

Admin Instructions



Watch this space
for further
instructions from
the NCSS team



Ask the panelists
questions using
this Q&A function

Live captioning will be enabled



DIGITAL
ACCELERATION
INDEX™

Digital Acceleration Index (DAI) for the Non-Profit Sector

Readback Session

29 JAN 2024



DIGITAL
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Introducing the team here today

NCSS



Aileen Tan
Director



Tracy Wong
Senior Manager



Shaoyi Wu
Senior Manager

MOH/AIC



Azrin Nazir
Senior
Manager/MOH



Gerald Ng
Deputy
Director/AIC



Giselle Cheo
Senior Manager/AIC

MCCY



Cheng Min
Senior Assistant
Director



Chan Kaijia
Assistant Director



Catherine Tan
Senior Manager

BCG



Seng Chi Y Goh
Principal



Ronnie Lye
Associate

Our team from SASCO Senior Citizens' Home



Eric Song
Head, Corporate Planning
(Diagnostic Lead, OHFSS)



Maria Leong
Head, IT

Today's agenda

>	0 Welcome message	5 min
	1 Overview of the 2023 Non-Profit DAI Survey	5 min
	2 Key findings from the study	15 min
	3 How to read your individual giveback packs	25 min
	4 Using DAI for digital strategy planning	20 min
	5 Funding & support resources	10 min
	6 FAQs + Q&A	10 min

Welcome message



Ms Aileen Tan

Director of Sector Digitalisation & Transformation
National Council of Social Service

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Thank you for participating in the Non-Profit Digital Acceleration Index (DAI) Study 2023

~400 organisations participated in the 2023 non-profit DAI survey

>500 individual respondents

~50% of respondents are senior leaders (C-suite & board of directors)

~30 agencies engaged to provide more qualitative insights



The non-profit sector plays a critical role in Singapore



Supporting vulnerable populations from all walks of life



Uplifting individuals, families, and communities



Building a caring and inclusive society for all

The non-profit sector faces a range of pressures

Evolving workforce dynamics

- Ageing local core workforce increasing dependency on foreign labour
- Growing anxiety, burnout, and attrition of social workers



Rising digital expectations

- Accelerating demand for digital services, digital volunteerism, and digital giving
- Next-gen non-profit workforce embracing digital tools and mindsets

Complex social needs

- Ageing population, mental health concerns, and social mobility challenges raising demand for social services
- Multifaceted client needs requiring closer integration of health and social care

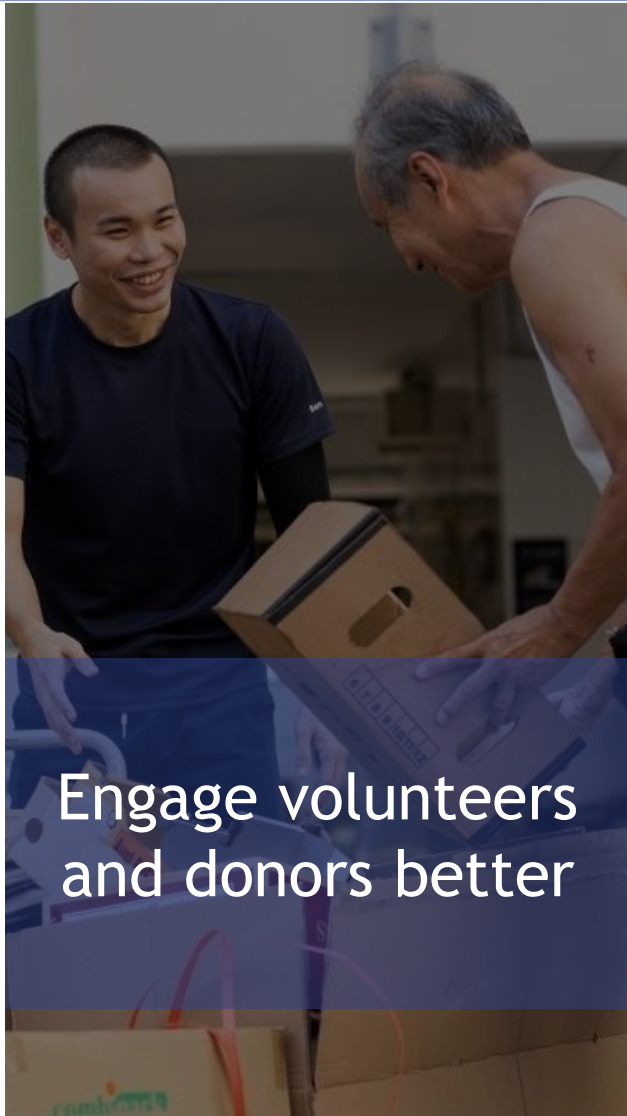
Rapid advances in technology

- Advances in technology and data expanding the art of the possible in client engagement and care
- Improving connectivity of platforms unlocking new opportunities and risks in data sharing

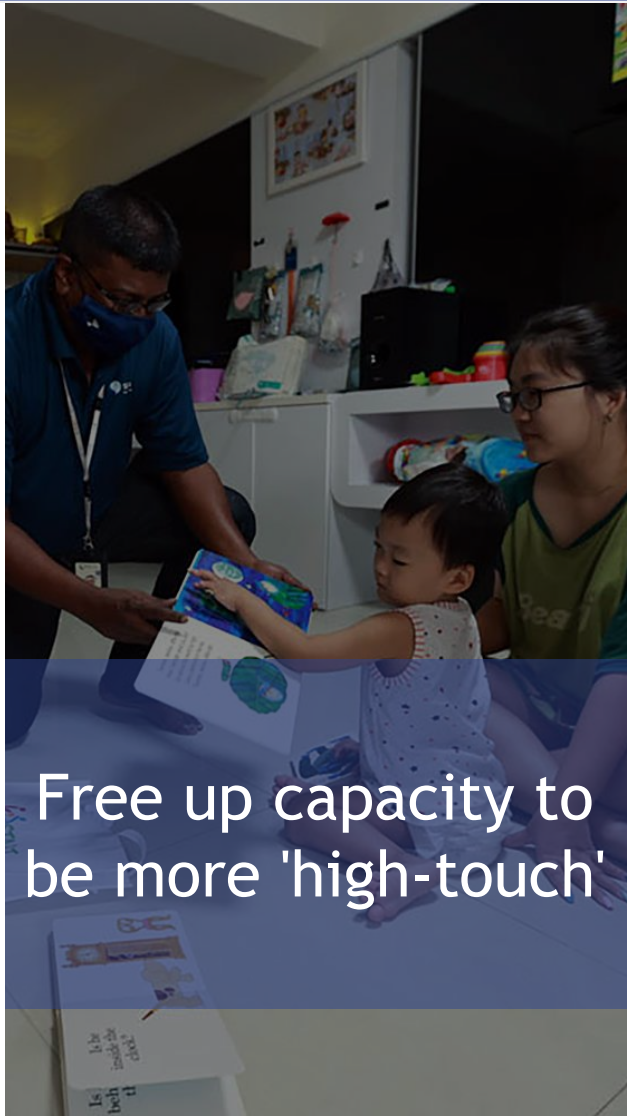
Digitalisation is key in enabling non-profit organisations to...



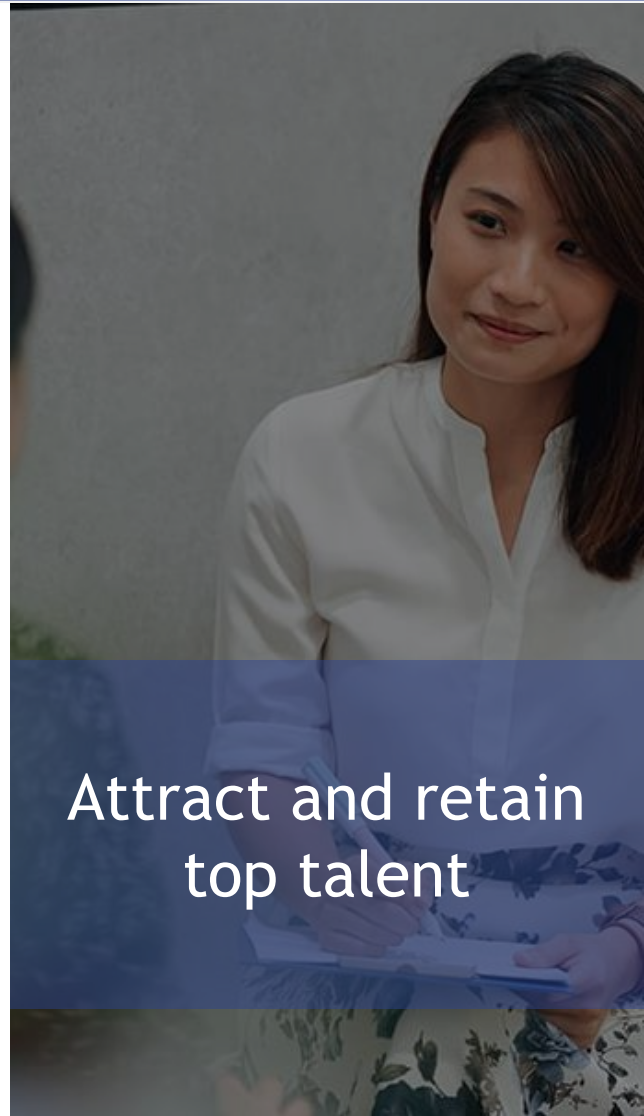
Reach and help
more clients



Engage volunteers
and donors better



Free up capacity to
be more 'high-touch'



Attract and retain
top talent

Three key resources for SSAs to leverage as you chart your digitalisation journey

Roadmap

Industry Digital Plan for Social Services (IDPSS)¹

Handbook that provides agencies with actionable guidance to progress in digital transformation.

Destination

Social Service Sector Strategic Thrusts (4ST)

Shared vision of Singapore's social service sector, "Every person empowered to live with dignity in a caring and inclusive society"



Compass

Digital Acceleration Index (DAI)

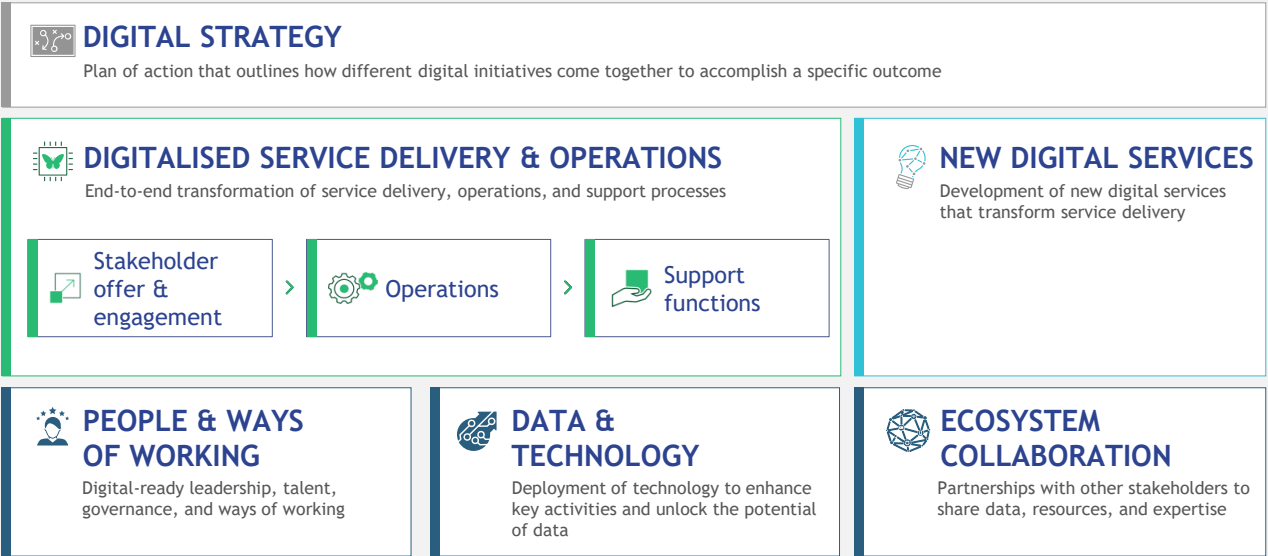
Assessment that provides agencies with a snapshot of their digital maturity across various digital dimensions

1. Planned refresh in second half of 2024

The Digital Acceleration Index (DAI) is BCG's proprietary tool that measures digital maturity across sectors & countries

End-to-end digital maturity framework

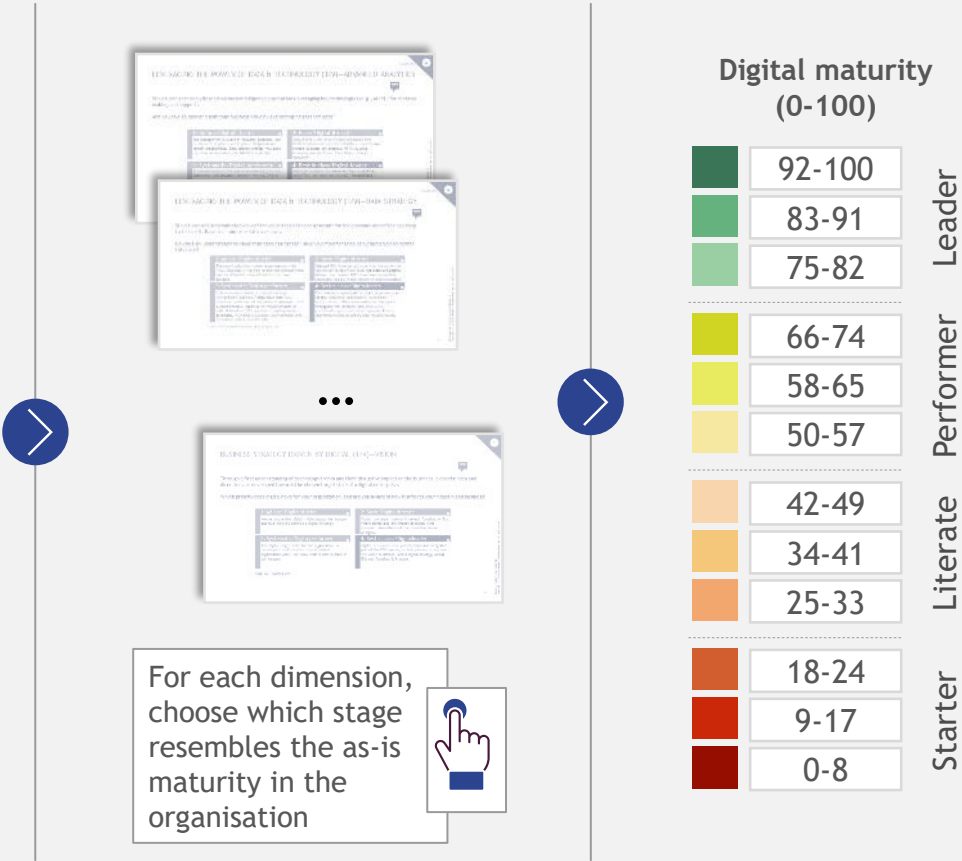
Each dimension is scored from level 1 to 4



- Benchmark vs ~18,000 datapoints
- Regular update to keep up with fast moving digital trends
- Partnerships with leading universities
- Validation by >100 global topic experts

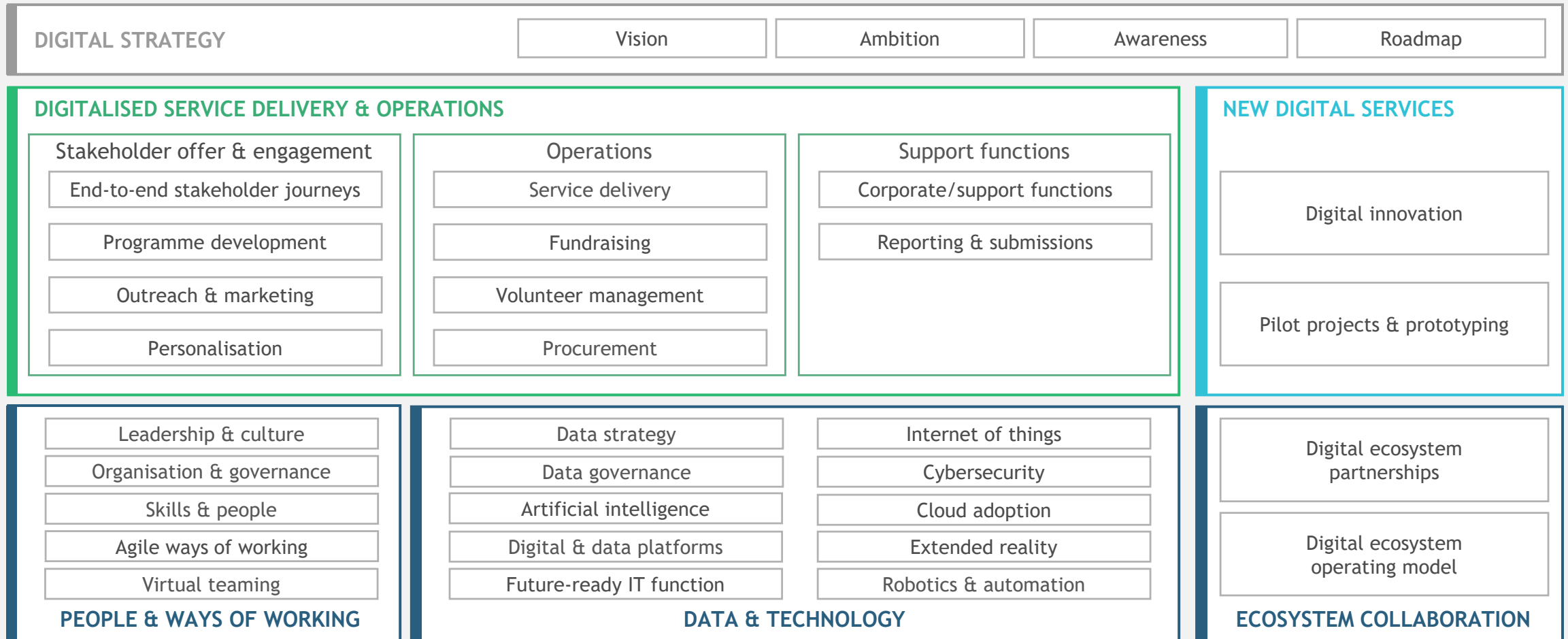
Four maturity stages

DAI score



Source: BCG Digital Acceleration Index (DAI)

DAI 2023 has 33 dimensions across 6 building blocks



Source: BCG Digital Acceleration Index (DAI)

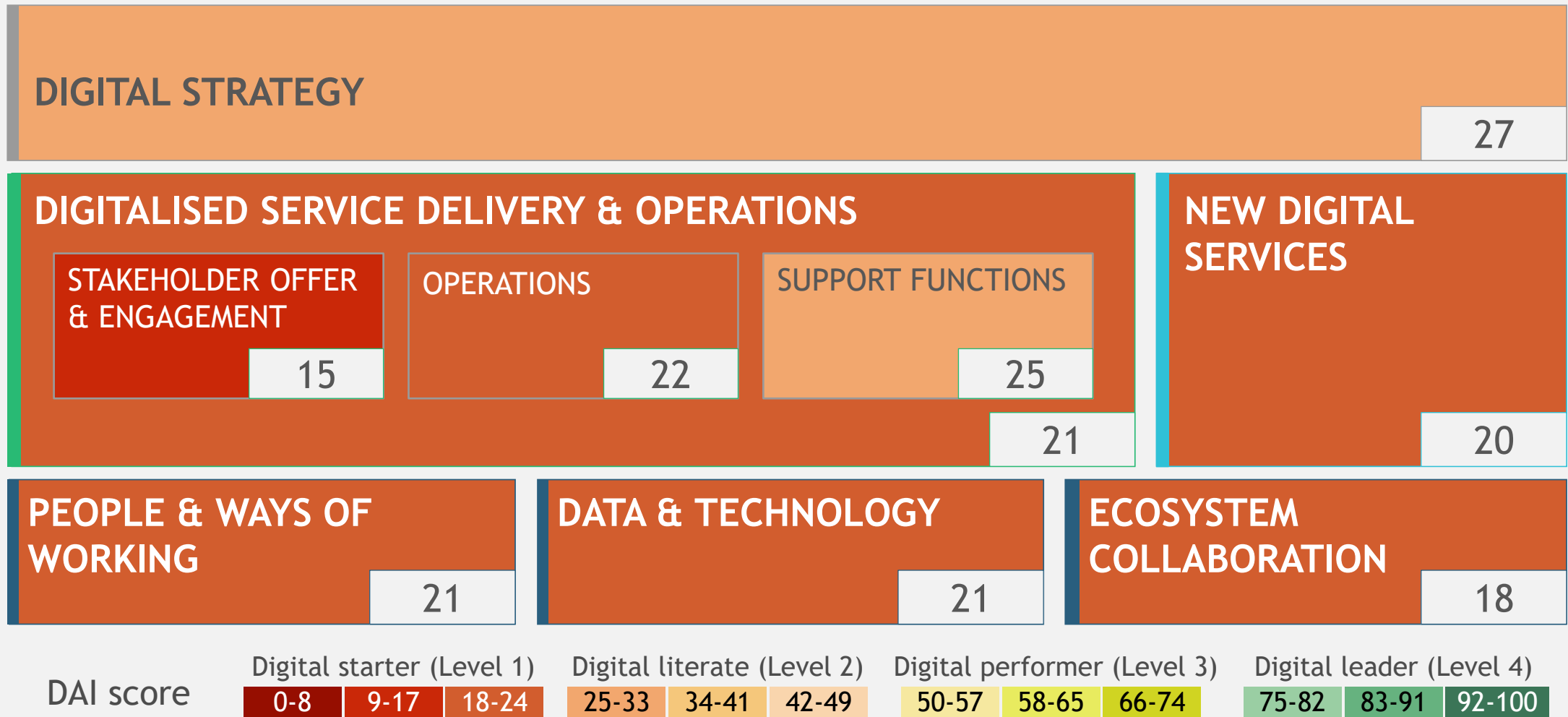
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SG non-profit sector currently a Digital Starter

