



Developing Communities, Transforming Lives

Ms Lim Kar Yee

Senior Director, PA / CPD

4 October 2022

Resources, knowledge and expertise in the Community

How do we organise the community for the Common Good?

(1) Concept of Social Capital

(2) Community Development Approach

(3) SG Collective Impact Framework
for multiple stakeholders

(4) Collaborative Leadership

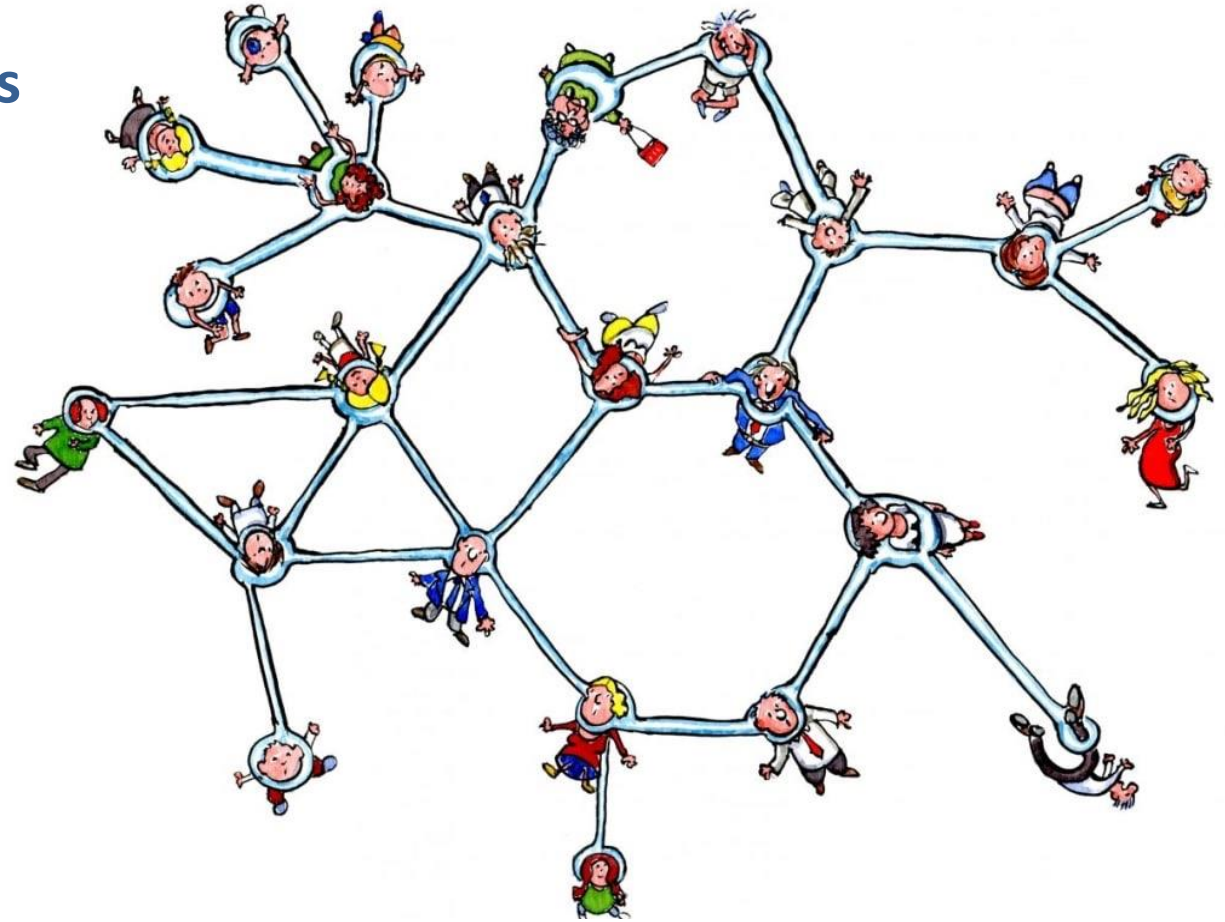
(5) Case studies - CDC Vouchers Scheme,
Integrated Care Programme (ICP), and Community Visioning @ PA



Definition of Social Capital

Social Capital is like a glue that binds people together.

