THE FUTURES OF GIVING 2021

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nvpc

Towards a
City of Good

EXECUTIVE SUMMARY

How will the giving landscape look like in the next 10 years? What causes will people focus on in the future, who are the untapped pool of givers, how will people give, and what are the key trends that will shift the way people give and receive? The Futures of Giving 2021 Report outlines the key trends that will impact the giving landscape. This will help us prepare for future challenges and shape the path towards a better future. We approached this by understanding where the seeds of that future are in the present with experts, stakeholders, and the general public. Key insights and trends identified include:

01 | OVERALL GIVING SENTIMENTS
The concept of "Giving" and traditional forms of charitable giving, specifically volunteerism and donation, are evolving to transcend beyond the non-profit sector. Respondents highlighted a shift from a narrow interpersonal exchange at the individual level towards a wider, more expansive notion of giving at the community level.

02 | TREND 1 – SHIFTING DEMOGRAPHIC DYNAMICS
The giving landscape will be shaped by an ageing population, rising affluence, growing proportion of non and naturalised citizens, and the predominant role that millennials and Gen Z will play in society. These demographic trends will affect our social fabric, social service provision, giving methods and pool of potential donors and volunteers.

03 | TREND 2 – EVOLVING SOCIAL COMPACT
Singapore's prevailing social compact is facing new challenges amidst societal inequalities and divisions, an economic downturn, and more engaged citizens. This will affect our social cohesion and resilience to face future challenges, pursuit for a fairer and more inclusive economic growth, and drive to cultivate collective responsibility involving all stakeholders in society.

04 | TREND 3 – BUSINESSES AS A FORCE FOR GOOD
As society is becoming more environmentally and socially conscious, more companies are moving towards focusing on the triple bottom line so as to attract more talent, investors, and consumers. This will lead to sustainability emerging at the forefront of businesses, a greater emphasis on employee welfare, and leadership looking to make an impact on the communities that their businesses operate in.

05 | TREND 4 – PEOPLE SECTOR TRANSFORMATION
Social issues are evolving and getting more complex with a rise in social and health comorbidities, an ageing population, and rise in mental health issues. The people sector is evolving so as to meet the demand, signaled by the growth in funding sources, efforts to resolve manpower constraints, emerging players in the giving landscape, and large and proactive donors. These current factors will impact the structure, growth, and sustainability of the sector.

06 | TREND 5 – DIGITAL ACCELERATION
The wave of digitalisation that will impact the future of giving includes the popularity of digital giving platforms, the digital divide, proliferation of fakes news & misinformation, data-driven giving and service delivery, as well as technology advancements and AI displacing workers. The trends identified will shape how the sector engages with vulnerable individuals and givers.

EXECUTIVE SUMMARY

07 | TREND 6 – SINGAPORE MAKING A GLOBAL IMPACT

Amidst an increasingly volatile geopolitical climate, Singapore has navigated its way to ensure that the voices of small states continue to be heard. Prioritising sustainability will see Singapore position itself as a regional and global hub for sustainability-related research & development, while amplifying its philanthropic diplomacy can allow it to be a global giver and the 'best for the world'.

08 | CONCLUSION

Giving has wide-ranging implications on all aspects of society and—if properly leveraged—holds the greater promise of creating systems change in Singapore. We invite readers to build a future where giving, in all its forms, is embedded into the fabric of society, economy, and geopolitics, and drives every aspect of our daily lives in Singapore.

THE FUTURE AHEAD AND FOOD FOR THOUGHT

How might giving help strengthen social capital to overcome potential ideological faultlines arising from new social/demographic segments?

How might the old, the young, and the non-/new Singaporeans redefine giving norms in Singapore?

How might we leverage on the richness of Singapore's social fabric as a hotbed of new ideas, opportunities, and innovations in giving?

With rising affluence, how might we facilitate better resource redistribution without falling into the trap of 'top-down' transactional giving?

Are Singaporeans prepared to pay more for goods and services so companies can provide fairer compensation for their workers?

How might businesses play a role in promoting inclusive growth and protecting employees amidst a K-shaped economic recovery?

How can community-driven initiatives and solutions be brought to scale to seed a new, inclusive social compact for Singapore?

How can technology advancements and AI be better leveraged to bridge societal inequalities?

With Millennials and Gen-Z shaping a more socially conscious workforce, how can companies build a positive giving environment from the inside out?

How can NPOs work with larger companies to leverage their respective strengths and build a new model of partnerships for purpose?

How can companies advocate for change or inspire action amongst their consumers to solve global issues?

What role do corporate leaders play in transforming their business models to address social or environmental challenges?

How can we leverage on alternative funding models, new talent strategies and game-changing digital transformation to future-proof the people sector?

How can NPOs be incentivised or encouraged to envision, test, and scale new ideas that will align with the values and expectations of the next generation of givers (i.e., Millennials and Gen-Z)?

Will professionalising the sector drive a competitive mindset amongst NPOs?

How might Giving become an integral part of our daily lives through digital transformation and democratised access to technology?

If technology can facilitate data-driven giving and analysis, what indicators should we look for to enable more effective giving?

How can a transformative sector-wide adoption of technology be best facilitated for the people sector that is grappling with manpower & resource constraints?

Beyond regulations and governance, how can donors and service users be given a voice in policy and design decisions over the use of their data?

As a global citizen, how can Singapore and Singaporeans be the "best for the world" in a global environment that is increasingly protectionist and inward-looking?

What role might Giving beyond our shores entail and how will it likely be perceived by other nations?

To what extent can 'Green Activism', which is largely youth-driven, shape the sustainability agenda? How can their efforts be heightened, and youths be viewed as potential policy collaborators or partners?

INTRODUCTION

> ❝❝ **The best way to predict the future is to create it.**
>
> *Peter Drucker*

THE WORLD AT A TIPPING POINT

For the past couple of decades, scientists, economists, and observers have called out the unsustainability of our economic, financial, environmental, and social systems. These calls have grown louder in the years leading to 2020. Global metrics like the Planetary Boundaries and the Sustainable Development Goals (SDGs) have indicated that our survival may be under threat if the world continues to function in our current ways.

Then COVID-19 struck. From climate change to global inequalities, the "crisis of a generation" accelerated and amplified the vulnerabilities of our existing system. The crisis has brought chaos with the loss of human lives, contracting global economy, and exacting high social costs such as unemployment, mental health and social unrest (OECD, 2020). For the first time since the Great Depression, advanced economies, emerging markets, and developing economies were in recession (IMF, 2020), with Singapore seeing its worst recession since independence. The magnitude and speed of collapse of activities reflect the fragility and interconnectedness of our systems and institutions and will continue to have lasting effects.

However, the crisis has also brought about winds of change.

Across the world, reports have shown how countries' responses to adapt to the crisis 'forced' them into accelerated developments. Healthcare, digital transformation, education, and food supply are seeing systemic transformation.

This 'catalytic' effect has also impacted the non-profit sector which suddenly finds itself needing to embrace technology. Digital transformation—often seen as an aspirational goal—has now become a necessity, for example, tracking donation dollars and providing service delivery virtually as donors, volunteers and service users go digital (Devex, 2021).

There are strong ground energies demanding change. People have seized the opportunity to press the 'reset button' to fix what is broken in our current system. How the giving landscape will change requires us to take stock of where we are, question our assumptions, and create a path towards a better future.

OBJECTIVES OF THE STUDY

The Futures of Giving project aims to outline key trends and paint possible scenarios of the giving space in Singapore in the next 10 years. The insights will help the National Volunteer & Philanthropy Centre (NVPC), stakeholders in the giving ecosystem, and the general public to anticipate those changes and co-create a future Singapore that we want to live in.

Specifically, the project aims to:

• Identify systemic shifts (in the macro and giving ecosystem) and emerging signals in the giving space

• Understand the impact of these shifts on the giving landscape in creating new needs and new opportunities

• Provide recommendations on how we can navigate the new realities and co-create the preferred future

While the project does not aim to conclusively predict the future, it seeks to offer a range of plausibilities to consider through scenarios.

Any Futures exploration seeks to actively and collectively articulate the world that we are living in, want to live in, understand where the seeds of that future are in the present, and co-create that world together. This study, therefore, has been carried out in two phases;

Phase 1- Trends Research Phase (March 2020 to July 2021)

We identified key trends affecting Singapore and the world today, and how they affect the giving space. This phase encompassed desktop research for horizon scanning, and direct fieldwork through interviews and workshops. This Report is the culmination of Phase 1, which will be used as the basis of Phase 2.

Phase 2- Scenario Phase (July 2021 to July 2022)

This phase comprises of Trends-to-Scenario phase. We have chosen Participative Scenario Planning for its co-creative nature. This approach has proven use for businesses (e.g., Shell) and governments (e.g., Singapore National Scenario 2035 by the Centre for Strategic Futures at the Prime Minister's Office; the UK's Foresight Programme/Scenario Office) to envision possible futures to improve decision making and strategy setting. The set of Scenarios will be published separately at the end of Phase 2.

SCOPE AND APPROACH OF THE STUDY
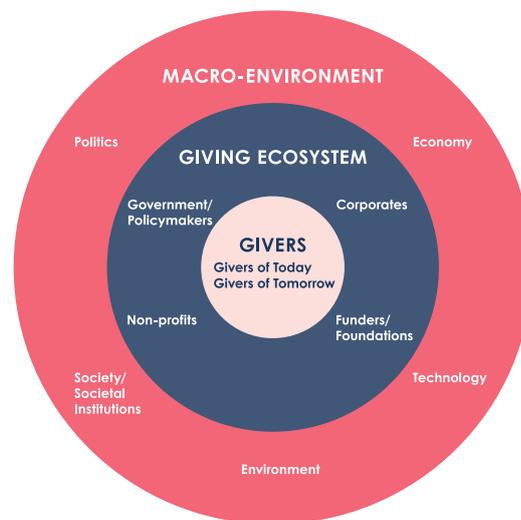
The study takes a systemic view of the giving space on three levels — the Macro-Environment, the Giving Ecosystem, and the Individual Givers.

• **Macro Environment** explores the drivers of change at the national and global level across the domains of Society, Technology, Economy, Environment and Politics (STEEP).

• **Giving Ecosystem** investigates how these shifts affect key stakeholders in the immediate 'operating environment,' specifically policymakers, non-profit organisations, foundations/funders, and corporates, and how these shifts impact how they give or receive.

• **Givers** look at the emerging signals and signposts that indicate shifts in givers' profiles, psyches, motivations, and behaviours. This includes existing givers with their well-established ways of giving, such as volunteers, donors, and community leaders ("Givers of Today"), and future givers who are entering and redefining the giving space with their own brands of giving ("Givers of Tomorrow").

The three circles are distinct but interconnected. The outer circles function as 'structures' that assert influence on the 'actors' in the inner circles, and just as much, the agencies of individual actors could create unique dynamics and build catalytic momentum impacting the outer circles.

75 individual stakeholders were then identified and interviewed across these three levels, and their views were further supplemented by desktop research and objective measures. Respondents across various backgrounds were categorised into two groups, (i) Individual Givers and (ii) Expert Panel.

75 RESPONDENTS

Tier 1a/1b: **Givers of Today and Tomorrow**

Tier 2: **Stakeholders in the Giving Ecosystem**

Tier 3: **Domain Experts**

38 WORKSHOP PARTICIPANTS

Futuring Workshop with Givers of Today and Tomorrow

37 EXPERT INTERVIEWS

19 Foresight interviews with key stakeholders in the giving Ecosystem

13 Foresight interviews with Domain Experts

5 Mini interviews with 'Beneficiaries'

NOV 2020 ━━━━━━━━━━━━━━━━━━━━━━━━━━━ ▶ FEB 2021

More on the analysis process can be found in **Annex A: Methodology.**

HOW THIS REPORT IS STRUCTURED

At the heart of this report are 6 content chapters and the overall giving sentiments. Each chapter focuses on key trends, implications, and possibilities that affect the giving landscape along with case examples and specific calls to action to help readers actively think through them. It concludes with a high-level synthesis of the trends and outlines how they might evolve to shape the giving landscape ahead.

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To prepare for future challenges in the Giving landscape and create a future that we want to live in, we need to understand where the seeds of that future are in the present. These are the key trends that will shape the Future of Giving in Singapore.

Evolving Social Compact

Inequalities and Social Division

Rebuilding the Economy

Role of State and Society

- Are Singaporeans prepared to pay more for goods and services so that companies can provide fairer compensation for their workers?
- How might businesses play a role in promoting inclusive growth and protecting employees amidst a K-shaped economic recovery?
- How can community-driven initiatives and solutions be brought to scale to seed a new, inclusive social compact for Singapore?
- How can technology advancements and AI be better leveraged to bridge societal inequalities?

Shifting Demographic Dynamics

Impact of Ageing Population

Rising Affluence

Role of Non and Naturalised Citizens

Millennials and Gen-Z as Future Leaders

- How might giving strengthen trust and sense of a common ground in a divided society?
- How might the old, the young, and the non-/new Singaporeans redefine giving norms in Singapore?
- How might we leverage on the richness of Singapore's social fabric as a hotbed of new ideas, opportunities, and innovations in giving?
- With rising affluence, how might we facilitate better resource redistribution without falling into the trap of 'top-down' transactional giving?

Businesses as a Force for Good

Growth of Green Consumers and Investors

Socially Conscious Workforce

Role of Corporate Leaders

- With Millennials and Gen-Z shaping a more socially conscious workforce, how can companies build a positive giving environment from the inside out?
- How can NPOs work with larger companies to leverage their respective strengths and build a new model of partnerships for purpose?
- How can companies advocate for change or inspire action amongst their consumers, partners, suppliers, and shareholders to solve global issues?
- What role do corporate leaders play in transforming their business models to address social or environmental challenges?

Digital Acceleration

Popularity of Digital Platforms for Giving

Gap in Digital Divide

Proliferation of Fake News and Misinformation

Data-driven Giving and Service Delivery

Technology Advancement and AI's Impact on the Future of Work

- How might Giving become a part of our daily lives through digital transformation and democratised access to technology?
- If technology can facilitate data-driven giving and analysis, what indicators should we look for to enable more effective giving?
- How can a transformative sector-wide adoption of technology be best facilitated for the people sector that is grappling with manpower and resource constraints?
- Beyond regulations and governance, how can donors and service users be given a voice in policy and design decisions over the use of their data?

Singapore Making a Global Impact

Sustainability Agenda Prioritised

Singapore as a Giving State

- As a global citizen, how can Singapore and Singaporeans be the "best for the world" in a global environment that is increasingly protectionist and inward-looking?
- What role might Giving beyond our shores entail and how will it likely be perceived by other nations?
- To what extent can 'Green Activism', which is largely youth-driven, shape the sustainability agenda? How can their efforts be heightened, and youths be viewed as potential policy collaborators or partners?

