

As an organization tasked with promoting project management in the region, SPMI has been involved in various activities over the years spanning social, charitable and professional development events for the benefit of our members, project management professionals and the society at large.

This year we had created the vision and mission for the Chapter.

Some of our achievements:

1. Fifteen (15) events organized and participated in during the term.
2. Programs and publication which have launched last and this year namely, Panel Discussion, Volunteers' Information Night and Boot Camps such as PgMP and PMI-ACP, which received further encouraging feedbacks from the attendees.
3. We have successfully organized the first-ever Project of the Year Award in two categories.
  - a. One is Engineering and Construction and second
  - b. Business and Information Systems
  - c. The purpose was to recognize the **outstanding projects** in Singapore, as well as to reach out to the major organizations and promote learning and sharing among the PM community. We have successfully announced finalist and winners for the

project of the year award, at our Member's Night held in February 2015. Guest of Honours, Mr. Teo Ser Luck at our annual symposium has presented trophies to finalist and winners.

4. We successfully held our 10th Regional Symposium from the 25<sup>th</sup> to 28<sup>th</sup> October 2015, at Marina Bay Sands Convention Centre with the Theme: **“Today to Tomorrow: Leading Vision to Reality”**, with **2 tracks** and **Professional Development Workshop**. Mr. Teo Ser Luck, Minister of State, Ministry of Trade and Industry and Mayor, North East District, Singapore attended the event as the Guest-of-Honour. Closing keynote was address by Mr. Oscar de Bok, CEO, DHL Supply Chain Asia Pacific. And several “C” level executives were part of panel discussions. The Symposium had attendance of 691 attendees with 26 eminent speakers and panellists from across the Globe. There were speakers and delegates from places as diverse and far away as Argentina, Australia, Canada, Hong Kong, India, Indonesia, Japan, Malaysia, New Zealand, Philippines, Saudi Arabia, South Korea, Sri Lanka, Thailand, Vietnam and Singapore.
5. We held our membership night gala dinner for our members networking and relaxation on 6<sup>th</sup> of Feb 2015. We had more than 180 registrants. We thank you for your support.
6. We held a social outing at the Ang Mo Kio AWWA Home (AWWA Community Home for Senior Citizens). Along with the senior citizens and Republic Polytechnic students, we visited the Singapore Sports Hub, followed by shopping at NTUC Fair Price, before heading back to the community home for lunch and interactions with the senior citizens.
7. Following members have awarded for their contribution to the Chapter.
  - a. Ms. Neha Tripathi and Mr. Seow Aik Hoe were awarded the PMI Singapore Chapter President's Award for their extraordinary contribution to the Chapter at the Annual Members' Night.
  - b. Mr. John Lee Ching Lee, Mr. Michael DiDonato, Mr. Raymond Chen Jian Feng and Mr. Jeffrey Tan Soon Lee were awarded for the PMI Singapore Chapter Excellence Award for their outstanding support to the Chapter at the Annual Members' Night

- c. Mr. Balasubramanian Ramesh Rajangam, Mr. Prasad Karnati, Ms. Sandra Friedel, Mr. Sivakumar Venkatasubramanian were awarded for the PMI Singapore Chapter Volunteer award for their time and contribution to the Chapter.
8. For the first time in the Chapter's history, the Chapter has created governance and business plan documents.
9. The Chapter financial books are audited by external auditors.
10. We have lead a delegation of the board to the Asia Pacific PMI Leadership meeting held in Bali, in 28<sup>th</sup> March 2015, to meet with global leaders to share and learn the best practices in Governance and Growth. Several times, our chapter has been recognised and appreciated for various unique programs at this leadership meeting.
11. We have continued to build the Strategic relationships and to partner with other professional bodies in Singapore, such as IAOP (International Association for Outsourcing Organisation) and NTUC U-Associate. We have already started to organize activities with these organizations that deliver more value, not just to SPMI members, but to a larger body of professionals in Singapore.
12. The Chapter is also proud to offer Gold Medal Awards, Diploma prizes and module prizes to Republic Polytechnic students to assist and encourage them in performing better at their studies in project management.

