NCSS
National Council of Social Service

Segment: Empowerment and Inclusion

Outcomes

Thrust 1 Practices and solutions in the sector become more person-centred

Thrust 1 The ecosystem leverages the assets of individuals, families, and communities to solve social challenges

Thrust 1 Vulnerable groups have support to make well-informed decisions on how their needs and aspirations are met

Thrust 1 More vulnerable people are included and partticipate in society

Social Service Sector Roadmap 2022 - 2026

A self-help playbook to explore and achieve desired 4ST outcomes.

What is the Social Service Sector Strategic Thrusts (4ST)?

The 4ST was first launched in 2017 as a five-year strategic roadmap for the sector. It presented a shared vision and directions to guide the sector in achieving the vision of "every person empowered to live with dignity in a caring and inclusive society".

Since the launch of the 4ST roadmap in 2017, larger shifts globally and within Singapore have presented challenges and opportunities for the social service sector. This prompted NCSS to convene stakeholders in 2021 to consider how the sector could respond to emerging trends and prepare for the future through the refreshed 4ST (2022-2026) roadmap.

The refreshed 4ST (2022-2026) lays out four strategic thrusts to pursue our shared vision:

Thrust 1:
Empowered and included individuals, families, and communities

Thrust 2:
Effective and impactful social purpose entities

Thrust 3:
Caring, collaborative and impactful social service ecosystem

Thrust 4:
Future-directed social service sector

Read the **4ST (2022 – 2026) report** for more details.

As a complement to the 4ST (2022-2026) report, NCSS has also curated the 4ST Playbook, which lists the concrete steps, examples and ideas that stakeholders can explore to bring the refreshed 4ST forward.

4ST Playbook

The 4ST playbook is divided into 6 main segments.
Click the boxes below to explore the corresponding playbook segments!

Empowerment & Inclusion

- Practices and solutions in the sector become more person-centred
- The ecosystem leverages the assets of individuals, families, and communities to solve social challenges
- Vulnerable groups have support to make well-informed decisions on how their needs and aspirations are met
- More vulnerable people are included and participate in society

Enabling People, Sector Wide Processes and Systems

- SPEs serve with heart and demonstrate professionalism across all levels, backed by robust governance and strong people practices
- A digitally-enabled and data-driven social service sector
- Sector players take a systems approach to deliver quality, innovative & sustainable solutions and advance sector goals

Strategic Partnerships & Collaboration

- SPEs collaborate across the sector and beyond to optimise resources and enhance effectiveness
- Strategic and sustainable partnerships are fostered between different sectors and stakeholders for greater impact
- The ecosystem leverages the assets of individuals, families, and communities to solve social challenges

Sustainable Resourcing

- SPEs are forward thinking and practise **sustainable resourcing**
- Improved diversity and sustainability of resources in the sector

Forward Planning

- SPEs are **forward thinking** and practise sustainable resourcing
- The social service sector is well-positioned for the future

Experimentation & Innovation

- The social service sector experiments to develop quality, innovative & sustainable solutions

How to use the playbook?

Please look out for the following icons, if applicable

Introduction
Provides an overall explanation on the playbook segment, with guiding questions

Steps you can take
Shares action steps that one can take to achieve the desired outcomes

Resources Available
Lists resources including guides and programmes

Case Examples
Outlines case examples in Singapore

Ideas for Exploration
Outlines ideas practised by others, including from other sectors, locally or overseas

EMPOWERMENT AND INCLUSION

Thrust 1 Outcome:

Practices and solutions in the sector become more person-centred

Introduction

What is a person-centred approach?

- A person-centred approach recognises that an individual has the capacity to understand, articulate, and work through his or her problems and make decisions on how to overcome them.
- It also recognises that the ecosystem plays an instrumental role in supporting the individual to reach his/her goals.

Guiding questions

- To what extent have you used data and user journey mapping to understand the needs and aspirations of the individuals and families you are serving?
- What are the steps you have taken to ensure that individuals and families are able to play a role in solutioning for their challenges?

Steps you can take

For social purpose entities (SPEs)

Exploring: Starting out in this area

When working with individuals and their families

- Understand the broad needs of the population groups through a review of the existing literature.
- Understand the specific needs and aspirations of individuals from their perspective, through the use of human-centred design thinking, user journey mapping, and measuring their Quality of Life[1].
- Partner the individual's support networks to achieve the individual's goals.
- Customise partnership for different profiles of individuals, taking into consideration their desires, family situation, social circumstances, and lifestyles.
- Create an empowering environment to make individuals and families feel involved in the process.
- Provide relevant data pertaining to services so that individuals and families can make the best decisions for themselves.

Organisational level practices

- Embed a person-centred culture within the organisation (in terms of how staff interact with one another, and managers adopting a 'coaching approach' to manage people) to effect mindset shifts.
- Send staff for training to be equipped with the skills and knowledge to implement person-centred practices (e.g., having empathy and facilitation skills to understand and engage individuals).
- Design and conduct programme evaluation to review and improve programme effectiveness. This includes output indicators for monitoring implementation, and outcomes indicators for measuring programme effectiveness.

When working with others across the sector

- Identify the stakeholders that can best contribute to supporting individuals and families, where necessary.
- Create a platform where best practices and failures can be shared with other organisations across the sector and other sectors.
- Centralise information on services and schemes for ease of navigation.

[1] The WHO Quality of Life framework comprises of 6 main domains – physical, level of independence, social relationships, environment, psychological, and personal beliefs.

Steps you can take

For social purpose entities (SPEs)

Progressing: Seeking to grow in this area

When working with individuals and their families

- Involve individuals and their families in a shared decision-making process to achieve their goals (e.g., decide on the service to participate in, involve individuals in the design and implementation of solutions. Refer to **Empowerment Deconstructed! Guide** on how to involve users in the decision making process.).
- Enable individuals and families to opt for service components based on their preferences.
- Use technology and data to customise, deliver and provide integrated, seamless service and user experience across multiple touchpoints.

Organisational level practices

- Where needs are more complex, support should be multidisciplinary involving more than one professional, and across multiple services.
- Leaders to empower their staff to make certain decisions, where appropriate.
- Board should empower the leaders of the organisations to execute with flexibility and latitude.
- Share and learn best practices and failures with one another through networks or learning platforms.

When working with others across the sector

- Share data at a centralised platform (if available) to provide a 360 view on the individual's needs to other supporting stakeholders involved.
- Collaborate across agencies, other community partners and sectors (e.g., social care, housing, transport, employment) to meet the needs of individuals holistically.

Steps you can take

For social purpose entities (SPEs)

Excelling: Experienced and looking to strengthen in this area

Across all categories

When working with individuals and their families

Organisational level practices

When working with others across the sector

- Design collaborative care plans across service providers to manage an individual's care and support that span across different services and life stages.
- Hold ongoing joint care plan discussions with other service providers, involving the individuals and their families to ensure care is integrated across providers (if any), and goals are kept relevant.
- Appoint a dedicated group of professionals to coordinate care and support (across various transition points/types of services) or provide the necessary transition/support to the next organisation.
- Establish service standards to ensure that quality and principles of empowerment are upheld in service delivery.
- Evaluate outcomes attained by the individuals and families over a sustained period, and share the information with other partners in the ecosystem.
- Engage a pool of experienced service providers to share their experiences, as well as coach others with less experience.
- Involve donors and funders to be partners in the process to better understand the programme, as well as to value-add to the service delivery.
- Establish a joint venture/strategic alliance with one or more agencies to bid for/run joint programmes.

Steps you can take

For partners in the ecosystem:

Mindset shift

- Understand and appreciate the importance of taking a personalised approach in service delivery.

Funding support

- Introduce service and funding models, in collaboration with SPEs, to provide individuals and families greater ownership and choice.
- Provide funding for professionals that provide the continuity of support across various life stages.
- Extend resources for initiatives and structures (e.g., data platform for data sharing) that support individuals across the various life stages, or across different needs (e.g., tackling problems upstream).
- Incentivise or fund service models that demonstrate collaborative elements with other SPEs.

Data management

- Develop and implement an integrated systems and data platform for individuals and families to have access to information about themselves and available services; social care and other professionals have the right information and records to provide the right support.
- Aggregate, centralise and share data to facilitate planning and allocation of resources.

Policies and structures

- Design policies and structures that span across sectors (e.g., education, health) and life stages to provide the continuity of care and support centred around the individual.
- Set up online repository to assist matching of individuals to services/service providers, and improve individuals' access to the range of services available.
- Collaborate and work across adjacent sectors to achieve alignment of objectives.

Resources available

Guides/Tools

Quality of Life Research Series

The World Health Organisation (WHO) defines Quality of Life as "individuals' perceptions of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns".[2] NCSS conducts research studies to understand how various population groups perceive their quality of life, identify areas of need and initiatives that can contribute to improving their quality of life.

