

SO YOU WANT TO START A GROUND-UP PROJECT



**A HANDBOOK FOR YOUTHS WHO WANT TO
MAKE AN IMPACT FOR THE COMMUNITY**

FOREWORD



DAVID CHUA,
Chief Executive,
National Youth Council

Youths are stepping up to be the change.

People say youths are the future, and youths are saying the future is now. We're seeing more young people having the courage to step forward and step up to act now. Youths desire to own what happens to Singapore and the world now.

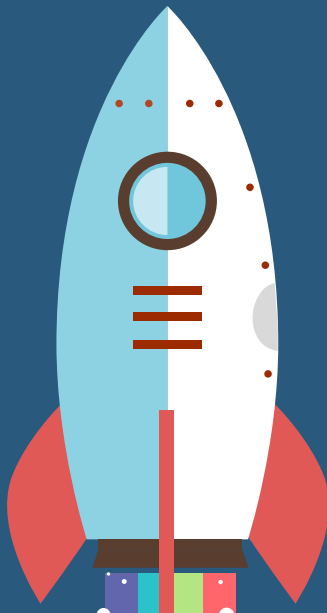
Support and mentorship are available.

Starting a ground-up project can be daunting. It takes a lot of time, effort and resources to get things going and to sustain the work. Sometimes, we just don't know where to begin. Drawing on our experiences in working with youths on starting projects, this guide aims to empower you and your peers in taking small steps toward realising your desire to do good for the community and Singapore. The insights and resources within are from focus group discussions, interviews and research with youths who've been through the journey of kickstarting a project. We trust it'll be useful and spur you on.

Remember, you're not alone.

The National Youth Council (NYC) and our partners are willing to journey with you, as you and your friends undertake the project. We'll continue to support you with dedicated opportunities and resources. Others can also support you—many youth projects were able to take off with the strong support of mentors, friends, parents and other partners.

We're excited to see you on this journey to rally your peers and fellow citizens to make a difference—all the very best!



THERE ARE GENERALLY FOUR STAGES TO LAUNCHING A GROUND-UP PROJECT.

HERE'S HOW TO GET THE ENGINE STARTED!

1

CONCEPTUALISATION

Are you looking for ideas, inspirations and issues to explore before kickstarting your project? In this section, you'll discover what you care about, what you're good at and what your local community needs before jumping straight into action.

2

DEFINING

Let's get down to the details of what your community project can look like. In this section, you'll get to explore identifying and uncovering user needs, ideating and designing impactful solutions, as well as organising a strong team to get ready for implementation.

3

IMPLEMENTATION

Start putting your plans into action. In this segment, you'll discover tools that can help you organise your team effectively, identify important stakeholders and design a pitch that can support you in rallying resources you need for your project.

4

EVALUATION

Beyond the doing, it's now time to review, measure, and communicate your impact. In this segment, you'll explore common frameworks and tools to communicate what success looks like to your stakeholders. The section also covers how you can gather feedback to plan for what's next.

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HOW TO USE THIS GUIDEBOOK

You don't have to read it from cover to cover. Jump straight to the section that tackles your challenges. Use the tools that suit you best and take guidance from the step-by-step activities and hyperlinked resources.

An illustration of a woman with long dark hair, wearing a green blazer over a white top and grey trousers, holding a large glowing lightbulb. The background is a mix of purple and light blue with some yellow lines suggesting light or movement.

CONCEPTUALISATION

Are you looking for ideas, inspirations and issues to explore before kickstarting your project?

In this section, you'll discover what you care about, what you're good at and what your local community needs before jumping straight into action.

STARTING A PROJECT— WHAT MOTIVATES YOU?

Being motivated to do something that matters is the key to starting a community project.

There are three typical factors that can motivate you:

- i) Knowing what's important to you.
- ii) Understanding what you're good at that you would like to do more of.
- iii) Discovering a problem or challenge out there that you would like to solve.

This section offers three guiding questions that may help you figure out what motivates you into action.

QUESTION 1:

What do you care about the most?

Our core values shape us, influencing our actions and beliefs, and impacting our life's choices. Discover how Suzanna's awareness of her core values empowered her to take meaningful action.

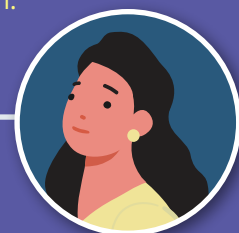
Case Study: URBAN ORIGINS

When the pandemic affected the global supply chain in March 2020, the threat of food shortages felt real as shelves in supermarkets became empty. Suzanna started researching Singapore's food security situation and was shocked to find that Singapore imports over 90% of our food and allocates only 1% of our land for agriculture.

Driven by her core values of family and sustainability, young mother Suzanna joined the Youth Action Challenge (YAC). With like-minded youths, she founded Urban Origins to tackle future food insecurity in Singapore. The group tirelessly connects local farmers and food sources to consumers, ensuring accessible and sustainable food options.

REFLECTION POINT:

Reflect on important moments to identify your core values. If none come to mind, use this Values Identification Tool to uncover potential values and see if any experiences align with them.



??



QUESTION 2:

What are some strengths that you can offer?

Besides core values, knowing your strengths can guide your project scope. Learn from Dexter, who used his strengths to initiate projects successfully.

Case Study: HAWKERTHON

Confident in his coding abilities, Dexter noticed the declining sales of hawkers without digital platforms. Recognising his strengths, he launched “Hawkerthon” with the support of a mentor and friends. This hackathon aimed to help marginalised hawkers affected by the pandemic by finding innovative technological solutions for their businesses.

REFLECTION POINT:

Think about the strengths and skills others have appreciated in you. If you need help, use this [Strengths Finder Tool](#) to make a list. Then, check if you’ve shown these strengths in specific instances.



QUESTION 3:

What does your community need?

While there are many global and regional issues, you can also start small by identifying the local needs of your community. Here are two guiding points you can consider:

#1: Which of these categories (not exhaustive) are you interested to find out more about?

- Arts
- Community Service
- Culture & Heritage
- Education
- Entrepreneurship
- Environment
- Sports & Adventure
- Wellbeing

#2: Which of the following target groups will you be most interested to learn more about and start a project for?

- By Age (e.g. Children, Youths, Adults, Seniors)
- By Socioeconomic Status
- By Life Stages (e.g. Work, School, Retired)

Want to find out more? You can read up on the [Sustainable Development Goals](#).



