

FREQUENTLY ASKED QUESTIONS FOR COMMUNITY CAPABILITY TRUST

S/N	Type of Question	LAQ	Suggested response
1.	ABOUT CCT	What is the Community Capability Trust (CCT)?	<p>The Community Capability Trust (CCT) is a Charitable Trust set up to strengthen our social service agencies (SSAs) capabilities and capacities, so that SSAs can deliver better service outcomes to their users. Through the CCT, MSF and NCSS hope to raise awareness of the importance of a strong social service sector and encourage donors to support SSAs in their capability and capacity-building efforts, in addition to supporting their social service programmes.</p> <p>The CCT aims to resource the sector with \$480m over 10 years, with up to \$350m contributed by the Government and Tote Board. In addition to upfront capital provided by the Government, Tote Board, and NCSS, there will be a dollar-for-dollar matching of funds raised by ComChest for the CCT, to encourage donations to the CCT. This matching will be up to a cap of \$100m over 10 years from the Government, and up to a cap of \$50m over the first 5 years from Tote Board.</p>
2.	ABOUT CCT	Why is the CCT needed?	<p>With increasing complexity of social issues and evolving needs of service users, it is important that the sector is adequately equipped to deliver quality services effectively and efficiently.</p> <p>In particular, COVID-19 has made it even more critical to support our SSAs' transformation towards SSA 3.0 - a social service sector that is driven by committed social service professionals, augmented by volunteers, and enabled by technology, in order to deliver quality services to individuals, families and communities.</p> <p>The CCT is dedicated to advance and improve the capabilities and capacities of SSAs systematically over the long term. This will enable SSAs to grow stronger so that they can better meet the complex needs of social service users.</p>

3.	ABOUT CCT	<p>How does NCSS ensure that the CCT is responsive to the sector and SSAs' needs?</p> <p>How will NCSS ensure that the outcomes of the CCT are met?</p>	<p>a) The CCT is expected to support the needs of the sector over 10 years. During this time, MSF and NCSS will implement capability-building initiatives and schemes, guided by data and insights on the organisational needs of SSAs. We will be measuring the effectiveness of these schemes, and seeking feedback on their usefulness and efficacy, so as to ensure responsiveness to SSAs' needs.</p> <p>b) We will also review the focal areas for funding periodically, at least every 3-4 years.</p>
4.	ABOUT CCT	<p>Why is a ten-year effort required?</p>	<p>Taking a longer-term approach allows us to:</p> <p>a) Ensure sufficient resources for SSAs' longer-term needs,</p> <p>b) Plan and strategise ahead on the capability and capacity-building initiatives to support the sector's needs, and</p> <p>c) Re-design these strategies and schemes as needs evolve (intended planning cycles of 3–4-year tranches).</p>
5.	ABOUT CCT	<p>What are the short-term goals and how will SSAs and their service users benefit?</p>	<p>The CCT aims to build stronger SSAs with the capability and capacity to deliver quality, innovative and sustainable solutions that serve social service needs. Through the CCT we hope that:</p> <p>a) SSAs' will see the value in and have increased willingness to invest in capability and capacity-building efforts;</p> <p>b) SSAs will be able to identify and prioritise the areas of need in organisational development;</p> <p>c) SSAs' capabilities will be strengthened in these six areas for a start: Innovation & Digitalisation, People Practice, Volunteer Management, Board Leadership, Financial Sustainability and Evaluation & Research, and</p> <p>d) Donors, funders and members of the wider community develop increased</p>