People Sector Transformation

Growth of Funding Sources

Skilled Volunteers and Manpower

Emerging Players

Large Proactive Donors

- How can we leverage on alternative funding models, new talent strategies, and game-changing digital transformation to future-proof the people sector?
- How can NPOs be incentivised or encouraged to envision, test, and scale new ideas that will align with the values and expectations of the next generation of givers (i.e., Millennials and Gen-Z)?
- Will professionalising the sector drive a competitive mindset amongst NPOs?

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Shifting Demographic Dynamics

Impact of Ageing Population
While the drive towards active ageing will see more seniors engaged and employed, the hardships of lower-income seniors will escalate amidst higher costs of living. Shrinking family structures will also mean that the community will need to step up to provide support.

Rising Affluence
The growing number of ultra-high net-worth individuals in Singapore will see the pool of contributors to causes and charities increasing, but may potentially widen income inequality.

Role of Non and Naturalised Citizens
While non and naturalised citizens have contributed to the economy and added to Singapore's diversity and multiculturalism, rising xenophobic sentiments have heightened calls for greater acceptance and integration.

Millennials and Gen-Z as Future Leaders
Tech-savvy, environmentally and socially conscious millennials and Gen-Z will play a more predominant role in society as future leaders and in the workforce, shaping how companies and philanthropy operate.

Evolving Social Compact

Inequalities and Social Division
Widening inequalities, as well as racism, will create social divisions. Efforts to address this are needed to prevent Singapore from becoming fragmented and unable to unite to tackle future challenges.

Rebuilding the Economy
The anticipated 'K' shaped economic recovery will have implications on jobs and wealth distribution, which will in turn have an effect on income inequality as well as demand and resources for the social sector.

Role of State and Society
A move away from reliance on the government to self, corporate, and community responsibility will have implications on charities, service delivery, and the allocation of resources in the future.

Businesses as a Force for Good

Growth of Green Consumers and Investors
A rise in green consumerism, green investing, and adoption of sustainable practices will have a positive impact on the environment and society in the future.

Socially Conscious Workforce
An increasingly socially conscious and inclusive workforce will enable vulnerable groups to be gainfully employed, reducing the number of beneficiaries requiring social services in the future.

Role of Corporate Leaders
As more corporate leaders take charge of the impact of their businesses and embed social responsibility in their core business strategy, this can also help ease resource constraints for NPOs in the future.

People Sector Transformation

Growth of Funding Sources
Revenue diversification will lead to the financial sustainability of NPOs, but it may also result in a commodification of the people sector and inefficient resource allocation.

Skilled Volunteers and Manpower
With an expected rise in complex social issues, the sector has turned to skilled volunteers, automation, and even second careerists to address manpower constraints, amongst other strategies now to be future-ready.

Emerging Players
Emerging players have enabled faster and wider service delivery but also resulted in concerns over the fragmentation of the sector, driving a need to ensure effective collaboration in this space.

Large Proactive Donors
As large donors engage in more strategic and impact-driven giving, this can pave the way for new, innovative funding models and collaborations to support NPOs.

Digital Acceleration

Popularity of Digital Platforms for Giving
The rise in online giving and virtual fundraising platforms will shape how givers and NPOs interact in the future.

Gap in Digital Divide
The growing digital divide could see vulnerable groups being left behind in the digital future. Less well-resourced NPOs will see their service delivery affected with implications on their sustainability and the causes and beneficiaries that they serve.

Proliferation of Fake News and Misinformation
The rise in fake news and misinformation will affect trust, but it may also be the impetus for the sector to strengthen its accountability and promote transparency.

Data-driven Giving and Service Delivery
The use of data and its risks, as well as data management regulations and policies, will have an impact on the future of service delivery and giving.

Technology Advancement and AI's Impact on the Future of Work
While technology and automation has eased some of the sector's manpower constraints, there is a need to preserve its 'heart' and human touch, and ensure that vulnerable workers can reskill and remain employable. Otherwise, it could increase the demand for social assistance or support.

Singapore Making a Global Impact

Sustainability Agenda Prioritised
A heightened role for Singapore to combat climate change at a regional and global stage could see Singapore position itself as a sustainable finance and 'green' research and development hub.

Singapore as a Giving State
Singapore's influence as a regional and global giver - buoyed by its 'philanthropy diplomacy' and growing local philanthropic scene - can be bolstered by revising existing policies to encourage more giving beyond our borders.

OVERALL GIVING SENTIMENTS

> **I think a key issue for the future would be our sense of ourselves as a society … It is this combination of being at ease with who we are collectively, having a natural and genuine interest in one another, and that sense of responsibility for each other and wanting to give extra support for those who do not have much social scaffolding**
>
> *Senior Minister Tharman Shanmugaratnam*

The concept of "Giving," and traditional forms of charitable giving such as volunteerism and donation, are evolving. Respondents highlighted a shift beyond a narrow framing of giving as interpersonal exchange at the individual level, towards a wider and more expansive notion of giving at the community level:

From	To
One-way transaction from giver to receiver	Exchange of benefits
Act of giving	Mindset and values behind the act
Monetary, transactional forms of giving	Softer, qualitative, relational, more informal forms of giving
Respond to immediate needs via service provision work	Tackle structural root cause issue via funding or advocacy work
Volunteerism and donation	Create connection and community building
Doing good	Create impact
Focusing on direct action (e.g., providing handouts)	Focusing to create pre-conditions to enable giving (e.g., empowering communities in need)

This expansion of scope also sheds light on how we are redefining giving.

Some respondents contest the view that giving is an end in itself, preferring to see it as a means to an end of creating social change. In other words, the goal of giving is to ensure that we facilitate change such that over time, there is less need for charitable giving.

> **Why not think about doing away with giving? Are we just going to do good by ensuring more giving? Or are we going to facilitate change so there is less need for giving?**
>
> *Dr Kanwaljit Soin*

Others noted that the traditional principles of giving perpetuate inequality and social stratification, where the 'haves' give resources to the 'have-nots'. This 'top-down' dynamic, as opposed to a circular/lateral flow in a more equitable society, impacts the dignity of the receiver and entrenches the notion that the quantum is more important than the impact of the giving.

> **Giving suggests [a] structural approach of one having more and one having less, and actually, it should be more equal and equitable between parties. The framework on which [giving] needs to start has to come from the common humanity, which means a stronger assertion on our community spiritedness and to ensure access to opportunities.**
>
> *Ms Braema Mathi*

The trend towards mutuality in giving is gaining traction. Giving is not one-way but mutual—a form of contributing to society in a mutually interdependent manner. It is important to appreciate that everyone, regardless of the quantum of asset or form of possession, has different roles to play in society and are accountable to each other to build up the common good in Singapore.

EVOLVING WAYS AND EXPRESSIONS OF GIVING

These evolving giving sentiments manifest themselves in the different ways we give today.

The COVID-19 experience is particularly illuminating in this regard. Responding to the emerging needs from the pandemic situation, people from different walks of life sprung to action. From making and distributing masks and food (TODAY Online, 2020), to starting initiatives to help the homeless and households residing in rental blocks, to developing information and translation apps and portals (ChannelNewsAsia, 2020), and providing virtual tuition lessons to disadvantaged students etc. (The Straits Times, 2020).

These creative and novel responses suggest what giving can look like in the future. They reflect greater empowerment among the current and future generation of givers, and the possibilities to engage them more to make giving their culture and way of life.

Based on our expert interviews and workshop with individual givers, we noted the following key shifts in givers and giving behaviours:

• **Emergent players**, such as the youth, foreign talent, new generation of philanthropists, and communities who are traditionally seen to be in need (e.g., migrant workers)

• **Emergent channels**, including an even broader range of social media and virtual solutions that shape giving

• **Emergent enablers**, including AI and machine learning, open data regime, greater transboundary causes

• **Emergent sensibility and consciousness**, including greater appetite for democratisation, transparency, mindful consumerism, moral consciousness

The diagram below developed by workshop participants highlights how these changes manifest in terms of giving behaviours. The dark pink circle entails the more 'traditional' modes of giving, which are still relevant, while the light pink circle contains the newer expressions of giving.

Caring for those around us - the elderly, differently abled

A listening ear

Interfaith dialogues

Being generous with our talents

Treating our cleaners, security guards, workers and helpers with respect

Small acts of kindness

Donations   Mutual Aid
Charity   Volunteering
Impact Investing   Crowd-funding
Humanitarian Relief

Appreciating and protecting the gifts of Mother Earth

Time banking

As an employer, providing job security

Making and creating

Advocacy work

Befriending others

GOING BEYOND CHARITABLE GIVING

> **NVPC's definition of Giving**
>
> In NVPC, we see Giving beyond the giving of time (volunteering) and money (donating), but also including giving of help, skills, running errands, advocacy, items and other assets (e.g, airmiles).
>
> Beyong specific behavious and forms of capital, Giving is also about adopting an other-centered mindset. We see the potentials of Giving to be a lifelong habit; a new social compact towards a caring and cohesive society, and a part of who we are as Singaporeans.

Charitable giving remains core to the national agenda of building a caring and inclusive society in Singapore. Volunteerism and donations are expected to remain the two critical pillars in this space in the next decade, with new solutions being explored to broaden the charitable giving infrastructure.

But beyond charitable giving, the Giving sector holds bigger promises.

With a more expansive notion of giving, the boundaries of the 'giving ecosystem'—defined as the operating environment that affects giving – have also expanded. The giving ecosystem now encompasses actors and institutions in the public sector, corporates, funders and foundations, and the community. Over the past few years, these stakeholders have also undergone shifts, which impact how each of them gives and receives:

• **Increasing dynamism in public policymaking**, in the face of a more involved polity and engaged citizenry shaping new rules of engagement.

• **Maturing corporate citizenry**, where growing expectations of responsible businesses are shifting the tonality from Corporate Social Responsibility (CSR) towards sustainability and corporate purpose, with corporates facing increasing pressures to translate sustainable business intent into implementation.

• **Rise of strategic philanthropy among Funders and Foundations**, who are increasingly experimenting to push boundaries with values- and impact-driven giving models.

• **Revitalisation of the 'People' Sector** from silos, to coordination, to a more deep-seated interest in cross-sector and cross-stakeholder collaborations.

• **A more participatory and civic-conscious community** that is more confident in looking for ground up solutions 'by community for community', with more empowered interest-based and location-based communities seeking common grounds to create impact.

This systemic view of giving highlights the boundary-spanning nature of giving and moves away from 'assigning' giving narrowly within the purview of the non-profit space alone. A flourishing giving space is dependent on various stakeholders sharing a common vision and working in tandem to create an enabling ecosystem.

More than simply a resource transfer, giving is a holistic notion encompassing mindset, culture, norms and finally, action for social change. How we give is not only reflected in how much money and time we spend in the name of charity, or even how much societal needs we could address. At its best, respondents see giving as paving the way towards building a fundamentally different society by creating change at systems level—bottom-up, top-down and side-by-side—towards a better Singapore.

Case Example: Rallying cross-stakeholder collaboration to tackle complex issues in the community

Islington Giving (UK)

Cripplegate Foundation partnering with the Islington Borough Council to set up Islington Giving, a collaboration of residents, businesses, funders and voluntary organisations tackling inequality. To date, the initiative has raised more than £6m to support in dividuals in the borough and brought more than 5,000 residents together to volunteer. It has also awarded grants to 74 organisations running 158 projects and helped 20,000 residents.

Greater Cincinnati Workforce Network (US)

To address a shortage of skilled workers in the Ohio-Kentucky-Indiana tri-state area, over 150 organizations from the business, community, non-profit, and public sectors united to create the Greater Cincinnati Workforce Network, now PartnersforA Competitive Workforce (PCW). This cross-sector collaboration provides resources to identify employerneeds and connect workers to educational programs that help them develop the relevant skills and facilitate worker readiness. As of 2020, the collaboration has ensured that 90% of the labourforce is gainfuly employed, with the annual incomes of program participants increased by US$7,500 on average.

TREND 1:
SHIFTING DEMOGRAPHIC DYNAMICS

Introduction

Singapore has observed gradual shifts in its population size and structure over the past decade, due to lower birth rates, an ageing population, growth in citizen population, and increase in the number of non-residents (Department of Statistics, 2021).

As of June 2020, Singapore's population stands at 5.69 million, including 3.52 million citizens who make up approximately 62 percent of the total resident population (Department of Statistics, 2021).

These shifting demographics have important implications on community development, social networks, national identity, and carry the potential to create new segments of givers and receivers. Four key trends are identified as having implications on the wider giving space:

Impact of Ageing	Rising Affluence
Role of Non and Naturalised Citizens	Millennials and Gen-Z as Future Leaders

TREND 1: IMPACT OF AN AGEING POPULATION

> *You have to learn something new to help...but it might be good for seniors because they feel needed and can contribute for much longer than they would otherwise be.*
>
> *Respondent A, a representative from the corporate sector*

Between 2019 and 2050, Singapore is predicted to observe the second largest increase in the share of older persons aged 65 and above of countries in Eastern and Southeastern Asia. In fact, by 2030, 1 in 4 people in Singapore will be over 65 years in age (United Nations, 2019).

With increasing life expectancy and low fertility rates, Singapore's ageing population presents various issues that may give rise to social and healthcare needs.

Efforts to tackle this have seen Singapore actively promoting active ageing. This includes raising the minimum age for retirement (65 years old by 2030), building inclusive workplaces and communities, and creating urban environments or spaces to support ageing in place. Singapore has more active seniors compared to seniors from other countries (Subramaniam et. al., 2019). This trend towards promoting active ageing and ageing in place presents an opportunity in the giving landscape to tap on the wealth of experience of seniors.

However, the hardships of lower-income seniors have also been brought to the forefront, with approximately two-thirds of older workers aged over 50 working as low-wage workers in the food services, cleaning, and retail sectors (CNA, 2020). Lacking in job and financial security, these financial concerns and stress may be exacerbated amidst rising living and healthcare costs.

Another trend that impacts the ageing population is shrinking family structures and a declining old-age support ratio. This is a concern especially for those who need to be cared for and supported.

TREND 1: IMPACT OF AN AGEING POPULATION

Possibilities

> *Make [seniors] feel more empowered, less isolated …They are able to get help if they need it, be able to reach out, connect with their peers, their seniors…the grandchildren, the families.*
>
> *Ms Chay Pui San*

Volunteerism driving 'Second Act Career'

Case Example: Phased Retirement through part-time work and volunteering

Tripido and Shell piloted an innovative programme which offered Shell employees in the Netherlands the opportunity to volunteer for one day a week for a non-profit organisation (NPO)[1] while continuing to work for their current employer, receiving 80 or 90% of their current salaries. The programme allows employees to make a phased transition to social sector work or retirement, offering employers the opportunity to transfer knowledge, keep employees energised about their work, and support their corporate social responsibility programmes (Encore Network, 2017).