These are just a few of the many accomplishments we've made in the current term. As committed, we focused more on partnering with companies, student outreach and community relations, and with REPs. The Executive Committee is committed to providing the leadership, guidance and support to bring the PMI Singapore Chapter to the forefront of providing value to membership and advancing the project management profession.

This term has been very meaningful for the Singapore Chapter as we focus and work towards our mission and vision to advance the profession of project management.



*Project Management Institute – Singapore Chapter*

I am very proud of our Executive Committee members and volunteers for all of their accomplishments. I take this opportunity to thank the membership for their overwhelming support to make this term a great success for the PM Community in Singapore and to the Chapter. It is your overwhelming support and active involvement that keeps us going in this volunteer service.

I would like to thank to PMI Asia Pacific Service Centre for their continued excellent support.

I would like to give special thanks to ie IDEAS who have provided excellent secretarial and event management support throughout the term and have put in extra effort whenever we were in need.

I would like to give special thanks to SB Tan & Co who have been diligently keeping our accounts and have guided us in financial matters.

I would like to give special thanks to Raffles PAC who have assisted us with the auditing of our book keepings.

I would like to thank Mr. Alex Siow, past President for the guidance. I would like to also thank to the Board of Trustees Mr. Alex Siow, Mr. Senaka Tiranagama, Mr. Ramesh Swaminathan, Mr. Tan Seng Chong and Mr. S. Sivaram for their support.

I would also like to thank to Mr. Amolat Singh, Legal Advisor, for his continued advice.

We look forward to more high quality programs and achieving greater heights in the new term.

