

NCSS 4ST PARTNERSHIP FUND

Co-administered with TMT

INFO SESSION

**8 March 2024
2pm - 3.15pm**

THANK YOU FOR JOINING US EARLY.

**Please indicate name and
organisation in your display name**

OVERVIEW

- Overview of 4ST Partnership Fund
- Evaluation Matrix
- What makes a good application?
- Proposal writing tips
- NCSS Sector Evaluation Framework

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INTRODUCTION TO 4ST

VISION



**EVERY PERSON EMPOWERED
TO LIVE WITH DIGNITY IN A
CARING AND INCLUSIVE SOCIETY**

4ST ROADMAP FOR THE
SOCIAL SERVICE SECTOR
2022-2026

STRATEGIC THRUSTS & OUTCOMES



STRATEGIC THRUST 4

Future-directed social service sector



The social service sector experiments to develop quality, innovative & sustainable solutions



The social service sector is well-positioned for the future



A digitally-enabled and data-driven social service sector

STRATEGIC THRUST 1

Empowered and included individuals, families, and communities



Practices and solutions in the sector become more person-centred



Vulnerable groups have support to make well-informed decisions on how their needs and aspirations are met



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



More vulnerable people are included and participate in society

STRATEGIC THRUST 2

Effective and impactful social purpose entities



SPEs serve with heart and demonstrate professionalism across all levels, backed by robust governance and strong people practices



SPEs are forward thinking and practise sustainable resourcing



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

STRATEGIC THRUST 3

Caring, collaborative and impactful social service ecosystem



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



Improved diversity and sustainability of resources in the sector



Sector players take a systems approach to deliver quality, innovative & sustainable solutions and advance sector goals

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INNOVATIVE COLLABORATIVE EMPOWERING STRATEGIC

Restricted

INNOVATIVE

Solutions, or its prototype/working model, should demonstrate that they are either new ideas/ approaches to solve the identified problems OR have value-added to an existing solution that can significantly improve service user outcomes.

EMPOWERING

Solutions should be person-centered and allow service users to have access to relevant information, gain skills to improve capabilities, provide feedback to improve and participate in service design/delivery.

COLLABORATIVE

Solutions should feature partnerships either in the form of inter-organisation information sharing, or interactions through activities, between two or more parties for better service user outcomes.

STRATEGIC

Solutions should address these identified areas:

- Upstream support for low-income families
- Support for persons with mental health conditions
- Emerging needs and gaps

FUND OBJECTIVES

The Fund provides funding for the social service sector to implement and achieve the vision of the refreshed social service sector strategic thrusts (4ST) for better client outcomes

SEED

GROW

6

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SEED VS GROW APPLICATIONS

WHO CAN APPLY

Solutions should feature partnerships either in the form of inter-organization information sharing, or interaction through activities, between two or more parties for better service user outcomes.

Lead applicant must be an NCSS member with IPC status, in collaboration with another entity/individual.

Non-NCSS members, including SEs and groundup groups without Institution of Public Character (IPC)/Charity Status can also apply as a co-applicant

Non-Charity status agencies (regardless of registration type) are required to make a declaration on the not-for-profit nature of the programme, and that the beneficiaries are local communities

IDEAS & INITIATIVES

Ideas have the potential to meet a need in the sector and would like to test their concept.

Initiatives have a working proof of concept and would like to further develop and test their solution **OR** Initiatives have a proven model and would like to scale

QUANTUM

Up to 100% of project's TOE
Maximum of \$10,000 per year

Up to 90% of project's TOE
Maximum of \$400,000* per year

*Excludes evaluation budget of up to \$80,000 for each approved

SEED VS GROW APPLICATIONS

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Resources available here:



<https://go.gov.sg/4stpf>

Up to 1 year DURATION	Up to 3 years DURATION
<p>Articulate proof of concept</p> <p>Refined value proposition of solution in landscape</p> <p>Share learnings and insights from prototype testing with wider sector</p> <p>Learnings are used to improve solution</p> <p>DELIVERABLES</p>	<p>Adopt the NCSS Service Standards in service delivery</p> <p>Achieve outcomes under the Sector Evaluation Framework</p> <p>Submit evaluation research report</p> <p>Complete the Organizational Health Framework for Social Services (OHFSS) self-assessment</p> <p>DELIVERABLES</p>

EVALUATION MATRIX

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SEED EVALUATION MATRIX

Gap Identification

Credible evidence for gap, clear explanation of how project addresses gap

Project Design

Key approach is supported by evidence, including end-user research and data.