Policies to protect senior workers

Companies can create intergenerational workplaces by redesigning jobs, offering greater flexibility, providing appropriate upskilling, or training programmes, or reviewing their retirement policies.

Tackling ageism

As we promote active ageing, there is also a need to tackle ageist attitudes and stereotypes. In Singapore, 60 percent of seniors have heard of other seniors being discriminated, while 33 percent felt prejudiced because of their age (Mathew & Straughan, 2014). Rooting out ageist mindsets in society by focusing on the strengths and potential that seniors can bring to society at large is critical as we promote active ageing. (The Straits Times, 2021).

Financial support

In Singapore, the Government has taken the lead in offering various social assistance and public support schemes for low-income elderly workers. However, elderly seniors from lower income groups may choose or be forced, due to circumstances, to continue working in labour intensive or low-wage jobs. There is a need to consider the viability and sustainability of social assistance schemes holistically and prepare low-wage workers for retirement adequacy, especially as inflation and living costs continue to rise. Such low-paying and undesirable work also decreases the quality of life of these senior workers without raising their standard of living (ChannelNewsAsia, 2017) and there is a need to consider whether policies to ensure financial security alone may be sufficient in this respect. The people and private sectors need to step in to supplement government efforts (further discussed in Trend 2, 'Evolving Social Compact' and Trend 4, 'People Sector Transformation').

[1]For the purposes of this report, NPOs refer to registered charities and Institutions of Public Character (IPCs).

TREND 1: IMPACT OF AN AGEING POPULATION

Community support to age in place

Community-based caregiving and support systems need to be strengthened to also attend to the emotional needs of seniors, particularly those who are single or residing alone. Involving seniors in community development initiatives such as developing purpose-built environments that are senior- and disability-friendly is crucial to ensure they receive community-based as well as mutual care and support.

For example, the Housing and Development Board's (HDB) 'Pulse of the Heartland' initiative provides a platform for residents to form interest groups which could encourage active seniors to step up and lead these groups. Virtual geolocation matching applications such as SGAssist can further complement this, by matching retired healthcare workers with residents who need medical advice, or retired teachers with students needing tuition/study support in the same HDB estate.

TREND 2: RISING AFFLUENCE

According to Census 2020, the biggest proportion of resident households was in the uppermost income bracket of $20,000 and above, a significant increase from just 10 years ago when the largest share was with those earning $3,000 to $4,999 (The Straits Times, 2021). It is estimated that by 2025, Singapore may have 437,000 millionaires - up by 60 percent from 2020 (The Straits Times, 2021). In addition, the number of ultra-high net worth individuals (UHNWIs) in the country has also increased by 10.2 percent in 2020 alone. Singapore now ranks in 3rd place as the country with the fastest growing resident ultra-high net-worth population in the world (Knight Frank, 2021).

There has also been an increase in the number of international family offices being set up in Singapore, with the Monetary Authority of Singapore reporting a 5-fold increase in the number of family offices between 2017 and 2019 (MAS, 2021).

Rising affluence has been beneficial for the philanthropy scene but the growing number of UHNWIs in Singapore has also created a sense of deepening wealth inequalities. In addition, Singapore's accommodative tax regime encourages foreign UHNWIs to shift their wealth to Singapore and benefit from lower tax rates. While the implementation of wealth taxes has been considered, this has led to concerns of a 'capital flight' among the UHNWIs.

Possibilities

Potential abuse of wealth taxes

Philanthropy has been criticised as a 'back door' for wealthy elites to apply tax-protected dollars to enact their vision of the public good, which may not necessarily align with societal needs. Wealthy individuals also appear to benefit from significant tax reliefs as they have the means to donate larger sums of money as a percentage of their earned income, as compared to the average earner.

The Singapore government has acknowledged that there is scope to further review Singapore's wealth taxes at the 2021 Budget Debate, to ensure that they are effective (Ministry of Finance, 2021).

Promoting local causes

There are opportunities for the growing number of international family offices in Singapore to engage with and support local causes, in addition to their own philanthropic endeavours. The Government, together with enabling agencies like the Economic Development Board (EDB), can consider policies that offer incentives or create facilitative mechanisms to make it easy for such family offices to be partnered or 'matched' with local NPOs and charities to promote their causes.

Facilitating philanthropic collaborations

Several respondents noted that UHNWIs are more informed and seek to channel their funds in a directed manner. This presents an opportunity for wealth management firms who are familiar with the giving space to advise them on how they can channel their funds for greater impact.

This can also potentially pave the way for more collaborative philanthropy, where UHNW investors and non-profits work together to support a social cause through pooled funds and resources, creating greater impact.
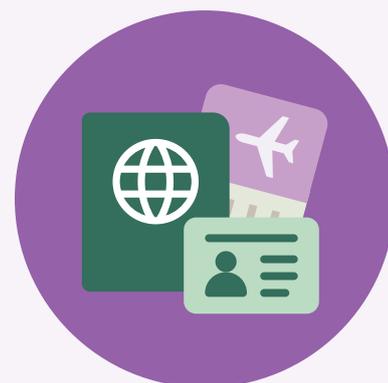
TREND 3: ROLE OF NON AND NATURALISED CITIZENS

> *We have to deepen that sense of multiracialism. It is not just about peaceful coexistence along separate streams of life, but one stream of life with many different swimmers. And you really feel proud as a Singaporean to be amidst such diversity ...*
>
> *Senior Minister Tharman Shanmugaratnam*

The number of non-residents and naturalised citizens have increased over the past decade. In 2019, 22,714 people were granted Singapore citizenship, up from 18,758 in 2010. This growth has been attributed to a growing number of Singaporeans marrying foreign spouses (TodayOnline, 2020) as well as foreign students and expatriates who eventually make Singapore their home. The Government has welcomed new citizens as adding to Singapore's diversity and vibrancy, while helping to promote the values of multiracialism and multiculturalism (Strategy Group, 2011).

Given Singapore's resource constraints, global talent and skills are required to enable our economy to grow and remain competitive. The presence of foreign professionals thus brings a healthy degree of competition in the workforce and transference of skills (The Straits Times, 2021).

However, the presence of foreigners – be they naturalised citizens or non-residents – has also caused ire and discontent amongst Singaporeans, with various foreign manpower and immigration policies coming at the forefront of recent Parliamentary debates and increasing instances of xenophobia. These sentiments may disrupt the delicate fabric of our society and erode Singapore's competitive economic strength.

At the same time, this has also heightened calls for continuous integration efforts to deepen non and naturalised citizens' understanding of Singapore's history, culture, and shared values.

Such efforts are underway. For example, the People's Association Grassroots Organisations (GROs) and Integration and Naturalisation Champions (INCs) help new citizens and PRs settle in the community by providing platforms for them to interact with and bond with local residents in their constituencies.
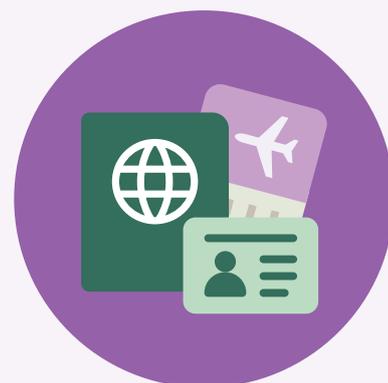
TREND 3: ROLE OF NON AND NATURALISED CITIZENS

POSSIBILITIES

Promoting giving

> *This new group of expats ... often when they come, they are excited about Singapore. They are looking for ways to engage and giving is one way to do it.*
>
> *Respondent C, a domain expert on economics*

Giving can be a powerful mechanism to build a more cohesive and caring society in an increasingly diverse and cosmopolitan nation. New citizens & immigrant communities are an untapped potential pool of givers that could pave the way for redefining the local giving landscape while forging greater migrant-local integration in the process.

Open discussions to facilitate understanding

Sustained engagement and open discussion between the Government, immigrant communities and Singaporeans can also facilitate the cultivation of more gracious and empathetic social norms and encourage constructive local-foreigner interactions.

For example, in 2020, the Ministry of Culture, Community & Youth (MCCY) convened a Citizens' Workgroup for the Singapore Citizenship Journey (SCJ), inviting Singaporeans to propose contents they consider essential for all naturalised citizens to appreciate. This multi-month citizen consultation and open dialogues culminated in a report "Being at Home: A Welcome Letter from Singaporeans," the findings of which help to refine the SCJ e-journey and handbook for naturalised citizens (MCCY, 2021).

**Tapping on skills-based expat community**

Some respondents noted that expatriate spouses are often well-educated and highly qualified professionals, who have little employment options in Singapore under the Dependents' Pass. This presents an opportunity to expand the pool of skills-based volunteers locally. For instance, expatriates with relevant academic background can provide pro-bono research assistance or consultancy work for social impact projects.

TREND 3: ROLE OF NON AND NATURALISED CITIZENS

Arts, culture, and heritage sector as entry points

Immigrant communities that are looking to cultivate their roots in Singapore or seeking to understand the local traditions, values and culture can look to Singapore's arts and heritage sector for potential giving opportunities. As one respondent observed, new migrants might be seeking cultural enrichment in a new environment or have an interest in local cultural activities. This presents a viable opportunity to engage with these new communities as benefactors, patrons, or partners of arts and heritage-related programmes and activities.

TREND 4: MILLENNIALS AND GEN-Z AS FUTURE LEADERS

Currently comprising approximately 22 percent of Singapore's resident population, the Millennial generation are future leaders who will play a predominant role in business, society, the economy, and the labour market.

Millennials and Gen-Z are tech-savvy digital natives, more engaged with their community, possess higher educational qualifications, and have different priorities and life goals from previous generations. Many also identify with creating social impact regardless of the path they take, potentially broadening the giving landscape.

POSSIBILITIES

Volunteer to bridge the digital divide

Amidst the growing popularity of online giving or giving through digital platforms, tech-savvy millennials and Gen-Z can step up to volunteer to support NPOs in equipping vulnerable or marginalised communities with digital literacy skills. This is a form of giving that can appeal to the younger generation of givers and allow them to help bridge the digital divide (discussed in further detail in Trend 5, 'Digital Acceleration').

Results-oriented philanthropy

Millennial UHNWIs – who tend to be well-educated, business-savvy and have a stronger social consciousness – are increasingly engaged in strategic philanthropy, social enterprises and supporting social entrepreneurship (The Straits Times, 2018). Their openness to mobilising capital to address pressing environmental and social issues can pave the way for a more results-oriented approach to local philanthropy that seeks to maximise benefit.

Sustainability as their agenda

A growing sense of social consciousness amongst youth and young adults alike has also buoyed efforts in the sustainability space. This can further encourage the growth of youth-led and driven advocacy initiatives looking to make global headway on these issues (ChannelNewsAsia, 2021).

For example, the Singapore Youth for Climate Action (SYCA) is a non-profit organisation that was co-founded in 2015 by a group of youths who engage with various decision-makers at all levels to become a collective voice for youths in the country on climate change (SYCA, 2021).

TREND 4: MILLENNIALS AND GEN-Z AS FUTURE LEADERS

Driving companies towards better practices

Millennials and Gen-Z's will make up a majority of the global workforce by 2025 and they are looking for socially responsible employers, with 64 percent of Millennials unlikely to take a job if their employee did not have a strong corporate social responsibility (CSR) policy (Forbes, 2020).

The extent of social consciousness in the younger generation is even more compelling with Gen-Z, who are more likely to read a company's mission statement and expect corporate cultures built on social purpose and consistent application of values (WeSpire, 2018). Several respondents echoed these sentiments about Millennials and Gen-Z in Singapore who are increasingly vocal about issues such as climate action and the environment and look out for companies that exhibit values or a purpose:

I think all organisations are pivoting towards a future where they are more purpose-driven, purpose-centred … I think the newer generation of workers and employees wants to know whether you do good or you do not harm … there is sort of this notion of equality being very important. So, inclusion and diversity become very important…

Respondent A, a representative from the corporate sector

THE FUTURE AHEAD AND FOOD FOR THOUGHT

With these shifts in demographic dynamics, Singapore's giving landscape is set to change. These shifts can be forces for good in bringing added dynamism to the sector and giving in general as they pervade all stakeholders in the giving ecosystem – from individuals to communities, giving organisations (including NPOs, ground-ups, and social enterprises), and the Government.

Despite the challenges and pain points to be addressed, it also presents an opportunity to strengthen Singapore's social capital and bring about a greater degree of diversity not just to Singapore society, but to the wider giving landscape.

> How might giving help strengthen social capital to overcome potential ideological faultlines arising from new social/ demographic segments?

> How might the old, the young, and the non-/new Singaporeans redefine giving norms in Singapore?

> How might we leverage on the richness of Singapore's social fabric as a hotbed of new ideas, opportunities, and innovations in giving?

> With rising affluence, how might we facilitate better resource redistribution without falling into the trap of 'top-down' transactional giving?

TREND 2:
EVOLVING SOCIAL COMPACT

INTRODUCTION

The prevailing social compact that has served Singapore well during our developing years is currently facing new challenges and complexities. Changes in Singapore's population demographics, global geopolitical volatility, technological advancements, rapid globalisation, and the resultant socio-economic uncertainties brought about by COVID-19 have initiated discussions about Singapore's social compact. There is a strong drive for us to build a stronger and more inclusive Singapore and cultivate a culture of collective responsibility.

This report identifies three key drivers and trends that will shape this new social compact:

Inequalities and Social Division	Rebuilding the Economy	Role of Society and the State

TREND 1: INEQUALITIES AND SOCIAL DIVISION

> *There is so much inequality that is built into our system ... because our economic model here is based on economic growth at any cost. And not acknowledging the dignity and value of low-income work.*
>
> *Dr Kanwaljit Soin*

Income inequality in Singapore fell to its lowest level in almost two decades, with the Gini coefficient in 2020 at 0.375 after government transfers and taxes (The Straits Times, 2021). While the Gini coefficient numbers seems to be narrowing some still do feel the widening of the gap between the haves and have-nots, particularly between households in high- and low-income brackets. Inequalities are also manifesting in other aspects, which has an effect on social mobility.

For example, higher-income families have the means to invest in private tuition or enrichment classes for their children which enhances their children's school performance. It also increases their chances of getting into well-resourced and 'brand-name' schools and universities. This, in turn, puts them in good stead to secure credentials desired by employers and secure 'good jobs' that allow them to command high salaries (ChannelNewsAsia, 2021).