Past research studies conducted by NCSS can be found here: https://www.ncss.gov.sg/our-work/translational-social-research

Social Innovation Starter Kit

NCSS developed a Social Innovation Starter Kit which includes guiding principles and mindsets of human-centred design process as well as specific methods and tools to help the sector in tackling complex social challenges and embark on their own innovation journeys.

https://www.ncss.gov.sg/press-room/publications/SocialInnovationStarterKit

Empowerment Deconstructed! Guide

In 2021, NCSS developed the Empowerment Deconstructed! Guide which breaks down empowerment into practical and relatable terms. It includes a 4-step process as well as other tools that one can use to kickstart the journey in putting empowerment principles into practice.

https://www.ncss.gov.sg/press-room/publications/empowerment-deconstructed-a-guide-to-grow-empowering-practices

Empowering Seniors Resource Kit

In 2019, NCSS developed this resource kit to provide resources on empowering seniors.

https://www.ncss.gov.sg/docs/default-source/ncss-publications-doc/empowering-seniors_resource_kit.pdf?sfvrsn=cc42a176_2

[2] World Health Organization. (2012). The World Health Organization Quality of Life (WHOQOL)

NCSS Service Standards

The NCSS Service Standards aims to support agencies in attaining higher standards of service delivery across nine mutually reinforcing domains and develop better procedures to improve user outcomes. The set of standards also incorporates the principles of person-centredness, service user empowerment and collaboration.

https://www.ncss.gov.sg/social-service-agencies/capability-building/consultancy-support/ncss-standards-framework/service-standards-requirements

Sector Evaluation Framework

NCSS' Sector Evaluation Framework (SEF) is an outcome measurement framework that provides a common language for the different stakeholders in the sector to measure programme outcomes and articulate impact. This is achieved by using standardised and validated outcome measures for programmes with similar objectives.

https://www.ncss.gov.sg/our-work/translational-social-research/sector-evaluation-framework

Social Service Sector Repository

The Repository is a first-of-its-kind online database of research on the local social service sector, for NCSS members' use. It houses rigorous research done by NCSS member organisations and public service agencies, in NCSS' research domains. This Repository and research resources such as the EBSCO scholarly journal database, Research Pulse newsletter, and online dashboards can be found on NCSS's website.

https://www.ncss.gov.sg/our-work/translational-social-research

4ST Partnership Fund Resources

This resource guide summarises key information about innovation, collaboration, and empowerment – three areas of focus for the 4ST Partnership Fund. For each of the three areas, this resource guide outlines the definitions, processes, guiding questions and resources available to support agencies in incorporating these elements in their services.

https://www.ncss.gov.sg/our-initiatives/social-service-sector-strategic-thrusts-(4st)/4stpf-resource-guide

Training to explore

Cultural Competency: Engaging with and Bridging across Differences
Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SCRS5491

Practising Person Centred Care Approach
Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SECH5816

Develop an Individualised Care Plan
Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SCRS209

Person-Centred Care Approach to Dementia
Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SECH6041

Design Thinking: ADEPT @ Delivering the Future
Visit Capelle Consulting for more info at
https://www.capelleconsulting.com/

Funding available

4ST Partnership Fund

The 4ST Partnership Fund is a grant that aims to mobilise the sector to develop solutions that promote innovation, collaboration and empowerment, with the end outcome of improving the quality of life of service users - including Families, Children and Youth, Persons with Mental Health Conditions and Caregivers, amongst others. The fund supports ideas & initiatives at different stages – Seed and Grow, with funding up to 100% of total operating expenses. Apply via the submittable platform here hosted by our co-administration partner – The Majurity Trust.

go.gov.sg/4stpf

Networks of support

Empowerment Learning Journey

NCSS is co-organising Learning Journeys with SSAs for SSAs to learn best practices from one another and spark collaborations on empowerment in the sector.

To find out more about how you can be involved, please write to: empowermentmovement@ncss.gov.sg

Case examples

Empowering and providing choices to users

Our Lives, Our Voices

Jointly organised by Movement for the Intellectually Disabled of Singapore (MINDS) and Down Syndrome Association Singapore (DSA), Our Lives, Our Voices aims to empower persons with intellectual and developmental disabilities to voice their needs and make decisions for themselves.

Through the 12-session programme, the service users would learn how to share more about their lives with others and be encouraged to step up as leaders in self-advocacy groups with support from MINDS and DSA. The programme seeks to enable the service users to be more confident and independent and empower them to find solutions or support to address challenges.

Food Pantry 2.0

Food Pantry 2.0, a project of the Food Bank Singapore Ltd, aims to make food supplies more accessible to service users in a coordinated manner. The project places vending machines with emergency food aid such as instant noodles, rice, and biscuits in the heartlands to serve users 24/7.

Service users are provided with pre-credited cards and can go to nearby vending machines to redeem food items of their choice. Compared to traditional food distribution services, service users can exercise choice in the food they redeem, rather than receiving a pre-determined list of groceries that may not suit their needs and preferences.

Voices for Hope

Voices for Hope by Dementia Singapore aims to empower persons with dementia and their caregivers to self-advocate, to promote greater acceptance and support for individuals who were coping with dementia. The 10-week programme was designed to equip service users with relevant skills and foster confidence in them to actively share their stories, their needs, and views publicly.

For more stories on Empowerment, please refer to the Empowerment Deconstructed! Guide.

Ideas for exploration

Having an integrated data system to better deliver services
Singapore: National Electronic Health Record (NEHR)

What is it?
Across different healthcare providers, the secure system gathers personal healthcare information of individuals such as medical records, prescriptions and appointments.

Only individuals authorised by healthcare professionals can access the data.

Potential benefits

- Improve health care coordination and better inform treatment decisions.
- Allow care team to deliver better and more personalised care for individuals.
- Individuals are provided with information to manage their own health, and this allowed them to be more informed and have greater control over their own health.

How does it work?

- "One Patient, One Health Record" allows the care team to deliver safer, better and more personalised care for individuals.
- Data contribution to the NEHR is voluntary for all private healthcare providers.
- Auto-inclusion and one may choose to opt out.
- Rigorous security defences designed according to industry best practices are in place to protect one's data on the NEHR.
- All healthcare professionals authorised to access the NEHR are bounded by laws and professional ethics to keep records strictly confidential.

Food for thought
How might we pull together, fuse and better leverage data to provide more person-centred solutions in the social service sector?

Find out more: https://www.ihis.com.sg/nehr/about-nehr

Allowing individuals to decide their allocated budget spending to meet their goals

United Kingdom: Personal Health Budgets

What is it?

Instead of giving funds to service providers directly, individuals will be allocated the money to decide on the areas to spend to meet their health and well-being needs, in consultation with their local healthcare team.

Potential benefits

Individuals are involved in deciding the services they would like to participate in and in turn, they can exercise greater choice and agency over their lives.

Resources may get directed to the most relevant services and may encourage higher service quality.

How does it work?

- In England, personal health budgets are offered to eligible individuals who need continuing care services.
- Individuals (or their representatives) will be central in decision-making, from setting the health and well-being goals with relevant professionals and in having the discretion on when and how to use the money, as agreed in their personal plan.

What are the ways that personal health budget can be managed?

- Notional budget: The individual will decide with their local healthcare team on how to spend their personal health budget, and their team will be responsible for holding the money and arranging the care and support.
- Third party budget: An independent trust or voluntary organisation will hold the money on behalf of the individual and spend the personal health budget in line with what has been agreed in a personalised care plan.
- Direct payment: The individual or their representative will receive the money in their bank account and will take responsibility for purchasing the agreed care and support services.

Similar models in Singapore

- SkillsFuture provides individuals with credits of at least $500 which can be used on eligible courses aimed for individual skills development.
- Similar to the personal health budget, individuals can decide how to spend the money to further their own lifelong learning journey.

Food for thought

How might we support individuals to exercise greater agency in what they do with their allocated budget so as to achieve their goals?

Find out more: https://www.england.nhs.uk/personal-health-budgets/what-are-personal-health-budgets-phbs/

Creating a community of support to provide person-centred care

Australia: Circles of Support, United Kingdom: Circles Network

What is it?

Building a community of support around the individual being placed at the centre of the circle.

Potential benefits

- Right site support from service providers to the community.
- Individuals are recognised as having the capacity to be part of the service planning process.
- Leverage the strengths of the community, reduce stress on caregivers.
- Provide opportunities for individuals to develop and nurture friendships.
- Continuous care and support as an individual moves across various life stages (e.g., child to youth to adult).

How does it work?

- Individuals can choose who they want in their circles, but it would be voluntary for people to join.
- A means of providing practical advice, solving problems, and generating ideas to contribute positively to the individual's life.
- Facilitators work with individuals to understand and set their goals.
- Support varied from light touch to intense and specialised support, varying from individual to individual, based on their needs.
- Some circles are facilitated by formal organisations, but others are private arrangements between families and their friends.
- Guided by the requirements of the individual, the circle would meet periodically to review the progress made towards meeting the individual's goals.

Food for thought

How might we tap on the community around individuals to foster more community-based support?

Find out more: https://www.ric.org.au/assets/Uploads/circles-of-support/fc67c032b4/Circles-of-Support-Manual-2019.pdf

Involving the community in making decisions about allocation of budgets

Scotland: Participatory Budgeting in Health and Social Care

What is it?

A framework where the community is directly involved in making decisions about the allocation of budgets.

Potential benefits

- Exchange of ideas can help resolve issues.
- Higher motivation of the participants because they have a stake in the projects.
- Redistribute resources by increasing under-resourced persons' access and influence on resource allocation process.
- Foster informed citizenry by helping individuals express views and see how they affect policy and action.
- Approach that can potentially work well for ground-up initiatives.

How does it work?

This model attempts to move up the co-production ladder by moving from consultation to decision making and most importantly catalysing community empowerment. It requires the involvement of local people (e.g., community) who would be affected by the decision to be part of the decision-making process, thereby building capacity, creating ownership through shared responsibilities, and raising importance of community engagement.

In Scotland, the public, non-governmental partners, and volunteers with lived experience designed and facilitated a participatory budgeting event called "Mental Health & Well Being, You Decide" in 2017. Funded by public and private sectors at 50,000 GBP, a steering group co-produced the event, which included the development of a communication plan. 82 applications were received and assessed by a small independent panel comprising of community members. The shortlisted 46 were then given an opportunity to give a 3-min presentation to bid for the project at maximum GBP 1,250 each. Audience voted using a digital voting system with instant feedback, resulting in 41 projects being funded and reviewed after 6 months to measure impact and access further support if required.

