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# Frequently Asked Questions

## The Invictus Fund

### **1) What is The Invictus Fund?**

The Invictus Fund is established by NCSS to marshal private donations to support Social Service Agencies (SSAs) in maintaining service delivery and serving clients safely and effectively during the pandemic. As at 18 September, the Community Chest has raised close to \$9.2 million from generous donations by individual and corporate donors to the Fund. As part of the Fortitude Budget in June 2020, the Government provided a top-up of \$18.3 million to the Fund to drive transformative efforts for effective service delivery in the new normal.

### **2) What is SSA 3.0?**

SSA 3.0 represents a vision for every social service agency to transform to one that is driven by committed social service professionals, who are augmented by volunteers, and organisations that are enabled by technology. This will help SSAs to better serve the needs of end users and Singaporeans and to build a more caring and inclusive society. New initiatives announced through The Invictus Fund will provide the resources and enablers to support SSAs in their transformation journey.

### **3) How do I submit my application?**

There are 3 online application forms to take note of:

- i. Business Continuity incorporating Safe Management Measures (SMM) and Service Continuity: [www.go.gov.sg/bcp-sc](http://www.go.gov.sg/bcp-sc)
- ii. Start Digital (pre-scoped IT solutions), Go Digital (large-scale/specialised solutions) and Data Protection Consultancy [www.go.gov.sg/tng-jul](http://www.go.gov.sg/tng-jul)
- iii. Technical Advisory and Project Consultancy: [www.go.gov.sg/tng-consultancy](http://www.go.gov.sg/tng-consultancy)

### **4) My agency has been supported in the first tranche of support through The Invictus Fund in Jun 2020, can I still apply?**

Agencies who have received funding from the first tranche of The Invictus Fund can apply in the second tranche under IT Solutions and Business Continuity with Safe Management tracks, as long as the project was not supported in the first tranche. The proposed projects must not be previously supported under the VWOs-Charities Capability Fund (VCF) as well.

**5) What can my agency use the funds for?**

The Invictus Fund will support SSAs in their transformation of service delivery and operations through IT Solutions and Business Continuity Plans incorporating safe management measures to ensure service continuity.

Please visit [www.go.gov.sg/tng](http://www.go.gov.sg/tng) for more details on the supported areas. For enquiries on The Invictus Fund and Business Continuity incorporating Safe Management Measures, please email [Tech-and-GO@ncss.gov.sg](mailto:Tech-and-GO@ncss.gov.sg)

**6) There are multiple application windows in the second tranche of The Invictus Fund. Can my agency apply for more than one window?**

Your agency can apply for support during the various application windows, depending on the availability of the grants. Please also note that the quantum of support provided per agency will be subject to the relevant funding caps for the different areas.

**7) For SSAs with high reserves in our financial portfolio, how will this affect our application outcome for Invictus Fund Tranche 2?**

Priority is still given to SSAs with dire financial status, i.e. agencies with total reserves ratio of below one year. Because they would need it more than those with high reserves, and in consideration of the limited funds under The Invictus Fund Tranche 2.

**8) How much funding will be provided to each agency?**

NCSS will inform your agency on funding amount upon successful application. This will be subject to the relevant funding caps for the different areas.

**9) How will my agency's financial position affect the funding support given?**

All SSAs are eligible to apply for IT solutions under the Fund, regardless of your agency's financial position. This is to encourage SSAs to adopt digitalisation to transform their service delivery and operations.

We seek your understanding that funding support for Business Continuity Plans incorporating safe management measures will only be extended to agencies with total reserves ratio of below one year. We encourage agencies with total reserves ratio of above one year to tap on their reserves for track.

**10) When will my agency receive funding?**

NCSS will include information on the download of funding when we notify SSAs of the successful applications. To enable us to expedite the processing of applications, please provide all the required details in the form. Agencies should receive their funds by December 2020.

**11) Does The Invictus Fund support individuals?**

The purpose of The Invictus Fund is to support the needs of SSAs. Individuals affected by COVID-19 can apply for other assistance schemes such as the COVID-19 Support Grant, The Courage Fund, and Self-Employed Persons Income Relief Scheme (SIRS).

For more information, please visit: [www.supportgowhere.gov.sg](http://www.supportgowhere.gov.sg).