TREND 1: INEQUALITIES AND SOCIAL DIVISION

For those with no means to afford extra tuition and other enrichment programmes, their child might not have an equal chance to compete as compared to their wealthier peers. Another point that also exacerbates inequalities in the education system is that students in the brand-name schools are located in wealthier neighbourhoods. This increases the likelihood of them socialising with peers of similar wealth and background, with limited opportunities to interact with those outside this social 'bubble'.

The findings from the Singapore Census 2020 have also raised issues around stratification, representation, and social cohesion with respect to housing in Singapore, with a larger distribution of certain ethnic or household income groups in certain neighbourhoods and public housing (The Straits Times, 2021). Residents in rental flats which tend to be congregated in certain planning areas or neighbourhoods perceive limited opportunities to interact with Singaporeans from different family backgrounds as their day-to-day activities are often confined within their neighbourhoods (TODAY Online, 2018). Amidst concerns about the risk of enclaves being formed along socioeconomic lines, the HDB announced the launch of three Build-to-Order projects with rental and sold flats within the same block to promote social mixing and "a more equal and inclusive society" (TODAY Online, 2018).

Other studies carried out in recent years have also found that on average, Singaporeans who live in public housing have fewer than one friend who lives in private housing, with the same holding true for Singaporeans who reside in private housing and who, in turn, rarely have friends residing in public housing (TODAY Online, 2018).

Singapore society is also facing the threat of growing divisions, particularly along racial and ethnic lines. A recent spate of racist incidents that went viral on the various social media platforms has brought the topic of racism to the fore in public discourse. Concerns were raised that these incidents could cause racial tensions to flare and fester, creating divisions in society and damaging our social fabric.

Social cohesion is of "existential importance" to a small city-state like Singapore with limited natural resources, save for our human capital (The Straits Times, 2019). A cohesive society lays the foundations for social trust to be forged, which can combat divisiveness and discord amongst members of communities and within society at large. Importantly, efforts need to be made to nurture social cohesion to ensure that Singaporeans are able to stay united and work towards a shared future based on the principles of equality and inclusivity (The Straits Times, 2019).

TREND 1: INEQUALITIES AND SOCIAL DIVISION

POSSIBILITIES

Providing opportunities to the vulnerable

Support can be extended to children from disadvantaged backgrounds or low-income households to have access to quality tuition and enrichment programmes which they might be otherwise unable to afford, as well as other extra-curricular activities.

Community spaces & emphasising the Singapore identity

The wider community plays a key role in progressing discussions on race, racism, and race inequality. There is a need to create more safe spaces for dialogue and the opportunity for communities to discuss race, religion, beliefs, values, and worldviews and in turn, help shape the Singapore identity. Such initiatives should ideally involve a mix of actors across sectors – including the State, the private sector, and the people sector – to be highly effective, as seen in the case example below. Beyond cultivating a deeper understanding of different cultures and religions, such initiatives should also create an environment that is conducive and less intimidating for individuals of other races, cultures, and religions to proactively participate in.

Case Example: Common Ground

Common Ground is a civic centre that seeks to facilitate partnerships between people, public and private sectors to address pressing national concerns. Through their work, they seek to empower citizens and community builders alike to address the complexities of the 21st century and discover new ways of seeing and working. Their work focuses on the pillars of Diversity and Inclusion, the Future of Work, and building Sustainable Communities, to create a uniquely Singapore brand of social resilience that inspires other communities and societies alike (Common Ground, 2021).

TREND 1: INEQUALITIES AND SOCIAL DIVISION

POSSIBILITIES

Rethinking existing policies on education and housing

There is a need to level the playing field and ensure that children from disadvantaged backgrounds have an equal opportunity to enroll in schools of their choice. For example, allocating school places to candidates at random instead of on a residential location or alumni status basis can ensure that every deserving student has the opportunity to benefit from a quality education (Ho and Tan, 2020). Such an approach can also facilitate social mixing across groups from different backgrounds, especially if it can be done as early as at the pre-school level.

At the community level, policies that ensure affordable housing (including private housing), proximity to jobs, connected and integrated communities, and quality education institutions for all can help reduce social stratification and spatial segregation (Ho and Tan, 2020). Opportunities can then be spread to local communities with a mix of individuals from different backgrounds, as opposed to being concentrated in a centralised location or in certain neighbourhoods. These measures can also facilitate and promote social mixing across groups and prevent the formation of enclaves based on class, wealth and even racial or ethnic backgrounds.

Encouraging giving beyond racial/ethnic lines

At the individual level, a respondent remarked that giving should not be confined along racial lines. Referring to the current policy where a portion of individual incomes are donated to the various community self-help groups according to the individual employee's ethnicity (e.g., SINDA for Indians, the Chinese Development Assistance Council for Chinese, the Mosque Building and Mendaki Fund for Muslims), it was suggested that individuals should be given the autonomy to decide which self-help groups to support regardless of their ethnicity or to a common pool. This also embodies a form of social responsibility that is not constrained along ethnic lines but focuses on giving to uplift the less privileged and low-income households regardless of their ethnicity.

TREND 2: REBUILDING THE ECONOMY

> ❝❝ *[Whatever] your economic development model, it must translate into outcomes where people feel they have gotten a fair share of the pie … our economic development model must have a moral legitimacy … It is not just about GDP per capita, annual salary — it is about the moral legitimacy of growth.*
>
> *PS Gabriel Lim*

In the aftermath of the COVID-19 pandemic, the anticipated K-shaped economic recovery would see an uneven impact on Singapore's economy and people, with some sectors such as aviation and tourism more hard-hit than others (TODAY Online, 2021). This has implications on jobs, livelihoods, and wealth distribution. As the economy recovers, there are calls for us to reset and build a fairer and more inclusive economy. It also entails pursuing economic growth where Singapore remains competitive, and where every individual has a stake in the growth. Some efforts are currently underway with a push to reskill employees, provide internship opportunities in new growth areas, and encourage those who have benefited during the pandemic to help those who have been hit the hardest.

POSSIBILITIES

Dignity of labour and work

There is a need to affirm the dignity of labour across 'Head', 'Hand' and 'Heart' jobs, instead of privileging the former in Singapore's primarily knowledge-based economy. This necessitates a recognition of the diverse value of each job – whether a knowledge worker ('Head'), a manual worker or labourer ('Hand'), and workers who work in professions that render a service or require a human touch (e.g., healthcare professionals, social workers). It also espouses a national commitment that every hardworking Singaporean should and will earn a living wage.

TREND 2: REBUILDING THE ECONOMY

POSSIBILITIES

Fair and liveable wages

Tackling the issue of low wage workers has been brought to the forefront in recent parliamentary debates. The Progressive Wage Model (PWM), Workfare Supplementary Scheme and Silver Support are government interventions to ensure that low-waged workers get fair liveable wages. However, the scheme only covers the cleaning, security, and landscape sectors and some argue that the recommended wages may not be sufficient. Society and the private sector must therefore step in to supplement the government's efforts (see Trend 3 below on 'Role of Society and State').

Redistribution of wealth

> *More importantly…those who succeed must also see in their success a responsibility to give back. Success is not "I am smart; therefore, I deserve all of this, and it is all mine." But rather, "I may have been somewhat lucky to be working in this period in this new era. But I also owe my success to the society around me, and public policy choices that our society makes as a whole. And therefore, I see it as my responsibility to give back …"*
>
> *PS Gabriel Lim*

Redistributive policies can be couched within the context of social responsibility wherein those in society who have succeeded also see in their success a responsibility to uplift and give back to the vulnerable or disenfranchised members of society.

This is especially critical amidst an increasingly uncertain economic climate with uneven impacts on different segments of the community and society, which can place individuals in a precarious and increasingly vulnerable position in terms of job security and sustaining their livelihoods.

TREND 2: REBUILDING THE ECONOMY

POSSIBILITIES

Broadening measures of success

A fundamental rethinking of what constitutes 'success' for Singapore and Singaporeans is key to shaping a fair and inclusive economy. A 'balanced scorecard' approach that considers a basket of indicators can be a way forward in adopting a more holistic view of success that could supplement traditional macroeconomic indicators. Such metrics could include happiness and life satisfaction, wellbeing (both physical and mental), job security, growth mindset, and diversity of social networks.

Moral legitimacy

A broader conceptualisation of success can also help infuse a sense of moral legitimacy into Singapore's economic growth model, through ensuring inclusivity and embracing a more holistic view of economic performance. This can, in turn, enhance an appreciation for the contributions of Singaporeans from all walks of life, encouraging them to intermingle as equals, share their successes with each other, and embrace other-centredness.

TREND 3: ROLE OF SOCIETY AND THE STATE

> *[The Government] always want[s] to do something in partnership with the community. Philanthropic giving is part of that partnership and philanthropic giving is an excellent and useful multiplier of government intervention in terms of community engagement and community involvement. It gives people a stake in the matter and energises them to be part of the solution. But there is synergy between philanthropic giving and the state sector – when you have the two working together in harmony, you get much more done.*
>
> *Dr Janil Puthucheary*

With a strong and effective government, Singaporeans tend to over rely on the Government to solve issues. While the Government will inevitably continue to play an integral role, building a 'democracy of deeds' and cultivating a sense of collective responsibility requires involvement from all stakeholders in society – the Government or public sector, the private sector, as well as the people sector (including individuals and communities).

There has also been a greater shift in social consciousness in Singapore society, with growing calls for citizen engagement and developing a model of participatory governance. This entails Singaporeans having a greater say on policies and collaborating with the Government to co-create solutions from the ground-up. This trend has been catalysed by exposure to more liberal ideas – often as a result of social media – and greater information transparency which has shaped a more socially conscious citizenry, including amongst the younger generation. As one respondent remarked:

> *… [I]t's about people becoming more sensitive, more aware of social needs - not necessarily social injustices - and being prepared to do something. Being prepared to be an activist. And … I think that is something quite useful to think about, and it is very much in the minds of our young people coming through the school system, entering the workforce, and then having to think about their part, their role in society including giving in the broader sense of the word.*
>
> *PS Lai Chung Han*

These trends have also paved the way for encouraging more trisector or collaborative partnerships, as well as community-driven and led initiatives. There is also a move away from a needs-based approach, to one that seeks to empower individuals to be self-reliant.

TREND 3: ROLE OF SOCIETY AND THE STATE

POSSIBILITIES

Self-reliant communities

> *But if you are thinking about, for example social support, in the sense of providing connectedness - let us say activities, community engagement, and so on. Those are things which I think are a lot harder to have the government do. Because there is going to be a bit of a difference, between having a social worker which is paid for by public resources do community engagement – and having the ground-up do it because they want to, and they see meaning in actually forming these community bonds and so on. When I think of the work of an organisation like say, the Cassia Resettlement Team - That to me is a very interesting and good example of a community organisation which basically tries to fill in gaps by linking up the people in the communities they are serving with public resources, but also keeping an eye on them, providing companionship and a greater sense of community.*

Associate Professor Walter Theseira

Community-driven and led projects can serve as a social leveller that brings together individuals — both volunteers and community members — regardless of class or social background to achieve common goals for their communities. This can take the form of providing social support or assistance or even developing a stronger sense of identity or place in their neighbourhoods and estates. Efforts to support communities and empower them to create positive change have a far wider and longer impact. This will entail moving away from the current needs-based approach (i.e., addressing gaps or deficits in vulnerable or marginalised groups and communities) to one that is more asset-based and strengths-focused. An asset-based approach also does away with the donor-beneficiary dichotomy or distinction but instead, places an emphasis on mutual gain.

TREND 3: ROLE OF SOCIETY AND THE STATE

Empowering vulnerable individuals

Programmes funded or administered by the State, NPOs, or donors often take a top-down approach of what they think is good for vulnerable individuals. Genuine engagement is necessary and entails empowering vulnerable communities by giving them opportunities to have a say in how they might prefer to receive support and participate in decision-making processes or give feedback on the programmes or support that they receive.

Encouraging companies to step in

As companies and organisations in the private sector become increasingly aware of their responsibility to the communities they operate in, they can be encouraged to step forward and create social value through the same activities that generate their profit (see Trend 3, 'Businesses as a Force for Good').

Beyond creating jobs and economic growth, companies can look to longer-term value creation – for example, by voluntarily committing to pay their employees a living wage (as discussed in Trend 2 above on 'Rebuilding the Economy').

Involving disenfranchised communities

There is a need to convene, broker, and leverage existing networks to connect communities with people in power and decision-makers. For policies to be inclusive, effective, and actionable, it has to be made by actively listening to and taking into consideration the perspectives of those with lived experiences, minorities, and vulnerable individuals.

Case example: Addressing Poverty Lived Experience Collective in the UK

Policies and debate on poverty issues in the UK – including on discussions such as Universal Credit – have rarely included the voices of people who have direct experience. In 2018, the Addressing Poverty Lived Experience Collective (APLE) was formed, comprising lived experience groups tackling poverty around the UK. The Collective took part in an event at the UK Parliament to raise their profile within government and to advocate for people with lived experience to be included in finding solutions to poverty. They also utilised various media platforms to get their collective voice heard on a national level (Joseph Rowntree Foundation, 2018)

TREND 3: ROLE OF SOCIETY AND THE STATE

POSSIBILITIES

Greater cross-collaboration on policies

> *I think as society demands more engagement, we also need to find ways to have the people who are engaging the engaged to be able to ensure that you are transparent about what you are actually capturing, and also, what that information is going to be used for … How much are you taking out of that conversation? And for what purpose? I understand that those decisions do shape policy and shape actions down the line, but how? It is sometimes not really conveyed…*

Ms Melissa Low

While NPOs, ground-ups and other organisations in the people sector might not necessarily control the levers of policy, they can be a collective force in facilitating collaboration on policy, together with citizens and communities, to drive change. Giving organisations can create spaces for those with lived experience to articulate issues of concern, propose more appropriate interventions, and can help policy makers get beyond the data or statistics to understand the impact of proposed policies.

THE FUTURE AHEAD AND FOOD FOR THOUGHT

Our community spirit, social cohesion, and multi-culturalism have been part of the fabric of Singapore. However, with rapid changes, some tears in our delicate social fabric have been observed. This has spurred us to develop new approaches to building a stronger and more inclusive society. Key to this is developing a social compact that strengthens our Singaporean identity, ensuring that no person is left behind and that all voices are heard, and building a fairer and more inclusive economy.

Are Singaporeans prepared to pay more for goods and services so companies can provide fairer compensation for their workers?

How might businesses play a role in promoting inclusive growth and protecting employees amidst a K-shaped economic recovery?

