



4ST PLAYBOOK

A self-help guide with concrete steps,
examples and ideas to explore and
achieve desired 4ST outcomes

Updated 7/7/2022



Empowerment and Person-centredness



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OUTCOMES:

Thrust 1



**Practices and solutions in the sector
become more person-centred**

EMPOWERMENT AND PERSON-CENTREDNESS

Thrust 1 Outcome:



Practices and solutions in the sector become more person-centred

What is a person-centred approach?

- A person-centred approach recognises that an individual has the capacity to understand, articulate, and work through his or her problems and make decisions on how to overcome them.
- It also recognises that the ecosystem plays an instrumental role in supporting the individual to reach his/her goals.

Guiding questions

- To what extent have you used data and user journey mapping to understand the needs and aspirations of the individuals and families you are serving?
- What are the steps you have taken to ensure that individuals and families are able to play a role in solutioning for their challenges?

Steps you can take

For social purpose entities (SPEs):

	When working with individuals and their families	Organisational level practices	When working with others across the sector
Starting out in this area...	<ul style="list-style-type: none"> • Understand the broad needs of the population groups through a review of the existing literature. • Understand the specific needs and aspirations of individuals from their perspective, through the use of human-centred design thinking, user journey mapping, and measuring their Quality of Life¹. • Partner the individual's support networks to achieve the individual's goals. • Customise partnership for different profiles of individuals, taking into consideration their desires, family situation, social circumstances, and lifestyles. • Create an empowering environment to make individuals and families feel involved in the process. • Provide relevant data pertaining to services so that individuals and families can make the best decisions for themselves. 	<ul style="list-style-type: none"> • Embed a person-centred culture within the organisation (in terms of how staff interact with one another, and managers adopting a 'coaching approach' to manage people) to effect mindset shifts. • Send staff for training to be equipped with the skills and knowledge to implement person-centred practices (e.g., having empathy and facilitation skills to understand and engage individuals). • Design and conduct programme evaluation to review and improve programme effectiveness. This includes output indicators for monitoring implementation, and outcomes indicators for measuring programme effectiveness. 	<ul style="list-style-type: none"> • Identify the stakeholders that can best contribute to supporting individuals and families, where necessary. • Create a platform where best practices and failures can be shared with other organisations across the sector and other sectors. • Centralise information on services and schemes for ease of navigation.

¹ The WHO Quality of Life framework comprises of 6 main domains – physical, level of independence, social relationships, environment, psychological, and personal beliefs.

Steps you can take

For social purpose entities (SPEs):

	When working with individuals and their families	Organisational level practices	When working with others across the sector
Tried some things and is interested to grow further in this area...	<ul style="list-style-type: none"> • Involve individuals and their families in a shared decision-making process to achieve their goals (e.g., decide on the service to participate in, involve individuals in the design and implementation of solutions. Refer to Empowerment Deconstructed! Guide on how to involve users in the decision making process.) • Enable individuals and families to opt for service components based on their preferences. • Use technology and data to customise, deliver and provide integrated, seamless service and user experience across multiple touchpoints. 	<ul style="list-style-type: none"> • Where needs are more complex, support should be multidisciplinary involving more than one professional, and across multiple services. • Leaders to empower their staff to make certain decisions, where appropriate. • Board should empower the leaders of the organisations to execute with flexibility and latitude. • Share and learn best practices and failures with one another through networks or learning platforms. 	<ul style="list-style-type: none"> • Share data at a centralised platform (if available) to provide a 360 view on the individual's needs to other supporting stakeholders involved. • Collaborate across agencies, other community partners and sectors (e.g., social care, housing, transport, employment) to meet the needs of individuals holistically.

Steps you can take

For social purpose entities (SPEs):

Experienced and wants to strengthen this area...

- Design collaborative care plans across service providers to manage an individual's care and support that span across different services and life stages.
- Hold ongoing joint care plan discussions with other service providers, involving the individuals and their families to ensure care is integrated across providers (if any), and goals are kept relevant.
- Appoint a dedicated group of professionals to coordinate care and support (across various transition points/types of services) or provide the necessary transition/support to the next organisation.
- Establish service standards to ensure that quality and principles of empowerment are upheld in service delivery.
- Evaluate outcomes attained by the individuals and families over a sustained period, and share the information with other partners in the ecosystem.
- Engage a pool of experienced service providers to share their experiences, as well as coach others with less experience.
- Involve donors and funders to be partners in the process to better understand the programme, as well as to value-add to the service delivery.
- Establish a joint venture/strategic alliance with one or more agencies to bid for/run joint programmes.

Steps you can take

For partners in the ecosystem:

Mindset shift

- Understand and appreciate the importance of taking a personalised approach in service delivery.

Funding support

- Introduce service and funding models, in collaboration with SPEs, to provide individuals and families greater ownership and choice.
- Provide funding for professionals that provide the continuity of support across various life stages.
- Extend resources for initiatives and structures (e.g., data platform for data sharing) that support individuals across the various life stages, or across different needs (e.g., tackling problems upstream).
- Incentivise or fund service models that demonstrate collaborative elements with other SPEs.

Data management

- Develop and implement an integrated systems and data platform for individuals and families to have access to information about themselves and available services; social care and other professionals have the right information and records to provide the right support.
- Aggregate, centralise and share data to facilitate planning and allocation of resources.

Policies and structures

- Design policies and structures that span across sectors (e.g., education, health) and life stages to provide the continuity of care and support centred around the individual.
- Set up online repository to assist matching of individuals to services/service providers, and improve individuals' access to the range of services available.
- Collaborate and work across adjacent sectors to achieve alignment of objectives.

Resources available

Guides/Tools

Quality of Life Framework

The World Health Organisation (WHO) defines Quality of Life as “individuals’ perceptions of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns”.² NCSS conducts research studies to understand how various population groups perceive their quality of life, identify areas of need and initiatives that can contribute to improving their quality of life.

Past research studies conducted by NCSS can be found below.

<https://www.ncss.gov.sg/press-room/publications>

Social Innovation Starter Kit

NCSS developed a Social Innovation Starter Kit which includes guiding principles and mindsets of human-centred design process as well as specific methods and tools to help the sector in tackling complex social challenges and embark on their own innovation journeys.

<https://www.ncss.gov.sg/press-room/publications/SocialInnovationStarterKit>

Empowerment Deconstructed! Guide

In 2021, NCSS developed the Empowerment Deconstructed! Guide which breaks down the concept of empowerment into practical and relatable terms. It includes a 4-step process as well as other tools and frameworks that one can use to kickstart the journey in putting empowerment principles into practice.

<https://www.ncss.gov.sg/press-room/publications/empowerment-deconstructed-a-guide-to-grow-empowering-practices>

² World Health Organization. (2012). The World Health Organization Quality of Life (WHOQOL)

Empowering Seniors Resource Kit

In 2019, NCSS developed this resource kit to introduce the concept of empowerment as well as provide examples and templates to encourage and teach SPEs in the sector how to develop their own empowering programmes that are suitable for their own organisation.

https://www.ncss.gov.sg/docs/default-source/ncss-publications-doc/empowering-seniors_resource_kit.pdf?sfvrsn=cc42a176_2

Service Standards Framework

The NCSS Service Standards aims to support agencies in attaining higher standards of service delivery across nine mutually reinforcing domains and develop better procedures to improve user outcomes. The set of standards also incorporates the principles of person-centredness, service user empowerment and collaboration.

<https://www.ncss.gov.sg/social-service-agencies/capability-building/consultancy-support/ncss-standards-framework/service-standards-requirements>

Sector Evaluation Framework

NCSS developed the Sector Evaluation Framework, which aims to provide a common language to consider progress and impact across NCSS-funded programmes, while allowing for flexibility at the programme level. The Framework is one which all stakeholders can use as a consistent set of measures for evaluation.

<https://www.ncss.gov.sg/our-work/translational-social-research>

Social Service Sector Repository

The Repository is a first-of-its-kind online database of research on the local social service sector, for NCSS members' use. It houses rigorous research done by NCSS member organisations and public service agencies, in NCSS's research domains. This Repository and research resources such as the EBSCO scholarly journal database, Research Pulse newsletter, and online dashboards can be found on NCSS's website.

<https://www.ncss.gov.sg/our-work/translational-social-research>

Training to explore

Cultural Competency: Engaging with and Bridging across Differences

Visit SSI for more info at <https://iltms.ssi.gov.sg/registration/#/Course>

Practising Person Centred Care Approach (Synchronous E-learning)

Visit SSI for more info at <https://iltms.ssi.gov.sg/registration/#/Course>

Develop an Individualised Care Plan

Visit SSI for more info at <https://iltms.ssi.gov.sg/registration/#/Course>

Person-Centred Care Approach to Dementia (Synchronous E-learning)

Visit SSI for more info at <https://iltms.ssi.gov.sg/registration/#/Course>

Design Thinking

Visit Capelle Consulting for more info at <https://www.capelleconsulting.com/>

Networks of support

Empowerment Circle

NCSS convened a group of SSA leaders who are forerunners in practising the empowerment approach. The Circle will catalyse ideas to grow empowerment practices across the sector.

Empowerment Learning Journey

NCSS is co-organising Learning Journeys with SSAs for SSAs to learn best practices from one another and spark collaborations on empowerment in the sector.

Case examples

Empowering and providing choices to users

Our Lives, Our Voices

Jointly organised by Movement for the Intellectually Disabled of Singapore (MINDS) and Down Syndrome Association Singapore (DSA), Our Lives, Our Voices aims to empower persons with intellectual and developmental disabilities to voice their needs and make decisions for themselves.

Through the 12-session programme, the service users would learn how to share more about their lives with others and be encouraged to step up as leaders in self-advocacy groups with support from MINDS and DSA. The programme seeks to enable the service users to be more confident and independent and empower them to find solutions or support to address challenges.

Food Pantry 2.0

Food Pantry 2.0, a project of the Food Bank Singapore Ltd, aims to make food supplies more accessible to service users in a coordinated manner. The project places vending machines with emergency food aid such as instant noodles, rice, and biscuits in the heartlands to serve users 24/7.

Service users are provided with pre-credited cards and can go to nearby vending machines to redeem food items of their choice. Compared to traditional food distribution services, service users can exercise choice in the food they redeem, rather than receiving a pre-determined list of groceries that may not suit their needs and preferences.

Voices for Hope

Voices for Hope by Dementia Singapore aims to empower persons with dementia and their caregivers to self-advocate, to promote greater acceptance and support for individuals who were coping with dementia. The 10-week programme was designed to equip service users with relevant skills and foster confidence in them to actively share their stories, their needs, and views publicly.

Ideas for exploration

Having an integrated data system to better deliver services Singapore: National Electronic Health Record (NEHR)

What is it?

Across different healthcare providers, the secure system gathers personal healthcare information of individuals such as medical records, prescriptions and appointments.

Only individuals authorised by healthcare professionals can access the data.

Potential benefits

- Improve health care coordination and better inform treatment decisions.
- Allow care team to deliver better and more personalised care for individuals.
- Individuals are provided with information to manage their own health, and this allowed them to be more informed and have greater control over their own health.

How does it work?

- “One Patient, One Health Record” allows the care team to deliver safer, better and more personalised care for individuals.
- Data contribution to the NEHR is voluntary for all private healthcare providers.
- Auto-inclusion and one may choose to opt out.
- Rigorous security defences designed according to industry best practices are in place to protect one’s data on the NEHR.
- All healthcare professionals authorised to access the NEHR are bounded by laws and professional ethics to keep records strictly confidential.

Food for thought

How might we pull together, fuse and better leverage data to provide more person-centred solutions in the social service sector?

Allowing individuals to decide their allocated budget spending to meet their goals

United Kingdom: Personal Health Budgets

What is it?

Instead of giving funds to service providers directly, individuals will be allocated the money to decide on the areas to spend to meet their health and well-being needs, in consultation with their local healthcare team.

Potential benefits

Individuals are involved in deciding the services they would like to participate in and in turn, they can exercise greater choice and agency over their lives.

Resources may get directed to the most relevant services and may encourage higher service quality.

How does it work?

- In England, personal health budgets are offered to eligible individuals who need continuing care services.
- Individuals (or their representatives) will be central in decision-making, from setting the health and well-being goals with relevant professionals and in having the discretion on when and how to use the money, as agreed in their personal plan.

What are the ways that personal health budget can be managed?

- Notional budget: The individual will decide with their local healthcare team on how to spend their personal health budget, and their team will be responsible for holding the money and arranging the care and support.
- Third party budget: An independent trust or voluntary organisation will hold the money on behalf of the individual and spend the personal health budget in line with what has been agreed in a personalised care plan.
- Direct payment: The individual or their representative will receive the money in their bank account and will take responsibility for purchasing the agreed care and support services.

