

Productivity for Charities

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COMMISSIONER OF CHARITIES

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We are in the big business.

\$16.6 billion

Total annual receipts in FY 2016



What is Productivity?

“ Market Discipline ”

Important, but difficult to implement, why?

Why is Productivity so Elusive in Charities?

Public Value

Difficult to see



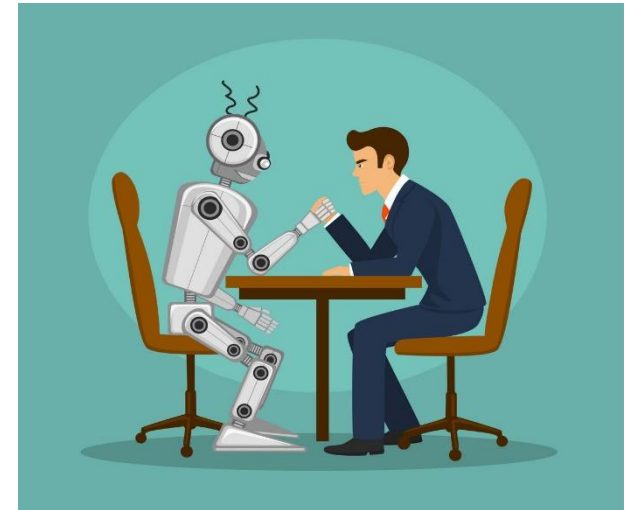
Requires Time

Delay in cause and effect



Lack of Competition

No sense of urgency



People Expect Charities to be Productive



People Expect Charities to be Productive

INPUT

Every \$1 given,
maximum
\$1 given to
beneficiary

PROCESS

Ability to
stretch \$1 to
be \$3

OUTPUT

Make a
difference
and impact
lives

Input Productivity

WHAT? Traditional method of fund-raising

WHY?

Old Way

Limited reach

Hard Way

Affects reputation

“ How to get More ”

Input Productivity

“ How to get More ” = “ Trust ”

Input Productivity

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Time

How can COC help?

Online giving is on an increase

Code of Practice for Online Charitable Fund-raising Appeals (Jan 2018)

3 key principles:

- 1. Legitimacy**
- 2. Accountability**
- 3. Transparency**

4 online fund-raising platforms have subscribed to the Code




How can COC help?

Offline giving is on a decrease

- Code of Conduct for Commercial Fund-raisers
- Code of Conduct for Commercial Fund-raisers (adapted for Charities)

Code for Commercial Fund-raisers (Adapted for Charities)		
Before Fund-raising	Legal Requirements	Professional Standards
	<ul style="list-style-type: none"> Charities must ensure that the fund-raiser is at least 16 years old, unless approved otherwise. 	<ul style="list-style-type: none"> Charities should conduct proper training to the volunteers. Charities should ensure that donations collected are handed over by the volunteers directly to the charity first without any deduction/reimbursement of expenditure to them.
During Fund-raising	<ul style="list-style-type: none"> Fund-raisers must only solicit at the location(s) stated on the fund-raising permit. Fund-raisers must not cause annoyance to any person or remain at the door of or in any premises if requested by an occupant to leave. Fund-raisers must ensure that any information provided to donors is accurate and not misleading and to disclose the name of the charity and the purpose of the donation. 	<ul style="list-style-type: none"> Charities should ensure that fund-raisers should not: <ul style="list-style-type: none"> exert undue pressure on others to donate block the public right of way act dishonestly or manipulatively to a potential donor engage in any behaviour that harms the reputation of the charity.
After Fund-raising	<ul style="list-style-type: none"> Fund-raisers must ensure they have adequate safeguards for proper accountability and to prevent any loss or theft of donations. Charities must ensure that all information relating to the donor is kept confidential and not disclosed to anyone except as authorised by law or with the consent of the donor. 	<ul style="list-style-type: none"> Charities should establish a channel of feedback should there be any complaints or concerns raised on the fund-raising appeal.

Pls note that the above list is not exhaustive. Please refer to the full Code for Commercial Fund-raisers issued by the Commissioner of Charities available on the Charity Portal. <https://www.charities.gov.sg/Documents/Code%20for%20Commercial%20Fund-raisers.pdf>



Signature

Name of Charity

How can COC help?