**12) Do I have to submit receipts if I successfully obtain the funding?**

Your agency does not have to submit receipt. There are other reporting requirements under if your agency is funded for Start Digital (pre-scoped IT solutions). Your agency must present the funding received as "NCSS - The Invictus Fund" in the FY20 financial statements. There are also other reporting requirements such as the outcomes that have been achieved, the

utilisation of the funds as well as stories on how the funds had made a difference in your service delivery. More details will be given to agencies upon successful application.

**13) What is the duration for the use of the approved funds?**

The approved funds have to be utilised within one year from the commencement of the funding period.

**14) Will The Invictus Fund support my agency in the long-term?**

The Invictus Fund will provide one-off funding support for SSAs transform their service delivery and operations during the COVID-19 pandemic. The new Community Capability Trust (CCT) will provide sustained support for your agencies to strengthen organisational capabilities, improve productivity and enhance service infrastructure beyond the implementation phase.

# The Invictus Fund

## Tech-and-GO!

### 1) What is The Tech-and-GO!?

Tech-and-GO! (TNG), is funded by The Invictus Fund (TIF), to support SSAs in **broad-based adoption of pre-scoped IT solutions or equipment (“pre-scoped solutions”) and pre-approved consultancy**. Desired outcome is that Social Service Agencies (SSAs) adopt digital solutions to improve service users /staff satisfaction and productivity.

### 2) What does Tech-and-GO! fund?

Tech-and-GO! funds the following tech adoption and consultancy:

- a. **Start Digital (pre-scoped or green lane IT solutions)** at up to **80% capped at \$30,000 per SSA**;
- b. **Go Digital (Large-scale/Specialised IT Solutions)** at up to **80%, capped at \$300,000 per project**; and
- c. **Project Consultancy** at up to **80% capped at \$40,000**, and funding is given directly to pre-appointed consultants.

### 3) What are the desired outcomes of the funding?

With the adoption of Start Digital (pre-scoped IT solutions), agencies should achieve at least a 10% Productivity Gain, and 70% Staff/Client Satisfaction.

### 4) What are the eligibility criteria for The Invictus Fund (Tech-and-GO!)?

Please ensure that your agency meets the following criteria:

- NCSS Member or MSF funded service provider, **regardless** of IPC status
- Not a Healthcare Social Service Agency (SSA) running **MOH-funded programmes**. Such agencies should tap on capability grants administered by Agency for Integrated Care (AIC). e.g. Healthcare Productivity Fund (HPF) and Community Silver Trust (CST). For more details, please contact [hpf@aic.sg](mailto:hpf@aic.sg).



- Have **not started** the project i.e. have not made any payment or have not signed /confirmed any contract to a supplier, vendor or third party in relation to the purchase/lease/subscription of the solution or equipment applied

#### 5) What are the pre-scoped IT solutions under Start Digital funding?

There are two types of pre-scoped IT solutions:

- a. **Corporate Functions and Other Solutions** that are applicable to both the social service sector and other industries, such as in the areas of inventory tracking, workforce management and financial management. These have been assessed by the Info-comm Media Development Authority (IMDA) to be effective, market-tested, and cost-reasonable, including COVID-19 solutions have been pre-approved by IMDA for a limited time to address business continuity challenges arising from COVID-19.
- b. **Stakeholder Management Solutions** can meet the needs specific to social service sector, and the specifications have been pre-scoped for SSAs to source for suitable vendors. No vendors are pre-appointed.

Please visit <https://www.ncss.gov.sg/Our-Initiatives/Tech-and-Go/IT-Solutions> the list of pre-scoped IT solutions.

#### 6) How many pre-scoped IT solutions can my agency apply for?

While there is no cap to the number of pre-scoped IT solutions that your agency can apply for, SSAs are advised to think through, compile and submit one application at the earliest application window possible. Mainly because Tech-and-GO! funds are limited, and funding are given on first-come-first-serve basis. Regardless of the number of pre-scoped IT solutions applied for, support will only be up to 80% of the total costs capped at \$30,000 per agency, **subject to the availability of funds.**

#### 7) Is there a limit to laptop purchase under Start Digital funding?

Yes, each SSA can only purchase up to \$8,000 worth of laptops.