DAI score

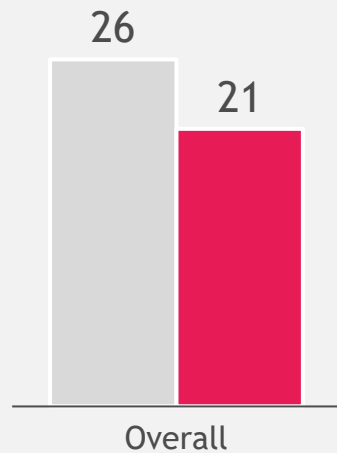
21



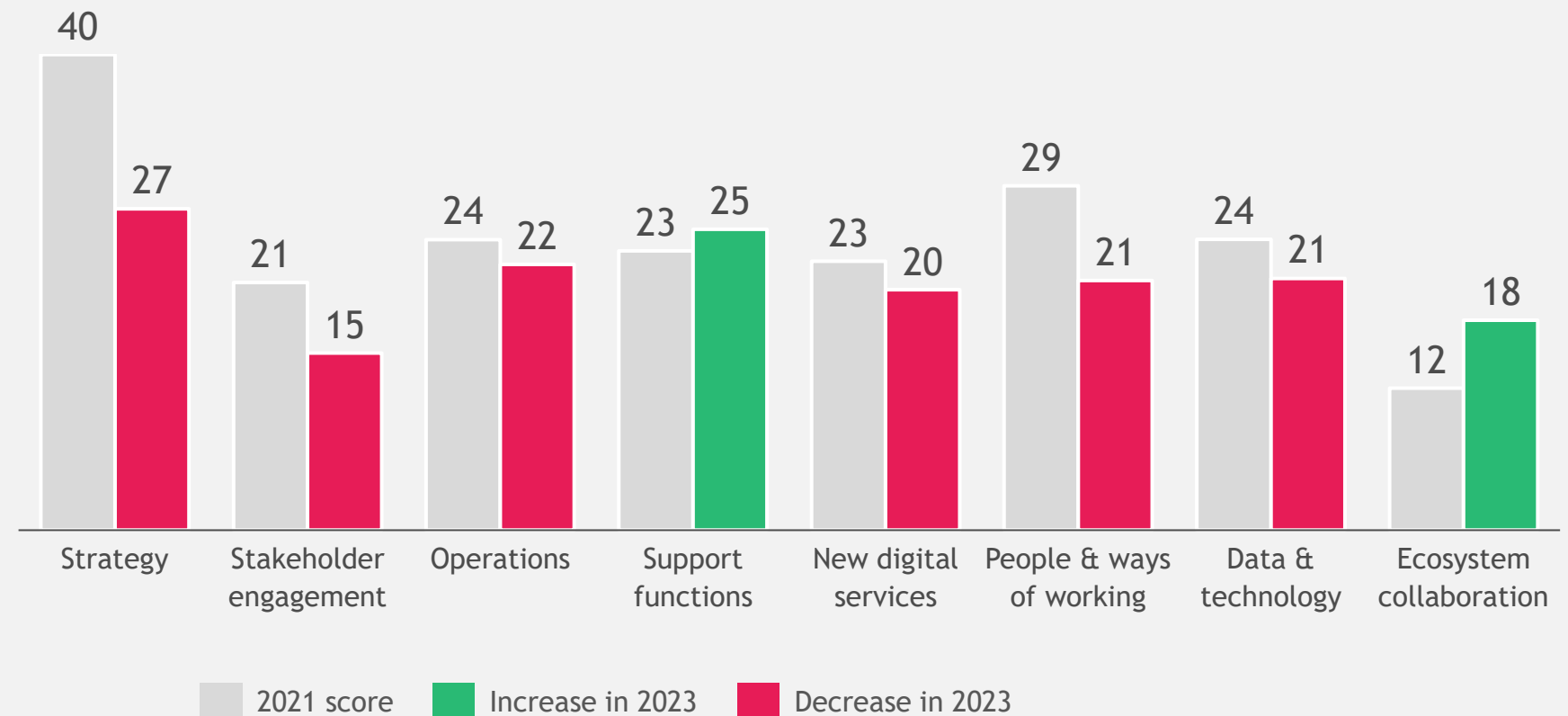
Source: 2023 Non-Profit DAI Survey, BCG analysis

Growth in support functions and ecosystem collaboration; largest decline seen in strategy

Overall non-profit sector



Breakdown by building blocks



Source: 2021 Social Services DAI Survey, 2023 Non-Profit DAI Survey, BCG analysis

Competing priorities and lack of bandwidth limit progress in many organisations

Limited focus on digitalisation due to other pressing priorities

“Our primary focus is to fulfil our organisation’s objectives; therefore, we typically place **digital training at a lower priority.**”

“We are **bogged down by multiple day-to-day operations** that cause most (digital) projects to be **placed on the back burner.**”

“We have **little time to focus on digitalisation** as most professional leaders prioritise organisational needs.”

Lack of bandwidth and manpower to drive digital efforts

“Digitalisation training is a lengthy process, and our employees **lack the bandwidth to commit** to such an extended training period.”

“It is very difficult to find **digitally-inclined manpower** to focus on digitalisation.”

“We have to handle daily support and ad-hoc tasks. We **don’t have the luxury to have multiple teams** specialising in the different IT needs.”

No accountability or ownership over digital agenda

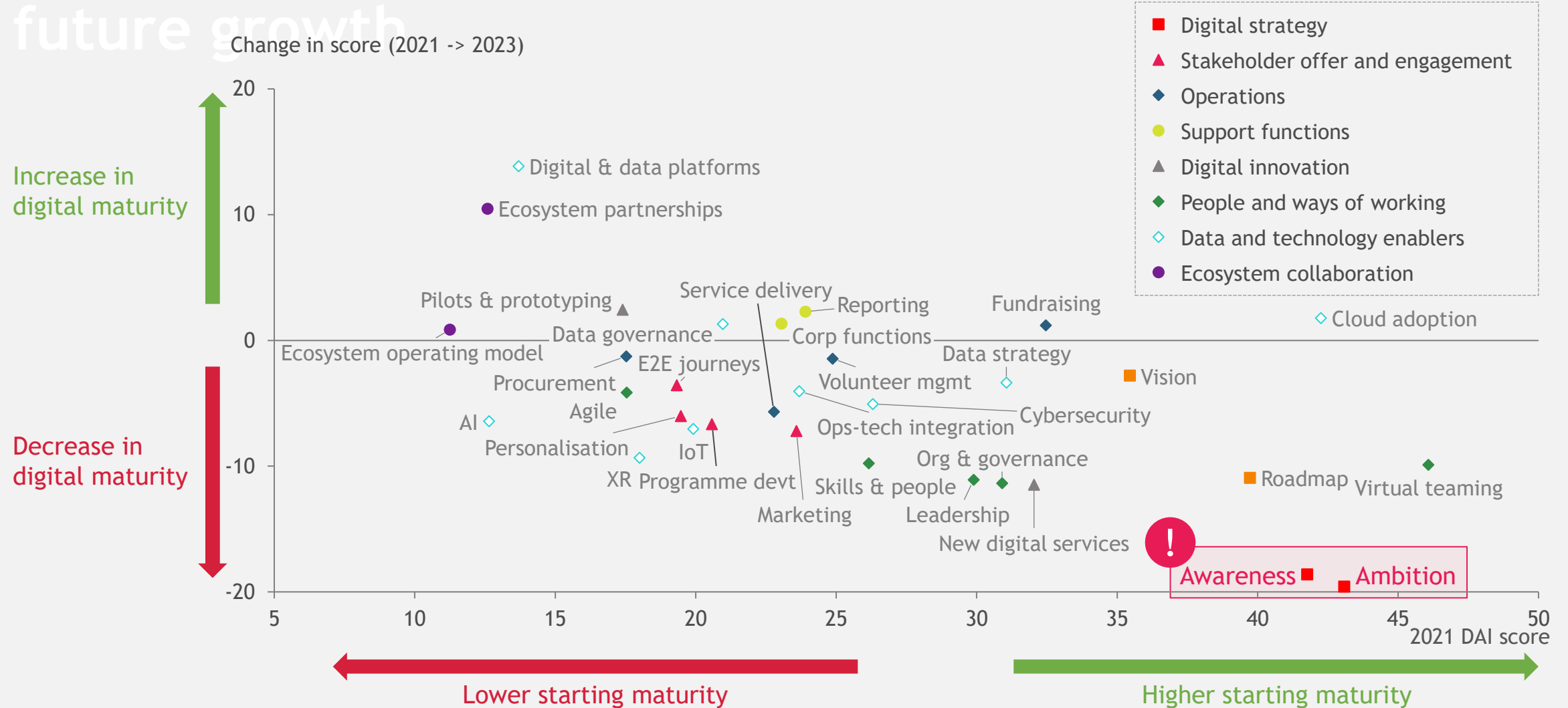
“**No one claims responsibility** for digitalisation. Everyone assumes it’s solely an IT issue. We need **stronger top-level support.**”

“There is **no business case** to hire dedicated tech staff to **take charge** of the digital roadmap.”

“**No ownership over digitalisation** as the mindset is generally one that is **resistant to digitalisation.** We need senior management to roll out a digitalisation roadmap.”

Note: Quotes edited for clarity | Source: 2023 Non-Profit DAI Survey and interviews

Sharp pullback in ambition and awareness most concerning, as strategy tends to be lead indicator for future growth

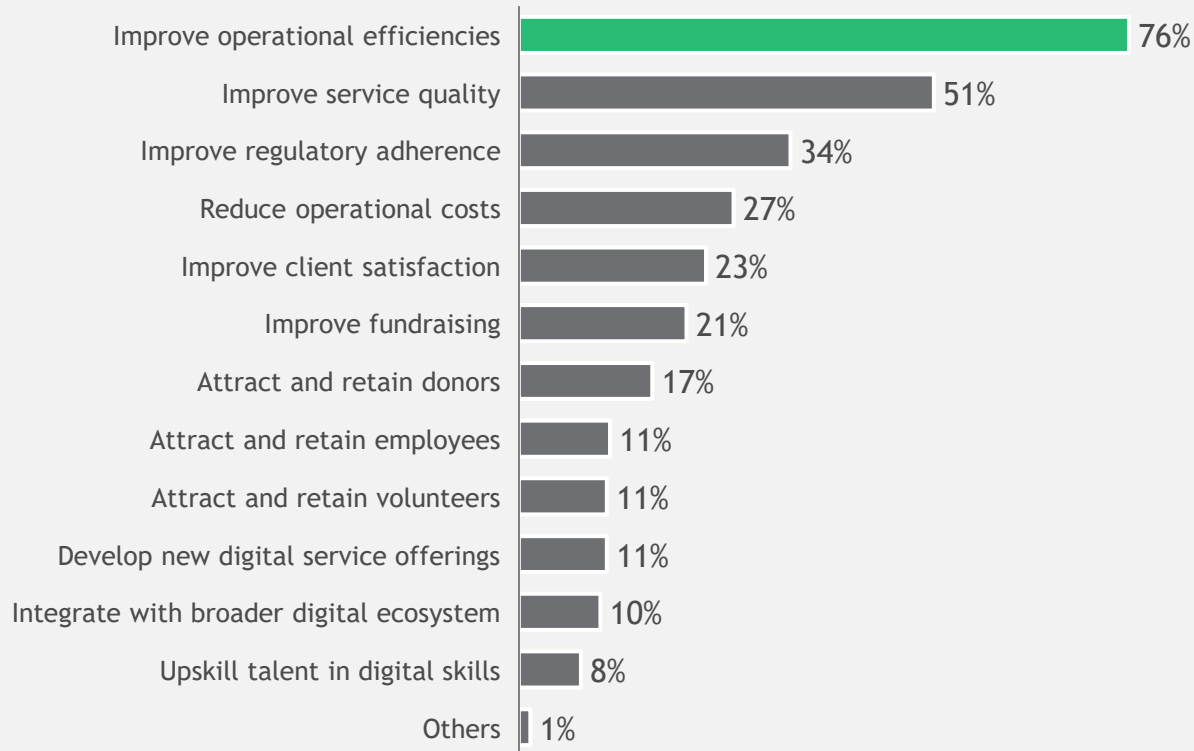


Source: 2021 Social Services DAI Survey, 2023 Non-Profit DAI Survey, BCG analysis

Growth in digital maturity of support functions driven by a push for efficiency

What are the top 3 outcomes that your organisation aims to achieve through digital transformation¹?

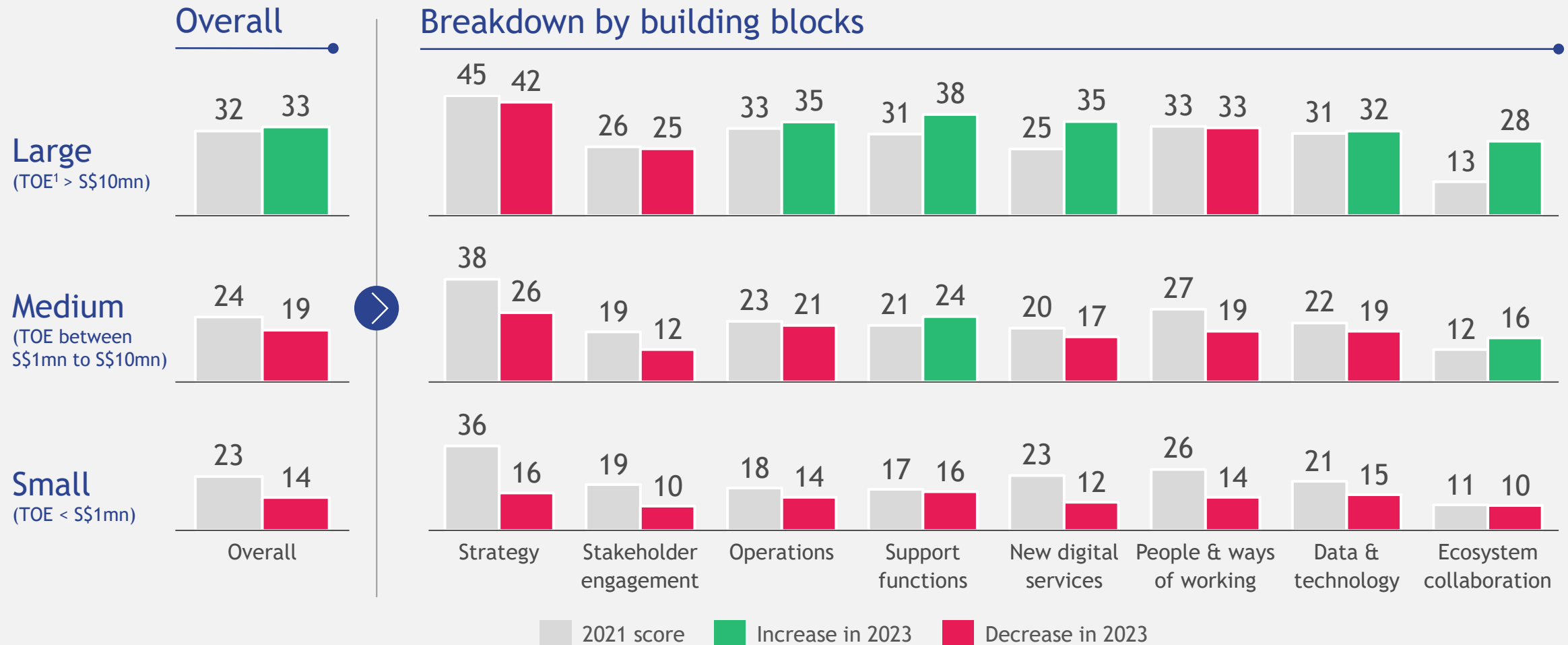
% of respondents



- "As our resources are limited, our **priority is to digitalise corporate functions** (e.g. Finance, HR) that can drive most efficiency gains in the short term"
- "We make a conscious effort to leverage on digital to increase collaboration for **better work efficiency and staff performance**"
- "We place heavy emphasis on digitalisation to **increase efficiency** and improve staff and user experience"
- "We have begun introducing new technologies and automating tasks that help to **improve both efficiency and service delivery**"
- "At this stage, **digitalisation is about efficiency of our back-end processes**. We will later figure out how to digitalise our service delivery"

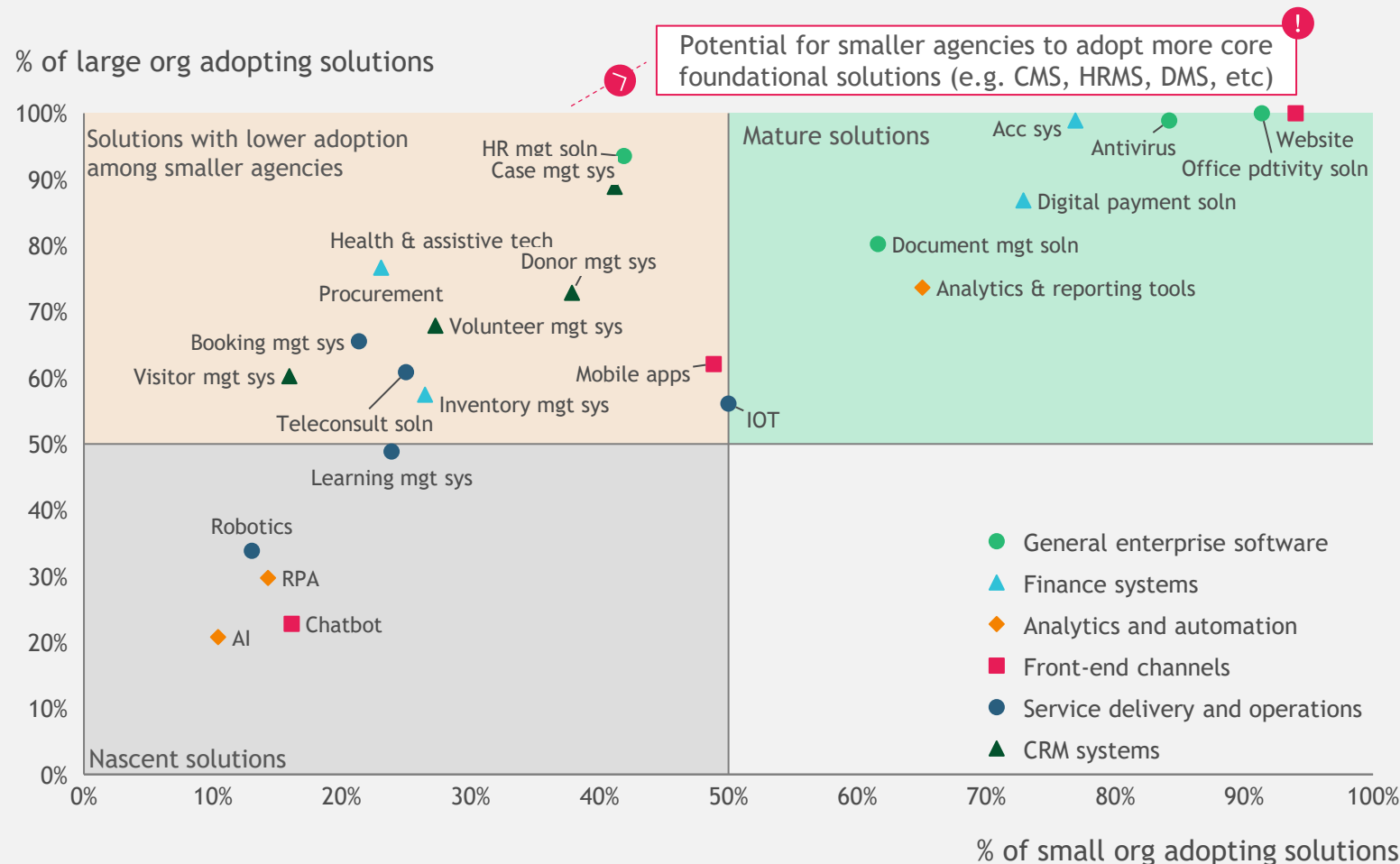
Note: Quotes anonymised and edited for clarity | 1. Each respondent selects 3 options | Source: 2023 Non-Profit DAI Survey, BCG analysis

Digital divide between large and small agencies is widening



1. TOE: Total operating expenses | Source: 2021 Social Services DAI Survey, 2023 Non-Profit DAI Survey, BCG analysis

Smaller agencies have lower adoption of core solutions



Structural challenges in funding programs highlighted from the ground

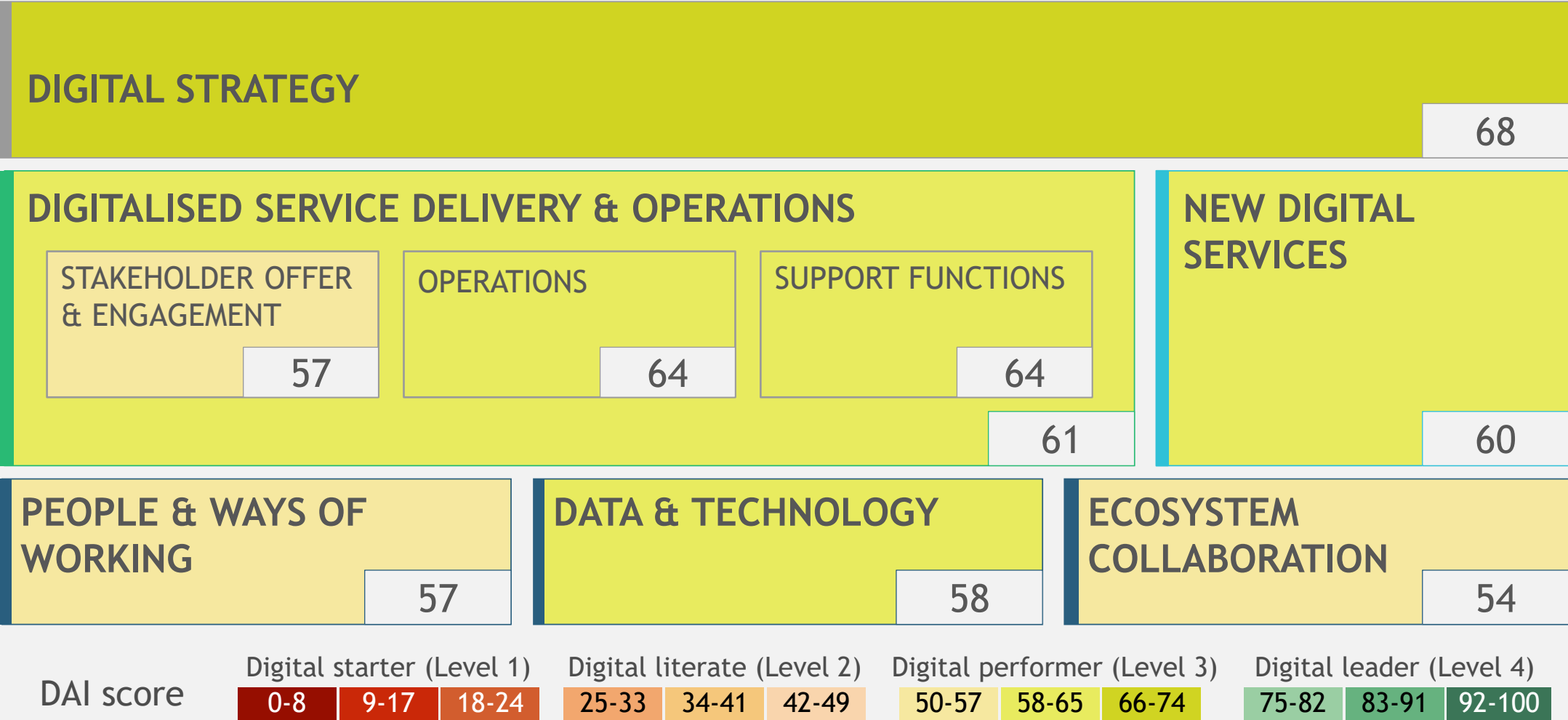
- “ We are **too small to have centres of excellence**, we need to identify & prioritise needs, find solutions, check for grants available & secure funding”
- “ “As a small agency, we face challenges in getting the right IT talent to support us, resulting in an **inability to have key process owners to drive IT systems** adoption”
- “ “Deploying **cybersecurity solutions** in a **smaller-scaled organisation** is a **challenging and expensive venture**, we require time evaluate existing IT resources and customise a solution”