How can community-driven initiatives and solutions be brought to scale to seed a new, inclusive social compact for Singapore?

How can technology advancements and AI be better leveraged to bridge societal inequalities?

TREND 3:
BUSINESSES AS A FORCE FOR GOOD

INTRODUCTION

> ❝❝ *So, this whole idea of 'you just maximise profits at all costs of society or of the environment, then when you make profits, you give back' - I do not think it is really relevant anymore. Companies, for their license to operate, are starting to look at giving in that new lens, which is that actually we need to look at our business processes and make sure that whatever we are doing is responsible for society and for the planet.*

Ms Jessica Cheam

Milton Friedman's doctrine of shareholder supremacy (Friedman, 1970) has been increasingly called into question (Fortune, 2020). Instead, a growing number of business leaders are now making the case for a new model of purpose-driven capitalism: stakeholder capitalism. Companies with high levels of purpose – by emphasising on stakeholders rather than just the shareholders – outperform the market by 5 percent to 7 percent per year, with high growth and profitability (Harvard Business Review, 2019). Companies today are rethinking and reimagining their role in their communities. They are looking beyond conventional business goals to address the needs and interests of their employees, suppliers, customers, and the wider community.

More companies are moving towards focusing on the triple bottom line to attract more talent, investors, and consumers. For example, 64 percent of Millennials were unlikely to take a job if their employee did not have a strong CSR policy (Forbes, 2020), while more consumers are loyal to companies that are purpose-driven as they feel they are cared for (Forbes, 2018).

As this trend continues to grow, some business may find themselves being left behind. Small and medium sized enterprises (SME), in particular, are finding it challenging. This can be attributed to the fact that they either think that a large investment is required, and only large corporations can afford to do so, or a lack of will as their focus may be on short-term survival.

INTRODUCTION

As a more inclusive model of business continues to be championed, three trends within the paradigm of the Environment, Social and Governance (ESG) considerations are apparent:

Growth of Green Consumers and Investors

Socially Conscious Workforce

Role of Corporate Leaders

TREND 1: GROWTH OF GREEN CONSUMERS AND INVESTORS

❝ … Many of the businesses are now realising that they need to invest in other businesses and supply chains that have less climate risks. Because they are going to be left with stranded assets, the rate of return is going to be zero, or they are going to have to write off bad debts, simply because they have not made those climate-friendly or resilient investments.

Ms Melissa Low

Companies are now paying more attention to their environmental impact. This push is evident with the number of companies adopting cleaner energy, reducing their carbon footprint, and reducing waste. This shift has been spurred by green consumers and investors.

Singapore is seeing a rise in 'green consumerism' – where consumers demand products and services that are eco-friendly (Conserve Energy Future, 2021). The COVID-19 pandemic appears to have accelerated consumer consciousness on sustainability. A new study by Accenture and the World Wide Fund for Nature found that four out of five consumers in Singapore care about the environment, while a third of consumers would make most purchasing decisions based on product sustainability and environmental impact (WWF Asia, 2021).

It is not just consumers who are driving companies to be more environmentally friendly. 80 percent of Singapore investors believe that sustainable, environmental, and ethical issues are central to managing their investments (The Business Times, 2021). The "green investing 'mega trend' is here to stay" (CNBC 2020) as seen in the increase in the number of green bonds, sustainability exchange-traded funds (ETFs), cleaner energy initiatives, and investors allocating more towards companies that are sustainable.

Big brands and companies are leading the way but for a more sustained effort, we need more companies to change the way they operate.

TREND 1: GROWTH OF GREEN CONSUMERS AND INVESTORS

POSSIBILITIES

Legislating ESG compliance for all companies

The introduction of legislation requiring all companies to show compliance with basic ESG considerations as part of their governance processes can be introduced to bridge the gap in implementation and action.

Some respondents also mooted the introduction of a code of conduct with baseline guiding principles that all companies agree to adhere to. Such codes can help socialise the message of sustainability and social responsibility amongst corporate stakeholders, buoyed by the support of government-level stakeholders.

Policies to create a conducive environment for impact investing

Policies can also be introduced to support the market for, and encourage the growth of, impact investing. These policies can take the form of offering incentives to impact funders and managers, creating facilitative mechanisms for public-private-people sector partnerships, and providing grants or subsidies for the setting up of social enterprises. Supportive policies can create an environment where impact investors can operate, scale, and create the impact that they seek.

Support for Small and Medium Sized Enterprises (SMEs)

> *I think there is a very strong impetus or rather momentum to get SMEs to also disclose whether they are behaving in the right manner, whether they have the right policies in place for the supply chain and how they use resources, and they will also find that these credentials matter when bidding for jobs with the bigger companies.*
>
> *Ms Jessica Cheam*

Coordinated efforts, incentives and regulations can be put in place with the underlying message that attention to corporate social and environmental responsibilities need not require a large investment and actually serve the long-term economic interests of a company, regardless of its size.

TREND 1: GROWTH OF GREEN CONSUMERS AND INVESTORS

POSSIBILITIES

Encouraging green consumers

Consumers can be incentivised or nudged to change their behaviours. This might include compensating them for recycling products or charging more for environmentally unfriendly consumption or goods. This may also include providing consumers a list of environmentally friendly companies and products to sway purchasing behaviour.

Purpose extending to supply chain management

Technology can help develop eco-friendly materials and innovative packaging models as sustainable alternatives. Investments are also being made in research and development, and in collaborating with industry experts to develop new, more efficient and eco-friendly ways to support the circular economy approach (MSE, 2021).

Various schemes can be introduced to provide financial incentives and encourage supply chain innovations. For example, the Extended Producer Responsibility (EPR) system seeks to ensure the proper collection and handling of electronic waste (e-waste) and extraction of valuable resources from e-waste. Producers will bear the responsibility for the collection and treatment of their products when they reach end-of-life (NEA, 2021).

This aims to incentivise producers to design products that are easily recycled, or to come up with innovative circular business models to close their waste loop. Partnerships to upgrade existing technologies and create new ones is another option for businesses that are looking for viable and scalable supply-side solutions.

TREND 2: SOCIALLY CONSCIOUS WORKFORCE

❝ *The idea of social mobility and everyone having a fair chance is part of the Singapore identity… It requires employers to play their part, which is first and foremost not about CSR or what do you do to help the community, but about the conduct of the business itself and how it treats its own workforce. How do you go about recruitment? How much of it is based on educational pedigree? How do you encourage your people to grow, and get mobility within the firm? How much are you paying people who are doing ordinary blue-collar jobs? I think that is the first order of business – your people.*

Senior Minister Tharman Shanmugaratnam

❝ *The businesses that are doing well in this crisis and have weathered it well do have an outsize[d] responsibility to give back to our stakeholders and community. And we do see a lot of companies stepping up to do that a lot more. Whether it is [the] creation of jobs, up-skilling, giving back, helping the small business …*

Ms Chay Pui San

As mentioned in Trend 1, 'Shifting Demographic Dynamics', Millennials and Gen-Z will make up a majority of the global workforce by 2025 and they are looking for socially responsible employers.

TREND 2: SOCIALLY CONSCIOUS WORKFORCE

As employees and younger talent are increasingly attracted to companies that embody good CSR practices and treat their employees fairly, companies are stepping up to create and implement inclusive workplace policies and hiring practices. 93 percent of employers and job seekers in Singapore agree that job opportunities should be made attainable to the labour market regardless of an individual's physical ability, age, gender, ethnicity, race, sexual orientation, and religion (Randstat, 2018).

Being a fair and inclusive employer has implications on society and the economy. Studies indicates that being gainfully employed in a fair and inclusive environment increases a person's quality of life, improves personal and community physical and mental health and lowers mortality rate.

Fair and inclusive employment practices and social impact is therefore no longer an option, and companies' management is expected to take on a greater role in embedding social responsibility in their core business strategy, as opposed to being a one-off CSR-type activity.

TREND 2: SOCIALLY CONSCIOUS WORKFORCE

POSSIBILITIES

Sharing of social impact practices among SMEs

SMEs can share ideas of efforts they have made to contribute to communities or persons in need as part of their day-to-day operations and business functions, or by including customers as part of a collaborative process. For example, one respondent cited the example of their company, a local SME, launching a limited-edition food product where a portion of the sale proceeds would be donated to their company's chosen charity. In a similar vein, another respondent suggested embedding micro-giving, where consumers are encouraged to give tips to service providers, who would then nominate charities or causes that they would like to donate the tips to.

Trisector/cross-sector partnerships to develop social impact initiatives

Companies and NPOs that are eager to scale impact can explore working together to build a new model of strategic partnerships for the purpose of leveraging their core competencies and respective strengths. NPOs bring with them an understanding and appreciation of on-the-ground realities and needs, while well-resourced companies have the capabilities and infrastructure – and at times, the power or buy-in – to implement public projects or initiatives for impact and goodwill.

Case Example: Grab's social impact programme to upskill Southeast Asians

Singapore-based ride-hailing company Grab announced that it would be launching the Grab for Good programme, which aims to help around 5 million micro entrepreneurs and small businesses digitise their workflows and processes. It also seeks to bring digital inclusion and digital literacy to 3 million Southeast Asians through partnerships with governments, private companies, and non-profit organisations.

Through a partnership with Microsoft, Grab will also be conducting training programmes to equip workers with the necessary tech skills to thrive in the digital economy. Grab driver-partners will also have access to Microsoft's Digital Literacy certification program through the Grab driver app. Grab and Microsoft will also hold programs aimed at helping driver-partners pursue tech-enabled careers (Tech in Asia, 2019).

TREND 2: SOCIALLY CONSCIOUS WORKFORCE

POSSIBILITIES

Less reliance on social welfare for support

Inclusive hiring policies or employment practices also extend to allowing individuals who might be differently abled – whether physically or neurologically – to be gainfully employed. This may require companies to have job coaches and accommodative practices so that the employee can fit in and excel in his or her role. As one respondent noted:

> *I believe companies, if they are able to, [can] provide meaningful and mainstream employment for those in … a differently enabled individual wants to be a part of something, they want to be part of the company. The handholding part is essential but beyond that we should allow them to be a full-fledged employee as much as possible. I think that is when they [find] the most fulfilment - something that is a good fit and that we can almost let them own that position for themselves …*

> *Mr Jesher Loi*

Gainful employment also ensures that such individuals do not fall through the cracks and have to resort to social welfare to support themselves.

Ensuring equal access to opportunities & promoting social mobility

> *I think there is another form of giving that we advocate, in terms of the investment in skills development by employers. When our workforce constantly acquires emerging skills, they build up their capability to capitalise on their skills. It will help them to open up many opportunities. This form of giving, of employers investing in skills development, could help their employees and the workforce to realise their career aspirations throughout their life-stages.*

> *Dr Gog Soon-Joo*

Beyond promoting workplace diversity, inclusive workplace practices can also seek to ensure equal access to reskilling or upskilling opportunities for all employees. This can help promote social mobility, particularly for employees who might otherwise lack the formal educational qualifications or skills that can enable them to progress in their careers.
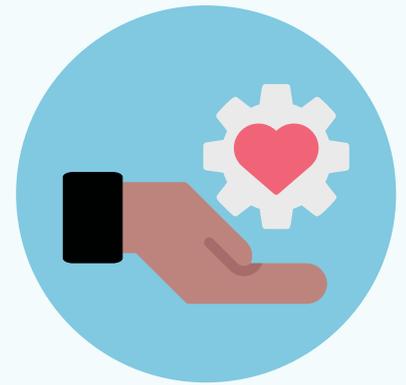
TREND 3: ROLE OF CORPORATE LEADERS

Corporate leaders are increasingly under the spotlight amidst growing expectations to drive positive change in their workplace and communities. Globally, there is a movement towards corporate leaders that are embracing leadership with a purpose. In August 2019, 181 prominent CEOs from leading global corporations signed a "Statement on the Purpose of a Corporation" where they espoused a commitment to lead their companies for the benefit of all stakeholders (The Business Times, 2020).

COVID-19 has accelerated this shift, with corporate leaders and senior management being called on to re-examine corporate governance principles and adopt a stakeholder-driven model of corporate responsibility. This entails emphasising how companies contribute or give back to the communities that they operate in, as well as taking steps to ensure the welfare of their employees and staff.

POSSIBILITIES

Leaders as 'Change Agents'

Leaders who are themselves involved in giving will set an example and create a corporate culture of giving. NVPC's Corporate Giving Survey 2017 found that companies with senior management personally involved in giving were more likely to engage in regular giving (27%) compared to companies without (19%). They also had a higher median number of employee volunteers than those without.

Corporate leaders can be 'change agents' and a force for good by enabling volunteerism and giving to become a corporate cultural norm in their companies. They can also forge partnerships with charities, social service agencies, and other NPOs to develop collaborative volunteerism activities for their staff. Intermediary organisations can assist these leaders by offering advice and assistance on how to go about initiating such partnerships or corporate giving programmes.

Case Example: Singapore Pools' iShine Community Programme

iShine is Singapore Pools' corporate and staff volunteerism initiative that is supported by the organisation and championed by staff leaders. Employees are also given two days of volunteering leave. Under this initiative, Singapore Pools partners with various charities to offer volunteer programmes that employees can participate in. Besides corporate-led initiatives, the staff have also initiated and lead their own ground-up initiatives that helps build a corporate culture of giving and doing good. In the past financial year, Singapore Pools has organised a total of 243 volunteering activities with the participation of 576 staff, clocking in over 10,900 volunteering hours (The Business Times, 2021).

TREND 3: ROLE OF CORPORATE LEADERS

POSSIBILITIES

Reducing the "Corporate Gini Index"

Corporate stakeholders can seek to minimise the "Corporate Gini Index" gap, which refers to the compensation ratio between top and bottom employee percentiles. They can also be innovative with their business models by embracing automation and distribute productivity gains to workers through higher than industry average wages and upskilling opportunities to ensure their employability and enable them to transition to new roles in the event of disruptions to their jobs in an uncertain economic climate (see Trend 5, 'Digital Acceleration').

THE FUTURE AHEAD AND FOOD FOR THOUGHT

The shift by companies to be more environmentally and socially responsible is gaining traction fueled by values-driven consumers and a workforce and investors seeking to make an impact. With companies stepping in to play their part, there may be less downstream measures needed as companies "produce profitable solutions to the problems of people and planet, and not to profit from producing problems for people or planet" (World Economic Forum, 2020).

With Millennials and Gen-Z shaping a more socially conscious workforce, how can companies build a positive giving environment from the inside out?

How can NPOs work with larger companies to leverage their respective strengths and build a new model of partnerships for purpose?

How can companies advocate for change or inspire action amongst their consumers to solve global issues?