Food for thought

How might we structure such a process and set aside resources to support solutions that are ground-up and decided by members in the community?

Find out more: https://www.alliance-scotland.org.uk/wp-content/uploads/2017/10/Participatory_Budgeting_-_Health_and_Social_Care_Academy_Insight_Paper.pdf

Annex - References:

Quality of Life: WHO

- https://www.who.int/publications/i/item/WHO-HIS-HSI-Rev.2012.03

Our Lives, Our Voices

- https://www.minds.org.sg/stories16-olov-april-koh/
- https://www.minds.org.sg/for-adults/self-advocacy-programme/

Food Pantry 2.0

- https://whatareyoudoing.sg/tech-and-data-maintain-privacy-for-food-aid-beneficiaries/
- https://foodbank.sg/our-big-projects/food-pantry/

Voices for Hope

- https://www.dementiahub.sg/blog/voices-for-hope-giving-a-voice-to-those-with-dementia/
- http://dementia.org.sg/voices/

National Electronic Health Record

- https://www.ihis.com.sg/nehr/about-nehr

Personal Health Budgets & Skillsfuture

- https://www.nhs.uk/nhs-services/help-with-health-costs/what-is-a-personal-health-budget/
- https://www.skillsfuture.gov.sg/credit

Circles of Support & Circles Network

- https://www.ric.org.au/assets/Uploads/circles-of-support/fc67c032b4/Circles-of-Support-Manual-2019.pdf
- https://circlesnetwork.org.uk/advocacy/

Participatory Budgeting

- https://www.alliance-scotland.org.uk/wp-content/uploads/2017/10/Participatory_Budgeting_-_Health_and_Social_Care_Academy_Insight_Paper.pdf
- https://openknowledge.worldbank.org/handle/10986/6640

EMPOWERMENT AND INCLUSION

Thrust 1 Outcome:

The ecosystem leverages the assets of individuals, families, and communities to solve social challenges

Introduction

Guiding questions

- What are the strengths and assets that could be mobilised in a community?
- How might we identify and mobilise the strengths and assets within a community?
- How might we facilitate the sustained contributions of these strengths and assets?

What does this mean?

- Shifting from a deficit-based approach to an asset-based one in supporting individuals, families, and communities.
- Recognising that individuals, families, and communities can be contributors and change agents rather than just recipients of services.
- Closely linked to outcome: **Practices and solutions in the sector become more person-centred.**

What are the strengths and assets that can be mobilised in a community?

Personal assets

- Knowledge, skills, talents, and aspirations of individuals.
- Examples: Individual with IT skills, individual recovering from a mental health condition who can share his/her lived experience.

Associations

- Individuals with a common interest coming together in a small and informal setting, by their own choice, multiplying the individual assets that they all have.
- Examples: A youth volunteer group, a group of individuals recovering from mental health condition, ground-up movements.

Institutions

- Formally structured entities made up of professionals that can offer resources to the community.
- Examples: Government agencies, private businesses (such as shops in neighbourhoods), schools.

Place-based assets

- Spaces that can be used for interactions and connections amongst members in the community.
- Examples: Spaces in community centres, HDB void decks, libraries, parks, virtual networks.

Social assets

- Exchanges between individuals sharing their assets create connections, social networks.
- Connections take time and are built from the basis of trust and understanding of one another.
- Examples: Peer networks, relationships with family and friends.

Steps you can take

For social purpose entities (SPEs)

Exploring: Starting out in this area

When working with individuals and their families

- Work with and encourage individuals and families to identify their strengths and assets, looking beyond deficits.
- Identify areas of opportunities/ needs that can be met by the strengths and assets offered by the individuals and families.

Organisational level practices

- Inculcate a strengths-based mindset and culture within the organisation.
- Send staff for training to equip them with the skills and knowledge to implement the practices.
- Design and conduct programme evaluation to review and improve the programme effectiveness.

When working with others across the sector

- Map out a landscape of the partners (including donors and funders) in the community and identify the assets they bring.
- Invest time, resources, and effort to build relationships and foster trust with partners in the community.

Steps you can take

For social purpose entities (SPEs)

Progressing: Seeking to grow in this area

When working with individuals and their families

- Involve individuals as active members in decision making.
- Connect/match the community assets to meet the needs of individuals and families.
- Use technology and data to customise, deliver and provide integrated, seamless service and user experience across multiple touchpoints.

Organisational level practices

- Help leaders adopt and model the strengths-based approach in their leadership style.
- Share and learn best practices and failures with one another through networks or learning platforms.
- Build strong community partnership to widen outreach and collaboration with other players in the sector.

When working with others across the sector

- Convene conversations across SPEs and other partners to identify and mobilise the assets within the community to address gaps (e.g., through asset mapping exercise).
- Share data readily with partners to ensure care and support for individuals and families are coordinated and person-centred.

Steps you can take

For social purpose entities (SPEs)

Excelling: Experienced and looking to strengthen in this area

Across all categories

When working with individuals and their families

- In networks where individuals come together to support one another: Establish common goals to work towards, identify roles and opportunities for members in the network to contribute (e.g., share their lived experience, skillsets) and create safe spaces to hold such conversations.

Organisational level practices

- Identify and train Community Developers (individuals who may not have a formal title, but play a role in steering the community in the desired direction, based on the community's vision and purpose) to work with individuals, their families, and communities.

When working with others across the sector

- Establish regular communications among the different community partners.
- Set up structures to harness collective assets at the community level on a sustained basis (e.g., through the support of Collective Impact model[1]).

- Establish service standards to ensure that quality and principles of empowerment are upheld in service delivery.
- Evaluate outcomes attained by the individuals and families over a sustained period, and share the information with other partners in the ecosystem.
- Engage a pool of experienced service providers to share their experiences, as well as coach others with less experience.
- Develop an online repository to assist matching of individuals' assets and strengths to opportunities/needs in the community.

[1] The collective impact approach recognises the importance of representation and commitment from a group of stakeholders across different backgrounds, experiences, and expertise in addressing a social issue. Informed by data and facilitated by a backbone infrastructure, all participating representatives create a shared vision and embark on various activities that are mutually reinforcing to achieve the goal.

https://ssir.org/articles/entry/collective_impact

Steps you can take

For partners in the ecosystem:

Structures and funding support

- Be involved in the networks and contribute assets in other ways beyond monetary efforts (e.g., provide knowledge, contribute skills, donate existing items they no longer use).
- Incentivise or fund models that demonstrate such principles.
- Set up and fund structures (e.g., backbone structure) and headcounts (e.g., community developers, coordinators) that can facilitate such community development efforts.

Data and outcomes management

- Aggregate, centralise and share data to facilitate mapping and mobilisation of assets.
- Recognise that such efforts may be more “organic” and takes time to achieve desired outcomes.

Resources available

Guides/Tools

Community Journey Journals (Developers, Members)

NVPC collated and pooled together resources that aim to nurture and bridge communities together. These insight pieces aim to inspire individuals with fresh perspective while providing examples on how others can nurture their communities.

https://cityofgood.sg/community-matters/community-journey-journals/

NCSS Service Standards

The NCSS Service Standards aims to support agencies in attaining higher standards of service delivery across nine mutually reinforcing domains and develop better procedures to improve user outcomes. The set of standards also incorporates the principles of person-centredness, service user empowerment and collaboration.

https://www.ncss.gov.sg/social-service-agencies/capability-building/consultancy-support/ncss-standards-framework/service-standards-requirements

Sector Evaluation Framework

NCSS' Sector Evaluation Framework (SEF) is an outcome measurement framework that provides a common language for the different stakeholders in the sector to measure programme outcomes and articulate impact. This is achieved by using standardised and validated outcome measures for programmes with similar objectives.

https://www.ncss.gov.sg/our-work/translational-social-research/sector-evaluation-framework

Social Service Sector Repository

The Repository is a first-of-its-kind online database of research on the local social service sector, for NCSS members' use. It houses rigorous research done by NCSS member organisations and public service agencies, in NCSS's research domains. This Repository and research resources such as the EBSCO scholarly journal database, Research Pulse newsletter, and online dashboards can be found on NCSS website.

https://www.ncss.gov.sg/our-work/translational-social-research

4ST Partnership Fund Resources

This resource guide summarises key information about innovation, collaboration, and empowerment – three areas of focus for the 4ST Partnership Fund. For each of the three areas, this resource guide outlines the definitions, processes, guiding questions and resources available to support agencies in incorporating these elements in their services.

https://www.ncss.gov.sg/our-initiatives/social-service-sector-strategic-thrusts-(4st)/4stpf-resource-guide

Funding available

4ST Partnership Fund

The 4ST Partnership Fund is a grant that aims to mobilise the sector to develop solutions that promote innovation, collaboration and empowerment, with the end outcome of improving the quality of life of service users - including Families, Children and Youth, Persons with Mental Health Conditions and Caregivers, amongst others. The fund supports ideas & initiatives at different stages – Seed and Grow, with funding up to 100% of total operating expenses. Apply via the submittable platform here hosted by our co-administration partner – The Majurity Trust.

go.gov.sg/4stpf

Case examples

Peer Support Specialist Programme

Involving persons with lived experience to support others in similar journeys

The Peer Support Specialist Programme was launched in 2016 by NCSS, with strong support from the Institute of Mental Health and mental health organisations. It is Singapore's first national training programme to prepare individuals for the role of Peer Support Specialists. The formal and structured training equips persons with mental health conditions with peer support skills to leverage their lived experience to support others on their recovery journeys.