Sincerely,

**Umesh Ursekar**  
**President**  
**Project Management Institute Singapore Chapter**

## 1. Board of Directors



**Umesh URSEKAR**  
President



**Rama MAMIDI**  
Vice President



**SEE Chim Hock**  
Vice President



**XU Rong Richard**  
Secretary



**SEOW Aik Hoe**  
Asst. Secretary



**Praveen DAYAL**  
Treasurer



**Neha TRIPATHI**  
Board Member



**Philippa PENFOLD**  
Board Member



**Rashid MOHIUDDIN**  
Board Member



**Michael DIDONATO**  
Board Member



**Sarbojit BOSE**  
Board Member



**LEE Ching Lee John**  
Board Member



**CHNG Jia Wei Cheryl**  
Board Member



**TAN Soon Lee Jeffrey**  
Board Member



**CHEN Jian Feng  
(Raymond)**  
Board Member

**Balaji SRIDHARAN**  
Auditor



**YONG Zhi Xiang**  
Auditor



**Alex SLOW**  
Trustee



**Ramesh  
SWAMINATHAN**  
Trustee

**Senaka  
TIRANAGAMA**  
Trustee



**TAN Seng Chong**  
Trustee

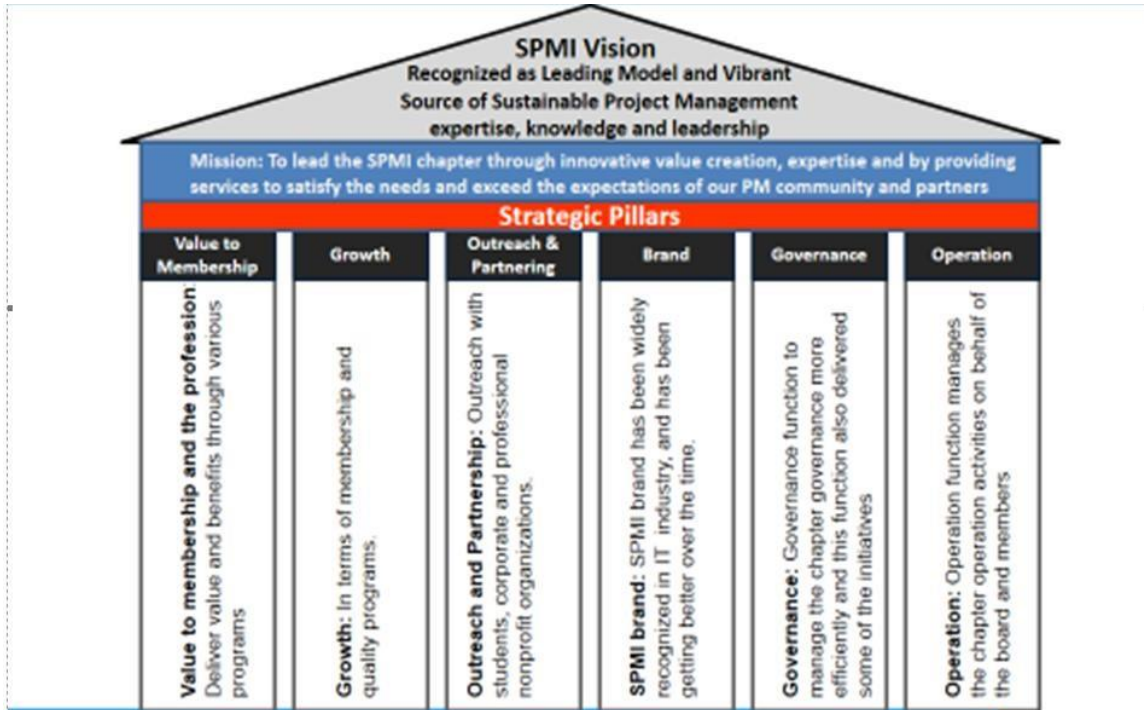


**S. Sivaram**  
Trustee



## 2. Vision, Mission and Strategic Area of Focus

The first time of the Chapter history, we have defined Vision, Mission, and Strategic areas of focus for next 3 years.



### **3. Strategic Areas of Focus**

#### **Outreach and Partnering**

- Student Outreach
- Corporate Outreach
- Other Professional Organization

#### **Communities of Practice**

- Government
- Health Care
- Financial Services
- Program Management

## 4. Project of the Year

The Singapore Chapter of the Project Management institute (SPMI) held its first Project of the Year Awards (SPMI-POY) in this term 2014-15. The SPMI Project of the Year Award is aimed to recognize, honor, and publicize a successful project and the achievements of the project team for superior performance of project management. The awards are presented under the 2 categories:




- 1) Engineering and Construction Category
- 2) Business and Information Systems Category

The judges' panel comprised of leading business leaders, including Mr. Steve Walker (CIO, DHL Supply Chain Service), Mr. Khoong Hock Yun ( Asst. CEO, IDA Singapore), Mr. Yap Tiem Yew (Group Director, HDB Singapore), Mr. Alex Siow (Managing Director, Accenture), Mr. Moiz Husain (Project Executive, ExxonMobil), and Mr. Jay Wadhvani (Managing Director, Jacobs Engineering Singapore). Following esteemed organizations nominated their outstanding projects for the SPMI Project of the Year Awards 2014-15.



The following winners and finalists received the awards from Mr Teo Ser Luck, Minister of State, Ministry of Trade and Industry and Mayor, North East District, Singapore at the SPMI Regional Symposium on 26<sup>th</sup> Mar, 2015.

## Business & Information Systems Category

<b>Winner</b>	
<p><b>Outpatient Pharmacy Automation System (OPAS)</b></p> <p>by Integrated Health Information Systems</p> 	
<b>Finalists</b>	
<p><b>Singapore Data Centre Setup &amp; Migration</b></p> <p>by Maybank</p> 	<p><b>FATCA Programme for Corporate &amp; Institutional Clients</b></p> <p>by Standard Chartered Bank</p> 

## Engineering & Construction Category

<b>Winners</b>	
<p><b>Downtown Line 1 MRT Telok Ayer station and tunnels</b></p> <p>by Land Transport Authority Singapore</p> 	
<p><b>NALCO Champion EHCP (Eastern Hemisphere Core Plant)</b></p> <p>by Jacobs Engineering Singapore</p> 	

<b>Finalists</b>	
<p><b>Singapore Grand Prix</b></p> <p>by Faithful+Gould</p> 	<p><b>Victoria Theatre and Victoria Concert Hall Redevelopment</b></p> <p>by RLB Consultancy Pte Ltd</p> 

I would like to thank Rashid for leading this brand new program and also would like to thank to all judges and the members of evaluation committee.

