

## **Tote Board Non-Profit Sector Transformation Initiative (TB-NTI) - Organisation Development Programme**

Updated as of 7 Nov 2018

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**Tote Board and NCSS has the discretion to revise the contents of the factsheet from time to time, if required.**

Strategic Partner:



## 1. Introduction

As a strategic grant-maker, Tote Board has approved over \$9 billion in grants for the past 30 years to support worthy social and community causes in Singapore. As part of its grant-making initiatives, Tote Board seeks to boost the capability and capacity of the non-profit sector, so that non-profit organisations (NPOs) can better deliver their services to their clients and beneficiaries, towards forging a resilient, caring and inclusive society in Singapore.

## 2. Objective and Overview of the OD Programme

The **Tote Board Non-Profit Sector Transformation Initiative (TB-NTI) - Organisation Development (OD) Programme** aims to help up to 10 NPOs (with charitable status) from the Community, Social Services, Sports, Arts and Health sectors on their organisational transformation journey, by offering support and expertise to develop and strengthen their organisation capability, for a period of 3 years.

The NPOs to be selected should be highly committed to pursue excellence and continuous improvement, and aspire towards organisational transformation through a holistic approach towards Organisational Development (OD), as detailed below.

The transformation journey would include the following phases:

- a) Selected NPOs to undergo a diagnosis of the current organisational state, based on Enterprise Singapore's Business Excellence (BE) framework;
- b) Using the results of the diagnosis, selected NPOs to develop a clear strategic plan and transformation roadmap for up to the next 3 years;
- c) Post-implementation diagnosis of the NPOs' organisational state, again using Enterprise Singapore's BE framework.

## 3. Strategic Partner

Tote Board has appointed the National Council of Social Service (NCSS) as its Strategic Partner for this programme to implement the OD efforts in the NPOs.

Aside from the support to the NPOs, part of the funds would also be set aside for NCSS to facilitate impact evaluation of the OD journey in NPOs, as well as learning and sharing to benefit other NPOs in the wider sector.

## 4. Selection Committee

Tote Board will convene a multi-sector Selection Committee, including senior representatives from the Community, Health, Social and Education sectors to give it a strong cross-sector, non-profit focus. The Selection Committee will be selecting the 10 NPOs, as well as provide advice along the journey.

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## 5. Selection Process

NPOs applying for this programme would be evaluated based on these key selection criteria, namely:

- a) **Transformation Plans** – Aspirations and future plans for transformation in the area of OD;
- b) **Current Use** – Existing initiatives embarked upon by the organisation to transform itself;
- c) **Leadership Commitment** – Buy-in of Key Management and Board in the transformation process and journey; and
- d) **Criticality and Impact of Services** – Criticality and impact of the NPO's services and programmes to the wider sector and society.

Tote Board hopes to select 10 organisations for this programme over a period of 5 years. The organisations shall be selected on a rolling enrolment basis, with the first grant call to be opened from 8 Nov 2018 to 7 Jan 2019 (2 months).

## 6. Journey for selected NPOs

Following the selection process, a consultant appointed through NCSS shall provide an initial diagnosis of the organisational state using the BE Framework. Following which, the NPO shall co-craft a strategy plan and implementation roadmap with the consultant to guide its transformation journey and OD efforts. A post-consultancy diagnosis after the implementation of the strategy plan will help organisations to evaluate the results of its initiatives. NPO can consider, separately, whether to embark on BE-related certification.

## 7. Support from Tote Board for NPOs

We estimate each NPO will require a total transformation budget of \$1m over 3 years. Of which, Tote Board would fund up to 90% of the expenditure for each NPO, at up to \$0.9m; while the NPO co-funds the remaining 10% (estimated at \$0.1m)<sup>1</sup>. The co-funding level is significantly higher than Tote Board's general co-funding levels for other projects.

The guidelines on the use of funds are as follows:

- a) Funds should be used specifically for OD-related initiatives under the Strategic Plan and should not be used to cover direct programme costs.
- b) A portion of the funds should focus on Human Capital Development efforts and not just 'non-manpower' items like IT systems. Examples where the funds could be utilised may include (but not limited to):
  - i. Hiring of related OD Manpower or engagement of professional expertise;
  - ii. Human Capital Development – Staff Welfare, Training and Development;
  - iii. Professional coaching and mentoring;
  - iv. NPO specific development programmes;
  - v. IT, Digitalisation and systems development;
  - vi. Branding, Marketing and Communications;

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<sup>1</sup> Tote Board will allow NPOs to tap on other sources of funding (e.g. Care and Share Matching Grant) to cover the balance 10% share as long as the NPO reports the sources of funding used.