**8) Is there a cap on how much and categories we can apply for?**

Yes, there is a cap for individual categories.

**9) Would SSAs be able to apply across multiple tracks of the Fund? (e.g. Tech Adoption and Business Continuity)**

Yes. SSAs can apply for multiple tracks. The application forms are currently designed to enable application in multiple areas.

**10) If my agency had earlier received funding from “VCF-IPG Adoption of Video-Conferencing Technology” or VCF-ICT Grant for purchase of laptops, can we still tap on Tech-and-GO! for laptops?**

If your agency had earlier tapped on VCF-IPG and/or VCF-ICT for the purchase of laptops, you could still tap on Start Digital and the funding will be reduced by the earlier grant obtained from VCF-IPG and/or VCF-ICT. For example, if your agency had received \$1,200 from VCF-ICT, the funding cap for purchase of laptops under Start Digital will be reduced to \$6,800 (\$8,000 funding cap less \$1,200 received from VCF-ICT).

**11) Where can my agency get help if we do not know where or how to start our digitalisation journey?**

To better support SSAs in taking the first step, we provide fully funded advisory services to assist SSAs. Consultants may be engaged to help you identify current pain points, IT needs and recommend suitable IT solutions. Please contact [Tech-and-GO@ncss.gov.sg](mailto:Tech-and-GO@ncss.gov.sg) for more information.

**12) With more digitalisation, can we apply for consultancy & implementing recommendations on mitigating cybersecurity risks?**

Your agency could consider tapping on Start Digital (pre-scoped IT solutions) for network assessment services, covering:

- a) Security Assessment Services for Solutions,
- b) Security Controls & Operations Advisory Services for Solutions, and
- c) Security Testing Tool for Applications, Systems & Networks.

Also upkeeping cybersecurity can be resource intensive. For more sustainable technology adoption, we would encourage SSAs to consider cloud-based solutions or Software-as-a-Service (SaaS). This would help to SSAs to address cybersecurity concerns at lower costs. For laptops and office infra (e.g. Wi-Fi), cybersecurity could be outsourced to the maintenance vendor. SSAs could tap on Start Digital for cloud-based cybersecurity solutions, comprising a) Endpoint Protection Platform, b) Unified Threat Management, and c) Managed Detection and Response.

**13) Is this a recurring funding because SSAs do have to maintain the digital systems that we have adopted annually?**

In response to SSAs' concerns with long-term cost of adopting technology, Start Digital and Go Digital funding has been enhanced to support increase the duration of IT maintenance support from 1-year to up to 3-years on sliding scale at 80% : 50% : 50% for first year : second year : third year.

**14) For those IT projects that we embarked on due to COVID-19 but before this launch, could we still apply to Invictus fund for support?**

We regret to inform that, only IT projects that have not started are eligible for The Invictus Fund support.

**15) We have applied for different funds and our application is pending evaluation. Could we still send the same project for the Invictus Fund?**

Yes. You may. We will ensure that the project will not be supported from both funds.

**16) Do I source for a consultant or will a consultant be appointed by NCSS to my agency?**

Deloitte Consulting and ThunderQuote have been appointed by NCSS to provide the consultancy services. SSAs will be able to indicate their choice of consultant on the online application form.

You may access the Consultancy Application Form from here: [www.go.gov.sg/tng-consultancy](http://www.go.gov.sg/tng-consultancy)

**17) What is the coverage of Consultancy@Tech-and-GO!?**

Consultancy services are aimed at supporting SSAs in planning and implementing both pre-scoped and non-prescoped solutions. SSAs may benefit from three types of consultancy services:

**a) Technical Advisory**

Consultants may be engaged to identify current pain points, IT needs and recommend suitable IT solutions. Recommended for SSAs who need assistance on tech adoption, or are planning to implement

- (a) a single IT solution that may potentially impact other existing systems or IT infrastructure, or
- (b) multiple IT solutions that require integration and optimisation.

Interested SSAs may contact [Tech-and-GO@ncss.gov.sg](mailto:Tech-and-GO@ncss.gov.sg) for more information.

