

Building a community of change
makers who achieve progress

COULD WE ERADICATE

POVERTY IN SINGAPORE?

DR TAN BEE WAN

Bee Wan is a social worker, social entrepreneur, lecturer and consultant. Bee Wan believes strongly in leadership development to keep the work at the centre of focus and the fire alive in our belly to keep going.

She is the Executive Chairman of Integrative Learning Corporation (ILC) CSR Singapore, working with philanthropists and businesses to make meaningful business

Before leading Integrative, she was the Executive Director of the Singapore Council of Social Service and Community Chest of Singapore and the CEO of TsaoFoundation.

She is a mentor for Social Enterprises under rAISE and was an adjunct lecturer for SUSS, NUS MBA Business School, and adjunct Associate Professor in the NUS Department of Social Work designing and teaching social leadership, social enterprises and CSR, fundraising and philanthropy for final year and Master's Students.



ABOUT US

=DREAMS Asia wants to enhance the capability of Change Makers by building a community of peers, matching them with the right resources and journeying with them to manifest the impact that they dream of.

PROBLEM

Aspiring Change Makers (CM) in Singapore find it difficult to breakthrough the status-quo to have a real impact. Our system tends to foster a risk adverse mentality, preventing change. Whereas, elsewhere in the region, many are hungry and innovative but lack adequate resources to realize their goals.

The breakthrough we want to achieve in Singapore is to identify change makers and innovative organisations who work with low-income and vulnerable families with young children living in HDB rental flats. We want to empower them to break out of the poverty cycle.



SOLUTION

CLOSE THE GAP

We want to launch an annual challenge for breakthrough (The Breakthrough) to help us identify those with the 'right make-up', passion and mission. We believe we can add value to their endeavors and build a community of peers for support and encouragement - a Collective of Change Makers.

TARGET AUDIENCE

Problem-solvers, strategic thinkers, passionate innovators, mission-minded achievers

THE GOAL

Build a community of Change Makers. Strengthen and develop them to be catalysts of change who deliver social good.



AGENDA

10.15AM

Frameworks for Poverty Eradication in Singapore – Associate Prof. Irene Y. H. Ng, NUS Dept of Social Work

11.30AM

Defining Breakthrough in Eradicating Poverty – Dr. Dean Williams, President, The Leaders Compass

10.45AM

MSF's Aspiration on Social Mobility -Ms. Ang Bee Lian, Director-General of Social Welfare, MSF

12.00PM

Briefing of the Breakthrough Prize Award by Michelle Lim, Founder, of Make the Change

12.15pm

Closing Address by Stanley Tan, Chairman of = Dream Asia



ANG BEE LIAN

Trained as a social worker, Ms Ang Bee Lian has many years of experience in policy making, program design and operations in the social service sector. She is currently the Director-General of Social Welfare in Singapore. Ms Ang has seeded and developed policies and programs to grow the sector and the social work profession in Singapore. She enjoys and has over 20 years of experience in being part of the growth and development of social purpose entities through organisation development and corporate social responsibility efforts. A practising lifelong learner, Ms Ang has applied her brain-based coaching training from the NeuroLeadership Institute to enable and support the development of leadership. She is a current adjunct faculty member of SIM Centre for Systems Leadership”.

Promoting Social Mobility: Leaving No One Behind

Supporting individuals and families in need

- Promoting social mobility



Ensuring equal access to opportunities to build a better future

- Eradicating poverty



Ensuring a minimum income for the poor (eg comcare) or a safe level of living

Individuals and families in need face complex and interlocking challenges which could lead to entrenchment



Medical Conditions



Disability



Offending Behaviour

Need to address upstream root causes decisively; alleviating the symptoms will not enable individual/family to break the cycle of poverty.