Similar models in Singapore

- SkillsFuture provides individuals with credits of at least \$500 which can be used on eligible courses aimed for individual skills development.
- Similar to the personal health budget, individuals can decide how to spend the money to further their own lifelong learning journey.

Food for thought

How might we support individuals to exercise greater agency in what they do with their allocated budget so as to achieve their goals?

Creating a community of support to provide person-centred care

Australia: Circles of Support, United Kingdom: Circles Network

What is it?

Building a community of support around the individual being placed at the centre of the circle.

Potential benefits

- Right site support from service providers to the community.
- Individuals are recognised as having the capacity to be part of the service planning process.
- Leverage the strengths of the community, reduce stress on caregivers.
- Provide opportunities for individuals to develop and nurture friendships.
- Continuous care and support as an individual moves across various life stages (e.g., child to youth to adult).

How does it work?

- Individuals can choose who they want in their circles, but it would be voluntary for people to join.
- A means of providing practical advice, solving problems, and generating ideas to contribute positively to the individual's life.
- Facilitators work with individuals to understand and set their goals.
- Support varied from light touch to intense and specialised support, varying from individual to individual, based on their needs.
- Some circles are facilitated by formal organisations, but others are private arrangements between families and their friends.
- Guided by the requirements of the individual, the circle would meet periodically to review the progress made towards meeting the individual's goals.

Food for thought

How might we tap on the community around individuals to foster more community-based support?

Involving the community in making decisions about allocation of budgets

Scotland: Participatory Budgeting in Health and Social Care

What is it?

A framework where the community is directly involved in making decisions about the allocation of budgets.

Potential benefits

- Exchange of ideas can help resolve issues.
- Higher motivation of the participants because they have a stake in the projects.
- Redistribute resources by increasing under-resourced persons' access and influence on resource allocation process.
- Foster informed citizenry by helping individuals express views and see how they affect policy and action.
- Approach that can potentially work well for ground-up initiatives.

How does it work?

This model attempts to move up the co-production ladder by moving from consultation to decision making and most importantly catalysing community empowerment. It requires the involvement of local people (e.g., community) who would be affected by the decision to be part of the decision-making process, thereby building capacity, creating ownership through shared responsibilities, and raising importance of community engagement.

In Scotland, the public, non-governmental partners, and volunteers with lived experience designed and facilitated a participatory budgeting event called "Mental Health & Well Being, You Decide" in 2017. Funded by public and private sectors at 50,000 GBP, a steering group co-produced the event, which included the development of a communication plan. 82 applications were received and assessed by a small independent panel comprising of community members. The shortlisted 46 were then given an opportunity to give a 3-min presentation to bid for the project at maximum GBP 1,250 each. Audience voted using a digital voting system with instant feedback, resulting in 41 projects being funded and reviewed after 6 months to measure impact and access further support if required.

Food for thought

How might we structure such a process and set aside resources to support solutions that are ground-up and decided by members in the community?

Annex - References:

Quality of Life: WHO

- <https://www.who.int/publications/i/item/WHO-HIS-HSI-Rev.2012.03>

Our Lives, Our Voices

- <https://www.ncss.gov.sg/our-stories/detail-page/the-new-advocates>
- <https://www.minds.org.sg/stories16-olov-april-koh/>
- <https://www.minds.org.sg/for-adults/self-advocacy-programme/>

Food Pantry 2.0

- <https://whatareyoudoing.sg/tech-and-data-maintain-privacy-for-food-aid-beneficiaries/>
- <https://foodbank.sg/our-big-projects/food-pantry/>

Voices for Hope

- <https://www.dementiahub.sg/blog/voices-for-hope-giving-a-voice-to-those-with-dementia/>
- <http://dementia.org.sg/voices/>

National Electronic Health Record

- <https://www.ihis.com.sg/nehrr/about-nehrr>

Personal Health Budgets & Skillsfuture

- <https://www.england.nhs.uk/personal-health-budgets/what-are-personal-health-budgets-phbs/>
- <https://www.skillsfuture.gov.sg/credit>

Circles of Support & Circles Network

- <https://www.ric.org.au/assets/Uploads/circles-of-support/fc67c032b4/Circles-of-Support-Manual-2019.pdf>
- <https://circlesnetwork.org.uk/advocacy/>

Participatory Budgeting

- https://www.alliance-scotland.org.uk/wp-content/uploads/2017/10/Participatory_Budgeting_-_Health_and_Social_Care_Academy_Insight_Paper.pdf
- <https://openknowledge.worldbank.org/handle/10986/6640>

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OUTCOMES:

Thrust 1



**The ecosystem leverages the assets of
individuals, families, and communities to
solve social challenges**

EMPOWERMENT AND PERSON-CENTREDNESS

Thrust 1 Outcome:



The ecosystem leverages the assets of individuals, families, and communities to solve social challenges

Guiding questions

- What are the strengths and assets that could be mobilised in a community?
- How might we identify and mobilise the strengths and assets within a community?
- How might we facilitate the sustained contributions of these strengths and assets?

What does this mean?

- Shifting from a deficit-based approach to an asset-based one in supporting individuals, families, and communities.
- Recognising that individuals, families, and communities can be contributors and change agents rather than just recipients of services.
- Closely linked to outcome: **Practices and solutions in the sector become more person-centred.**

What are the strengths and assets that can be mobilised in a community?

Personal assets

- Knowledge, skills, talents, and aspirations of individuals.
- Examples: Individual with IT skills, individual recovering from a mental health condition who can share his/her lived experience.

Associations

- Individuals with a common interest coming together in a small and informal setting, by their own choice, multiplying the individual assets that they all have.
- Examples: A youth volunteer group, a group of individuals recovering from mental health condition, ground-up movements.

Institutions

- Formally structured entities made up of professionals that can offer resources to the community.
- Examples: Government agencies, private businesses (such as shops in neighbourhoods), schools.

Place-based assets

- Spaces that can be used for interactions and connections amongst members in the community.
- Examples: Spaces in community centres, HDB void decks, libraries, parks, virtual networks.

Social assets

- Exchanges between individuals sharing their assets create connections, social networks.
- Connections take time and are built from the basis of trust and understanding of one another.
- Examples: Peer networks, relationships with family and friends.

Steps you can take

For social purpose entities (SPEs):

	When working with individuals and their families	Organisational level practices	When working with others across the sector
Starting out in this area...	<ul style="list-style-type: none"> • Work with and encourage individuals and families to identify their strengths and assets, looking beyond deficits. • Identify areas of opportunities/ needs that can be met by the strengths and assets offered by the individuals and families. 	<ul style="list-style-type: none"> • Inculcate a strengths-based mindset and culture within the organisation. • Send staff for training to equip them with the skills and knowledge to implement the practices. • Design and conduct programme evaluation to review and improve the programme effectiveness. 	<ul style="list-style-type: none"> • Map out a landscape of the partners (including donors and funders) in the community and identify the assets they bring. • Invest time, resources, and effort to build relationships and foster trust with partners in the community.
Tried some things and is interested to grow further in this area...	<ul style="list-style-type: none"> • Involve individuals as active members in decision making. • Connect/match the community assets to meet the needs of individuals and families. • Use technology and data to customise, deliver and provide integrated, seamless service and user experience across multiple touchpoints. 	<ul style="list-style-type: none"> • Help leaders adopt and model the strengths-based approach in their leadership style. • Share and learn best practices and failures with one another through networks or learning platforms. • Build strong community partnership to widen outreach and collaboration with other players in the sector. 	<ul style="list-style-type: none"> • Convene conversations across SPEs and other partners to identify and mobilise the assets within the community to address gaps (e.g., through asset mapping exercise). • Share data readily with partners to ensure care and support for individuals and families are coordinated and person-centred

Steps you can take

For social purpose entities (SPEs):

	When working with individuals and their families	Organisational level practices	When working with others across the sector
Experienced and wants to strengthen this area...	<ul style="list-style-type: none"> In networks where individuals come together to support one another: Establish common goals to work towards, identify roles and opportunities for members in the network to contribute (e.g., share their lived experience, skillsets) and create safe spaces to hold such conversations. 	<ul style="list-style-type: none"> Identify and train Community Developers (individuals who may not have a formal title, but play a role in steering the community in the desired direction, based on the community's vision and purpose) to work with individuals, their families, and communities. 	<ul style="list-style-type: none"> Establish regular communications among the different community partners. Set up structures to harness collective assets at the community level on a sustained basis (e.g., through the support of Collective Impact model¹).
	<ul style="list-style-type: none"> Establish service standards to ensure that quality and principles of empowerment are upheld in service delivery. Evaluate outcomes attained by the individuals and families over a sustained period, and share the information with other partners in the ecosystem. Engage a pool of experienced service providers to share their experiences, as well as coach others with less experience. Develop an online repository to assist matching of individuals' assets and strengths to opportunities/needs in the community . 		

¹ The collective impact approach recognises the importance of representation and commitment from a group of stakeholders across different backgrounds, experiences, and expertise in addressing a social issue. Informed by data and facilitated by a backbone infrastructure, all participating representatives create a shared vision and embark on various activities that are mutually reinforcing to achieve the goal.

Steps you can take

For partners in the ecosystem:

Structures and funding support

- Be involved in the networks and contribute assets in other ways beyond monetary efforts (e.g., provide knowledge, contribute skills, donate existing items they no longer use).
- Incentivise or fund models that demonstrate such principles.
- Set up and fund structures (e.g., backbone structure) and headcounts (e.g., community developers, coordinators) that can facilitate such community development efforts.

Data and outcomes management

- Aggregate, centralise and share data to facilitate mapping and mobilisation of assets.
- Recognise that such efforts may be more “organic” and takes time to achieve desired outcomes.

Resources available

Guides/Tools

Community Journey Journals (Developers, Members)

NVPC collated and pooled together resources that aim to nurture and bridge communities together. These insight pieces aim to inspire individuals with fresh perspective while providing examples on how others can nurture their communities.

<https://cityofgood.sg/community-matters/community-journey-journals/>

Service Standards Framework

The NCSS Service Standards aims to support agencies in attaining higher standards of service delivery across nine mutually reinforcing domains and develop better procedures to improve user outcomes. The set of standards also incorporates the principles of person-centredness, service user empowerment and collaboration.

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Sector Evaluation Framework

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<https://www.ncss.gov.sg/our-work/translational-social-research>

Case examples

Peer Support Specialist Programme

Involving persons with lived experience to support others in similar journeys

The Peer Support Specialist Programme was launched in 2016 by NCSS, with strong support from the Institute of Mental Health and mental health organisations. It is Singapore's first national training programme to prepare individuals for the role of Peer Support Specialists. The formal and structured training equips persons with mental health conditions with peer support skills to leverage their lived experience to support others on their recovery journeys.

Friendzone

Facilitating conversations and interactions between individuals to create new connections

Friendzone was set up in 2018 to help young people establish new connections and communities around them, including in their neighbourhoods and workplaces.

Friendzone provides both online and offline opportunities for meaningful conversations. These include facilitating small groups with conversation cards to prompt participants to share meaningful experiences, doing activities to map community assets, brainstorming actionable ideas for communities to follow up, and creating Telegram social media chats for the community to connect.

Ang Mo Kio Family Service Centre (AMKFSC)

Leveraging existing community assets to build a resilient and self-sustaining community

AMKFSC leverages a range of assets in its various programmes to ensure a more self-reliant and sustaining community. Two illustrations are provided below:

- **Personal and place-based assets:** *414 Community Hub* was created as a space for residents living around Ang Mo Kio to gather and share their gifts and assets to support other residents in their neighbourhood. There are various platforms for residents to contribute their gifts and assets. One specific platform is the Goodwill Sharing, where residents can share their skills and knowledge ranging from cooking, art and craft and IT with others in the neighbourhood. In addition, a Gift and Take shop is also a platform where residents can gift and share their pre-loved items with others who may need them. Through the process of gifting and receiving, the residents also forged connections with one another.
- **Place-based assets:** *Bakery Hearts* – AMKFSC set up a kitchen at Ang Mo Kio for women from low-income families to learn baking skills and earn supplementary income. These women can also interact and connect with one another, thereby creating their own networks of support

Marsiling Community Link (ComLink)

Unlocking multiple assets and working across multiple partners to support vulnerable families

Launched by MSF in 2020, Marsiling Community Link (ComLink) was implemented to support disadvantaged families with complex needs. MSF partnered with various Government agencies, community, and corporate partners to transform and strengthen the support for these families.

The various partners offer different types of assets to help the families living in rental housing.