**b) Digital Implementation Consultancy**

Digitalisation can be daunting, especially when many SSAs do not have in-house IT expertise. The consultancy shall support SSAs in a co-creation manner for:

Digital Implementation Consultancy Modules (to qualify, SSAs must be implementing an IT solution concurrently)	What's in it for SSAs?	
	Services	Deliverables
<b>Project Management</b>	Ensures project timeline, deliverables & KPIs are satisfied	Digital Adoption Report, and Staff/Client Satisfaction Survey Report
<b>Process Improvement</b>	Streamlines processes to reap full benefits of digitalisation	As-is and To-Be Process Maps
<b>Change Management</b>	Secures buy-in from stakeholders, especially staff who may feel threatened by work changes caused by digitalisation or clients/caregivers that may not be digital savvy	Change Management Plan
<b>Job Redesign</b>	Re-allocates work and formalises new job roles in the digitalised environment and implement plans to support existing staff to transit into new job roles	Revised Job Description
<b>Post-Implementation Advisory</b>	Recommends future digital enhancements (e.g. cybersecurity, infrastructure, interfaces etc.) to enhance outcome on productivity & staff/client outcome)	Post-Implementation Recommendation Report

- c) **Digital Strategy Planning** that supports SSAs in analysing the future internal and external drivers, as well as, identifying and prioritising resources and IT solutions required to deliver future-ready services.

Digital Strategy Planning Consultancy Modules	What's in it for SSAs?	
	Services	Deliverables
<b>Facilitation Workshops</b>	Perform SWOT analysis at organisational level, and prioritise digital solutions to meet future service needs of organisation	Digital Strategy Plan for organisation
<b>Change Management Planning</b>	Plan & validate change management strategies and provide change management	Change Management Plans

	tools to enable organisation to secure buy-in from stakeholders	
<b>Change Management Implementation</b>	Guide implementation of change management strategies to secure buy-in from stakeholders	-
<b>Post Implementation Coaching Sessions</b>	Provide post implementation advice to sustain digitalisation efforts	-

**18) When are the application windows?**

Application Windows	Application Opens	Application Closes	Estimated Approval Timeline
1 <sup>st</sup>	28 Sep 2020	30 Oct 2020	Dec 2020
2 <sup>nd</sup>	4 Jan 2021	29 Jan 2020	Mar 2021
3 <sup>rd</sup>	5 Apr 2021	30 Apr 2021	Jun 2021
4 <sup>th</sup>	5 Jul 2021	30 Jul 2021	Sep 2021

For updates on the future application windows, please visit <https://www.ncss.gov.sg/Our-Initiatives/Tech-and-Go/Funding/Tech-and-GO-Application-Windows>.

**19) What is the processing time for applications?**

We envisage to inform you of the application outcome within **6 weeks** from the submission of all required information under the application. More complex applications may require longer timeline.

**20) Where can I get information on Start Digital (pre-scoped IT solutions)?**

Please visit [www.go.gov.sg/tng](http://www.go.gov.sg/tng) for more information.

**21) Can my agency be funded for IT solutions that are not listed on Tech-and-GO! website?**

Yes, SSAs may be supported for non-pre-scoped IT solutions under **Go Digital (large-scale/specialised IT solutions)** at up to **80%, capped at \$300,000 per project**. Please find the

application form for Go Digital [here](#), and visit this [webpage](#) for more information on Go Digital application.

## **22) What are the supportable and non-supportable costs of pre-scoped solutions?**

The supportable costs are:

- Laptops capped at \$8,000
- Maintenance and subscription costs for 3 years (80% for 1st year; 50% for 2nd & 3rd year)
- Purchase/Lease/Hire Purchase cost of pre-scoped solutions. 12 months maximum funding duration for Hire Purchase/Leasing
- Delivery, freight, shipping & other transport charges
- User training, service charges, design fees
- Administrative fees/charges, set-up cost including charges for assembly and dismantling
- Professional fees (e.g. additional integration and/or customisation costs) and add-ons to supplement the adoption of pre-approved solutions capped at \$6,000
- Digital fundraising services to supplement the adoption of pre-approved E-Commerce solutions capped at \$6,000
- Goods and Services Tax (GST)

The non-supportable costs are:

- Extended warranty
- Bank charges, including foreign exchange rates

## **23) What is the link to the application form for Tech-and-GO!?**

The Tech-and-GO! Application Form can be accessed from: [www.go.gov.sg/tng-jul](http://www.go.gov.sg/tng-jul)

## **24) What should I do if iShine solutions are not compatible with what we need?**

You will have to provide justification as to why the solutions provided under iShine may not be compatible with your agency. After which, you will be apply for Tech-and-GO! funding.