Addiction



Mental Illness



Divorce

MSF's aspiration to promote social mobility

- As an aspiration, we focus on social mobility with a long term approach
- While efforts to uplift social mobility may not be immediately observable, it can have intergenerational impact

Promoting social mobility through our social compact

- A Social Compact is an implicit agreement between the Government and the people on the roles and responsibilities each plays, so that together we can shape the growth of society in both the present and the future



Singapore's Social Compact

Singapore's Social Compact is to enable Singaporeans to achieve their potential:

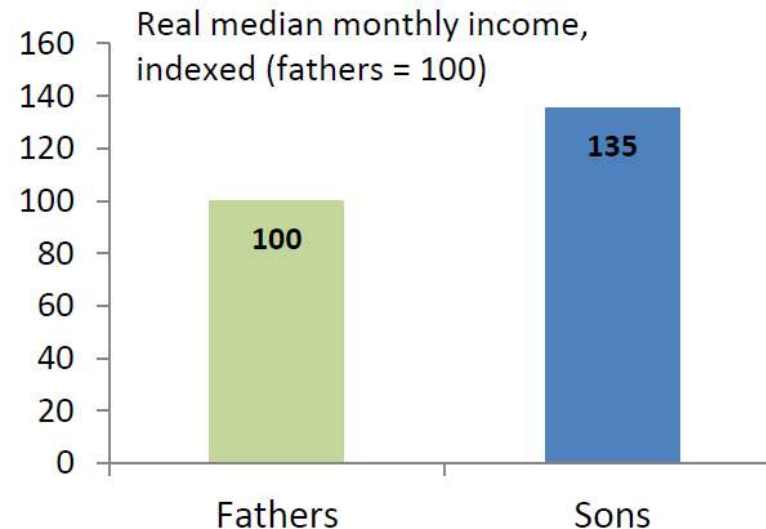
- Government creates conditions for growth, and an enabling environment that provides affordable and quality education, housing, and healthcare services for all Singaporeans
- Individuals work hard, doing the best for themselves and their families, bringing dignity
- Family members support one another through the ups and downs of life – our first line of support
- Together, with the support of a caring community, the Government provides an extra hand to uplift Singaporeans in need – the low-income, the vulnerable, and persons with disabilities, among others

Absolute mobility: Singaporeans generally earned more than their fathers did

Cohorts of Singaporeans enjoyed higher incomes than the preceding generation, even after correcting for increases in the cost of living

- Real median income of all sons born from 1978-1982 at age 30 exceeded that of their fathers at age 48, by about 35%

Figure 10: Real median incomes for sons born in 1978-1982 and their fathers

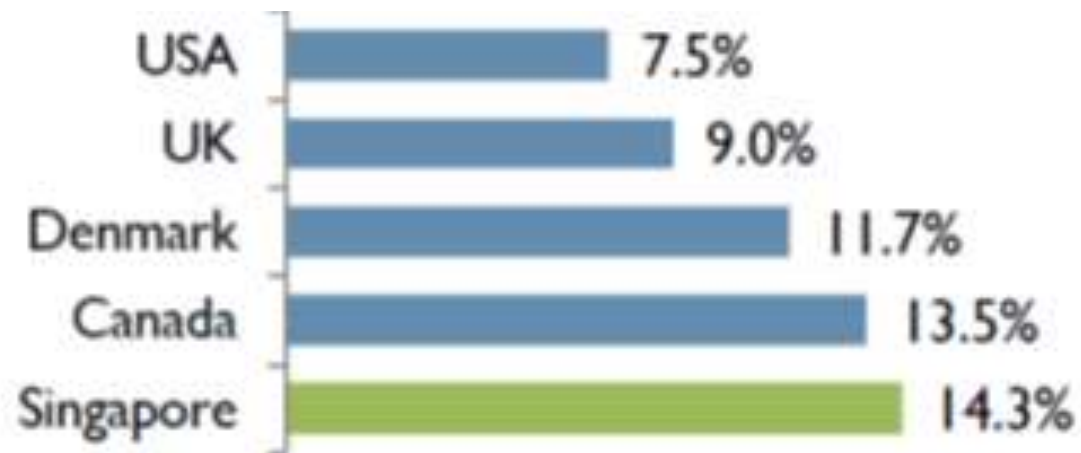


Relative mobility in Singapore is also higher compared to other advanced economies