Smart Nation Creates Trust

Digitalisation For Charities:

- Developing a digitalisation plan for charity sector



People Expect Charities to be Productive



Process Productivity

WHY?

Know-How

*Don't want to know;
Don't know;
Don't know how*



Structure

No Economy of Scale



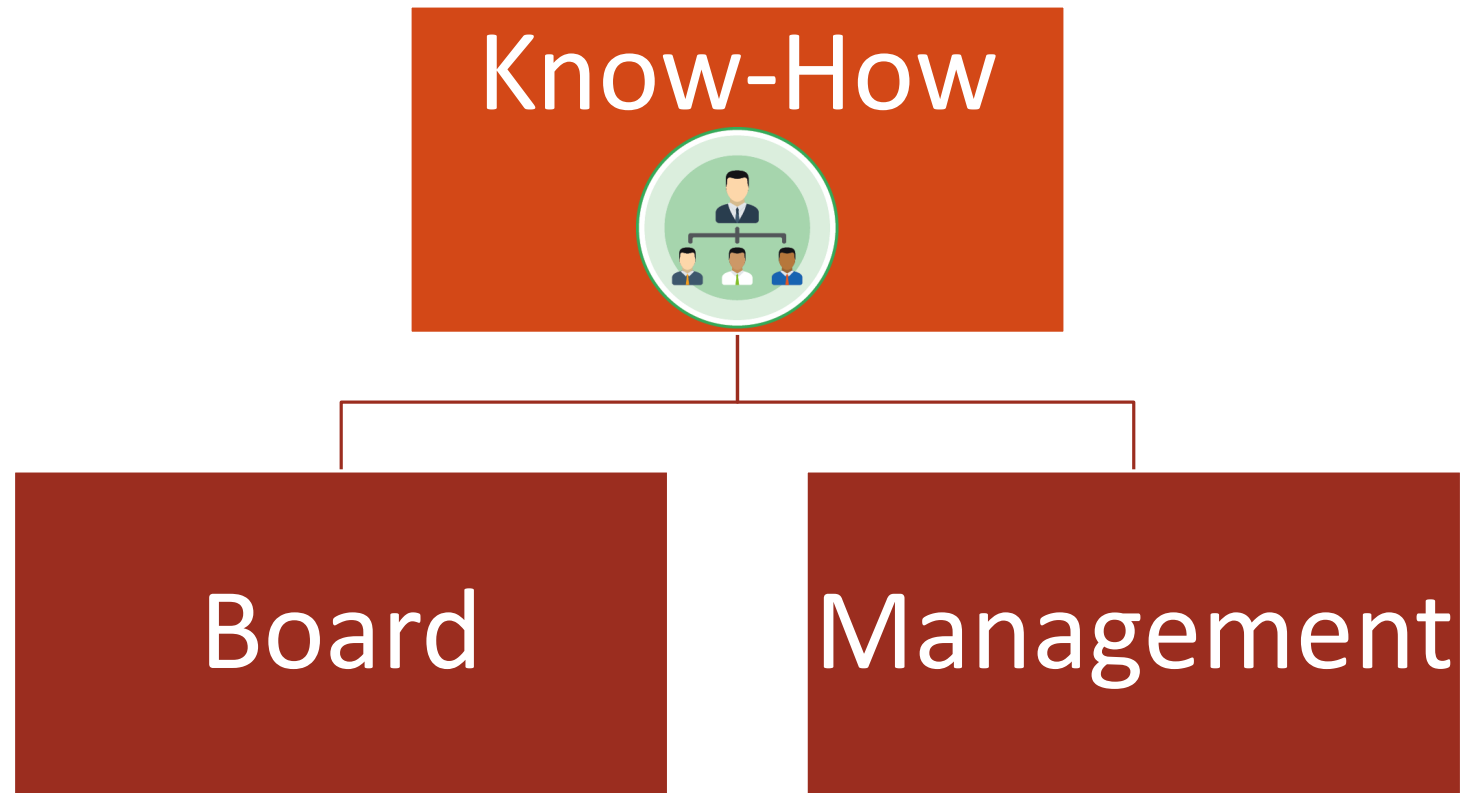
How to Stretch ”

Process Productivity

“ How to Stretch ” = “ Professionalism ”

How can COC help?