- **Associations:** ComLink partners with student volunteers from various Institutes of Higher Learning to engage families living in the area to further understand the families' needs, aspirations, and interests.
- **Place-based assets:** Creation of a ComLink programme space in Marsiling for families to access various programmes in one place such as preschool support, sports activities for students, skills upgrading and job matching services for adults.
- **Institutions:** Community partners such as Bringing Love to Every Single Soul (BLESS) and Mendaki were brought in to provide reading and numeracy programmes for preschool children.

ComLink makes use of multiple existing partners and their skills to support vulnerable families to build a strong self-sustaining community.

Community Fridge (Free Food for All)

Providing opportunities for individuals to actively give back to their community

Free Food for All provides opportunities for the community to provide food aid for those who needed it. Their Community Fridge project, organised together with Chong Pang CC Division and supported by Darul Makmur Mosque, encourages residents to store excess or unsold food in fridges placed in the community that are open 24 hours, so that the food can be taken by those who needed it. This not only helps to reduce food wastage but also supports those in the community.

This programme bridges the gap between the residents in the community and makes it easier for residents to help one another. It also makes use of the current assets in the community, including physical space as well as excess food.

Ideas for exploration

Investing in individuals living in undervalued communities

United States: UpTogether

What is it?

UpTogether adopts a strengths-based approach to link individuals and families living at or below the poverty line with community support and resources so that they could increase or sustain their economic and social mobility.

Potential benefits

- Cash offers will help individuals and families to meet basic needs such as rent, food and healthcare.
- Leverage the strengths of individuals and families to support one another in the community, thereby reducing reliance on formal support services.
- Encourage “pay it forward” in the community where individuals who have benefited would support others in future.

How does it work?

The signature platform, UpTogether Community, is an online platform where individuals and families can form their social networks, share connections, stories and support each other to achieve their financial and personal goals, so that they could move up together.

UpTogether members can also receive cash offers and they are trusted to decide how best to use the money, without having to pay back. Such offers are not guaranteed and depend on the availability of funds and the families' household income.

Food for thought

How might we create platforms with resources to encourage individuals and families to support one another in the community?

Time banking: Exchanging services for time credits, rather than money

Japan: Fureai Kippu

What is it?

The system of Fureai Kippu, or “caring-relationship tickets” was established in Japan as a response to their ageing population, and a decline in traditional caregiving support. Rather than goods, the tickets/eco money could only be exchanged for services.

Potential benefits

- Leverage the assets in the community to support those in need.
- Facilitate mindset shifts that even the elderly can be contributors too.
- Encourage volunteering and caring behaviour in the community and individuals to “pay it forward”.

How does it work?

The system allowed individuals to earn caring credits by caring for an elderly or those in need. These credits, which were deposited in the number of hours, could be exchanged to receive caring services by others. Individuals could decide whether to save their credits for their future when they may need help or transfer to someone else who currently needs help.

It was an agreement within the community to use time as a medium of payment. At the same time, it encouraged individuals to volunteer their time, as they could also benefit from the volunteering experience.

Food for thought

How might we mobilise the assets in the community to support one another, and at the same time not dampening the spirit of altruism?

Annex - References:

Asset-based Community Development

- <https://www.nurtureddevelopment.org/asset-based-community-development/>
- <https://cityofgood.sg/articles/asset-based-community-development/>
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Collective Impact

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UpTogether

- <https://www.uptogether.org/approach/>

Fureai Kippu

- <http://gratisbasis.com/?p=498>
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- <https://ijccr.files.wordpress.com/2012/08/ijccr-2012-hayashi.pdf>

Sustainable Resourcing



4ST PLAYBOOK

A self-help guide with concrete steps, examples and ideas to explore and achieve desired 4ST outcomes

Updated 7/7/2022



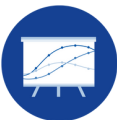
OUTCOMES:

Thrust 2



SPEs are forward thinking and practise sustainable resourcing

Thrust 3



Improved diversity and sustainability of resources in the sector

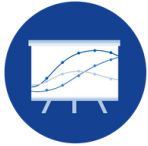
SUSTAINABLE RESOURCING

Thrust 2 Outcome:



SPEs are forward thinking and practise sustainable resourcing

Thrust 3 Outcome:



Improved diversity and sustainability of resources in the sector

What is sustainable resourcing?

A resource-sustainable organisation, ecosystem, or sector, can consistently support and deliver its mission, making the most of the changing environments. In the social or non-profit context, it refers to the ability to fulfil a mission over the long-term.

The objective of sustainable resourcing is to reduce exposure to risk while increasing the ability to pursue strategic goals. This involves approaches that will best enable one to achieve a mission, effective planning and management, and flexibility. Besides drawing upon different ecosystems and their parts, it is also imperative to make decisions about resourcing with longer-term implications in mind, as well as to consider the importance of ethics, organisational values, and culture.

Sustainable resourcing strategies therefore examine all ways in which resources are acquired and consider how resources are used and managed optimally. The aim is for resources to work harder, for more resources to be drawn in, and for resources to get to where they are most needed, thus creating the most impact.

Guiding questions

For social purpose entities (SPEs)

In what ways are you well-equipped with financial management skills and knowledge to develop sustainable resourcing strategies?

To what extent are you looking for new ways to unlock resources to ensure financial sustainability and maximising the existing resources that you have?

To what degree are you able to measure and articulate the impact of your initiatives to funders and donors?

How are you forming 3P collaborations to augment resources?

How are you charting out volunteer strategies mapped to your strategic plans, to ensure sufficient manpower to meet growing and emerging needs?

For partners (e.g., giving partners such as donors and funders¹, corporates) in the ecosystem

How might we work better as an ecosystem to achieve better outcomes and pursue strategic goals?

How might we ensure longevity and impact of the funding and resources used? How might we direct resources to areas of greatest need?

How might we move beyond the traditional relationships between giving partners, volunteers and SPEs, to form more strategic long-term partnerships?

¹ Donors are a subset of funders. Donors include corporates, foundations, high-net worth individuals, etc. Funders can include government entities.

Why is sustainable resourcing important?

Resilience

By exploring sustainable resourcing (e.g., diversify funding streams), SPEs are able to deliver consistent and high-quality services to service users, despite changes to external environment, future crises and/or disruptions.

Attract funding

With an increased emphasis on social impact by donors and funders, SPEs that can measure and articulate impact aligned with funders' intent will build strong and lasting bonds with funders.

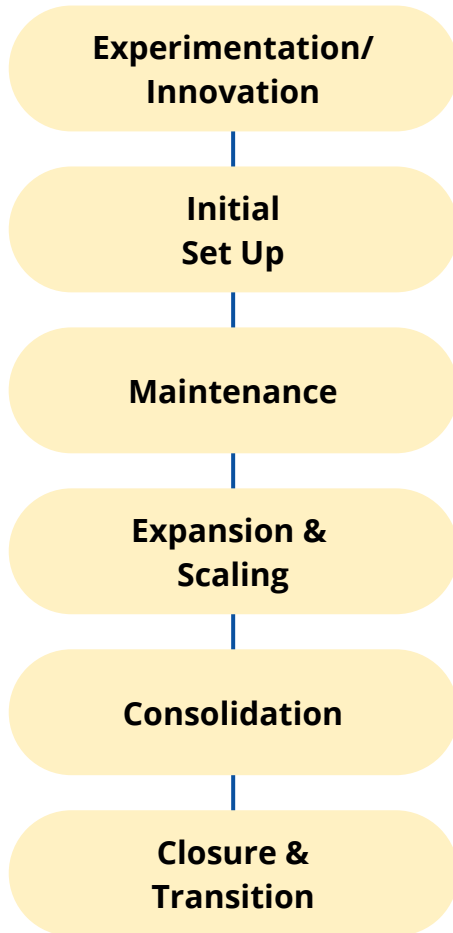
These partnerships will then promote stronger mutual understanding of needs, provide greater confidence to the funders that their funding is being used appropriately, and lead to the sharing of relevant monetary and non-monetary resources for the long term.

Collaboration

By leveraging the skills, resources, expertise and different perspectives across the People, Public and Private sectors, issues can be better tackled together.

How can SPEs better manage their resources to create impactful services?

Social Programme Continuum/ Life Cycle



Questions to ask at various stages of the programme cycle:

- What type of funding model is suited for the programme, or at each stage of the programme?
- What type of corporate/funder profile may be suited to each type of programme on the continuum?
- Which programmes are “popular causes” for corporates or funders? How might we help donors and funders understand the importance of “less popular causes”?
- What synergy does it have with corporates’ core business, e.g., sector, capability, skills, business networks, customers/stakeholders?
- How do we measure impact?

Steps you can take

For social purpose entities (SPEs):

	Organisational level practices	When working with donors and funders
Starting out in this area...	<ul style="list-style-type: none">• Understand the value of corporate functions, ensure such functions are properly accounted for, and work with funders to attribute costs transparently.• Achieve alignment and commitment between Board and Senior Management in pursuing resource sustainability.• Have strong financial processes, where timely information is routinely used to help Board and Management make sound decisions and plan ahead.• Align procurement processes with organisational goals.• Ensure transparent fund-raising practices to preserve organisation's integrity and ethical standards.• Evaluate programmes regularly to determine if they are impactful, viable, and sustainable.	<ul style="list-style-type: none">• Embed systematic evaluation of programmes and articulate their impact.• Communicate to donors and funders on the need to support overheads as well as capability and capacity building initiatives.• Tap on volunteers and capabilities of strategic partners to augment fundraising, communications, and marketing efforts.

Steps you can take

For social purpose entities (SPEs):

	Organisational level practices	When working with donors and funders
Tried some things and is interested to grow further in this area...	<ul style="list-style-type: none">• Identify the SPE's strengths, weaknesses, and competitive advantages in developing a fundraising strategy.• Put in place a long-term strategy plan (3, 5, 10 years) and build up sufficient reserves to cushion the organisation through slow periods/cash flow issues.• Send staff for training or learning to build up their financial management, fundraising, communications and marketing, and entrepreneurial capabilities.• Enhance research and evaluation capability to enable better identification and analyses of needs.• Diversify sources of income through avenues such as programme fees, investment, fundraising, sale of goods and services.• Optimise use of existing resources through strategic collaboration with other SPEs e.g., through demand aggregation, co-sharing of spaces, provision of shared services, pooling together of volunteers.	<ul style="list-style-type: none">• Develop funding proposals/pitches with clear articulation of goals and measurement.• Strengthen capability to articulate Corporate Social Responsibility (CSR) or Environmental, Social and Governance (ESG) goals of the organisation.• Foster better understanding of donors and their requirements through a more targeted donor engagement strategy and establish an effective donor management system.• Engage new donor pools (high-net-worth, legacy giving, family offices) to grow the funding pie.• Explore new and innovative ways of fundraising (e.g., leveraging social media to fundraise).• Review internal job architecture to define roles that could be best supported by donors.

Steps you can take

For social purpose entities (SPEs):

	Organisational level practices	When working with donors and funders
Experienced and wants to strengthen this area...	<ul style="list-style-type: none">• Dedicate resources to support social innovations to improve service delivery and operational processes.• Explore and learn new resourcing tools and instruments from other stakeholders (locally and overseas).• Strategise beyond funding cycles and plan funding pipeline in advance as new services or programmes take time to develop.• Experiment and translate good ideas into concrete actions. Scale solutions that work, and find resources to sustain good practices.	<ul style="list-style-type: none">• Engage funders in the programme development, so that a common understanding on the outcomes is established across all parties at the start.• Explore new forms of financial instruments with funders, that best meet both parties' needs to unlock/maximise resources for the sector.• Maintain strong partnerships with donors to leverage both monetary and non-monetary resources like skills, expertise, technological tools, etc. that they can offer.

How can partners in the ecosystem work with SPEs?

To optimise resources and generate more social impact, we need to collaborate within and beyond the sector. Donors and funders should do social good and consider how they can play a part in resourcing the sector sustainably.

Importance of doing social good through CSR (Corporate Social Responsibility) or being ESG -focused (Environmental, Social and Governance) to create value in the organisation.



To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society.

- Laurence D. Fink (Chairman and Chief Executive Officer of BlackRock)



There is a heightened social, governmental, and consumer attention on the broader impact of corporates. Investors and executives have also realised that a strong ESG proposition can safeguard a company's long-term success.

There is a shift away from focusing purely on shareholder profit as the sole purpose of corporates to that of having a strong corporate purpose as well.

A strong culture that empowers employees to do social good can help to boost employee retention, morale, and productivity. This creates a workplace that is conducive to quality work.