## **25) Can my agency adopt iShine solutions by tapping on the Invictus Fund?**

SSAs can tap on the ringfenced funds under VCF for iShine Cloud solutions. For more information, please contact [Elaine\\_Chung@ncss.gov.sg](mailto:Elaine_Chung@ncss.gov.sg) or [Alexa\\_KOH@ncss.gov.sg](mailto:Alexa_KOH@ncss.gov.sg)

**26) Would the fund be able to support revamping of websites?**

Under the list of PSG list you will be able to find IT Solutions for B2B Marketplace/E-Procurement Systems or E-Commerce Systems that might be able to support the revamping of your website. Please visit [www.go.gov.sg/tng](http://www.go.gov.sg/tng) for more information on Start Digital (pre-scoped IT Solutions).

**27) Vendors under Productivity Solution Grant come with pre-approved packages. Do we have to use these pre-approved vendors as per the list?**

Yes, you have to use pre-approved vendors as per the list. Take solution and vendor as a package. Only pre-approved solution and vendor is allowed.

**28) May I know more about Tech-and-GO! Digital Capability Programmes?**

You may check out the details at <https://www.ncss.gov.sg/Our-Initiatives/Tech-and-Go/Courses>.

**29) Any recommendations of vendors to contact to enhance agency's cyber-security?**

Please visit <https://www.ncss.gov.sg/Our-Initiatives/Tech-and-Go/IT-Solutions> for more information on our cyber security-related solutions which can be found under "Corporate Functions and Other Solutions".

**30) Can a Healthcare SSA be eligible for the Invictus Fund, if the costs to be claimed under the Invictus Fund is for projects that have not been claimed under capability grants administered by AIC?**

For technology adoption, Healthcare SSAs should tap on Healthcare Productivity Fund (HPF) and Community Silver Trust (CST) for your digitalisation or service transformation needs.



These are capability grants ringfenced for Healthcare SSAs, administered by Agency for Integrated Care (AIC). For more details, please contact [hpf@aic.sg](mailto:hpf@aic.sg).

For Project Consultancy, Healthcare SSAs can tap on Tech-and-GO! funding.

**31) Can my agency look into applying for the Fund even when we are awaiting approval from other initiatives like Tech Booster?**

Yes, you can still apply for Tech-and-GO!, especially if you need the technology solutions urgently. Do keep us updated on which solutions you applied for so that we will be able to process your Tech booster application for technologies that you have not applied for under Tech-and-GO!.

**32) How do we know which fund to touch on?**

If \$30k funding is enough and your agency is satisfied with the Start Digital vendors listed on Tech-and-GO!, please apply for Start Digital (pre-scoped IT solutions). Only if you require higher funding than \$30,000 and/or your agency prefers vendors not listed on Tech-and-GO!, then you could apply for Go Digital (large-scale/specialised IT Solutions).

**33) Can the acquired pre-scoped IT solutions be used for the agency's subsidiary or related party?**

No, the acquired digital solutions should only be used by the applicant entity and not by a related party.

**34) How long must the acquired pre-scoped IT solutions be held for?**

SSAs are expected to hold the acquired IT solutions during the funding period. For example, if your agency is funded for three years, then you should hold the solution during the three-year funding period **from** the date of deployment. NCSS may conduct random checks to ensure SSAs adhere to the holding period.

**35) If we need more time to implement IT solutions, when and how can we ask for project extension?**

SSAs shall email the project extension request to [Tech-and-GO@ncss.gov.sg](mailto:Tech-and-GO@ncss.gov.sg) before the claim/project completion deadline, in order for the appeal to be considered. For Start Digital projects, no more than 6 months extension is allowed.

**36) What happens after three years of deployment of the acquired IT solutions?**

NCSS does not mandate the duration of use for the digital solutions. SSAs are required to maintain the solutions and ensure that it is deployed for as long as the tech is relevant to the operations of the agency/ programme.