Increase Know-How



How can COC help?

Uplifting Skillsets and Competencies



How can COC help?

Operating Model



People:
Roles & Responsibilities



Process:
Standard Operating Procedures



Structure:
How best to organize yourselves

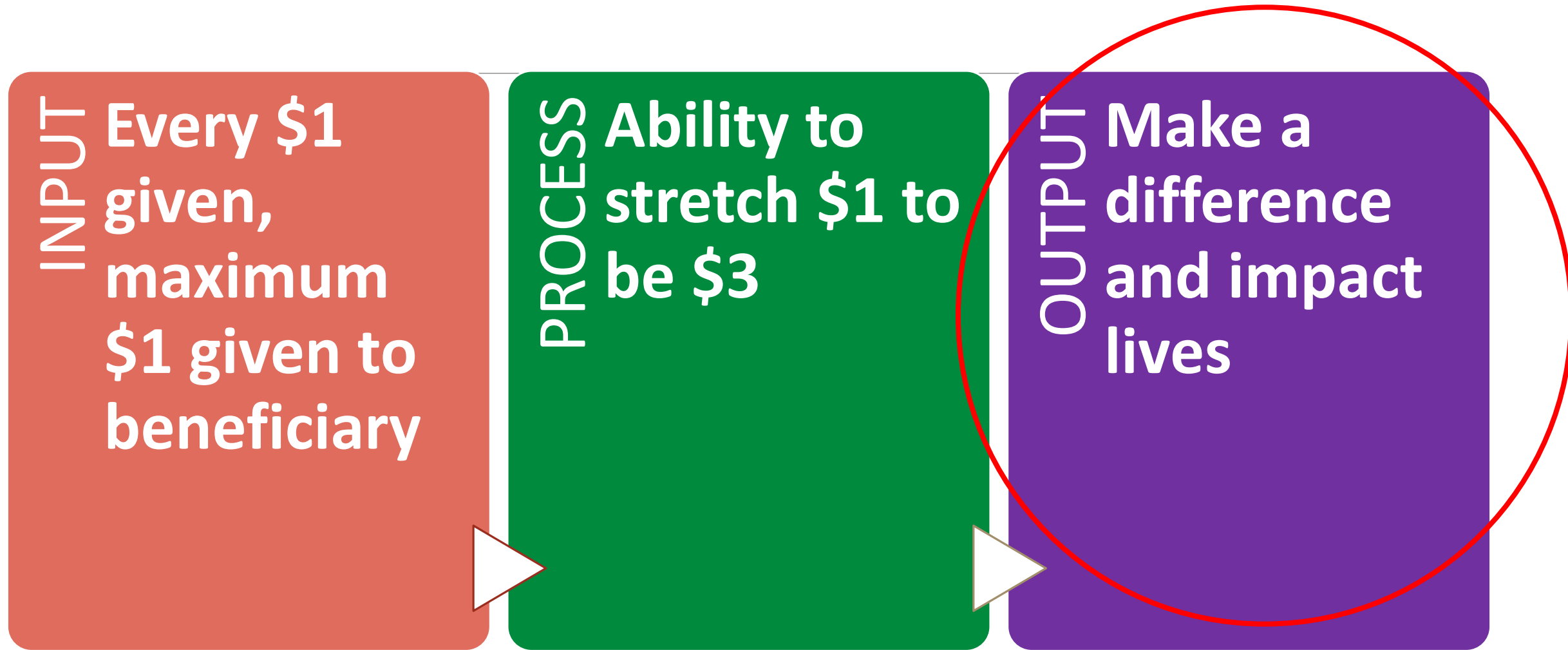


How can COC help?