Steps you can take

For giving partners (e.g., donors and funders):

**Donors and funders
e.g., Corporates, Individuals, Philanthropists, Government bodies**

Monetary Resources

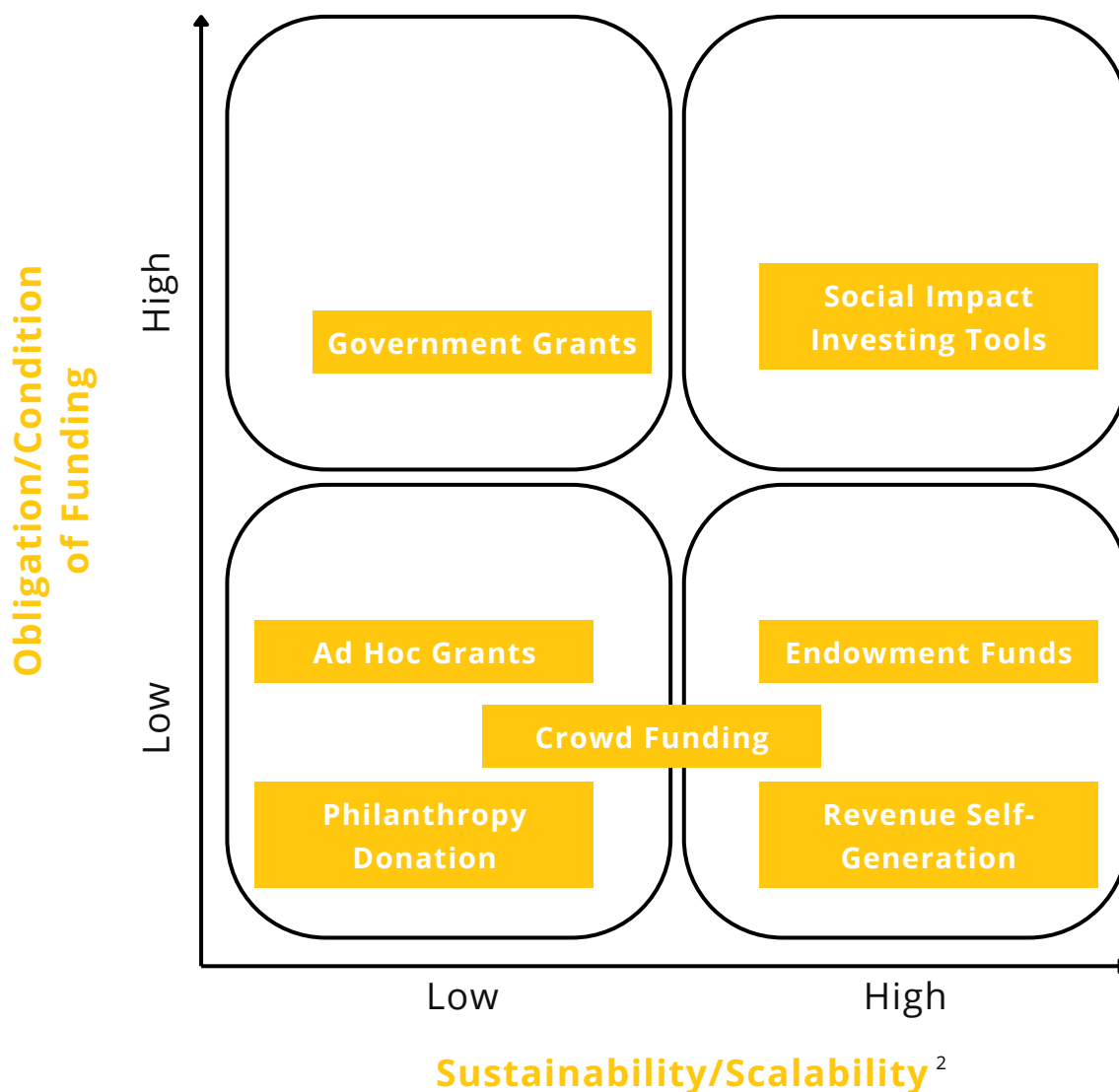
- Look beyond silo-ed programme funding to invest in capability building. This helps to stretch the impact of each dollar as building stronger SPEs will lead to expansion and strengthening of service delivery in the longer run. This will ultimately benefit more service users with greater impact.
- Fund for the longer-term as the assurance will help SPEs practise resource planning for the long haul. This will lead to greater efficiencies, e.g., buying a piece of equipment for a 5-year programme vs renting it year by year. Also, outcomes of the programmes may only be observable after a period of time.
- Explore new financial instruments to unlock/maximise resources for the sector.
- Weave a giving mechanism into business models to increase opportunities for consumption-based giving at various touchpoints, e.g., providing donations on subscription-based services, donating full or partial proceeds from sales, converting loyalty points to cash donations, enabling giving within point-of-sale system.
- Create new/flexible funding pathways to resource services in a way best tailored to the needs.
- Pool together resources with other funders to maximise the impact that could be created with more resources.
- Fund SPEs based on intended outcomes, rather than just the requested line item. E.g., If SPE requests funding for an IT system, consider the outcomes derived from the system such as reduction in manpower cost or increase in productivity, rather than just the cost of the system.

Non-Monetary Resources

- Through volunteerism such as mentorship and board leadership, donors can form closer relationships with SPEs and scale the impact of their funding and ensure that their funding will be effectively and impactfully utilised.
- Participate in service and skills-based volunteerism to augment manpower resources for the SPE to strengthen service delivery and build capabilities e.g., technology.
- Through a hub and spoke model, associations and membership bodies can play a multiplier role by reaching out to their network and membership based on social causes.
- Share data and participate in cross-learning platforms to maximise impact through joint knowledge sharing.
- Provide spaces for co-location of non-profit community providers that could spur collaboration.

Financial instruments that stakeholders can explore together

It is important to note that there is no one-size-fits-all model and SPEs should evaluate which model best fits their organisation's mission, programmes, and funders' requirements.



² Base Source: Singtel Future Makers: Thinking Outside the Box

Financial instruments

Ad Hoc Grants, Philanthropy Donations and Crowd Funding

Traditional funding methods which include:

- Government grants
- Donations from corporates, foundations, and individuals through fundraising events, mass appeals etc.

These methods may have lower financial viability as they tend to be one-off or for a limited period. It is also subject to changes in donor preferences.

With finite funding from Government grants, SPEs should continue/explore fundraising and build a strong pool of donors. In a fast-changing environment, SPEs should constantly be on the lookout for innovative fundraising methods, e.g., digital fundraising. To ensure sufficient, sustainable, diverse funding to meet changing and increasing needs, SPEs could explore the various financial instruments listed below.

Endowment Fund

Principle fund pooled for investment and subsequent investment income is used for purposes such as operations, with the original principle untouched. Endowment funds are professionally managed, as robust governance is critical for sustainability.

As the original principle is untouched, Endowment Funds are mainly recommended for SPEs who have significant savings.

Financial instruments

Social Impact Investing Tools

Social Impact Investing enables SPEs to acquire funding from the capital market. Social programmes are packaged as investments and both social and financial returns are expected by the capital investors.

Examples include:

Social Impact Bond: SIB shares risk between the investors and government by linking bond repayments to the programme's achievements of intended social outcomes. This gives capital investors an opportunity to support social projects while earning a profit. SIBs are still in the early stages of adoption in Singapore.

Social Impact Guarantee: An SIG functions similarly to a money back guarantee – it allows a donor to ensure that their donation achieves the social impact it was meant to achieve, or the donation is returned.

Guide to determine if you are ready to create a Social Impact Bond/Guarantee:

- The outcomes are specific and measurable.
- There is strong evidence that the intervention will be successful.
- The programme can be scaled to justify the initial costs to set up the Bond.
- The risks and rewards are transparent and appropriate for each stakeholder.
- There are interested investors who are willing to pay for results.

Blended Finance: Traditional grantors and profit-seeking capital market members collaborate in financing SPEs and their programmes. SPEs can take a mixture of grant and capital funding to fund their programme. The revenue generated can then be used to pay back the capital market funding. This enables grantors to support more SPEs with the same budget. Blended Finance requires SPEs to have a revenue model.

Financial instruments

Revenue Self-Generation

Generate income through enterprising activities. The business entities should leverage the assets of service users, and/or be linked to the agencies' services or modus operandi.

Find out more about the various legal aspects of setting up social enterprises at: <https://www.raise.sg/component/raise/resource/resource/16-legalese-a-legal-toolkitfor-community-organisations.html>

SPES must identify and be clear of the following two objectives when looking to set up a social enterprise:

1. Achieve social outcomes;
2. Ensure financial return.

SPEs can operate in some of the following outcome areas:

No.	Outcome Areas	Description
1.	Provision of employment opportunities	Empowering the underprivileged to be independent, self-sufficient and financially sustainable.
2.	Provision of education	Providing access to academic resources, educational support and toolkits to enhance learning capabilities.
3.	Provision of skill development	Providing training and mentorship to enhance individuals' self-development, leadership and life skills.
4.	Provision of basic human needs	Providing universal access to housing, water, food, transportation, and sanitation to increase the quality of life for disadvantaged communities.
5.	Provision of economic tools and services	Enhancing access to finance, crowdfunding and e-commerce platforms
6.	Provision of healthcare/ social care products and services	Providing access to quality healthcare through products and services for disease prevention and mitigation.
7.	Provision of products and services to improve mental health well-being	Providing products and services to holistically enhance the well-being of individuals and to address social exclusion.
8.	Capacity building for organisations in the social sector	Providing social service agencies and social enterprises with technology, skills, knowledge, and training to enhance internal organisational capabilities.

More resources on this aspect could be found on raise's website: <https://www.raise.sg/component/raise/resource/resource/51-the-state-of-socialenterprise-in-singapore.html?Itemid=0>

Resources available

For social purpose entities (SPEs):

Guides/Tools

Sector Evaluation Framework

NCSS developed the Sector Evaluation Framework, which aims to provide a common language to consider progress and impact across NCSS-funded programmes, while allowing for flexibility at the programme level. The Framework is one which all stakeholders can use as a consistent set of measures for evaluation.

<https://www.ncss.gov.sg/our-work/translational-social-research>

Organisational Health Framework for Social Services (OHFSS)

NCSS and MSF have, with the help of KPMG and 108 Growth Partners, designed the Organisational Health Framework for Social Services (OHFSS), which comprises seven domains: Strategy & Leadership, Governance, People, Finances, Digitalisation, Communications & Partnerships, and User-Centric Services. The OHFSS will enable SSAs to better understand their current state of organisational health, in terms of areas of strength and development across the seven key domains.

The domain on Finances will be useful for SPEs looking to strengthen their organisation's performance in Funding Sustainability, Financial Management, and Process Readiness. The Guidebook provides considerations to strengthen finances through effective utilisation of internal and external resources, establishing an effective Donor Management System and robust financial planning and management.

<https://www.ncss.gov.sg/social-service-agencies/capability-building>

Programmes to participate in

Social Enterprise Development Fundamentals

RaiSE holds a 2-day introductory session to help aspiring and early-stage social entrepreneurs gain an understanding and practical know-how in developing their social enterprises. Participants will go through the process of Design Thinking to experience social innovation, build a social enterprise model and learn to measure and brand impact.

<https://www.raise.sg/social-enterprise-development-fundamentals.html>

REIMAGINE Programme

A 6-month programme designed by RaiSE for SSAs to develop their social enterprise initiatives without the need to spin off a separate business entity. It is also for Small and Medium Enterprises (SMEs) to incorporate social impact strategically into their business and develop products and services to meet social needs. Participating organisations will receive seed funding of \$30,000 to pilot their social enterprise initiatives and to validate their business and social impact.

<https://www.raise.sg/reimagine.html>

Sustainable Impact Accelerator

A collaboration between Quest Ventures and RaiSE to support high potential social enterprises to scale social impact through mentorship, funding, masterclasses and networking.

<https://www.questventures.com/businesses/accelerate/sustainable-impact-accelerator/>

Funding available

Community Capability Trust (CCT)

The CCT is a Charitable Trust set up by MSF and NCSS and is dedicated to developing stronger SSAs. It will build upon existing efforts to further support SSAs to advance and improve their capabilities and capacities holistically, to make use of resources more sustainably and deliver better service outcomes.

[https://www.ncss.gov.sg/our-initiatives/community-capability-trust-\(cct\)](https://www.ncss.gov.sg/our-initiatives/community-capability-trust-(cct))

VentureForGood Grant

Funding scheme under raise to support social enterprises in various stages of their business. New and existing social enterprises who are starting up or expanding their operations can apply for up to \$300,000 in grants.