Source: 2023 Non-Profit DAI Survey, BCG analysis

SG non-profit sector aspires to be a Digital Performer by 2027

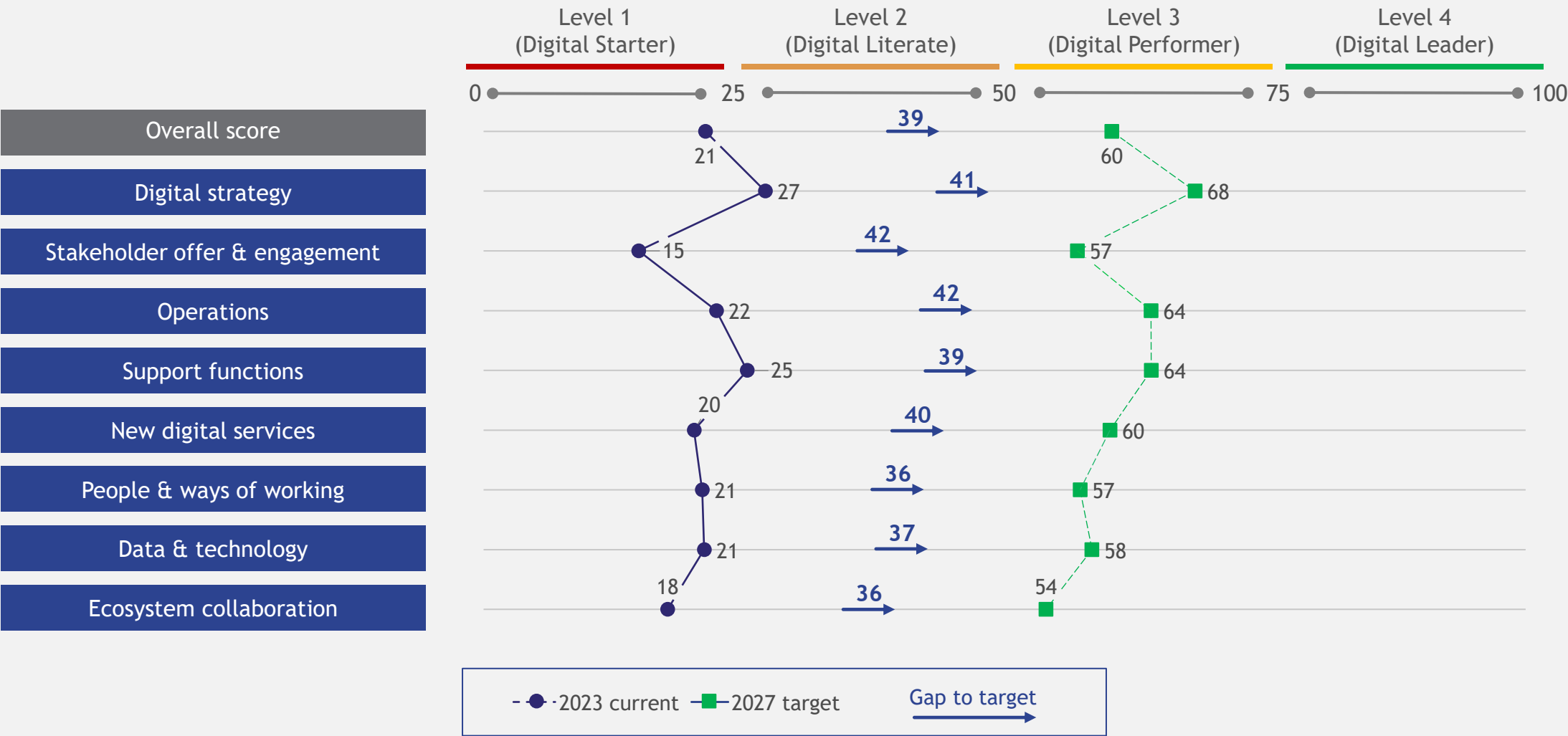
Target score

60



Source: 2023 Non-Profit DAI Survey, BCG analysis

Significant effort needed to bridge ~40pt gap to ambition



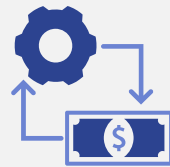
Note: 2023 target is 2027 | Source: 2023 Non-Profit DAI Survey, BCG analysis

4 common success factors for digitalisation



Digitalisation high on the leadership agenda

Leaders actively championing the digital transformation, ensuring that it is part of the organisation's strategy & roadmap



Clear link between digitalisation & outcomes

Clear articulation of how technology enables them to achieve their strategic outcomes, to convince stakeholders along the journey



Dedicated team with the right skills & capabilities

Team empowered with the right capabilities to drive the transformation, enabling clear accountability & ownership



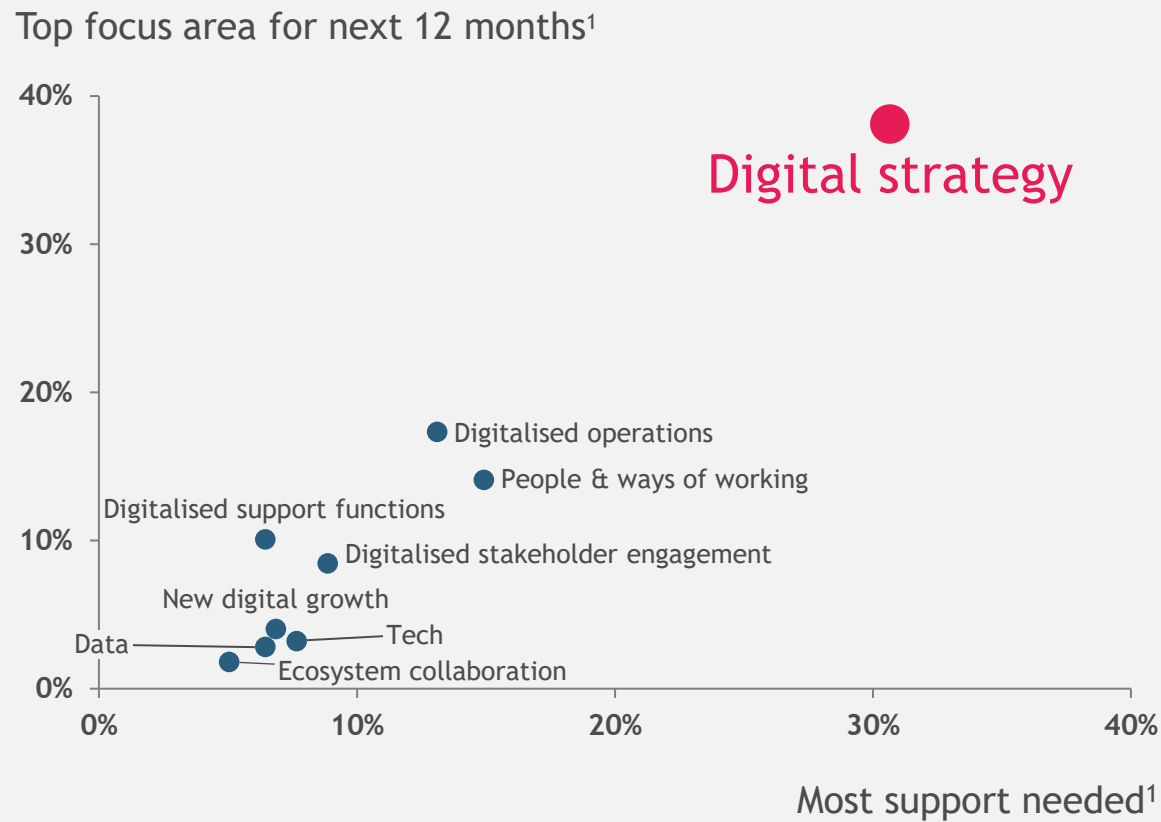
Close collaboration between tech & business

Technology & business teams work as partners from the get-go, to ensure buy-in from the ground & eventual utilisation of the tool(s)

Just starting out? Don't feel overwhelmed. Take the first step by **developing a digital strategy.**

Developing a digital strategy is the top focus area, but most agencies face challenges

Digital strategy identified as the top focus area for agencies in the next 12 months and where most urgent help is needed



How you can get started



Read up on how others have successfully used digital technologies to create value



Think about your strategic outcomes and how digitalisation help you achieve them



Articulate the potential impact of digitalisation on your service delivery and operations



Reach out to NCSS/AIC/MCCY for guidance on funding and resources you can tap on

Notes: (1) % of times ranked as 1st for "Which are top 3 building blocks that your organisation would like to focus on in the next 12 months?" and "Which are the top 3 building blocks that your organisation needs most support in?" | Source: 2023 Non-Profit DAI Survey, BCG analysis

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Agencies that participated will receive individualised packs

Key sections



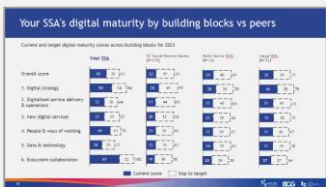
Overview & key findings of the DAI survey



Your agency's results



Relevant NCSS resources¹



Appendix: Your agency's detailed results

How you can use your results



Perform analysis to gain a deeper understanding of your agency's digital maturity



Engage with NCSS/AIC/MCCY to discuss potential support and funding opportunities



Consult with experts to interpret and strategise around your agency's assessment results

1. Only in individualised packs for SSAs

Each digital dimension is scored based on 4 levels of maturity

		Score	Current digital maturity	Target digital maturity (2027)
Level 4	Digital initiatives deployed at scale ; structured governance approach guides execution and impact measurement; organisation reaping significant value from digitalisation	100		✓
Level 3	Digital initiatives are being scaled up ; structures and systems being set up to manage digitalisation in an organised and integrated manner	67		
Level 2	Starting to explore digitalisation in ad hoc manner with small-scale initiatives; no governance in place to track performance and impact	33	✓	
Level 1	No digital initiatives in place, or early stages of digitalisation with no roadmap or target state defined	0		

Dimension scores are averaged to calculate your agency's overall scores & building block scores

If there are multiple respondents, the average score is used

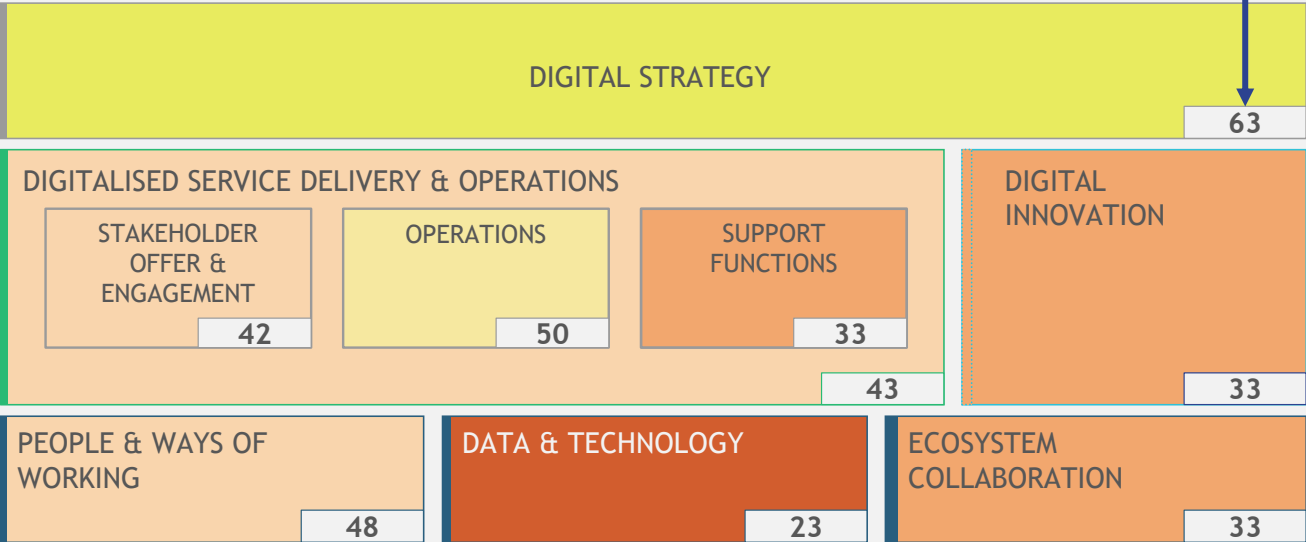
✓ Illustrative survey input

Your individualised pack has 2 primary types of charts

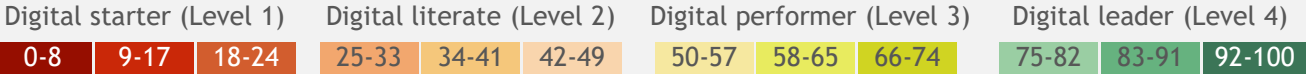
Examples

Heatmap

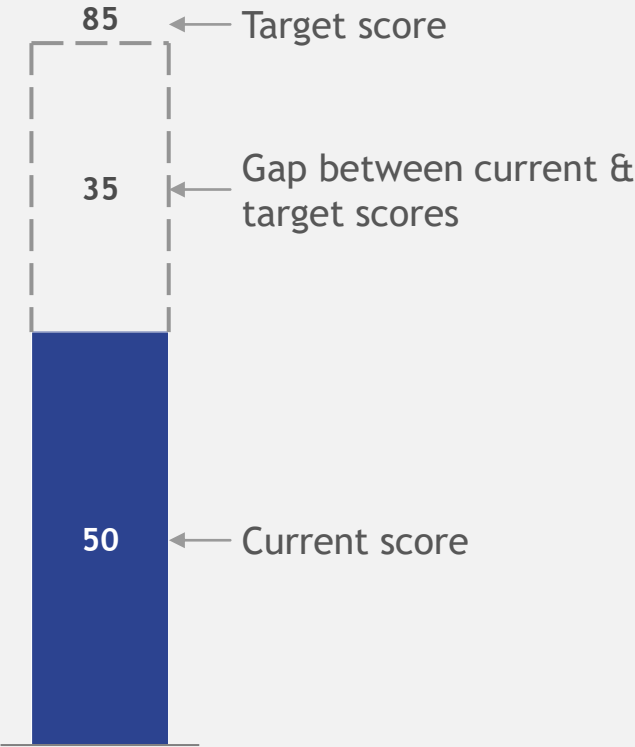
Building block score at bottom right



Building blocks colour-coded according to score

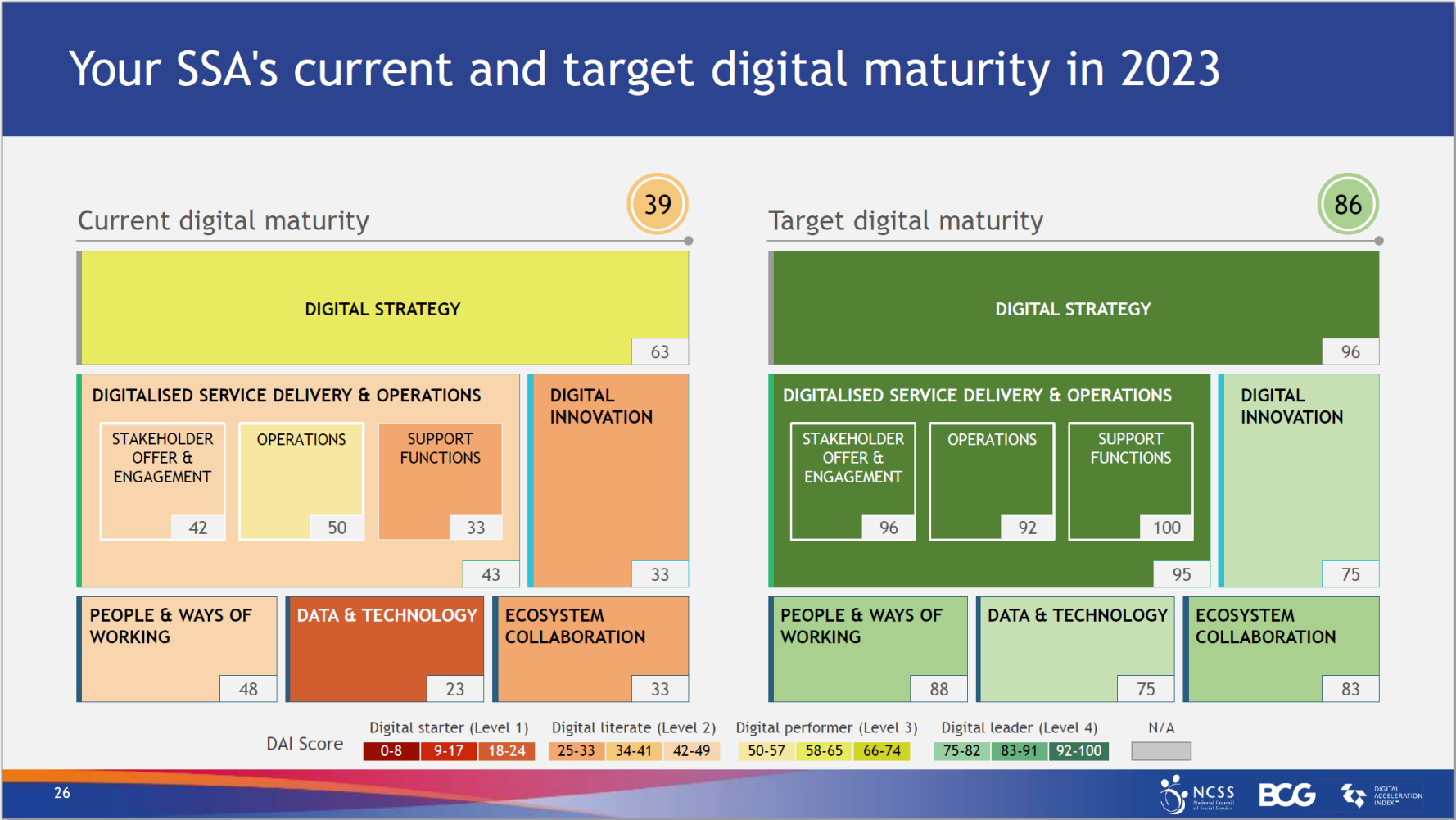


Bar chart



Your agency's results covers an overview of current and target digital maturity...

