community leaders forum

convention 2013

A Community Connected:
Renewing Common Purpose, Inspiring Engagement, Enabling Participation

from the Chairman

CLF had another strong year in 2013.

With a working model based on engagement, innovation and community excellence, CLF has grown organically in its partnership year after year. At the same time we forged ahead to strengthen our networks and serve the community through our programmes and services.

Among our achievements, we continue to build and harness partnership with organisations from within and beyond the Malay Muslim Voluntary Sector (MMVS). This year we expand our family with six new members and delivered the second phase of the CLF Review, centred on a community-driven development strategy . Our new members for 2013 are Al-Istiqamah Mosque, PAL Society, PCF Bukit Batok, Pertapis Community Services Ltd, Seek Limited and Club Heal.

CLF SETTING PACE

The CLF Review 2012-2013 called on the talents, expertise and experience of members of the CLF Steering, Advisory and Review Committee, Partners and Secretariat to join hands for this important strategic planning exercise. As a result, CLF remains well-positioned as the platform for innovation and social change for the MMVS, even in a fragile global economy and, longer term, to benefit from broad trends that we believe hold great promise.

The Network Workgroups' performance affirmed the wisdom of a connected community, the theme of CLF 2012 and 2013. That means investing to capitalize on existing talents and expertise in our community while at the same time maintaining a laser-like focus on organizational and community excellence.

In 2012, CLF programmes produced a healthy level of outcomes. Education remains as one of the highest priorities. The Education Network's programme, Maju Minda Matematika or Tiga M continues to support an increasing need for preschool education in the community. With 18 strong partners, ranging from PCF kindergartens, schools, mosques and community clubs, the Network had a broader opportunity for outreach to targeted segments.

Max-Out, a Youth Development Network programme, welcomed partnership with Health Promotion Board and Clubilya, and enabled more out-of-school youths to reintegrate into mainstream education and to continue learning and upgrading.

The Family Development Network strives to improve on the support network interconnectivity among the social service agencies, and with Enhanced Wrap Around Care or eWAC, the Network brings together a team based and phased approach to helping families with multiple difficulties.

The Employability Network continues to provide the community with opportunities to level up through job placements, referrals, and training programmes.

Our performance was led by the strong support of our 89 partners, which had another banner year. This also led to an expansion of our resource pool and reinforced our preeminent position in the MMVS.

VALUES PROVIDING SUPPORT

While we are proud of what we have accomplished, we are equally excited about CLF's future potential. CLF strives to be at the centre of prevailing trends to drive community development and capacity building in the MMVS.

Regardless of the scope of our aspirations or the scale of our achievements, CLF's future rests on a foundation of enduring principles. Our core values – integrity, quality, commitment and innovation – have sustained the loyalty of partners, and are a source of inspiration for our youths. These values also provided an impetus for growth for CLF LABS. Our talented and dedicated youth members of the CLF Labs Steering Committee have and will continue to take the community to a higher level of aspiration and achievement.

As CLF grows, we reaffirm our dedication to our values and recognize their vital role in our continuing success.

PLANS MEETING SUCCESS

We firmly believe CLF is poised for growth and future success. Reflecting on our strong performance in 2012 and 2013, CLF is determined to support the building of capacity and capability amongst partners and non-partners, that hold so much promise for our future.

Thanks to the tireless efforts of our partners in finding the gaps and solutions to meet the changing needs of the people we serve. All of which supports our confidence and pride in CLF's present course and in our ability to deliver value to our stakeholders in the years ahead.

about clf

Vision

To bring about **confident, creative and self-reliant** individuals and families, anchored in Islamic faith and values, for a **Community of Excellence**.

Objectives

The inaugural Community Leaders Forum (CLF) on 11 October 2003 arose from a series of dialogues and focus group discussions, amongst Malay Members of Parliament, community partners and activists, on strategies to enable the community to realise its shared vision for excellence. The event marked the beginning of a concerted, collective and conscientious pursuit by partners in the Malay/Muslim Voluntary sector (MMVS) to:

1. Work together to address community issues;
2. Garner community engagement and support through dialogue and knowledge exchange;
3. Build its capacity to help the community in effective and relevant ways.

CLF is currently in its eleventh year.

Strategic Thrusts

Maximise resources by:
- Leveraging on national and community resources to prevent duplication of efforts and to ensure better utilisation of limited resources
- Aligning existing programmes to achieve better synergy
- Focusing on upstream measures to address root causes of social problems

Build capacities by:
- Conducting research to better understand the issues affecting the community and identify programmes to address these problems
- Providing platforms to train and share best practices to develop the capacity of MMOs to develop and deliver progrs effectively and efficiently
- Equipping the individuals, families and community with relevant skills and knowledge so they can be more empowered
- Conducting evaluations to determine the effectiveness and continued relevance of our programmes

CLF steering committee

Chairman
Assoc Prof Dr Yaacob Ibrahim
Minister for Communications & Information & Minister-in-charge of Muslim Affairs

Co-Chairmen Education Network
Assoc Prof Muhammad Faishal Ibrahim
Parliamentary Secretary, Ministry of Health & Ministry of Transport

Youth Development Network
Mr Zaqy Mohamad
Member of Parliament

Family Development Network
Dr Mohamad Maliki Bin Osman
Minister of State, Ministry of National Development & Ministry of Defence and Mayor, South East District

Employability Network
Mr Hawazi Daipi
Senior Parliamentary Secretary, Ministry of Education & Ministry of Manpower

Mr Zainal Sapari
Member of Parliament

Dr Intan Azura Mokhtar
Member of Parliament

Mr Zainudin Nordin
Member of Parliament

Assoc Prof Fatimah Lateef
Member of Parliament

clf review committee

Chairman

Mdm Moliah Hashim
CEO, Yayasan Mendaki

Vice-Chairmen

Mr Abdul Halim Aliman
Head, Family Development Network (FDN)

Mdm Sharifah Sakinah Ali Alkaff
Head, Education Network (EDN)

Mr Sazali Wahid
Head, Youth Development Network (YDN)

Ms Shenaz Poonawala
Head, Employability Network (EMN)

Ms Aidaroyani Adam
Director, Research and Policy Department,
Yayasan MENDAKI

Members

Dr. Albakri Ahmad
Senior Director, Capacity Building & Dean,
MUIS Academy
MUIS

Mr Mohd Anuar Yusop
Executive Director
AMP

Assoc Prof Ganapathy Narayanan
Deputy Head, Department of Sociology,
Faculty of Arts and Social Sciences
NUS

Mr Gerard Ee
Executive Director
Beyond Social Services

Ustaz Mohamed Ali Bin Atan
Head
Harmony Centre@Masjid An-Nahdhah

Mr Mohd Ali Mahmood
Senior Director, Social Services, Training &
Consultancy
PPIS

Dr Sharifah Mariam Aljunied
Principal Specialist, Educational Psychology
MOE

Mr Stanley Fong
General Manager, South East CDC (Away on
study leave)

Secretariat

Ms Sakinah Mohamed
CLF Manager

clf advisory committee

Chairman

Mdm Halimah Yacob
Speaker of Parliament

Members

**Mr Masagos Zulkifli Bin Masagos
Mohamad**
Senior Minister of State, Ministry of Home
Affairs and Ministry of Foreign Affairs

Mdm Moliah Hashim
CEO, Yayasan Mendaki

Mr Azmoon Ahmad
Chairman, AMP

Mdm Sapiah Molla
President, PPIS

Mr Izzuddin Taherally
President, 4PM

Dr Mohd Hasbi Bin Abu Bakar
President, Jamiyah

Mr Abdul Razak bin Hassan Maricar
Chief Executive MUIS

Mr Ng Chun Pin
Director, National Youth Council

Ms Charlene Chang
Director, Community Relations and
Engagement Division, MCCY

Mrs Jenny Bong
Executive Director, Methodist Welfare Services

Mrs Ng Ai Lin
Zonal Director, Schools South, MOE

Mr Azzli Jamain
Director, Creative and Professional Division,
WDA

Ms Seah Yang Hee
Director, Comcare and Social Support Division,
MCCY

summative report

CAPACITY BUILDING: ENHANCING OUTCOMES FOR CHILDREN, YOUTH AND FAMILIES

BY **MDM MOLIAH BINTE HASHIM**

HEAD, CLF SECRETARIAT

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preface

As part of a strategic planning exercise, the CLF Secretariat conceptualised and implemented a two-year review work plan in three areas of assessment; Programme Management, Resource Planning and Capacity Building. Partners from within and beyond the Malay Muslim Voluntary Sector (MMVS) were invited to participate and contribute to the CLF Review beginning 2012, with a focus on establishing the effectiveness of CLF programmes through a case study research method, and to work together towards a Network Review Report in 2013, outlining their vision for developments to close the service and capability gaps, to review ongoing CLF programmes and on the basis of an analysis of the identified gaps, propose recommendations that CLF would wish to take.