Intergenerational relative mobility in Singapore is higher than in North America and Europe

- 14% of Singaporean children from the lowest quintile of parents managed to reach the top quintile among their own cohorts, higher than the figure of 7.5% for the US, as well as the corresponding figures for the UK, Denmark and Canada

Percentage of children (born to parents in the 20% of income) who reached the top 20% of income



Nonetheless, it will be an increasing challenge to sustain such mobility in the future as the pace of Singapore's development slows

The relatively high mobility estimates shown earlier likely reflect the rapid economic transformation that occurred during the period when these cohorts grew up

- Singapore's rapid transformation in the 1980s and 1990s was accompanied by a significant expansion in education and job opportunities
- Singaporeans who came of age during this period would have enjoyed opportunities that their parents did not
- **Like other countries, as the pace of Singapore's development slows, it will be an increasing challenge to sustain such mobility in the future**

Core elements to support social mobility

Strong system and structure required to make things work.

- Education

- Health

- Housing

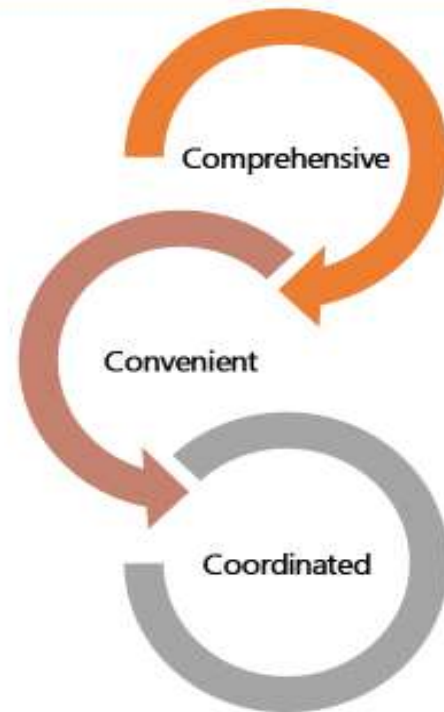
- Good jobs - quality; competency; future oriented

Key Priorities in our social compact



Ongoing efforts to strengthen support for those in need

Strengthening Social Service Delivery (S3D) – The 3Cs Approach



We must deliver help to individuals and families in a **Comprehensive, Convenient and Coordinated** manner.

- **Comprehensive**, in addressing the various challenges that they face.
- **Convenient**, so that they need not jump through unnecessary hoops to access and receive help.
- **Coordinated**, in the way government and community agencies deliver the help around their needs, rather than along agency lines, with a view to support them holistically.

We have been steadily strengthening social service delivery to provide 3C support

(1) Comprehensive and Targeted Support for the Low-Income and Vulnerable

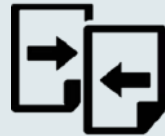


Train frontline and case officers across agencies to identify clients' needs and connect them to relevant help



[NEW] Bring partners together under ComLink to deliver holistic support to families in rental housing.

(2) More Convenient for Low Income and Vulnerable Households to Receive Help



Streamlined Assessment Protocols (SAP) across agencies so clients need not repeat their story.



[NEW] All SSOs to offer access to multiple services, **either in person or through video-conferencing**

(3) Better Coordination and Link-Ups across Agencies



[NEW] Case Master Action Planning (Case MAP) to provide guidelines for coordination across agencies.



[NEW] Social Service Systems Office (S3O) – Escalation channel for intractable cases

Enablers



Supported by **SG Cares Community Network sessions** to build people-to-people connections. 21 sessions held so far



Developing **system enablers** to facilitate info sharing and reduce administrative burden for both clients and officers

ComLink signifies a shift towards a proactive approach to support 14,000 families with children living in rental housing towards achieving '3S' through three ComLink pillars



1
Proactively reaching out to families to address their needs early



2
Providing comprehensive case support including befriending and action planning



3
Galvanising the community to provide customised programmes and services

- In 2019, we piloted ComLink at Marsiling, Jalan Kukoh, Kembangan-Chai Chee, and Boon Lay for around 1,000 families and have made good progress.
- In 2021, we started to roll out ComLink nation-wide – covered 11 ComLink towns so far, and will roll out to the remaining 10 ComLink towns in 2022.