## **5. Focus Group, Boot Camp, Panel Discussion and Charity Events**

We organize a number of Focus Groups, Boot-Camp, Panel Discussions and Charity events to bring greater value to our chapter members. These events provide excellent platforms for our members in networking, to learn from experienced project management (PM) practitioners as well as the opportunity to contribute back to the community. This year, we also started a number of new initiatives. One of which would be a panel discussion that SPMI jointly organized with the International Association of Outsourcing Professionals (IAOP), Singapore Chapter. The panel discussion topic was about “Effective business transformation - how to deliver this through sourcing and project management”. This joint event brings together prominent industry leaders and experts, both from project management and outsourcing backgrounds, to share their experiences and thoughts about effective business transformation. The event was well-received with positive feedbacks from the members.

In terms of charity and community outreach events, SPMI visited AWWA Home (AWWA Community Home for Senior Citizens) at Ang Mo Kio and brought the senior citizens for a shopping trip to Singapore Sports Hub, followed by a buffet lunch at their premises on 3<sup>rd</sup> January 2015. Besides SPMI members and the volunteers' involvement, we were glad that we also had over 50 students from Republic Polytechnic to support us in this charity event. We were able to organize a much bigger scale charity event this year, thanks to the enthusiastic support coming from SPMI board, SPMI volunteers and RP students. The charity and community event was also an important outreach event for SPMI to introduce project management (PM) to our younger generation. The following are a list of Focus Group, Boot-Camp, Panel Discussion and Charity events that we have organized this year.

### **The events organized this term were:**

- The Name of the Game is Risk!
- Where did my time go?
- Project Success: What is it, how do we measure it, and how do we make it happen?
- One-Day PgMP Boot Camp
- Effective business transformation - how to deliver this through sourcing and project management

Overall, we receive overwhelming support and participation from our members in these events. I would also like to thank Mr. Seow Aik Hoe, Mr. Rama Mamidi and Mr. John Lee for successfully organizing the event.

## **6. Professional Development Programs**

We organized six Professional Development Programmes that attracted as many SPMI members and non-members to these events. The Team that brought this to you comprised of Mr. John Lee Ching Lee and the board members. I would like to thank them for their contributions in organizing the events. I would like to thank all the speakers mentioned below who took time and energy to speak at our events. I also thank to Mr. Rama Mamidi for providing his leadership and guidance during the entire term.

**The events organized this term were:**

- Singapore Personal Data Protection Act (PDPA): What you cannot miss in your IT systems and projects?
- Successful Influencing Skills For Project Managers
- Change, Results and Presentations for Positive Business Results
- Mining For Gold! Facilitations Skills for Productive Meetings, Teams, Projects, Client Meetings and Staff Sessions
- Project Cost Control - an underrated knowledge area for Project Managers
- Teams: Why they are not sum of their members

## **7. Registered Education Providers (REPs)**

We held a breakfast - meeting with the REPs in Singapore. The intent was to see how we could work together with them to add value to our members and to provide better learning opportunities. I would like to thank Mr. Michael DiDonato for his leadership and contributions in building further relationship and organising the events. Also I would like to thank to Mr. See Chim Hock his handholding and guidance for all REPs activities.

Some REPs extended special discounts to SPMI members on their courses.

Sponsorships were received from some REPs on events which we have conducted. We have repeated some here to show the extent of the co-operation between SPMI and the REPs.

## 8. Social and Networking Programs

We organized two social and networking related Programmes, exclusively for SPMI Members. The Team that brought this to you comprised of Mr. Seow Aik Hoe and Mr. John Lee. I would like to thank them for their contributions in organizing the events.