I,C,E,S Components

Team's Capacity

Team's experience and capability

Feasibility & Scalability

Timeline and milestones are achievable

GROW EVALUATION MATRIX

Gap Identification

Credible evidence for gap, clear explanation of how project addresses gap

Project Design

Key approach is supported by evidence, including end-user research and data.

I,C,E,S, Components

Team's Capacity

Team's experience and capability

Project Monitoring

Suitable output/outcomes to measure impact

Project Sustainability

How will the project be sustainable beyond funding period

WHAT MAKES A GOOD APPLICATION?

STRATEGIC

Area 1: Upstream support for low-income families

Preventive / early-intervention for children and youth

Programmes targeting families exposed to Adverse Childhood Experiences (ACEs):¹

- Physical, Emotional, Sexual abuse
- Bullying
- Witnessing domestic violence
- Parents' substance abuse
- Parents' mental illness
- Parental incarceration

Proposals should address:

- Psychological wellbeing
- Socio-emotional competencies
- Family functioning and relationships

Key data references

- Lifetime prevalence of ACEs: **63.9%**¹
- Low-income families face greater risk of ACEs²
- Presence of multiple ACEs **significantly increased risk of poor health and social outcomes**, with strongest effects on sexual risk taking, mental illness, substance abuse, interpersonal violence and self-harm.³
- **Perceived social support** shows promise in mitigating the effects of ACE exposure.⁴
- Given the intrafamilial nature of these childhood adversities, **dual-generation** approaches and **family-centred interventions** are key.⁵

Sources:

1. Subramaniam et al. (2020), *Prevalence, socio-demographic correlates and associations of adverse childhood experiences with mental illnesses: Results from the Singapore Mental Health Study*
2. Walsh et al. (2019), *Relationship between childhood socioeconomic position and adverse childhood experiences (ACEs): a systematic review*
3. Hughes, et al. (2017), *The effect of multiple adverse childhood experiences on health: a systematic review and meta-analysis*
4. Cheong EV, Sinnott C, Dahly D, et al. (2017), *Adverse childhood experiences (ACEs) and later-life depression: perceived social support as a potential protective factor.*
5. Liu et al. (2022) *Adverse childhood experiences and positive psychotic symptoms: A nationally representative study in Singapore*

Employment support for PMHCs

Behaviour change interventions addressing practical / social needs, *and* building job and work readiness, referencing COM-B model¹:

- **Capability:** Stable mental state, knowledge and skills training, physical strength
- **Opportunity:** External factors making behaviour possible
- **Motivation:** Internal cognitive processes that direct and inspire behaviour

Proposals to include:

- **Advisory and consultancy support** for employers to implement **inclusive workplace practices** and supporting employees with mental health
- Model to provide **continuous training and place PMHCs** in employment
- **Post-employment support** to promote sustained employment

Key data references:

- The unemployment rate among PMHCs was **8.3% as compared to 4.8%** for the general population²
- **3 in 5 respondents** were willing to work with someone with mental health conditions and only **2 in 5** agreed that their organisations provided adequate support for their mental well-being.³

Sources:

1. Michie, van Stralen & West (2011) *The behaviour change wheel: A new method for characterising and designing behaviour change interventions*
2. Subramaniam, M., et.al. (2021). *Impact of unemployment on mental disorders, physical health and quality of life: Findings from the Singapore Mental Health Study*. *Ann. Acad. Med. Singapore*, 50, pp. 390-401
3. National Council of Social Service (2021), *Attitudes towards Persons with Mental Health Conditions*

STRATEGIC

Area 2: Support for persons with mental health conditions (PMHCs)

Peer support for PMHCs

Proposals to include:

- Peer support in workplaces: **Outreach and support for corporates** to increase adoption of peer support initiatives in workplaces, e.g. Mental Health First Aid.
- Peer support for community: Training and empowering **PMHCs as peer mentors / befrienders** to support other PMHCs.

Key data references:

- Remains an essential part of mental health recovery and can **reduce hospital readmissions** and stays¹
- Aligns with the 5 processes of recovery: connectedness, hope and optimism, identity, meaning in life, empowerment²

Sources:

1. *The Alliance for Rights and Recovery, NYAPRS Peer Bridger Program*
2. *Van Weeghel et al. (2019), Conceptualizations, assessments, and implications of personal recovery in mental illness: A scoping review of systematic reviews and meta analyses*
3. *Lee et al. (2019), Peer support in mental health: A growing movement in Singapore*



STRATEGIC

Area 3: Emerging needs and gaps

Evolving / growing needs

Room for more evidence-informed service delivery

Proposed solution that addresses an emerging need should be based on data to demonstrate:

- How **needs have evolved** due to factors such as changing demographics, societal trends and technological advancements.
- How current **data on the issue is insufficient to inform on the root causes** of the issue.
- How current service delivery might **not be supported by strong evidence** or has **significant room to be transformed**.
- The potential **magnitude and criticality** of the implication/impact on service users.