The current report is the result of the deliberations of the CLF Steering, Review and Advisory Committee and Network Workgroups charged with addressing Capacity Building in the MMVS. The various recommendations have been very valuable in defining the CLF Capacity Building Framework and Strategic Plan moving forward. Based on the discussions and decisions by, the CLF Steering, Advisory and Review Committee, the Workgroup partners will continue to develop the recommendations of the report and create new initiatives to ensure that we focus our attention on untapped potentials within the CLF family.

MDM MOLIAH BINTE HASHIM
Head, CLF Secretariat

executive summary

The Network Review makes recommendations in three broad areas. The recommendations are put forward for consideration by the CLF Steering, Advisory and Review Committee. Capacity building is a challenge that should affect the entire CLF family. By working jointly in implementing the recommendations, the CLF family should be able to increase capacity building through its research, policies and community development.

A key goal of the review, within a broader context of community engagement, is to reach a shared understanding of the nature, meaning and recommendations for continued collaborative efforts in enhancing CLF. The process is intended to refine the existing conceptual map and to agree to a set of principles and ways of inspiring and fostering engagement amongst stakeholders, which may be used to underpin policy development and enhancement of practice.

In February 2012, the Chairman, CLF Steering Committee appointed the Review Committee members, from education, research and social work, to support the CLF Secretariat, to assess and review the programme and Network effectiveness, operations, and implications of recommendations made by the case studies in 2012 and Network Review in 2013, and identify alternative approaches and mechanisms for the above.

In April 2013, the Advisory Committee, consisting of key individuals from the Ministries, Statutory Boards and partner organisations, were appointed to provide advice to the Chairman, CLF Steering Committee on strategic areas of development for CLF for example, capacity building, cross network collaborations etc.

These initiatives have been carried out as part of the CLF Review process to define a strategy for CLF's future. The current assessment calls attention to three crucial areas to building the MMVS; Capacity Building, Resource Planning and Programme Management. These areas underlie CLF's rationale for focusing on efforts to make Capacity Building a priority in order to build and strengthen the MMVS, and the links among people, organizations and systems.

This paper provides a strategic framework for capacity building within CLF, encourage strategic use of community resources to develop capacity in the context of overall national strategic plans for the community, promotes the development of more strategic, systematic, and measurable approaches to capacity building at all levels, and provides illustrative approaches to monitor and communicate results on capacity efforts.

1. Background

The Community Leaders Forum (CLF),

set up in 2003, was a call for an uplifting of the educational performance and the overall quality of life of the Malay/Muslim community. Following a series of focus group discussions (FGD) on community-wide issues, the Malay Members of Parliament (MMPs), together with other community leaders and social activists, formed CLF to bring about a coordinated framework for intervention efforts and strategies. Primarily, CLF was implemented to ensure an efficient and effective management of resources, so as to avoid duplication of programmes and services by the various Malay/Muslim Organizations (MMOs), in providing help for the community.

Four key strategic areas for intervention; education, youth, family and employability, were identified. Firstly education, as a social leveler, is critical in helping children from underprivileged backgrounds to break away from the cycle of disadvantage. Many were underachievers and were unprepared for school, and thus interventions as early as preschool going age were needed. Additionally, it is important for parents to be empowered with knowledge as they play critical role as co-educators in supporting their children's education. Secondly the high Malay youth base, if adequately harnessed, is a source of strength for the community. The transition from youth to adulthood is not an easy process, and adequate support should be rendered to our youths. Youths, especially the vulnerable ones, should be equipped and empowered with relevant knowledge and skills for them to navigate through the challenges of growing up. Thirdly, the socioeconomic conditions of the family unit

are key in facilitating effective programme and service delivery for children, youths and adults. Therefore, vulnerable families should be identified and provided with targeted intervention and relevant support. Finally, in a climate of economic transition and uncertainty, low-skilled workers are the most vulnerable. This group faces difficulties in coping with demanding structural changes in the economy and thus there is a need to facilitate and support their access to employment opportunities through skills upgrading and retraining, in order to remain competitive and relevant in the labour market.

In 2011, a comprehensive review of CLF was recommended based on the rationale below.

i. CLF would reach its tenth year and the structure and processes have remained unchanged since inception and we must now determine the validity and reliability of the structure and processes.

ii. The constant change in the socioeconomic and political landscape and policies compels an evaluation of the approach to social intervention for the community, so that our efforts will continue to meet the changing needs of the people we serve.

iii. CLF, like any other social intervention mechanisms, to continuously review its levels of productivity and benchmark itself with similar mechanisms.

The guiding principles for CLF's community engagement and review framework are:

i. **CLF enables social development, transformation and action.** We have seen how CLF has evolved, with partners being more empowered to take on programmes

across the four networks, for example *Max Out & NUR*. CLF has enabled PPIS Vista Sakinah to provide remarriage preparation, support and therapeutic services through its three core services; *Remarriage Preparation Course, Fitrah Enrichment for Stepfamilies and Bunayyah Program for Children in Stepfamilies,* through funding and self-management of programmes.
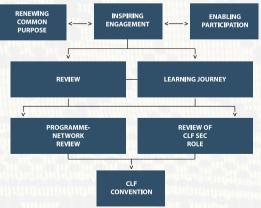
ii. At various community engagement platforms, partners have expressed the need for **a transformative CLF through thought leadership and capacity building** in the MM community.

iii. **CLF promotes an open community help eco system** whereby the community recognises the growth in partnership from within and beyond the MMVS. Within ten years, CLF has grown to 108 partners from within and beyond the MMVS in 2012; 14 MMOs, 19 mosques, 14 VWOs and FSCs, 8 CC, CDC, MAECs, 35 schools, and 18 training orgs.[1]

iv. The community acknowledges that the MMVS would not be able to tackle all of the problems of the Malay community and the recommendation was to strategically leverage on national resources, beyond the MMVS. With that, **CLF realizes the need to support social service agencies beyond the MMVS**, so that they can continue to work with our Malay/Muslim families.

v. While CLF was built in consultation with community leaders and activists, **CLF continues to provide the impetus for a renewed common space and collective purpose** through dialogue, networking and collaboration with the various stakeholders with a shared vision for a Community of Excellence.

CLF also took on a consultative-participatory approach to youth engagement in CLF 2010 – Forward Planning Exercise (CLF2010-FPE) and CLF LABs. CLF LABs, formed in 2011, provides a developmental platform for Malay/Muslim youths to create new ideas and be introduced to the MMVS and to create a sense of active citizenry amongst them.

Refer to Diagram below for a conceptual framework of the CLF Review 2012 and 2013.

A COMMUNITY CONNECTED
ASSET-BASED COMMUNITY DEVELOPEMENT

The review was administered progressively and systematically in a two-fold manner. It was proposed that the two strategies of CLF Review be conducted in tandem and steered by the CLF Secretariat and supported by the Review Committee.

1   Source of data: CLF Compendium 2012

STRATEGY I: COMMUNITY-DRIVEN REVIEW AND ENGAGEMENT

- Partners were invited to submit a case study on an aspect of (a) CLF programme, and to present their ideas at the CLF Convention 2012. The convention enabled CLF partners and other stakeholders to share knowledge and information on policies and strategies related to ownership, partnership and community involvement matters, and provided an analysis of issues, strategies and recommendations, through case studies, related to programme review and community development. Refer to Appendix 1 for list of case studies.

- In 2013, the four networks formed workgroups consisting of key partners from the MMOs, and others from within and beyond the MMVS, and Review Committee members to identify service and capability gaps in the MMVS vis-a-vis the overall social service sector. Similar to the CLF 2010-FPE exercise, the Network Review will bring the various stakeholders in CLF together in the review process, for a whole-of-community approach. Collectively all of these efforts contribute towards the integration of information across all four networks and the refinement of each network in the areas of *Capacity Building, Resource Planning and Programme Management.*

- As CLF 2012-2013 builds on the theoretical premise of Asset-based Community Development (ABCD) as a strategy for community-driven development, the members of the CLF Review Committee are galvanized to provide training and learning opportunities to CLF partners, in order to mobilise our community's talents for the benefit of all CLF partners. The training and development opportunities in 2012 and 2013 are:

i. Workshop on *Coordinating the Community Help Eco-System* by Mr Stanley Fong on 17 September 2012;

ii. Programme Evaluation: Measuring Effectiveness for Programme Planners by Mr Mohd Ali Mahmood on 6 and 7 November 2013.