			<p>awareness on the importance of supporting capability and capacity building efforts and increase their donations and contributions to these efforts.</p>
6.	ABOUT CCT	<p>What are some of the programmes/schemes that CCT will be supporting?</p>	<p>The CCT will be open for application from April 2022.</p> <p>For a start, it will focus on the following six capability-building areas, while promoting the use of an organisational health diagnostic to help SSAs prioritise areas of capability building:</p> <ul style="list-style-type: none"> (i) Innovation & Digitalisation (ii) People Practice (iii) Volunteer Management (iv) Board Leadership (v) Financial Sustainability (vi) Evaluation & Research. <p>Schemes will be rolled out progressively in phases.</p> <p>We will start with schemes that provide SSAs with the following:</p> <ul style="list-style-type: none"> a) Organisational Health. Consultancy support to carry out an in-depth diagnostic to assess their organisational health across 7 domain areas to derive an Organisational Health Index (OHI) score, a measure of its organisational health. This helps SSAs to systematically and comprehensively assess their strengths and areas of development, and identify follow-up plans to strengthen their organisations. This will also better guide SSAs on the funding and support to apply for under the CCT. b) Digitalisation. Tech-and-GO! will be enhanced under the CCT's Innovation & Digitalisation pillar to be one comprehensive scheme that makes adopting ready technology and IT equipment more accessible to SSAs by listing suitable IT solutions, offering funding support and advisory on how SSAs can go digital, among others. Specialised capability-building and consultancy support will also be available for SSAs who want to adopt technology strategically to transform the way they deliver services.

			<p>c) The CCT Open Grant scheme will provide funds to support SSAs' ground-up capability/capacity building projects that do not fall within the scope of the other more targeted schemes that seek to support specific areas of capabilities.</p>
7.	ABOUT CCT	How will the differing needs of the SSAs be met through the CCT?	<p>There will be a mix of targeted and broad-based schemes to meet the differing needs of SSAs. Special emphasis will be given to help SSAs identify and prioritise their capability building needs through the Organisational Health Framework for Social Services (OHFSS), and support them in implementing solutions and strategies across the 6 focal areas. SSAs can apply to the schemes that address their organisational needs, and proposals will be assessed based on the scheme's funding criteria.</p> <p>Apart from the schemes designed to provide support in the 6 focal areas, there will also be funds set aside to support SSAs' ground-up projects meant to strengthen capabilities or capacities, including innovative, collaborative sector development projects. We will give more weight to joint proposals that SSAs plan to develop and implement in collaboration with others in the sector, and which will benefit the sector as a whole.</p> <p>Most SSAs will be able to tap on CCT to grow their capabilities.</p>
8.	ABOUT CCT	Besides SSA-targeted schemes, how will the CCT support sector development?	<p>NCSS will implement sector-development initiatives to complement SSA-targeted schemes in the 6 focal areas. Examples of sector-development initiatives include:</p> <p>a) Organising Capability Circles to enable SSAs to share Organisational Development best practices and for networking opportunities to encourage more ground-up and peer-driven learning and collaborations</p> <p>b) Development of frameworks, plans and tools to raise standards or provide systematic guidance to the sector and SSAs</p> <p>Most of these initiatives will be open to the entire sector.</p>

9.	ABOUT CCT	<p>How were the six focal areas identified?</p> <p>Will the focal areas be reviewed?</p>	<p>The 6 focal areas have been identified based on the studies that were conducted on the organisational needs of SSAs. MSF and NCSS will review these areas regularly.</p>
10.	ABOUT CCT	<p>Does the CCT replace the VWO-Charities Capability Fund (VCF)?</p>	<p>From FY22 onwards, CCT will replace VCF's Organisational Development Grant (ODG) & Innovation & Productivity Grant (IPG) to support the social service sector's capability and capacity-building needs. VCF's (Professional Capability Grant) PCG will be introduced as a new grant called PCG (without the "VCF" branding) and continue to cater for SSA's training needs.</p> <p>Other VCF grants like the Consultancy Grant, Shared Services Grant and Info-Comm Technology Grant that is available to the larger charity sector (i.e. not just Social Service Agencies) will be replaced by the Charities Capability Fund (CCF). Schemes under the CCF will continue to be available to the larger charity sector to enhance the productivity, operational efficiency, governance and management capabilities of charities and IPCs.</p>
11.	ABOUT CCT	<p>What does MCCY's Charities Capability Fund (CCF) cover, that is not supported by CCT?</p>	<p>NCSS member and MSF-funded social service agencies who are registered Charities and IPCs can tap on MCCY's CCF for projects that fall outside of the scope of CCT. These include:</p> <ul style="list-style-type: none"> a) Shared services – Outsourcing of corporate functions such as payroll, finance, accounting, human resource and information technology functions to third-party service providers in areas to improve backroom-operations efficiency e.g. Audit, HR, IT Management etc. b) Consultancy - Review and draft policies and standard operating procedures for the charity, and in attaining organisational excellence certifications and accreditations in key governance and management areas c) Training courses aimed at improving the governance and management aspects of charities.