The events organized this term were:

- Community Outreach to AWWA Elderly Services
- Annual Members' Night 2015





## **9. Regional Symposium**

We organized our 10<sup>th</sup> Regional Symposium from 25<sup>th</sup> to 28<sup>th</sup> March 2015 at Marina Bay Sands Convention Centre.

It was a truly multinational cast of speakers giving the attendees the benefit of their knowledge and experience Sponsors for the Event.

We had speakers and participants from places as diverse and far away as Argentina, Australia, Canada, Hong Kong, India, Indonesia, Japan, Malaysia, New Zealand, Philippines, Saudi Arabia, South Korea, Sri Lanka, Thailand, Vietnam and Singapore. This symposium has attracted 691 participants from around the regions.

We had 8 sponsors and 26 speakers covering 2 tracks over the two days and panel discussion.

Mr. Teo Ser Luck, Minister of State, Ministry of Trade and Industry and Mayor, North East District, Singapore attended the event as the Guest-of-Honour.

We look forward to your continuous support for the coming symposium and events. Please come forward to volunteer yourself to assist the Chapter and very importantly is to show your support in coming symposium and events. Your participation and feedbacks will enable the Chapter to improve the quality of the events, and to serve you better!

PMI Singapore Chapter would like to thank our parent organization PMI HQ for their support.

Our special appreciation and thanks also go to the many Sponsors - BridgingMinds Network, COMAT, ESI, IIL, NUS-ISS-UXC Consulting, Rally Software for Gold Sponsorship, Curtin Singapore and PM-Partners Group for Exhibitor Sponsorship.

I would also like to thank Ms. Neha Tripathi, the organizing Committee Chair, Mr. Raymond Chen Jian Feng, the organizing Committee Co-Chair, Mr. Rama Mamidi, Mr. See Chim Hock, Mr. Rashid Mohiuddin, Mr. Michael DiDonato, Mr. Praveen Dayal, Mr. Senaka Tiranagama, Mr. Prasad, Ms. Sandra Friedel, Ms. Phillippa Penfold, Mr. Sarbojit Bose, Mr. Lee Ching Lee, John, Mr. Jeffrey

Tan, and all board members, volunteers and polytechnic students to achieve the historical success.

I would like to thank to the team of ie IDEAS and PMI Asia Pacific Service Centre for their wonderful support and service.

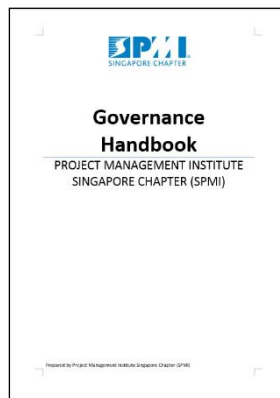


## 10. Governance and Business Plan

We have embarked on developing its initial governance framework and business plan since term 2013-2014. The development of the governance framework and business plan was taken to the next level during term 2014-2015 by the Chapter and the Executive Committee.

### **Governance Handbook**

In term 2014-2015, with the help of volunteers and Executive Committee, a governance handbook was developed and launched based on the vision, mission and strategies pillars that governs the Chapter. The objective of the governance handbook is to provide the Chapter Board, Board Committees, and sub-committee members with an overview of the Chapter's Organisation Structure, Vision and Mission statements; a clear understanding of their roles and responsibilities; and a standard set of policies and procedures with which to achieve individual office bearer's goals. Mr. Jeffrey Tan Soon Lee and Mr. Sivakumar Venkatasubramanian for their brilliant efforts.



