

# COMMUNITY CAPABILITY TRUST





## Supporting the transformation of our social service sector

The Community Capability Trust (CCT) was created to drive capability and capacity-building within the social service sector. With the demand for social services set to increase in scale and complexity, the CCT is dedicated to developing stronger social service agencies (SSAs), which are equipped to make more sustainable use of resources to deliver better service outcomes.

Fittingly, the three Ts in the logo form upward arrows that symbolise the Trust's mission. The Ts represent a towering tree that embodies the long-term growth of the social service sector, nurtured through the funding of the Trust and rooted in community partnerships.

The colours blue, red and orange represent the key partners supporting the Trust: the Ministry of Social and Family Development, the National Council of Social Service (NCSS), and Community Chest.

## Strong social service agencies are needed to better serve those in need of support.

Traditionally, funders have preferred donating to programmes that directly benefits service users (programme funding). However, as needs become more complex and demand for social services grows in scale, it is no longer enough for us to focus on meeting just the immediate needs of service users on the ground.

With such limited resources, one of the ways of stretching the donation dollar is by strengthening our social service agencies (SSAs). By doing so, we will make them more sustainable and more impactful in what they do. It is for this reason that the CCT has been set up.

With the CCT, the social service sector will be funded for growth in a systematic and integrated manner – to ensure that SSAs have strong organisational and manpower competencies to enhance productivity and service delivery. Stronger SSAs will in turn be able to support more service users with better services, thus multiplying the impact of the original donation.

SSAs that are able to adopt technology to improve productivity can now look forward to serving an increased number of social service users with greater efficiency. SSAs who are equipped with volunteer management capabilities will also be able to tap additional manpower resources from the community to support their service users, thus improving the quality of their service delivery.



Capability and capacity-building for the social service sector have always been a priority for the government and NCSS, with many of our initiatives and funds in the past having yielded good outcomes. However, to amplify and sustain the impact of these initiatives, we need the support of our community and corporate partners – to shift from a fundraising mindset with a focus on the 'now', to a philanthropic mindset that funds the sector for the long-term and sustainable growth.

We hope that our partners and donors can see the CCT as a way to complement traditional programme funding and create a legacy with their donation. With strategic partnerships by the people, private and public sectors catalysed by the CCT, we can ensure that the sector stays future-focused, resilient, and ready to meet the challenges which lie ahead.

Please join us in this quest.

**Anita Fam**  
President,  
National Council  
of Social Service

**Phillip Tan**  
Chairman,  
Community Chest

## INTRODUCING THE COMMUNITY CAPABILITY TRUST

**The CCT is a Charitable Trust set up by MSF and NCSS and is dedicated to developing stronger SSAs. It will build upon our 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.**



**Social service agencies need to be equipped with the appropriate capabilities and capacities to keep up with the increasing demands and complexities of social service needs.**

#### Top 5 challenges faced by social service agencies\*



Fundraising and engagement  
**54%**



Managing knowledge and risk  
**29%**



Developing a strong senior management team  
**34%**

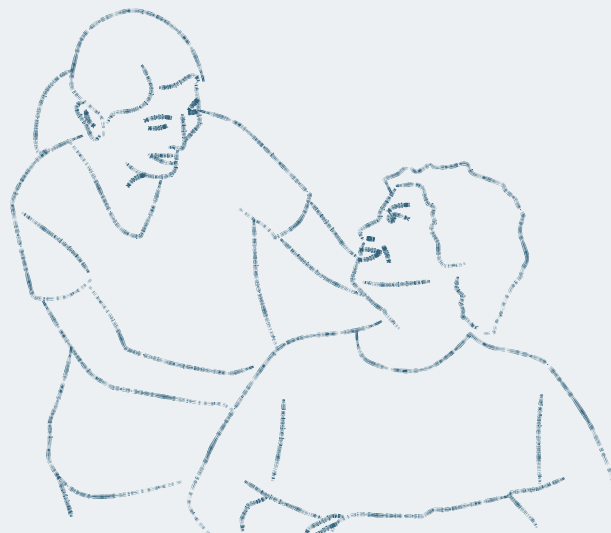


Managing financial resources  
**26%**



Managing human resources  
**26%**

\* Based on % of respondents from 141 EDs surveyed who chose the area as one of the top three challenges. Findings from the NCSS Social Service Sector Survey 2021.