Things to think of in designing a programme

- Stickability
- Sustainability
- Use of behavior insight in designing programme
- Small changes that can bring out big impact

Areas to consider in Programme design

- System: broad philosophy
- Structure: what is required to sustain the good
- People: personal decision and choices
- Casework/social work involved
- Digital divide and its impact



DR. DEAN WILLIAMS

Dean Williams is the President of The Leaders Compass, and the author of ***Leadership for a Fractured World: How to Cross Boundaries, Build Bridges, and Lead Change***, and ***Real Leadership: Helping People and Organizations Face Their Toughest Challenges***.

Dean has curated and led the Social Leadership Singapore 4-month program for 14 years and is very familiar with the social challenges facing Singapore.

For nearly two decades he was a faculty member of the Harvard Kennedy School, based at the Center for Public Leadership. At Harvard he directed the popular ***Global Change Agents*** executive education program and was responsible for the World Leaders Interview Project.





DEFINING
“BREAKTHROUGH” IN
ERADICATING POVERTY

With Dean Williams



A BREAKTHROUGH IS DOING
SOMETHING THAT HAS NEVER BEEN
DONE BEFORE THAT OPENS UP
NEW POSSIBILITIES FOR ACTION
AND ACCOMPLISHMENT

WHY WE DON'T GET BREAKTHROUGHS

THE
MORE,
BETTER,
DIFFERENT
PARADOX

MORE

BETTER

DIFFERENT

—

THE APPROACH
TO ADDRESSING
A
BREAKTHROUGH
IS CREATIVE,

GENERATIVE,
INNOVATIVE



A large orange circle on the left side of the slide, partially cut off by the edge.

TO GENERATE A
BREAKTHROUGH
REQUIRES:

Breakthrough
Thinking

Breakthrough
Leadership

Breakthrough
Processes

IMAGINATION

ASPIRATION

BREAKTHROUGH
THINKING

THERE IS NO IS



A WAY TO THINK ABOUT YOUR GOAL

**THE
BREAKTHROUGH-
ASPIRATIONAL
RANGE**

EXTRAORDINARY OUTCOME

VERY GOOD OUTCOME

AN ACCEPTABLE OUTCOME

**DISTINGUISH ADAPTIVE CHALLENGES
FROM TECHNICAL CHALLENGE**



**BREAKTHROUGH
LEADERSHIP**

**DEVELOP A LEADERSHIP NETWORK
AND ENCOURAGE CHANGE AGENTS**

**LEAD ACROSS
BOUNDARIES**

**HARNESS THE POWER
OF DIVERSITY**

BREAKTHROUGH PROCESSES

**PROMOTE AND MANAGE THE
PROCESS OF EXPERIMENTATION**

FUN

LEARNING

KEEP IT REAL

**DOING IT WITH PEOPLE, NOT FOR
PEOPLE OR TO PEOPLE**

MICHELLE LIM

- Serial Entrepreneur since 2003
 - CEO and Co-Founder of Make The Change (B Corp Certified Social Enterprise)
 - CEO and Co-Founder of M.A.D. School by Chatsworth Medi@rt Academy
- CCO of Digital Arts for All (DAFA), Design for Good (DFG), Younite
- Board of Director of ICO: Solutions to End Poverty
- Corporate Consultant of CSR and Sustainability Program
- Fellow of Company of Good 2021
- Fellow of Angels of Impact – ASEAN WISE (Women)
- Fellow of raiSE S.E.L.E.C.T
- Apple Certified Learning Professional
- Mentor of SCAPE Youth Entrepreneurship
- TEDx Singapore Speaker
- Advisor for JRS's Refugees E3 Program



A close-up photograph of a person's hand pointing at a table covered with various documents, sticky notes, and a color palette. The scene suggests a collaborative workspace or a meeting. The text 'WHAT IS A BREAKTHROUGH?' is overlaid in a white box at the top left.