STRATEGY II: REVIEW OF CLF SECRETARIAT'S ROLE

- The CLF Secretariat continues to review the findings and recommendations put forth at the CLF Convention 2012 and 2013 with a focus on the outcomes of the community-driven engagement initiatives above.

Into its eleventh year, CLF remains to be a critical driving force in addressing the multi-faceted challenges that we face as a community. Amongst the deep-seated concerns over the high divorce rates, teenage sexuality, drug abuse, incarceration and other forms of family dysfunctionality, the Malay/Muslim family has shown significant improvements over the years. These improvements are attributed to the continued partnership and efforts of the Malay/Muslim Voluntary Sector (MMVS) and national agencies.

We have had the benefit of talented, energetic and committed partners, from within and beyond the Malay Muslim Voluntary Sector. Those who have joined this pursuit for a Community of Excellence have gained

valuable experience as well as imparted their own insights, enriching the community in many ways.

1.1 The Network Review: Apparent Gaps in MMVS

In ensuring the relevance of each network vis-à-vis the evolving Malay/Muslim landscape, a network review was done by respective networks to identify the service gaps within the MMVS vis-à-vis the overall social service sector. The network review highlighted current and emerging issues and trends affecting the Malay/Muslim community, and whether these issues are sufficiently addressed by the MMVS. Based on the network review findings, recommendations in the areas of programme management, capacity building and resource planning were made. This section will provide an overview of current issues and trends affecting the Malay/Muslim community vis-à-vis the four networks, and unearthed the service gaps within the MMVS.

Demographic Trends
The Malay/Muslim community in Singapore is experiencing a youth bulge as more than half of the community aged below 34 years old. This concentration of youths could be strength to the community if the potential of youths is harnessed effectively. As part of the network review process, the Youth Development Network (YDN) presented an overview of the status of Malay/Muslim youth in Singapore vis-à-vis the general youth population. Generally, in terms of the level of needs and intervention, the youth are classified into four categories; low-level (low-risk), mid-level (at-risk), high-level (at-risk) and very high-level (high risk) needs.

Low-level needs youth are generally of age 11 to 16 and they are students identified by schools to have attendance issues and requiring additional school social work support to remain in school. There are an estimated of 5000 to 7000 students in the category, out of which an estimated 40% are Malay/Muslim students. These students are mentored on a 1 to 1 or group basis and enrichment activities are developed for them to boost their motivation, confidence and self-esteem. Students with high truancy rate and requiring additional school social work support and at risk of dropping out are identified as of mid-level needs. They generally age between 14 to 17 years old and an estimated 40% of them are Malay/Muslim students. These students are given more intensive intervention support, 1 to 1 mentoring plus counseling and group activities and case-management for the family will also be provided if the need arises. Out-of-school youths (OSY) and those who face multiple social/familial issues (estimated 40% are Malay/Muslim youths) are classified as high-level needs (at-risk) youths and intensive intervention is put in place to ensure that they resume academics or vocational training. Coaching, counseling and

guidance support are also rendered to these at-risk youths. Finally youths who are deemed delinquent or have been involved with offending behaviours, crime, gangs or substance abuse are identified as having very high-level needs and there are an estimated 2000 of them, out of which between 800 and 1000 of them are Malay/Muslim youths. These youths are usually admitted into institutional care and are guided for post-institution integration into family and social settings.

A services scan was done by YDN as part of the review process and findings revealed that there is a gap, in terms of lack of coverage by MMOs for MM youths that are identified as having high-level and very-high level needs. Based on the review, there is an estimated of 1200 to 2000 MM youth identified as having high-level needs and only an estimated of 600 of them are serviced by MM youth agencies. Similar lack of coverage is also prevalent amongst youths identified as having very high-level needs as out of an estimated 800 to 1000 MM youths, only 300 are covered by MM youth agencies.

Apart from the youth bulge, a review by the Family Development Network (FDN) also revealed that 35.6% of our community are in their mid-life phase, or are in pre-retirement age (i.e. between 35 to 59 years old). This suggests that a bulk of our community is part of a "sandwiched generation" whereby they have to shoulder the

demands of work and the dependency of both the older and younger family members. In its review, FDN posited that such demographic trend is quite disconcerting as it has serious implications on the families', especially so for the low-income families, preparation for retirement and old age. For instance, in terms of home ownership amongst MMC, the rate had dropped from 93.4% in 2000 to 89.6% in 2010. Decreasing public home ownership and the homelessness phenomenon are major concerns affecting our community. This is further compounded by the deteriorating health conditions of MMC as, amongst other health issues, 22.6% of Malays are charting high cholesterol level as compared to the Chinese (17.1%) and Indians (12.6%).[2] These multiple social problems faced by our community, especially for low-income families, are worrying and it is critical that FDN undertake necessary interventions to alleviate these emerging problems.

Educational Attainment
MM students are making progress academically as there is a narrowing of the gaps in our students' performance in the national examinations and an increasing number of MM students proceeding to post-secondary institutions in the past 10 years. However while this progress ought to be celebrated, it is recognised that more still needs to be done to ensure that our students continuously scale the peaks of academic excellence. The network

2   For more information, please see National Health Survey 2010.

review by the Education Development Network (EDN) revealed that there is greater awareness on the importance of early childhood education, and this is demonstrated by the move towards higher quality preschool education at the national level. Various initiatives, such as the setting up of 15 pilot government-run kindergartens over the next three years to provide quality and affordable preschool education for all and the setting up of the Early Childhood Development Agency (ECDA) to oversee the regulation and development of kindergarten and child/infant care programmes for children below the age of 6, were introduced to signal the government's commitment in providing quality early childhood education for every children. The EDN should leverage on these momentum, take stock of the community's capacity and capability and push for initiatives that will enhance our young students' abilities, especially in foundational skills to level them up.

The network review by EDN also highlighted the need for Malay students to continue to strengthen their literacy skills as early as preschool. Research has shown that a weak foundation in literacy, if not addressed, will lead to academic underperformance. Additionally numerous studies have provided support that students from low-income backgrounds perform significantly lower in reading and writing achievement than students from higher income families. EDN

network review also emphasised the need for continuous and active parental involvement and support in developing our children into becoming confident and self-directed learners. Thus it is pivotal that more upstream interventions are introduced to ensure that every MM child developed the necessary literacy skills from an early age, and parents are actively involved in the educational journey of their children as co-educators.

Employability

The review conducted by the Employability Network (EmN) highlighted that the gap between Malay median income and the national median income has increased from $1000 in 2005 to $1156 in 2010.[3] Additionally, more MM are moving up the career ladder as data reported that in 2010, 27.8% of them are holding PME jobs as opposed to only 21.2% in 2005. However the representation of MM workers in the PME sector is still low, as national statistics in 2005 revealed that MM holding PME jobs is at 21.2% as compared to the national figure of 44.8%. Based on these findings, it is timely that EmN looks at the need to push for upward mobility by assisting more workers to move up from rank and file positions to supervisory positions, and from supervisory positions to managerial positions. Support should be given, especially in terms of filling the soft skills gap that are demanded of PME jobs such as leadership, management and writing skills.

Another trend prevalent within the Employability network is the role of women in labour force. Data revealed that the Malay women labour force participation rate is lower than national figures, as 53.6% of all married Malay women between ages 20-59 years are not working.[4] This low labour force participation rate amongst Malay women posed a pressing problem of high dependency ratio within Malay families as MM households have a dependency ratio of one economically active person supporting three non-economically active persons. This is in comparison with the national ratio of 1:1.

While more MM workers are coming forward to receive skills upgrading and training, the Employability network also recognises the existence of groups of workers that are less receptive to retraining. Additionally, as highlighted in the Suara Musyawarah report there is a small but significant group of works that perceived to have been discriminated at workplace. In view of these current issues affecting the MM workers, it is paramount that the Employability network introduced support programmes to ensure that our MM workers remain relevant and competitive in the labour market.

1.2 The Recommendations

Based on current and emerging trends and issues identified in the previous section, various recommendations in the areas of programme management, capacity building and resource planning were made by the networks to address the service gaps and also to improve the provision of safety nets for the Malay/Muslim community.