Heatmap with current & target scores across 6 building blocks



...and a zoom-in to each of the 33 dimensions

	Current			Target		
	Your SSA	Your SSA	Change	Your SSA	Your SSA	Change
	2021	2023	(21→23)	2021	2023	(21→23)
A. Digital strategy	25	33	8	67	-	
1. Vision	33	33	0	67	-	
2. Ambition	33	33	0	67	-	
3. Awareness	0	33	33	67	-	
4. Roadmap	33	33	0	67	-	
B. Digitalised service delivery & operations	44	28	-16	67	62	-5
5. E2E stakeholder journeys	0	-	-	33	-	
6. Programme development	17	-	-	50	-	
7. Outreach & marketing	0	-	-	33	-	
8. Personalisation	33	-	-	67	-	
9. Service delivery	33	-	-	67	-	
10. Fundraising	67	33	-34	67	67	0
11. Volunteer management	67	-	-	100	-	
12. Procurement	67	-	-	100	-	
13. Corporate/support functions	33	33	0	67	-	
14. Reporting & submissions	33	0	-33	33	-	
C. New digital services	50	-	-	83	-	
15. Digital innovation	67	-	-	100	-	
16. Pilot projects & prototyping	33	-	-	67	-	
D. People & ways of working	56	40	-16	88	70	-18
17. Leadership & culture	33	33	0	67	67	0
18. Organisation & governance	67	33	-34	67	-	
19. Skills & people	50	17	-33	83	50	-33
20. Agile ways of working	67	33	-34	100	67	-33
21. Virtual teaming	50	83	33	100	100	0
E. Data & technology	33	27	-6	89	60	-29
22. Data strategy	33	-	-	67	-	
23. Data governance	33	-	-	67	-	
24. Artificial intelligence	0	-	-	33	-	
25. Digital & data platforms	33	-	-	67	-	
26. Future-ready IT function	67	33	-34	100	67	-33
27. Internet of things	33	0	-33	33	-	
28. Cybersecurity	0	33	33	67	67	0
29. Cloud adoption	33	33	0	100	67	-33
30. Extended reality	33	-	-	67	-	
31. Robotics & automation	33	-	-	67	-	
F. Ecosystem collaboration	17	-	-	50	-	
32. Digital ecosys. partnerships	33	-	-	67	-	
33. Digital ecosys. operating model	0	-	-	33	-	

DAI Score	Digital starter (Level 1)			Digital literate (Level 2)			Digital performer (Level 3)			Digital leader (Level 4)			N/A
	0-8	9-17	18-24	25-33	34-41	42-49	50-57	58-65	66-74	75-82	83-91	92-100	

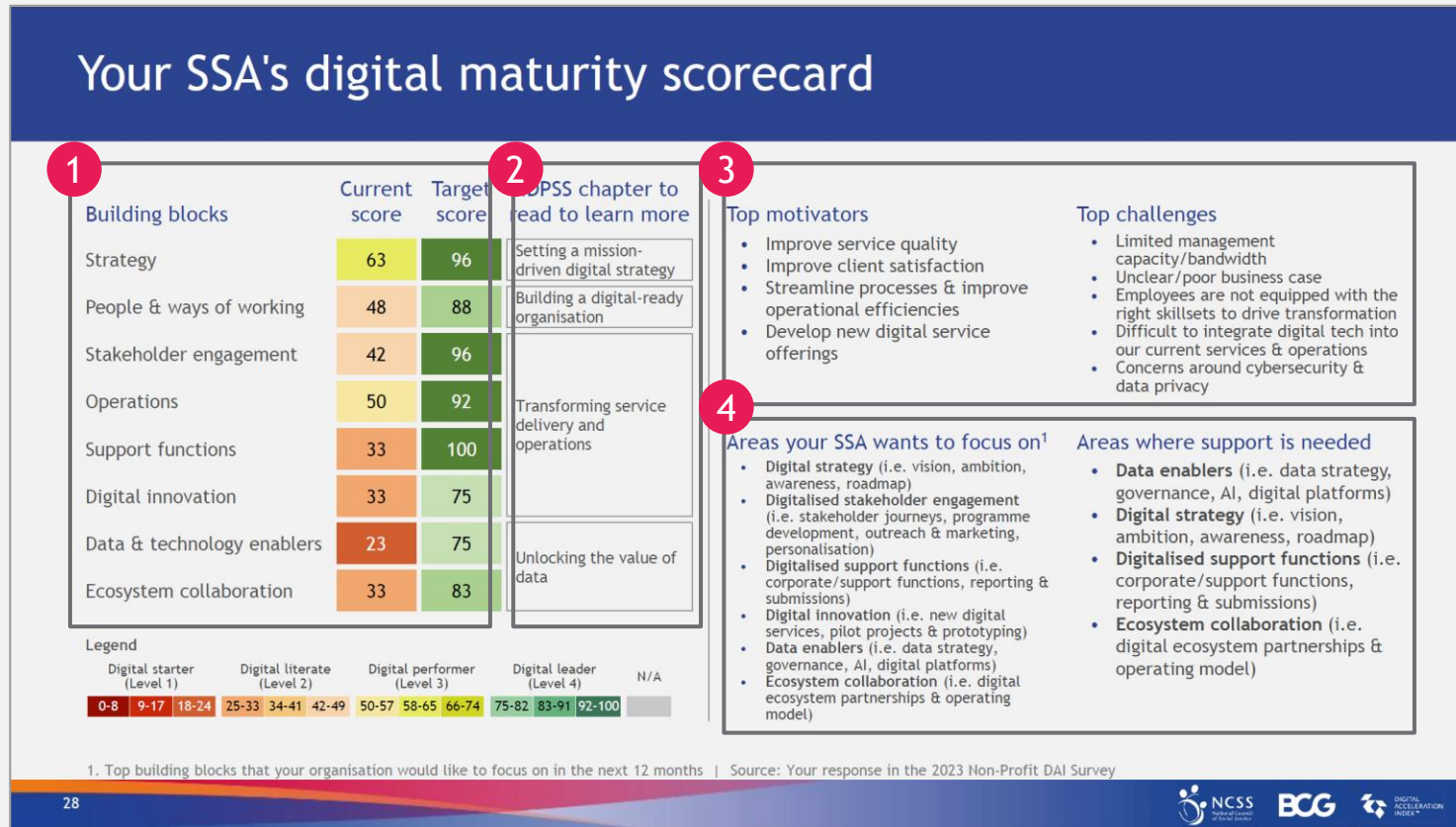
1 Your agency's current and target scores

2 2021 and 2023 scores, and how it has changed

3 Blank if your agency selected "I don't know" or "N/A", or did not participate in 2021

4 DAI score scale showing the corresponding digital maturity levels

A scorecard summarises your quantitative results and qualitative inputs



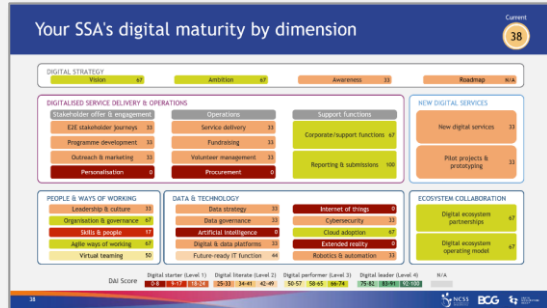
1 Scores across 6 building blocks

2 IDPSS chapter to read to learn more about each building block (for SSAs)

3 Your agency's top motivators and challenges

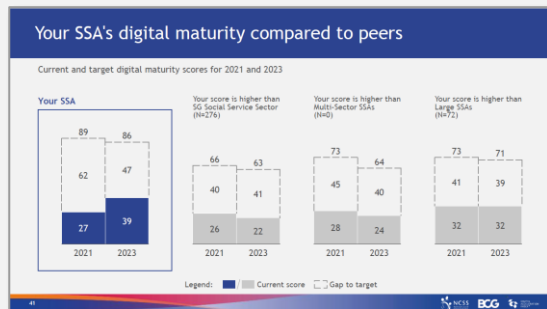
4 Areas your agency wants to focus on, and areas where support is needed

Your agency's detailed results in the appendix



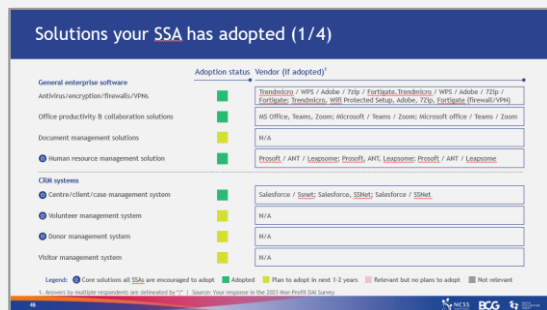
1 Current & target scores of each dimension

- Use the increased granularity to guide creation of more targeted interventions



2 Comparison with peers

- Understand where your agency stands compared to:
 - Your sector (social service/non-profit)
 - Peers in the same primary service type
 - Peers of similar size¹

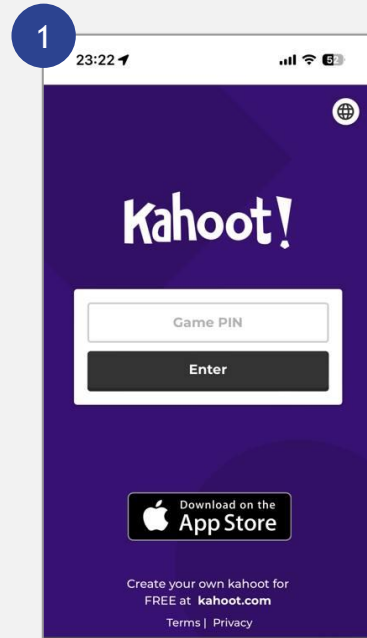


3 Solutions adopted

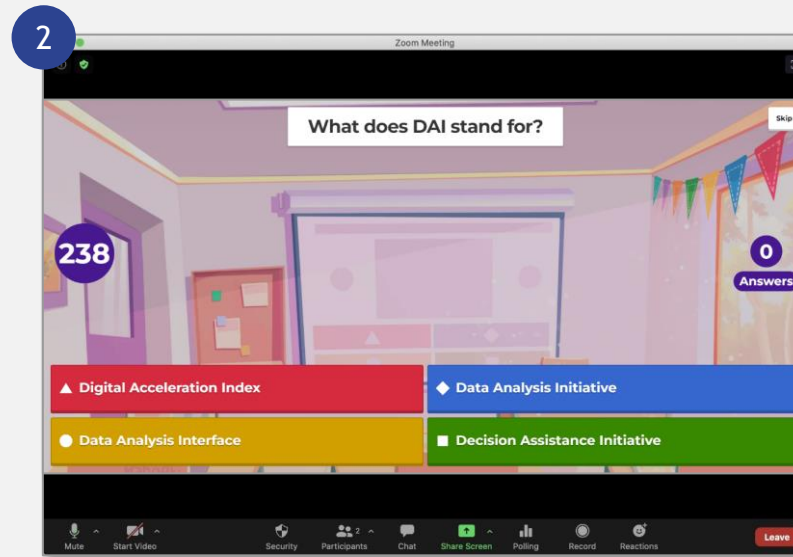
- Get an overview of your agency's current solutions and explore potential solutions

1. Measured by total operating expenses

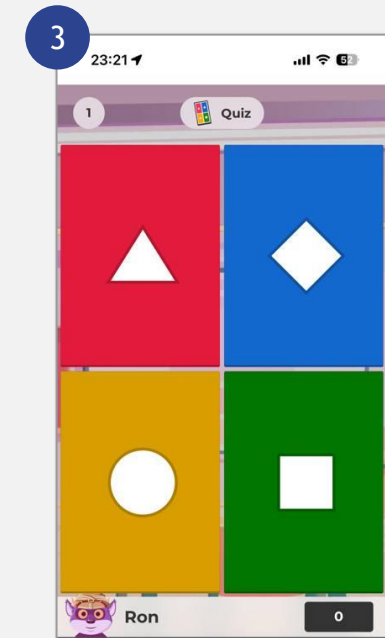
It's quiz time! How well do you know what's in your individualised reports?



- Go to www.kahoot.it on your phone or another browser window
- Enter the game PIN and your nickname



- **Keep this Zoom in view** to see the questions
- Each question will have four answer options



- Select your answer by **clicking the corresponding colour** on your phone / browser window
- Get higher scores by selecting the right answers and being fast

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A SOCIAL SERVICE PROGRAMME INITIATIVE BY



The SASCO Story



Singapore
Amalgamated
Services
Co-operative
Organisation

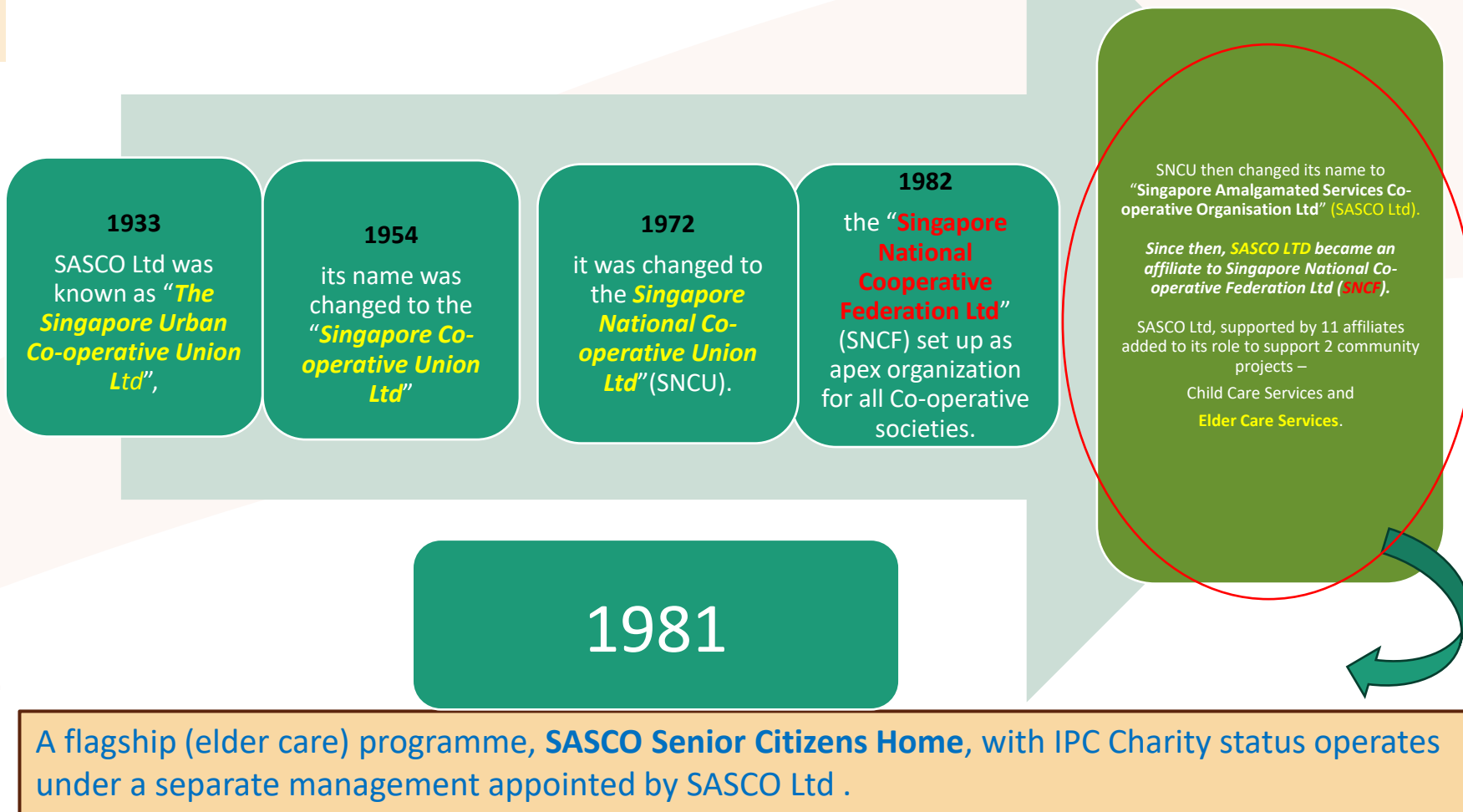
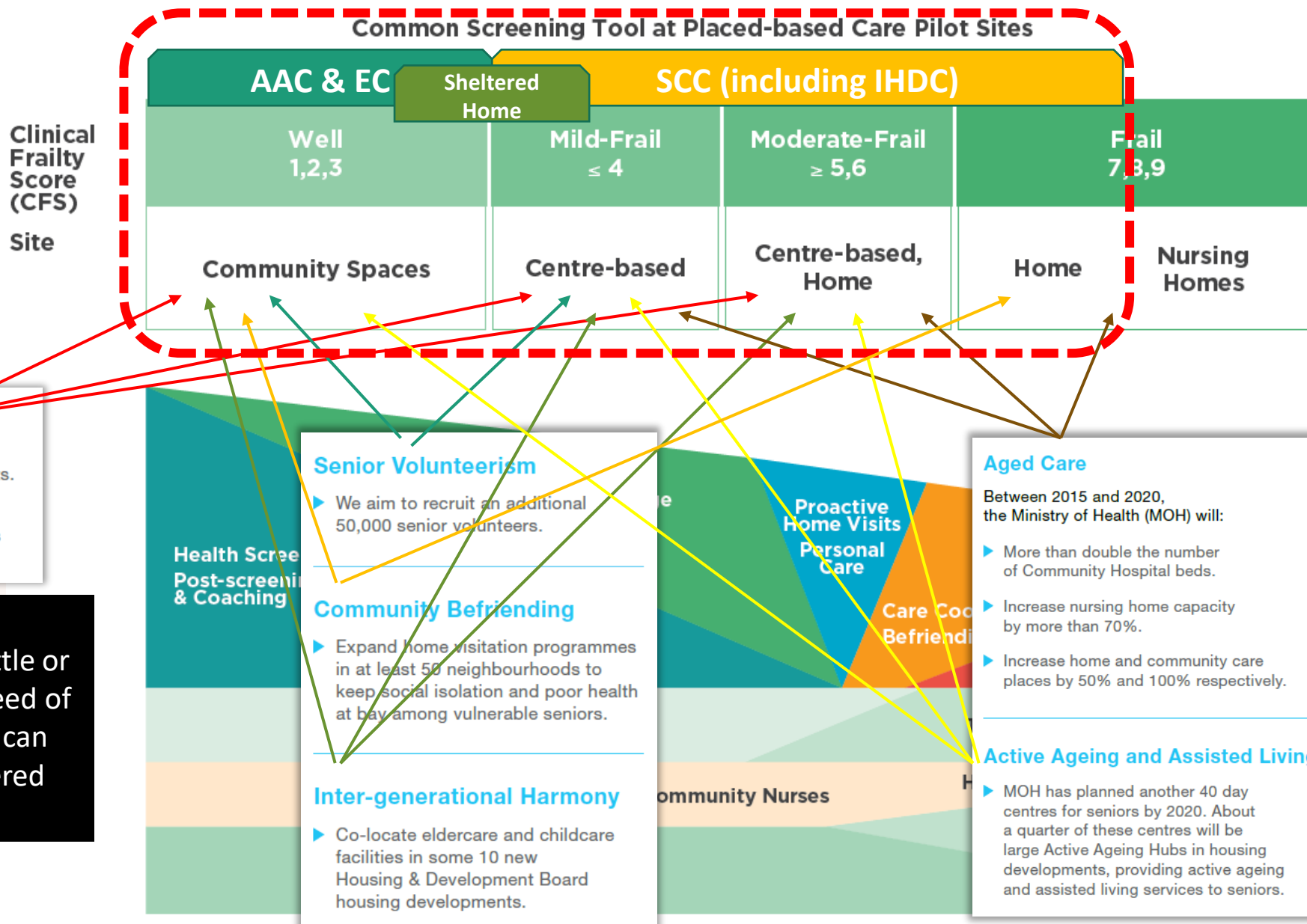


Figure 4: The Eldercare Framework

BEFORE NURSING HOME



Today, SASCO Senior Citizens' Home comprises of 7 centres offering a variety of eldercare services:



**Sheltered Home
and Crisis Placement**
SASCO@HongSan
(Evergreen Place)



Senior Care Centres
(Maintenance / Dementia / Rehab / IHDC /
Centre-based Nursing)

SASCO@HongKahNorth
SASCO@JurongWest
SASCO@Telok Blangah
SASCO@WestCoast



Active Ageing Centres
SASCO@Compassvale
SASCO@Khatib
SASCO@WestCoast

JOURNEY to ORGANISATIONAL EXCELLENCE

From 28 Aug 2019

- Background and significant developments

... in search of excellence

2020

- Admin Committee
- CEO onboard 13 Jul
- 1st review of Vision- Mission- Values
- Established Organisation Structure

2021

- Moved to 991 Alexandra road
- Re-org further – Corporate Planning and Comm Engagement
- Streamlined operational processes
- OHFSS – 'FAIR'
- DAI – '21'

2022

- IPC for 21 mths
- Further re-org – Corporate Affairs & Admin; Centre Mgt
- Management Revisioning Summit
- 'New' V-M-V'
- Mid-Term Plan (3 years)
- DPTM
- Tripartite Standards (Age-friendly Org)
- Purchased property for investment

2023

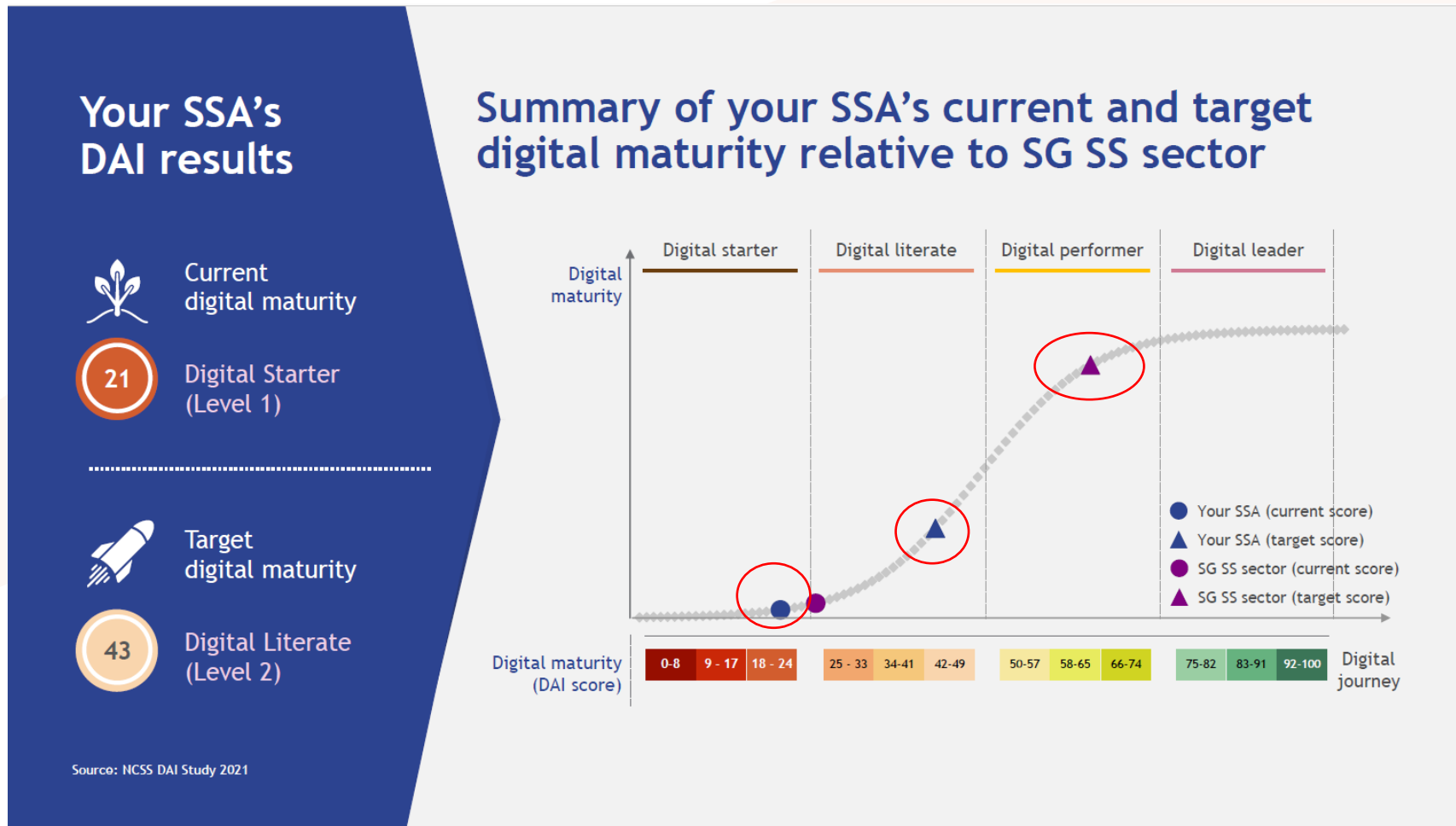
- Renewed funding partnership
- Project MTP with \$2M budget
- 16 MTP Initiatives
- Management Summit in Aug to review MTP
- Refreshed branding
- Increasing brand awareness

2024...