If you're still feeling stuck, try using the **Past**, **Present** and **Future** lens to see how you can further mine the issue and identify community needs.

Step 1

Think about the **Past**, what has been done before you?

Google is your best friend! Find out more about what has been done and documented here:

- Elderly, People with Disabilities, Youths & Children ([City of Good](#))
- Mental Well-being ([Youthopia](#))

Step 2

Think about the **Present**, what can you do now?

Speak to friends and family members who work or volunteer in the community, or an organisation that serves the community needs.



Volunteer for more experience. You can explore opportunities at [SGCares](#) or [Giving.SG](#).

Step 3

Think about the **Future**, what possibilities lie ahead of you?

Complete these sentences:

- What if... then...
- In an ideal world...
- If I had all the money and time in the world, I would...

WHO ARE YOUR USERS AND WHAT ARE THEIR NEEDS?

To create a defined and impactful project, you'll need to identify your users and their needs. Move beyond generic issue statements and empathise with their day-to-day experiences. Join Lynsy's journey in identifying and generating user needs statements for effective outcomes.



Case Study: PROJECT MOM-RV MIGRANT WORKER HERITAGE TRAIL

Lynsy actively participates in various school volunteering projects, but Project MOM-RV Migrant Worker Heritage Trail stood out. While learning about migrant workers, she experienced their hardships and sought insights from a Ministry of Manpower (MOM) representative and her teacher.

A visit to the dormitory provided crucial information for her planning. It was then that she discovered that migrant workers lacked Singaporean friends to learn about local culture from, leading her to create a user needs statement that fueled her motivation throughout the project.

Using Lynsy's journey, we break down the steps to guide you in drafting your user need statement. For example, Lynsy reflected on the guiding questions (Step 1) to identify the issue she wished to base her project on. Then, she proceeded to research, both online and in person (Step 2) before generating a user needs statement (Step 3).

Step 1

Consider these two guiding questions to figure out who your users could be.

1. Do you have a recent past experience just like Lynsy's heritage trail that can help you identify an issue you feel deeply about, and from there identify who is your most direct audience or user?
2. Who are the people that have an influence on the user identified above? When Lynsy identified the representative from MOM and her teacher as people with influence, she managed to get referrals to the management of the migrant workers' dormitory as the key point of contact.

Step 2

Just like Lynsy, you can start with desktop research to figure out what problems your users may be facing. If what you gathered is insufficient, arrange for a visit to conduct an interview to get a greater understanding of their needs.



Step 3

With the information, you can start generating user needs statements which can help you summarise the what, how and why the need exists for the user. The more detailed your statements are, the closer you'll be to understanding their needs.

This is what Lynsy came up with after her visit:

'Migrant workers need to better assimilate into Singapore's culture so as to feel more settled and less anxious during their time with us in Singapore.'

You don't have to stick to one user statement, come up with as many as you like and pick the one that resonates most.

_____ (a person/a group) needs _____ (what) so that/in order to/to
 _____ (insights to the user's goal)



DEFINING

Let's get down to the details of what your community project can look like.

In this section, you'll get to explore identifying and uncovering user needs, ideating and designing impactful solutions, as well as organising a strong team to get ready for implementation.

HOW DO YOU LEARN WHAT YOUR USERS NEED?

To validate your users' needs, go beyond desktop research and meet them in person. These real-life interactions bridge knowledge gaps that Google cannot answer. Read on to find out how Ming Hui gained certainty about his users and project idea by speaking to the Active Ageing Hub manager for a project involving seniors.

Case Study: PROJECT FILMS OF GOLD

An avid youth volunteer with Youth Corps Singapore, Ming Hui wanted to marry the energy of youths with the wisdom and experiences of seniors to create meaningful engagements. But these were just Ming Hui's ideals and assumptions. He needed to speak to someone who was serving seniors professionally to ascertain viability. Through multiple conversations with both the manager of an Active Ageing Hub as well as their seniors, Ming Hui found that seniors were indeed keen to (1) interact with youths as well as (2) share their stories and perspectives through film photography. With this information, Ming Hui successfully rolled out Project Films of Gold under the Youth Corps Singapore Eldercare Cluster. His project uses film photographs to foster intergenerational interactions and promotes positive mental well-being amongst seniors.



Similar to how Ming Hui identified who to reach out to gather new information, here are three steps you can take to uncover your target audience too!



Here are some tips you may wish to consider using to increase your likelihood of scoring yourself a meeting:

- Share with them your intentions of meeting them.
- Be polite in your request (get someone to vet through your message).
- Provide sufficient time for them to get back to you and offer alternatives (e.g. digital/physical meetings).
- Share with them the questions that you wish to ask them beforehand.



WHAT ARE SOME THINGS TO TAKE NOTE OF WHEN HAVING YOUR FIRST MEETING WITH DIFFERENT PEOPLE AND/OR ORGANISATIONS?

A good meeting requires effort before, during and after the meeting has ended. Prepare thoroughly, set up and wrap up the conversation effectively, and follow up afterward. Here are some steps to ace your meetings with various groups or organisations.

(BEFORE) PREPARING

Step 1

Research who they are and what they have to offer.

- What do they care about?
- Who do they currently reach out to?
- What are their key projects?
- What are the organisations known for?

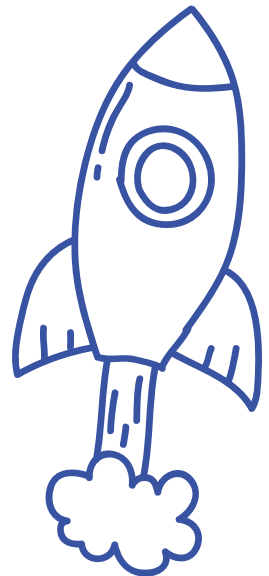
Step 2

Think about potential areas of alignment.

- What do you have that they might need and vice versa?
- Where do you think your interests/needs might overlap?

Step 3

Prepare questions you may have beforehand and send it to the person/organisation that you would be meeting.





(DURING)

SETTING UP THE CONVERSATION

Step 1

Introduction

- Introduce yourself and your team.
- Allow for an exchange to allow them to know more about who you are and to find out more about them (be curious!).
- Identify what you want to learn today.
- Share where you think your personal alignments might be.

Step 2

Build Rapport and Explore Emotions

- Ask open-ended questions.
- Listen attentively and understand their concerns. Use the “Five Whys” process to guide you. Refer to this [video](#) for more information.
- Think about how your team might contribute to their needs and what resources they have that your team needs.