What role do corporate leaders play in transforming their business models to address social or environmental challenges?

TREND 4:
PEOPLE SECTOR TRANSFORMATION

INTRODUCTION

NPOs are central in the provision of social and welfare support. A study by the National Council of Social Service (NCSS) indicated that NPOs were the second place people approached for help, after families, when they require social assistance (NCSS, 2018).

At the same time, the sector is also witnessing the rise of more informal and alternative set-ups, in the form of social enterprises, social change-makers, community, and neighbourhood initiatives that make for an increasingly dynamic people landscape. According to current estimates from NVPC, there are approximately 239 active ground-ups in Singapore that serve a wide variety of social and community needs.

As more players emerge, social services can reach communities more efficiently and be more encompassing than if it were just a single charity serving the community. However, greater coordination is required to avoid duplication and resource wastage. It will also require various parties to shift from a competitive to collaborative mindset to serve the needs of their communities holistically.

Concurrently, social issues are also evolving and getting more complex with a rise in social and health comorbidities, an ageing population, and an increase in mental health issues. Against this backdrop of an evolving people sector, four key trends are apparent:

Growth of Funding Sources	Skilled Volunteers & Manpower
Emerging Players	Large Proactive Donors

TREND 1: GROWTH OF FUNDING SOURCES

In Singapore, the Government has been the biggest funder of the people sector: according to the Commissioner of Charities Annual Report for the year ending 31 December 2020, more than 60 percent of the annual receipts of charities in the community, arts and heritage, as well as sports sectors came from government grants (Commissioner of Charities, 2021).

Government funding for NPOs to run social and welfare provision has its merits, especially in the face of an economic recession which affects private funding from companies and individuals. The staunch funding support from the various government funding arms has allowed many NPOs to stay afloat and provide social and welfare services with little disruption. However, several respondents observed that a reliance on government funding means NPOs become too focused on meeting quantitative outputs or KPIs and adhering to service models prescribed by the government. This leaves little room for deviation, which stifles innovation in the sector.

In addition, government funding may not be available for less mainstream programmes and causes. Most NPOs still need to raise funds to match the government funds or for their unfunded programmes. The competition is getting tougher with more players in the sector competing for a finite pot of funds.

NPOs are now shifting away from their usual annual big fundraising events such as gala dinners and are getting creative with their fundraising events and tapping on other funding models. They are aware that revenue diversification is key for long-term growth and financial sustainability.

TREND 1: GROWTH OF FUNDING SOURCES

POSSIBILITIES

Funder-focused and not demand-focused

> *First, people basically give to sexy causes, or to fundraisers which are particularly good at their job. I think what we are seeing today is actually a proliferation of actors in the giving space who are trying to disrupt giving using the same methods that they see being successfully used in commercial markets.*
>
> *Associate Professor Walter Theseira*

Some respondents cautioned that a reliance on private funding or leaving giving to market forces could result in the commodification of the people sector, with funders choosing to support causes based on personal preferences, rather than to causes that are under-funded or underserved. Smaller NPOs who do not have the talent or money to invest in marketing may also lose out.

TREND 1: GROWTH OF FUNDING SOURCES

POSSIBILITIES

Collaborative philanthropy

With a diversified funding pool, collaborative philanthropy can be encouraged. For example, ultra-high net-worth investors and multiple NPOs can work together to support a social cause through pooled funds and resources, creating greater impact.

Growing the donor base

NPOs who are overly reliant on large funders or their annual fundraising events can look at growing their donor base by encouraging more everyday donors to contribute regularly to their cause. NPOs can also harness the power of social media and digital platforms to do this (discussed further in Trend 5, 'Digital Acceleration').

Funding Agreements

> *There are issues in terms of weaning off the dependency on the government and growing the landscape in terms of private funding and private donations and philanthropy. Though these are public services, so [the] government should always be in the picture in terms of funding, but how we are funded is a different issue.*
>
> *Ms Ngiam Su-Lin*

Funding agreements, both in the form of government funding and private funding, need to leave room for innovation and be more outcome rather than output focused. The terms of these agreements should be mutually agreed upon and adopt a more strategic dynamic between the funder and NPO concerned, rather than setting out a donor-receiver dynamic. This will also allow for NPOs to better respond to needs on the ground.

TREND 1: GROWTH OF FUNDING SOURCES

POSSIBILITIES

New funding models

New funding models allow for new approaches to tackle funding constraints and solve problems. Many NPOs and funders are exploring new funding models such as social impact bonds, social impact guarantees, the Heartfelt Connector model[2], the Big Bettor model[3], venture philanthropy, and many other approaches. However, it may not be simply a plug and play; NPOs need to consider funding models based on the type of communities they serve, number of funders, reporting requirements, and the NPO's mission. Most importantly, the funding models need to address or solve on-the-ground needs and not serve as a tool for the funder's benefit.

❝ *My point to all the social impact bonds folks is that there are going to be some needs on the ground that require philanthropy. There are no returns, there is no impact investing, there is no bond to sell. If you start social impact investing or if you start social impact bonds in the capital markets, I am with you to the day. But if you [start] a social impact bond in the philanthropic market, you are taking money away from the philanthropic space, you are not growing the pie. You are only after asset reallocation.*

Respondent D, a representative from the non-profit sector

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[2]The Heartfelt Connector model is used by NPOs that are focused on causes which resonate with the existing concerns of their communities. It creates a structured way for individuals in these communities to connect. These NPOs are largely funded by many individual donors, and they often host special fundraising events. Excerpted from http://www.ssireview.org/articles/entry/ten_nonprofit_funding_models.

[3]The Big Bettor model is used by organisations that rely on major grants or funding from a few individuals or foundations to fund their operations. Often, the primary donor tends to also be a founder who wants to address a cause or issue that is personal to them. Excerpted from http://www.ssireview.org/articles/entry/ten_nonprofit_funding_models.

TREND 2: SKILLED VOLUNTEERS AND MANPOWER

Manpower issues – in terms of attracting and retaining talent to work in the sector – have been a perennial challenge. This, in turn, results in NPOs facing difficulties in delivering social services. Efforts have been made to alleviate the sector's manpower constraints such as leveraging skilled volunteers, automation, the remote workforce, and second careerists. Various ministries have even stepped in to promote careers in the sector through various funding and support schemes (MSF, 2021).

Yet, many NPOs still find it difficult to attract and retain talent as they compete with the private sector that is able to pay more and provide career growth and benefits. As the number of complex social issues are expected to rise, the sector needs to find more creative and sustainable solutions to be future-ready.

POSSIBILITIES

Tapping into gig workforce, remote workers, and retirees

Outsourcing talent locally to the gig workforce and even abroad to remote workers to engage in outcome-based assignments could arguably be more cost-efficient than hiring salaried individuals on a full-time basis. This might be a particularly attractive option for the majority of small and medium-sized organisations or initiatives in the sector. The sector could therefore benefit from greater flexibility in terms of selecting suitable professionals based on their expertise, availability, reputation, and price. One respondent proposed leveraging the skills of retired professionals – such as doctors and lawyers – as volunteers to maximise returns on talent or human capital:

> *When we talk about a small population, how do we get the best returns on the talent or human capital? It means if you are trained in a certain field, how can I extend as long as possible, the value that you bring to society? And there's endless ways of doing it … I think the best ROI would be to get people who have skills and years of training and experience and to make that available to a broad range of people and in a safe way that does not jeopardise the volunteer and does not jeopardise the recipient of that help.*

Respondent A, a representative from the corporate sector

TREND 2: SKILLED VOLUNTEERS AND MANPOWER

POSSIBILITIES

Redesigning jobs

Job redesigning can be useful in attracting younger talent to pursue careers in the social sector. These can take the form of 'work-and-learn' programmes that allow them to pick up on-the-job skills and undergo relevant training, while building up their knowledge and understanding of what a career in the people sector entails.

Micro-volunteering

The gig economy can also provide opportunities for more micro-volunteering or skills-based tasks. This helps NPOs expand their volunteer base through remote contributors, especially for assignment or projects that do not require physical presence on the ground (for example, marketing and outreach efforts). However, such tasks tend to encourage episodic and ad-hoc volunteering, and more efforts are still needed to groom the relational aspects of volunteering.

Using technology

Technology can be leveraged to address immediate manpower constraints in the sector. For example, automating administrative and logistical tasks could allow existing staff and/or volunteers to focus on more value-added tasks and responsibilities, and outreach to communities (Charity Digital, 2021). Innovative solutions using technology advancements can help optimise service delivery amidst resource constraints - for example, video analytics and facial recognition programmes that can monitor vulnerable elderly individuals in their homes can reduce the need for the physical presence of staff or volunteers (The Straits Times, 2020).

Educating donors

Donors remain hesitant in donating towards the administration or salary of staff in NPOs. Educating donors on the need to pay fairly and competitively to attract and retain employees in NPOS is important. Without employees or talent, it will be difficult for NPOs to run their programmes effectively.

Grooming younger talent & succession planning

Another potentially viable option is to attract and groom younger talent with a view to succession planning and organic development from within the sector itself. Millennials have been regarded as the generation that looks for 'more than a paycheck' and are more values-based (ProInspire, 2015). In a similar vein, the Gen Z have been called the "Change Generation" due to their passion and desire to make a difference through their work (WeSpire, 2018). A career in the people sector could therefore be an attractive, prospective career path for these younger talent.

TREND 3: EMERGING PLAYERS

❝ The spirit of volunteering has taken on a life of its own, that you see individuals spontaneously come into the forefront. And especially when they see things happening in all aspects of like, whether it is disasters, whether it is COVID, whether it is an individual stricken with cancer, that spontaneous outpouring of giving is more pronounced now than ever before… it is even more widespread, facilitated by social media. [It is] certainly very promising and very hopeful for the way that giving is developing in Singapore.

Respondent E, a representative from the non-profit sector

The pandemic saw an increase in the number of helping hands coming forward to assist vulnerable members of the community, with social provision extending beyond the traditional social service agencies (SSAs) to support various needs in society (e.g., migrant workers, single elderly, low-income families, and other vulnerable communities struggling to adapt to the new normal).

While this growth is a positive sign, it has also resulted in the duplication of efforts resulting in some needs or causes being either over or underserved. For example, there have been reports of rental flats receiving multiple tins of canned food, provisions, and cooked meals from various NPOs in the same week which ended up unconsumed before they expired (The Straits Times, 2020).

In addition, with more players entering the space, competition for limited resources intensifies, alongside concerns over the fragmentation in the sector. As one respondent reflected:

❝ I am quite worried about fragmentation in the sector. Sometimes it is because certain causes are ground-up, and quite personal to the person who started something and brought a few people along to start it. So, the good thing is that it is very personal, high-touch. The downside is that if there are a few of these groups doing the same thing, how do we help them become more efficient? And yet, they may not appreciate that we sometimes bring in these concepts because we feel that if there are so many of them in the similar space, we could have reached out to many more people in need of help or done so with less resources.

*PS Tan Ching Yee*

TREND 3: EMERGING PLAYERS

POSSIBILITIES

Leveraging collaborative platforms

Technology, with data privacy and confidentiality in place, can be utilised to develop a collaborative platform to highlight the needs within the community. With open sharing of data across the people, public and private sectors, live feeds on service provision and gaps can be highlighted and shared across the various stakeholders for more effective and efficient service delivery.

A mindset to collaborate

There needs to be a mindset shift towards sharing information in order for collaborative platforms to work. This will entail the various stakeholders accepting that certain needs may be better served by other entities. This includes sharing and learning of best practices from each other.

TREND 4: PROACTIVE LARGE DONORS

Large donors – including but not limited to company and family foundations and individual philanthropists – are a group that is increasingly forward-looking and impact-driven. They also have an interest in becoming more engaged with the causes or vulnerable individuals that their funding supports. This, in turn, has resulted in a growing number of foundations that are cause-related.

Charitable giving has also become more strategic, as these donors bring with them their mindset of investment, innovation and running profitable businesses in the causes they fund or support. They also innovate funding models such as social impact bonds, pay-for-success models, and other new funding mechanisms.

However, this also brings with it several challenges. For one, there is a tendency to focus on the donor's requirements, resulting in a lack of alignment with on-the-ground or organisational needs. For example, one respondent shared the challenges of finding donors who are willing to fund research and prefer to focus their efforts on the more outcome- or output-driven aspects of an NPO's work.

These funders are also requiring the organisations that they support to report on the impact generated. However, such impact reporting requirements can often be an onerous and expensive obligation on the NPOs.

POSSIBILITIES

Forming strategic partnerships

Large funders can look to form strategic partnerships with NPOs to enable mutually beneficial outcomes on both sides. This can enable large funders to achieve the impact that they desire, while ensuring that their partner NPOs are well-resourced and well-funded to effectively carry out their programmes and initiatives.

Aligning with NPOs' needs

There is a need for funders to ensure an alignment of their funding with on-the-ground needs. One suggestion is for these funders to 'shadow' or be attached to an NPO as a volunteer for a period of time to observe and gain a better understanding of their work. This will allow the funders to better assess the NPO's needs and allocate their funds in a more efficient manner and achieve the desired impact.

TREND 4: PROACTIVE LARGE DONORS

POSSIBILITIES

Intermediary organisations playing facilitative roles

Intermediary organisations can take on a more active role in managing the power dynamics between funders and NPOs. These intermediary bodies can act as negotiators on behalf of the NPOs and match the needs of NPOs with influential funders in their network.

Encouraging collaborative philanthropy

Collaborative philanthropy can seek to effect systems change at scale. Funder or philanthropic collaborative models exist on a spectrum of low integration models – for example, where funders partner to exchange ideas and raise awareness on causes – to higher integration models which sees funders creating and coinvesting in a new entity or initiative that gives grants or operates programmes, or where funders invest in another funder with strong expertise in a content area.

Collaborative philanthropy has been gaining traction in Asia, where a growing and diversifying philanthropic environment means that cross-sector, multi-stakeholder collaboration is increasingly being viewed as a viable option for the region (AVPN, 2020).

THE FUTURE AHEAD AND FOOD FOR THOUGHT

As the giving landscape evolves, it is clear that the people sector will continue to play a significant role in social and welfare provision. The future of the people sector holds considerable opportunities that could address the sector's perennial challenges, while allowing it to future-proof itself. More pertinently, transforming the people sector entails the involvement of all key stakeholders in the giving ecosystem. Each stakeholder has a role to play in moving the needle towards promoting greater efficiency and professionalisation with a heart for the sector, facilitating collaboration at the intra- and inter-sectoral levels, and leveraging new funding sources to ensure the sector's sustainability.

How can we leverage on alternative funding models, new talent strategies and game-changing digital transformation to future-proof the people sector?