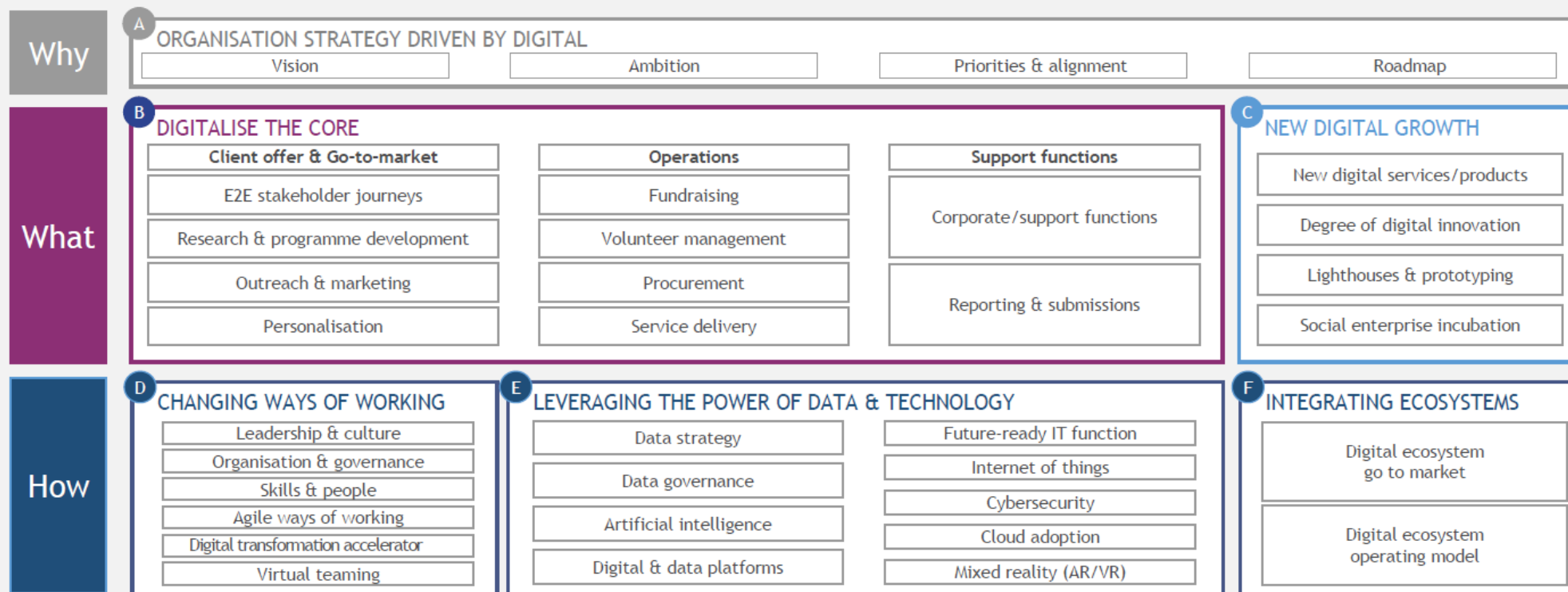
- IPC
- By-laws
- RFPs - AACs
- Review MTP
- Project SOPs
- Participate in Transparency Award
- Digital Maturity – Literate to Performer
- Funding – new avenues of \$\$
- Branding level
- OHFSS – Fair to Excellent
- Adopt PDCA cycle

CORPORATE LEVEL KPIs

1. DAI in 2021 → Be a 'Digital Performer' (digital maturity) on NCSS's DAI in 2023

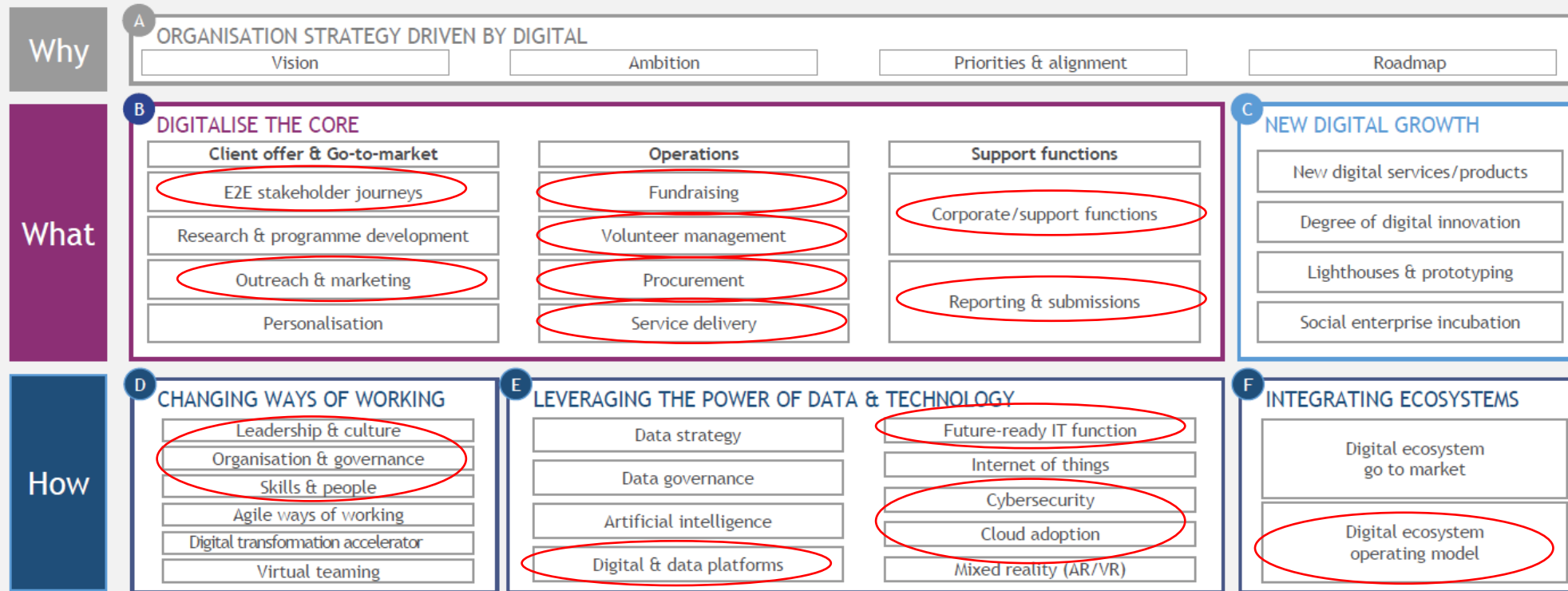


Digital Master Plan based on our DAI 2021



Strategies / Activities

2. Develop a **Digital Master Plan** based on our DAI 2021



STRATEGIES /ACTIVITIES

1. Using the Self-Assessment Toolkit, have respective departmental plans to incorporate the outcomes considerations tied to the rating descriptors – looking at '3' or '4'.

Domain Name	Sub-Domain Name		Sub-Domain Score (%)	Domain Score (%)
Strategy & Leadership	Mission & Vision	ALL	75.0%	62.9%
	Strategy Development	CAA	54.2%	
	Strategy Implementation	ALL	56.3%	
	Organisation Structure	CEO/CAA	75.0%	
	Organisation Culture	ALL	54.2%	
Governance	Board Compliance & Composition	CEO/CAA	68.8%	63.2%
	Role of Board	CEO/CAA	66.7%	
	Risk Management	ALL	54.2%	
People	People & Succession Planning	HR	50.0%	60.7%
	Recruitment	HR	56.3%	
	Staff Engagement & Well-being	HR	50.0%	
	Learning & Development	HR	68.8%	
	Performance Management & Recognition	HR	50.0%	
	Volunteer Management	CE	75.0%	
	Process Readiness	ALL	75.0%	
Finances	Funding Sustainability	CAA/FN	62.5%	67.7%
	Financial Management	FN	71.9%	
	Process Readiness	FN	68.8%	
Digitalisation	Vision & Alignment	IT	50.0%	51.0%
	E2E Stakeholder Journeys	IT	50.0%	
	Service Delivery	IT	50.0%	
	Corporate/Support Functions	IT	50.0%	
	Skills & People	IT	50.0%	
	Data Strategy	IT	56.3%	
Communications & Partnerships	External Communication & Branding	CAA	50.0%	57.8%
	Partnerships & Alliances	CAA/CM	50.0%	
	Community Involvement	CAA/CM	62.5%	
	Process Readiness	CAA/CM	68.8%	
User-Centric Services	User Service Design	CM	70.8%	64.6%
	Service Effectiveness Measurement	CAA/CM	75.0%	
	Knowledge & Research	CAA/CM	50.0%	
	Process Readiness	CAA/CM	62.5%	
			Org Health Index	61.1%

STRATEGIC PLANNING

→ MID – TERM PLAN

2023 – 2025

1st Retreat

– Management Summit

Dates	:	15 – 18 Jul 2022
Venue	:	dusitD2 Hotel, Chiang Mai, Thailand
Participants	:	Total Pax = 15 SASCO Ltd COM Members (3) SASCO Home COM Members (3 + 1 [AC member]) CEO & 6 HODs, SASCO Home (7) CP Dept, SASCO Home (1)



Our Strategic Map

Success Outcomes

H

Programs are Holistic & Person-Centred

S

A Service Culture Guided by Mission & Values

P

Increased Presence in the Pre-Nursing Sector

E

A Process Excellent Organization

What

Strategic Initiatives/Programmes

H

- H1. Case Management (PCC)
- H2. Dementia Expertise
- H3. IHDC Structure
- H4. Committed volunteer resources
- H5. Quality Therapy - Head Therapist
- H6. Bring onboard Geriatric Specialist
- H7. Comprehensive caregiver support package
- H8. Assemble a Mobile homecare team
- H9. SASCO membership scheme
- H10. Implement Concierge Services

S

- S1. Develop and implement Service Excellence Framework/ Strategy

P

- P1. Enhance SASCO Brand Awareness in the Sector
- P2. RFP Bidding

E

- E1. Organisational Health Framework for Social Services (OHFSS) – 'healthcheck'
- E2. Digitalisation initiatives according to MasterPlan
- E3. Establish People Developer Framework – Total Training Plan

How

Comprehensive Service Provider



Active Ageing Centres



Senior Care Centres
(Maintenance / Dementia / Rehab / IHDC / Centre-based Nursing)



Strategic Initiatives / Programmes

E2 - To review digitalisation initiatives to achieve the desired strategic outcomes

STRATEGIC OUTCOMES

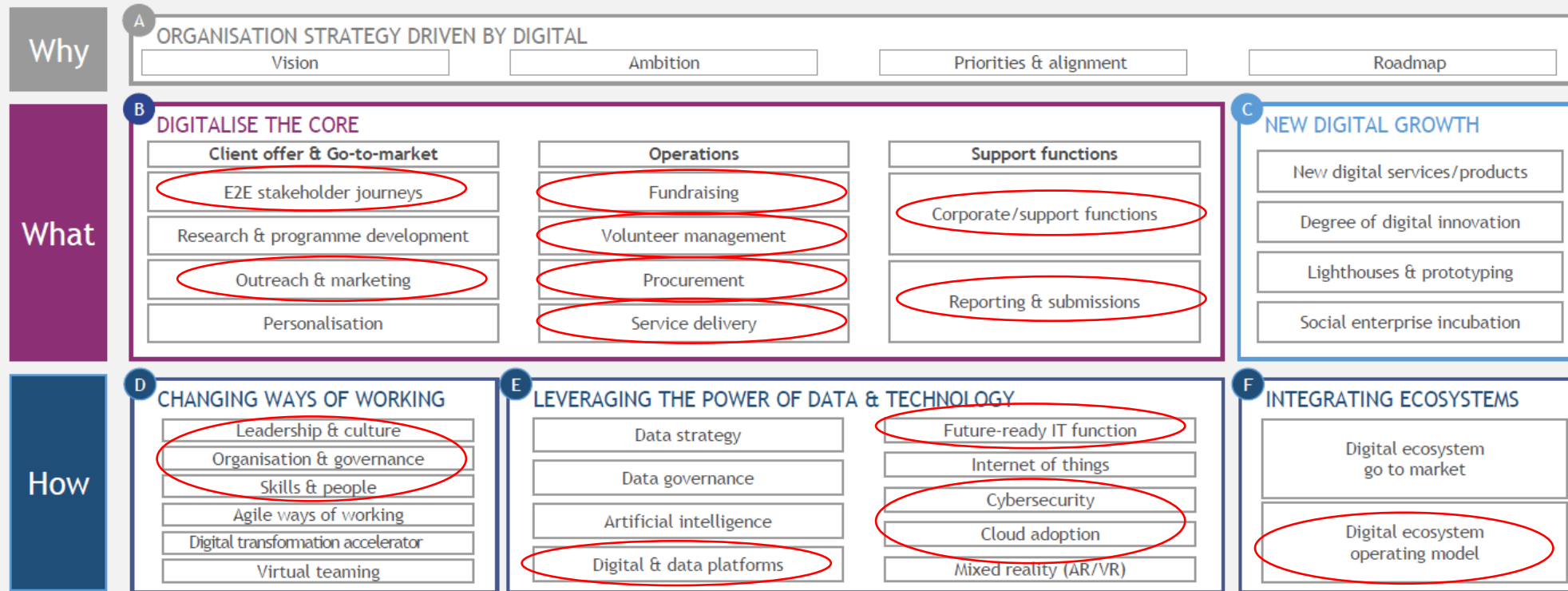
E2 - To review digitalisation initiatives to achieve the desired strategic outcomes

OBJECTIVES

- Formulate a **Digitalisation Master Plan**, that reviewed and examined areas in the organisation such that it would improve systems and processes.
- To achieve an '**excellent level**' organisation partly through a digital transformation.

Strategies / Activities

2. Develop a **Digital Master Plan** based on our DAI 2021



1. Digitalisation Initiatives

Digitalisation Masterplan

OHFSS



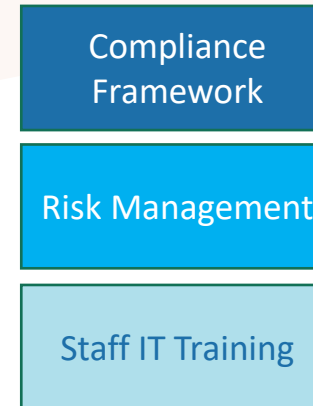
Software Applications



IT Department

Operations

Compliance



User Support



Administration



Staff IT Training



Incorporate into HR LMS module

IT Policy
Compliance

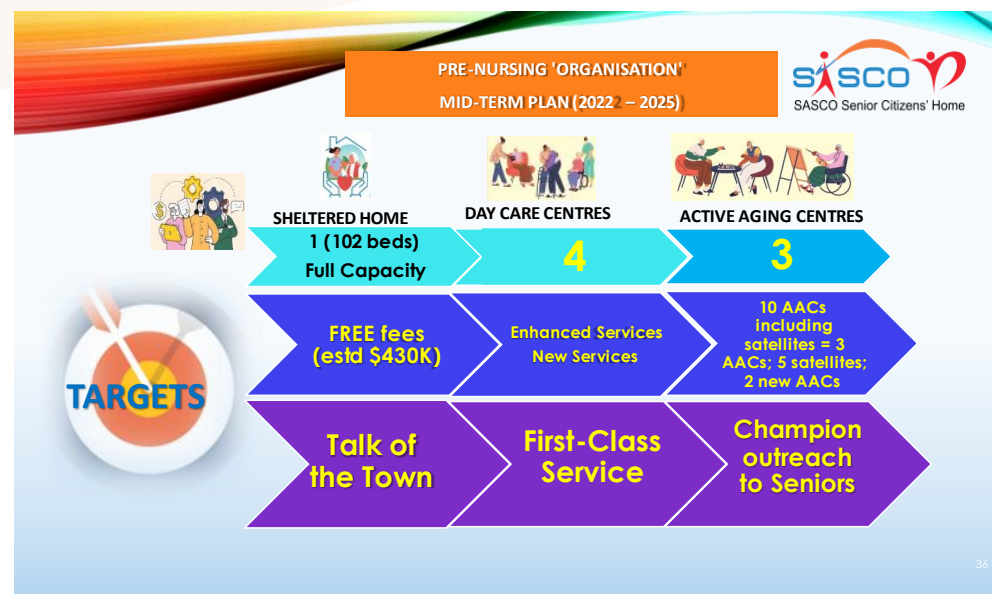
Cybersecurity
Awareness

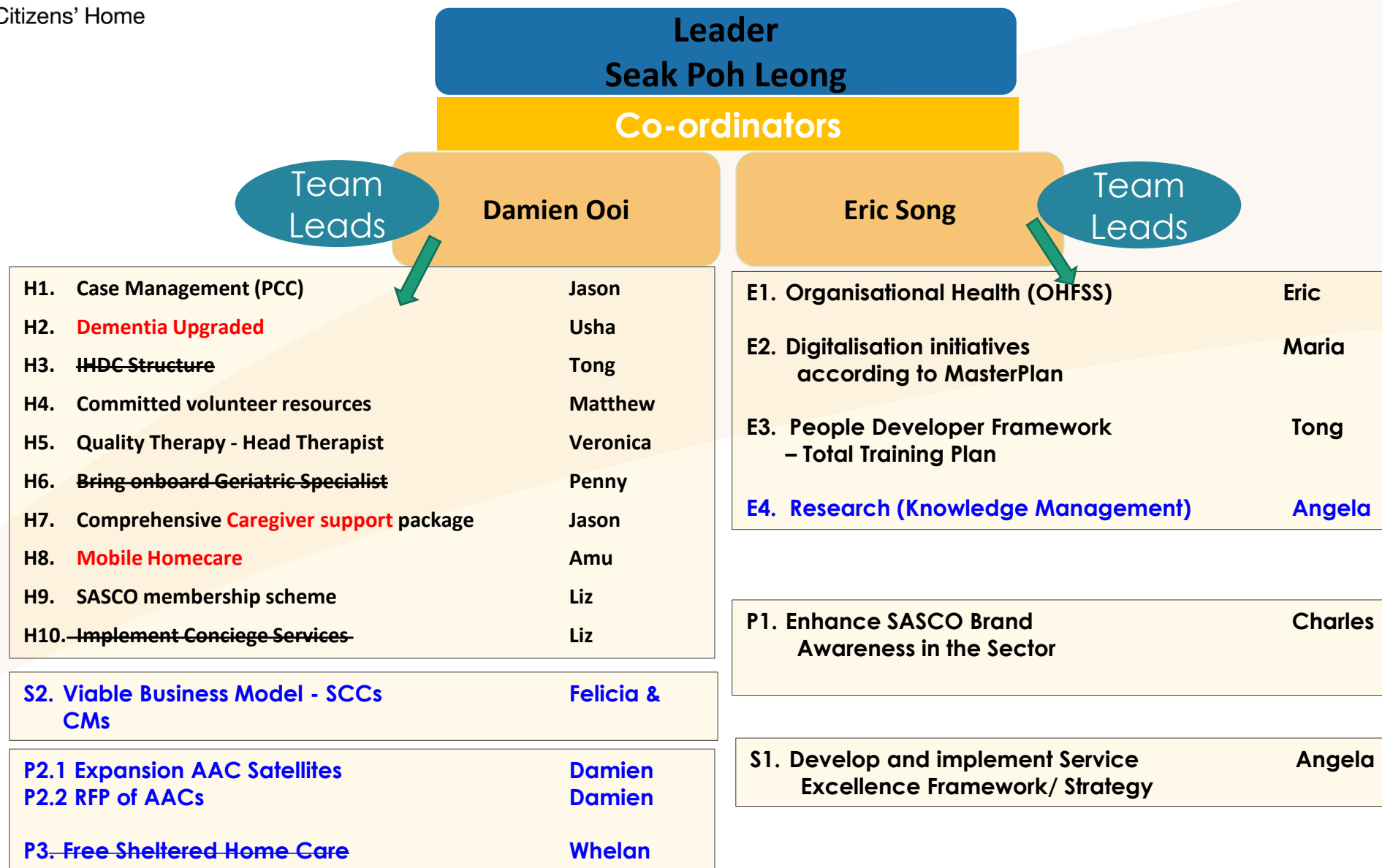
IT Literacy
recommendation
to RO

IT Environment
Orientation

– Management Summit

Dates : 10 – 16 Aug 2023
 Venue : Colombo, Sri Lanka
 Participants : Total Pax = 14
 SASCO Ltd COM Members (6)
 SASCO Home COM Members (4 + 1 [Virtual])
 CEO & 3 staffs





Up to 2023 - What have we done?