Step 3

Thank You and Wrap Up

- Thank them for their time.
- Closing statement on how you'll follow up after this.
- Keep in contact. How can they reach you for further clarification?

(AFTER)

FOLLOWING UP

Remember it's not just what happens during the interview but what you make out of the new information gathered that matters. Debrief with your team the following questions:

1

What did you hear?

Exchange notes of what you heard and discuss what it means given your team's needs, wants and interests.

2

What are you missing?

What are some information gaps that still exist? Scan through your notes and see how you can follow up.

3

What's next?

How does this change/shape your user needs statements? Is there potential scope for collaboration? Who else do you need to speak to?



WHAT ARE SOME WAYS TO COME UP WITH IDEAS FOR YOUR PROJECT?

After identifying an issue and conducting a user needs analysis, discover new ideas that meet your users' expectations. Utilise the questions and ideation tools provided to kickstart the process of generating ideas.

QUESTION 1:

Are you already aware of existing ideas in relation to your users' needs?

NO

Explore with desktop research.

YES

QUESTION 2:

Do you/your team already have some ideas?

NO

Try the **'Reverse Brainstorming' tactic**.

YES

QUESTION 3:

Do the ideas excite you/your team?

NO

Try the **'Radical Collaboration - How Might I' tactic**.

YES

Proceed to **Defining on page 17** on how to choose your best ideas that are aligned to your project's goal.



REVERSE BRAINSTORMING

Step 1

Instead of asking 'How do I solve the problem?', ask 'What are the different causes to the problem?'.

Let's take **Ming Hui's case** as an example. Instead of asking 'How do I get seniors to be engaged meaningfully?', ask 'What are the different reasons behind the lack of meaningful engagements today?'.

Step 2

Brainstorm answers to the reverse question. Allow ideas to flow freely—don't reject anything at this stage.

Examples of responses include: language barrier, disinterested seniors, boring activities, hot environment.

Step 3

Once you've brainstormed the reasons, reverse this into solution ideas to the original problem.

A possible solution that Ming Hui could have ideated integrating data from Step 2 would be: Our team could design an engagement based on an existing activity that seniors are interested in, using a language they are familiar with, in a conducive environment.

RADICAL COLLABORATION

Step 1

Frame the problem that you're trying to solve with the following prompt 'How might I _____. For example: How might I help hawkers digitalise so that they can continue making a living?'.

Step 2

Find 5-10 friends who are not part of your project to come up with as many ideas as they can within 10 minutes—once again don't reject any idea at this point.

Step 3

Unpack the pool of ideas derived. Seek new perspectives that excite your team!



WHAT DO YOU DO IF YOU DON'T HAVE THE NECESSARY SKILLS/TIME/TEAM TO SOLVE THIS?

There can be times where despite your best efforts at narrowing down your users, scoping out their needs and ideating for solutions, it just doesn't work out. What do you do now? Use the matrix below to identify alternatives that may support your circumstance.



| Time | Skills | Team | Suggestion |
|------|--------|------|---|
| X | X | X | You've no time and not enough skills to run a project. <ul style="list-style-type: none"> Consider what actions you can take in your individual capacity that can contribute to the cause. Start to do some research on what's effective in contributing to a cause. |
| ✓ | X | X | You've the time but not enough skills to run a project. <ul style="list-style-type: none"> Consider volunteering in an organisation or join an existing initiative that works with the user you're interested in. You can start with volunteer platforms such as SGCares & Giving.SG. |
| ✓ | ✓ | X | You've the time and skills to run your own project, but don't have a team to follow through with. <ul style="list-style-type: none"> Consider looking for like-minded/skills-appropriate people to join you. Network or recruit on a platform for like-minded youths such as the Youth Action Challenge. |

WHAT DO YOU DO IF YOU FACE DIFFICULTIES NARROWING DOWN YOUR IDEAS?

Congratulations on having a bountiful list of ideas that you can tap on. Your 'happy' problem may now be on how you might choose from this list of ideas. Here are three approaches you can take to narrow down your ideas.

APPROACH 1:

"LIKE WISH WONDER..." APPROACH

If your ideas are still pretty raw and you'd like to continue stretching their potential, consider the 'I LIKE..., I WISH..., I WONDER...' approach. This approach is a simple reflection method to gather feedback.

Step 1

Give each team member 3-5 minutes to fill out one sticky note for each heading.

Remind the team to keep the project objectives in mind. E.g. effectiveness, feasibility.