			In instances where there are overlaps in the scopes of CCT and CCF, applications by NCSS member and MSF-funded social service agencies will be assessed under the CCT.
12.	APPLICATIONS	<p>What is the eligibility criteria for SSAs to apply for the CCT?</p> <p>Can SSAs that have received grants/funding for their current capability & capacity building initiatives be eligible for CCT?</p>	<p>All NCSS members and MSF-funded social service agencies are eligible to apply for the CCT.</p> <p>SSAs who have received funding under existing schemes will also be eligible to apply for the CCT. However, projects must not receive double funding i.e. SSAs cannot tap on both CCT and other grants/funding for the same project.</p>
13.	APPLICATIONS	<p>Are there application windows for the CCT?</p>	<p>While application for some schemes will be open all year round, others will have fixed application windows.</p> <p>More details on the schemes are available on the CCT webpage.</p>
14.	APPLICATIONS	<p>How will SSAs' applications be evaluated?</p>	<p>Each scheme will have a set of assessment criteria for the selection of participating SSAs.</p> <p>More details on the schemes are available on the CCT webpage.</p>
15.	APPLICATIONS	<p>How can SSAs apply for the CCT?</p>	<p>From 1 April 2022, SSAs can apply for the CCT through the OurSG Grants(OSG) portal.</p> <p>SSAs can access the OSG portal using their Corppass accounts. SSAs that need help with their Corppass accounts can visit corppass.gov.sg</p>
16.	APPLICATIONS	<p>How do I get help for my CCT application?</p>	<p>SSAs who need help with their CCT applications can contact NCSS at CCT_Enquiries@ncss.gov.sg</p>
17.	APPLICATIONS	<p>Can I submit multiple applications?</p>	<p>Yes, SSAs can submit multiple CCT applications. Each application will be assessed based on a set of assessment criteria applicable for each scheme.</p>

			More details on the schemes are available on the CCT webpage.
18.	APPLICATIONS	Can I apply for more than one scheme using a single application form?	<p>SSAs can only apply for more than one scheme using a single application form if the schemes are from the same capability areas i.e. Organisational Development and each of the six identified key areas.</p> <p>However, applications cannot be combined for schemes and the open grant pot if they cut across different capability areas.</p>
19.	OHFSS SELF-ASSESSMENT	<p>What is the OHFSS Self-Assessment?</p> <p>What is the purpose of making the OHFSS Self-Assessment mandatory for CCT applications above \$90,000?</p>	<p>NCSS has developed the Organisational Health Framework for Social Services (OHFSS) which covers seven domains and 32 sub-domains of organisational health to comprehensively identify SSAs' current states of organisational health. With the OHFSS, SSAs can do a self-assessment of the different organisational health areas and derive an Organisational Health Index (OHI) score, a measure of its organisational health. The OHFSS thus helps SSAs to systematically and comprehensively assess strengths and areas of development, allowing SSAs to carry out strategic capability and capacity planning efforts. This will better guide SSAs on the funding and support to apply for under the CCT. SSAs can continue to carry out an organisational health assessment every 18 months and track the progress of their organisation over time.</p> <p>The OHFSS Self-Assessment is mandatory for CCT applications valued over \$90,000. The OHFSS Self-Assessment is a tool to help SSAs reflect upon and assess their strengths and areas of development for the different capability areas. Through the assessment, SSAs can better prioritise and plan efforts in capability building. This will also guide SSAs in which schemes under the CCT to apply for.</p> <p>SSAs will be required to conduct the OHFSS Self-Assessment no less than 3 years before CCT applications >\$90,000. The OHI scores will not affect the outcomes of their applications. The scores will only be used by NCSS to understand and track the sector's organisational health, which will inform the design of future CCT schemes and initiatives to better support SSAs' needs. For SSAs who need more guidance on how to do the self-assessment, NCSS will make available workshops to train and provide support to SSAs.</p>