- Presents a solution that addresses the factors contributing to the gap/problem
AND
- Articulates how the solution is different / will be more effective in comparison to others within the landscape

What it might look like?

- **New solutions to tackle existing problems**
- **Adaptation of existing solutions to tackle new problems**
- **Value-adding to an existing solution to significantly improve the outcomes of its service users**

What might not qualify?

- Existing solutions
- Addition of new components without explaining how they enhance existing solutions to better meet needs of service users
- Conversion of a virtual programme to in-person programme
- Digitalisation of existing services or purchase of tech with no other enhancements



COLLABORATIVE

- Level 1: Information Sharing (*Cross-referrals*)
- Level 2: Joint Activities or projects (*Coordination*)
- Level 3: Systematic alignment of work structures/systems

What it might look like?

- **Partnerships that leverage each partner's strengths to create impact or deliver more holistic solution that better meets service users' needs**
- **Partnerships that go beyond an affiliated network**

What might not qualify?

- Referral-only partnerships
- Partnerships that are tentative in nature (whereby only some of the partners have been approached and secured)
- Using partner's premises without meaningful integration of offerings or cross-interventions with each other's clients

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EMPOWERING

- Creates a person-centred environment
- Builds on the service users' strengths to expand the assets and capabilities of the community
- Participation that leads to ownership

What it might look like?

- **Service users are equipped to provide feedback to improve service delivery**
- **Co-design and/or co-production with service users**
- **Service users are ultimately involved in the programme delivery**

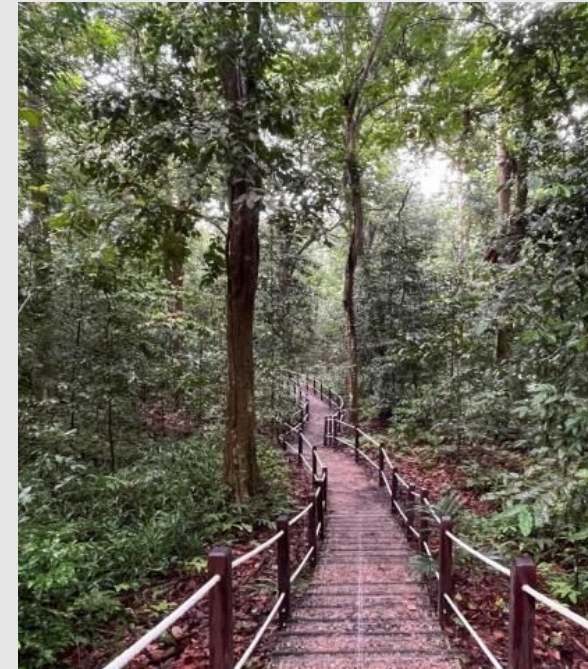
What might not qualify?

- Feedback process that does not engage the service user beyond the collection of data
- Processes where service users' input are sought but not used to improve service delivery or programme design

CASE STUDY 1

Pace: Bringing Youth Closer to Home

Project Summary	Impart will collaborate with WWF Singapore to conduct group-based therapy for youths-facing-adversity for 50 youths (aged 10 to 24) over a 5-month duration through monthly nature-based mindfulness walks, and facilitate open communication between these youths and their parents.
How is this project innovative, collaborative and empowering?	
Innovation	The approach to tap on nature trails is different from the usual mediums of engagement of youths (i.e. through digital means) and different from usual mental health interventions (i.e. direct counselling vs. group-based activities in nature)
Collaboration	The collaboration puts together the expertise of both organisations (WWF in nature, biodiversity conservation and eco-education, and Impart in engagement and care for youths-facing-adversity) to jointly curate the programme.
Empowerment	The project equips the youth with mental health care skills, has feedback channels to improve the programme from user perspective, and has plans to train suitable youth participants to be facilitators for future runs.



