



# **CLF-SSI Capacity Building 2014**

## **Leadership Advance**

8 November 2014  
2.00pm – 5.00pm  
Social Service Institute

# PROGRAMME

Time	Description
1.00 pm	Registration
1.45 pm	Participants to be seated
2.00 pm	Arrival of Dr Yaacob Ibrahim Minister for Communications and Information Minister-in-charge of Muslim Affairs Chairman, CLF Steering Committee
	Welcome Address by Dr Yaacob Ibrahim Presentation of tokens to Moderator, Keynote & Panel Speakers Presentation of Training Needs Analysis Dr Zainal Abidin Ahmad Associate Director, SSA Consulting Group
	Keynote Presentation Mr Fermin Diez Deputy CEO & Group Director, Human Capital Development, National Council of Social Service <i>Leadership Development in the Non-Profit Sector</i>
3.15 pm	Break & Networking
3.45 pm	<b>Panel: Building Accountability Networks</b>  <b>Moderator:</b> Mr Mohd Ali Mahmood Senior Director, PPIS  <b>Panelists:</b> Mr Suhaimi Salleh CEO, SSA Consulting Group <i>Why Charities Accounting Standard?</i>  Mr Andrew Sng Senior Partner, DPI Asia <i>Strategic Thinking for MMOs: From Mere Existence to Distinct Relevance</i>  Ms Shawn O'Hara Adult Educator & Consultant <i>Understanding the Regulations and Code of Governance for Charities and IPCs</i>  Mr Fermin Diez <i>(discussant)</i> Deputy CEO & Group Director, Human Capital Development, National Council of Social Service
5.00 pm	End

Programme is correct at print

## KEYNOTE SPEAKER

### Leadership Development in the Non-Profit Sector

*“Singapore’s population is ageing so fast that come 2030, out of every 10 people in Singapore, two will be above 65 years old, another two above 55.”*

The social and non-profit sector’s ability to cope with ageing Singapore’s population and many other client demographic shifts has come under pressure. Demands on the sector will rise in the coming years along with socio-demographic changes. More of us will be “sandwiched” between caring for our elderly parents and supporting our young children. Community- and home-based social services will be needed in larger numbers and variety.

This increasingly complex environment means that we need to do much better to develop a core of management and leadership capabilities for the entire sector in 10 to 15 years. We must make sure that we can strengthen the leadership team so that there will not be service discontinuity in the event that management needs to renew itself or refresh itself.

We need to look at our leaders who will be leading us through this new wave of upcoming challenges and also want the future social service sector leaders to be not only grounded in their practice, but also have a broad perspective to understand how to bring together the community of partners ranging from government to non-government bodies, VWOs, different VWOs, so that we can work together.

Mr Fermin Diez, will be sharing on the importance of leadership development in the social service sector, how NCSS will be partnering our VWOs and NPOs in this journey and most importantly, how the agencies can rise up to this challenge.



**Fermin Diez**

**Fermin Diez** is the Deputy CEO of National Council of Social Service and also Group Director of the Human Capital Development Arm of NCSS. He brings over 30 years of people development and human resource experience to NCSS, having worked in global companies like Deloitte, Towers Watson, PepsiCo and Freescale Semiconductor.

Mr Diez was a Senior Partner at Mercer prior to joining NCSS. He is an adjunct faculty member at SMU and Nanyang Technological University (NTU). He has taught human resource and business planning courses at postgraduate level at NTU, Temple University, US, the University of Puerto Rico and Universidad del Sagrado Corazon, Puerto Rico. He holds a Bachelor of Arts with Distinction from the University of Michigan and an MBA from The Wharton School, University of Pennsylvania.

## PANEL SPEAKERS

### Why Charities Accounting Standard?

The Charities Accounting Standard (CAS) was introduced in 2011 to cater specifically to the unique reporting requirements of charities in Singapore. While charities can still choose to use the Financial Reporting Standards (FRS) to prepare their financial statements, many charities have now adopted the CAS. The talk will highlight the advantages for charities to adopt the CAS, and how CAS can help current and potential donors understand their financial statements better and therefore have enhanced confidence to donate to the organisations.

**Suhaimi Salleh** is the CEO of SSA Consulting Group (SSA), a group of companies established in 1986, providing professional services in management consulting, training, accounting, audit and estate planning.

Suhaimi has almost 40 years of post-graduate experience in audit & finance, management consulting and corporate training. His expertise includes finance, productivity and human capital development in a broad range of industries, including non-profits.



**Suhaimi Salleh**

### Strategic Thinking for MMOs: From Mere Existence to Distinct Relevance

Having a clear and explicit strategy that clearly spells out how an MMO will achieve or maintain its “distinct relevance” to the community is part and parcel of good governance and accountability. But how does an MMO go about it in a way that draws on the knowledge and insights of all its stakeholders, and which forges shared vision, mission and outcomes? And also doing it in a timely and cost-efficient manner?

This presentation will provide an overview of a proven methodology to achieve this.



**Andrew Sng**

**Andrew Sng** has been helping NPOs in the region to raise their level of relevance through “pure & simple” critical thinking processes that empower and draw on the collective insights of stakeholders, and which forges collective ownership of the output. This in turn leads to better execution of the new strategic blueprint.