Friendzone

Facilitating conversations and interactions between individuals to create new connections

Friendzone was set up in 2018 to help young people establish new connections and communities around them, including in their neighbourhoods and workplaces.

Friendzone provides both online and offline opportunities for meaningful conversations. These include facilitating small groups with conversation cards to prompt participants to share meaningful experiences, doing activities to map community assets, brainstorming actionable ideas for communities to follow up, and creating Telegram social media chats for the community to connect.

Ang Mo Kio Family Service Centre (AMKFSC)

Leveraging existing community assets to build a resilient and self-sustaining community

AMKFSC leverages a range of assets in its various programmes to ensure a more self-reliant and sustaining community. Two illustrations are provided below:

- **Personal and place-based assets:** *414 Community Hub* was created as a space for residents living around Ang Mo Kio to gather and share their gifts and assets to support other residents in their neighbourhood. There are various platforms for residents to contribute their gifts and assets. One specific platform is the Goodwill Sharing, where residents can share their skills and knowledge ranging from cooking, art and craft and IT with others in the neighbourhood. In addition, a Gift and Take shop is also a platform where residents can gift and share their pre-loved items with others who may need them. Through the process of gifting and receiving, the residents also forged connections with one another.
- **Place-based assets**: *Bakery Hearts* – AMKFSC set up a kitchen at Ang Mo Kio for women from low-income families to learn baking skills and earn supplementary income. These women can also interact and connect with one another, thereby creating their own networks of support.

Marsiling Community Link (ComLink)

Unlocking multiple assets and working across multiple partners to support vulnerable families

Launched by MSF in 2020, Marsiling Community Link (ComLink) was implemented to support disadvantaged families with complex needs. MSF partnered with various Government agencies, community, and corporate partners to transform and strengthen the support for these families.

The various partners offer different types of assets to help the families living in rental housing.

- **Associations:** ComLink partners with student volunteers from various Institutes of Higher Learning to engage families living in the area to further understand the families' needs, aspirations, and interests.
- **Place-based assets:** Creation of a ComLink programme space in Marsiling for families to access various programmes in one place such as preschool support, sports activities for students, skills upgrading and job matching services for adults.
- **Institutions**: Community partners such as Bringing Love to Every Single Soul (BLESS) and Mendaki were brought in to provide reading and numeracy programmes for preschool children.

ComLink makes use of multiple existing partners and their skills to support vulnerable families to build a strong self-sustaining community.

Community Fridge (Free Food for All)

Providing opportunities for individuals to actively give back to their community

Free Food for All provides opportunities for the community to provide food aid for those who needed it. Their Community Fridge project, organised together with Chong Pang CC Division and supported by Darul Makmur Mosque, encourages residents to store excess or unsold food in fridges placed in the community that are open 24 hours, so that the food can be taken by those who needed it. This not only helps to reduce food wastage but also supports those in the community.

This programme bridges the gap between the residents in the community and makes it easier for residents to help one another. It also makes use of the current assets in the community, including physical space as well as excess food.

Ideas for exploration

Investing in individuals living in undervalued communities

United States: UpTogether

What is it?

UpTogether adopts a strengths-based approach to link individuals and families living at or below the poverty line with community support and resources so that they could increase or sustain their economic and social mobility.

Potential benefits

- Cash offers will help individuals and families to meet basic needs such as rent, food and healthcare.
- Leverage the strengths of individuals and families to support one another in the community, thereby reducing reliance on formal support services.
- Encourage "pay it forward" in the community where individuals who have benefited would support others in future.

How does it work?

The signature platform, UpTogether Community, is an online platform where individuals and families can form their social networks, share connections, stories and support each other to achieve their financial and personal goals, so that they could move up together.

UpTogether members can also receive cash offers and they are trusted to decide how best to use the money, without having to pay back. Such offers are not guaranteed and depend on the availability of funds and the families' household income.

Food for thought

How might we create platforms with resources to encourage individuals and families to support one another in the community?

Find out more: https://www.uptogether.org/approach/

Time banking: Exchanging services for time credits, rather than money

Japan: Fureai Kippu

What is it?

The system of Fureai Kippu, or "caring-relationship tickets" was established in Japan as a response to their ageing population, and a decline in traditional caregiving support. Rather than goods, the tickets/eco money could only be exchanged for services.

Potential benefits

- Leverage the assets in the community to support those in need.
- Facilitate mindset shifts that even the elderly can be contributors too.
- Encourage volunteering and caring behaviour in the community and individuals to "pay it forward".

How does it work?

The system allowed individuals to earn caring credits by caring for an elderly or those in need. These credits, which were deposited in the number of hours, could be exchanged to receive caring services by others. Individuals could decide whether to save their credits for their future when they may need help or transfer to someone else who currently needs help.

It was an agreement within the community to use time as a medium of payment. At the same time, it encouraged individuals to volunteer their time, as they could also benefit from the volunteering experience.

Food for thought

How might we mobilise the assets in the community to support one another, and at the same time not dampening the spirit of altruism?

Find out more: http://gratisbasis.com/?p=498

Annex - References:

Asset-based Community Development

- https://www.nurturedevelopment.org/asset-based-community-development/
- https://cityofgood.sg/articles/asset-based-community-development/
- https://cityofgood.sg/community-matters/developer-roles/

Collective Impact

- https://ssir.org/articles/entry/collective_impact

Peer Support Specialist Programme

- https://www.ncss.gov.sg/our-initiatives/peer-support-specialist-programme

Friendzone

- https://friendzone.sg/
- https://friendzone.sg/events/#fz-fridays
- https://friendzone.sg/elements

AMKFSC Programmes

- https://www.amkfsc.org.sg/central-cluster-programmes
- https://www.amkfsc.org.sg/news-events/event-highlights/181-official-opening-of-bakery-hearts-kitchen
- https://www.amkfsc.org.sg/stories/289-bake-it-forward-radiah

ComLink

- https://www.msf.gov.sg/what-we-do/volunteer/find-causes/comlink
- https://www.facebook.com/MSFSingapore/posts/check-out-the-new-marsiling-community-link-programme-space-a-one-stop-location-f/3012517668781331/

Free Food for All

- https://www.freefood.org.sg/
- https://www.freefood.org.sg/community-fridge

UpTogether

- https://www.uptogether.org/approach/

Fureai Kippu

- https://www.jlgc.org.uk/en/pdfs/Hureai%20Kippu%20-%20Lessons%20from%20Japan%20for%20the%20Big%20SocietyCESedit17March2011.pdf
- http://gratisbasis.com/?p=498
- https://atlasofthefuture.org/project/fureai-kippu-currency/
- https://ijccr.files.wordpress.com/2012/08/ijccr-2012-hayashi.pdf

EMPOWERMENT AND INCLUSION

Thrust 1 Outcome:

Vulnerable groups have support to make well-informed decisions on how their needs and aspirations are met

Introduction

What does this mean?

- Vulnerable groups, and social service professionals that work with them, have **easy access to clear information and resources** to help them make decisions that meet their needs.
- **Policies, programmes and models are reframed** to facilitate vulnerable groups' decision-making.
- **Refer to other 4ST Thrust 1 outcomes** for more information on how to support the inclusion of vulnerable groups.

Guiding questions

- How might we ensure that vulnerable groups and social service professionals have **easy access to clear information, advice and support** to make well-informed decisions?
- How might **policies, programmes and models** better support vulnerable groups to make well-informed decisions?

Principles in supporting vulnerable groups' decisions-making

- **Allow vulnerable groups to decide what choice(s) will best meet their needs**. Do not be overly prescriptive. Respect and implement their decisions as appropriate, even if it is not what you would prefer, since they are often best-placed to consider their circumstances.
- If you must help make decisions for them, **consider their best interests, views and beliefs, instead of your own preferences**. Use ethical frameworks to guide your decisions[1].

[1] One example of an ethical decision-making framework was created by the Newfoundland and Labrador College of Social Workers' Professional Issues Committee:

https://nlcsw.ca/sites/default/files/inline-files/Ethical_Decision_Making_Framework.pdf

Steps you can take

For social purpose entities (SPEs)

Exploring: Starting out in this area

When working with individuals and their families

- **Encourage vulnerable groups to make decisions**
  - Share **why** they should do so
  - Encourage them to **actively** manage services and share their experiences
  - **Build their confidence** in making small decisions first
  - Simplify decisions into bite-sized stages
- **Provide relevant and accessible information** pertaining to their options.
- **Understand the needs and aspirations of vulnerable groups** to support them in decision making.
- **Document discussions** about their decisions as appropriate and agreed to, for necessary follow-up.

Organisational level practices

- Ensure that disseminated data on the **organisation's schemes and services** is relevant and regularly updated.
- **Train and set standards for staff and volunteers** with necessary frameworks, skills and knowledge to support vulnerable groups' decision-making.

When working with others across the sector

- **Share relevant data readily** with other partners to increase information accessibility on services and schemes.
- Identify and **work with stakeholders** that can help support vulnerable groups' decision-making.

Steps you can take

For social purpose entities (SPEs)

Progressing: Seeking to grow in this area

When working with individuals and their families

- **Partner with the support networks** (e.g., family, community) of vulnerable groups and **connect them with others** (e.g., volunteers, advocates) for additional support.
- **Adapt processes and resources** to provide support more effectively. For example, adjust processes to provide choices through the start-to-end of accessing services, and have decision aids to effectively share information.
- Facilitate **group decision-making**[2]**.**

Organisational level practices

- Facilitate platforms for staff and volunteers to **share relevant best practices and learning points.**
- Regularly **review programmes, services, and organisational policies, processes and systems**, to effectively support vulnerable groups' decision-making (e.g., adopt newer models to cater to changing profiles, ensure sufficient resources to support decision-making).