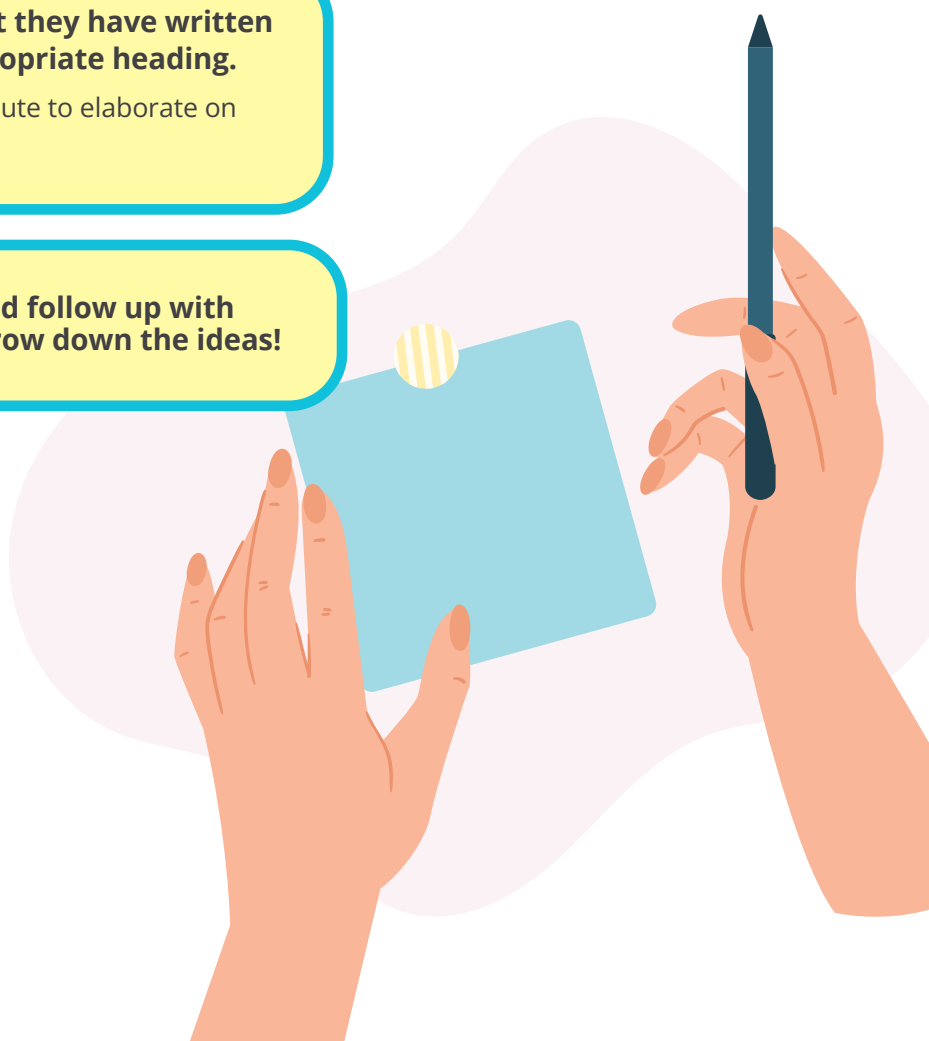
Step 2

Get everyone to share what they have written and place it under the appropriate heading.

You may give each person a minute to elaborate on their feedback.

Step 3

Synthesise the feedback and follow up with action steps to further narrow down the ideas!



I LIKE

To respond to 'I Like', you could think about what you like the most.

For example:

- > I like that we can potentially tap on the strengths of our team members to roll out this idea.
- > I like that the idea can be rolled out within a short timeline.

I WISH

To respond to 'I Wish', you could think about an aspect you would change if you had the chance to.

For example:

- > I wish we could consider involving the seniors more during the actual event to empower them.
- > I wish we could spend more time interviewing the seniors to get more details of what they need.

I WONDER

To respond to 'I Wonder', you could think about one thing that you would like to explore next.

For example:

- > I wonder if we could combine two of the ideas to make it more holistic?
- > I wonder who else we need to involve to make this idea reach more seniors?

APPROACH 2:

THE DECISION MATRIX APPROACH

If you've ideas that are already well thought through and you'd like to maximise the skills within your team, consider the **DECISION MATRIX** approach.

Step 1

List your ideas in the left column titled 'Idea'.

Step 2

Derive a list of criteria that matter to your project team and place it on the top row.

Step 3

Give each team member 3-5 minutes to rate.

Step 4

Tabulate the score and discuss follow-up actions. Should there be two ideas with similar scores, the team members may rank the indicators at the top row and choose based on which project idea had scored higher based on priority.



DECISION MATRIX

List all your ideas in the first column.

Rate how you feel about them according to each of the **criteria*** in the first row.

| IDEA | How meaningful | How relevant | How do-able | How delightful | TOTAL SCORE |
|------|----------------|--------------|-------------|----------------|-------------|
| | | | | | |
| | | | | | |
| | | | | | |

Legend

1 - Not at all

5 - Absolutely

*These criteria are derived from step 2 to guide your decision.



APPROACH 3: PROTOTYPE APPROACH

For live feedback, use **PROTOTYPING** to test your ideas with actual users quickly and at low cost. It helps identify if an idea is viable with less time and money invested.

Here are some principles when designing your prototype:

- Quick and inexpensive—don't spend too much time on it.
- Possible to make instant changes and test new iterations.
- Remember what you're testing for.
- Build with the user in mind and learn from the gap between expectations and reality.

Here are some ways you can prototype:

- 1. Join a volunteer event like Eiffa did**, to test idea feasibility. This is especially useful if there are already similar initiatives around you.

Case Study: BOON LAY COMMUNITY FRIDGE

Before starting their own project from the get-go, Effia and her team decided to volunteer first with the Residents' Network that had rolled out a community fridge initiative near their school. While they were clear about their passion for the environment, they wanted to find out more about what was being done currently.

At one of the volunteering sessions, they saw that there was more demand than supply, with throngs of seniors waiting to collect vegetables. Effia and team realised that this was something they could solve through a fresh produce donation drive within their school campus. Due to their willingness to prototype their potential idea with an existing initiative, the donation drive is now a mainstay initiative.



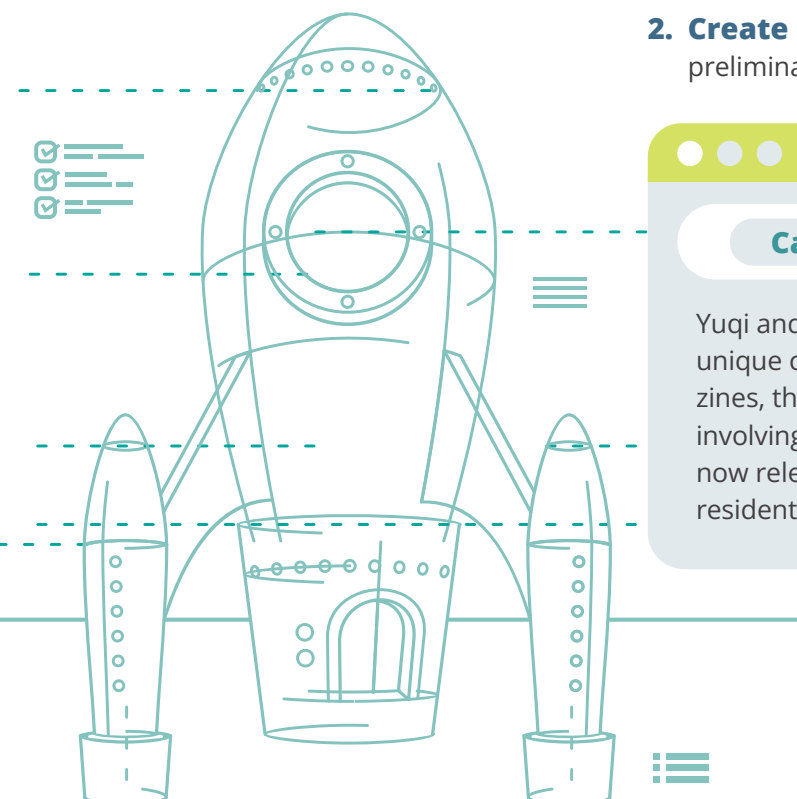
Start finding volunteer events that are relevant to your initiative at [SGCares](#) or [Giving.SG](#).