How can NPOs be incentivised or encouraged to envision, test, and scale new ideas that will align with the values and expectations of the next generation of givers (i.e., Millennials and Gen-Z)?

Will professionalising the sector drive a competitive mindset amongst NPOs?

TREND 5:
DIGITAL ACCELERATION

INTRODUCTION

Digitalisation and technological advancements hold tremendous potential and endless creative possibilities, from enhancing workplace productivity to developing new products and innovations in diverse sectors and industries.

At the same time, the rapid pace of digital acceleration has also brought on new risks and challenges. Automation and AI has led to fears that machines would take over jobs. It has also exacerbated the digital divide in our society and brought to the fore the growing threat of cybersecurity risks, privacy violations, and data breaches.

This wave of digitalisation presents an opportunity for the people sector to rethink service delivery, operations and fundraising particularly in a post-pandemic climate. In particular, five key trends are likely to shape the giving landscape:

Popularity of Digital Platforms for Giving

Gap in Digital Divide

Proliferation of & Fake News Misinformation

Data-Driven Giving and Service Delivery

Technology Advancement and AI's Impact on the Future of Work

TREND 1: POPULARITY OF DIGITAL PLATFORMS FOR GIVING

> *I do think that a lot more of giving will be facilitated or done online. And I do think it is a good thing in terms of visibility and engagement. In fact, it might be a more effective way to reach out to other more targeted audiences. Because when you go online, you can reach a lot of people. You can even be a lot more targeted in the kind of user segments you want to engage. And it can be a lot more effective if done right.*

Ms Chay Pui San

The people sector generally appreciates the need for digitalisation to remain resilient and future-proof (Thrive Social Consulting, 2020). NPOs are leveraging technology which has given rise to new platforms for giving, such as online giving/virtual fundraising platforms, contactless donation terminals, and even mobile applications like SGAssist, GoodHood, and GiftforGood that link volunteers with individuals or communities in need of services or donations-in-kind.

As giving moves to the digital world, this also presents an avenue for the sector to virtually engage with a new generation of givers who are young, tech-savvy, and have a strong digital and online presence. This also allows causes to gain more visibility when causes are shared or go 'viral' through such online platforms. Evidence has shown that charities receive 50 percent more donations as a result of social media sharing. Virtual giving platforms and micro-donations are the future of giving (Philanthropy Journal, 2018).
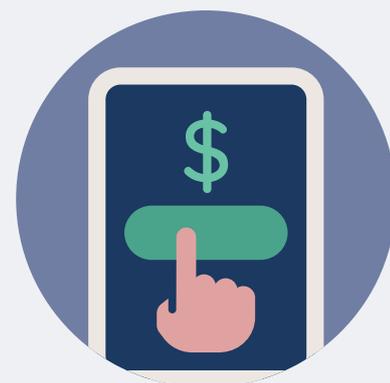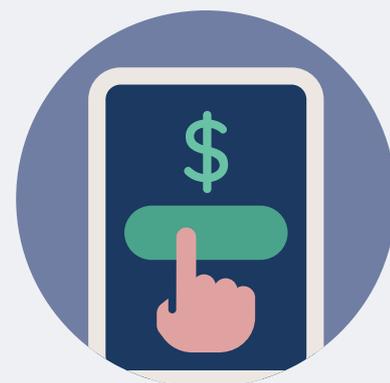
TREND 1: POPULARITY OF DIGITAL PLATFORMS FOR GIVING

POSSIBILITIES

Democratising giving

As virtual platforms for giving open the door to allow for more democratised giving, the sector can inspire the communities that they serve and support and fuel donations from individuals, thus reinforcing the power of the collective. Micro-donors – which refers to a large pool of people who donate to a cause – have vast reach beyond traditional big-donor donations and are a collective force. NPOs can consider rethinking their donor engagement strategies to increase engagement with and leverage the power of micro-donors.

Engage new and tech-savvy donors

Online giving appeals particularly to a younger generation of givers who are tech-savvy with a strong online presence. Reaching out to this demographic through virtual platforms used by them is an opportunity for the sector to better engage with new pools of givers and amplify their mission and work. It also helps build community and engagement with these donors who are inclined to make a difference and invest in their own communities through giving.

Impact reporting and transparency

Technological advancements have enabled the act of giving to become more seamless and intuitive, but also exerts added pressure on organisations amidst demands – including from donors and other stakeholders – to show the effectiveness and impact of giving. NPOs can work on efforts to bolster impact reporting. Tech-based platforms – for example, platforms that track the progress of projects and use of funds at each project milestone – can assist NPOs in this task to promote greater transparency in the sector.

Case example: World Wildlife Fund and ConsenSys partner to bring transparency into philanthropy

Blockchain start-up ConsenSys partnered with the World Wildlife Fund (WWF) to create Impactio, a blockchain-based platform that supports the UN's Sustainable Development Goals by bringing transparency to philanthropy. Impactio is a platform that is designed to fund and supervise projects undertaken by NGOs and other entities, while promoting collaboration in the sector. As transactions on blockchains are transparent and permanent by nature, Impactio will also track exactly how the entities' funds are being used *(Global Shakers, 2019)*.

Transparency is ensured at each step of the project management process and workflow, from application and bidding, as well as assessing the project and resolving any possible challenges during its life cycle.
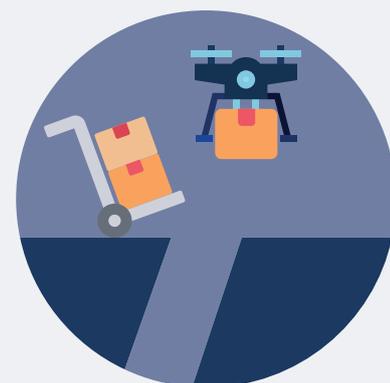
TREND 2: GAP IN DIGITAL DIVIDE

> *Even in a society that is as prosperous and educated as Singapore, there are still people with a lack of access – or enough access – to computers or digital skills. Some people may have access to technology, but they may not necessarily be skilled to evaluate online information – including information they used to consume and receive offline … So, as others also argue, it is not only tangible gadgets or connection, but also the knowledge of navigating and interacting in an online space.*

Dr Gulizar Haciyakupoglu

The term 'digital divide' describes a gap in terms of access to, and usage of, information and communication technology. This also includes relative inequalities between individuals who have the skills to utilise the technology and benefit from their use, and the quality of access or how sophisticated the usage is (Penn State, 2005).

The digital accessibility divide manifests itself as differential access to tech tools/devices and levels of digital literacy, and can result in the following:

Seniors isolated and unable to access services

A 2019 survey by Singapore's Infocomm Media Development Authority (IMDA) found that 58 percent of residents above 60 years old are internet users, compared to 89 percent for all residents in the country (ChannelNewsAsia, 2021). During the pandemic and the resultant circuit breaker, senior citizens without access to communication technology – such as phone calls and text and smartphone apps to message and video-call others, as well as social media – experienced low levels of satisfaction and well-being and a stronger sense of social isolation (The Straits Times, 2020).

Low-income households disproportionately affected

According to the Household Expenditure Survey 2017/2019, while 96 percent of households living in private condominiums and other apartments have internet access, only 45 percent of households residing in 1- and 2-room HDB flats do so.

The move to home-based learning during the pandemic brought these inequalities to the forefront. While the Government and several NPOs stepped in to provide free computers, laptops and Internet access, children from low-income households also experienced uneven access to space, to tech support and even help with their schoolwork (The Straits Times, 2020).

Difficulties for smaller NPOs to adopt technology

Amid the pandemic and disruptions to NPOs' operations, better-funded NPOs who were early adopters of digital transformation efforts weathered the transition more smoothly, while smaller NPOs struggled.

The digital divide also manifests in the people sector between NPOs and the communities whom they serve. The lack of access to digital tools also meant that some vulnerable groups were unable to access crucial social and welfare services that had to transition to online platforms.
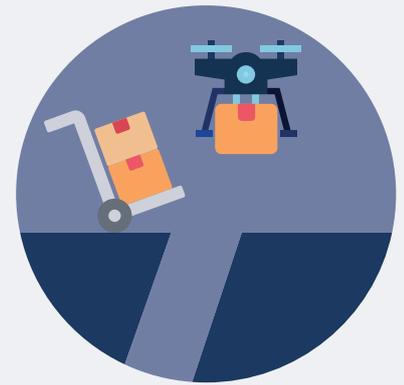
TREND 2: GAP IN DIGITAL DIVIDE

POSSIBILITIES

Education to bridge digital divide

Tech companies can complement national movements and schemes to champion and support digital inclusion. They can partner with stakeholders in the public sector to broaden outreach to communities and schools.

Case Example: Google's Code in the Community (CITC) Programme

The CITC initiative was started by tech giant Google in 2017 and offers free coding classes to children from low-income families to teach them basic coding skills and inspire them to discover and explore with technology. Through this initiative, other participants have gone on to develop their own applications or programmes. For example, one participant developed a mobile app that uses the Singapore Land Transport Authority's open data on carpark availability to help drivers track parking lot vacancies in real time. To date, the initiative has equipped about 2,300 children from low-income families with basic coding skills since its launch (The Straits Times, 2020).

Subsidised hardware and connection

There is an opportunity to go beyond the immediate/short-term provision (e.g., providing free laptops or Internet access) to more sustained and long-term capacity and capability building efforts to address gaps in digital access and literacy. The more vulnerable or disadvantaged groups in society that lack digital access need to be equipped with the skills to become more informed consumers and users of technology. Free or subsidised classes on digital literacy, basic computer repair works, and IT troubleshooting can be offered to such groups. Initiatives can also be developed and scaled to encourage students from disadvantaged and marginalised backgrounds to take up STEM subjects in their higher education and careers.

Capacity-building for NPOs

NPOs, ground-ups and social enterprises that wish to engage in digital literacy outreach efforts need to ensure that they are digitally literate. This presents an opportunity for corporate giving or skills-based volunteering for tech companies to partner with organisations that require support or training to be equipped with the relevant digital skills.

These partnerships can take the form of digitalisation capacity building programmes for organisations, their staff, and volunteers, or working directly with the organisation to provide digital literacy courses to vulnerable individuals.
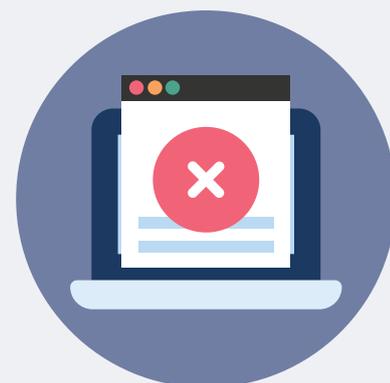
TREND 3: PROLIFERATION OF FAKE NEWS AND MISINFORMATION

The people sector is arguably more vulnerable to the spread of misinformation given the emotionally-driven nature of giving, poor information hygiene, and relatively weak culture of informed giving among donors. In Singapore, a 2018 survey by the Commissioner of Charities found that 86 percent of respondents made donations in the past year, but only 6 percent would ask questions or contact the charity/fund-raiser to find out more about the cause. This led to the launch of the "Safer Giving Campaign", to encourage donors to conduct their own due diligence or checks on charities before they give (The Straits Times, 2018).

POSSIBILITIES

Enhancing informed giving campaigns

Informed giving campaigns which encourage donors to carry out their own due diligence and checks before donating to charities can be enhanced to include elements of fraud awareness and identifying online/digital crime. Resources can also be made available to members of the public and stakeholders in the sector, which can take the form of on-demand webinars, videos, and factsheets to help with fraud awareness in charitable giving.

AI and technology to promote transparency

While digitalisation has exposed the people sector to increased risks from fake news and disinformation, it also presents an opportunity for the sector to strengthen its transparency and accountability. Tech and AI-enabled tools and solutions can be utilised to proactively combat misinformation and promote a greater degree of transparency for its cause. This demand could broaden the 'Tech for Good' market for big tech and tech start-ups to come up with tailored solutions for the people sector.

Case example: Launch of anti-phishing and anti-scam technology to support NPOs

Bolster, a start-up that monitors counterfeit and phishing sites through a pioneering AI-based phishing and scam detection system, launched Bolster for Good, a free-to-use tool available to all NPOs to help fight against online fraud. The tool employs an industry-leading combination of deep learning, computer vision, natural language processing and machine learning models to mimic how a person would interact with a suspicious webpage. It comes to a verdict that boasts a 99.8% accuracy rate of average. (Bolster, 2021).

TREND 4: DATA-DRIVEN GIVING AND SERVICE DELIVERY

> *Regulation is quite important. We — in innovation and technology – sometimes give it a bad name. We do not like the word 'regulation'. We do not like the word governance. But actually, governance is a very good way to make sure that there is a balanced approach towards AI. I think that the worst case can be mitigated, and the best case can be amplified with an informed public and a good regulator.*

Dr Ayesha Khanna

The people sector has been moving slowly towards data-driven giving and service delivery by incorporating the use of data analytics to inform their outreach and measure their impact (e.g., Net Promoter Scores to understand donor/volunteer loyalty, retention, and success rates). However, the benefits of using data also come with risks, for example, the misuse of data.

This necessitates the responsible use, governance, and ethics of such data. A national survey by the Cyber Security Agency of Singapore revealed that 28 percent of respondents experienced at least one cyber incident in the past year and had their personal data compromised. Heightened digital and data governance is needed to mitigate against growing data misuse and cybersecurity risks (ChannelNewsAsia, 2020).

TREND 4: DATA-DRIVEN GIVING AND SERVICE DELIVERY

POSSIBILITIES

Data governance

Ethical issues may arise about the use of donors' as well as service users' data. The latter can be particularly sensitive, and access is highly restricted even amongst the social service agencies. There is a need to reconcile the apparent tension between the values of data privacy and openness. On the one hand, NPOs need to communicate openly to be accountable to the public. On the other, individual donors, volunteers, and even service users should be able to safeguard their data from misuse or abuse.

Data management and governance policies need to be flexible to address the interests of the various stakeholders. More importantly, such policies must be easily understood and used by everyone in the sector. What is needed are *both* useful best practices and known processes for updating and advancing data governance practices on a regular basis.