Programme Management

In response to the changing needs of the Malay/Muslim community, the networks proposed the introduction of pilot programmes and the networks will also collaborate with MMOs and national agencies in order to ensure the effective utilisation of resources. For example building on MENDAKI's Reading Framework, the EDN proposed the creation of a community of readers and thinkers through various pilots of reading programmes to increase community learning efforts in early literacy. These reading programmes aim to promote lifelong reading among families and facilitate their personal growth and creative thinking through reading strategies, sharing and discussions. The EDN will continue to work with strategic partners operating preschool centres like AMP, PPIS, Jamiyah, Muhammadiyah, mosques, PCF and private MM kindergartens to conduct reading and thinking programmes that are easy to deliver yet impactful for children and parents from disadvantaged backgrounds.

Collaborations with other agencies; be it at the community or national level, are key in ensuring that programmes by MMOs are rolled out effectively. The FDN proposes the need for continuous engagement with the Malay/Muslim community via public education on areas affecting them. For example, in addressing deteriorating health status, FDN will form closer partnerships with the Health Promotion Board (HPB), MMOs and mosques to incorporate relevant healthcare modules into the CPS programme

to educate the community on chronic disease prevention and management. Additionally in the area of retirement preparations, the FDN recommended that the MMVS should work closely with the Ministry of Social and Family Development (MSF) and Central Provident Fund (CPF) Board to better understand the active ageing policies and availability of financial education programmes.

The EmN also made recommendation for inter-network collaborative efforts in building family resilience through empowerment. The promotion of dual-income households will allow MM families to increase their disposal income and in order to do so; EmN recommended that it works closely with the FDN. This can be done by identifying the women in the family to return to work and/or by identifying the youth who is ready to enter the workforce and help the family holistically to improve their household income. Additionally, EmN considered on forming Family Excellence Circles to allow the network to keep in touch with the families and intervene accordingly should they fall back into the vicious cycle. Such inter-network collaborative efforts are beneficial and effective as they prevent networks from working in silo. Similarly, FDN also calls for an inter-network collaboration with EmN to strengthen the area of continuing education and training (CET) for Malay/Muslim families.

Another important aspect of programme management is outreach as without effective outreach, the programmes will not be able to reach and benefit the target audience. All four networks proposed the need for a more coordinated and targeted outreach efforts via partnerships with national and other MM agencies in order to ensure that more members of the MM community will be able to reap the benefits of the programmes rolled out by the networks and their partners. The FDN calls for an inter-agency collaborations through eWAC, involving new Agencies like SSOs, HDB, and even with informal support networks, in addition to existing ones like FSCs, CDCs and Enhanced Mosque Clusters. Similarly in engaging unengaged youths, the YDN believes in more direct outreach work and this could be done through collaborations with national and other non-Malay youth agencies.

Current partnerships with various agencies should also be enhanced to improve outreach efforts. For instance, the current partnership EmN has with the satellite mosques can be enhanced via closer collaboration with MUIS and by leveraging on the mosque cluster infrastructure. This will enable the network to reach out to reluctant trainees, back-to-work women, single parents and low-skilled workers. Similarly, strong partnerships between EDN and key partners like MOE, schools, CCs and MAECs should be enhanced to intensify EDN's outreach efforts in reaching out to more needy students who are in need of upstream intervention programmes.

Capacity Building
The process of capacity building is essential as it allows individuals and organisations to obtain, strengthen and maintain their capabilities and capacities to set and achieve their own development objectives over time.

The Community of Practice (CoP) by the FDN is an excellent initiative in providing an avenue to discuss on possible capacity building efforts required by social service practitioners and those aspiring to be. Through this platform, members of the CoP will benefit from the sharing of best practices among social workers working with the complex issues of their Malay/Muslim clients. One proposed area that members of the CoP can embark on is the development of a framework to build the capacity of the MMVS in family empowerment.

In response to the dearth of MM youth agencies and service providers to meet the demands of high- and very high-level needs MM youths, the YDN proposed the setting up of new MM youth agencies and YDN will advocate and provide the necessary support for new agencies to be set up. The YDN will also look into partnering with established non-Malay youth agencies to pair up, build the capacities and allow new MM agencies to "fast track" their skills upgrading and also strengthen their presence in the higher level needs category. As for current MM youth agencies, the network acknowledges the importance of capacity building by investing in the development of specialized skills and expertise (especially in the higher level needs) through the provision of necessary training. These trainings will be done in collaboration with established local and overseas agencies and individuals. By building the capacities of MM youth agencies, the YDN aims to adequately equip its partners with the skills and capabilities to take on national programmes such as the Enhanced Step-Up A and B. Such a move would provide these

agencies with access to national funding while serving the needs of MM youth.

The process of building the capacity of trainers, facilitators and volunteers is also critical in ensuring excellent programme delivery and fidelity. As such, the EDN recommended that the capacity of trainers and facilitators of Tiga M programme should be continuously build upon to ensure that the target group fully benefit from the programme. Talented volunteers may also be recruited to be trainers and facilitators in conducting evaluation and programme management. Additionally the EDN also recommended the need to enhance the monitoring and evaluation mechanism to support partners in conducting evaluation, collation and data processing to ensure programme fidelity. Thus while it is crucial to develop the capacities of trainers, facilitators and volunteers, it is also important for the Network and its partners to develop their internal capacity to ensure better programme management.

The EmN focus and energy has been given to the low-wage workers and positive results have been demonstrated due to the network's dedication in rolling out strategic and targeted interventions that are in tandem with national initiatives. In view of the changing landscape and rising aspirations of MM workers, the network recommended that there is also a need to focus on building the capacity of our MM workers who are now ready to take up higher level jobs. As such EmN recommended that rank-and-file workers that aspire to be PMEs are also assisted. This would require the network

to study the needs of the PMEs and roll out a programme designed to help this group of aspiring PMEs, and focus on the areas of leadership skills, people management skills and networking skills among others.

Additionally the network recommended that the capacities of workers be built through the provision of alternative pathways for workers who did not complete their post-secondary education. This is paramount to ensure that our MM workers remain competitive in the labour market and one possible approach is to map WSQ courses to academic diploma and degree programmes, thus allowing workers to start taking WSQ courses and proceed to getting a degree accredited by universities. Complementing the above approach for alternative pathways shall be the WSQ Workplace Literacy and Numeracy (WPLN) training[5] and the network should strive to get workers to a minimum of Level 4 of the WPLN framework as this is the basic criterion require for most WSQ courses.

In order for the EmN to ensure that the they possess the adequate knowledge and skills to provide the necessary capacity building support for MM workers, it is equally essential that the network build up its internal capability through inter-agency collaborations, research and knowledge sharing.

Resource Planning
Given the limited amount of community resources, effective resource planning is critical in supporting the betterment of programme management in the area of effective programme deliverables. The networks and their partners have to ensure that resources are adequately and efficiently allocated in accordance to the demands of various programmes so that they are carried out effectively and the intended recipients benefit fully from them. In light of the recent increase to the Malay/Muslim Community Development Fund (MMCDF) to $2.6 million per year, it is also vital that MMOs tap on this fund and effectively allocate the financial resources to continuously enhance programme management and delivery, and also to build on their capacities.

1.3 A Critical Part of the Solution: Capacity Building in the MMVS

This document provides a framework to help CLF enhance its approaches and plans for capacity building of the MMVS. It provides an overarching vision for the strengthening of CLF's capacity to respond efficiently and effectively to the community challenges through more capable partners and organizations.

The CLF Secretariat has assessed its role in promoting the development and coordination of the conceptual framework, policies and processes across the four (4) networks of *Education, Youth, Family and Employability*. The CLF Secretariat has also explored strategies to enhance and re-focus its responsibilities, in order to effectively position the function and role of the Secretariat to champion the new cultural and social compact for the Malay/Muslim community, especially in the area of Capacity Building.

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5   This training is recognized as alternative routes to 'N' and 'O' Levels credentials where recruitment is concerned.

Capacity Building is integral to CLF's efforts in the development of MMOs. Capacity is defined as, "the ability of individuals and organizations or organizational units to perform functions effectively, efficiently and sustainably." Capacity building is an evidence-driven process of strengthening the abilities of individuals, organizations, and systems to perform core functions sustainably, and to continue to improve and develop over time.

Effective Capacity Building efforts target the MMVS including MMOs; partners and non-partners. Part of this process includes CLF's ability to drive the process to identify, source and manage on-going capacity building efforts as a sustained community-led effort to target change.

Following the CLF 2010-FPE, the second phase of CLF LABS emphasizes *Capacity Building, Collaborative Relationships and Marketing* as the key strategic thrusts for 2013 to 2015. Capacity building is an inherent part of initiatives and activities underway in CLF.