- 2. Create mock-ups or sketches** like Yuqi to have a preliminary idea of what your idea could look like in reality.

Case Study: KAMPUNG JURONG ZINE

Yuqi and Pok created Kampung Jurong Zine to document unique community stories. Inspired by Japanese community zines, they started with mock-ups and sketches, gradually involving residents in the co-creation process. They have now released four physical community zines, reaching residents across Jurong.

IDEAS



WHAT ARE SOME WAYS TO ORGANISE YOUR TEAM?

Building a successful project team involves art and science. Learn key principles and use the **S-M-A-R-T framework** to rally and motivate your team.



Discover how Claire and Emily applied these strategies to their community project.

Case Study: PROJECT CHINGUS

Claire and Emily initiated bi-weekly activities and tutoring sessions for underprivileged children in Project Chingus. While recruiting core members, they faced challenges such as varying levels of commitment and a lack of responses, impacting project progress.

It was then Claire and Emily decided it was necessary to communicate a clear and achievable goal. They changed things around and ran regular check-in meetings to review workloads and redistribute tasks for better alignment. It's this flexibility, openness to new ways of working, and clarity regarding the project goal that keeps Project Chingus going till today!

If you're keen to use the simple activity that Claire and Emily did to set, commit and agree to their project goals, follow the two steps below:



Step 1

Get each team member to write down their own understanding of what they think your project goal is using the S-M-A-R-T framework.

PROJECT CHINGUS

Project Goal:
To conduct bi-weekly tutoring activities with the help of volunteers for the children under YWCA so as to create a safe and fun environment for the children.

| | |
|----------------------------|--|
| S - Specific | Make mention of the specific duration and for which audience. For example: bi-weekly tutoring activities, children under YWCA. |
| M - Measurable | Frequency could be measured. For example: biweekly. |
| A - Aligned (Achievable) | Ran regular check-in meetings to communicate goals and review workloads. |
| R - Realistic and Relevant | Considered their limitations: |
| T - Time-bound | <ul style="list-style-type: none"> • Except during examinations. • With the help of volunteers. • Bi-weekly instead of weekly or daily. |

Step 2

Discuss and build consensus around a team goal and invite everyone's commitment to achieving it.

It can be tough managing a core team. This is a lifelong practice and skill to hone over time. Don't be too hard on yourself if things don't work out. For those who work directly with volunteers, refer to the [Volunteer Management Toolkit](#) for best practices!

Like what Claire and Emily learnt, here are some key principles you can practise when you start organising your team to ensure committed and aligned team members:

- Awareness and clarity of roles and responsibilities.
- Good mix of skills and experiences.
- Allow for flexibility to shift responsibilities when needed.
- Decisions are made based on the collective, not the individual.
- Be open to new ideas, perspectives, and risk-taking.
- Alignment towards project goals.

Proceed to [Implementation on page 26](#) on how to break down project goals into tasks and map those to your team's strengths.

WHAT ARE SOME WAYS TO DESIGN YOUR PROJECT TO CREATE IMPACT?

Before diving straight into what you're going to do, take a step back to consider the impact your project could or should create. Being intentional is the key here. Here we share with you a **Logic Model Tool** used to guide what should be measured so as to make sure your efforts pay off.

Step 1

Start from your **larger goal**, this can be your longer-term outcome for your user. If you're working on a longer-term project, you can even break it down to intermediate and short-term outcomes.

Step 3

What are **activities** you need to do to meet the outputs and outcomes?

Step 2

What are some **quantifiable outputs**?

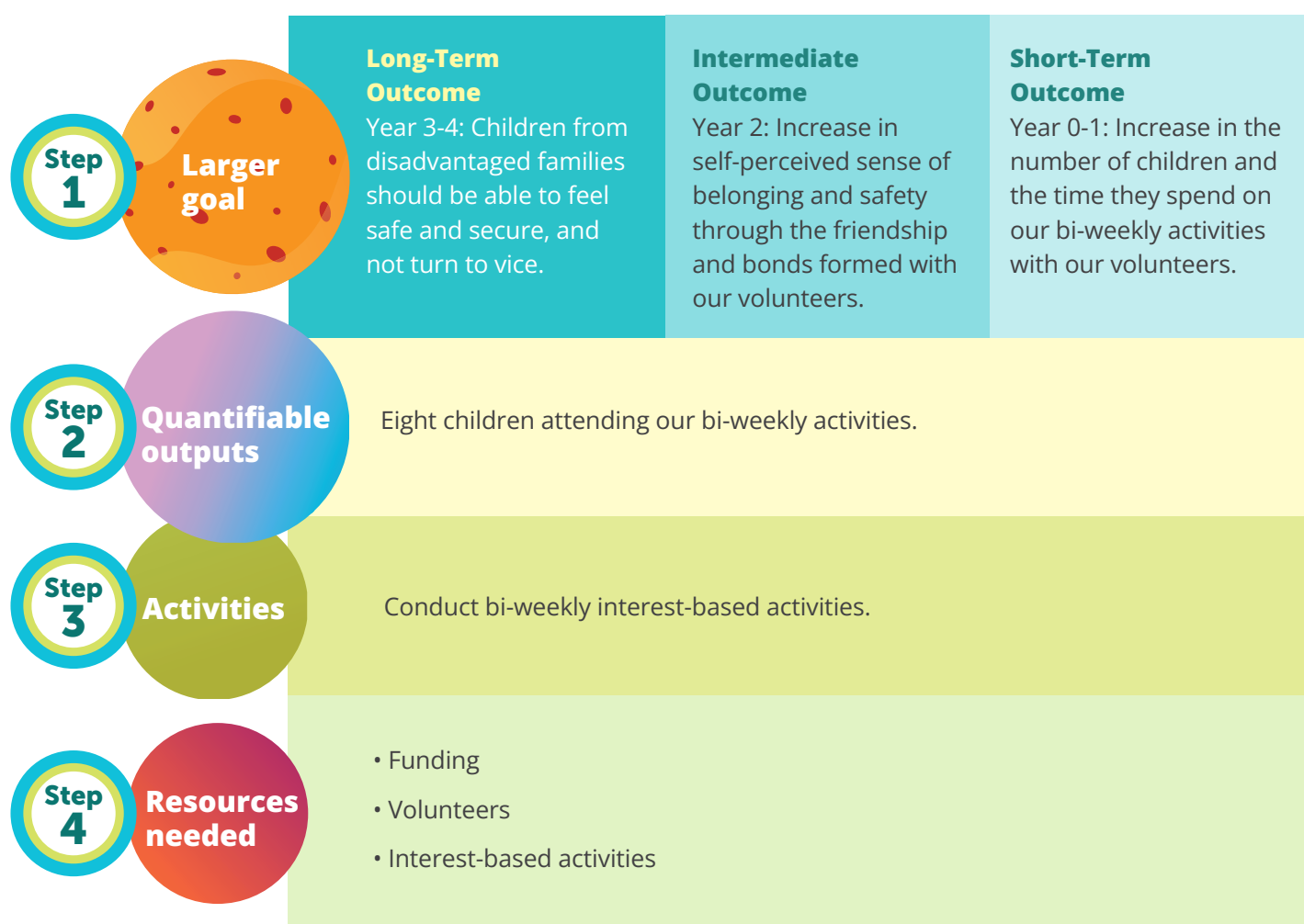
Step 4

What are the **resources** you need to make the activities happen?