- ✓ Trust
- ✓ Reciprocity
- ✓ Confidence in Public Institutions
- ✓ Network Size



*Taken from Robert Putnam, Bowling Alone -The Collapse & Revival of American Community 2000;
Used in PA Masterplan 2010*

Community Development

Three types of Community Development Models:

- (1) Needs-based community development
- (2) Goal-oriented community development
- (3) Asset-based community development (ABCD)

(3) is the most commonly used in Singapore. But applying ABCD is not going to help us to manage multiple stakeholders and solve complex problems. We need two more ingredients to make the perfect 'meal'.

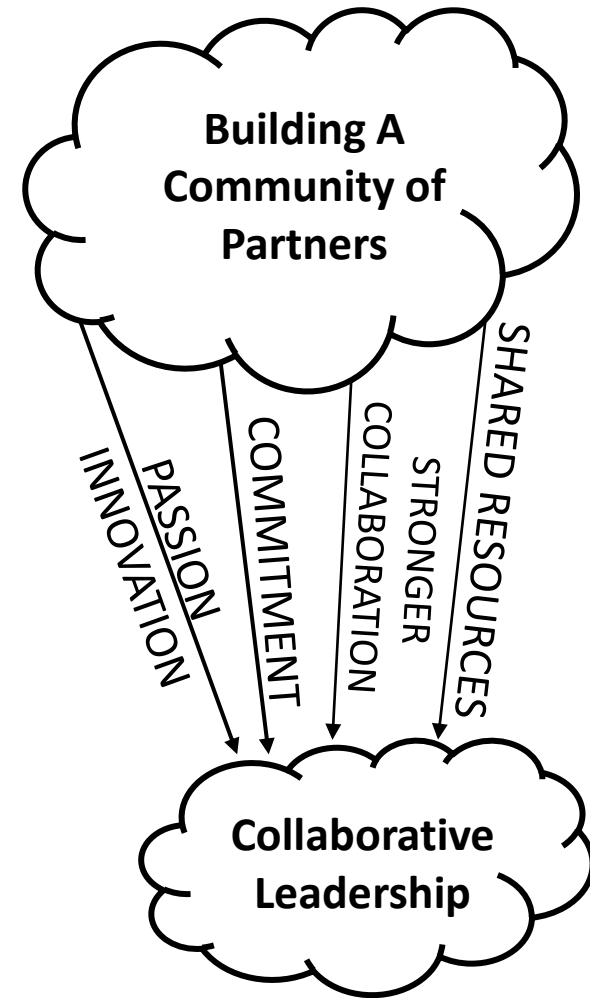
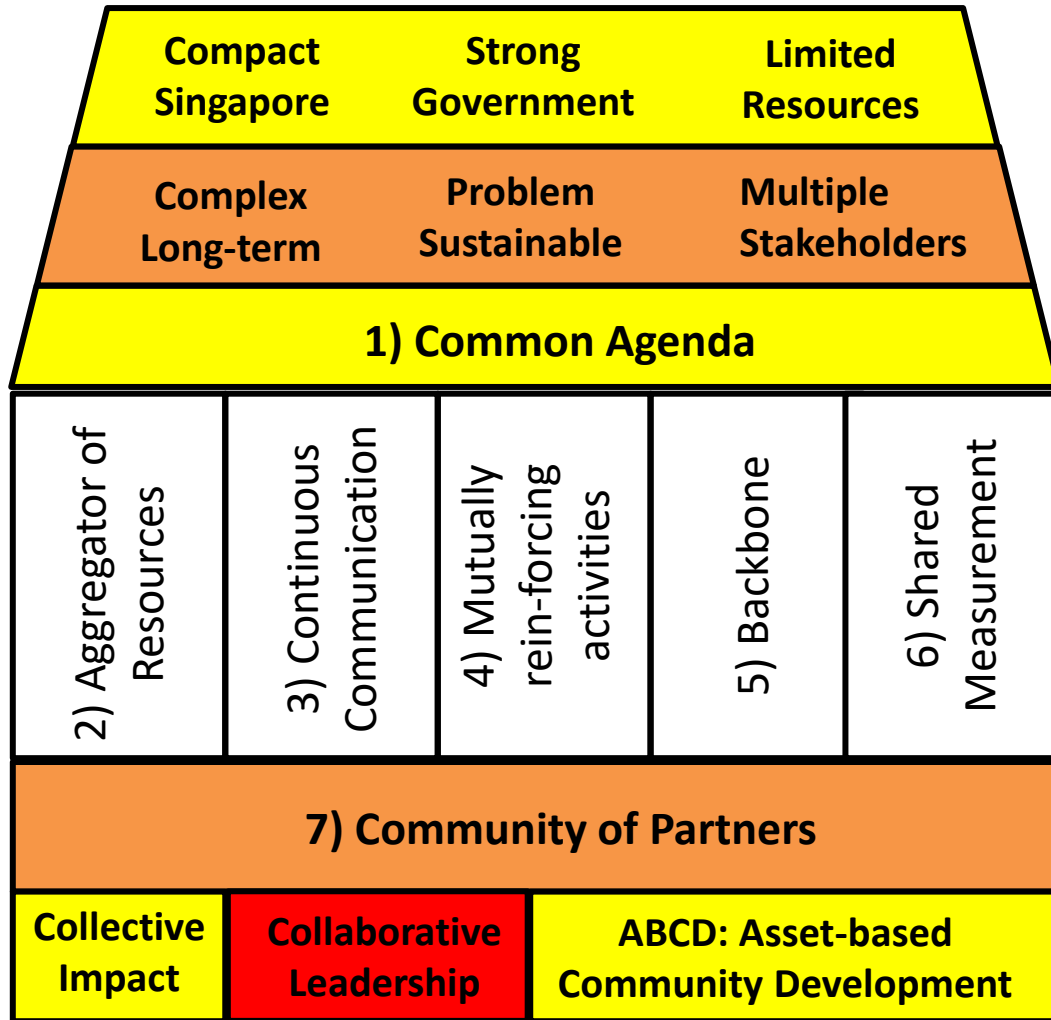
Simple vs Complex Problems