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- vii. Volunteer Management, attraction, deployment and retention;
  - viii. Risk Management and Mitigation;
  - ix. Financial Management and Controls;
  - x. Work environments and physical infrastructure.
- c) Prudence and sustainability: Whilst NPOs are empowered to utilise the funds flexibly, financial and operational prudence is expected, with a focus on long term sustainability beyond the 3 years.
- d) 'Above the baseline': The NPO should not use the Board's funds to substitute existing activities that are already funded from operating, restricted, donation or reserve budgets. The efforts should be clearly 'above the baseline' support that would otherwise have not taken place unless through this OD transformation funding.

## 8. Eligibility & Funding Guidelines

Organisations should be NPOs registered under the Charities Unit and have programmes and services that are primarily based in Singapore. We are also focused on selecting and developing NPOs with a significant outreach in their respective fields.

As part of our funding guidelines, we would not support:

- a) Projects that only benefit only an individual;
- b) Religious activities for the promotion of a certain religion;
- c) Political activities for the promotion of a certain political ideology or party;
- d) Commercial project(s) for the purpose of profit-making;
- e) Debt/loan repayment;
- f) Payment for services of professional fund-raisers and canvassers.

## 9. Frequently Asked Questions

### Objective

**Q: What is the objective of this OD effort?**

A: This OD effort aims to empower and enable NPOs to embark on a transformation journey over a period of 3 years, so as to provide greater impact in the work they do with their beneficiaries and service users.

### Business Excellence Framework

**Q: What is Business Excellence?**

A: The Business Excellence Framework by Enterprise Singapore is a well-recognised cross-industry OD tool that guides organisations in their process of organisation excellence. As an internationally benchmarked quality improvement tool, the BE framework provides a holistic view of the key areas relating to an organisation's health and development, including (i) Leadership, (ii) Customer, (iii) Strategy, (iv) People, (v) Processes, (vi) Knowledge and (vii)

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Results, which are the necessary ingredients for an organisation to function with sustainability and high performance.

**Q: What is Organisation Development?**

A: OD is the work of facilitating and sustaining an NPO's success, by aligning the structural, strategic and operational realities of the NPO's work to meet the changing needs of a future society in Singapore. In this regard, we would be employing BE as a holistic, validated and internationally-regarded tool to guide NPOs towards this path of sustainability and high-performance for the long-haul.

**Q: Why did Tote Board choose the BE Framework as the guiding basis of the programme?**

A: We have adopted the framework for the following reasons:

- a) It is a cross-sector industry framework that has been widely validated in the private and public sectors, and is being used by several NPOs in the social service, education and community sectors in Singapore;
- b) The BE framework is an internationally recognised framework that is benchmarked with other comparable global excellence frameworks, developed with the Singapore context in mind;
- c) The BE framework serves as a rigorous and objective tool for excellence and continuous improvement across key organisation domains, with strong industry backing and a ready pool of Singapore-based assessors.

**Q: Is BE applicable to the NPO sector?**

A: BE has been applied to the NPO sector, and some, albeit few, NPOs have undergone the BE framework.

**Selection Process**

**Q: How would NPOs be selected for this programme?**

A: Tote Board shall launch a grant call for interested NPOs to apply. Shortlisted organisations would be invited for an interview with a Selection Committee, based on eligibility criteria and organisations' willingness and readiness for OD transformation and championing, following the submission of the detailed application form.

**Q: Can organisations who have already gotten some accreditation or awards come on board?**

A: Yes. We are open to organisations with previous accreditation (both local and overseas) experience and background.

**Q: How much say will selected organisations have in the project?**

A: Organisations will be in the driver's seat from the start to the end of the project, crafting the strategy plan with the guidance of the consultants, and more importantly, embarking and driving the needed transformation plans in the area of Organisation Development via a 'whole-of-organisation' perspective over 3 years, instead of piecemeal projects.

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## **Programme Support and Commitment**

**Q: What is the role of NCSS in this OD effort?**

A: As our key partner, NCSS' role involves management of the overall project, including coordination of all stakeholders, management of project funds, communication efforts and support to the Selection Committee.

For the NPOs, NCSS will play the role of a Facilitator in supporting the NPOs throughout the journey for example; supporting the selection process, providing panel of consultancy services, facilitating the progress of each NPO's journey and running Champion Circles for sharing of the programme.

**Q: What is the difference between this OD effort compared to other previous OD efforts?**

A: Unlike other OD efforts that are often NPO-initiated and project-specific, this OD effort seeks to provide a more holistic wrap-around support for the NPO. As such, the scale, scope and quantum of funding support is significantly higher. One way this effort provides wrap-around support is its inclusion of both a diagnostic assessment of organisational health, and supported interventions and resources to effect process improvements over a multi-year period.