For a more in-depth exploration of the Logic Model, refer [here](#).

Case Study: PROJECT CHINGUS

Remember Claire and Emily and their project goal? They went on to use the Logic Model to anchor their four-year project. Not only did it provide clarity for the team, but it also aided them in drafting their project proposal when seeking funding.



Like Claire and Emily, if you're working towards sustaining your project or even if you just want to ensure that your project delivers impact, consider using the Logic Model as a guide.



Need more support to increase the impact of your project?
 Schedule a consultation or coffee chat meet through [NVPC's services!](#)

IMPLEMENTATION

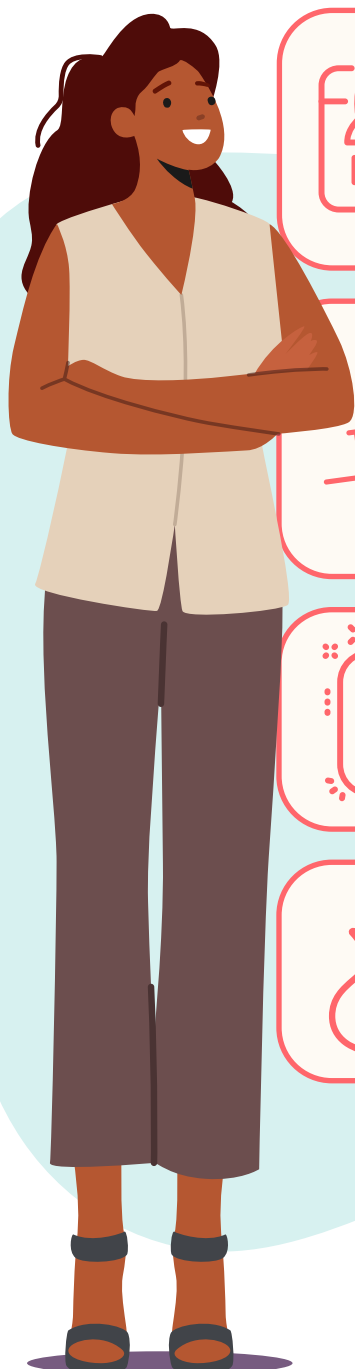
Start putting your plans into action.

In this segment, you'll discover tools that can help you organise your team effectively, identify important stakeholders and design a pitch that can rally resources you need for your project.



WHAT ARE SOME WAYS TO MONITOR AND MANAGE MY PROJECTS AND TEAM?

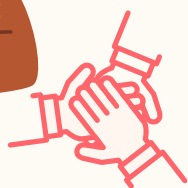
Once you've your project idea, goals, and activities in place, the challenge lies in ensuring smooth execution. To keep track, consider using a project management tool like the **Gantt Chart**. Follow the provided steps, example, and template to transform your ideas into actionable timelines.



STEP 1:

Determine your main tasks.

Look beyond project goals and begin to deconstruct the essential tasks required for your project.



STEP 2:

Gather buy-in from team members.

Task breakdown should be drafted with inputs from team members. Align roles and responsibilities based on their expertise and experiences.



STEP 3:

Establish a timeline for each of these tasks.



STEP 4:

If your project has a budget, allocate and distribute the budget accordingly.

GANTT CHART

| | BUDGET ALLOCATED | JAN | FEB | MAR | APR | MAY | JUN |
|--|---------------------|----------------------------------|-----|--------|-----|-----|---------|
| Task 1: Incentive-based Game Design | \$2000 | Alex + source for expert help | | | | | |
| Task 2: Game Material Design | \$500 | | | Jay | | | |
| Task 3: Volunteer Training and Engagement | \$200 | | | Jia Li | | | |
| Task 4: Monitoring and Tracking of Impact | \$0 | | | | | | Aaliyah |
| Task 5: Budget and Resource Management | \$0 | Hidayat | | | | | |

Note: When budgeting, you might need additional resources beyond your team. Use the list below to identify the support you require and whom to reach out to.



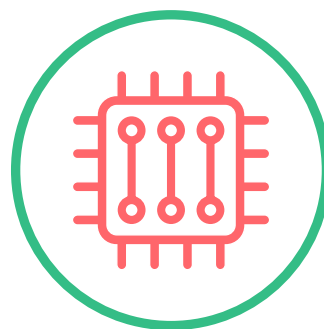
Human Resources

Volunteers or skilled professionals and/or expertise.



Physical Resources

Facilities and supplies, e.g. event spaces, logistics.



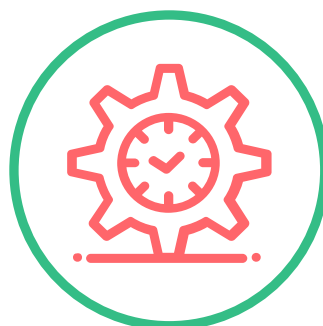
Technical Resources

Technology, machineries or equipment.



Financial Resources

Funds, grants, monies through fundraising.



Time Allocation

If the lack of time or commitment is keeping your project on hold or at bay, start re-looking at downsizing scope, expanding the timeline or outsourcing (refer to Human Resources).

WHAT DO YOU DO WHEN APPROACHING YOUR STAKEHOLDERS FOR RESOURCES?