Social mobility, mental health, climate change and ageing population are examples of complex problems requiring multiple stakeholders.

Two ingredients to help in making this perfect ‘meal’:

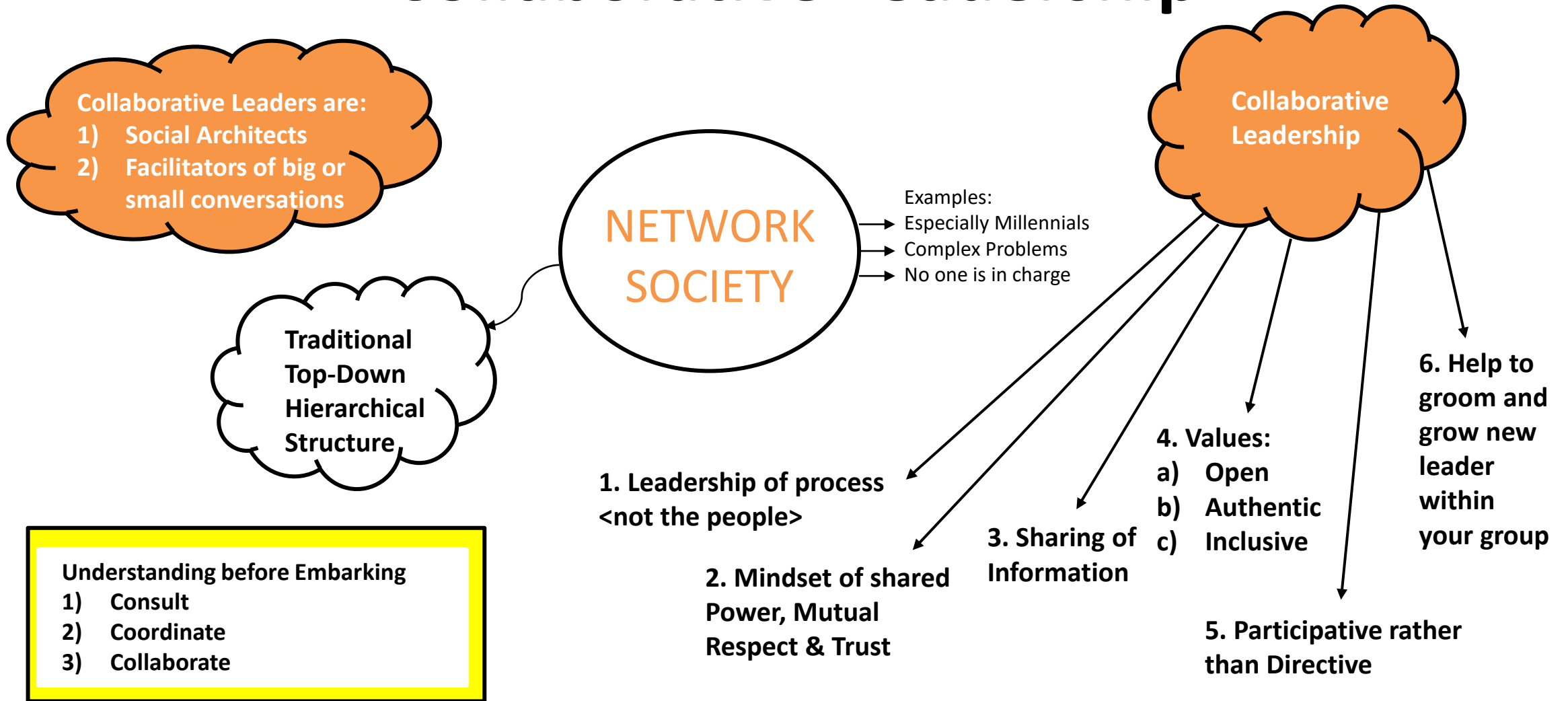
- (1) SG Collective Impact Framework**
- (2) Collaborative Leadership Culture**