CASE STUDY 2

UBUN.TSUGI

Project Summary	Ubuntu Space is collaborating with Shin.tsugi to conduct experiential workshops for persons with lived mental health experience and the general public to interact without prejudice, as well as a showcase event to raise awareness of mental health stigma.
How is this project innovative, collaborative and empowering?	
Innovation	Use of LEGO® SERIOUS PLAY® and Fandom Journaling is a new approach to address both internalized and externalized mental health stigma among the participants.
Collaboration	The project incorporates both Ubuntu Space's LEGO® SERIOUS PLAY® and Shin.tsugi's Fandom Journaling to drive genuine conversations.
Empowerment	The project empowers individuals with lived mental health experience to share their mental health journey.



CASE STUDY 3

Pro Bono SG's Community Law Centre @ Realm of Tranquility

Project Summary	The Community Law Centre provides services such as legal awareness programmes, legal consultations and representations within the North West district. It aims to serve 1,200 clients per year.
How is this project innovative, collaborative and empowering?	
Innovation	Case review panels created between legal professionals and social workers to discuss cases that require socio-legal support, and to co-design solutions. Cross-training to raise both groups' awareness of each other's expertise.
Collaboration	The Community Law Centre is located at Realm of Tranquility's premises and reaches out to FSCs and other SSAs in the region to facilitate collaborations between community lawyers and social workers.
Empowerment	Service users with socio-legal issues will be empowered to implement solutions designed by community lawyers and social workers.



Photo source:

<https://www.straitstimes.com/singapore/pro-bono-sg-open-s-its-second-free-community-law-centre-in-woodlands>

CASE STUDY 4

Lighthouse Project by Limitless

Project Summary	The project addresses a key gap in the continuity of care for at-risk youth who might be reluctant to seek help due to long waiting time for treatment and/or stigma and drop out of help-seeking entirely. Youths with moderate to severe mental health needs would be supported through community psychological services, preceptorship of community practitioners by hospital-nominated practitioners, co-management of cases, greenlane referrals back into hospitals and handholding by community practitioners.
How is this project innovative, collaborative and empowering?	
Innovation	The proposal builds on existing services to address an identified gap to enable youths to access services in a more timely and accessible manner. For example, Limitless's practitioners are equipped to handle complex cases in the community and would handhold clients into secondary/tertiary care, which is not common currently.
Collaboration	Limitless is collaborating with KKH which would co-manage cases, provide preceptorship of Limitless's practitioners as well as facilitate referral and greenlane access for youths served by Limitless.
Empowerment	Service users would be empowered to collaborate with practitioners to navigate the current system and decide the level of care they wish to have. They would also be supported to grow their capabilities to address their mental health needs.

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PROPOSAL WRITING TIPS

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PROPOSAL WRITING TIPS

Project Summary:

Example of a vague and unclear summary:

“Our programme is dedicated to breaking chains of intergenerational poverty by offering the transformative power of 3Es: Education, Enrichment, and Excursions, via a safe Environment that nurtures essential skills to build grit and potential for the next generation to thrive. Your support can provide the tools needed to build brighter futures for more young hearts. Help us break barriers, one heart at a time and pave the way for lasting change.”

State the collaborator(s), aim of the project, target audience (profile and number), key interventions/activities, key outcome(s):

“We are collaborating with XX on a befriending programme for 35 youths aged 13-18 from low-income families living in YY <area of Singapore> every year, through the 3Es: Education (academic support), Enrichment (interest groups) and Excursions (learning journeys). Key outcomes include improved academic results and improved resilience to deal with challenges faced.”

PROPOSAL WRITING TIPS

Ensure your proposal covers the following:

- Who the project will target
 - What are their demographics (e.g., age range, gender, marital status, income level)?
 - How would they be recruited (e.g., through natural touchpoints in the community or building referrals with other SSAs serving similar target group)?
- How gaps/needs were identified and prioritised
 - Data from user surveys / pilot runs / research studies / national trends, etc.

E.g. “Between August to September 2022, Pro Bono SG administered a legal needs survey to 48 Family Service Centres and 24 Social Service Offices, and engaged over 60 social workers. The key findings from the survey are: Around 17% to 25% of the clients seen by social workers face legal problems. The top challenges identified by social workers included: (a) Insufficient legal knowledge to support clients facing legal problems; (b) Lack of legal support for clients who do not qualify for national legal aid schemes, such as transnational families; and (c) The lack of access in terms of factors including physical proximity to legal aid and ability to use technology.”