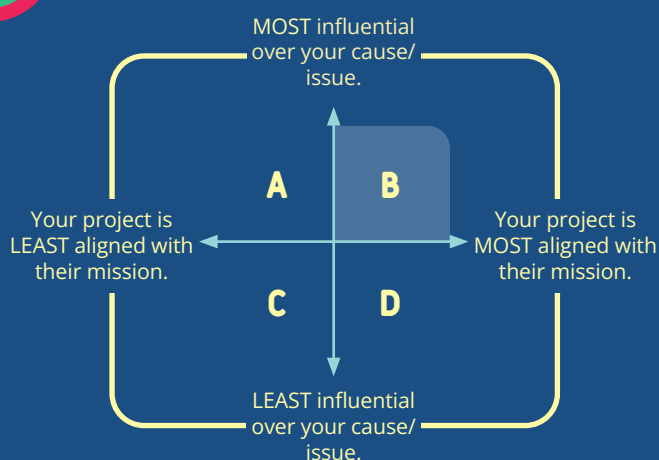
Just as you understand your users' needs, be clear about your offers and requests when approaching stakeholders. Align interests before seeking support. Follow the four steps below for better chances of getting what you need.

Step 1

Write down the people, groups or institutions that are likely to have resources that you need.

Step 2

Place them in the two-by-two quadrant below as you take reference from the descriptors.



Step 3

For effective outreach, prioritise reaching out to stakeholders who fall under Quadrant B.

Step 4

Research and identify areas of interest for these stakeholders and what you've to offer that can meet their needs.



WHAT DO YOU DO IN YOUR PITCH TO STAKEHOLDERS?

Are you looking to fundraise, seeking a grant for your projects, or simply hoping to communicate the value of your project and gather other forms of resource support? There are many ways to pitch to your stakeholder and there's no magic to this. With a simple five-step elevator pitch framework, you can craft your very own pitch!

PITCH PERFECT—ELEVATOR PITCH

Step 1: Identify the **Problem**.

Step 2: Articulate the **Opportunity**.

Step 3: **Demonstrate** groundedness by sharing some practical challenges.

Step 4: Share **The Promise**, state how your solution can mitigate these challenges and solve the problem.

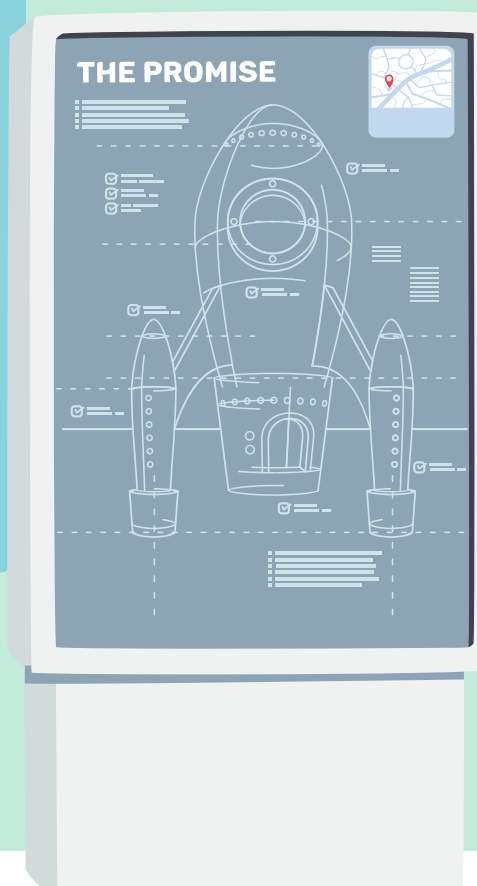
Step 5: End off with a clear **Request** about what you're seeking from your stakeholders.



Remember this can go beyond funds and you can request venues, gifts, expertise, and/or sponsorships.

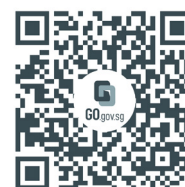


To note: The framework shared above is one of numerous frameworks out there that you can make use of. Do check in with the programme funder/stakeholder if they have any specific pitching framework that you need to adapt to.





Take reference from how others have done it, so as to improve your own pitch. Hit the links or scan the QR codes to see how fellow project teams have pitched their projects!

**Team Utopia****Jalan Journey**

WHAT ARE SOME WAYS TO ATTRACT AND RALLY MORE PEOPLE TO JOIN YOU?

Crafting a compelling project narrative involves purpose, community, and urgency. Explore Marshall Ganz's **Self, Us & Now** framework through Gerard's personal pitches that have led him to rally a group of like-minded individuals to create Project "What drives youths to the streets?"



Case Study: WHAT DRIVES YOUTHS TO THE STREETS?

"You're an academic failure." This was one label that stuck with me in Secondary 3 when I dropped out of school. Grades defined me and when I started to fail, I found myself unable to pick myself up and try again. I gave up on myself then. Thankfully, there were individuals who stuck by me and continued believing in me. That made the difference to begin again. I realised that labels were powerful and could paralyse individuals into a cycle of helplessness. It's especially in those moments when we can't seem to pick ourselves up that we need individuals who refuse to give up on us.

That inspired me to be that person to other youths who were cast away as failures in our society with labels attached to them. I started volunteering at the Ministry of Social and Family Development hoping to rewrite these labels. That sparked the idea to creatively direct a video that featured individual stories of overcoming personal adversities and rewriting the labels in the process. Check out the video [here](#).

Now more than ever, we need individuals to persistently journey with our youths in rewriting those labels. It didn't stop for me with just that video. I hope to continue spearheading opportunities for youths who went through personal challenges to share their stories, in the hopes that this would inspire others to join the journey with them. Together, we'll rewrite those labels and help others write the next chapter in their lives with the hope that regardless of personal adversities, what might seem like **The End**, is really just another **Beginning**!

Now it's your turn to craft your own personal call-to-action stories and practise communicating these with people around you today. Follow the **Self, Us & Now** framework below:



STORY OF SELF

Gerard started with a specific moment that influenced how he thought/felt towards an issue.

STEP 1: What's the challenge you're responding to?

STEP 2: Why'd you make the choice you made? How does it feel?

STEP 3: What has it taught you today?

STORY OF US

Gerard continued to elaborate on the challenge he decided to take on with/for the issue.

STEP 1: What's the root of the challenge you uncovered?

STEP 2: What specific actions are you taking?

STEP 3: What hope can you give as a result of your choice?

STORY OF NOW

Gerard emphasised a specific action and articulated why it's important to act now.

STEP 1: Why is it urgent for them to come onboard now?

STEP 2: What will the future look like if we do come together?

STEP 3: What's the specific action you're asking them to take?

EVALUATION

Beyond the doing, it's now time to review, measure and communicate your impact.