OHFSS / DAI

1. Digitalisation Projects – To prioritise, evaluate and measure -> Digital masterplan completed, CST funding applied



2. Stakeholder journeys/experience -> Proposed to work out with CP, via use of interviews/information gathering

3. User Touchpoint Experience -> Effective mix of physical & digital, Mobile app in HR, Paynow, Tablets, eNoticeboard

4. Systematic review of corporate processes -> Workflow review - Procurement, Finance, Claim, Donations

5. Digitalisation skills -> Staff IT Training, Mobile app in HR

6. Data Analytics -> Financial data analytics planned in Finance system

7. DPTM



Software Applications

	2024												2025		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<u>Company Level</u>															
Human Resource System (QuickHR)	Go Live														
- Finance Integration													Finance Integration		
Holistic Care System (CARES)	Go Live														
- Sheltered Home w/o invoice	Go Live														
- Day Care w/o invoice				Go Live											
- Finance Integration													Finance Integration		
Finance ERP (Oracle NetSuite)															
- Finance Implementation													Go Live		
- Finance Integration													Finance Integration		
Donor Management System															
- DMS						Go Live									
- Finance Integration													Finance Integration		
Volunteer Management System													Go Live		
Visitor Records System						Go Live									

STRATEGIES /ACTIVITIES

1. Using the Self-Assessment Toolkit, have respective departmental plans to incorporate the outcomes considerations tied to the rating descriptors – looking at '3' or '4'.

BEFORE – JUN 2022

Percentage Score	Rating
Below 50%	1 - Limited
50%-69%	2 - Fair
70%-84%	3 - Good
85%-100%	4 - Excellent

NOW – SEP 2023

Domain Name	Sub-Domain Name		Sub-Domain Score (%)	Domain Score (%)
Strategy & Leadership	Mission & Vision	ALL	75.0%	62.9%
	Strategy Development	CAA	54.2%	
	Strategy Implementation	ALL	56.3%	
	Organisation Structure	CEO/CAA	75.0%	
	Organisation Culture	ALL	54.2%	
Governance	Board Compliance & Composition	CEO/CAA	68.8%	63.2%
	Role of Board	CEO/CAA	66.7%	
	Risk Management	ALL	54.2%	
People	People & Succession Planning	HR	50.0%	60.7%
	Recruitment	HR	56.3%	
	Staff Engagement & Well-being	HR	50.0%	
	Learning & Development	HR	68.8%	
	Performance Management & Recognition	HR	50.0%	
	Volunteer Management	CE	75.0%	
	Process Readiness	ALL	75.0%	
Finances	Funding Sustainability	CAA/FN	62.5%	67.7%
	Financial Management	FN	71.9%	
	Process Readiness	FN	68.8%	
Digitalisation	Vision & Alignment	IT	50.0%	51.0%
	E2E Stakeholder Journeys	IT	50.0%	
	Service Delivery	IT	50.0%	
	Corporate/Support Functions	IT	50.0%	
	Skills & People	IT	50.0%	
	Data Strategy	IT	56.3%	
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User-Centric Services	User Service Design	CM	70.8%	64.6%
	Service Effectiveness Measurement	CAA/CM	75.0%	
	Knowledge & Research	CAA/CM	50.0%	
	Process Readiness	CAA/CM	62.5%	
			Org Health Index	61.1%

Domain Name	Sub-Domain Name	Sub-Domain Score (%)	Domain Score (%)
Strategy & Leadership	Mission & Vision	75.0%	70.4%
	Strategy Development	75.0%	
	Strategy Implementation	75.0%	
	Organisation Structure	68.8%	
	Organisation Culture	58.3%	
Governance	Board Compliance & Composition	71.9%	72.6%
	Role of Board	79.2%	
	Risk Management	66.7%	
People	People & Succession Planning	70.8%	75.0%
	Recruitment	68.8%	
	Staff Engagement & Well-being	66.7%	
	Learning & Development	81.3%	
	Performance Management & Recognition	75.0%	
	Volunteer Management	87.5%	
	Process Readiness	75.0%	
Finances	Funding Sustainability	75.0%	75.0%
	Financial Management	68.8%	
	Process Readiness	81.3%	
Digitalisation	Vision & Alignment	75.0%	75.0%
	E2E Stakeholder Journeys	75.0%	
	Service Delivery	75.0%	
	Corporate/Support Functions	75.0%	
	Skills & People	75.0%	
	Data Strategy	75.0%	
Communications & Partnerships	External Communication & Branding	68.8%	78.1%
	Partnerships & Alliances	81.3%	
	Community Involvement	87.5%	
	Process Readiness	75.0%	
User-Centric Services	User Service Design	75.0%	65.3%
	Service Effectiveness Measurement	75.0%	
	Knowledge & Research	50.0%	
	Process Readiness	56.3%	
		Org Health Index	73.1%

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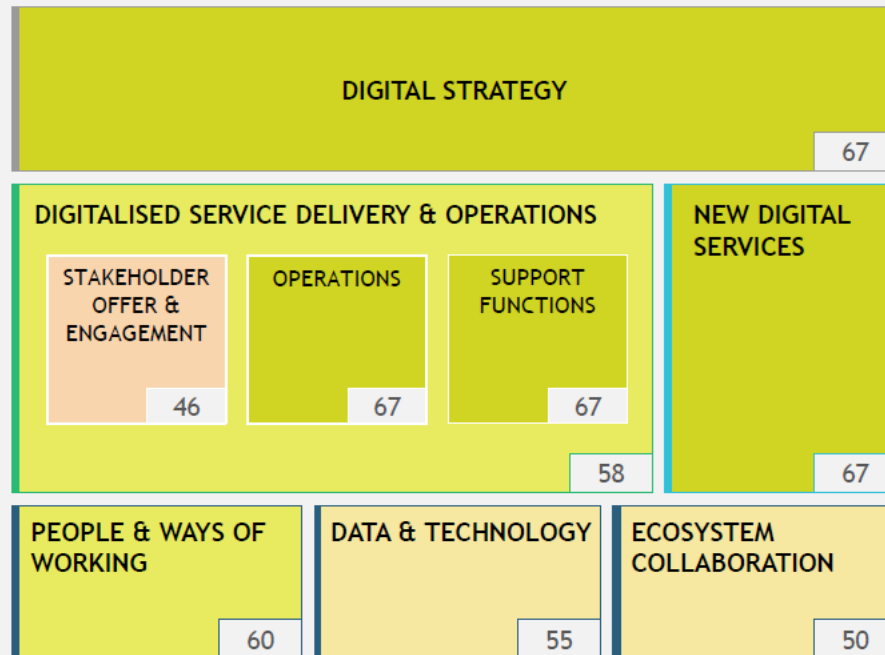
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		Org Health Index	73.1%

Your SSA's current and target digital maturity in 2023

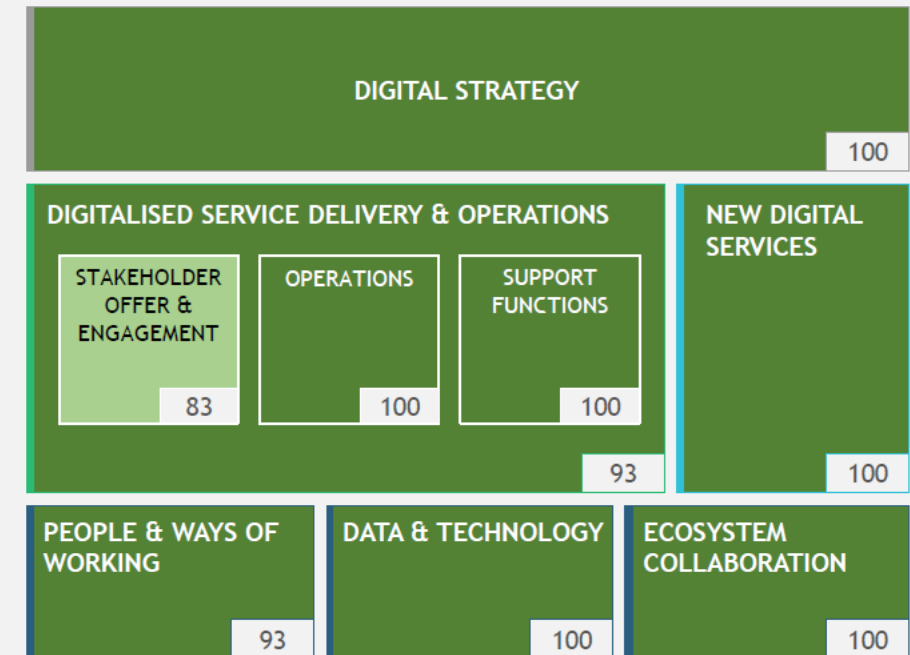
Current digital maturity

59



Target digital maturity

97

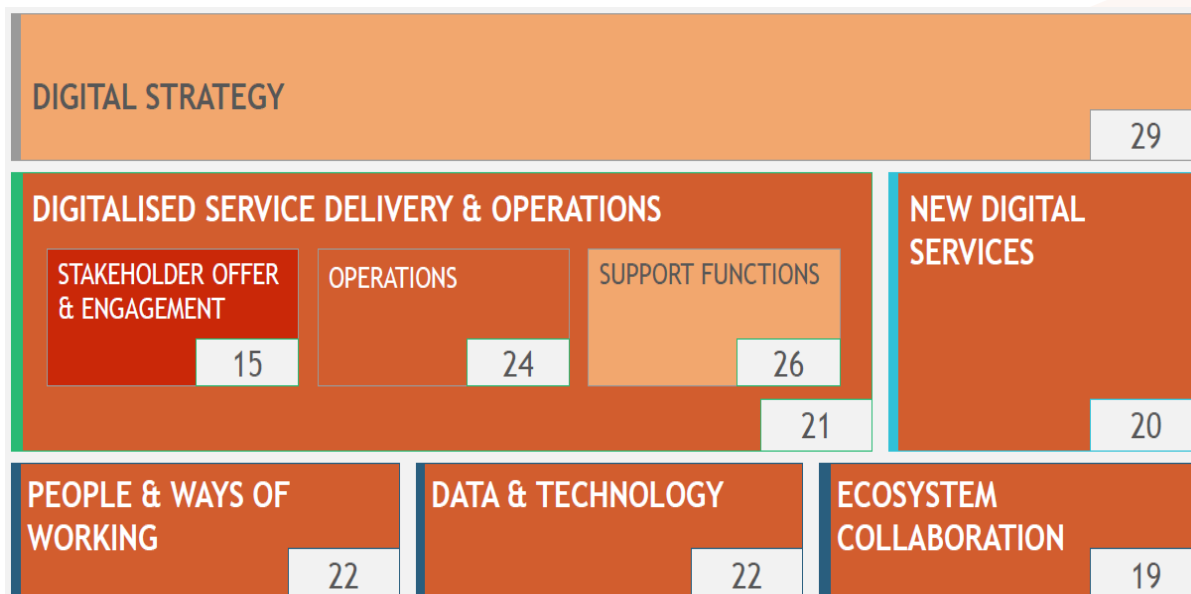


DAI Score

Digital starter (Level 1)	Digital literate (Level 2)	Digital performer (Level 3)	Digital leader (Level 4)	N/A
0-8	9-17	18-24	25-33	34-41
42-49	50-57	58-65	66-74	75-82
83-91	92-100			

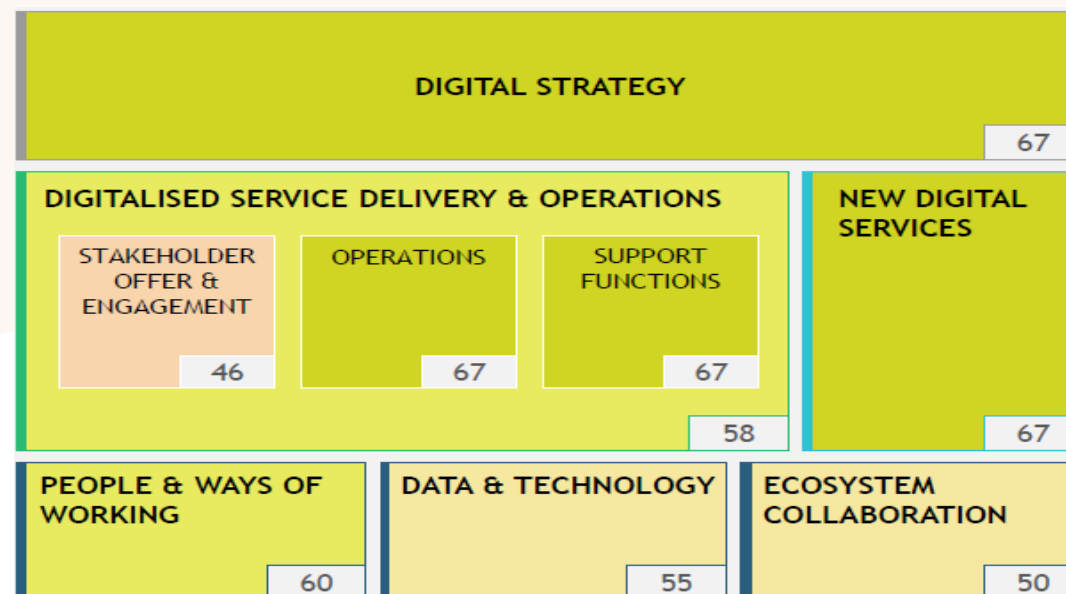
SG Social Service Sector - Digital Starter

22



SASCO - Digital Performer

59



DAI score

Digital starter (Level 1)

0-8

9-17

18-24

Digital literate (Level 2)

25-33

34-41

42-49

Digital performer (Level 3)

50-57

58-65

66-74

Digital leader (Level 4)

75-82

83-91

92-100

CHALLENGES

- **Need to ascertain work processes** - then can determine requirements for application softwares
- **Funding sources (grants)** – have to cater for approval process and period.
- **REGULAR monitoring and updates** – amidst other work schedules
- **Bandwidth to 'look into everything'** – projects and processes

SUMMARY of JOURNEY

- **Do the DAI and OHFSS** - it provides for the baselines (“where we are”) for Organisational Excellence journey
- **Obtain BOARD and key staff buy-in** - due to our OE journey we managed to do that easily
- **Ripple effects on other areas** - Digitalisation efforts have ripple effects on other areas of developments
- **REGULAR monitoring and updates** - Strategic Roadmap and OE journey provide the impetus
- **Participate in OHDS → 2024** - Next steps in OE journey

Thank you!

We would love to hear from you



Eric Song

Head, Corporate Planning

(Diagnostic Lead, OHFSS)

H/p: 82928118



Maria Leong

Head, Information Technology

(Digitalisation, OHFSS)

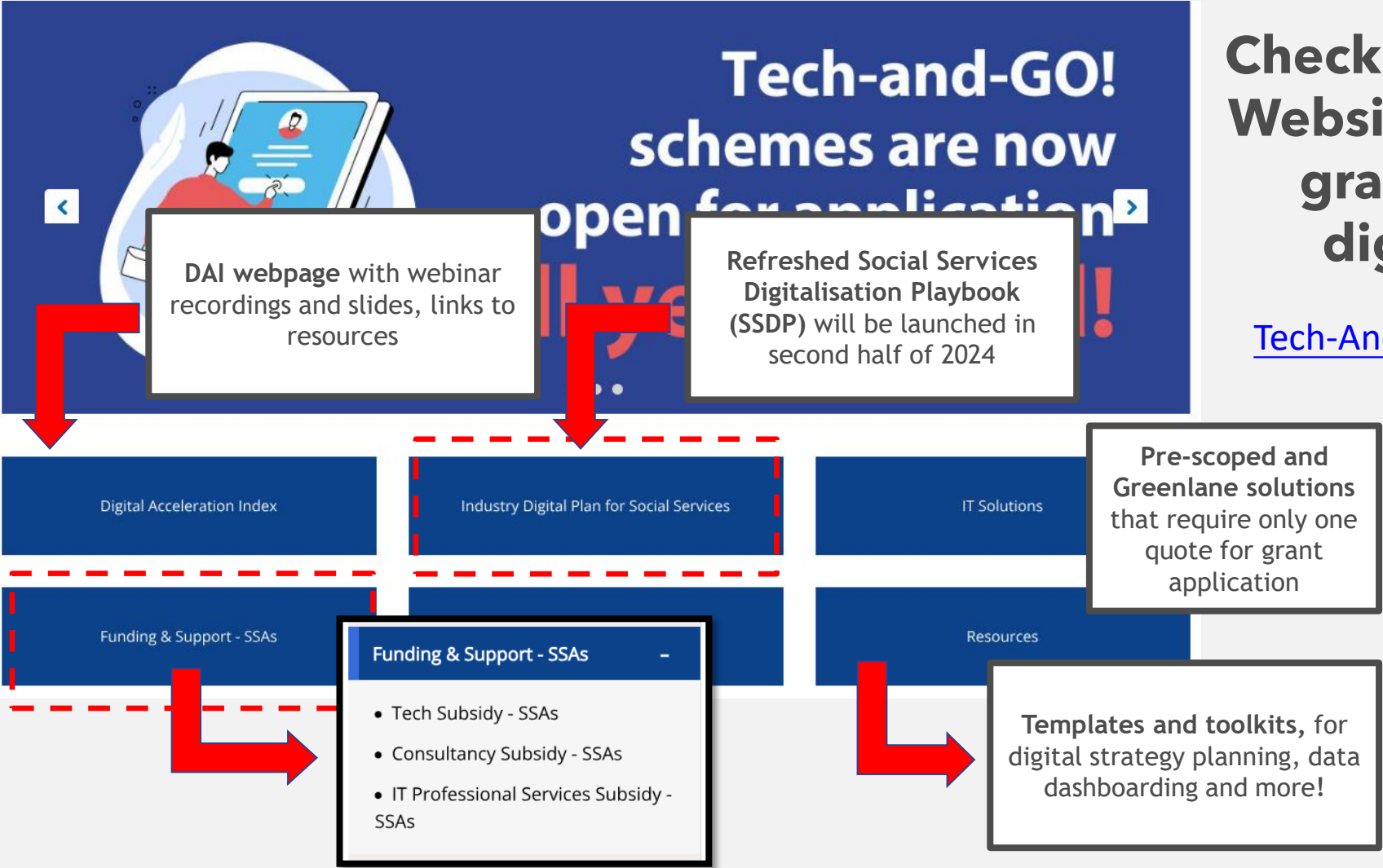
H/p: 9006-1903

Thank you!

Today's agenda

0 Welcome message	5 min
1 Overview of the 2023 Non-Profit DAI Survey	5 min
2 Key findings from the study	15 min
3 How to read your individual giveback packs	25 min
4 Using DAI for digital strategy planning	20 min
> 5 Funding & support resources	10 min
6 FAQs + Q&A	10 min

Funding Support - NCSS Members



Check out our Tech-and-GO! Website for all the available grants to support your digitalisation needs!

[Tech-And-GO! | National Council of Social Service \(ncss.gov.sg\)](https://ncss.gov.sg)



Organisational Health Framework for Social Services (OHFSS)



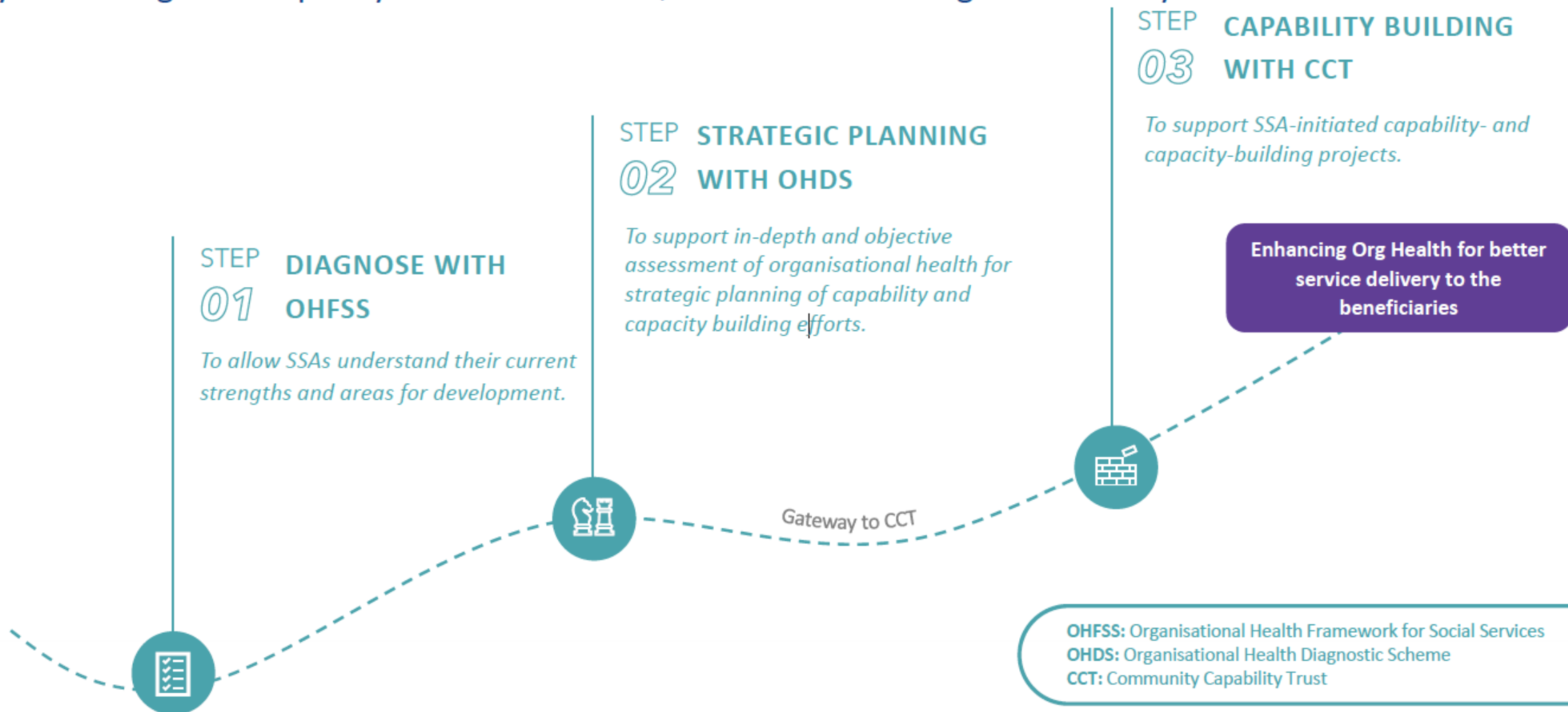
- 1 Presents SSAs with a **holistic** view of their organisational health, and monitor over time
- 2 Supports SSAs to **identify** their **strengths** and areas for **development**
- 3 Empowers SSA to **strategically plan for capability development** and achieve sustainable outcomes
- 4 Have a common language for **effective communication and collaboration**
- 5 **Guide** SSAs on the funding and support to apply for under CCT



Comprises 7 Domains; 32 Sub-domains; 77 Statements

The 3-step Approach for SSAs to improve their organisational health

Thereby increasing their capacity and effectiveness, with a lens of being future-ready



Join us at our OHFSS Workshop!