2. Making Capacity Building a Priority

2.1 CLF Secretariat's Mission and Role in Capability Building

The CLF Secretariat continues to be the coordinating body for all the four networks, to ensure a systematic and streamlined transfer of knowledge, information and resources. The CLF Secretariat would also focus on the future directed development of CLF, particularly in matters of Capacity Building, ownership and governance, partnership and community engagement. The CLF Secretariat has been

successful in designing and implementing a high level of engagement and discourse from the community leaders and partners on strategic and operational matters at the CLF Forum 2011 and CLF Convention 2012. The Secretariat hopes to be able to continue the rhetorical engagement and commitment to managing the allocation of the Capability Development Fund by MMCDF, towards supporting the development and enhancement of sectoral knowledge and expertise in the MMVS.

The CLF Secretariat will serve as the central strategic planner overseeing key areas such as capacity and capability development, funding and infrastructure/resource planning. These would involve areas such as governance and best practices, outcome monitoring and assessment of performance. This initiative would enable members to improve accountability, and to align programmes, processes and resources to their strategic goals.

As a first step towards advocating and enabling MMOs to tap on the $0.6 million capability development fund as part of MMCDF, the CLF Secretariat, organized a needs analysis of the MMVS capacity building efforts, define outcomes and developed a framework for Capacity Building in the MMVS.
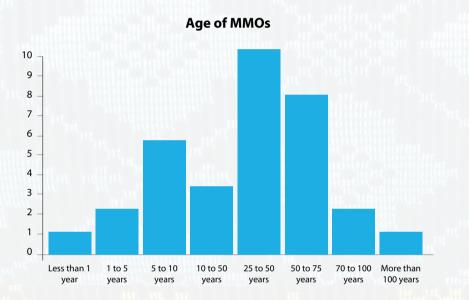
2.2 Needs Analysis of MMVS – MMO Profile Scan

A preliminary online search exercise was conducted to identify key organisational information. Organisational data was gathered from the various sources –

Charities portal, Registry of Societies portal, organisation websites or social media pages (e.g. Facebook) and relevant online articles.

A total of 30 MMOs were identified by Yayasan Mendaki for this exercise. These MMOs were known to provide social services and assistance to the community, with many focusing on the needy, vulnerable and disadvantaged members and families in the community. Please see Annex 1 for the list of MMOs.

2.2.1 Age of MMOs

The MMOs ranged from young start-ups to more established and more complex organisations with many decades of experience in serving the community.

Age of MMOs

The age of MMOs ranged from **six months** to **109 years old**. One third of the MMOs were in the **40 to 60 year** age group, and **64.5 years** was the mode.

The two MMOs that provided the largest range of services were 52 and 42 years respectively. This did not mean that the longer serving an MMO, the wider its range of services. The oldest serving MMO, at 109 years, was focused on running one programme i.e. an orphanage. One MMO that had been serving the community for 47 years focused on financial aid to needy students while another, at a tender age of 9 years, provided services that ranged from counselling and financial assistance, to support groups, developmental programmes and social enterprise.

MMOs that were younger might not mean a lack of experience as the individuals who ran them were not new to the social service sector, with some having more than 30 years of experience.

While age of organisation alone might not determine effectiveness in fulfilling its mission, it would provide context in customising capacity building efforts. The

position of the MMO in the organisational life cycle would determine the type of capacity building efforts needed, be it in terms of resources for expansion and diversification of services, or specialised competency building in strengthening existing human capital, or even strategic planning consultancy to review vision and mission in light of changing socio-political realities.

2.2.2 IPC, Charity Status & NCSS Membership

Of the 30 MMOs, 21 were registered Charities and out of these 21, 10 were conferred status of Institution of a Public Character (IPCs). The latter were authorised to issue tax deduction receipts for tax-deductible donations received.

MMO Status	NCSS Member	Non NCSS Member	Total
Charity with IPC Status	9	1	**10**
Charity without IPC Status	6	5	**11**
Societies	2	5	**7**
Employee Trade Union	-	1	**1**
Credit Cooperatives Society	-	1	**1**
Total	*17*	*13*	*30*

Seventeen MMOs were NCSS members and fulfilled the following membership requirements:

- The VWO must be registered under the Societies Act, incorporated under the Companies Act or established by or under any written law.
- The VWO's objectives and mission are in line with that of NCSS.
- The VWO has been in operation for a continuous period of at least two years.
- The VWO applying for full membership should have a structured programme and not ad hoc activities.
- Financial statements need to be audited by an independent examiner/approved company auditor and submitted to NCSS.
- The VWO has established sources of income and shows financial sustainability.
- The VWO has a number of paid staff and/or volunteers to deliver the programme.

NCSS membership would mean that MMOs would have access to NCSS capacity and capability building programmes and schemes including funding for training and development programmes, and programmes and manpower, if funding criteria were met. MMOs too would need to meet NCSS reporting requirements to ensure accountability in use of resources. In one MMO's situation, the MMO itself was not an NCSS member but the Home it ran was.

Meeting NCSS membership requirements reflects commitment to service and efforts at good governance. However, non-NCSS membership status might not mean that the MMOs did not meet NCSS membership requirements. It could be due to the lack of awareness of such membership or criteria, or **lack of knowledge** of its relevance in terms of the privileges, resources and opportunities available to NCSS members.

It could also be that MMOs might appraise that NCSS membership was not necessary in the achievement of their organisations' mission in that they did not require the type of programmes and schemes offered.

Considering the limited resources for community capacity building, **leveraging on existing national schemes and platforms** would be important. Raising awareness of the benefits of NCSS membership could be one of the strategies to adopt. This could ensure that MMOs were plugged in to the sectorial capacity building platforms and schemes. The next area to explore would be whether existing MMOs that were NCSS members were utilising such schemes and resources, and if not, what would be the reasons for not tapping on them.

2.2.3 Programmes & Services

MMOs provided a range of services to enhance the well-being, and restore the functioning, of individuals and families, as shown in the table below.

No. of MMOs that provide…										
Public Education	Counselling	Religious Education	Childcare	Financial assistance	Developmental programs	Support Group	Homes/Shelters	Arts & Culture	Social Enterprise	Others
7	13	10	9	17	19	8	6	2	4	13

Services categorised under "Others" refer to
- day rehabilitation programmes
- debt advisory services
- helpline for men
- language education
- legal and health clinics
- savings and loans schemes
- tuition or academic support

The range of services reflects the need for skilled manpower with both **core/ foundational** and **advanced/specialised** competencies. The former could refer to needs assessment, case management, programme planning, execution and evaluation, and the latter would refer to advanced counselling skills, knowledge and skills in working with specific issues like divorce, abuse or homelessness, and client groups such as youth, elderly, families, individuals and populations with special needs, etc.
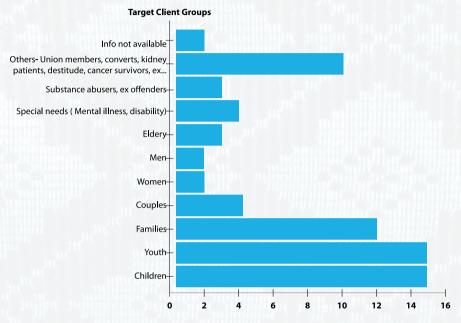
The type of social services offered also reflect an urgent and continuous need for competent **supervision and support** of frontline staff to prevent the risk of staff burnout, malpractice and other practice issues.

Capacity building efforts would need to develop and enhance **leadership and governance** competencies, including strategic planning and visioning, environmental scanning to ensure relevance and sustainability. Resource planning and management, operational and ethical management and administration would also be critical. An important level of assessment would be MMOs' identification of its own strengths and deficits, as well as priorities for capacity building.

2.2.4 Target Groups

Collectively, MMOs served a range of individuals and families with various needs across the lifespan. As gleaned from the websites, the core target groups of the MMOs were as follows (with many focusing on more than one target group).

Target Client Groups

Children and youth were served by 50% of the MMOs, while families were the third highest target group to be served. Whether the MMOs were reaching out to all those in need would require an analysis of actual numbers requiring help. The question is whether MMOs were effectively helping these clients meet their needs, and whether there were effective evaluation practices in place to assess effectiveness and efficiency.

Two of the MMOs did not run websites or social media pages, and the relevant information could not be retrieved. This lack of visibility might pose outreach concerns as well as confidence issues for existing and potential clients and donors.