In this segment, you'll explore common frameworks and tools to communicate what success looks like to your stakeholders. The section also covers how you can gather feedback to plan for what's next.



WHAT DO YOU DO POST-PROJECT?

One of the crucial characteristics of a well-designed project is its ability to evaluate both the outcomes (the 'what') and the process (the 'how'), typically put together as an After-Action-Review (AAR) report. Your team can collectively evaluate the project based on the key factors below.

| | OUTCOME: Focus on asking the 'what' was achieved | PROCESS: Focus on asking the 'how' of what has happened through the duration |
|-------------------------------|--|--|
| Time | Compare actual time taken against the planned timeline. What were some planned project lines that were completed faster or required more time? | How was the project timeline managed? |
| Resources | Compare other resources that are expended on the project, for example, print materials, number of volunteers recruited etc. Review whether resources were under or over-utilized. | How could we further maximise resources? |
| Team Dynamics | Conduct a review with your team on their overall sentiments/sense of achievement. What did they think they had achieved or not? | How were roles and responsibilities distributed? |
| Stakeholder Management | Review the satisfaction level of your stakeholders. Conduct a simple survey form or post project conversations, especially important if you're establishing a longer term partnership. | How were stakeholders managed through the process? |
| Cost | Compare actual expenditures to the planned budget. | How else can we better manage our budgets? |
| Impact and Quality | <p>Compare your project team's actual output and outcome against the planned project goals.</p> <p>Examples of output indicators:</p> <ul style="list-style-type: none"> • Number of children the project has reached out to • Number of outreach activities conducted in the past month <p>Examples of outcome indicators:</p> <ul style="list-style-type: none"> • Children have an increased awareness of the importance of healthy eating habits. • Children are now actively choosing healthier food options. <p>Utilise results derived from surveys, feedback forms against your set out targets.</p> | How can we increase our impact and improve what we've set out to deliver? |

Turn your AAR into a post-project report for funders and stakeholders. Consider communicating these to your volunteers through email or social media and close the loop on the impact of your project.

Proceed to [Evaluation on page 36](#) to explore how you can plan for project continuity.

WHAT DO YOU DO TO GATHER FEEDBACK?

Feedback shouldn't just be an afterthought. When planned well, it can help your project gain merit, and establish networks and goodwill for future project needs. Consider both internal and external stakeholders when gathering feedback. You can find categories of stakeholders below and the methods of feedback collation for your consideration.

INTERNAL AND EXTERNAL STAKEHOLDERS

1. Team members
2. Volunteers
3. Partners/Stakeholders/Sponsors
4. Participants

EXAMPLES OF VARIED METHODS OF FEEDBACK COLLATION

1. Qualitative methods: Interviews, focus group discussions
2. Quantitative methods: Surveys, questionnaires



Want to learn how to evaluate your project more deeply? Deep dive into the Practical Guide to Evaluating Community Projects [here](#).



WHAT DO YOU DO IF YOU WISH TO SUSTAIN YOUR PROJECT?



Change and effect takes time. It takes well-established communities at least 6-12 months to witness the effects of change.

Consider one of the following options to sustain your initiative, especially if your output and outcomes are healthy.

1. You don't have to start from scratch.

Plan within existing initiatives and create micro-programmes within their structure. This alignment would increase chances of continuation.

2. Convince partners who have been working on similar issues/causes to adopt your idea.

Persuade and convince partners by crafting a pitch based on what you've learned. Use the feedback data to support your idea.

3. Always plan for succession.

Consider succession planning for the future project leader. Develop the next director from your core team or volunteer pool as they are familiar with your work.

Case Study: PROJECT BACH

Inspired by her senior's encouragement, Kai Zhao took on the leadership role of the befriending project. Knowing she would eventually graduate, she began identifying potential successors among junior volunteers through informal conversations. After careful consideration, juniors agreed to continue the project, ensuring its continuation as Befriending and Coaching Humanitarian (BACH).

4. Collaborate and amplify.

All is not lost if Steps 1-3 don't work. Host your project online! Consider [Groundup Central](#). You never know who else may be looking for a similar cause to adopt and take further!

5. Return to the Logic Model—get inspired to continue what has not yet been achieved!

Nothing beats revisiting your goals—this time wiser and more adept. Refer to [Defining on page 23](#) to find out how! If you're ready to take the journey further, consider registering yourself and scaling your project into a social enterprise.

RESOURCES

We hope this guidebook has given you a good head start.

In the final section, we've specially curated a list of supplementary resources that you can leverage to take your project further.



1

Platforms to connect you with like-minded peers

- **Youthopia:** Read affairs that matter to you and join in conversations to meet like-minded youths
- **Holler:** Participate in discussions to represent youth perspectives and meet other like-minded members
- **Groundup Central:** Check out what other groundups are doing and reach out to them for opportunities or to learn

2

Funding resources to support your project

- **Youth Action Challenge:** A four-month incubator programme with curated workshops, access to industry professionals and grants up to \$50,000 for you to work on challenge statements that benefit the community
- **Young ChangeMakers:** A by-youth-for-youth programme with grants up to \$5,000 to guide and support your project
- **National Youth Fund:** A grant to support youths or organisations that seek to better meet youth needs, co-curate and offer more opportunities for youths to be empowered and be the change in taking action
- To find out more on other funding resources, visit [OurSG Grants Portal](#) or [Groundup Central](#).

3

Possible venues to host your project

- **The Red Box, Youth Corps Singapore:** Located right opposite *SCAPE, this is a perfect venue for you to host training sessions, facilitation programmes and run activities with your team or beneficiaries
- ***SCAPE:** Located in the heart of Orchard, *SCAPE offers large space for you to host your project
- Check out this [list](#) for other space options for your groundup's activities

4

More resources on how to develop and manage your project

- **NCSS Social Innovation Starter Kit:** A NCSS Starter Kit to share innovation and design thinking tips, tools and frameworks contextualised to the social service sector
- **Rapid Brainstorming Tool:** A brainstorming tool that allows one to think out of the box and open up limiting beliefs for innovative ideas
- **Guide to Evaluate Community Projects:** A guide that offers insights on how to measure project progress, collect information for evaluation and meaningfully analyse data to increase the impact of your project

5

Amplification opportunities

- **Youthopia:** Have an event coming up that you want to amplify? Hop over to Youthopia and share it with us now!
- **Groundup Central:** Publicity opportunities for groundup events in Groundup Central Telegram channel are also available at this site

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