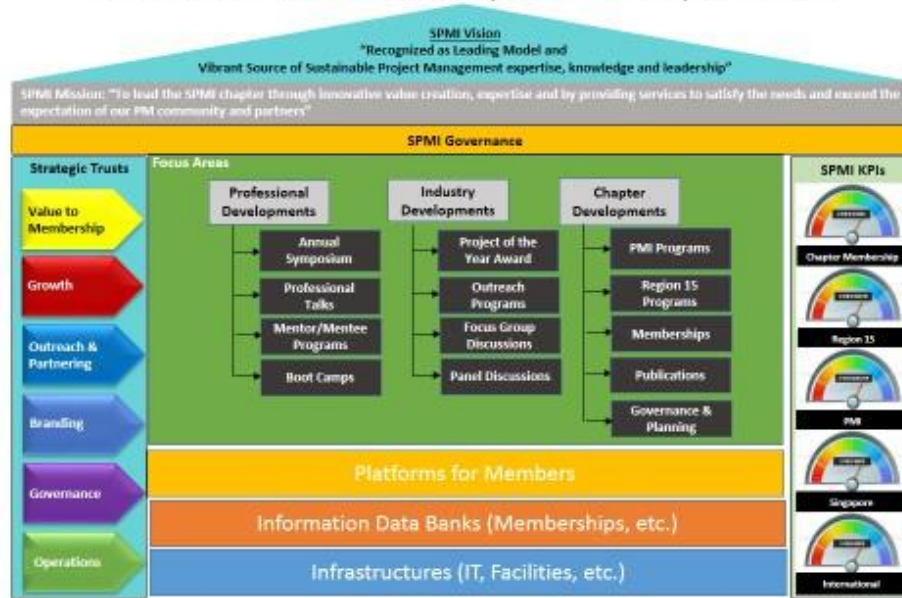
- Key Benefits of 3-Year Business Plan
- Communicate the Chapter's vision to its key stakeholders
- Support successful volunteer transition and succession planning
- Use supporting data to obtain key resources
- Channel chapter resources to objectives that are of priority

### **3-Year Business Plan (2015-2016 to 2017-2018)**

Building on the governance framework and strawman business plan developed during the term 2013-2014, the business plan was further enhanced during term 2014-2015 using the business plan framework developed below. The business plan developed using this framework will enforce governance based on the chapter's vision and mission; develop programs in each focus areas and

construct infrastructures to support the focus areas based on the chapter’s strategic trusts; and drive the chapter fulfil the KPIs stipulated in the business plan.

### SPMI 3-Year Business Plan (2015 – 2018) Overview



## **11. Financial Report**

PMI Singapore Chapter is in a sound financial position due to major contribution from Symposium and Symposium sponsorship, and REP advertisement. The audited Statement of Financial Position and Statement of Cash Flows for financial year 2014 (January 2014 to December 2014) are presented in Appendix 1 and 2.

I would like to thank to Mr. Praveen Dayal, Asst. Treasurer (Acting Treasurer) for smooth handling of this huge volume of payment transactions and ensuring timely payment to our suppliers.

## 12. Membership

As the Singapore Chapter matures, we are also growing from strength to strength. As of December 2014, the Chapter has a membership of over 1859.

The stability in membership count was collectively achieved by the team by focusing on creating more value for the members by increasing the number and diversity of events made available for the members. Some of the initiatives and activities to drive membership rates that were initiated last term have been continued onto the current term are:

- ❖ Fees for members to attend the Chapter events were kept lower than for non-members thus translating in significant savings over the past year for new members
- ❖ Students and aspiring PMPs were encouraged to join through the development of additional targeted programs that would welcome them to the Chapter thus increasing the Chapter's membership and diversity

We are confident that as the value proposition for our members continues to improve so will the overall membership numbers. The leadership team is clear that it is not only important to get new members but that it is equally important to retain and nourish the existing membership. We look forward to yet improving the value proposition for our membership and more exciting times ahead.

## **13. Sponsorship**

The members of the Board of the PMI Singapore Chapter would like to acknowledge the wonderful support received through the year from the following organisations:

- BridgingMinds Network
- COMAT
- Curtin Singapore
- ESI International
- IIL Asia
- NUS-ISS-UXC Consulting
- PM-Partners Group
- Rally Software
- Stevenson Hureca
- Pinnacle Academy

Their active support are greatly appreciated and without which the activities of the Chapter would be severely restricted. On behalf of all of the Chapter's members, we say THANK YOU.