Shared Services



People Expect Charities to be Productive



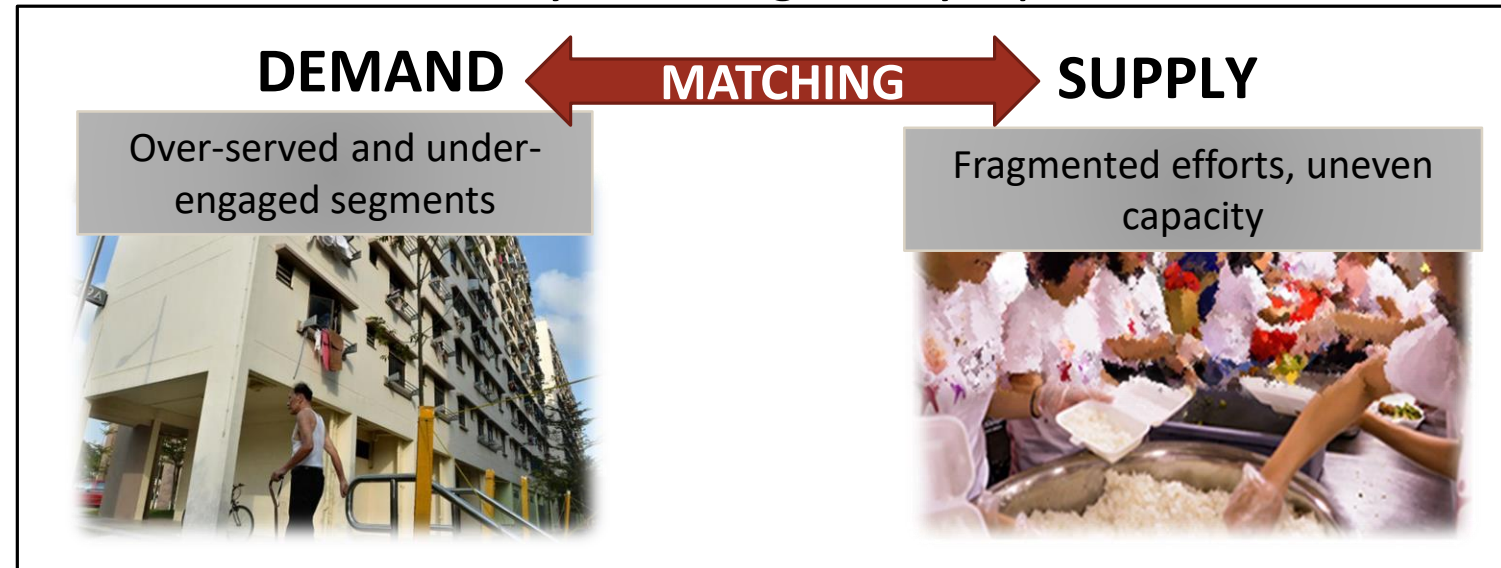
Output Productivity

What? Impact measurement
Why?

No Ruler
Invisible Impact



Fragmented efforts
Only treating the symptoms



“ How to make it Purposeful ”

Output Productivity

“ How to make it Purposeful ” = “ Impactful ”

How can COC help?

Making the Invisible Visible

Visibility Guide for Charities
the PARENT framework

“ This guide is a framework for charities to effectively communicate impact, governance and accountability to their donors. By adopting it, charities can help to build trust in our giving sector, by promoting transparency and responsible practices. ”

Commissioner of Charities
Ang Hak Seng

- Purpose** **Be clear on your purpose and state it.** Having a clear purpose drives strategic direction and intended impact for your beneficiaries.
- Alignment** **Show alignment of activities with your purpose.** Your charity may conduct various activities catered to your beneficiaries' needs. Show that these activities achieve your charitable purpose.
- Results** **State results to account for effective use of resources.** Statistical information on outreach efforts, funds raised and donations received are possible examples. Your charity can go beyond to show Inputs, Process and Outputs KPIs.
- Evidence** **Provide evidence through testimonials.** Your charity's positive impact can be demonstrated through testimonials from beneficiaries and their family members. Videos and pictures are also viable options.
- Navigate** **Ensure ease of navigation within the annual report.** Allow readers to have a quick overview of the good work done by starting the report with an infographic on key information.
- Transparent** **Be transparent.** Let your stakeholders know your charity's areas for improvement and plans for the year ahead.

Ministry of Culture, Community and Youth

How can COC help?

SG Cares Volunteer Centres (VCs)

Dealing with Fragmented Efforts



Scaling up:

2 pilot towns



7 towns in 2019

In Summary: Productivity for Charities



Greater Productivity, Greater Trust

Thank you!