When working with others across the sector

- **Maintain, join, or create networks, platforms or communication channels** to share information, best practices and learning points with other organisations within and beyond the sector.
- **Clarify roles** and tap on various parties (including community partners and volunteers) in supporting decision-making.

[2] For example, encourage the group to escape a narrow framing of options, and use visual aids to help the group keep track of progress. For one resource on this, read https://ssir.org/articles/entry/how_groups_make_great_decisions#

Steps you can take

For social purpose entities (SPEs)

Excelling: Experienced and looking to strengthen in this area

When working with individuals and their families

- **Use technology and data** to support decision-making.
- **Research and advocate for policies and models** that facilitate vulnerable groups' decision-making to decide on supports that meet their needs[3].
- **Establish support networks** amongst vulnerable groups; **foster a safe and collaborative environment** for them to share their lived experiences and knowledge to educate others (e.g., others making similar decisions, service professionals serving vulnerable groups).

Organisational level practices

- **Show impact** of supporting vulnerable groups' decision-making **to giving partners,** to encourage their resourcing of such practices.
- **Evaluate** whether vulnerable groups' decisions are well-supported and **review practices accordingly**[4]**.**
- Involve vulnerable groups more in **important organisational decisions** (e.g., participatory budgeting, more targeted Board representation).

When working with others across the sector

- **Develop centralised platforms** to increase information accessibility on schemes and services.
- **Advocate for models** which better support decision-making.

[3] The WHO Quality of Life framework comprises of 6 main domains – physical, level of independence, social relationships, environment, psychological, and personal beliefs.

[4] For example, these authors developed a framework for gathering and analysing service user feedback to improve plans for integrated health and social care, including identifying expectations for outcomes that satisfied service users and on the supporting activities of their health and social care teams.
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5017127/

Steps you can take

For Partners in the Ecosystem:

Mindset shift

- **Appreciate the importance of empowering vulnerable groups** to make well-informed decisions.
- **Change how we think about vulnerable groups and other parties** in decision-making. Vulnerable groups can manage their usage of services, support each other, and teach professionals about their experiences. Other stakeholders should learn from vulnerable groups, collaborate with them, and counter biases about them.

Funding support

- **Resource initiatives, programmes, and structures** (e.g., centralised information platforms) that support vulnerable groups' decision-making.

Policies and structures

- **Design policies, structures and integrated platforms** that support vulnerable groups' decision-making (e.g. matching vulnerable groups to appropriate service providers).
- **Upskill professionals** to support and share decision-making with vulnerable groups.
- **Collect, centralise and share data and information** to facilitate better decision-making. This could include data on the services available, or the consequences of making various choices.

Resources available

Guides/Tools

To better understand decision-making principles and obligations in Singapore

Mental Capacity Act 2008

Singapore's Mental Capacity Act shares legal principles relating to persons who lack capacity to make decisions. These can guide SPEs in their actions in supporting or acting on behalf of vulnerable groups in decision-making.

https://sso.agc.gov.sg/Act/MCA2008?WholeDoc=1

To better understand vulnerable groups

NCSS' **Removing Barriers series** shares tips on how to interact with vulnerable groups.

- **Persons with Disabilities:** https://www.ncss.gov.sg/press-room/publications/detail-page/UnderstandingPersonswithDisabilities
- **Interacting with Seniors:** https://www.ncss.gov.sg/press-room/publications/detail-page/InteractingwithSeniors
- **Persons with Mental Health Conditions:** https://www.ncss.gov.sg/press-room/publications/detail-page/InteractingwithPersonswithMentalHealthConditions

Information on resources and schemes

SupportGoWhere

SupportGoWhere, a partnership between GovTech, MSF and NCSS, is an online platform of schemes and services for individuals and families to find support with ease, ranging from mental health to financial support. Organisations can also use the platform to find which other organisations they could collaborate with to fill gaps or tap on synergies.

https://supportgowhere.life.gov.sg

MSF Directories

Find Social Service Offices, Family Service Centres, and other agencies providing services in the link below.

https://www.msf.gov.sg/dfcs

Enabling Guide
SG Enable's Enabling Guide connects persons with disabilities and their caregivers with relevant resources to help them make informed decisions about the schemes and services that best suit them.

https://www.enablingguide.sg/

Beyond the Label Resources
NCSS' Beyond the Label campaign has collated resources to assist Persons with Mental Health Conditions, as well as for people to address stigma against Persons with Mental Health Conditions.

https://www.ncss.gov.sg/our-initiatives/beyond-the-label/resources

Empowerment and human-centred design approaches to support decision making

Empowerment Deconstructed! Guide
In 2021, NCSS developed the Empowerment Deconstructed! Guide which breaks down the concept of empowerment into practical and relatable terms. It includes a 4-step process as well as other tools that one can use to kickstart the journey in putting empowerment principles into practice.

https://www.ncss.gov.sg/press-room/publications/empowerment-deconstructed-a-guide-to-grow-empowering-practices

Empowering Seniors Resources Kit
In 2019, NCSS developed this resource kit to provide resources on empowering seniors.

https://www.ncss.gov.sg/docs/default-source/ncss-publications-doc/empowering-seniors_resource_kit.pdf?sfvrsn=cc42a176_2

Social Innovation Starter Kit
NCSS developed a Social Innovation Starter Kit which includes guiding principles and mindsets of human-centred design process as well as specific methods and tools to help the sector in tackling complex social challenges and embark on their own innovation journeys.

https://www.ncss.gov.sg/press-room/publications/SocialInnovationStarterKit

To adopt standards to better support vulnerable groups' decisions

NCSS Service Standards

The NCSS Service Standards aim to support agencies in attaining higher standards of service delivery to improve vulnerable groups' outcomes. The set of standards includes measures related to catering for vulnerable groups' preferences and needs in intervention plans, supporting vulnerable groups with information and resources to achieve their goals, ensuring that other options are shared with ineligible persons, and allowing vulnerable groups to share programme feedback.

https://www.ncss.gov.sg/social-service-agencies/capability-building/consultancy-support/ncss-standards-framework/service-standards-requirements

To draw from research insights to better support vulnerable groups' decisions

Quality of Life Research Series

The World Health Organisation (WHO) defines Quality of Life as "individuals' perceptions of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns". NCSS conducts research studies to understand how various population groups perceive their quality of life, identify areas of need and initiatives that can contribute to improving their quality of life. Past research studies conducted by NCSS can be found here:

https://www.ncss.gov.sg/our-work/translational-social-research

Social Service Sector Repository

The Repository is a first-of-its-kind online database of research on the local social service sector, for NCSS members' use. It houses rigorous research done by NCSS member organisations and public service agencies, in NCSS's research domains. This Repository and research resources such as the EBSCO scholarly journal database, Research Pulse newsletter, and online dashboards can be found on NCSS website.

https://www.ncss.gov.sg/our-work/translational-social-research

Training to explore

Develop an Individualised Care Plan
Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SCRS209

Practising Person Centred Care Approach
Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SECH5816

Cultural Competency: Engaging with and Bridging across Differences
Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SCRS5491

Networks of support

To support decision-making as part of empowerment and human-centred design practices

Empowerment Learning Journey
NCSS is co-organising Learning Journeys for SSAs to learn about best practices from one another and spark collaborations on empowerment in the sector.

To find out more about how you can be involved, please write to:
empowermentmovement@ncss.gov.sg

Design for Community Action
NVPC's Design for Community Action programme aims to introduce the Human-Centred Design (Design Thinking) methodology to help communities co-create solutions for operational challenges. This programme also includes active support in the post-ideation phase to implement solutions.

https://cityofgood.sg/community-matters/community-action/design-for-community-action/

Avenue for community-based peer-learning to bridge skill gaps

NVPC Level-Up Series

NVPC's Level-Up Series enables the community to bridge skills gaps through topical masterclasses, based on their needs. Some past sessions have included opportunities to use design thinking, or to ideate and collaborate with vulnerable groups.

https://cityofgood.sg/community-matters/community-action/level-up-series

Case examples

Rainbow Centre

Supporting vulnerable groups' goals to be connected and empowered in community

Rainbow Centre focuses on empowering persons with disabilities (PwDs) and supporting them to thrive in community. Their 'Connected Communities Services' aims to **help young PwDs achieve their goals and connect with their communities over a year.**

Once enrolled, vulnerable groups are **encouraged to share their aspirations** with life coaches or social workers. Family members are also **invited to be help co-create and support these goals**. Life coaches or social workers then **work with vulnerable groups** to identify their assets and relevant opportunities, and **determine the steps** to achieve these goals. They also **tap on community collaborators** to provide relevant opportunities for vulnerable groups.

My Legacy Portal

Encouraging individuals to pre-plan and record their decisions for others to fulfil

Various government agencies, including the Ministry of Health Singapore, came together to create the My Legacy portal. The portal aims to **bring together information and services to support individuals' decisions** in end-of-life, legacy-related issues.

The portal includes information such as:

- **Collating information on the options** to address various end-of-life issues
- **Advice** on how to make a lasting power of attorney, advance care plan, and advance medical directive **recording one's preferences** in future health and personal care
- **Advice** on making will and CPF nominations **for one's assets**
- Allowing individuals to store and share important documents through the secure online My Legacy vault, for **trusted persons to more easily access one's wishes**

SupportGoWhere

A one-stop online portal for vulnerable groups to access information on resources

SupportGoWhere, a partnership between GovTech, MSF, NCSS and other agencies, aims to be a **one-stop online information platform on social schemes and services**. Through SupportGoWhere, vulnerable groups and social service professionals can easily find available support for various needs. It is **accessible in English, Malay, Mandarin and Tamil** where practicable. Its **Support Recommender feature** allows vulnerable groups to find recommended support for their needs.