Capacity building would certainly need to target **frontline professionals** providing direct services to clients in providing **effective delivery**. With many MMOs providing similar or parallel services (e.g. counselling, support groups) but to different target groups, there is potential for

- Cross sharing of good and best practices in working with specific issues and target groups
- Networking to ensure ethical and efficient referrals
- Collaboration to leverage on each other's strengths and efficiently use scarce resources to reach out to individuals and families in need

2.3 Needs Analysis of MMVS– Key Stakeholders' Inputs

The stakeholders identified were NCSS, Social Service Institute (SSI) and Mendaki SENSE for their role and expertise in developing and rolling out capacity building programmes and schemes.

The inputs and recommended areas of focus by SENSE and Social Service Institute are as follow:

i. **Knowledge, Skills, Competencies.** The Capacity Building Framework should include modules on:
   - Governance and Leadership
   - Participation in Governance training was relatively low across the sector
   - Project Management and Evaluation
   - The US-based model of Project Management Institute (PMI) model of programme management and evaluation was recommended due to its track record and to link up with the PMI Singapore Chapter to discuss building professionalism in the MMVS where delivering successful programmes and projects was concerned.
   - Succession Planning
   - Collaboration with NCSS Sector Manpower division was recommended on developing VWO capacity in Succession Planning
   - New Media and Events Management
   - Report and proposal writing, budgeting
   - Availability & Eligibility of grants e.g. Work Pro, Productivity and Innovation Grant

ii. **Collaborate with NCSS and SSI.** To reach out and engage MMOs as members, and work with NCSS and SSI to provide holistic training for the MMOs through

   a. Sharing of expertise as a possible area of collaboration.
   b. Sharing of training framework for better customisation of capacity building efforts, especially in the area of strengthening leadership and management competency
   c. Better understanding of the participation rate of the MMOs in SSI's training programmes, and patterns of utilisation of services and schemes

iii. **Filling the Gaps.**
   * To identify the curriculum gaps within the nationally provided training programmes and the provider to provide curriculum support
   * The recently-launched WDA Scheme, Enterprise Training Support (ETS) Scheme that focused on empowering people and transforming workplace was open to all Singapore-registered or –incorporated organisations, including societies and non-profit organisations

iv. **Policies to enhance retention & commitment.**
   The Framework should also address systems issues and policies to:
   a. Enable MMOs to bond their staff after completing the certifiable training programmes under this framework
   b. Offer Absentee Allowance that allows MMOs to hire temporary staff while a staff is out on training
   c. Empower MMO staff to be deployed as trainers by SENSE
   d. Provide overseas trip opportunities to organisations which commit to sending their staff on courses under this framework.

v. **MMOs' Participation in SSI-run Training**
   While SSI was not able to share actual figures on MMO participation in SSI-run

trining, a quick scan revealed that there were a few MMOs that sent staff for SSI training for the following programmes:

- Training programmes for the Children, Youth and Family sectors
  - Outcome management
  - Human Resource
  - Family and Juvenile Law
  - Fundraising

vi. Centre for Continuing Education Training (CET)

With SSI's recent appointment as a CET Centre by WDA, there is a widening of the pool of individuals (Singaporeans and Permanent Residents) who could benefit from SSI's training programmes. SSI's CET approach will be targeted at reaching out to VWOs - MMOs included. SSI is keen to work with CLF in reaching out to MMOs, and recommended joint sharing and engagement sessions where they could share schemes and programmes on capacity building in the MMVS' priority areas.workplace that was open to all Singapore-registered or –incorporated organisations, including societies and non-profit organisations.

2.4 CLF Capacity Building Framework

CLF endorses a capacity building framework that addresses three integrated and reinforcing components: individual, organizational, and systems within CLF. The conceptual framework for capacity building stresses the interrelationship of the three components – the individual, organizational and systems – often requiring concurrent and sustained capacity strengthening of all

levels over time. As CLF strives to increase the sustainability of its partnership and programmes, the relationship between capacity building and development outputs, outcomes and impact is increasingly important. CLF's ability to capture and measure change in programme quality, efficiency and outcomes over time is of critical importance.

The capacity building framework rests on the following principles:

i. Capacity building efforts **leverage on existing strengths and resources** of national and community resources, including those of the MMOs. We do not reinvent the wheel and will link to national resources where available and criteria are met. We focus on MMOs' interests, talents, resources and strengths in developing **strength-based** initiatives.

ii. Capacity building efforts may **be self-initiated by MMOs** or parties external to the MMOs but MMOs must fully consent to participate and commit to the terms of capacity building. This would signal **readiness** on MMOs' part – a core component of effective capacity building.

iii. Capacity building efforts are based on a **collaborative and competency-based assessment** by MMOs, CLF and/or assigned industry experts. MMOs' position and priorities will be respected, and any differences will be open for negotiation and dialogue.

iv. Capacity building efforts are **customised, contextualised,** and **timely**. Where existing schemes and programmes do not meet needs, efforts will be undertaken to fill the gaps. **Comprehensive**

assessment of strengths, needs and gaps of MMOs will ensure that solutions are customised. MMO's position in the organisational life cycle (e.g. start-up/growth/maturity/decline) would also be taken into account to ensure that efforts are timely.

v. Capacity building efforts are **win-win-win** for sector, organisation and individuals. Policies should be transparent and should not place one at an unnecessary disadvantage, while furthering the good of the other(s).

The Capacity Building Framework for the MMVS reflects an integrated set of capacity building strategies that address individual/workforce, organisational, and systems levels of capacity.

Level	MMVS Capacity Building Outcomes
Systems	Strengthened policies, functions and structures that facilitate synergies across systems and system components to a) attract, nurture and strengthen MMVS talent pool, and b) promote info-sharing and mutual cooperation, based on a strategic community agenda and widely shared understanding and vision of capacity building
Organisation	Strengthened internal organisational systems and processes leading to stronger performance, with the ability to adapt and continue to develop over time
Individual	Strengthened staff performance according to specific, defined competencies and job requirements

2.4.1 Partnerships

Partnerships are a fundamental component of an effective capacity building strategy because of their central role in establishing ownership, support, and sustainability of capacity building interventions. Partnerships supporting capacity building occur at multiple levels, from strategic national partnerships, to implementation partnerships that support specific capacity building activities. Partnership Framework and Partnership Framework Implementation Plans are an important foundation for identifying what key partnerships will support capacity building efforts.

Partnership efforts supporting capacity building must be explicitly recognized and monitored for their effectiveness. To achieve sustained improvements in capacity and performance, capacity building must continually focus on supporting ownership of the process, otherwise, there is the risk that capacity will diminish once resources or interest end.

CLF should be able to demonstrate both how the partnership creates mutual commitment and shared expectation and accountabilities for capacity building. Partnerships should develop and change over time, with outcomes that demonstrate increased leadership by the MMOs.

3. Nurturing & Strengthening People, Organisations & Systems

3.1 Growing & Strengthening Organisations

In nurturing and strengthening human capital, good governance and leadership is critical and must be put in place. The following are proposed areas of capacity strengthening at multi levels by CLF, vis-a-vis existing national initiatives and current activities on Capacity Building.

i. Governance Consultancy.

The objective is to help voluntary welfare organisations improve the effectiveness of risk management, controls and governance processes and comply with legislation governing charities and Institutions of a Public Character (IPCs). This covers governance review for charities, independent review, policies and procedure documentation and ethical reporting services.

Currently NCSS provides funding for governance consultancy for member organisations.

Now, MMOs will be able to tap on CLF funding for governance consultancy and review.

MMOs should also be guided in benchmarking their HR practices and salary scales against industry standards. This is important in attracting and retaining talent.

ii. Enhancing Existing Leadership & Grooming Leadership

Leadership and management modules could be customised for MMOs and rolled out as an essential training programme for those occupying senior staff positions in MMOs that receive MMCDF funding. This is to stress the importance of building leadership capacity and capability.

One possible consultancy area or customised training programme for the MMVS could be Succession Planning. With careful planning and preparation, this would ensure continuity and rejuvenation for MMO leadership, avoiding unnecessary turmoil in the event that existing leaders unexpectedly exit the organisation.

NCSS, through SSI, provides capacity building in the form of the Professional Leadership and Development Scheme which target existing Directors and Managers as well as Senior Staff who demonstrate leadership potential. Such participation usually come with a bond to ensure retention of star players.

SSI also conducts Senior Management Programme for Non-profits which is a modular series of training programmes with topics ranging from human resource management, leadership and team-building, volunteer management and governance, to financial controls and strategic planning.

iii. Master Social Worker Scheme

CLF could provide the opportunity for organisations to receive consultancy from field experts who work with organisations on capacity building in three aspects – systems (internal processes and procedures), clinical service and programme delivery. MMOs

that lack the internal expertise and capacity to develop staff and improve quality of programme delivery would benefit enormously from this Scheme, MMOs could tap on existing Senior Social Workers/Principal Social Workers with relevant expertise from the field. An ideal outcome would be that Master Social Workers transfer their expertise to the manager/senior staff or team who would then continue to improve or maintain good standards of service.