20.	OHFSS SELF-ASSESSMENT	How long does it take to complete the Organisational Health Framework for Social Services (OHFSS) Self-Assessment?	The Organisational Health Framework for Social Services (OHFSS) Online Self-Assessment will take approximately 45 mins to 1 hour to complete (including the feedback questions).
21.	OHFSS SELF-ASSESSMENT	How are SSAs supported to use the Organisational Health Framework for Social Services (OHFSS) Online Self-Assessment?	From FY2022, SSAs can look forward to workshops organised by NCSS to provide guidance to SSAs on how to utilise the Organisational Health Framework for Social Services (OHFSS) as they self-assess their organisation and gain insights into their results. NCSS will share details of the workshops at a later date. To receive updates, Agency Heads should ensure that their email addresses are updated in the SSA E-Service platform. Agency Heads are strongly advised to forward the emails to relevant staff so that they too can be updated on NCSS' upcoming engagements on the OHFSS.
22.	OHFSS SELF-ASSESSMENT	Are SSAs required to reassess their Organisational Health Index (OHI) for every new CCT application?	To support their CCT applications >\$90,000, SSAs will only need to conduct OHFSS Self-Assessment once every 3 years.
23.	OHFSS SELF-ASSESSMENT	How can SSAs self-assess their Organisational Health Index (OHI) ?	A step-by-step guide on how to complete the Organisational Health Framework for Social Services (OHFSS) Self-Assessment is available in the OHFSS Self-Assessment Toolkit on the OHFSS webpage. Upon completion of the OHFSS Self-Assessment, SSAs will be provided with a consolidated Organisational Health (OH) Report indicating their OHI.
24.	OHFSS SELF-ASSESSMENT	Should Board Members participate in the OHFSS Self-Assessment?	NCSS is mindful that sufficient knowledge on operations is required. As such, NCSS leaves it to the SSA's discretion whether to involve Board Members and on the proportion of Board Members.
25.	OHFSS SELF-ASSESSMENT	Will SSAs' Organisational Health	The purpose of the Organisational Health Framework for Social Services (OHFSS) is to help SSAs to systematically and comprehensively assess their

		Index (OHI) affect the outcome of their CCT applications?	strengths and areas of development, and identify follow-up plans to strengthen their organisations. The OHI is to provide them with a measure of how well their organisation is doing and to guide SSAs in the choosing of funding and support to apply for under the CCT. As such, the SSAs' OHI scores will seek to complement and not affect the outcomes of their applications.
26.	OHFSS SELF-ASSESSMENT	Will SSAs' Organisational Health Index (OHI) be shared with NCSS' services and funding teams or MSF?	Beyond complementing CCT applications, SSAs' OHI scores will only be used by MSF and NCSS to understand and track the sector's organisational health, and inform the design of future capability building schemes and initiatives to better support SSAs' needs. MSF and NCSS will not use the scores as criteria for programme funding support, outside of the CCT.
27.	INNOVATION & DIGITALISATION	Why was Innovation & Digitalisation identified as a focal area?	With increasing complexity of social issues and evolving needs of service users, Innovation & Productivity are central to SSAs' transformation towards SSA 3.0 - a social service sector that is driven by committed social service professionals, who are augmented by volunteers, and organisations that are enabled by technology. For our SSAs, the COVID-19 pandemic has provided the impetus to embrace and leverage technology to transform their operations and mode of delivering services. With digitalisation rated as the topmost "positive outcome" arising from the crisis as well as the biggest opportunity for SSAs in the next 3–5 years, SSAs hoped to continue their digital transformation and strengthen service delivery and operations.
28.	INNOVATION & DIGITALISATION	What are the objectives of CCT's Innovation & Digitalisation pillar? How will NCSS ensure that the objectives in the area of Innovation	Through CCT's Innovation & Digitalisation pillar, we hope to provide holistic support for SSAs to adopt innovation and technology to increase productivity and enhance service delivery. To achieve this, MSF and NCSS will curate schemes targeted at meeting the differing digitalisation needs of SSAs. For example, Tech-and-GO! will be enhanced under the CCT's Innovation & Digitalisation pillar to be one comprehensive scheme that makes adopting ready technology and IT equipment