SupportGoWhere provides vulnerable groups with **greater access to relevant, simplified information** for their decision-making. This includes information on eligibility, how to access the service, whether fees are payable, and what to expect from the service. Vulnerable groups are then **better able to decide** on services/schemes that meet their needs.

Ideas for exploration

Informative decision aids to systematically support vulnerable groups' decision-making

United Kingdom: Decision aid

What is it?

To help caregivers to navigate end-of-life decisions for persons living with dementia, a team in the UK **co-produced an interactive decision aid with persons living with dementia, caregivers, practitioners and professionals.**

Potential benefits

- **Fill gaps in current information and tools**, so that vulnerable groups can better navigate difficult decisions.
- **Guide in deliberating, executing and reflecting on decisions.**
- **Provide clarity** on decisions to be made, who is responsible for deciding, and encourage shared decision-making.

How does it work?

- The decision aid **helped to guide key decisions affecting end-of-life circumstances.** E.g. affecting care and health regimes, eating and drinking, and daily well-being.
- The decision aid helped to **support caregivers to make difficult, complex decisions** for persons living with dementia, who may face reduced decision-making capacity.
- The decision aid was **co-produced with different groups with diverse insights**. The production team provided accommodations to engage various groups better. For example, persons living with mild dementia could bring a caregiver for support during workshops.
- In producing this, the team was **guided by existing theoretical frameworks**. These helped to break down various steps involved in decision-making, and the content to be produced.
- The guide was **curated to provide balanced, neutral, evidence-based information**. The decision aid used **various methods to share information more accessibly.** This includes myth-busting, stories of lived experiences, and questions for caregivers to answer.

Food for thought

- In **what areas** might decision aids be most necessary to support vulnerable groups?
- How might such decision aids be produced **with vulnerable groups?**
- How might such decision aids **provide support in a more systematic and accessible way?**

Find out more: https://onlinelibrary.wiley.com/doi/full/10.1111/hex.13307

Changing people, processes and systems to support vulnerable groups' decisions

Singapore: National University Hospital (NUH)'s Year of Care programme

What is it?

NUH implemented the "Year of Care" programme for patients with diabetes **to provide support for patients' decisions about their care** and improve patient outcomes.

Potential benefits

- Lead to **better outcomes** for vulnerable groups.
- Ensure a **sustainable workload and smooth transition** for professionals concerned.

How does it work?

They achieved this through **making changes in their systems and processes, and training their staff**. For example, they:

- Provided medical test results with simple descriptions and prompts **to prepare patients to converse with healthcare professionals (HCP)** two weeks later
- **Trained HCPs** to understand the patient's personal goals, and use shared decision-making to plan next steps
- **Ensured adequate time for such conversations** by scheduling HCPs early for a sufficient period, and re-organising workflows to reduce HCP workload
- **Recorded and followed up on the plan**, including the HCP helping to link the patient with other supports and reviewing the outcomes

Food for thought

- How we might **reorientate our people, processes and systems** to support vulnerable groups' decision-making?

Find out more: https://cfps.org.sg/publications/the-singapore-family-physician/article/1556_pdf

Machine learning to connect vulnerable groups with information about resources

United States: People Assisting the Homeless (PATH)'s LeaseUp platform

What is it?

The LeaseUp programme was launched in 2018 to **better connect vulnerable groups with housing** that meets their needs.

Potential benefits

- **Shorten waiting time and increase successful matches** of clients to resources, especially for clients who require time-sensitive help.
- Ensure vulnerable groups have **necessary support to make and implement** well-informed decisions.

How does it work?

- The programme **makes use of Amazon's machine learning technology**, Amazon Personalize, to collect and share relevant information on available housing units with case managers.
- **Case managers then assist to match the units** with those from vulnerable groups in need of housing, and **follow up** to ensure that this is a sustainable solution.
- This is paired with **outreach efforts and incentives to attract property owners** to onboard available housing on the programme.

Food for thought

- How might we **harness technology and the human touch** to support vulnerable groups' decision-making effectively?

Find out more: https://leaseupla.org/

Annex - References:

General

- https://sso.agc.gov.sg/Act/MCA2008?WholeDoc=1
- https://www.idunn.no/doi/10.18261/issn.2464-4161-2018-01-06
- https://www.sciencedirect.com/science/article/abs/pii/S0160252720300728?via%3Dihub
- https://nlcsw.ca/sites/default/files/inline-files/Ethical_Decision_Making_Framework.pdf

Steps You Can Take

- https://link.springer.com/article/10.1007/s12126-021-09474-2
- https://www.cmpa-acpm.ca/en/advice-publications/browse-articles/2014/helping-patients-make-informed-decisions
- https://onlinelibrary.wiley.com/doi/10.1111/jpm.12246
- https://activesocialcare.com/handbook/privacy-and-dignity/helping-individuals-to-make-informed-choices
- https://onlinelibrary.wiley.com/doi/10.1111/hsc.12961
- https://journals.sagepub.com/doi/10.1177/1049731518819160
- https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3213756

Steps You Can Take (Partners in the ecosystem)

- https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5017127/
- https://sso.agc.gov.sg/Act/MCA2008?WholeDoc=1
- https://www.idunn.no/doi/10.18261/issn.2464-4161-2018-01-06
- https://www.sciencedirect.com/science/article/abs/pii/S0160252720300728?via%3Dihub
- https://www.sciencedirect.com/science/article/abs/pii/S0145213415000393

Rainbow Centre

- https://www.rainbowcentre.org.sg/young-adults/
- https://cityofgood.sg/articles/rainbow-centre-social-worker-support-pwd/

My Legacy Portal

- https://www.moh.gov.sg/news-highlights/details/planning-ahead-for-the-future-through-lasting-power-of-attorney-estate-planning-and-advanced-medical-directive/
- https://mylegacy.life.gov.sg/end-of-life-planning/

SupportGoWhere

- https://supportgowhere.life.gov.sg/

Decision Aid

- https://onlinelibrary.wiley.com/doi/full/10.1111/hex.13307

Annex - References:

NUH's Year of Care programme

- https://cfps.org.sg/publications/the-singapore-family-physician/article/1556_pdf

PATH's LeaseUp

- https://leaseupla.org/
- https://nonprofitpro.com/article/how-nonprofits-are-using-machine-learning-to-support-those-in-need/
- https://epath.org/paths-leaseup-program-receives-nearly-1m-in-la-county/
- https://venturebeat.com/using-machine-learning-to-tackle-the-worlds-biggest-problems/
- https://aws.amazon.com/personalize

EMPOWERMENT AND INCLUSION

Thrust 1 Outcome:

More vulnerable people are included and participate in society

Introduction

What does this mean?

- More individuals, families, and communities of vulnerable groups **feel accepted and respected**, and can **participate actively in society**.
- All segments of society, including the government, employers, and the public, **adopt positive attitudes** towards vulnerable groups, and **actively seek to meaningfully partner** them.
- **Refer to the other outcomes under 4ST Thrust 1** for more information and resources on how to support decision-making of vulnerable groups; adopt a person-centred approach; and involve individuals, families, and communities to address social issues[1].

Guiding questions

- How might we **encourage the public to adopt more positive attitudes** towards vulnerable groups, and **meaningfully include** them?
- How might we **equip, support, and prepare vulnerable groups to participate** actively in society?

What is an inclusive society?

An inclusive society **embraces diversity**. It **allows everyone to feel accepted, respected and involved** in meaningful ways. Individuals living in such a society can access **information, infrastructure and facilities** and participate actively in important activities that affect how they live, work and play.

[1] See outcomes "Vulnerable groups have support to make well-informed decisions on how their needs and aspirations are met"; "Practices and solutions in the sector become more person-centred"; & "The ecosystem leverages the assets of individuals, families, and communities to solve social challenges".

What are vulnerable groups?

Vulnerable groups encompass those who may **feel less included in society.** They may have fewer resources or lower ability to participate actively in society.

Those from vulnerable groups often have:

- Fewer **social** opportunities to interact with others
- Fewer **work** opportunities
- Less ability to influence **society's decisions** (e.g., policy decisions)

Some groups could include, but are not limited to:

- Persons with mental health conditions
- Children from disadvantaged families
- At-risk youth
- Persons with low-income family backgrounds
- Caregivers for Persons with Disabilities and Persons with Mental Health Conditions

Why include members of vulnerable groups and enable them to participate in society?

- By including them, they can **benefit from and contribute to** society.
- Sharing of diverse perspectives can **drive innovation.**
- It can also help everyone develop more empathy and a **closer sense of community.**

How would the journey towards greater inclusion and participation look like?

Inclusion can start from:

1	**Recognising** vulnerable groups
2	**Acknowledging** their concerns and needs
3	**Increasing their access** to social interactions, social services, participating in work and culture
4	Providing **adequate resources** to participate fully in society

It is important to recognise and address various **biases** that may favour one group over another, which could work consciously or subconsciously. Those interacting with vulnerable groups, and vulnerable groups themselves need to work together to debunk biases. Other than **changing individual attitudes**, we must also influence the **wider culture, policies, and infrastructure.**

In inclusion, we need to move away from giving everyone equal treatment that does not suit their specific needs, to giving everyone equitable treatment so that they are **equally included**, considering their unique abilities and needs.

Inclusion is a constant and evolving process. Stakeholders need to **update best practices,** as society's understanding of inclusion evolves.