INTRODUCTION TO OHFSS
Understand the principles of the OHFSS.

INTERPRETATION OF RUBRICS
Learn how to interpret the 7 domains, 32 sub-domains and rubrics of the OHFSS.

HOW TO USE THE SELF-ASSESSMENT TOOL
Get step-by-step guidance on how to navigate and submit the OHFSS Online Self-Assessment Form.

Upcoming date
14 Mar 2024



[Registration for Organisational
Health Workshop | FormSG](https://go.gov.sg/ohfssworkshop-reg)

Scan the QR code to register!

Funding Support - Charities (non-NCSS members)

CHARITIES CAPABILITY FUND

For all Exempt, Registered Charities and Institutions of a Public Character (IPCs)

Check out the Charity Portal for details on CCF!

[Charities Capability Fund](https://go.gov.sg/charitiescapabilityfund)



<https://go.gov.sg/charitiescapabilityfund>

Info-Communications Technology Grant

(A) Basic infrastructure components

For Small and Medium size Charities: 80% of the supported cost or actual expenditure, whichever is lower, and capped at:

- 4 computers (Desktop or Laptop): \$1,500 per equipment
- 2 Printers: \$300 per equipment
- 1 Broadband Account: \$1,700 per account
- Website development costs to facilitate publishing of charity's information for transparency: \$3,000 per charity
- Subscription charges of video and audio-conferencing tools: \$250 per charity
- Firewall devices: \$3,000 per charity

(B) Digital solutions that enhance productivity and operational efficiency of charities

For All Charities: Up to 80% of the supported cost or actual expenditure, whichever is lower, and capped at \$40,000 per charity over 5 years.

- Accounting Management
- Bill & Payment
- Customer Relationship Management
- Cyber Security
- Document Management
- Donor Management
- Digital Marketing/Fund-raising
- Human Resource Management
- Learning Management
- Live Streaming
- Remote Working
- Visitor Management
- Volunteer Management

Consultancy Grant

Consultancy projects by external consultants to review and draft policies and standard operating procedures for the charity, in areas such as:

- Anti-Money Laundering/Countering the Financing of Terrorism
- Board Governance
- Crisis Management, Business Continuity Planning
- Conflict of Interest
- Disclosure and Transparency
- Digitalisation/Data Protection/Cyber Security
- Strategic Planning
- Financial Management, Internal Controls, Risk Management
- Fundraising Practices
- Human Resource and Volunteer Management
- Leadership and Organisational Development
- Programme Management
- Public Image/Communications

Funding Support - CommCare Organisations (non-NCSS members)

AIC:

The Community Care Digital Transformation Plan (CCDTP) was launched in June 2022 to support the sector in uplifting its productivity and driving digitalization initiatives.

For more information on CCDTP and available resources:

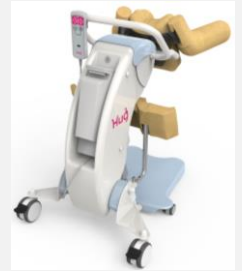
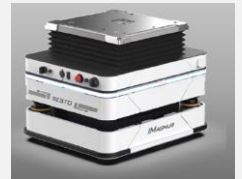
(www.aic.sg/partners/digital-transformation-plan)



Productivity & Digitalisation Grant (PDG)

Funding Categories:

- 1 Green Lane Assistive Tech and Digital Solutions
- 2 Non-Green Lane and Digital Solutions



*terms & conditions apply (e.g., one-time funding, up to \$150k cap per project per site)

Digital Strategy Consultancy

Digital strategy was identified in DAI as the top focus area where most urgent help is needed. Tap on highly subsidised **consultancy expertise** to develop an overall digital masterplan to build a future-ready organisation!



NCSS Members

Book a [consultancy scoping clinic](#)



Charities

Submit applications at
[Our SG Grants Portal](#)



CommCare

Book a [pre-consultancy discovery clinic](#) now!



More questions on the DAI giveback pack?

NCSS will be setting up group clinics for all SSAs to take questions and provide more clarifications and guidance if needed!

1. Clinics will be conducted in batches
2. Interested SSAs to register and send in questions
3. Invites will be sent to registered participants
4. Facilitated session with open Q&A

Registration Closing : 29 Feb 2024
Timeline of Clinics : March to April

Enquiries - Contact Us!



NCSS Members

Tech-and-go@ncss.gov.sg

Charities

charity_council_sec@mccy.gov.sg

CommCare

ccdtp@aic.sg

Today's agenda

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Q&A



Watch this space
for further
instructions from
the NCSS team



You may submit your questions here:
Ask the panelists questions using this
Q&A function

Live captioning will be enabled

FAQ

May I have a copy of the survey questions and the responses that I have submitted?

The survey questions and responses cannot be distributed as they are proprietary to BCG.

The score of each dimension corresponds to the level selected across the 4 options (If there are multiple respondents, an average score will be calculated) i.e.

Level 1 - Score 0

Level 2 - Score 33

Level 3 - Score 67

Level 4 - Score 100

SSAs may review the scores on the heatmap to get an indication which level was chosen.

How do I interpret the scores?

The score of each dimension corresponds to the below levels:

Level 1

- **No digital initiatives** in place, or **early stages** of digitalisation with no roadmap or target state defined

Level 2

- Starting to explore digitalisation in **ad-hoc manner** with small-scale initiatives; **no governance** in place to track performance and impact

Level 3

- Digital initiatives are **being scaled up**; structures and systems being set up to manage digitalisation in an **organised and integrated manner**

Level 4

- Digital initiatives **deployed at scale**; **structured governance approach** guides execution and impact measurement; organisation **reaping significant value** from digitalisation

Q&A

Questions from the floor

Feedback Form

Thank You!



Scan to provide your feedback on today's session!

Thank you

For Joining Us Today!

Digital Acceleration Index (DAI) 2023 Report

Overview of the 2023 NCSS DAI survey

Key findings from the study

➤ Your agency's results

Relevant NCSS resources

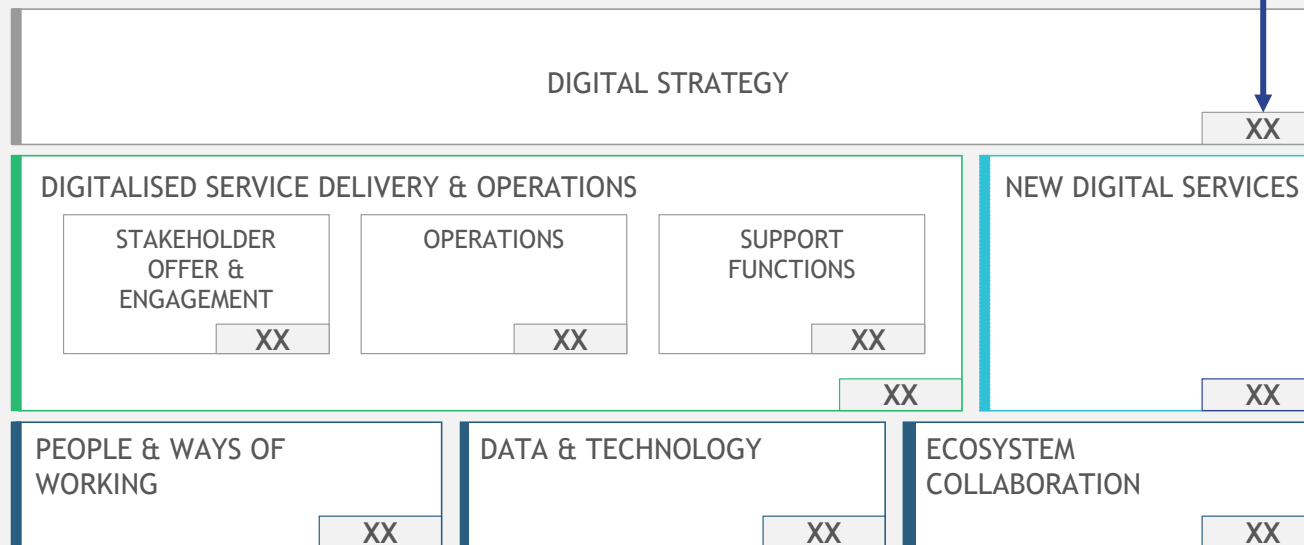
Appendix: Your agency's detailed results

- Organisation information
- DAI heatmaps
- Comparison with peers
- Solutions your agency has adopted

How to read the charts

Heatmap

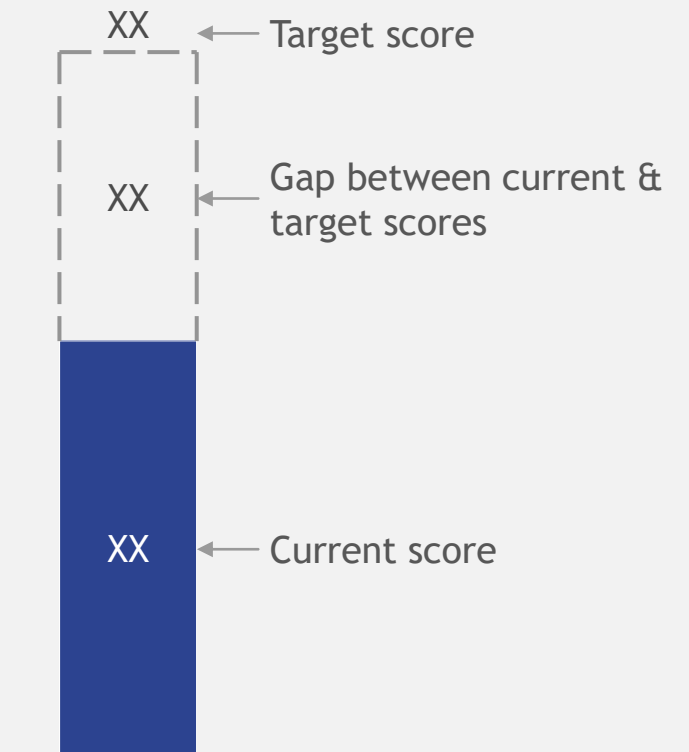
Building block score at bottom right



Building blocks colour-coded according to score

Digital starter (Level 1)			Digital literate (Level 2)			Digital performer (Level 3)			Digital leader (Level 4)		
0-8	9-17	18-24	25-33	34-41	42-49	50-57	58-65	66-74	75-82	83-91	92-100

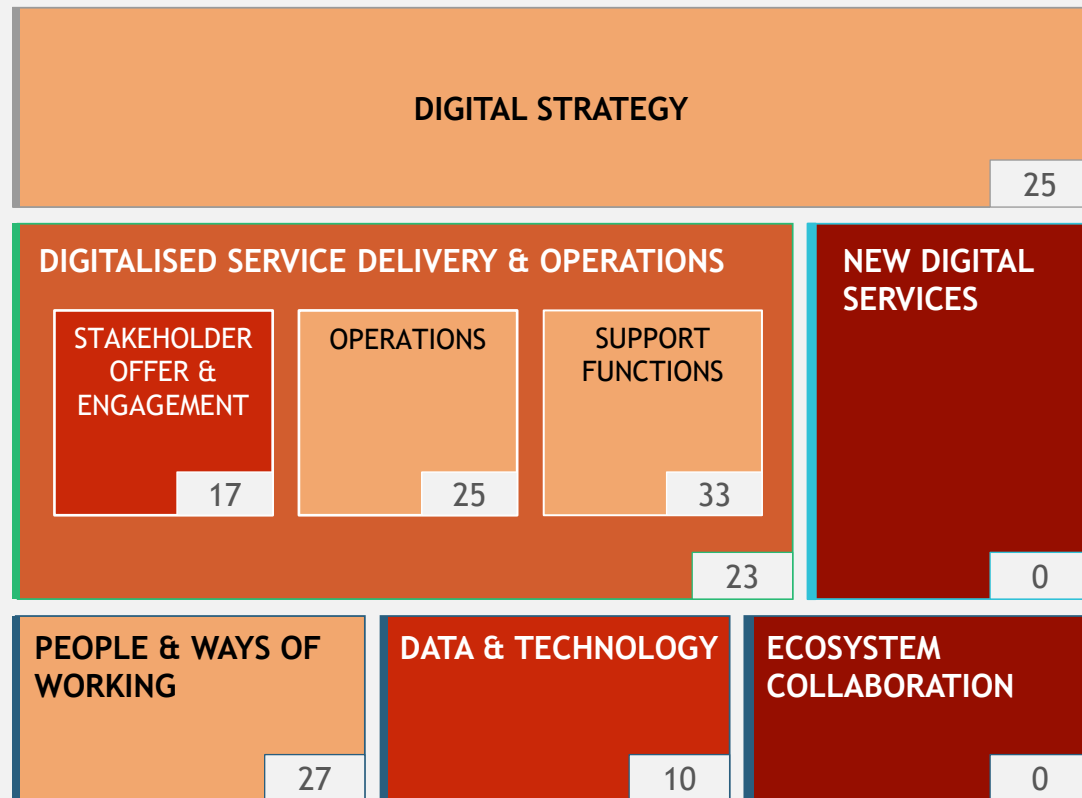
Bar chart



Your agency's current and target digital maturity in 2023

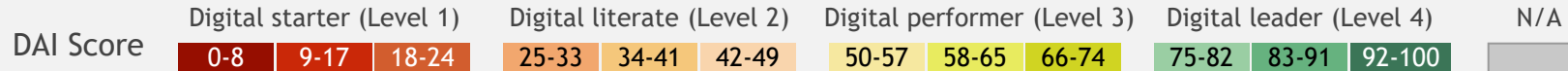
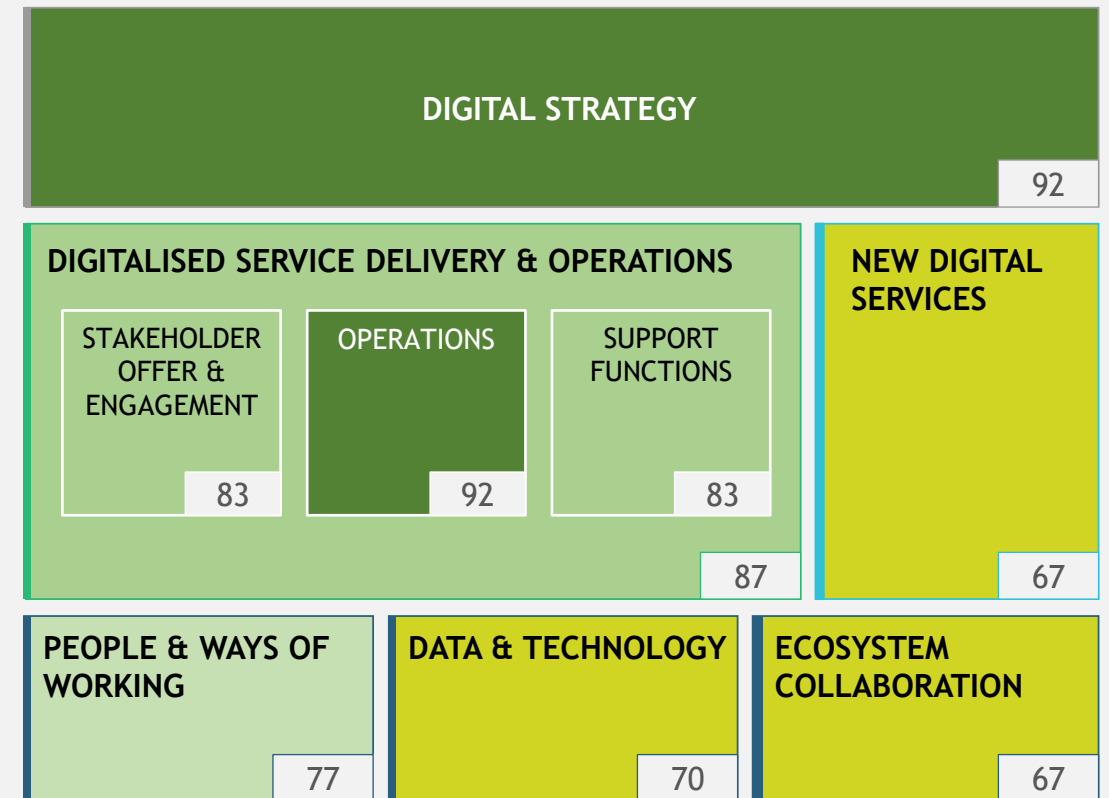
Current digital maturity

17



Target digital maturity

78



Your agency's results by dimension

	Current			Target				Current			Target		
	Your agency 2021	Your agency 2023	Change (21→23)	Your agency 2021	Your agency 2023	Change (21→23)		Your agency 2021	Your agency 2023	Change (21→23)	Your agency 2021	Your agency 2023	Change (21→23)
A. Digital strategy	33	25	-8	33	92	59							
1. Vision	33	0	-33	33	67	34							
2. Ambition	33	33	0	33	100	67							
3. Awareness	33	33	0	33	100	67							
4. Roadmap	33	33	0	33	100	67							
B. Digitalised service delivery & operations	47	23	-24	47	87	40							
5. E2E stakeholder journeys	33	33	0	33	100	67							
6. Programme development	33	0	-33	33	67	34							
7. Outreach & marketing	67	33	-34	67	100	33							
8. Personalisation	67	0	-67	67	67	0							
9. Service delivery	33	0	-33	33	67	34							
10. Fundraising	67	33	-34	67	100	33							
11. Volunteer management	33	33	0	33	100	67							
12. Procurement	33	33	0	33	100	67							
13. Corporate/support functions	67	33	-34	67	100	33							
14. Reporting & submissions	33	33	0	33	67	34							
C. New digital services	33	0	-33	33	67	34							
15. Digital innovation		0	-		67	-							
16. Pilot projects & prototyping		0	-		67	-							
D. People & ways of working	47	27	-20	47	77	30							
17. Leadership & culture	33	33	0	33	67	34							
18. Organisation & governance	33	33	0	33	100	67							
19. Skills & people		33	-		67	-							
20. Agile ways of working	67	0	-67	67	67	0							
21. Virtual teaming	67	33	-34	67	83	16							
E. Data & technology	47	10	-37	47	70	23							
22. Data strategy	33	0	-33	33	67	34							
23. Data governance	33	0	-33	33	67	34							
24. Artificial intelligence		0	-		67	-							
25. Digital & data platforms	33	0	-33	33	67	34							
26. Future-ready IT function		0	-		67	-							
27. Internet of things		0	-		67	-							
28. Cybersecurity	67	0	-67	67	67	0							
29. Cloud adoption	67	100	33	67	100	33							
30. Extended reality		0	-		67	-							
31. Robotics & automation		0	-		67	-							
F. Ecosystem collaboration	33	0	-33	33	67	34							
32. Digital ecosys. partnerships		0	-		67	-							
33. Digital ecosys. operating model	33	0	-33	33	67	34							

DAI Score	Digital starter (Level 1)			Digital literate (Level 2)			Digital performer (Level 3)			Digital leader (Level 4)			N/A
	0-8	9-17	18-24	25-33	34-41	42-49	50-57	58-65	66-74	75-82	83-91	92-100	

Your agency's digital maturity scorecard

Building blocks	Current score	Target score	SSDP chapter to read to learn more
Digital strategy	25	92	Setting a mission-driven digital strategy
People & ways of working	27	77	Building a digital-ready workforce
Stakeholder engagement	17	83	Transforming service delivery & operations
Operations	25	92	
Support functions	33	83	
New digital services	0	67	
Data & technology enablers	10	70	Unlocking the value of data
Ecosystem collaboration	0	67	

Legend

Digital starter (Level 1)			Digital literate (Level 2)			Digital performer (Level 3)			Digital leader (Level 4)			N/A
0-8	9-17	18-24	25-33	34-41	42-49	50-57	58-65	66-74	75-82	83-91	92-100	

Top motivators

- Attract & retain employees
- Improve service quality
- Reduce operational costs

Areas your agency wants to focus on¹

- **Ecosystem collaboration** (i.e. digital ecosystem partnerships & operating model)
- **Digital strategy** (i.e. vision, ambition, awareness, roadmap)
- **People & ways of working** (i.e. leadership & culture, organisation & governance, skills & people, agile ways of working, virtual teaming)

Top challenges

- Limited financial resources & funding
- Unable to keep track of the latest digital advances/unclear which solution is most relevant
- Limited management capacity/bandwidth

Areas where support is needed

- **People & ways of working** (i.e. leadership & culture, organisation & governance, skills & people, agile ways of working, virtual teaming)
- **New digital services** (i.e. digital innovation, pilot projects & prototyping)
- **Digital strategy** (i.e. vision, ambition, awareness, roadmap)

1. Top building blocks that your organisation would like to focus on in the next 12 months | Source: Your response in the 2023 Non-Profit DAI Survey

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Kick start your digitalisation journey with NCSS' resources



Industry Digital Plan for Social Services

Playbook that provides SSAs with actionable guidance to progress in digital transformation ([link to website](#))



Tech-and-GO!