		& Digitalisation are met?	<p>more accessible to SSAs by offering grants, advisory on how SSAs can go digital, listing of suitable IT solutions and much more. Expanded grants, specialised capability-building and consultancy support will also enable strategic adoption of and to sustain the use of technology to increase productivity and enhance service delivery.</p> <p>In addition, NCSS will complement the Tech-and-GO! by providing sectoral guide and other support including to catalyse the sector in trying innovative ideas and technology to accelerate the digital transformation of SSAs and the sector.</p>
29.	INNOVATION & DIGITALISATION	Does the CCT replace Tech-and-GO! ?	<p>Tech-and-GO! is a key scheme that SSAs can apply for under CCT's Innovation & Digitalisation pillar. With the CCT, Tech-and-GO! will be enhanced to be one comprehensive scheme that makes adopting ready technology and IT equipment more accessible to SSAs by offering grants, advisory on how SSAs can go digital, listing of suitable IT solutions and much more. Expanded grants, specialised capability-building and consultancy support will also enable strategic adoption of and to sustain the use of technology to increase productivity and enhance service delivery.</p>
	INNOVATION & DIGITALISATION	There are some challenges that small organisations face where they are not able to afford technological solutions such as services from iShine cloud. What will happen to the ongoing maintenance of the initiatives?	<p>The CCT focuses on strengthening the sector and SSAs' capabilities through its schemes and initiatives to help them overcome their operational constraints and to improve the efficiency and effectiveness of social services. While the CCT may support maintenance or subscription to tech solutions during the approved funding period, it does not support recurrent costs indefinitely to encourage SSAs to sustain operations and maintenance beyond the funding period.</p>

30.	EVALUATION & RESEARCH	Why was Evaluation & Research identified as a focal area?	<p>Evaluation & Research are essential parts of service delivery as they enable the development of relevant and effective programmes, ensure that resources are allocated appropriately, leading to better service quality and outcomes for our service users. To support SSAs in Evaluation & Research throughout the life cycle of a social service programme, NCSS has developed a suite of initiatives, mainly the Sector Evaluation Framework which establishes a common language to consider progress and impact across social service programmes. Other initiatives to boost the Evaluation & Research ecosystem include providing free access to research journals, a first of its kind repository of local social service research and matching SSAs with skilled volunteer researchers from Institutes of Higher Learning and other organisations. NCSS is also launching our Ethics Review Committee to provide members with access to a ethics review platform for research studies they initiate.</p> <p>Through ground-sensing and engagements, we found that majority of SSAs we surveyed (82%) indicated desire to strengthen Evaluation & Research capabilities in the next 1–2 years, primarily to improve the effectiveness of their programmes for the benefit of service users. Common challenges that surfaced from our research and engagements with SSAs are a lack of resources, dedicated manpower and research expertise.</p>
31.	EVALUATION & RESEARCH	<p>What are the objectives of CCT’s Evaluation & Research pillar?</p> <p>How will NCSS ensure that the objectives in the area of Evaluation & Research are met?</p>	<p>Through CCT’s Evaluation & Research pillar, we hope to strengthen SSAs’ capabilities for more robust and impactful evaluation & research to deliver effective evidence-based services and programmes for the benefit of service users.</p> <p>To achieve this, MSF and NCSS will curate schemes designed to respond to the key challenges identified by SSAs in conducting Evaluation & Research. For example, to build SSAs’ capabilities in programme evaluation & research, CCT will provide funding and other support like staff training and advice at different stages of SSAs’ evaluation and research projects. Resources will also be provided to help SSAs prioritise and enhance evaluation & research capacity.</p>
32.	VOLUNTEER MANAGEMENT	Why was Volunteer Management	Volunteers serve a key role in our sector. They extend the capabilities of our SSAs to better support service delivery and expand capacities as “force multipliers” to