SG Collective Impact



Taken from John Kania and Mark Kramer, *Collective Impact SSIR 2011*; Adapted for PA/CDC work by Karyee Lim for SG Collective Impact

Collaborative Leadership



Adapted from David Chrislip & Carl Larson (1994) and David Archer & Alex Cameron (2008) by Karyee Lim for PA work

A) Applying Collaborative Leadership & Collective Impact

CDC Vouchers Scheme

- Led by the People's Association (PA) / Community Development Councils (CDC) in close collaboration with 9 Government Agencies (GovTech, IMDA, ESG, MOF, SLA, MCI, SPF, ICA and DOS)
- As of 21 Aug 2022, more than 86.8% (1.06 million) Singaporean households have claimed the 2022 CDC Vouchers, and more than 96.8% (1.18 million) have claimed the 2021 CDC Vouchers. More than \$180m has been spent with the 2021 and 2022 CDC Vouchers. Over 18,000 participating hawkers and heartland merchants have been onboarded.



B) Applying Collective Impact & Collaborative Leadership

Integrated Care Programme (ICP) @ NE and SW

- In collaboration with:
 - **Schools:** Angsana Primary School, Junyuan Primary School, Tampines Primary School, Tampines North Primary School, Teck Whye Primary School and Chua Chu Kang Primary School.
 - **Community Partners:** Singapore Scouts Association, CARE Singapore, e2i, Trampoline, Care Corner, Methodist Welfare Services, SBL Vision, Singapore Anglican Community Services and New Life Community Services SHINE Children and Youth Services.
 - **Grassroots:** Tampines GRC & Keat Hong
- More than **630 students** benefitted from the ICP from 2013 to 2022



C) Applying Collaborative Leadership

Community Visioning @ PA

- Community Ownership / Alignment exercise where we co-created a Community Vision, that of *A Great Home and A Caring Community*, anchoring on the concept of social capital.
- One Community Vision
 - Annual Constituency Workplan
 - GRC Workplan
 - Grassroots Seminar (now called Community Seminar)
 - PA Workplan
- Engaged 86 Grassroots Advisers, 36,000 grassroots leaders, 2000 PA staff
- 18 months in the making → presented at PA 50th Anniversary



If you have further queries, please contact

- Lim_Kar_Yee@pa.gov.sg
- Razmiah_Yacob@pa.gov.sg
- Shareen_Arjan_Shahri@pa.gov.sg



People's Association

**COMMUNITY
DEVELOPMENT
COUNCIL**

Aggregate.**Build**.Connect

THANK YOU