

FAQs

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) 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, BE will be employed 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 was BE framework chosen 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.

Programme Support and Commitment

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

A: As 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?

A: 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?**
A: 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.
- 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: It will not be 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.
- 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.

Q: Who do we contact for more information?

A: Please contact the below individuals for more information.

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