<https://www.raise.sg/ventureforgood.html>

Training to explore

Management and Organisation Development Courses

Visit SSI for more info at <https://www.ssi.gov.sg/training/management-and-organisation-development/>

S-GOOD Essentials - SGD7 Fundraising, Advocacy and Outreach

Visit Singapore Institute of Directors for more info at

https://www.sid.org.sg/Web/Professional_Development/NPO_Curriculum/SGOOD_List_of_Courses/Web/Professional_Development/SGOOD_List_of_Courses.aspx

Resources available

For donors and funders:

Initiatives to support

Change for Charity Initiative

The Change for Charity initiative is launched by Community Chest to encourage Singaporeans to give through spontaneous acts. Businesses can weave giving mechanisms into their business models through the following ways:

- Subscription-based giving: Providing donation options on subscription-based services.
- Donating full/partial proceeds: Donating a percentage of revenue from sales of products or services.
- Redemption of rewards: Facilitating conversion of loyalty points or rewards into cash donations.
- Giving during payment checkout: Providing a channel/platform for small and spontaneous acts of giving to be made by individuals at the point of purchase through a round-up mechanism, or by providing the option to donate.

<https://www.comchest.gov.sg/campaigns-events/campaigns/Details/change-for-charity>

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The CCT is a Charitable Trust set up by MSF and NCSS and is dedicated to developing stronger SSAs. It will build upon existing efforts to further support SSAs to advance and improve their capabilities and capacities holistically, to make use of resources more sustainably and deliver better service outcomes. Donors are encouraged to give towards the CCT to support SSAs in their capability-building efforts.

<https://www.comchest.gov.sg/brand/community-capability-trust>

Possible conveners

Community Chest

Community Chest supports about 100 SSAs in Singapore, allowing them to focus on caring for the disadvantaged through over 200 critical services. The Community Chest engages the community through fundraising and volunteering so that social service users are empowered to lead a life of dignity.

<https://www.comchest.gov.sg/home>

President's Challenge

President's Challenge represents the coming together of people from all walks of life to help the less fortunate. Through President's Challenge, corporates can donate, volunteer and/or empower lives through inclusive employment. In 2018, the Empowering for Life Fund (ELF) commenced to support vulnerable groups through skills upgrading, capacity-building, and employment.

<https://www.presidentschallenge.gov.sg/>

Giving.Sg

Giving.sg is a one-stop national giving platform to donate, volunteer and fundraise for over 600 registered charities in Singapore.

<https://www.giving.sg>

Networks of support

Company of Good

NVPC Company of Good connects organisations to do good strategically, sustainably and impactfully. Through its initiatives, like-minded organisations can learn, network and collaborate for good. Donors can understand their giving profile, explore resources and attend events by being a Company of Good.

<https://www.companyofgood.sg>

Volunteer Management Network

A series of networking sessions organised by NCSS to provide Volunteer Management Practitioners, corporates and public sector participants with opportunities to learn from subject-matter experts, share best practices and ignite collaborations within the social service ecosystem. Sign up to find out more through the NCSS Volunteer Management Community Mailing List here:

<https://go.gov.sg/ncssvro-vmcommunity>

Case examples

Use of innovative financial instruments

Social Impact Guarantee (SIG) by YMCA

Donors can support three enhancements to the YMCA's youth intervention programme, Project Bridge Vocational and Soft Skills Programme (VaSSP) which reintegrates youths-at-risk into society through education or employment.

Benefits to Project

- Encourages alignment around ambitious and rigorous outcomes targets
- Enables providers to try new innovations
- Boosts charity's accountability and rigorous outcome-focused practices
- Guarantees that donor funding will have an impact

Benefits to Ecosystem

- Crowds-in new types of donors
- Shifts ecosystem towards outcomes instead of output focused
- Encourages collaboration across the People, Public and Private sectors in making positive social impact

Social Impact Bond (SIB) pilot using a Pay for Success model

Issues on improving mental health and wellbeing has been brought to the fore as a result of COVID-19. With more social enterprises developing solutions in this space, raISE launched a mental health SIB of \$0.5 million.

- This was supported by Tote Board, Johnson & Johnson and another venture philanthropic fund
- raISE is now working on its second SIB on Ageing and will be putting up a call for proposals

Maybank Momentum Grant

Maybank Momentum Grant helps small charities tide through the medium-term by providing an interest-free recyclable grant equivalent to 4 months of operating expenditure capped at \$150k. By recycling the grant, it enables The Majority Trust to channel support to more charities in need, multiplying the impact of the fund. Besides capital support, it will also provide initial capability building for charities to kickstart their transformation efforts.

Case examples

Forging strong and effective partnership between SSAs and corporates

JP Morgan and New Hope Community Services

Through skills-based volunteerism, JP Morgan and New Hope Community Services (NHCS) were able to partner at a strategic level. JP Morgan not only provided tech expertise to NHCS by working on their organisation digital roadmap, they also provided IT hardware resources for distribution to the service users. With the partnership, NHCS was able to ride on JP Morgan's resources to enhance its service delivery to service users, while having a more meaningful and sustained engagement with their stakeholders.

Changi Foundation and Metta School

Changi Foundation complemented Metta School's social competency learning programme by providing a safe, supportive, and authentic learning environment within the airport. With retail and service stores, F&B outlets, supermarkets, food courts, clinics and banks within Changi Airport, students were able to master different skills in one single location. Students developed daily living skills such as buying groceries or seeking medical attention.

Making giving a part of business functions

Procter & Gamble (P&G) Pro Bono School

P&G started the P&G Pro Bono School in June 2016 as a key pillar of the P&G APAC Beyond Borders: Pro Bono School Program. The company endeavoured to bring solutions to problems faced by NGOs by applying frameworks and expertise P&G employees utilise daily. Since 2016, P&G's 9 Pro Bono Schools reached out to over 100 Singapore-based non-profits and social enterprises with close to 100 P&G volunteers being involved in the programme.

McDonald's Singapore

Customers at McDonald's Singapore are given the option to round up their bill via the self-order kiosks or donate via the donation boxes, where the money raised goes to Ronald McDonald House Charities (RMHC). McDonald's Singapore also donates 5 cents from the sale of every Happy Meal™ to RMHC Singapore. Every year, McDonald's raises over S\$400,000 for RMHC.

Ideas for exploration

Creation of endowment funds

Singapore Universities: NUS, NTU, SUTD, SMU, SIT & SUSS

What is it?

Endowment funds are invested by donors for certain charitable purposes. Endowment funds consist of cash, equities, bonds, and other types of securities that can generate investment income. Endowment funds are commonly seen in universities, churches, and hospitals.

Potential benefits

Through large initial fund size, high investment returns can be generated which can be used to finance the operating cost of universities.

With a separate stream of income, universities can embark on their own programmes and activities without always depending on the Government. The endowment income can be used to pay for expenditure in delivering subsidised education, provide bursaries and scholarships, fund research projects and support students' overseas internships and other programmes that enrich their learning experience.

How does it work?

Typically, the principal value of an endowment fund is kept intact, while the investment income can be used for certain purposes. The donors often restrict the purposes an endowment fund can be used for. For example, a donor may provide capital to a fund with an intent to save animals exclusively.

Autonomous Universities in Singapore raise donations to build up their endowment funds, which generate a steady stream of investment income to supplement annual Government funding, student fees, and various grants to support university expenditures. The income from the endowment fund can then be used to pay for operating expenditure of the universities.

As the principal value cannot be utilised and will be locked up in perpetuity, SPEs will need to consider having sufficient capital in hand before they look into creating endowment funds.

Food for thought

As endowment funds are typically in large amounts, how might we work with among SPEs and/or with donors to pool together sufficient monetary resources to co-own an endowment fund?

Crowd funding through innovative means

Instagram Reels

What is it?

Through the 'reels' function on Instagram, individuals can fundraise or donate to over 1.5 million NGOs.

Potential benefits

This will make donations simpler and more accessible. As Instagram is a popular platform, individuals can access this tool without the need to download any other applications.

How does it work?

When posting a 'reel' on Instagram, individuals can choose to add a NGO that they want to fundraise for to their post. Their followers will then be able to donate to the cause.

Processing fees are covered by Meta, thus all donations raised will go straight to the NGOs.

Food for thought

How might we leverage social media and other online tools to raise funds for our causes, while ensuring that transactions made are secure?

Comprehensive platform to accelerate the scale of impact investing

USA: Global Impact Investing Network (GIIN)

What is it?

GIIN is an investment network that seeks to accelerate the industry's development through focused leadership and collective action through the following:

- Facilitate knowledge exchange
- Highlight innovative investment approaches
- Build the evidence base for the industry
- Produce valuable tools and resources

Potential benefits

Reduces barriers to impact investment so more investors can allocate capital to fund solutions.

How does it work?

GIIN provides the following to investors:

- Industry networks and events
- Tools and resources for Impact Measurement and Management
- Training Programmes
- Industry research, market data and publications
- Market leadership initiatives

Food for thought

How might we leverage the resources found on such global platforms to scale impact investing in Singapore?

Annex - References:

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- <https://www.majurity.sg/funds-and-grants/momentum/>

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Global Impact Investing Network

- <https://thegiin.org/>

Strategic Partnerships & Collaboration



4ST PLAYBOOK

A self-help guide with concrete steps, examples and ideas to explore and achieve desired 4ST outcomes

Updated 7/7/2022



OUTCOMES:

Thrust 3



Strategic and sustainable partnerships are fostered between different sectors and stakeholders for greater impact

Thrust 2



SPEs collaborate across the sector and beyond to optimise resources and enhance effectiveness

Thrust 1



The ecosystem leverages the assets of individuals, families, and communities to solve social challenges

STRATEGIC PARTNERSHIPS AND COLLABORATION

Thrust 3 Outcome:



Strategic and sustainable partnerships are fostered between different sectors and stakeholders for greater impact

Thrust 2 Outcome:



SPEs collaborate across the sector and beyond to optimise resources and enhance effectiveness

Thrust 1 Outcome:



The ecosystem leverages the assets of individuals, families, and communities to solve social challenges

(refer to Strategic Thrust 1 outcome for more details)

- At the ecosystem level, collaboration should be fostered across different sectors (e.g., social and health) and stakeholders (ranging from donors, government agencies, volunteer groups, SPEs, etc.) for greater impact.
- At the social purpose entity (SPE) level, to be effective and impactful, SPEs should collaborate across the sector and beyond to optimise resources and enhance their effectiveness.
- Refer to 4ST Thrust 1 on outcome “The ecosystem leverages the assets of individuals, families, and communities to solve social challenges” for more information on ways to involve individuals and families to address social issues.

Guiding questions:

- What complex problems could be solved more effectively and efficiently through partnerships with others?
- Who would be natural partners? What assets and resources could they bring to you? What could you offer them?
- How might we forge new partnerships or deepen existing partnerships? How might we enable these collaborations or partnerships to best succeed?
- How might we fund programmes, as well as set up the necessary structures and processes to share information and resources, to create a collaborative and sustainable ecosystem?



What is an ecosystem?

An ecosystem refers to the broader context in which an entity operates. It is made up of all the relevant players in that space (including from People, Public and Private sectors) and the environmental conditions (e.g., demographics, regulations) that affect, or have the potential to influence, the entity's impact on others.



What is a community?

A group that shares something in common, such as experiences, interests, and values. Communities can be united across geographical or socio-economic boundaries, and are linked by networks.

Why collaborate and partner with each other?

- Better able to address complex social issues holistically, and thus bring about greater benefits to the individuals, families, and communities that we serve
- Support organisations to run more efficiently and effectively (e.g., collaborate to tap on resources one may lack, or to maximise use of existing resources)

How are collaboration and partnerships defined?

- Collaboration occurs when stakeholders pool resources and share power to achieve impact beyond each of their own means. It can mean creating joint goals.
- Collaboration can range in level of integration as outlined below, which should be chosen to fit the purpose of the partnership:



Steps you can take

For all stakeholders:

Starting
out in this
area...

1. Establish the need and the parties to be involved

Establish the problem and the need for collaboration:

- What are the issues that would be better resolved through partnerships and collaboration?
- What is the user experience journey of the individuals facing the issue? Have we uncovered the root cause(s)?

Examine the landscape of players and identify the partners to explore for this collaboration:

- Gain a better understanding of the landscape and identify suitable partners
- Players can be of different types and sizes across the People, Public and Private sectors, and even in adjacent sectors such as health and education:
 - SSAs, social enterprises, ground-up movements and grassroots, volunteer groups, government agencies, funders, corporates, foundations, etc.
- Identify the strengths and assets that each stakeholder can bring to the table
- Identify the suitable type of relationship (e.g., short-term vs long-term) and decide how best to structure it (e.g., what new programmes, memorandums of understanding, teams and legal entities may need to be formed)

2. Invest in time, resources, and effort to make collaboration work

- Ensure there are sufficient resources and time to support the work¹
- Get internal buy-in and alignment from Board, management and staff, and work on mindset shifts
- Build capability of staff and management:
 - Send staff for training
 - Learn from other best practices in the sector (local and overseas)
- Bring in neutral and trusted third parties to help facilitate the conversation and provide technical expertise, as necessary

3. Commence the partnership journey

- Influence and co-opt other parties to come on board the partnership
- Set clear objectives and goals for the partnership
- Clarify the roles and responsibilities for each party:
 - If the partnership requires staff to support in the other organisation's operations - review internal job architecture to define and establish the roles of the different parties

¹ See the segment on "Steps you can take – For giving partners (funders and donors)" below.