Steps you can take

For social purpose entities (SPEs)

Exploring: Starting out in this area

When working with individuals and their families

- **Conduct research and seek input** from vulnerable groups on ways to include them.
- **Equip vulnerable groups** to participate in society (e.g., at work, social events).
- **Adopt practices** that encourage vulnerable groups to participate in beneficial programmes, such as incorporating inclusive language, maintaining frequent contact and offering concrete support customised to specific vulnerable groups.

Organisational level practices

- **Train leaders, staff and volunteers** with the skills to adopt inclusive and empowering practices.

When working with others across the sector

- **Learn from community partners** who have successfully facilitated inclusion of vulnerable groups.

Steps you can take

For social purpose entities (SPEs)

Progressing: Seeking to grow in this area

When working with individuals and their families

- **Showcase success stories** featuring vulnerable groups.
- **Embrace innovation and technology** to include vulnerable groups (e.g., open captioning on videos, speech-to-text function).

Organisational level practices

- **Establish service standards** to ensure inclusion is upheld in service delivery.
- **Enhance infrastructure** to include vulnerable persons.

When working with others across the sector

- **Encourage the public** to volunteer with vulnerable groups to reduce stigma.
- **Share** best practices and relevant data, and **collaborate** with partners within and beyond the sector to enhance inclusion.
- **Establish platforms to share** best practices and lessons learnt.

Steps you can take

For social purpose entities (SPEs)

Excelling: Experienced and looking to strengthen in this area

When working with individuals and their families

- Establish support networks and advocacy programmes to **facilitate vulnerable groups sharing experiences.**
- Include community participation elements in **programme and policy design.**

Organisational level practices

- **Hire vulnerable groups** in the organisation (refer to next segment on tips for employers).
- Commit resources to **update best practices.**
- **Increase accountability** e.g., adding feedback mechanisms, sharing publicly on progress, evaluating practices for improvement.

When working with others across the sector

- **Advocate for greater inclusion** through educational campaigns and organisational policy changes.

Steps you can take

For employers

Practise and advocate inclusive employment policies and practices[2]

Set out **clear guidelines, guides and tools** to set expectations and educate on:

- Reducing bias in **hiring**
- Introducing **flexible work** arrangements
- Redesigning **job scope** to meet specific needs of and enable vulnerable groups to perform their best
- **Educating** to personally support vulnerable groups, whether as fellow employees or in serving clients
- **Supporting employee mental health** through counselling benefits and workplace wellness champions
- Establishing safe, accessible **feedback channels**

For partners in the ecosystem:

Mindset shift

- Better **understand and advocate** the value of social inclusion.

Funding support

- Introduce **funding models** to promote inclusion and participation of members of vulnerable groups.
- **Fund** initiatives that support vulnerable groups across various stages and needs comprehensively.

Policies and structures

- **Design inclusive products, policies and structures**. For example, design products to serve vulnerable groups, or enhance **infrastructure** to enable vulnerable persons to live, work and play in the community[3].

[2] See for further examples: https://www.sgenable.sg/your-first-stop/training-consultancy/enabling-academy/training/employers/resources-for-employers/best-practices-in-disability-inclusive-employment

[3] For a framework that may help to consider if policies are inclusive, consider the EquiFrame framework for analysis of inclusion of vulnerable groups in health policies: https://www.hhrjournal.org/2013/08/equiframe-a-framework-for-analysis-of-the-inclusion-of-human-rights-and-vulnerable-groups-in-health-policies/

Resources available

Guides/Tools

Generic:

Sector Evaluation Framework

NCSS' Sector Evaluation Framework (SEF) is an outcome measurement framework that provides a common language for the different stakeholders in the sector to measure programme outcomes and articulate impact. This is achieved by using standardised and validated outcome measures for programmes with similar objectives.

https://www.ncss.gov.sg/our-work/translational-social-research/sector-evaluation-framework

Global Equality Standard

The Global Equality Standard (GES), powered by EY, is one assessment framework which aims to diagnose all aspects of Diversity, Equity and Inclusion. After relevant evidence is submitted and gathered, EY reviews them and recommends steps for improvement.

https://www.nationalequalitystandard.com/global-equality-standard/

Studies on Public Attitudes

NCSS conducts studies on public attitudes to understand barriers and forms of discrimination against various groups in the population.

Findings from its 2021 study on Persons with Mental Health Conditions can be found here:
https://www.ncss.gov.sg/press-room/publications/infographics-for-public-attitudes-towards-pmhcs

Findings from its 2019 study on Persons with Disabilities can be found here:
https://www.ncss.gov.sg/press-room/publications/detail-page/2019-public-attitudes-study-towards-persons-with-disabilities-a

MOM's OneWorkplace.sg initiative

The Ministry of Manpower has created a OneWorkplace.sg initiative to foster workplace integration. This includes a Starter Kit for employers and access to free diagnostic assessment of companies' workplace integration practices.

https://www.mom.gov.sg/employment-practices/good-work-practices/fostering-workplace-integration

TAFEP's Guidelines and Resources

The Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP) provides guidelines and resources for being an exemplary employer, including on building a fair organisation and an inclusive workplace.

https://www.tal.sg/tafep/getting-started

Mental Health

Beyond the Label Resources

NCSS's Beyond the Label campaign has collated resources to assist Persons with Mental Health Conditions, as well as for those who wish to address stigma against Persons with Mental Health Conditions, whether they are youths, journalists and media professionals, or those who encounter them in everyday life.

https://www.ncss.gov.sg/our-initiatives/beyond-the-label/resources

Mental Health Toolkit for Employers

NCSS launched this toolkit in 2019 to guide employers to hire and support employees with mental health conditions in the workplace.

https://www.ncss.gov.sg/press-room/publications/MentalHealthToolkitforEmployers

Disability

SG Enable's i'mable

i’mable is a public education initiative by SG Enable that aims to encourage everyone to take positive action for disability inclusion, and commit to building a more inclusive society. As part of their initiatives, they share resources to enable others to contribute to a more inclusive Singapore.

https://www.sgenable.sg/your-first-stop/community-integration/

Resources for Employers to Pursue Disability-Inclusive Employment

SG Enable features resources for employers pursuing disability-inclusive employment, such as best practices, an app to improve awareness for inclusive employment, and relevant self-assessment tools.

https://www.sgenable.sg/your-first-stop/training-consultancy/enabling-academy/resources

Enabling Masterplan

The Enabling Masterplans guide society to work together to support and include persons with disabilities. The Enabling Masterplan 2030 contains recommendations to guide efforts to shape the future disability landscape till 2030.

- https://www.msf.gov.sg/what-we-do/enabling-masterplan/enabling-masterplan-2030/what-is-emp2030
- https://www.msf.gov.sg/media-room/article/Enabling-Masterplan-2030---Working-Together-Towards-An-Inclusive-Singapore

Training to explore

Disability-related

Caring Commuter Champion Online Training Course

See more on this free online training course, educating commuters on how to help commuters with various disabilities on public transport, at

https://caringcommuterchampion.thinkific.com/collections

Independent Travel Training for Professionals Supporting Persons with Disabilities

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SDIS211

Advanced Certificate in Supported Employment (ACSE)

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SDIS8

Working with Persons with Autism

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SDIS87

Eldercare-related

Practising Person-Centred Care Approach

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SECH5816

Case Management for Seniors in Using Action Learning Approach

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SECH5364

Family-related

Engaging Youth-At-Risk Through Counselling Techniques

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SCYF477

Helping Family Members Cope with Issues Arising from Incarceration of a Loved One

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SCYF5802

Management of Family Violence: Introduction

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SCYF197

Management of Family Violence: Talking to Children & Managing Abuse-related Disclosure

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SCYF5502

Safety Planning and Monitoring – A 5.5-Step Model

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SCYF233

Mental Health-related

Applied Suicide Intervention Skills Training (ASIST)

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SCRS5709

Suicide Prevention and Management for Seniors

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SECH5587

Foundations of Psycho-Social Rehabilitation and Recovery

Visit SSI for more info at
https://iltms.ssi.gov.sg/registration/#/Course?coursecode=SMTH387

Funding available

The Ministry of Manpower's Enabling Employment Credit (EEC)

The Ministry of Manpower launched the Enabling Employment Credit to provide employers with wage offsets to support the employment of persons with disabilities (PwDs).

https://www.mom.gov.sg/about-us/cos2021/enabling-our-workers

Case examples

Making public spaces and facilities accessible to all

The Land Transport Authority

Inclusive public transport

The Land Transport Authority has **made public transport more accessible to different vulnerable groups** by:

- **Adjusting infrastructure** by removing physical barriers on public transport, introducing braille and embossed text for the visually impaired, and introducing visual communication tools for the deaf or hard-of-hearing.
- **Ensuring appropriate regulations** allowing various mobility devices on public transport.
- **Introducing programmes** such as priority seats, paired with prompts that can be worn by those who need a seat to highlight that they require a seat.
- **Training its staff** to help with accessibility devices and to reunite persons with dementia who are lost with their next-of-kin.

Key transport industry players and government agencies came together to form the Caring SG Commuters Committee, to further **create a culture of care** in public transport. This includes having **online training courses** to enable caring commuters; and buses featuring **educational artwork** from students from the Cerebral Palsy Alliance Singapore (CPAS) School sharing needs and challenges faced.

National Council of Social Service

Inclusive play for the young

NCSS, working together with other partners, introduced initiatives for children of different abilities to have **access to play**, and to **reduce stigma between children from young.**

As many existing outdoor playgrounds were not accessible for those with special needs, **at least 13 Singapore playgrounds' infrastructure were changed to be inclusive** for children with special needs. For example, having wheelchair-friendly ramps, swings, and merry-go-rounds.

NCSS **consulted multiple stakeholders**, including therapists, and children with special needs, to ensure that the playgrounds were optimally designed.