Professionally, Andrew is the Area Partner (Asia) of Decision Processes International, a worldwide consulting and training firm that helps organisations improve the quality of their strategic and operational decisions. For his volunteer work, Andrew was presented with the National Volunteer Award by the late President Wee Kim Wee and was the first recipient of the Friend of Singapore Co-operatives Award.

## PANEL SPEAKERS

### Understanding the Regulations and Code of Governance for Charities and IPCs

Although it can seem confusing and overwhelming, the Code of Governance provides charities practical guidelines which when implemented become best practice solutions for today's charitable volunteer community. Now more than ever, charities are charged with maximizing revenues, optimizing expenses and offering a broader array of services. The Code of Governance can help organisations stay focused and on track servicing their community and constituents. This presentation will highlight the practicalities of the Regulations and Code of Governance and how you can put them to work in your organisation.

**Shawn O'Hara**, a Certified Board Source Governance Trainer, has more than 25 years of international experience in the non-profit sector. Her expertise in fundraising strategy, board governance, and management training has been crucial to the successes of organisations such as Make-A-Wish Foundation, World Wildlife Fund, and academic institutions across the globe. Shawn has lived and worked in Europe, North America, and Asia and boasts an extremely diverse client list, drawing from a broad wealth of knowledge and an abundance of real life experience to develop dynamic solutions for her clientele.



**Shawn O'Hara**

## MODERATOR



**Mohd Ali bin Mahmood**

**Mr Mohd Ali bin Mahmood** has more than 20 years of social work experience and holds a B.A from the National University of Singapore majoring in social work. He is currently the Senior Director with PPIS where he oversees the Social Service Division as well as the Training & Consultancy Unit.

He spent nine years as a Medical Social Worker in Singapore General Hospital. He was instrumental in setting up the Medical Social Service Department in National Heart Centre and headed it for a year. In the ten years with the FSC, he has spearheaded the development of many innovative social intervention programmes, including the setting up of INSPIRASI PPIS – a marriage preparation and enrichment hub for young couples. He is also the author of "Counselling Journal: Unravelling the Dilemma of a Pregnant Teen", published in 2010.

He is a trainer for the NCSS Social Service Institute; including their Higher Diploma in Social Service Programme as well as a Lecturer-Facilitator for UniSIM Masters/ Post-graduate Diploma in Social Work Programme.

He received the Outstanding Social Worker Award in 2009 and Adult Educator Award in 2014 for his contribution to the sector. He is currently a member of the Fostering Review Committee in MSF.

# QUOTES FROM OUR PARTNERS

Five Malay/Muslim Organisations (MMOs) participated in the Training Needs Analysis (TNA) exercise between June to August 2014. Here is what they have to say about their experiences.

A management team is the backbone of any company. They keep things running smoothly, define office culture, and encourage teamwork. Building a strong foundation, increasing morale and improving work relationships are some of the characteristics of a good manager.

With that in mind, 4PM wishes to register our appreciation to CLF for taking the initiative to boost the performance of our key personnel and preparing them to face challenges of the future.

*Mr Izzuddin Taherally, President  
Malay Youth Literary Association (4PM)*

Key learning points from this initiative include


- Sharing of best practices and various possible ways of overcoming the challenges
- Staying united is very important coupled with support from peers and management
- Helping us to manage our expectation. Managing staff in this era is different than many years back, hence different approaches need to be applied
- Helping us to understand that other organisations too are facing the same challenges
- Reminder for us to be resilient and to develop resiliency in the organisation

As a key player, 4PM has to constantly enhance our capabilities and this initiative would not have come at a better time.

*Management Team  
Malay Youth Literary Association (4PM)*

The Training Needs Analysis actually compliments our own TNA which has been done before. Nevertheless, the TNA provides us insightful findings on how we can improve PERGAS further including its governance

*Ustaz Yusri Subhi, Executive Director  
Singapore Islamic Scholars & Religious Teachers Association (PERGAS)*



Ain Society constantly look into areas that would enable us to enhance our capabilities and capacities to provide the best services for our beneficiaries and the community. The Training Needs Analysis by CLF is another platform that supports this objective

*Mr Abdul Malek Osman, President  
Ain Society*

Although we have benefitted from subsidized courses from other agencies, I feel that this is a good initiative from CLF. We at Ain Society welcome any initiatives that can enhance our staffs' competencies in providing quality services for our clients and the community.

*Haji Md Yusof Ismail, CEO  
Ain Society*

I am certain that this Training Needs Analysis and Capacity Building Exercise will not only benefit participating MMOs but also the larger community through increased efficiency and effectiveness in our programmes and services for the community

*Mr Anuar Yusop, Executive Director  
Association of Muslim Professionals (AMP)*

We recognized that this first-ever Training Needs Analysis for the Malay/Muslim Voluntary Sector (MMVS) is important and vital. It provided the opportunity for the identification of gaps in skills and competencies of relevant Senior Management or Management staff and recommended certain course of action to narrow these gaps in terms of the provision of continuous learning, training and development through the identified Training Development Roadmap.

This would enable our Senior Management or Management staff to perform their tasks better and be more effective and productive. This exercise enabled us to identify various inherent shortcomings and has given us the opportunity, with the assistance of the Consultants, to take appropriate actions to rectify and improve on these areas of work for the benefit of not only the organisation, but also the clients whom we are serving.

*Ustaz Shaik Hussain Shaik Yacob, President &  
Mr Mohd Gazali Alistar, General Secretary  
Muhammadiyah Association*