		identified as a focal area?	<p>augment manpower in the sector. Moving forward, volunteers will continue to be key enablers in transforming and adapting SSAs' services.</p> <p>With the increased focus in volunteerism since the launch of the SG Cares movement in January 2018, NCSS has increased efforts to oversee the readiness of SSAs to meaningfully engage and retain volunteers. Recent initiatives included the Volunteer Manager Funding Scheme to resource SSAs with dedicated volunteer managers, the development of resources like the Volunteer Continuity Planning Guide and the Enhanced Volunteer Management Toolkit to guide SSAs in their volunteer planning and engagement, and regular Volunteer Manager Network to encourage peer learning and innovation.</p> <p>In addition, SSAs identified Volunteer Management as an opportunity area for development. Findings from the Social Service Sector Survey 2021 revealed that while 86% of SSAs surveyed viewed volunteers as essential to its function, only 62% of SSAs were able to recruit a sufficient number of regular volunteers.</p>
33.	VOLUNTEER MANAGEMENT	<p>What are the objectives of CCT's Volunteer Management pillar?</p> <p>How will NCSS ensure that the objectives in the area of Volunteer Management are met?</p>	<p>Through CCT's Volunteer Management pillar, we hope to expand SSAs' capabilities and capacity by augmenting the social service professional workforce.</p> <p>To achieve this, MSF and NCSS will curate schemes aimed at building the volunteer management capacity and SSAs' capabilities on two levels: organisational and professional levels. For example, in addition to directly resourcing SSAs, NCSS will develop frameworks, guides and tools to enhance volunteer management practices in our sector as well as improve the professionalism and proficiency of volunteer management practitioners. There will also be efforts to encourage a collaborative volunteerism eco-system.</p> <p>CCT's open grant pot will complement these curated schemes by supporting ground-up projects that meet the unique needs of each SSA.</p>
34.	BOARD LEADERSHIP	Why was Board Leadership identified as a focal area?	<p>Strong SSA Boards are essential for effective social service delivery and a strong social service sector. Apart from SSAs' compliance with the Code of Governance for Charities and IPCs, there is a need to strengthen SSA Boards by enhancing their capabilities and to provide strategic guidance to SSAs on organisational</p>

			<p>transformation and governance. This is key as our sector recovers from the pandemic and strives towards achieving service resilience in the new normal, especially with Senior Leadership rated by majority of SSAs to be the most important factor towards achieving organisational effectiveness.</p> <p>CCT will expand on existing efforts to build Board capabilities, such as the pilot of Board diagnostic in 2021, into other domains including recruitment, culture, and performance.</p>
35.	BOARD LEADERSHIP	<p>What are the objectives of CCT's Board Leadership pillar?</p> <p>How will NCSS ensure that the objectives in the area of Board Leadership are met?</p>	<p>Through CCT's Board Leadership pillar, NCSS hopes to enhance Board capabilities to provide strategic guidance to SSAs on organisational effectiveness and governance.</p> <p>To achieve this, MSF and NCSS will curate schemes aimed at strengthening the leadership capabilities of SSA Boards. Possible support includes facilitation of a pipeline of Board members for improved succession planning, training to strengthen the competencies of members for Board effectiveness, and engagements to build mindshare and support capability building.</p>
36.	PEOPLE PRACTICE	<p>Why was People Practice identified as a focal area?</p>	<p>People Practice is central to the provision of social services. With good talent attraction, retention, and development strategies, SSAs will be better positioned to ensure continuity and quality of services. NCSS has therefore rolled out various key initiatives to build sector human capital, including the People Practice Consultancy which supported 101 SSAs to adopt strong people practices.</p> <p>SSAs have also expressed desire for more to be done in this area, with People Practice identified as the second topmost challenge to address in the next 3-5 years, after Financial Management.</p>
37.	PEOPLE PRACTICE	<p>What are the objectives of CCT's People Practice pillar?</p>	<p>Through CCT's People Practice pillar, NCSS hopes to strengthen SSAs' abilities in people management and development for continuity of services.</p> <p>To achieve this, MSF and NCSS will curate schemes aimed at supporting SSAs to adopt strong people practices to attract, develop and retain leaders and talents. Possible support includes customised interventions for SSAs to meet diagnosed</p>