## OUR VISION FOR THE SOCIAL SERVICE LANDSCAPE

**We aim to build social service agencies that are:**

- Equipped with the capability and capacity, to expand services and strengthen delivery to meet unmet needs
- Are future-ready and able to cope in a resource-tight environment through adoption of technology and digitalisation efforts
- Supported by the people, private and public sectors, with a common goal of building a caring and inclusive society



**“We envisage our SSAs to be driven by committed social service professionals, who are augmented by volunteers, and organisations that are enabled by technology. All this with a common purpose to better serve the needs of end users and Singaporeans. To build a more caring and inclusive society.”**

**Minister Masagos Zulkifli**

Minister for Social and Family Development

## BUILDING SOCIAL SERVICE AGENCIES OF THE FUTURE

### How the CCT aims to future-proof social service agencies



Provide SSAs a long term source of funding for initiatives that strengthen their organisational capabilities and capacities.



Provide SSAs with relevant schemes and programmes that support their organisational development.

### Outcome

**Social service agencies are well placed to deliver better services and stretch the funds committed to services.**

“Several existing capability and capacity-building initiatives have allowed AMKFSC Community Services to strengthen our organisational development, digitalisation and volunteerism efforts to harness better tools, frameworks and platforms to future-proof our agency and, more importantly, better serve our beneficiaries. Moving forward, I believe the creation of a dedicated fund like the CCT will create a momentum that proliferates to many other SSAs, enabling us to build an eco-system of growth and learning as a social service tribe.”

**Dr Vincent Ng**

CEO of AMKFSC Community Services

### Organisational development areas supported include:

1. Board capabilities
2. Evaluation and research capabilities
3. Financial sustainability
4. HR capabilities
5. Innovation and productivity
6. Volunteer management capabilities

## A DEDICATED AND LONG-TERM SOURCE OF FUNDING SUPPORT FOR THE SOCIAL SERVICE SECTOR

To rally the community in support of this long-term vision for the social service sector, the Government and Tote Board will match donations from FY\*2021 to end-FY\*2030.


Community Chest, the fundraising and engagement arm of NCSS, will spearhead fundraising efforts for the CCT.

This fund will be made up of contributions from the Government, Tote Board, and the community.

\* The financial year is defined to be from April to March of the following year.

### Benefits of supporting the CCT:

- Donors can make a big impact to service users by playing a key role in strengthening SSAs' corporate functions, capabilities and capacities, an under-invested area.
- Donors will be able to impact SSAs of different sizes and service roles through the different schemes and initiatives that will be made available.
- Donations made through Community Chest are entitled to 250% tax exemption.



“Metta Welfare Association has been actively involved in capability and capacity building for many years. For example, under the VCF Organisational Development Grant, we were able to implement the Microsoft Integrated Financial Management System during the Circuit Breaker in 2020, which enabled our staff to continue to carry out their work timely even with work-from-home arrangements, as requests and approvals of purchase of resources and materials are now all done online. Such support of organisational development in social service agencies will continue to be crucial to ensure that we are not only able to keep operations running smoothly, but also to streamline processes so that service delivery to our clients is improved.”