NCSS had also collaborated with the Muscular Dystrophy Association (Singapore) on the Children in Action initiative to **bring children with different abilities together** to play at these playgrounds.

Case examples

Making public spaces and facilities accessible to all

HDB & People's Association

Study pods at housing estates

The Housing & Development Board, People's Association and Burztech company had launched a pilot project to **introduce work-study pods** at community spaces, in response to needs on the ground. The pilot will last until Jul 2023, and may lead to scaling up based on demand.

The pods help to **narrow the gap in resources** that may exist between different members of society to pursue economic opportunities. They create **accessible infrastructure** with sound insulation, air-conditioning and charging pods that could benefit those who need more conducive facilities for work and education. To be more inclusive, **lower-income students had been given credits** to use the pods.

Addressing stigma and promoting social inclusion of persons with mental health conditions

Beyond the Label 2.0

Beyond the Label (BTL) 2.0 is a **nation-wide movement to address stigma and promote social inclusion** of persons with mental health conditions (PMHCs).

The movement is led by NCSS and TOUCH Community Services together with over 20 other agencies to achieve joint objectives. It takes a comprehensive approach to support PMHCs, including:

- **Advocating greater support** for PMHCs, such as producing web-series and roving exhibitions to raise awareness of and reduce stigma towards pursuing mental health and well-being in workplaces, schools and homes,
- **Educating and equipping the public** to support PMHCs, such as developing resources for parents, peers and PMHC themselves; and sharing volunteer opportunities,
- **Implementing workplace adjustments** to support PMHCs, by encouraging employers to prioritise workplace wellbeing and featuring examples of inclusive employers
- **Encouraging those who need help to seek help early**. Belle, the BTL helpbot, helps to connect PMHCs with resources at any time, from any place.

Ideas for exploration

Redesigning the workplace to be more inclusive towards its employees and customers

Singapore: Project Dignity's Dignity Kitchen

What is it?

Set up by a social enterprise, Dignity Kitchen **trains members of vulnerable groups, along with able-bodied individuals, to be hawkers**. It has hired more than 60% of vulnerable groups, including those with physical, mental and intellectual disabilities, or single mothers and ex-prisoners, in its Boon Keng food court.

Potential benefits

- **Strengthen corporate social purpose and leverage assets** of vulnerable groups at work.
- Challenge organisations to **innovate** to stay ahead of competition.
- **Increase workforce participation** of vulnerable groups.

How does it work?

Dignity Kitchen **modifies training** to serve vulnerable groups, even if it takes longer or needs to be delivered through different methods such as drawings and videos. It is equipped with **customised accessible infrastructure and tools**, including worktops with adjustable heights for wheelchair-users, modified equipment to prepare food one-handed, and Braille cash registers.

Dignity Kitchen has incorporated other **inclusive practices**, such as teaching customers how to order drinks using sign language from posters, or folding dollar bills differently to help blind trainees recognise the denomination. It also **customises job tasks** to individuals' specific abilities. It continues to **tap on new technology** to include vulnerable groups, such as enabling a server with an amputation to operate robots to serve food; or enabling food delivery workers to use motorised wheelchairs for delivery.

Beyond its innovative and inclusive features, Dignity Kitchen also has a **"pay it forward" feature**, which allows customers to buy meals for others in need.

Food for thought

How might organisations **redesign the workplace** to include vulnerable groups (whether as employees or customers)?

Find out more: https://www.projectdignity.sg

Incorporating a disability inclusion lens across all work processes

United States: Ford Foundation

What is it?

The Ford Foundation adopts various practices to **increase inclusion of persons with disabilities.**

Potential benefits

- Promote **greater inclusion and participation** of persons with disabilities.
- **Enlarge the talent pool and community** that the organisation can recruit and serve.

How does it work?

The Ford Foundation implemented practices to increase their understanding of disability and improve disability inclusion in their organisation, including:

- **Reviewing their hiring process** to include persons with disabilities;
- **Developing best practices** and ensuring that their building and events meet or exceed **accessibility standards;**
- Improving the accessibility of **grant-making processes and digital platforms**;
- Launching a U.S. Disability Rights Program to **support leaders in disability rights**, after **seeking input** from around 200 disability leaders.

Food for thought

- How might we include vulnerable groups through our **processes, infrastructure and resources**?
- How might we better **incorporate diverse perspectives** that may be missing from our organisations?

Find out more: https://www.fordfoundation.org/work/challenging-inequality/disability-inclusion/

Bringing together vulnerable groups and allies to impact the issues that concern them the most

United States: Opportunity Youth United (OYUnited)

What is it?

Opportunity Youth United (OYUnited) is a youth-led national movement that **brings together youths** between the ages of 16 and 24 who seek economic opportunities, and **allies from all backgrounds.**

Potential benefits

- Promote **greater inclusion and participation** amongst vulnerable groups by **amplifying their voice** in tackling societal issues.
- **Promote collaboration** both within and beyond the sector in tackling social issues.

How does it work?

Since 2012, OYUnited aims to further a society that invests in the education and welfare of its children and youth, supports families and communities, and promotes equality and opportunities for all. To achieve these goals, OYUnited:

- **Collaborates with partners** of varying backgrounds to **devise and share holistic solutions and recommendations** with key stakeholders (such as policymakers, funders, business leaders). They collaborate on the Reconnecting Youth Campaign, which encourages politicians to increase youth opportunity in budget, policy and programme decisions.
- Fosters **greater civic engagement** amongst low-income youths and communities. **Tapping on youth perspectives and leadership**, OYUnited have identified and publicly shared immediate and broader systems change needed.

Food for thought

- How might we **tap on the insights of vulnerable groups** to address important issues?
- How might we **ally with and amplify the voices of vulnerable groups** for change?
- How might we **foster greater civic engagement** amongst vulnerable groups?

Find out more: https://oyunited.org/

Annex - References:

Inclusive society - Generic

- http://www.un.org/esa/socdev/egms/docs/2008/Paris-report.pdf
- https://www.who.int/publications/i/item/WHO-HIS-HSI-Rev.2012.03
- https://www.sg/emergingstrongerconversations/social-support
- https://www.liberties.eu/en/stories/marginalization-and-being-marginalized/43767
- https://www.worldbank.org/en/topic/social-inclusion
- https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters
- https://diversity.nih.gov/sociocultural-factors/implicit-bias
- https://ssir.org/articles/entry/the_curb_cut_effect
- https://professional.dce.harvard.edu/blog/inclusive-language-in-four-easy-steps/
- https://thehomeground.asia/destinations/singapore/when-inclusive-language-matters/
- http://www.community.nsw.gov.au/__data/assets/pdf_file/0019/321616/research_active_engagement.pdf
- https://www.sgenable.sg/your-first-stop/training-consultancy/enabling-academy/training/employers/resources-for-employers/best-practices-in-disability-inclusive-employment
- https://hbr.org/2017/06/7-practical-ways-to-reduce-bias-in-your-hiring-process
- https://www.mom.gov.sg/covid-19/tripartite-advisory-on-mental-well-being-at-workplaces
- https://www.hhrjournal.org/2013/08/equiframe-a-framework-for-analysis-of-the-inclusion-of-human-rights-and-vulnerable-groups-in-health-policies/

Inclusive public transport (LTA)

- https://www.lta.gov.sg/content/ltagov/en/getting_around/public_transport/a_better_public_transport_experience/an_inclusive_public_transport_system.html
- https://www.caringcommuters.gov.sg/

Inclusive play for the young

- https://www.ncss.gov.sg/docs/default-source/ncss-press-release-doc/media-release-official-opening-of-bishan-amk-park-inclusive-playground_final-pdf.pdf?sfvrsn=b4d6f386_0
- https://www.straitstimes.com/lifestyle/playground-in-sembawang-caters-to-children-with-special-needs
- https://www.straitstimes.com/singapore/inclusive-play-areas-among-new-facilities-at-opening-of-admiralty-park
- https://www.straitstimes.com/singapore/changing-public-perception-of-invisible-disabilities
- https://www.mdas.org.sg/children-in-action/

Work-Study Pods at community spaces

- https://www.burztech.com/pod
- https://www.straitstimes.com/singapore/housing/pods-set-up-in-void-decks-to-cater-to-requests-for-conducive-work-study-spaces

Beyond the Label 2.0

- https://www.ncss.gov.sg/our-initiatives/beyond-the-label/

Project Dignity's Dignity Kitchen

- https://tnp.straitstimes.com/news/singapore/new-dignity-wheels-initiative-keeps-workers-disabilities-busy
- https://psdchallenge.psd.gov.sg/ideas/feature/project-dignity-kitchen-giving-work-to-disabled-and-disadvantaged
- https://www.straitstimes.com/singapore/community/special-needs-hawker-centre-turns-to-tech-to-prepare-trainees-and-staff-for-work
- https://www.db.com/what-next/entrepreneurial-success/doing-it-differently/Seng-Choon-Koh-skills-for-the-benefit-of-all/index?language_id=1
- https://projectdignity.sg/dignity-kitchen/

Disability Inclusion (Ford Foundation)

- https://www.fordfoundation.org/work/challenging-inequality/disability-inclusion/
- https://www.fordfoundation.org/work/challenging-inequality/disability-inclusion/us-disability-rights-program/
- https://ssir.org/articles/entry/shrewd_awakening#

Opportunity Youth United

- https://www.aspencommunitysolutions.org/the-opportunity-youth-movement/
- https://oyunited.org
- https://www.reconnectingyouthcampaign.org/policy-agenda/
- https://ssir.org/articles/entry/working_in_partnership_with_opportunity_youth