		How will NCSS ensure that the objectives in the area of People Practice are met?	gaps and build capabilities, workshops and clinics to supplement HR education and advisory support, and new or enhanced frameworks, guides or tools to uplift people practices in the sector.
38.	FINANCIAL SUSTAINABILITY	Why was Financial Sustainability identified as a focal area?	<p>Even prior COVID-19, fundraising and engagement has been the top challenge for SSAs. As an industry that traditionally relied on donations and grants, financial sustainability has increasingly become more challenging for SSAs as social needs grow and demand for donations from other charitable sectors increases, among other factors.</p> <p>To support SSAs to optimise resources and invest in capabilities needed to achieve financial sustainability, NCSS has piloted a consultancy with 3 SSAs since Jul 21 to understand needs and build fund-raising capabilities. NCSS is also exploring other initiatives in areas such as supporting SSAs to explore different resourcing possibilities and to adopt a philanthropy mindset / approach to fundraising as a more strategic long-term approach to resourcing.</p>
39.	FINANCIAL SUSTAINABILITY	<p>What are the objectives of CCT's Financial Sustainability pillar?</p> <p>How will NCSS ensure that the objectives in the area of Financial Sustainability are met?</p>	<p>Through CCT's Financial Sustainability pillar, NCSS hopes to support SSAs to optimise resources, explore different resourcing possibilities and adopt a philanthropy mindset / approach.</p> <p>To achieve this, MSF and NCSS will curate schemes which we will share more about at a later date. In the meantime, CCT's open grant pot will support ground-up projects that meet the unique needs of each SSA.</p>
40.	OPEN GRANT	What are the guidelines for applying for CCT's open grant scheme?	The Open Grant Scheme provides support for SSAs' ground-up projects that can help them in strengthening capabilities and capacities, including innovative, collaborative and ground-up sector development projects. We will give more weight to joint proposals that SSAs plan to develop and implement in collaboration with others in the sector, and which will benefit the sector as a whole.

			<p>Common guidelines would be:</p> <ul style="list-style-type: none"> • Applications must serve to meet the objective of the CCT which is to advance and improve the ability of SSAs to deliver social services to benefit the community. • Demonstrable outcomes of capabilities being enhanced through qualitative and quantitative improvements • Capacity-building projects are to have deliverables that result in more service-users being served, or better-served through infrastructure enhancements.
41.	OPEN GRANT	Can multi-year projects be supported?	Yes, multi-year projects can be supported.
42.	POLICY	Can donations made directly to SSAs be matched under the CCT?	<p>Donations made directly to SSAs are not eligible for matching under the CCT.</p> <p>The intent of the CCT is to pool resources for the larger sector to support SSAs' capability and capacity building needs. The matching of donations raised by ComChest for CCT, by Government and Tote Board, is intended to galvanise donations for this objective and thus only funds raised by ComChest for the CCT will be matched. We encourage corporates and donors to donate to the CCT. By contributing to this sector initiative, the funds will be used to support the entire social service sector's needs benefitting many SSAs, their programmes and the many service users they serve.</p>
43.	POLICY	Why is CCT a Trust Fund? How does NCSS ensure proper governance of the funds?	As a charitable trust, the CCT is subject to regulations and guidelines under the Charities Act. This ensures that CCT funds are properly governed and accounted for and are used according to the objects of the Trust, which is to support the capability and capacity needs of the sector.
44.	POLICY	How will the capability building take place? Is it through consultants or through building high rank people into the sector?	<p>The CCT adopts a holistic strategy to build all-rounded capabilities in SSAs from digitalisation to strengthening people practices to volunteer management capabilities etc. Through the CCT, there will be different schemes and initiatives to cater to a diverse group of SSAs. This includes:</p> <ul style="list-style-type: none"> • Schemes curated by NCSS to provide more targeted support in different capability building areas and providing funding support to SSAs covering

			<p>one or more of these areas: Consultancy, Diagnostic, Implementation of Projects/Solutions/Tech Adoption, Manpower Support. There will also be funds available for ground-up SSA initiatives.</p> <ul style="list-style-type: none">• NCSS will also implement initiatives to provide more guidance and support to SSAs on their organisational development journey such as creation of new Diagnostic Tools, Guides/Frameworks, Peer Learning/Community Building and Development of Training Programmes.
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