This scheme is relatively new and is still being reviewed by NCSS.

iv. **Strategic Planning & Review Consultancy**
Funding could be allocated for MMOs that wish to undertake such activities to review their vision and mission to stay relevant and develop the competitive edge.

It is important to engage consultants that not only have expertise in strategic planning and review, but are industry experts with good knowledge of the social service landscape and a strong understanding of running non-profits.

v. **Secondment of Senior Staff/expertise to member organisations** for an agreed period of time to lead capacity building in development and implementation of a new programme or service, including putting in place operational procedures and best practice standards.
This would benefit MMO start-ups or MMOs that require more support in

running a CLF funded programme with clear milestones for transfer of accountability and progress.

vi. **Other initiatives**. Executive coaching could be made available to MMOs that prefer a hands-on, customised approach to strengthening staff leadership capabilities.

3.2 Professionals for the Sector - Attracting & Growing Talent

The problems of attracting trained manpower are real not just for the MMVS but across the voluntary welfare sector. Graduates with the relevant qualifications tend to flock to sectors or organisations that have stronger compensation and benefits package, or have strong supervision and support systems. MMOs often bear the stigma of being poorly resourced and run, based on stereotypes and anecdotal experiences of working with such MMOs. The capacity building framework would thus need to look into developing or tapping on various supply streams to ensure a steady flow of manpower for the MMVS.

i. **MMVS Scholarships for NUS Social Work Students**. As an upstream intervention, the government, NCSS and some foundations have offered scholarships to undergraduates pursuing relevant fields of study. Successful candidates would then be bonded to specific VWOs or the sector for a period of time.

If similar community-funded scholarships were offered by MMOs, at the very least, the MMO would be assured of trained manpower for at least two years. MMO partners who wish to offer this scholarship must show commitment to capacity building e.g. existence of competitive compensation and benefits package, willingness to put in place learning and development growth plans for staff, and good governance practices. However, the cons to this would be that fresh staff tended not to function at full capacity and would need guidance and closer supervision. External supervisors could be engaged for this purpose. MMOs would also need to wait upon candidate's graduation, and longer if the candidate pursues the Honours programme. For some MMOs, it might not be feasible to wait.

ii. **Alternative pathways for training and education to ensure supply of MMs for the MMVS.**
In order to expand the pool of trained MM professionals who wish to make the career switch, alternative educational and training pathways could be provided, with the appointment of new accredited institutions. Successful candidates would be bonded to the MMVS and placed in MMOs that provide commitment to nurturing its staff.
Efforts to engage graduates from Islamic Universities to enter the MMVS should also be continued.

There now exists a few educational and training pathways to enter the sector for example,

- Associates via NITEC in Community Care and Social Services and Nanyang Polytechnic's Diploma in Social Sciences (Social Work), relevant studies at diploma/ degree level (actual designation would depend on the service model of the agency)
- Helping professionals either via a post-graduate diploma or degree in Counselling or Social Work or relevant degree. Non-Social Work trained individuals seeking a mid-career change may continue to pursue a bridging course through UniSIM's Social Work degree or diploma programme.

To date, 120 mid-career individuals have made successful career switches under NCSS' Professional Conversion Programme. Data is unavailable at this point as to how many of these were MMs and how many entered the MMVS, though experience on the ground would inform that at least one MMO that ran Family Service Centres and Specialised Centres included this programme for new or existing staff without Social Work qualifications as part of their staff development plan.

Programmes may be WDA-funded and candidates need to serve a bond with the VWO or sector. Acceptance into such programmes requires criteria fulfilment and availability of training places.

iii. **Registry of Contract Professionals or Locum**. Some VWOs keep manpower costs manageable by hiring a mix of contract and permanent staff. The sector loses scarce resource and expertise when valued staff leave the workforce to pursue

other priorities such as care for elderly parents or children or other life pursuits. However, these individuals might still wish to contribute to the profession but on flexible work terms.

Both these individuals and MMOs would benefit from the availability of a Registry of MM Professionals. These professionals could be matched and engaged on contract basis according to MMOs' preferences and needs. Engagements could be for project work or counselling services, whereby terms could be directly arranged between the MMOs and professionals. MM professionals could also be engaged as clinical supervisors for staff or practicum supervisors to support interns. MMOs could turn to the MMVS capacity building funds to resource such engagements if MMOs face funding constraints.

To further incentivise professionals to get onto the Registry and remain active, full or partial funding for relevant training and development programmes could also be provided for them. This would be helpful as they would require the necessary Continuing Professional Education (CPE) units for renewal of accreditation status. In this way, the MMVS will not lose valued expertise, and will instead continue to support and nurture them and perhaps even to the point that they are ready to re-join the sector again.

iv. **Position MMOs as employer of choice** for MM professionals with the passion for helping people and championing social justice. Marketing and re-branding efforts must be undertaken by the MMVS alongside capacity building efforts in strengthening governance and leadership. MSF and NCSS had undertaken publicity campaigns to boost the image of the Social Work profession. It would be good to learn the outcomes of the huge investment in such awareness efforts.

The MMVS too could collaborate with the media to highlight the benefits and fulfilment in serving in this profession. It should be a means of engaging the community to contribute not simply as donors or critics but to critically think about how they can ensure quality manpower for the MMVS.

The campaign should also pull together all the capacity building efforts undertaken and publicise the various ways of entering the Sector and what they can expect.

3.3   Harnessing strengths & sustaining commitment – Nurturing & Grooming Talent

Competitive compensation and benefits are factors that might influence career decisions, and studies are needed to determine how strong the influence is for staff in the MMVS. Staff training and development plans thus need to be mapped out, and planning could be facilitated with the availability of competency and training roadmap, talent management system and career development guidance and assessment.

i. **Competency and training roadmap** should be made available to guide individual and line managers to map out training and development needs in MMOs. Roadmap should be generic

enough to meet general, core and foundational needs of MMOs but allow for customisation where specialised competencies and knowledge and skills are required.

This roadmap should be benchmarked against national competency roadmaps and training frameworks and include development of competencies in following domains:

o Foundational knowledge and skills in core job functions – needs assessment, programme planning, delivery and evaluation, casework and counselling, ethical and culturally competent practice, proposal writing, risk assessment, legal frameworks, working with multiple stakeholders, etc.

o Advanced and specialised knowledge and skills in working with specific target groups/issues - advanced casework and counselling skills, specialisation in specific models/approaches of intervention, etc.

o Cultural competencie in working with MM individuals and families in the MMVS (ethics, beliefs, values, knowledge and skills needed to work effectively with Muslim clients in the local context)

o Outreach and advocacy

o Training and public education

o Media handling and crisis management

o Social policy, research and evaluation

o Management (people, operations and resource) and supervision (administrative, clinical)

o Leadership - strategic planning, visioning, planning, decision-making, problem solving environmental scan, marketing and branding, building and influencing teams, etc.

o Governance - strategic direction, policy, oversight, and evaluation. The roadmap would include levels of knowledge, skills and competencies pegged to years of experience. This could serve as a guide for staff and managers as they identify key knowledge, skills and competencies that must be attained before moving on to higher levels. The types of training and development programmes provided to meet these needs could be general to all VWOs or customised to working with MM and contextualised to working within the MMVS. The MMVS would need to be aware of the various training grants (e.g. WDA's ETS Training grant), various training providers, and the types of training they provide in developing their human capital.

ii. **Talent management plan**. This refers to identifying staff strengths and potential, placing them on a specific career track, and having a firm plan to undertake learning and developmental activities to support staff in meeting professional development outcomes.

MMOs need to be resourced to undertake talent management of their staff, either internally or by seeking consultancy. This is in line with succession and resource planning.

Talent management could also be done on a sector level, where talented MMs with potential or demonstrated expertise to contribute beyond their current scope within their organisation are identified and nurtured by the Sector. Currently there exists opportunities for such MMs to participate in collaborative taskforces

or workgroups or conduct training and consultancy for the MMVS and beyond (e.g. non MMOs).

Such MM professionals could be groomed to undertake leadership programmes, lead pilot projects for Community, conduct training and consultancy programmes for the Sector and beyond. These opportunities would provide individuals the opportunity to broaden and diversify their scope and perspectives, and bring back the learning and benefits to their own organisation

iii. **Supervision & Support**. The direct and intensive work can cause serious burnout and other practice issues if appropriate and sufficient supervision and support is not afforded. There are different types of supervision that currently exist in the VWO setting that fall broadly under two categories - administrative supervision (usually by line manager) and clinical supervision.