Experienced
and wants
to
strengthen
this area...

4. Sustain and review the partnerships

- Invest in time and effort to grow and sustain the relationships
- Evaluate the outcomes
 - Review the partnership, and adjust the goals, parties involved, roles, and responsibilities, if needed
- Be open to cease a partnership if the objective has been reached or if it does not work out (despite best efforts to make it work)

5. Consider how the partnership can benefit other parties in the ecosystem

- Consider the impact of your partnership at the systems level (e.g., the implications on other parties and connected activities, such as service users, programmes run by another SPE, government policies and the wider community)
- Share knowledge, data, and resources with other stakeholders to strengthen the existing partnership or build future collaborations
 - Create platforms to share and network amongst sector players
 - Set up structures to facilitate data sharing and information exchange

Tips on how collaboration could meet various stakeholders' needs:

- 1 **Corporates** might wish to pursue social goals, in line with the United Nation's Sustainable Development Goals and the rise of ESG (Environmental, Social and Governance) reporting. SPEs could consider aligning their impact reporting to complement various corporates' reporting needs.
- 2 **Social purpose entities (SPEs)** serving users with complex needs could explore other support services that best suit the needs of their service users, and work with other SPEs that provide such services to best meet the user's needs.

Collaboration between SPEs and giving partners

To deepen collaboration between SPEs and giving partners (donors and funders), there needs to be a shift from a fundraising to a philanthropic mindset. This means that instead of engaging giving partners (such as donors and funders) in a purely transactional way, SPEs can shift their interactions to being more relational and longer-term in focus.

Steps you can take

- Establish ongoing, two-way platforms for communication and collaboration.
- Encourage giving partners to continue giving by keeping them closely involved in the work. This could be through sharing the impact of their contributions or providing them with opportunities to co-own the work through contributing their views and expertise.
- Establish trust-based relationships that will encourage giving partners to grant organisations flexibility in using funds to invest in underfunded areas.
- Develop appropriate impact evaluation indicators and infrastructure to measure success, demonstrate accountability and build trust.

Collaboration between SPEs and corporates/the wider community (skills-based volunteerism)

During the COVID-19 pandemic, the desire for partners of the social service sector to give in other ways, including through contributing skilled services, has increased.

Steps you can take

In terms of skills-based volunteerism, stakeholders could consider the following:

- Align the needs of SPEs and the assets of corporates, through establishing the purpose of the programme and deciding other operational issues.
- Review these partnerships and iterate as they progress, to ensure that they are sustainable for the parties involved.
- Consider contributions from the wider community as well, such as professional associations. For instance, the Singapore Medical Association (SMA) partnered with the Ministry of Culture, Community and Youth (MCCY)'s Singapore Cares Office to grow skills-based volunteerism in the medical sector at a national level. SMA encouraged doctors and medical students to serve the community with their medical skills, and SMA worked with SG Cares Volunteer Centres to curate diverse volunteering opportunities. Such initiatives help to target key gaps in the sector in terms of skills needed and meet needs on a sustained and large-scale basis.

Steps you can take

For giving partners (funders and donors):

Giving partners play a key role in galvanising collaborations in the sector, and they could build up the capabilities of the sector by doing the following:

- Fund and review projects based on the outcomes achieved, rather than on the inputs needed.
- Consider and fund the project based on the time horizon needed before outcomes can be achieved and impact can be reported.
- Fund projects that are run by multiple SPEs coming together to address service users' needs, which may involve multiple grantees in various sectors working together, such as on social-health or social-education issues.
- Grant more pilot funding and have a bigger appetite for failure, so that grantees can have a safe space and resources to explore innovative collaborative models.
- Provide grantees with networks and expertise to collaborate with, learn from, and share knowledge with others.
- Fund projects that develop new frameworks and knowledge to equip the sector for stronger collaboration.
- Fund projects that develop products that can be shared with other sector players for mutual benefit.
- Send staff to develop skills and take up portfolios related to collaboration. E.g., skills in convening the right stakeholders in a room, designing a process that supports meaningful conversations and collaborations, and facilitating conversations between diverse stakeholders.

Resources available

Guides/Tools

To understand how to better collaborate

Collective Impact

Collective Impact is a structured approach to collaboration. NCSS has embarked on a Collective Impact movement to equip the sector for effective collaborations leading to systemic impact. In partnership with Tamarack Institute, NCSS conducted a Collective Impact webinar series in 2020 to equip SPEs with the foundational knowledge and skills in implementing collaborative solutions with this structured approach. In 2021-2022, NCSS also organised a Collective Impact Masterclass series as a deeper dive into how to implement the approach.

The webinar series can be found here:

- <https://www.tamarackcommunity.ca/singapore-collective-impact-webinar-series#initiative>

The Masterclass series can be found here:

- <https://www.tamarackcommunity.ca/collective-impact-2022-resources>

NCSS is working with SSAs to conduct Collective Impact pilots on various complex issues. To find out more about Collective Impact and how you can be involved, please write to: collectiveimpact@ncss.gov.sg.

Colabs Toolkit

This toolkit by NVPC is a practical guide for those convening diverse stakeholders to collaborate on complex social issues. It shares NVPC's insights from their experience through their Colabs series, which can be adapted to tackle different social issues.

<https://cityofgood.sg/colabs-sg/toolkit/>

Community Journey Journals (Developers, Members)

NVPC collated and pooled together resources that aim to nurture and bridge communities together. These insight pieces aim to inspire individuals with fresh perspective while providing examples on how others can nurture their communities.

<https://cityofgood.sg/community-matters/community-journey-journals/>

For SPEs to increase their capability to leverage volunteers to solve social issues

Volunteer Resource Hub

NCSS's Volunteer Resource Hub collates information on volunteering for volunteers, volunteer management practitioners and SSAs.

<https://go.gov.sg/ncssvolunteerresourcehub>

Volunteer Role Redesign Guide

NCSS's Volunteer Role Redesign Guide 2021 serves to provide a structured approach for organisations to create new volunteer roles or adapt existing ones to better fit the organisation's needs and strengthen volunteer engagement. This guide can help SPEs to review job architecture (i.e., how jobs are structured in an organisation) to establish how volunteers can complement their work, including through tapping on the skills of volunteers.

<https://www.ncss.gov.sg/press-room/publications/detail-page/volunteer-role-redesign-guide>

To better understand existing sector stakeholders

SupportGoWhere

SupportGoWhere, a partnership between GovTech, MSF and NCSS, is an online platform of schemes and services for individuals and families to find the necessary support with ease, ranging from mental health to financial support. Organisations can also use the platform to find which other organisations they could collaborate with to fill gaps or tap on synergies.

<https://supportgowhere.life.gov.sg>

MSF Directories

Find Social Service Offices, Family Service Centres, and other agencies providing services in the link below.

<https://www.msf.gov.sg/dfcs>

To enable collaboration in research and evaluation

Volunteer Researcher Matching Service

NCSS provides a service to match SSAs who need assistance with research projects with volunteer researchers from Institutes of Higher Learning and the public sector, who can provide advice on research design, methodology or assistance with data analysis.

<https://www.ncss.gov.sg/our-work/translational-social-research>

Sector Evaluation Framework

NCSS developed the Sector Evaluation Framework, which aims to provide a common language to consider progress and impact across NCSS-funded programmes, while allowing for flexibility at the programme level. The Framework is one which all stakeholders can use as a consistent set of measures for evaluation.

<https://www.ncss.gov.sg/our-work/translational-social-research>

For corporates to increase their capabilities to support and be involved in the sector

Corporate Volunteerism Guide

NCSS's Corporate Volunteerism Guide 2020 was developed to provide guidance for corporates who are interested in developing and implementing service-based volunteering programmes with their organisation. The guide provides steps on getting ready for their volunteering journey, engaging their corporate staff and measuring success of their volunteering actions.

<https://www.ncss.gov.sg/press-room/publications/detail-page/CorporateVolunteerismGuide>

Mental Health Toolkit for Employers

NCSS launched this toolkit in 2019 to guide employers to hire and support employees with mental health conditions in the workplace.

<https://www.ncss.gov.sg/press-room/publications/detail-page/MentalHealthToolkitforEmployers>

Resources for Employers to Pursue Disability-Inclusive Employment

SG Enable features resources for employers pursuing disability-inclusive employment, such as best practices, an app to improve awareness for inclusive employment, and relevant self-assessment tools.

<https://www.sgenable.sg/your-first-stop/training-consultancy/enabling-academy/training/employers/resources-for-employers>

Training to explore

Group Excellence

Visit Capelle Consulting for more info at
<https://www.capelleconsulting.com>

Funding available

Community Capability Trust (CCT)

The CCT is a Charitable Trust set up by MSF and NCSS and is dedicated to developing stronger SSAs. It will build upon existing efforts to further support SSAs to advance and improve their capabilities and capacities holistically, to make use of resources more sustainably and deliver better service outcomes. The CCT also includes a CCT Open Grant that supports innovative, collaborative and grounds-up projects that scale impact at the sector level.

[https://www.ncss.gov.sg/our-initiatives/community-capability-trust-\(cct\)](https://www.ncss.gov.sg/our-initiatives/community-capability-trust-(cct))

The Majurity Trust's Lam Soon New Horizon Grant

The Majurity Trust has launched an incubation grant in 2022 to support newer non-profits or volunteer-run groups from start-up to maturity. This includes unrestricted funding that will enable grantees to focus on organisational development, and to create space for innovation and creativity. Grantees will also receive support in community building and capacity building (e.g., networks and contacts, expertise, and guidance).

<https://www.majurity.sg/funds-and-grants/newhorizon/>

Volunteer Management Network

A series of networking sessions organised by NCSS to provide Volunteer Management Practitioners (VMPs), corporates and public sector participants with opportunities to learn from subject-matter experts, share best practices and ignite collaborations within the social service ecosystem.

Sign up to find out more through the NCSS Volunteer Management Community Mailing List here: <https://go.gov.sg/ncssvro-vmcommunity>

Social Service Summit

NCSS organises the Social Service Summit annually to gather key stakeholders in the sector to learn from and dialogue with one another.

[https://www.ncss.gov.sg/our-initiatives/social-service-sector-strategic-thrusts-\(4st\)/social-service-summit](https://www.ncss.gov.sg/our-initiatives/social-service-sector-strategic-thrusts-(4st)/social-service-summit)

Design Challenges

NCSS has organised the Sector Design Challenge and Design4Impact to bring together participants from the People, Private and Public sectors to understand user needs and develop innovative solutions to address the needs of service users. After pitching to a panel of judges, selected teams with the most potential to create impact in the sector are awarded seed grants to pilot and bring their solutions to fruition.

<https://www.ncss.gov.sg/our-work/innovation-and-productivity>

Colabs Series

Since 2017, NVPC has conducted 5 Colabs series to encourage cross-sector collaborations for greater social impact. The series is conducted with NVPC facilitating a process of appreciating complex ecosystems in their entirety, and of developing emergent insights which lead to collective action.

<https://cityofgood.sg/colabs-sg/>

Singapore Together Alliances for Action

Since 2020, the Singapore Government created multiple Singapore Together Alliances for Action (AfAs) to bring together cross-sector stakeholders to collaborate on significant issues impacting Singapore's future. Various AfAs include the Youth Mental Well-being Network to connect those who want to strengthen youth mental well-being and the Alliance for Action on Corporate Purpose (AfA-CP) to develop a National Framework and Blueprint on Corporate Purpose. Refer to link below to find out ways to get involved.

<https://www.mccy.gov.sg/about-us/news-and-resources/press-statements/2021/feb/singaporeans-aspirations-to-co-create-a-caring-and-resilient-singapore>

Case examples

Engineering Good

Working with partners and the community to increase digital inclusion

Engineering Good creates a more inclusive society through engaging others to share engineering and technology solutions. Under their Computers Against COVID programme, they take in and refurbish devices donated by the public, and work with close to 200 SPEs to reach those who need these device. They also work with SPEs who serve persons with disabilities to customise assistive technology to meet the needs of service users. In addition, their annual festival, Tech For Good, brings in the community to innovate solutions to address real-life problems faced by persons with disabilities.