## 14. Students Function

We sponsored a Gold Medal Award to School of Engineering, Republic Polytechnic. This will be awarded to students with good academic results.

### **Cheque Presentation Ceremony - Donation to Republic Polytechnic Scholarships 31 October 2014**





## **15. Volunteer Contribution**

The PMI Singapore Chapter relies on the dedication and passion of volunteers to offer members excellent programs and opportunities to expand their professional network. Several volunteers have contributed their time to support the operations of Chapter programming and services. Over 20 members of the Chapter served in nonelected roles, supporting the operations of Chapter programs and services. The Chapter would like to recognize and applaud the efforts of these volunteers as they work to promote the profession of project management.

Record number of Chapter volunteers participated in various activities this year. Some of the names are given below:

Ms. Sandra Friedel, Mr. Prasad Karnati, Ms. Jessica Sanchezsteele, Mr. Ramesh Rajangam and Mr. Balaji Sridharan

Eighteen (18) students from Republic Polytechnic (School of Engineering) The Logistics and Supply Chain Management Society (LSCMS) IG and the Operations, Project-Skills (Ops) IG helped out on both days at PMI Singapore Regional Symposium 2015. The students are namely:

Fu Ting Ting, Ye Xin, Nigel Leno Gasper, Rikesh S/O Ravindran, Arvind Kumar Pillai, Tan Li Ning Lynn, Teo Yanti, Loh June Yong, Gabrielle Tan Suan Choo, Eng Qi Hua, Carmen Fok Yi Ling, Teo Wei Qi, Regine, Neo Wei Sheng, Vivi Thalia Chia, Yong Hui Yee, Ryan Teo Wee Kiat, Wong Chun Kenn, Tan Shu Juan.

## **16. Event Management and Management of Accounts**

We have engaged ie IDEAS for event management and secretarial work. This has helped us to look at end to end event management covering event announcement and management, facilities, online registration and payment. I would like to thank ie IDEAS for the good support that they are providing to our operations and helping our members.

We also engaged SB Tan & Co to provide accounting services to us. The Chapter has grown and such professional accounting is now a minimum requirement. I would like to thank SB Tan & Co for the support they have provided to our operations.

## Appendix-1: Statement of Financial Position

### PROJECT MANAGEMENT INSTITUTE SINGAPORE CHAPTER

#### STATEMENT OF FINANCIAL POSITION

As at 31 December 2014  
(Expressed in Singapore Dollars)

	Note	2014 \$	2013 \$
<b>EQUITY</b>			
Accumulated Surplus		<u>763,097</u>	<u>791,691</u>
Represented by:			
<b>NON-CURRENT ASSETS</b>			
Plant and Equipment	4	-	1,049
<b>CURRENT ASSETS</b>			
Trade Receivables	5	40,688	-
Other Current Assets	6	129,626	12,252
Fixed Deposits	7	602,612	470,000
Cash and Bank Balances	8	291,379	326,200
		<u>1,064,305</u>	<u>808,452</u>
<b>CURRENT LIABILITIES</b>			
Trade Payables	9	23,914	-
Other Payables and Liabilities	10	277,017	3,350
Provision for Taxation	15	277	14,460
		<u>301,208</u>	<u>17,810</u>
Net Current Assets		<u>763,097</u>	<u>790,642</u>
		<u>763,097</u>	<u>791,691</u>

**PROJECT MANAGEMENT INSTITUTE SINGAPORE CHAPTER**

**STATEMENT OF INCOME AND EXPENDITURE**

*For the financial year ended 31 December 2014*

*(Expressed in Singapore Dollars)*

	<u>Note</u>	<u>2014</u>	<u>2013</u>
		\$	\$
<b>Continuing Operations</b>			
Revenue	11	119,941	655,820
Interest Income	12	6,507	5,541
Other Income	13	6,888	15,586
Administrative Expenses		(158,381)	(401,995)
Other Expenses		-	(35,915)
<b>(Loss)/Surplus before tax</b>	14	<u>(25,045)</u>	<u>239,037</u>
Income tax expenses	15	(3,550)	(21,895)
<b>(Loss)/Surplus for the year</b>		<u><u>(28,595)</u></u>	<u><u>217,142</u></u>