Visit the website for funding support and digitalisation resources ([link to website](#))

For enquiries, email us at Tech-and-GO@ncss.gov.sg

Stay up to date with the latest resources on our website

Please feel free to contact us if you have any questions



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Key figures of your agency

Operating expenses

Your organisation's approximate total operating expenses for the last completed fiscal year (in SGD)	\$2,000,000
Percentage of current operational expenses dedicated to digitalisation	5%
Percentage of operating expenses anticipated to be dedicated to digitalisation in the next 3 years	10%

Clients, volunteers and employees

Total number of clients (i.e. service users) that your organisation works with	50
Total number of volunteers in your organisation	90
Total number of full-time employees (on your payroll) in your organisation	35
Percentage of manpower in your current workforce dedicated to digitalisation	3%
Percentage of manpower in your current workforce anticipated to be dedicated to digitalisation in 3 years	6%

Source: Your response in the 2023 Non-Profit DAI Survey

Range of services your agency provides

Legend: ☒ Provide ☐ Does not provide

Agency services

Residential & shelter support	☐
Centre-based services	☐
Medical services	☐
Counselling & mentoring	☒
Rehabilitation & therapy	☐
Financial, legal & other professional services	☐
Social support activities	☐
Community, networking and caregiver support	☐
Learning and development	☐
Public education	☐
Associations, professional bodies & foundations	☐
Others	☐

MOH-licensed services (if applicable)

Nursing home	☐	Psychiatric day centre	☐
Community hospital	☐	Home medical	☐
Inpatient palliative care	☐	Home hospice	☐
Psychiatric rehab & sheltered home	☐	Home nursing	☐
Active ageing centre (AAC)	☐	Home personal care	☐
Active ageing centre (Care)	☐	Home therapy	☐
Active ageing hub (AAH)	☐	Interim caregiver services	☐
Day care centre	☐	Integrated home & day care	☐
Dementia day care centre	☐	Medical escort & transport	☐
Day rehab centre	☐	Meals-on-wheels	☐
Day hospice	☐		

Source: Your response in the 2023 Non-Profit DAI Survey

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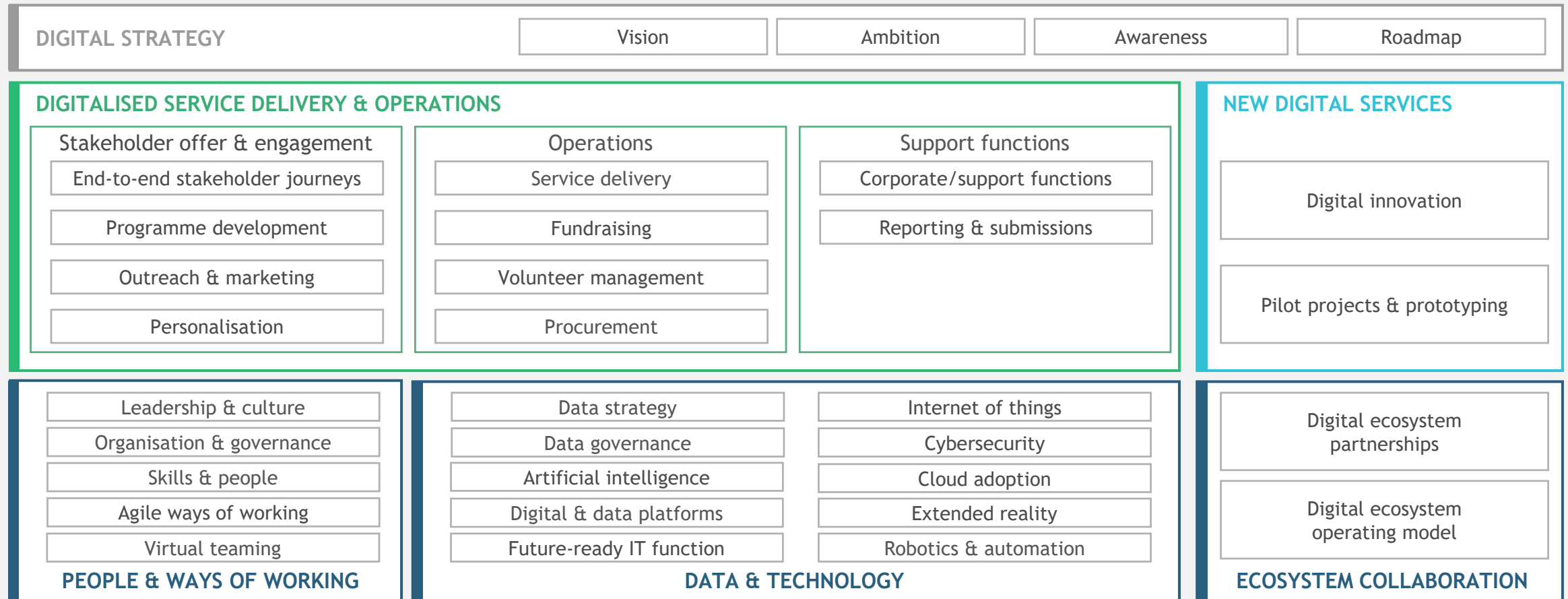
- DAI heatmaps

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The detailed heatmaps shows your scores for all dimensions

Each of these 33 dimensions aims to give you a holistic view of the different components of digitalisation



Source: BCG Digital Acceleration Index (DAI)

Your agency's digital maturity by dimension

DIGITAL STRATEGY

Vision

0

Ambition

33

Awareness

33

Roadmap

33

DIGITALISED SERVICE DELIVERY & OPERATIONS

Stakeholder offer & engagement

E2E stakeholder journeys 33

Programme development 0

Outreach & marketing 33

Personalisation 0

Operations

Service delivery 0

Fundraising 33

Volunteer management 33

Procurement 33

Support functions

Corporate/support functions 33

Reporting & submissions 33

NEW DIGITAL SERVICES

Digital innovation 0

Pilot projects & prototyping 0

PEOPLE & WAYS OF WORKING

Leadership & culture 33

Organisation & governance 33

Skills & people 33

Agile ways of working 0

Virtual teaming 33

DATA & TECHNOLOGY

Data strategy 0

Data governance 0

Artificial intelligence 0

Digital & data platforms 0

Future-ready IT function 0

Internet of things 0

Cybersecurity 0

Cloud adoption 100

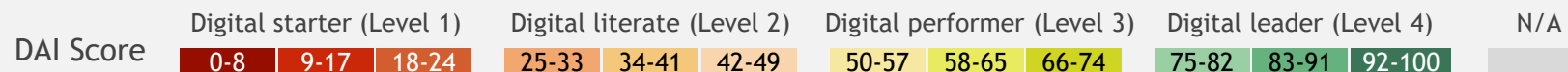
Extended reality 0

Robotics & automation 0

ECOSYSTEM COLLABORATION

Digital ecosystem partnerships 0

Digital ecosystem operating model 0



Your agency's target digital maturity by dimension

DIGITAL STRATEGY

Vision 67

Ambition 100

Awareness 100

Roadmap 100

DIGITALISED SERVICE DELIVERY & OPERATIONS

Stakeholder offer & engagement

E2E stakeholder journeys 100

Programme development 67

Outreach & marketing 100

Personalisation 67

Operations

Service delivery 67

Fundraising 100

Volunteer management 100

Procurement 100

Support functions

Corporate/support functions 100

Reporting & submissions 67

NEW DIGITAL SERVICES

Digital innovation 67

Pilot projects & prototyping 67

PEOPLE & WAYS OF WORKING

Leadership & culture 67

Organisation & governance 100

Skills & people 67

Agile ways of working 67

Virtual teaming 83

DATA & TECHNOLOGY

Data strategy 67

Data governance 67

Artificial intelligence 67

Digital & data platforms 67

Future-ready IT function 67

Internet of things 67

Cybersecurity 67

Cloud adoption 100

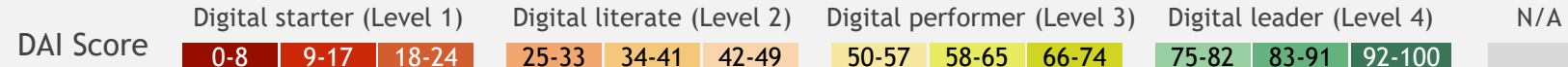
Extended reality 67

Robotics & automation 67

ECOSYSTEM COLLABORATION

Digital ecosystem partnerships 67

Digital ecosystem operating model 67



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- Comparison with peers

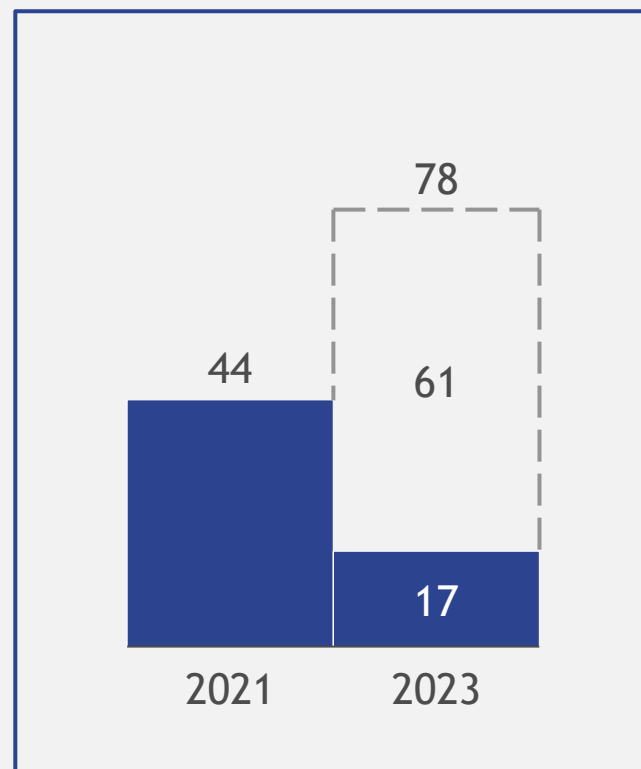
- Solutions your agency has adopted

Your agency's digital maturity compared to peers

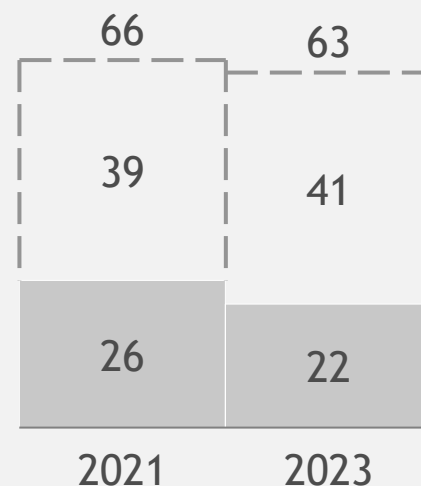
SAMPLE

Current and target digital maturity scores for 2021 and 2023

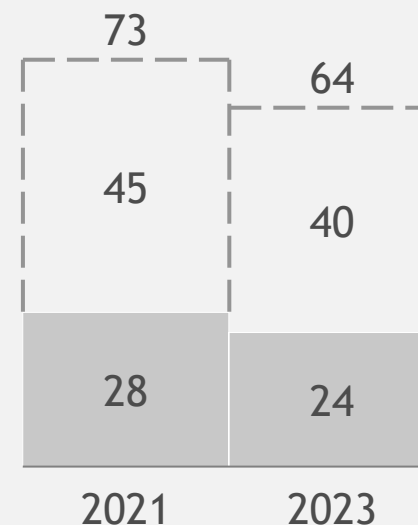
Your agency



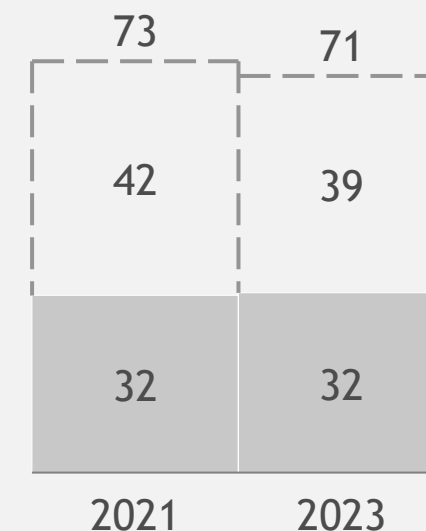
Your score is higher than
SG Non-Profit Sector
(N=276)



Your score is higher than
Multi-Sector agencies
(N=32)



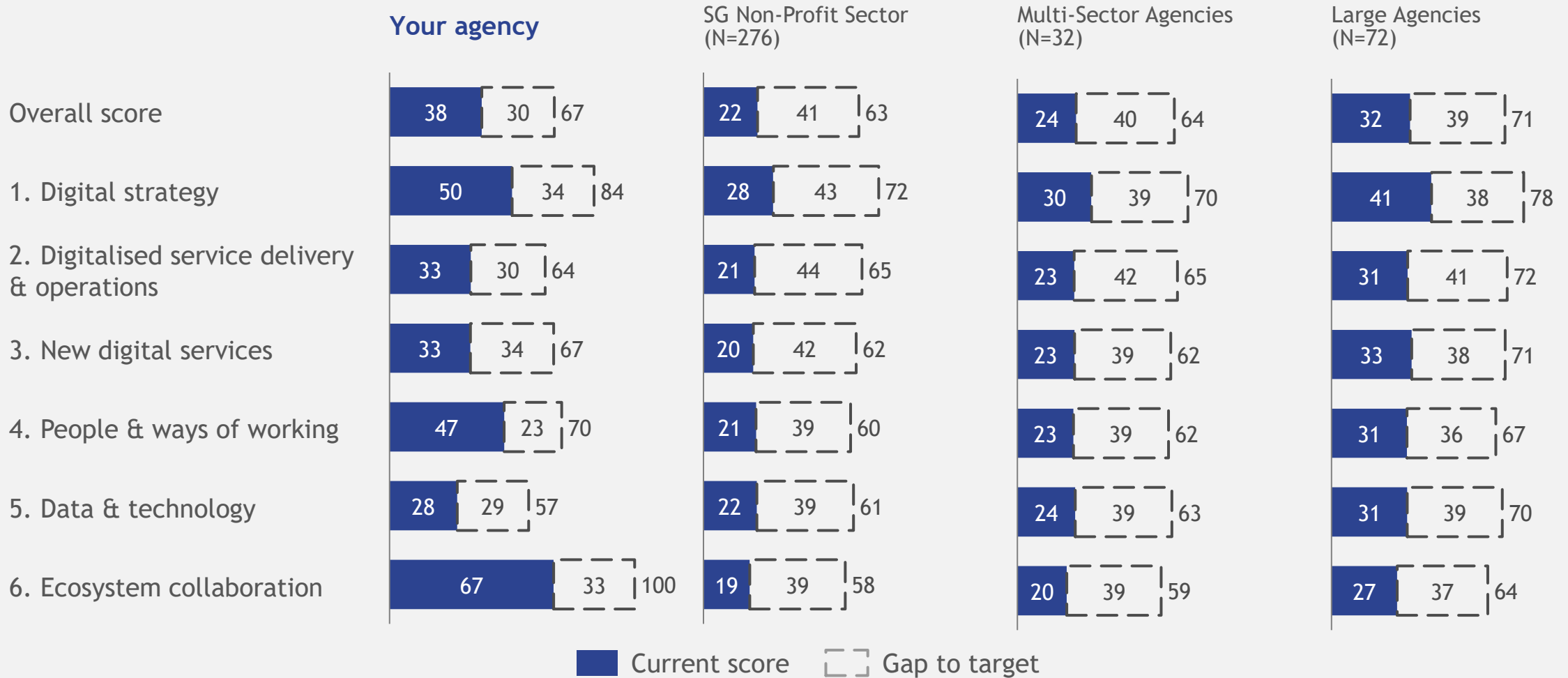
Your score is higher than
Large agencies
(N=72)



Legend: / Current score Gap to target

Your agency's digital maturity by building blocks vs peers

Current and target digital maturity scores across building blocks for 2023



Your agency's digital maturity by dimension compared to peers

	Your agency	SG Non-profit sector	Charities	Large agencies
A. Digital strategy	25	28	23	28
1. Vision	0	34	29	34
2. Ambition	33	24	17	24
3. Awareness	33	24	20	23
4. Roadmap	33	31	24	30
B. Digitalised service delivery & operations	23	21	16	19
5. E2E stakeholder journeys	33	15	11	12
6. Programme development	0	14	7	11
7. Outreach & marketing	33	17	13	14
8. Personalisation	0	14	11	12
9. Service delivery	0	17	13	15
10. Fundraising	33	36	33	36
11. Volunteer management	33	27	22	27
12. Procurement	33	17	7	12
13. Corporate/support functions	33	26	20	26
14. Reporting & submissions	33	27	21	24
C. New digital services	0	20	10	17
15. Digital innovation	0	21	9	18
16. Pilot projects & prototyping	0	19	12	16

	Your agency	SG Non-profit sector	Charities	Large agencies
D. People & ways of working	27	21	17	20
17. Leadership & culture	33	20	12	19
18. Organisation & governance	33	20	14	19
19. Skills & people	33	17	12	15
20. Agile ways of working	0	13	9	10
21. Virtual teaming	33	37	40	35
E. Data & technology	10	22	18	19
22. Data strategy	0	29	27	28
23. Data governance	0	23	23	21
24. Artificial intelligence	0	6	2	4
25. Digital & data platforms	0	28	26	28
26. Future-ready IT function	0	20	16	15
27. Internet of things	0	13	6	8
28. Cybersecurity	0	22	17	20
29. Cloud adoption	100	45	43	47
30. Extended reality	0	9	2	6
31. Robotics & automation	0	13	3	6
F. Ecosystem collaboration	0	19	18	18
32. Digital ecosys. partnerships	0	25	28	26
33. Digital ecosys. operating model	0	12	8	10

DAI Score

 Digital starter (Level 1)
 0-8 9-17 18-24

 Digital literate (Level 2)
 25-33 34-41 42-49

 Digital performer (Level 3)
 50-57 58-65 66-74

 Digital leader (Level 4)
 75-82 83-91 92-100

N/A

Your agency's target digital maturity by dimension vs peers

	Your agency	SG Non-profit sector	Charities	Large agencies
A. Digital strategy	92	72	65	72
1. Vision	67	77	71	78
2. Ambition	100	67	60	68
3. Awareness	100	67	58	68
4. Roadmap	100	75	72	76
B. Digitalised service delivery & operations	87	65	57	64
5. E2E stakeholder journeys	100	62	55	60
6. Programme development	67	58	48	56
7. Outreach & marketing	100	62	56	60
8. Personalisation	67	56	48	55
9. Service delivery	67	59	48	57
10. Fundraising	100	79	76	81
11. Volunteer management	100	75	71	76
12. Procurement	100	62	53	57
13. Corporate/support functions	100	66	56	66
14. Reporting & submissions	67	69	62	68
C. New digital services	67	62	55	59
15. Digital innovation	67	64	57	61
16. Pilot projects & prototyping	67	60	52	56

	Your agency	SG Non-profit sector	Charities	Large agencies
D. People & ways of working	77	60	55	59
17. Leadership & culture	67	59	49	58
18. Organisation & governance	100	62	58	61
19. Skills & people	67	56	50	54
20. Agile ways of working	67	54	47	51
21. Virtual teaming	83	69	70	68
E. Data & technology	70	61	57	60
22. Data strategy	67	71	72	71
23. Data governance	67	63	60	61
24. Artificial intelligence	67	45	36	42
25. Digital & data platforms	67	71	73	71
26. Future-ready IT function	67	61	55	57
27. Internet of things	67	52	45	49
28. Cybersecurity	67	65	59	65
29. Cloud adoption	100	78	76	80
30. Extended reality	67	44	27	40
31. Robotics & automation	67	48	36	40
F. Ecosystem collaboration	67	58	61	57
32. Digital ecosys. partnerships	67	63	68	65
33. Digital ecosys. operating model	67	52	52	49

DAI Score	Digital starter (Level 1)			Digital literate (Level 2)			Digital performer (Level 3)			Digital leader (Level 4)			N/A
	0-8	9-17	18-24	25-33	34-41	42-49	50-57	58-65	66-74	75-82	83-91	92-100	

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Solutions your agency has adopted (1/4)

SAMPLE. Vendors listed are randomly chosen examples.

	Adoption status	Vendor (if adopted) ¹
General enterprise software		
Antivirus/encryption/firewalls/VPNs	■	McAfee;Bitlocker
Office productivity & collaboration solutions	■	Microsoft Office 365;Zoom
Document management solutions	■	Google Drive;Microsoft OneDrive
☆ Human resource management solution	■	Workday
CRM systems		
☆ Centre/client/case management system	■	N/A
☆ Volunteer management system	■	N/A
☆ Donor management system	■	N/A
Visitor management system	■	N/A

Legend: ☆ Core solutions all SSAs are encouraged to adopt ■ Adopted ■ Plan to adopt in next 1-2 years ■ Relevant but no plans to adopt ■ Not relevant

1. Answers by multiple respondents are delineated by ";" | Source: Your response in the 2023 Non-Profit DAI Survey

Solutions your agency has adopted (2/4)

SAMPLE. Vendors listed are randomly chosen examples.

	Adoption status	Vendor (if adopted) ¹
Finance systems		
☆ Accounting/finance/payroll system	■	MYOB;QuickBooks
Procurement system	■	Tenderboard
Digital/online payment solution	■	Stripe;PayNow
Inventory management system	■	SAP
Analytics and automation		
☆ Data analytics & reporting tools	■	Tableau;Microsoft Excel
Robotic process automation	■	Microsoft PowerAutomate
Artificial intelligence	■	ChatGPT;Midjourney

Legend: ☆ Core solutions all SSAs are encouraged to adopt ■ Adopted ■ Plan to adopt in next 1-2 years ■ Relevant but no plans to adopt ■ Not relevant

1. Answers by multiple respondents are delineated by ";" | Source: Your response in the 2023 Non-Profit DAI Survey

Solutions your agency has adopted (3/4)

SAMPLE. Vendors listed are randomly chosen examples.

	Adoption status	Vendor (if adopted) ¹
Front-end channels		
Website	■	Wordpress
Mobile apps	■	Whatsapp;CareSenz
Chatbot	■	MessageBird;Tidio
Service delivery & operations		
Robots (e.g., cleaning, telepresence, humanoids)	■	Dexie;Lionsbot
Internet of Things (IoT)/smart home solutions	■	Hikvision;SoundEye
Health & assistive tech (e.g., therapy equipment)	■	AlterG;BIXEPS
Learning management system	■	TalentLMS;Moodle
Teleconsultation solution	■	MedBridge;Plato Medical; Zoom
Booking/appointment management system	■	Calendly;Microsoft Bookings
Legend: ■ Adopted ■ Plan to adopt in next 1-2 years ■ Relevant but no plans to adopt ■ Not relevant		

1. Answers by multiple respondents are delineated by ";" | Source: Your response in the 2023 Non-Profit DAI Survey

Solutions your agency has adopted (4/4)

SAMPLE. Vendors listed are randomly chosen examples.

Other solutions that your agency has adopted and how they benefit your organisation:

ABC fleet management system that optimises delivery routes for our food delivery programme.

Source: Your agency's verbatim response in the 2023 Non-Profit DAI Survey

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