Community Link (ComLink) Alliance

Working with multiple agencies at the town level to better support families with children living in rental housing

MSF launched ComLink in April 2019 to provide “Comprehensive, Convenient and Coordinated (3C) support” to improve the lives of families with children living in rental housing and support them to pursue home ownership where possible. This was done through proactive outreach, closer case support, and galvanising the community to offer customised programmes and services to the families.

At each ComLink town, MSF’s Social Service Office (SSO) leads a ComLink Alliance, comprising government agencies, corporates, and community partners, to pool resources and steer this effort. When ComLink was first launched in 2019, it was launched at 4 sites to provide greater support to around 1,000 families. Support programmes ranged from reading and tuition classes for kids to employment coaching for adults.

In March 2021, it was announced that MSF would be scaling ComLink nation-wide, to 21 towns over the next two years. The scale-up was expected to benefit 14,000 families with children living in rental housing across Singapore.

Case examples

KK Women's and Children's Hospital and Lien Foundation's DayOne project

Working together to pilot cross-sector initiatives

KK Women's and Children's Hospital and Lien Foundation have co-funded and launched a two-year pilot to provide holistic support to caregivers of children with developmental needs from the time of the child's diagnosis. This includes having a multidisciplinary team comprising medical social workers, psychologists and paediatricians; and redesigning processes to frequently connect with and support caregivers. The programme will be assessed based on data collected, with a view to work with more community partners to scale up.

Ray of Hope

Platform to allow community members to donate directly to meet needs, fundraise or access support

Ray of Hope galvanises the community to donate to a variety of needs. They encourage the community to do so by absorbing transaction costs such that 100% of donations through their website go to service users, and by verifying service users and their needs. They also work with their networks including Family Service Centres, to refer service users who need crowdfunding support. Beyond funding support, they support service users in other ways, such as providing them assistance to be employment ready.

Ideas for exploration

Large-scale collaboration to achieve greater impact at systems level

Australia: Industry Employment Initiative (IEI)

What is it?

Various Australian organisations collaborate to holistically address long-term unemployment in Australia amongst those aged 18-24 years on a large scale.

Potential benefits

Meet the needs of job seekers, companies seeking employees, government and social SPEs who want to help jobseekers become more financially independent.

How does it work?

The Industry Employment Initiative (IEI) engages companies to design employment pathways that lead to various jobs. IEI then trains jobseekers looking for jobs in hospitality, retail, and early childhood learning industries accordingly.

Various organisations bring different strengths to this partnership, with a government initiative Jobs Victoria funding the programme, Jesuit Social Services providing training and wrap-around support, and large employment partners providing feedback and hiring. Social Ventures Australia had served as an intermediary to fundraise, network with relevant partners, and increase evaluation capacity to improve the programme.

IEI encourages companies to use data on the outcomes of the programme to further develop companies' internal policies and the IEI model.

Food for thought

How might collaboration help organisations to broker and match assets and needs on a large scale to sustainably solve complex social issues? How might we facilitate more of such collaborations to bring together various assets to solve complex social issues?

Intermediaries can help to negotiate and manage skills-based volunteerism partnerships between corporates and SPEs

United States: Common Impact

What is it?

Common Impact helps to align business and social purpose by linking up and managing partnerships between corporates and SPEs.

Potential benefits

Able to provide a neutral third-party perspective and dedicated resources to manage partnerships, including helping to find suitable partners, scope projects, and manage relationships and project adjustments needed along the way.

How does it work?

Common Impact works to understand the goals of stakeholders involved and link them up to deliver each party's goals.

For example, Common Impact worked to identify technology projects that would make SPEs more efficient. At the same time, corporates could use their existing skills on these projects, while further developing the skills, network, and experience of the corporate employees.

Food for thought

How might intermediaries help to match and manage skills-based volunteerism partnerships across the sector? Who might play the role of such intermediaries?

Pursue collaborative philanthropy to encourage funders to resource addressing complex issues together

United States: The Edna McConnell Clark Foundation's Blue Meridian Partners

What is it?

Blue Meridian Partners ("Blue Meridian") aggregates capital and directs it towards advancing economic mobility among Americans who need such help.

Potential benefits

- Allow funders to share the costs of funding solutions, and the risks and successes of making such investments.
- Provide funds to scale up impactful solutions and ensure that such solutions are funded sustainably over the long-term.

How does it work?

- The Edna McConnell Clark Foundation incubated and launched Blue Meridian in 2016, leveraging off the Foundation's experience in and approach to performance-based investing.
- Blue Meridian finds solutions that show potential for impact, and sources funders to scale up such solutions through long-term investments. Blue Meridian also holds SPEs accountable for such investments through measuring their performance.
- Blue Meridian follows rigorous sourcing against selection criteria, does due diligence on the organisations they seek to fund, invests initial 1 to 2-year grants to help organisations prepare to scale, gives longer term investments of 10-12 years (approved in 2-5-year phases on meeting performance milestones), and pairs each grantee with a resource person to provide strategic counsel to the CEO and Board.
- Blue Meridian shares all its research on sourcing and due diligence with funding partners. It also shares with funding partners regular reports on investees' performance and opportunities for deeper engagement.
- As of 2022, Blue Meridian Partners garnered a capital base of over US\$3 billion.

Food for thought

How might trust and accountability be built to foster collaborations amongst funders of such scale that can bring about greater impact?

Annex - References:

Facilitating various types of collaboration & examples

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- https://www.bridgespan.org/bridgespan/Images/articles/making-sense-of-nonprofit-collaborations/MakingSenseOfNonprofitCollaborations_1.pdf
- <https://cityofgood.sg/colabs-sg/toolkit/>
- https://ssir.org/articles/entry/building_capacity_for_sustained_collaboration
- <https://www.straitstimes.com/singapore/community/migrant-workers-in-spore-better-poised-to-seek-help-with-launch-of-new-coalition>
- <https://www.uobgroup.com/web-resources/uobgroup/pdf/newsroom/2019/UOB-Unlimited-EEA.pdf>
- <https://www.straitstimes.com/singapore/4-welfare-arts-groups-moving-to-kallang-mall>
- <https://www.ura.gov.sg/Corporate/Guidelines/Circulars/dc20-01>

Collaboration between SPEs and giving partners

- <https://www.un.org/en/sustainable-development-goals>
- <https://www.un.org/sustainabledevelopment/development-agenda/>
- <https://www.pwc.com/sk/en/environmental-social-and-corporate-governance-esg/esg-reporting.html>
- <https://www.rogare.net/relationship-fundraising>
- <https://www.bridgespan.org/insights/library/nonprofit-management-tools-and-trends/donor-relationship-management>
- <https://www.thinknpc.org/blog/rethinking-grant-making/>
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Collaboration between SPEs and corporates/the wider community (skills-based volunteerism)

- <https://www.straitstimes.com/business/the-rise-of-virtual-and-skills-based-volunteering-amid-pandemic>
- <https://www.mccy.gov.sg/about-us/news-and-resources/press-statements/2021/aug/skills-based-volunteerism-partnerships-singapore-medical-association/>
- https://ssir.org/articles/entry/the_promise_of_skills_based_volunteering

Engineering Good

- <https://engineeringgood.org/digital-inclusion/cac/>
- <https://engineeringgood.org/assistive-tech/bespoke/>
- <https://engineeringgood.org/assistive-tech/t4g-home/>

ComLink Alliance

- <https://www.msf.gov.sg/media-room/Pages/Community-Link-Expanded-To-Reach-21-Towns-And-14000-Families-Over-Next-Two-Years.aspx>

Annex - References:

KK Women's and Children's Hospital and Lien Foundation's DayOne project

- <https://www.straitstimes.com/singapore/parenting-education/more-mental-health-support-for-caregivers-of-children-with-developmental-needs>

Ray of Hope

- <https://rayofhope.sg/about-us>

Industry Employment Initiative

- <https://www.socialventures.com.au/work/iei/>

Common Impact

- <https://commonimpact.org/about/>
- <https://commonimpact.org/success-stories/skills-based-volunteering-in-action-team-consulting/>

Blue Meridian Partners

- <https://www.emcf.org/our-strategies/blue-meridian-partners/>
- <https://www.forbes.com/sites/luisakroll/2016/12/07/billionaires-sergey-brin-david-tepper-join-steve-ballmer-stanley-druckenmiller-in-850-million-philanthropic-bet-to-help-nations-kids/?sh=3636b2d553e4>
- <https://www.blumeridian.org/>

Forward Planning



4ST PLAYBOOK

A self-help guide with concrete steps, examples and ideas to explore and achieve desired 4ST outcomes

Updated 7/7/2022



OUTCOMES:

Thrust 2



SPEs are forward thinking and practise sustainable resourcing

Thrust 4



The social service sector is well-positioned for the future

FORWARD PLANNING

Thrust 2 Outcome:



SPEs are forward thinking and practise sustainable resourcing

Thrust 4 Outcome:



The social service sector is well-positioned for the future

Guiding questions

- To what extent are you prepared for the future? To what extent are you prepared for changes in the short, medium, and long term?
- To what extent do you have the capabilities, resources, and infrastructure to facilitate strategy planning in your organisation?
- How might megatrends such as technological advances, demographic shifts and economic factors affect the social service sector and your organisation?
- What actions do you need to take to minimise the threats/risks? What are some arising opportunities that you can leverage? To what extent would your existing “competitive advantage” remain strong?
- What organisational and sector-wide contingencies are in place in the event of any large-scale disruptions?

“

Rethinking is a skill set, but it's also a mindset. We already have many of the mental tools we need. We just have to remember to get them out of the shed and remove the rust.

- Adam Grant (Author of *Think Again*)

”

What does it mean to be well-positioned for the future?

To be well-positioned for the future, we need to continuously learn and adapt to foreseen and unforeseen developments. Beyond meeting present needs, we plan and act for the future, so that we remain relevant and bring value to the sector. The steps to be taken under this outcome are not only at the SPE level, but also at the sector wide level. This outcome is closely linked to the Thrust 2 outcome: **SPEs are forward thinking and practise sustainable resourcing.**

The outcomes in this thrust reflect a system-centred view, where we appreciate that actions in the social service sector are carried out as a whole system, as well as in its constituent parts. This view also recognises interdependence between players, and the need for trusting relationships, enabling structures and processes to generate change across different levels. The systems thinking lens must be taken into consideration across the work we carry out in this thrust.

The main recommendation under this outcome is to enhance strategic planning in the sector to better manage future challenges.

What is strategic planning? Why is this important?

Strategic planning is the “process of determining and articulating what goals are to be achieved in the medium to long term, where the nature of the operating environment is subject to change, as well as how to reach these goals”¹.

Strategy is critical and can be a means to mobilise an organisation to move towards a desired future, as well as in guiding an organisation through challenging times.

To achieve this, organisations can:

Align different parts of an organisation to generate a sense of purpose and direction for the employees.

Make clear the priorities of an organisation and inform the organisation's resource allocation.

Determine how it relates to the external environment - guide an organisation to make the most of opportunities, manage and respond to changes and threats.

Foster a sense of identity amongst the employees when the organisation involves the staff to contribute to the process from the early phase, and actively attempts to integrate “top down” direction and “bottom up” views.

Organisation strategy planning

Steps that SPEs can take to formulate and implement the strategic plan for their organisation are as follows:

1. Build capability and initiate the process

- Dedicate time and resources to strengthen SPEs' capabilities to plan for the future, and implement the action plans.
- Ensure full commitment from Board and Management.
- Identify a team of experienced staff to drive and facilitate the entire process.
- Review existing information and past efforts to understand current reality.
- Set desired goals and outcomes, and scope key strategic questions to be uncovered through the process.
- Where relevant, consider getting external advisory support to facilitate or execute the whole process.

2. Examine both internal and external operating environment

- Engage internal stakeholders (across all levels in an organisation) to obtain their views.
- Scan the external environment for opportunities and risks.
 - Identify key trends and driving forces in the environment and assess their implications (e.g., conduct a STEEP analysis to uncover the **S**ocial, **T**echnological, **E**conomic, **E**nvironmental, **P**olitical factors).
 - Engage external stakeholders (across various stakeholder groups and across different levels in an organisation) to gather varied insights and perspectives.
- Distil and sense-make the data to assess the implications to the organisation.
 - Organise the information into a SWOT to assess the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats that the organisation faces.
- Review/validate the organisation's mission, value proposition and roles.

3. Formulate a strategy and define the pathways to success

- Identify the strategic priorities using tools such as the Organisational Health Framework of Social Services (OHFSS).
- Develop a detailed strategy plan (objectives, key strategies, long and short-term goals), using the Theory of Change to guide the process.