**37) Can my agency change to another vendor or make application revisions?**

Please contact [Tech-and-GO@ncss.gov.sg](mailto:Tech-and-GO@ncss.gov.sg) to request for any changes to your application.

**38) How will the funds be disbursed?**

Funds will be disbursed:

- a. **Start Digital (pre-scoped IT solutions)** funding is disbursed after one month of usage and according to the type of claim (see table below); and
- b. **Pre-approved consultancy funding** is paid directly to the consultants at the completion of the consultancy service. The consultant will bill the SSA directly for the remaining co-pay amount.

**39) When is the deadline to submit claim for funding?**

SSAs can submit their claims via the [Outcome Report Form](#) after 1 month of using the solution. The claim deadline follows the type of claim as shown in the table below, regardless of how long the funding period is.

Type	Claim Deadline	Claim Documents
Purchase / Hire Purchase/ Lease	1-month usage onwards; and before Commencement Date <sup>1</sup> + 12 months	(a) <i>Outcome Report Form</i>

		(b) Attach supporting documents <sup>2</sup>
Maintenance / Subscription <sup>3</sup>	<b>1<sup>st</sup> year claim:</b> 1-month usage onwards; and before Commencement Date + 12 months	(a) Outcome Report Form (b) Attach supporting documents <sup>2</sup>
	<b>2<sup>nd</sup> and 3<sup>rd</sup> year claim:</b> Before 31 December 2022	(a) Vendor agreement

<sup>1</sup>Commencement Date refers to the date agreed upon by both NCSS and the SSA as the starting date of the project.

<sup>2</sup>Supporting documents are Invoice(s), Vendor agreement (where applicable), and at least 2 photos showing staff/clients using the solution on site wherever possible.

<sup>3</sup>Do note that funding for maintenance/subscription is provided at a sliding scale of 80% for the first year; and 50% for the second and third year.

**40) What is the minimum duration for using the solution before the agency could claim for funding?**

The agency needs to use the solution for at least one month before submitting claim.

**41) How many claims can my agency submit per application, and can funds be disbursed before the project has been completed?**

If your agency is applying for purchase/hire purchase/lease solutions, your agency can only make one claim per approved application.

If your agency is applying for solutions supported with up to 3 years of maintenance/subscription, your agency is advised to submit two claims. The first claim for the first year of maintenance/subscription, and the second claim for the second and third year of maintenance/subscription (if any).

Disbursements can only be made after the claim have been approved. For up to 3 years of maintenance/subscription, funds are provided in two disbursements. The first disbursement covers the first year of maintenance/subscription. The second disbursement covers the second and third year of maintenance/subscription (if any).

Do note that funding is provided at a sliding scale of 80% for the first year; and 50% for the second and third year.

#### **42) Can I submit one claim for all 3 years of maintenance/subscription?**

Agencies are advised to submit two claims: the first claim for the first year of maintenance/subscription, and the second claim for the second and third year of maintenance/subscription (if any). This is to ensure that agencies have enough time to evaluate the IT solution implemented and to assess if the solution is able to meet their technology needs in the medium to long term.

#### **43) How do I submit a claim?**

For claims submission, your agency needs to ensure:

- The solution has been purchased/leased/subscribed to as approved in the application; and
- Your agency has used the solution for a month; and
- Your agency has paid for the solution in full; and
- Your agency has all the invoices at hand to support the claim

Please submit your claims by completing the forms here: <https://go.gov.sg/startdigi-outcomes>

#### **44) What is the processing time for claims disbursement?**

Claims are processed within 4-6 weeks from the submission of all required information. Your agency is encouraged to submit your claims after the acquired pre-scoped IT solutions have been fully implemented and utilised for at least one month. Incomplete submissions will result in delays.

#### **45) How will the grant disbursement take place?**

Disbursement of the grant will be credited directly to the agency's bank account provided in the supplementary form. A direct credit authorisation form will be required to be endorsed by the bank if the bank account provided does not exist in NCSS' database.

#### **46) May I withdraw my application?**

You may withdraw your application by submitting a request to [Tech-and-GO@ncss.gov.sg](mailto:Tech-and-GO@ncss.gov.sg).