**Q: How much funds would each NPO receive? Is there an allocated cap per NPO?**

A: Tote Board has budgeted a transformation fund of \$1m per NPO. Of the amount, Tote Board is willing to co-fund up to \$900,000 of the funds, at up to 90% co-funding.

**Q: How much funding will a NPO have to commit on its own?**

NPOs will be required to cover 10% of the project costs up to \$100,000. Tote Board will allow NPOs to tap on other sources of funding (e.g. Care and Share Matching Grant) as long as the NPO reports the sources of funding used.

**Q: What is the arrangement on the hiring of full-time personnel?**

The Organisation will secure its own required personnel to manage this project, and the funds can be drawn from the Board's funding.

**Q: Would NPOs be able to tap on this fund alongside other existing government grants?**

A: We would encourage selected NPOs to tap on this funding as the first source of OD support. However, should projects be already funded by existing grants (such as the VWO Charities Capability Fund (VCF), Care and Share, Community Silver Trust, Community Chest etc), NPOs may choose to claim 90% of their additional needs via this programme. However, NPOs are to declare the actual funding they will tap from the respective pots of funding.

**Q: How long is the duration of this programme?**

A: The duration of the transformation programme is estimated to last maximum of 3 years, including the initial stage of diagnosis, followed by relevant interventions and projects as well as the post-intervention stage.

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**Q: Who would administer the funds to NPOs?**

A: As the strategic partner of this effort, NCSS will administer funds to NPOs.

**Q: Would NPOs be required to apply for Singapore Quality Class (SQC) and related BE awards as part of this programme?**

A: Tote Board would not make it mandatory for selected NPOs to apply for SQC or related BE awards. However, NPOs are encouraged to do so since the entire programme is built upon the BE framework as the tool.

**Q: What would be expected of the 10 selected NPOs in this programme?**

A: In addition to the existing OD transformation work, the selected NPOs should take on opportunities to share their experiences and best practices in OD with the wider non-profit sector and also share the related insights. NPOs are also expected to provide regular reports (including audited statements) to NCSS and the Selection Committee on the progress of its efforts.

**Q: Who would be the experts/consultants working with the NPOs?**

A: The programme would utilise the expertise of consultants with a combination of strengths in OD, the various Business Excellence domains and previous experience in the non-profit sector, selected through a range of tender processes, based on structured evaluation criteria set by NCSS.

**Q: Will the programme apply to all the organisation's services/programmes?**

A: This project will be applied primarily to the organisation Headquarters.

**Q: Will the funding be on a grant model or a reimbursement basis?**

A: The funding will follow a grant model managed by NCSS.

#### **Other related questions**

**Q: After 3 years, what further support can TB or NCSS provide for selected organisations to continue the OD Journey?**

A: After this OD Journey, organisations can continue to apply for existing schemes relating to OD such as VCF, as well as relevant schemes by respective sector developers.

**Q: Would Enterprise SG's BE Awards process be any different for organisations on this OD effort?**

A: The same Enterprise SG awards process will be the same as any other organisation outside the programme.

**Q: Will organisations receive the BE awards through this project?**

A: This project draws on the BE framework as a diagnostic tool and anchor to the OD Journey. Organisations are free to apply separately for relevant BE awards.

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**Q: What about smaller NPOs and Social Enterprises?**

A: Our efforts are currently focused on NPOs who are charities, who display a commitment towards OD, regardless of size. The selection committee will access from the pool of applicants who may best be suited for this programme.

**Q: Would there be any measurement of impact as part of this process?**

A: NCSS would be supported to appoint an impact evaluation partner as part of this programme. NPOs are required to provide the necessary support to the impact evaluation organisation as part of this learning process.

**Q: What happens if an organisation pulls out?**

A: Organisations will be selected based on keenness and readiness to commit to the project over the entire project period for up to 3 years. Should an organisation drop out, Tote Board shall also work with the affected organisation on the potential financial disbursements / recall of funds if necessary (if funds have been disbursed).

**Q: Does Tote Board and NCSS have plans to expand this project?**

A: Tote Board and NCSS envision an NPO sector with stronger OD capability. We will be monitoring this OD effort closely to decide on forward plans.

**Q: How will selection for this effort affect the daily operations of the organisation?**

A: Due to the time and capacity required for the project, an understanding will be established at the onset that applying organisations are able to commit the day-to-day time, resources and attention to it, including but not limited to the funded dedicated headcount.

**Q: Will service users be involved in this OD effort in any way?**

A: Service users are not expected to be involved in this project.

**Q: Will selected NPOs be evaluated?**

A: There will be no formal assessment, but organisations are expected to show improvements in at least 2 of the 7 BE domains.

## 10. Contacts for enquiries

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