Clinical supervision can take on many forms. In agencies that are large enough, where staff perform similar or comparable tasks, the following forms are available – individual supervision, group supervision, peer supervision and supervision of supervisors. The staff targets of supervision would be matched based on competencie or level of experience, or both.

Such supervision can be provided in-house or by external parties, depending on the needs of the VWO. MMOs that provide clinical services but lack internal supervision capacity should be resourced to procure services from trained clinical supervisors. This is to ensure that staff are well-supported to develop and strengthen clinical competencie, have a platform to discuss barriers to effective practice and find solutions.

iv. **MMVS Career Development and Assessment Centre.** Not all MMOs are currently resourced to conduct objective assessment and guide staff in career development. MMOs could refer staff to the Centre for an objective appraisal of training and development needs and recommendations. The Centre would conduct assessment using both standardised and customised tools to identify staff's existing competencies and recommend areas for development.

Alternatively, the Centre would be a useful resource for existing MMO staff who are facing wanderlust or career crises to speak to an independent party to discuss career goals. This would be a private and confidential engagement, and would aim to guide staff in informed decision-making.

v. **Competitive Compensation & Benefits.** Funding and sustainability are top concerns in the MMVS. For MMOs that require further consultation in developing good HR practices and systems in attracting and retaining staff, they could benefit from MMCDF capability development funding for HR consultancy by industry experts.

They could also be referred to NCSS if they are members. The ETS Compensation and Benefits Review Grant offered by WDA could be tapped for this purpose.

vi. **Sabbatical Leave Scheme.** This NCSS scheme is in place for Social Work-trained professionals, with a minimum of 5 years in social services, to recharge and refresh themselves while taking part in professional development activities.

The scheme comprises 10 weeks of paid leave with salary support up to a maximum of $15,000 during the sabbatical period as well as Professional Advancement Sponsorship that covers training/activity fees and other approved related expenses, capped at $30,000 per successful applicant or the actual expenditure, whichever is lower. Staff have to serve a bond period that is pegged to the amount received.

A parallel scheme could be made available for staff within the MMVS but with a priority on senior staff to strengthen leadership and clinical capacity and capability.

3.4 Collaborative Learning & Development: Leveraging on Strengths & Expertise

Good capacity building efforts are peer-connected and allow for exchange of knowledge and information across agencies, within and across sectors. The following are recommendations to leverage on the strengths and expertise of the community, the sector and beyond.

i. **Learning & Networking Platforms.** There currently exists learning and networking platforms conducted by CLF, NCSS, SSI, MSF, academic institutions such as UniSIM and NUS as well as by the VWOs themselves. PPIS runs a training and consultancy arm specialising in capacity building in direct practice with Malay Muslim families. AMP organises seminars and regular tea sessions for practitioners on key social and practice issues. VWOs that receive VCF funding to run projects or research organise sharing sessions to fulfil their obligations to funders.

CLF's 'Engaging Hearts & Minds' seminar in collaboration with SSI, supported by MSF, is an excellent example of a joint capacity building effort. It brought together academics, MM practitioners, training provider and self-help group in building capacity of the MMVS as well as non MMOs that serve MM families and individuals.

It would be important for MMOs to be plugged in and have access to the various networking platforms, and for both staff and management to receive information on upcoming events. Where existing training programmes do not meet needs of MMs working in the MMVS, it might be necessary to develop a customised training programme just for MMOs.

ii. **Agency Visits.** Agency visits are an excellent way to network and exchange information in a less formal and interactive way. MMOs could share their schemes and programmes while learning about existing services that could benefit their own clients. It could pave the way for collaboration on projects, programmes or services or it could open the door to critical self-reflection on MMOs' vision and mission, and reviewing and refining their own services and programmes.

MMOs may be too bogged down with daily operations to proactively arrange for such agency visits. Or they may be concerned about other agencies' reception. It would be good if the MMVS could leverage on CLF's relationship with other VWOs to link them up and open doors.

iii. **Brief Externships.** At times, to speed up the learning curve of MMOs in putting in place effective systems and processes, or learning about working with specific issues or target groups, it is important to have hands on experience in a more experienced agency.

The MMVS could consider sending staff for brief externships at relevant agencies in the form of a one month continuous stint, or placement of one or two days a week over a period of time. These activities could be a quid pro quo arrangement where placement agency could provide guidance required, while the MMO that sends the staff provides a relevant service or collaborate on other aspects, in return.

All parties – staff, MMOs, and the placement agency - need to be clear on the purpose of these externships. There should be trust and understanding that services and processes might be replicated in the common mission of strengthening individuals and families. The possible implications could also be comparisons made by placement staff and possible exit from current MMO following this. Hence there must be open dialogue between staff and management throughout the process of the externship.

iii. **Overseas Study Visits.** Current NCSS members may tap on VCF to partially fund their study visits to learn about regional or international evidence-based approaches and practices, for application and integration in the local context.

Similar schemes would be a welcomed perk for MMOs. It could initiated by the MMOs where MMOs define an area of priority for capacity building and define relevant foreign models and put up the proposal. Or it could be CLF Network-initiated, where agency visits are arranged along CLF priorities, and the secretariat invites the relevant MMO partners to send representatives. Or it could be a joint collaboration among MMOs.

Such study visits should be tied to a purpose, for example identifying best practices in working with unwed teen mothers, and should culminate in a

working paper documenting such practices, and the application to the local context. The MMO could work with YM and other capacity building stakeholders in sharing such learning during networking platforms. Depending on the size of the grant, staff might or might not be bonded to the MMVS.

Conclusion

The CLF Review, an initiative of CLF community engagement efforts, would be pertinent to the future development and sustainability of CLF. The findings, outcomes and recommendations from the Review, in light of an ever-changing political, economic and social landscape for Singapore, would impact the key issues surrounding the review on Capacity Building, Resource Planning and Programme Management for CLF. The review process would give CLF partners the opportunity for cognitive, affective and social development, and to ensure that CLF partners remain inclusive and relevant in the national context and to the changing needs of the Malay/Muslim community.

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Appendix I

Case Studies

Title	Owner
Supporting Family Involvement in Early Learning of PCF Kindergarten Children from Tiga M	Ms Aidaroyani Adam
CLF LABS	Mr Saktiandi Supaat Mr Muhd Nadim Adam
The Relevance of the NUR Integrated Programme for Teenagers	Mr Sazali Wahid
Exploring Gender-specific Mentoring Relationships **Among Adolescent Girls in the YIA programme**	Ms Muzaiyanah Hamzah
An Integrated Approach Towards Assisting Malay/Muslim Families	Mr Joachim Lee
The Evolution of Family Excellence Circles	Mr Abdul Halim Aliman
Best Practices through "Keeping In Touch" – the Experience of PPIS Vista Sakinah in Establishing Longitudinal After-Service Follow-Ups	Ms Fazlinda Faroo
Greater Understanding of Social Enterprises: A Singapore Model	Ms Shenaz Poonawala

Appendix II

List of MMOs

No.	Name of MMOs
1	ADAM Association
2	Ain Society
3	Arab Association of Singapore (Al Wehdah)
4	Association Of Muslim Professionals
5	Casa Raudha Women Home
6	Club Heal
7	Clubilya
8	Darul Arqam
9	Federation of Indian Muslims (FIM)
10	Himpunan Belia Islam (HBI)
11	Hira Society
12	Just Parenting Association
13	Kesatuan Guru Melayu Singapura (Singapore Malay Teachers Union)
14	Lembaga Biasiswa Kenangan Maulud (LBKM)
15	Majlis Pusat
16	Muhammadiyah Association
17	Muslim Kidney Action Association (MKAC Association)
18	Muslim Missionary Society, Singapore, The (Jamiyah)
19	Muslimin Trust Fund Association (Darul Ihsan)
20	Perdaus
21	Pergas
22	Persatuan Pemudi Islam Singapura (PPIS)
23	Persatuan Persuratan Pemuda Pemudi Melayu (4PM)
24	PERTAPIS Education and Welfare Centre
25	Progress Class Society
26	SGM (Singapore Malay Teachers' Co-operative Limited)
27	Singapore Kadayanallur Muslim League (SKML)
28	Singapore Tenkasi Muslim Welfare Society, The
29	Taman Bacaan Pemuda Pemudi Melayu Singapura (Singapore Malay Youth Library Association)
30	United Indian Muslim Association

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