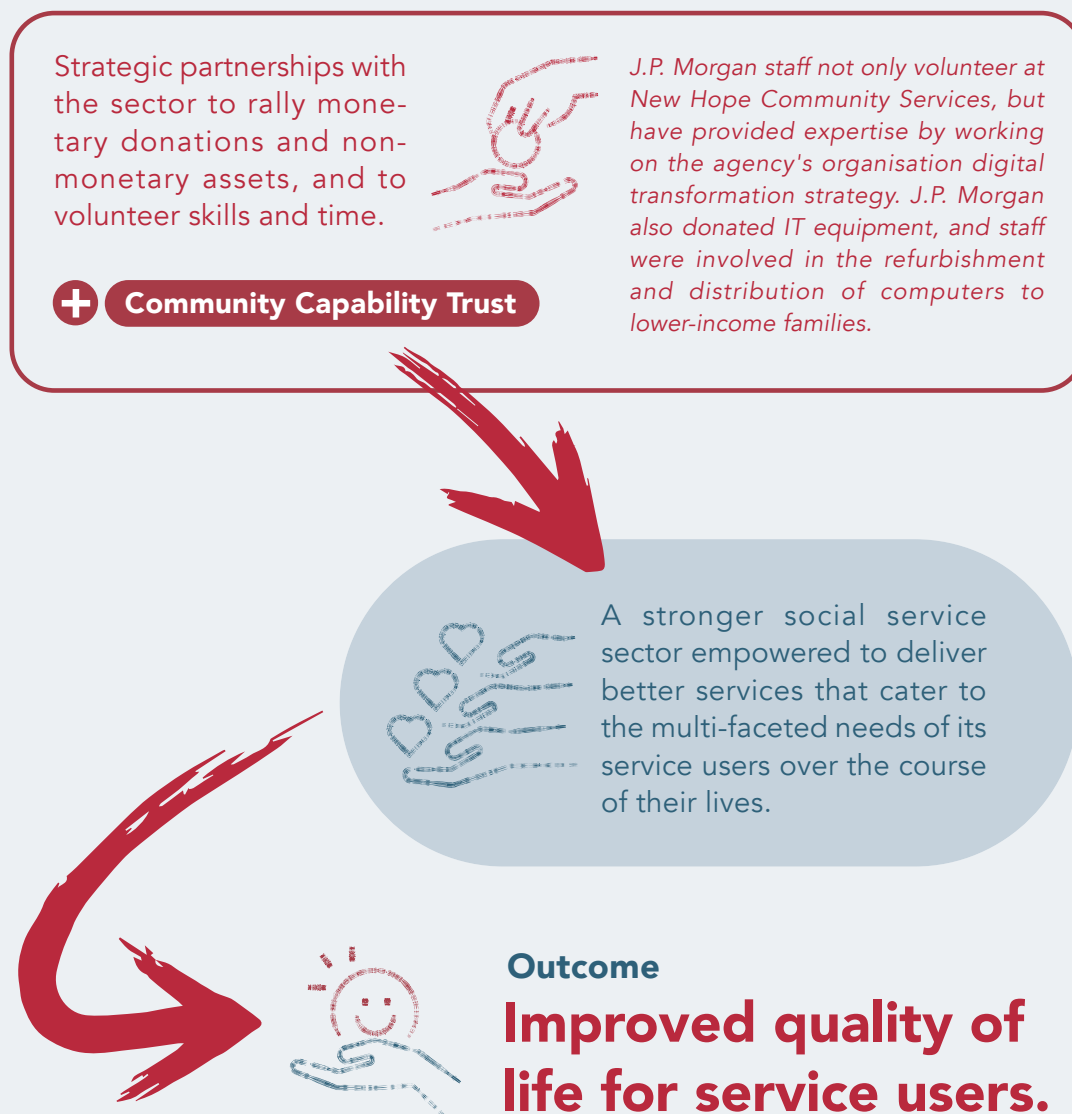
**Ms Felicia Wee**

Deputy Executive Director of Metta Welfare Association

## A FUND FOR THE FUTURE

With the Community Capability Trust, we invite donors to be the social service sector's strategic partner in building long-term sector capability so as to create lasting social impact and change.

### The philanthropic, system-centric and person-centred approach:



## Join us on our journey to build a stronger social service sector.

To find out more about the CCT and how you can be part of a legacy of building stronger social service agencies, please contact your Community Chest liaison officer or email us at [ncss\\_comchest@ncss.gov.sg](mailto:ncss_comchest@ncss.gov.sg).

“SSAs face challenges not just in service delivery but also in catching up with innovative practices across sectors even amid pandemic and crisis situations. Innovation is in AWWA's DNA, as seen by the inclusive preschool, IT roadmap and 'kaizen' initiatives that continuously improve operations. The role of CCT is thus critical as there is a need to source funds for such projects.”

**Mr J R Karthikeyan (Karthik)**  
CEO of AWWA





NCSS is the umbrella body for over 450-member social service agencies in Singapore. Its mission is to provide leadership and direction in enhancing the capabilities and capacity of our members, advocating for social service needs and strengthening strategic partnerships for an effective social service ecosystem.



The NCSS Fund-Raising and Engagement Arm

Community Chest is the fundraising and engagement arm of NCSS. 100% of your donation goes towards helping those in need, as our fundraising and operating costs are covered mainly by Tote Board.