**PROJECT MANAGEMENT INSTITUTE SINGAPORE CHAPTER**

**STATEMENT OF CHANGES IN FUNDS**

*For the financial year ended 31 December 2014*

*(Expressed in Singapore Dollars)*

	<u>Accumulated Surplus</u>
	\$
Balance as at 01 January 2013	574,550
Total surplus for the year	<u>217,142</u>
Balance as at 31 December 2013	791,692
Total loss for the year	<u>(28,595)</u>
Balance as at 31 December 2014	<u><u>763,097</u></u>

## Appendix-2: Statement of Cash Flows

### PROJECT MANAGEMENT INSTITUTE SINGAPORE CHAPTER

#### STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2014

(Expressed in Singapore Dollars)

	<u>2014</u>	<u>2013</u>
	\$	\$
<b>Cash Flows from Operating activities</b>		
Surplus/(loss) before tax of the year	(25,045)	239,037
<u>Adjustments for:</u>		
Depreciation	1,049	1,486
Interest Income	(6,507)	(5,541)
<b>Operating cash flows before movements in working capital</b>	<u>(30,503)</u>	<u>234,982</u>
<b>Movements in Working Capital</b>		
Trade Receivables	(40,688)	-
Other Current Assets	(117,373)	(10,862)
Trade Payables	23,914	-
Other Payables and Liabilities	273,668	(9,787)
<b>Cash generated from operations</b>	<u>109,018</u>	<u>214,333</u>
Income taxes paid	(17,734)	(10,022)
<b>Net cash generated from operating activities</b>	<u>91,284</u>	<u>204,311</u>
<b>Cash Flows from Financing activities</b>		
Interest Received	6,507	5,541
<b>Net cash generated from financing activities</b>	<u>6,507</u>	<u>5,541</u>
<b>Net increase in cash and cash equivalents</b>	97,791	209,852
Cash and cash equivalents at the beginning of year	796,200	586,348
<b>Cash and cash equivalents at the end of year (note 7 &amp; 8)</b>	<u><u>893,991</u></u>	<u><u>796,200</u></u>

## Appendix-3: List of Events

PDEV: Professional Development  
 FG: Focus Group  
 S&N: Social and Networking  
 Panel: Panel Discussion  
 General: General Meeting  
 REP: Registered Education Provider

S.N.	Date	Type	Event Organized /Participated
1	26-Jun-14	PDEV	Singapore Personal Data Protection Act (PDPA): What you cannot miss in your IT systems and projects?
2	26-Aug-14	PDEV	Successful Influencing Skills For Project Managers
3	17-Sep-14	FG	The Name of the Game is Risk!
4	23-Sep-14	PDEV	Change, Results and Presentations for Positive Business Results
5	15-Oct-14	FG	Where did my time go?
6	29-Oct-14	PDEV	Mining For Gold! Facilitations Skills for Productive Meetings, Teams, Projects, Client Meetings and Staff Sessions
7	19-Nov-14	FG	Project Success: What is it, how do we measure it, and how do we make it happen?
8	22-Nov-14	Boot Camp	1 Day PgMP Boot Camp
9	02-Dec14	PDEV	Project Cost Control - an underrated knowledge area for Project Managers
10	03-Jan-15	S&N	Community Outreach to AWWA Elderly Services
11	20-Jan-15	PDEV	Teams: Why they are not sum of their members
12	06-Feb-15	S&N	Annual Members' Night 2015
13	03-Mar-15	Panel	Effective business transformation - how to deliver this through sourcing and project management
14	25 to 28-Mar-15	Mega	Regional Symposium 2015, PMI Singapore
15	24-Apr-15	General	Annual General Meeting (AGM)

\*\*\* End of Report \*\*\*