4. Translate the strategy into priority actions

- Develop an implementation plan.
 - Identify parties responsible for implementation, establish timeline for implementation, and resources needed – time, money, manpower, space, etc.
 - Conduct risk assessment.
- Invest in time and resources to ensure execution takes place.
- Communicate the strategy and cascade the goals to all staff within an organisation.
- Launch the strategic initiatives required to actualise the objectives.
- Define measurement metrics to track progress.
- Provide incentives to drive implementation.

5. Monitor and review to ensure progress

- Set up the relevant governance structure and reporting mechanism (e.g., set up formal reporting channels to Board and Management to update).
- Track and monitor the outcomes and activities (e.g., using relevant dashboards to analyse the data collected).

It takes time to go through the whole strategic planning exercise and for changes to take effect. There is no fixed timeframe for organisations to go through the entire strategic planning exercise, but organisations should have annual reviews where they systematically scan the environment and monitor the progress to examine if their initiatives are leading to the desired outcomes. The process should be iterative and implementation plans can be re-scoped to respond to emerging trends.

In the whole strategic planning exercise, data plays an important role in the process to direct efforts to what might be impactful, spot gaps and anticipate future needs. It is important for organisations to strengthen the capability to capture, share, fuse, and exploit data.

The Organisational Health Guidebook for Social Services² developed by NCSS outlines the key considerations and steps that SPEs can take to strengthen their organisations' performance in Strategy & Leadership – from developing and implementing a strategy plan, to having effective and capable leadership, and forging a unified organisation culture.

Strategic foresight

“ Strategic foresight doesn't help us figure out what to think about the future. It helps us figure out how to think about it.

-J. Peter Scoblic (HBR: *Learning from the Future*)

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One component of longer-term strategic planning involves foresight, which involves looking out at the external operating environment for potential opportunities and risks and thinking about the implications on the organisation and the sector. There are a range of tools and techniques to help organisations carry out foresight work. Some examples are horizon scanning, scenario planning, and analysis of trends and macro factors, e.g., using STEEP (Social, Technological, Economic, Environmental, Political). An example is shown below. Technology, data, and analytics are also key enablers that facilitate this area of work.

² Find out more about Organisational Health Guidebook for Social Services: <https://www.ncss.gov.sg/social-service-agencies/capability-building>

Looking Out: Some key trends/drivers that can affect the sector in the future

	Trends/Drivers	Implications on the sector	How might we best prepare ourselves?
Social			
1	Ageing population, coupled with declining birth rates, fewer marriages and smaller family units	<ul style="list-style-type: none"> • Ageing = issue of healthcare needs, which are often intertwined with social needs (e.g., financial, social isolation). • Reduction in working population and shrinking talent pool. • Lesser support within families, and this may result in great reliance on external caregiving arrangements. 	<ul style="list-style-type: none"> • Engage the silver generation in flexible work arrangements to support the sector's needs or involve them as volunteers to augment manpower needs. • Leverage community and grassroots support for service users. • Explore remote services from other countries for specialised and niched areas. • Centralise temporary manpower support in an organisation and deploy to other organisations accordingly, when needed.
2	Young generation has different expectations and preferences	<ul style="list-style-type: none"> • More interested in contributing to the sector beyond giving monetary donations; they are looking at contributions that would have a sustainable impact. • More likely to give both their time and money if they are inspired by the mission and feel engaged (relationships matter). • More likely to support business causes that give back to the community when shopping online. 	<ul style="list-style-type: none"> • Leverage the skillsets that the young generation may have, instead of sticking to traditional ways (e.g., have them support in social media or coding work of the organisation). • Engage the future generation differently in giving (e.g., articulating the impact clearly, taking time to foster strong relationships and actively involving them in the giving process).

		<ul style="list-style-type: none"> • Expect greater career mobility, promotions and learning opportunities; have fundamentally different career aspirations. 	<ul style="list-style-type: none"> • Find alternative and new ways to connect with future workers.
Technological			
3	Greater use of digital technology which allows for higher connectivity and automation	<ul style="list-style-type: none"> • With the advancements in technology, individuals are finding new ways to advocate for causes close to their heart. Younger generations are using means such as livestreaming to advocate for causes, collect donations and spread awareness about certain issues. 	<ul style="list-style-type: none"> • Explore in-trend digital mediums and channels (e.g., social media, livestreaming websites) to reach a larger audience in the giving space.
		<ul style="list-style-type: none"> • Donors and individuals are increasingly looking for information online regarding causes to give. • Some services may need to be provided in multiple modalities, to cater to the varied needs of individuals. 	<ul style="list-style-type: none"> • Create an online platform that facilitates interactions (enquiries, donations, volunteer applications) with the existing and potential donors and volunteers. • Enhance online services to better serve the virtual audience; services no longer need to be provided only from Singapore and can be from other parts of the world.
		<ul style="list-style-type: none"> • Technology drives major changes to the worker's skills. 	<ul style="list-style-type: none"> • Outsource to the private sector if the skills needed are not present in the organisation. • Equip staff in organisation with the relevant skills (skilling, reskilling, and upskilling).

Economic

4	<p>Slowing global economic growth, changing demand for new skills, unexpected economic crisis (e.g. impact due to pandemics such as COVID-19, economic downturn)</p>	<ul style="list-style-type: none"> • SPEs could potentially face funding constraints in times of economic crises as donors may reduce or cut their funding contributions. • Funders will demand more transparency and accountability for their donations. 	<ul style="list-style-type: none"> • Diversify and find stable sources of fund to ensure financial security. • Set aside sufficient reserves in anticipation of future needs • Invest in proper evaluation to articulate effectiveness of programmes and their impact.
		<ul style="list-style-type: none"> • Widening income gap due to globalisation. • Potential increase in number of service users in times of an economic downturn because of job displacement or retrenchment, leading to other social issues. 	<ul style="list-style-type: none"> • Anticipate that there may be more service users, and explore ways to best address this scale of need.
5	<p>Reduced availability of specialised manpower to keep up with growth in demand for services</p>	<ul style="list-style-type: none"> • Population and growth of workforce to remain low/flat in the foreseeable future, creating a decrease in the growth of available sector professionals. 	<ul style="list-style-type: none"> • Anticipate that the growth rate in service users will exceed the growth rate in specialised manpower, thus necessitating an increase in productivity to address this imbalance. Options to explore may include the use of technology and volunteers.

Environmental

6	Climate change has made environmental sustainability a priority in many countries	<ul style="list-style-type: none">• Greater emphasis and interest in climate change, and its long-term effects in Singapore.	<ul style="list-style-type: none">• Retro-fit programmes to ensure that they are environmentally friendly.• Buy equipment that are energy saving and part of the green procurement.
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Political

7	Impact from geopolitical crises (e.g., Ukraine War)	<ul style="list-style-type: none">• During a crisis, certain goods and services may become scarce which could inflate the prices of such goods (e.g., increase in oil prices during the Ukraine War).	<ul style="list-style-type: none">• Find alternative sources of resources to manage increase in prices.• Optimise or reduce existing spending.
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Risk management (including crisis preparedness)

Closely linked to strategic planning is risk management. To effectively engage in strategic planning, one needs to understand the risks they face. COVID-19 has also emphasised the importance for us to plan and be prepared for crises. The Non-profit Risk Management Centre defines risk management as “...a discipline for dealing with the possibility that some future event will cause harm. It provides strategies, techniques, and an approach to recognising and confronting any threat faced by an organisation in fulfilling its mission.” Risks can be at varying levels, internal or external of the organisation, and scale as the size of organisation or sector.

Examples of risks are:

- Finance (e.g., financial crisis, investment risk)
- Personnel and administration (e.g., inadequate screening for staff and volunteers, resulting in undesirable situations such as theft)
- Information technology (e.g., improper use of data, donor data breach)
- Legal (e.g., fraud, intellectual property rights issues)
- Service delivery (e.g., inadequate quality assurance and programme monitoring)
- Uncontrolled risks (e.g., natural disasters and global pandemics)

Besides having a risk management plan in place within an organisation and having the Board and Management to oversee it, it is also important to communicate within the organisation so that all levels of staff understand the risks involved. Where relevant, staff can be sent for training to better understand and manage the risk.

Beyond having a risk management plan at an entity level, it is also critical to have a plan at the sectoral level, as some risks at an entity level may impact the sector or some risks impact the whole sector, beyond just an entity.

Call for Non-profit Risk Management (Stanford Social Innovation Review)

lists the steps that organisations can take to make risk management a standard operating procedure:

Steps you can take		
Identify	Understand the context	Assess the organisation's mission, vision, and goals to fully understand and frame priorities
	Develop a timeline and set goals	Adopt a phased plan, with metrics put in place to measure success
	Perform a risk inventory	Identify risks and opportunities across all functions of the organisation
Assess & Prioritise	Create and use a risk register	Prioritise risks, assign owners, formulate responses, and set timelines for follow ups
Respond	React to Risks	React to risks proactively by researching emerging issues, mitigating threats, and piloting new initiatives to assess if they work
Monitor, Review & Improve	Evaluate the responses	Assess periodically what responses work, what can be done, and what improvements can be made
	Seek funder support	Garner funders' support to build capabilities to manage risk
	Improve the way one manages risk incrementally	<p>After the foundation is in place, organisations can go beyond to improve effectiveness such as</p> <ul style="list-style-type: none"> • having dedicated manpower to look at risk management and process improvement within an organisation, • improving data gathering and exchange processes to make better decisions, • improving financial impact modelling for the various risk scenarios

Organisations can also adopt **scenario planning**, an iterative process involving the four key steps below that can help navigate uncertainty:

- Identify key drivers
- Develop and model scenarios
- Create a portfolio of actions
- Determine key trigger points

Resources available

Guides/Tools

Organisational strategy planning:

Four Best Practices for Strategic Planning (Boston Consulting Group)

This article guides organisations to improve their existing practices in setting strategy.

<https://www.bcg.com/publications/2016/growth-four-best-practices-strategic-planning>

Always-On Strategy (Boston Consulting Group)

This article guides organisations to make strategic planning less rigid and sequential, and more agile so as to respond to the changing conditions in the environment.

<https://www.bcg.com/publications/2017/growth-always-on-strategy>

Learning from the Future (Harvard Business Review)

The article shares how leaders can go about formulating strategy in the face of uncertainty and prepare for future demands. It talks about how exploring the imagined futures helps in facilitating decision making, and the need to ingrain this process within the organisation and revisit from time to time, in view of the constantly changing world.

<https://hbr.org/2020/07/learning-from-the-future>

Organising for the future: Nine keys to becoming a future-ready company (McKinsey & Company)

An article that sums up nine imperatives that will differentiate future-ready organisations from the others, specifically focusing on “who we are” as an organisation, “how we operate”, and “how we grow”.

<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/organizing-for-the-future-nine-keys-to-becoming-a-future-ready-company>

Foresight planning:

Foresight (A Glossary)

The Centre for Strategic Futures publication outlines and explains terms and concepts used by foresight practitioners.

https://www.csf.gov.sg/files/media-centre/publications/csf-csc_foresight--a-glossary.pdf

Foresight (Series)

Foresight by the Centre for Strategic Futures covers research into international megatrends and emerging issues, and the implications of these trends and issues.

<https://www.csf.gov.sg/media-centre/publications/foresight-series>

Tools:

External Environment Analysis (The National Council for Voluntary Organisations)

This site guides organisations to conduct external environment analysis which may have potential impact on the organisation.

<https://knowhow.ncvo.org.uk/organisation/strategy/externalanalysis>

Why the Social Sector Needs Scenario Planning Now (Boston Consulting Group)

An article which highlights the importance of scenario-planning exercises to identify driving forces and trends that can guide actions to prepare for the future.

<https://www.bcg.com/publications/2020/why-social-sector-needs-scenario-planning>

Training to explore

Management and Organisation Development Courses

Visit SSI for more info at <https://www.ssi.gov.sg/training/management-and-organisation-development/>

Innovation and Change Management

Visit Capelle Consulting for more info at <https://www.capelleconsulting.com>

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- <https://www.bcg.com/publications/2016/growth-four-best-practices-strategic-planning>
- <https://onstrategyhq.com/resources/strategic-planning-process-basics/>

Theory of Change

- <https://www.thinknpc.org/resource-hub/ten-steps/>

Strategic Foresight

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- <https://knowhow.ncvo.org.uk/organisation/strategy/future-foresight>

Trends/Drivers

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- <https://www.todayonline.com/singapore/covid-19-some-charities-struggling-raise-funds-even-economy-gradually-reopens-others>

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- https://ssir.org/articles/entry/a_call_for_nonprofit_risk_management#
- <https://www.bridgespan.org/insights/library/strategy-development/nonprofit-scenario-planning-during-a-crisis>