PROPOSAL WRITING TIPS

- How the project value adds to existing landscape to better meet service users' needs or achieve service users outcomes more effectively or efficiently

E.g. "The Community Law Centre provides a coordinated, holistic approach to meet clients' needs, by combining the expertise of legal professionals and social service providers in one team. The Centre is also different from other existing services in that Pro Bono will work closely with and complement available legal aid schemes run by other organisations to plug access to justice gaps." - **do list out the existing services and legal aid schemes**

- How the project makes references to or builds on previous or ongoing pilot

E.g. "Between 1 February to 30 Apr 2023, Pro Bono SG's first Community Law Centre served close to 400 clients through legal consultations, representation and through sitting on case review panels with social workers." - This was used to justify replicating the proposed model in another area of Singapore and the proposed target of 1,200 clients/year.

PROPOSAL WRITING TIPS

- How the project components will address the identified gaps/needs
- How the project components will achieve the proposed outcomes

E.g. “One aspect of the project involves training social workers to identify legal needs of their clients (*addresses the gap/need of them having insufficient legal knowledge*). This ensures that services provided are relevant for the clients and they can receive more integrated care instead of being referred to multiple agencies (*linked to the outcome of providing integrated social and legal support*).”

- How the proposed outcomes will be measured and rationale for proposed measures

E.g. “80% of clients indicate that they found it helpful to be supported by both a social worker and lawyer - to understand the usefulness of integrated socio-legal support”

PROPOSAL WRITING TIPS

- Write clearly and succinctly: use simple words, go straight to the point
- Invite third party to read proposal to ensure it is clear and understandable.
- Employ tools such as ChatGPT when drafting or refining the proposal, if useful.

Sign up for our free proposal writing e-course to improve your proposal!

Course content:

- Needs Assessment
- Programme Design
- Programme Monitoring
- Manpower Needs



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

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SECTOR EVALUATION FRAMEWORK



What is the Sector Evaluation Framework?

- Provides a **consistent, validated** outcome measure for all programmes with the same objective
- Results in a **common language** for the different stakeholders in the sector to measure programme outcomes, track the progress of service users and articulate impact

What is the Sector Evaluation Framework?

1 Programme Outcomes

The SEF provides a repository of **common metrics** for interventions with similar outcomes.

Improve positive
youth development
competencies



ACT! SG

Each
programme
collects:

- 1 metric for each intended outcome
- QOL measure

2 Monitoring Indicators

Improving the quality of life of service users is the overarching goal of the sector. This is assessed using WHO's Quality of Life measure.

Quality of Life

Service Quality



What does it mean for your application?

- **Mandatory for GROW applications**
- **At the point of application, select the SEF metric that best corresponds to your programme's objective**

Examples of SEF metrics:

Programme Objective	Outcome	Measure
Positive youth development	Improve positive youth development competencies	ACT! SG
Family resilience	Improve family resilience	Walsh Family Resilience Questionnaire
Employment	Sustained employment for a period of 3 or 6 consecutive months	<Objective Measure>



What does it mean for your application?

- **NOTE:** Applicants are welcome to propose additional outcome indicators that best measure the desired objectives of your initiative
- You may add this under “Others” in the application form for a more holistic representation of your initiative’s outcome management framework

In the meantime...

The Sector Evaluation Framework Guide provides step-by-step instructions on the 6 steps involved in outcome evaluation:



Q & A

**Please indicate your name and organisation
when asking a question**

APPLICATION PROCESS

Can agencies submit multiple applications?

- Yes. However, we strongly encourage agencies to focus their resources on 1 application per grant call

FUNDING SCOPE

What are the areas that 4STPF can cover?

- Highlighted in the strategic areas. 4STPF does not fund health-related, active ageing, capability-building / research, app/product development projects
- Funds can be used for direct project expenses, such as manpower and material costs

COLLABORATION

Possible to apply before having a partnership?

- There must be a secured partnership before applying the grant

Roles of lead vs co-applicant

- Matters more in Grow category. Funds administration and disbursement by lead applicant.

Depth of collaboration

- Level 2 or Level 3

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NEXT STEPS

as you prepare your
application

**APPLICATION WINDOW:
1 - 30 APRIL 2024**

- 1. Determine the scope of your project and engage the key stakeholders overseeing the relevant sub-sector/target group to assess whether 4STPF is the appropriate fund to apply for**
 - Disability → SG Enable
 - Eldercare → Agency for Integrated Care
 - Capability Building → NCSS Community Capability Trust
 - ComLink families → MSF Social Service Offices
- 2. Ensure your proposal meets the ICES criteria**
 - Provide relevant information to address the “how” of each component of the evaluation matrix
 - Be direct, clear and concise
- 3. Reach out and engage with us**