WHAT IS A BREAKTHROUGH?

NEW WAYS OF THINKING

Breakthrough requires new ways of thinking, leading, organizing, and working. It cannot be produced by the same means that produce ordinary improvement and incremental changes.

OUTCOMES

Breakthrough outcomes must be specified in advance as part of the design of the project, and be concrete and measurable, while also leaving room for other important outcomes to address value shifts, mindset changes, and deep community learning.

THE BREAKTHROUGH OVERVIEW



UNIQUE

Identify unique candidates through 'The Breakthrough', an event to attract such talents to design potential solutions, which they could be and want to be involved in.



FELLOWSHIP

From the participants (not necessarily the winners), we identify candidates to award individually designed fellowships that will strengthen their capability and provide resources towards achieving their goals.



PANEL OF EXPERTS

A diverse panel of experts will help in the selection of candidates and the definition of the breakthroughs in each project.



AUTHENTIC

Designed with the help and input of mentors and practitioners in the field.



BREAKTHROUGH BENEFITS

- Well-thought through interventions and experiments
- Areas for community connections
- Partnerships with relevant and strategic stakeholders like various ministries for sustainability and scalability

“Eradicate Poverty in Rental Public Housing in Singapore”



Gathering talents across FSCs, SEs, Universities and interested groups that have prior experience and involvement in working with poor families



Brainstorm and work on innovative breakthrough solutions to eradicate poverty with measurable, concrete as well as lasting intangible changes (ie. mindset shifts)



Partnership with key stakeholders for sustainability & scalability

Quick Contest Mechanics Recap



120 - 150 Applicants

*FSCs in Singapore, Social enterprises working with vulnerable and low income families, Universities and academics, and interested groups.

25 Selected Teams for 45 min presentation

10 Shortlisted teams will get \$25k per team to work on Concept for 4 months, with mentorship and trainings by =Dreams Asia

Re-submit proposals for panel of 10 judges.
2-hour presentation per team.

1 Final Winner wins \$500k for innovative solution

THE BREAKTHROUGH COMPETITION

Pre-selection

From the applications, 25 applicants will be selected by both the ILC CSR team and =Dream team. 10 will be shortlisted. These 10 finalists will each receive \$25,000 to further develop their designs and re-submit after 4 months to the panel of judges for the final selection of the winner.

The goal of this process is for =DREAM to have a pipeline of 25 applicants for its consideration for further support.

The 4-month proof of concept

The investment of \$25,000 per team is to enable the contestants to “hire” a team or professional to work on the proof of concept even if they don’t win the final prize. They will be stimulated and motivated to carry on with the concept and hopefully put it into practice. Throughout the 4 months, they will be provided with a rich set of opportunities for them and access to:

- mentors,
- potential funders,
- dialogues with policy makers, subject experts,
- Innovators,
- customised training and coaching sessions to help cohort/teams to learn concrete ways to shape, frame, communicate and execute their designs.

THE PRIZE



The winner will receive \$500,000 for innovative solution to eradicate poverty. The team will be encouraged to take the proof of concept, prototype, and realise it. They will be given opportunities to connect, experiment, grow, and get their ideas seen and adapted to the real world. They will scale their innovations for further investments.

THE PANEL OF JUDGES



An independent panel of expert judges, about 10, comprising of thought leaders and practice leaders - entrepreneurs, innovators, policy makers, philanthropists, and academics will be established.

They will review the 10 final teams' proposals to demonstrate the effectiveness of their ideas in field tests, which will be evaluated for their ability to:

- Increase net economic value to the family.
- Provide an integrated approach with a viable and sustainable intervention model.
- Be implemented by FSCs, Social Enterprises, and other community-based organisations in Singapore.
- Leverage on existing platforms for knowledge, practices, and advocacy.

TIMELINE

No.	Activity	Content	Commencement	End
1	Launch of Award	There will be a 2-hour presentations by a panel of experts on poverty in Singapore and the urgency and importance in addressing this national issue. This will be followed by a presentation on the definition of breakthrough to hone in the message of the Breakthrough Award and encourage participation.	May 19 (10am - 12noon)	May 19
2	Submission of concepts	A portal will be set up for submission of concepts over 2 months.	May 23	July 22
3	Review of applications	ILC CSR and =Dream will review all the applications and shortlist 25 of them for the competition.	Aug 1	Aug 22
4	Presentation by 25 applicants to Advisory Panel for selection of 10 finalists	There will be a 45-min presentation and Q& A by each team.	Sept 1,2,8,9	Sept 12
5	Design of interventions by 10 finalists with support from Resource Panel	Depending on the teams' requirements, they will be working with mentors, subject experts, attending training, and interviews with key stakeholders.	Oct 3 2022	Jan 27 2023
6	Presentations of 10 finalists to panel of judges for selection of winner	Each team will be given 2 hours to present their proposals followed by Q&A.	Feb 6	Feb 8 2023
7	Award ceremony	Announcement of Winner	Feb 20	Feb 20 2023

STANLEY TAN

CHAIRMAN OF =DREAMS COLLECTIVE

Stanley is a proud and happy father of two daughters; a businessman; and a committed humanitarian.

With more than three decades of real estate investment experience in Singapore, New Zealand and Australia, his portfolio comprises townships, commercial, retail, industrial and residential developments.

He currently chairs the South Central Community Family Service Centre, is Co-Chairman of the Asia Philanthropy Circle and a member of the Honorary Advisors of the Asia New Zealand Foundation.

Stanley was previously Vice-Chairman of Singapore Red Cross Society, member of the Charity Council, Chairman of Beyond Social Services, and Chairman of the National Volunteer & Philanthropy Centre. He also co-founded The Hope Fund, MILK (Mainly I Love Kids) Fund, Community Foundation of Singapore.



HOW CAN WE HELP THEM?

**TACKLE THE
ROOT OF THE
PROVERTY**

break down the complexities and tackle root cause(s) of poverty

**COMPREHENSIV
E & CROSS-
SECTOR
APPROACH**

identify a comprehensive perhaps even cross-sector approach to tackling those issues perpetuating poverty, bringing together both existing and new solutions

**LASTING
TRANSFORMATIV
E CHANGE**

generate lasting, transformative change for the chosen community

WHO ARE WE HELPING?

We are focusing on families with young children living in HDB rental housing. We believe this cohort is the largest representative group of the families that can benefit from this intervention.



28. with three of her seven children. Her husband works odd jobs and brings hom

HOW CAN WE SUCCEED?

LASER FOCUS ON SYSTEM CHANGE

Understanding the context and focusing on the specific needs of the community can help you deploy a targeted, flexible, and comprehensive set of approaches to the problem at hand.

DEEP LISTENING AND PARTNERSHIP

Demonstrating a long-term commitment to an area is one way to build that trust and partner with communities.

EXPERIMENTATION, LEARNING, AND INNOVATION

We need to be prepared to work together to innovate and experiment with bold solutions.

Philanthropy dollar can play a catalytic, risk-taking, and patient role, but not permanent. With your commitment we CAN!

A close-up photograph of several green leaves with water droplets on their surfaces. The leaves are vibrant green, and the water droplets are clear and glistening. The background is slightly blurred, focusing attention on the texture of the leaves and the droplets.

**SPONSORING
ORGANISATION
=DREAM ASIA LIMITED**

**CURATION AND PROJECT
DIRECTION
INTEGRATIVE CSR PTE. LTD**

**BRANDING AND PROJECT
MANAGEMENT
MAKE THE CHANGE**

THANK YOU

To find out more or to sign up, visit our portal: www.dreamsasiabreakthrough.com

to download the application forms and participation rules.

For enquiries, please contact: breakthrough@makethechange.sg