Facilitating collaboration

Data collected from donors or service users can be a vehicle for achieving collective good if shared and amplified. At the organisational level, such data can also be used to measure outcomes or further philanthropic goals. An openness to sharing anonymised information across stakeholders in the sector can connect philanthropic capital and facilitate collaboration across leaders and organisations to make effective change. Appropriate technology tools – such as encrypted cloud data storage and anonymising data – can be utilised to facilitate such data sharing in a safe manner.
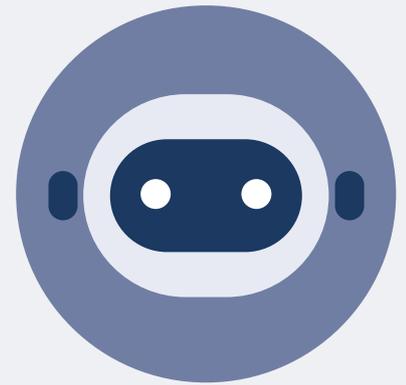
TREND 5: TECHNOLOGY ADVANCEMENT AND AI'S IMPACT ON THE FUTURE OF WORK

Technological change is likely to transform most businesses into digital enterprises. AI and automation will have huge impact on people and jobs. They will enable a new paradigm of skills and tasks, transforming many existing job roles. We have to create jobs that suit or fit different levels of technological competency and capabilities. Not everyone needs to be an AI scientist. The key question for public policy, education and society is this: 'What kinds of skills do we need to in order to thrive and prosper in a digital economy?'

Mr Ravi Menon

AI and other technological advancements, including machine learning and natural language processing, has immeasurable potential to spark innovation to deliver impact and benefit society. The use of technology to deliver services in some sectors has enabled greater efficiency in service delivery. Studies have shown that the adoption of technology by the healthcare sector has improved relationships between medical professionals and patients. It has also provided better and more accessible treatment, improved care and efficiency, and allowed for patients to be in better control of their health. In the social services sector, technology can ease the manpower crunch and provide services more efficiently. For example, innovative tech-based solutions such as intelligent monitoring sensors and robotic technology for cleaning can "reduce up to 30% of time spent by care workers" in day care centres (NCSS, 2021).

However, AI and technology advancements can also exacerbate inequalities. Workers in Singapore are expected to be hit hard by technological disruptions, with an estimated one-fifth of the country's full-time equivalent workforce likely to have their jobs displaced by 2028 (TODAY Online, 2018). The pandemic has further intensified these fears, with 62 percent of Singaporean survey respondents expressing concern that the pandemic would accelerate the rate at which companies replace human workers with AI and robots (Edelman, 2021). The group that will be hit the hardest are those who may be older, differently abled, lower educated, or in low-wage and labour-intensive industries. This group is among the most vulnerable in society and their situation will be further exacerbated as we move into the fourth and fifth industrial revolution. Demand for assistance will rise in the future if individuals in this group find themselves unemployed or displaced by machines.
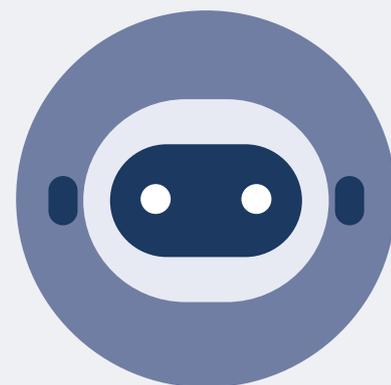
TREND 5: TECHNOLOGY ADVANCEMENT AND AI'S IMPACT ON THE FUTURE OF WORK

POSSIBILITIES

Reskilling and upskilling

Reskilling and upskilling opportunities for adults and older workers allow them to transition to new industries and sectors. For example, apprenticeships – which provide technical as well as problem-solving skills and on-the-job experience – empower workers of all ages with the skills needed to transition to a digital economy (World Economic Forum, 2021).

However, seniors, the differently abled, and those with low or no educational qualifications may require further support to adapt. Job coaches can also be deployed to help reduce the stress of reskilling or upskilling and assist companies and individuals with adapting to a new job or industry. Financial support can also be provided for those who require more time to learn and find a job in this new setting.

3P collaboration for future-ready students

Students today would need to equip themselves with the skills needed to stay relevant and adapt to future of work in the digital economy. Supplementing these SkillsFuture Critical Core Skills (SkillsFuture, 2021), there is an opportunity for cross-stakeholder 3P collaborations between educational institutions, the Government, and private sector partners to equip students to be future-ready.

Incubate new models of vocational training

Corporates can incubate new models of vocational training that provide industry-specific skills that are better aligned with the demands of the future job market. This can take the form of 'work-and-learn' programmes that allow trainees the opportunity to pick up on-the-job skills and undergo relevant training to equip them with skills that are relevant for the labour market of the future.

THE FUTURE AHEAD AND FOOD FOR THOUGHT

The potential opportunities and challenges presented by digital acceleration and technological advancements mean that it is no longer 'business as usual' for the people sector in this digital era. At the same time, inclusivity and connectedness are key pillars that should underpin such a technology-driven economy and society. In addition, the responsible use of technology and innovation is critical to guard against the spread of misinformation. Leveraging the opportunities, while mitigating the risks, will ensure that technology can be harnessed as a force for good to bring together a more caring and compassionate society.

How might Giving become an integral part of our daily lives through digital transformation and democratised access to technology?

If technology can facilitate data-driven giving and analysis, what indicators should we look for to enable more effective giving?

How can a transformative sector-wide adoption of technology be best facilitated for the people sector that is grappling with manpower & resource constraints?

Beyond regulations and governance, how can donors and service users be given a voice in policy and design decisions over the use of their data?

TREND 6:
SINGAPORE MAKING GLOBAL IMPACT

INTRODUCTION

As the 'Little Red Dot', Singapore's small size and lack of natural resources has meant that the country had to depend on foreign direct investment (FDIs) from multinational companies to secure the relevant skills and expertise in its early years of industrialisation (Robinson, n.d.). An openness to trade and investment has enabled Singapore to emerge not only as the region's entrepôt and financial centre, but a global hub in areas such as technology, innovation, and digitalisation.

However, Singapore is also susceptible to various threats and risks to its internal stability, security, and sovereignty – these include trade wars, cyber threats, terrorism, pandemics, and even environmental risks, given Singapore's geographical make-up.

Yet, as a small state we can step up, innovate, and make a global impact as part of our soft diplomacy and to be the 'best for the world'. Two trends, in particular, shape the role of Singapore as a global giver in this regard:

Sustainability Agenda Prioritised	Role of Singapore as a Giver
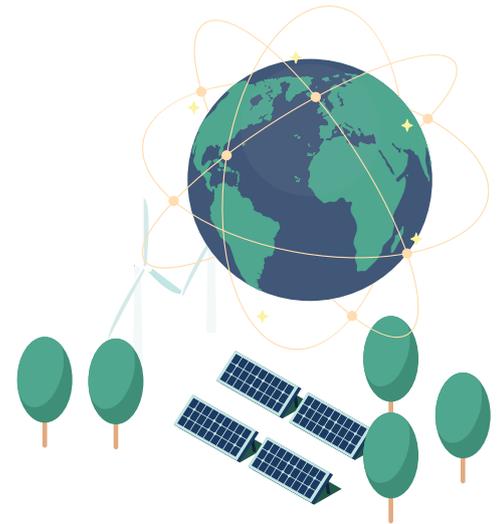
TREND 1: SUSTAINABILITY AGENDA PRIORITISED

> *I think the ideal would be … for us as Singaporeans to be honest with ourselves about what a sustainable future looks like … in terms of the way the world is set up geopolitically… We need to build that into the environmental narrative because foreign affairs, security, economic sustainability, are portfolios that traditionally come under MFA, MINDEF, and MTI. But the reality is everything that consumes resources has to do with the environment… this is the reality for Singapore, we do not have a hinterland, we are not a big country … things will get more complex over time.*
>
> *Ms Melissa Low*

Singapore has stressed its vulnerabilities to the consequences of climate change as a result of being a small low-lying city-state with an open economy (NCCS, 2021). At the global level, Singapore has advocated for and supported multilateral approaches to tackling the climate challenge by taking an active role in international climate change negotiations and ratifying key legal instruments such as the Paris Agreement (NCCS, 2021).

These efforts have also been translated, at the national level, with the launch of the Singapore Green Plan 2030 in early 2021. The plan calls for a greater integration of sustainability into the future economy. It also embodies a whole-of-society approach to advancing sustainable development as part of the country's commitments under the United Nations' 2030 Sustainable Development Agenda and Paris Agreement.

This prioritisation of sustainability has resulted in an increase in sustainability-related research & development (R&D). Singapore has spearheaded R&D collaborations with several international research institutes. These include collaborations to develop innovations like climate adaptive crops, plant-based and cellular proteins, and other green alternative food sources.

It has also resulted in sustainable, or 'green', financing being emphasised to develop sustainable development priorities. Singaporeans, too, are becoming increasingly environmentally and socially conscious and taking action on sustainability-related causes and efforts. A rise in 'green consumerism' in recent years has seen Singapore consumers demand products and services that are eco-friendly (Conserve Energy Future, 2021). A recent study also found that four out of five consumers in Singapore care about the environment, while a third of consumers would make most purchasing decisions based on product sustainability and environmental impact (WWF Asia, 2021).

TREND 1: SUSTAINABILITY AGENDA PRIORITISED

POSSIBILITIES

[Singapore] is an island state with amazing human capital. There is a real option to make a model or an approach here … if you build your national economy about exporting climate change technology and solutions … it is going to be enormously profitable to do and a very strong, competitive advantage for your country.

Respondent A, a domain expert in the technology sector

Singapore as a regional & global hub for sustainability research & development

Singapore has the potential to further pursue technology and policy solutions for sustainable development to deepen its commitment to becoming a sustainability hub.

Singapore can position itself as a global sustainability solutions hub and centre for research, development, and innovation in sustainability-related areas like agri-tech. One respondent noted that Singapore can contribute to global efforts in terms of raising crop productivity and food production to enhance Singapore's food security, while also financially benefiting small-scale farmers both regionally and internationally.

Catalysing 'green' finance

There is so much potential in getting finance to influence good societal outcomes because if you have got the global capital markets to invest in only responsible projects and in responsible companies, you would see a sea change overnight. But the problem now is for the finance industry, it is still very profitable to be financing unsustainable activities, and therefore we see that change happening so slowly. Majority of bankers and the financial institutions just want short-term profits. So, when we think about long term value creation, what are some of the things we can change?... Can we assess all banking activities on not just their financials but also their social and environment impact? If we can actually mainstream this, I think it will make a massive difference.

Ms Jessica Cheam

As ASEAN's largest green finance market (Climate Bonds Initiative, 2020), Singapore plays a key role in catalysing green finance in the region. This calls for greater cross-sector collaboration between foundations, companies, and impact funders to identify where they might best fit along the entire spectrum of the social investing continuum to create the greatest impact. Collectively, social investors can avail diverse forms of support and a more complete portfolio that provides both financial and non-financial support to social purpose organisations, including NPOs, social enterprises and ESG-compliant businesses (AVPN, n.d.).

TREND 1: SUSTAINABILITY AGENDA PRIORITISED

POSSIBILITIES

Investing in community, private and non-profit environmental initiatives

Greater support for community, private, and non-profit environmental initiatives will enable Singaporeans to channel and collectively make an impact to sustainability and climate issues. This can have an impact not only locally, but globally.

Highlighting companies/organisations that comply with sustainability best practices

To incentivise industry or sector-wide commitments to implement sustainability best practices, companies or organisations that comply with the relevant sustainability policies or guidelines can be publicly highlighted and lauded for their efforts. This can also bring about greater public awareness of such companies or organisations, and Singaporean consumers and even employees may be more inclined to purchase products, utilise services, or even work for such companies and organisations. This is also considered in further detail in Trend 3, 'Businesses as a Force for Good'.

TREND 2: ROLE OF SINGAPORE AS A GIVER

> *Singapore's small size is not its destiny. You can import talent, you can invest in other countries, you can do so many things which overcome your limitations of size.*
>
> *Respondent F, a domain expert on the political sector*

As a small state, Singapore has had to navigate a fast-evolving and increasingly volatile global climate in recent years, marked by escalating geopolitical tensions, inter- and intra-state conflicts, threats of religious extremism, and what is arguably humanity's greatest threat – climate change. Amidst such volatility, Singapore's reputation of neutrality, connectivity to the region, and favourable governance and regulatory environment has allowed it to continue to build its global soft power and assert growing influence and impact on the regional and global stage.

This has seen Singapore forging partnerships, such as the Forum of Small States, and convening various parties to work towards building a better world.

Singapore also continues to strengthen its 'philanthropy diplomacy' through an increase in international volunteerism, aid, and fundraising efforts. During the global COVID-19 pandemic, Singapore helped establish the COVID-19 Vaccine Global Access (Covax) collective vaccine purchase mechanism. The country also expressed its commitment to contributing US$5 million to ensure sufficient production of the vaccines and access for poorer nations.

The growth in the number of family offices in Singapore – numbering about 200 as of 2020 (The Straits Times, 2020) – and NPOs being set up in Singapore is also a testament to Singapore's growing philanthropic diplomacy.

However, prevailing legislative requirement on overseas fundraising limit the extent to which Singapore can give globally. Under the Singapore Charities Act, charities must ensure that no more than 20 percent of funds raised go towards foreign charitable purposes, while 80 per cent must be channelled locally. There have been calls for a review of this requirement so as to promote regional and international philanthropy.

Separately, a proportion of Singaporeans have also expressed unhappiness with Singapore's role as a global giver. Their argument is that there are many Singaporeans who are still in need. Further, with COVID-19 impacting the economy and requiring us to tap on our reserves, they question if there is a need to help others when local causes and charities require the money and help.

TREND 2: ROLE OF SINGAPORE AS A GIVER

POSSIBILITIES

I think there is a place right now for small, agile, generous countries in a world of increasing insularity … We need to move beyond a place of self-sufficiency and survival, to one of generosity. Singapore can be a prototyping society of future worlds for the world, and we can share that knowledge with a generous spirit. I think it resonates with people – as people want to see what part they can play to contribute to a better world.

Mr Mark Wee

Leading regional collaborations

Singapore sits at the crossroads of a dynamic region with remarkable entrepreneurial energy. We could play a valuable role as an interpreter and connector between Asia and the rest of the world. Technology democratises access and creates new opportunities for Singapore to serve as a digital gateway for collaboration, to improve livelihoods, and impact businesses across the region.

Mr Ravi Menon

While Singapore should continue to strive to build its influence on the global stage, it can also look to the region and create opportunities to facilitate collaboration. For example, Singapore can serve as a regulatory sandbox for the region to trial new innovations in emerging areas like food tech and agri-tech, which could further cement its stature as an innovation hub. It also provides an opportunity for Singapore to 'give' and contribute its expertise to our regional neighbours beyond existing capacity-building and technical assistance efforts.

TREND 2: ROLE OF SINGAPORE AS A GIVER

POSSIBILITIES

Technical assistance and knowledge transfer as Singapore's brand of 'giving'

Singapore can further build on its trust capital and extend its soft power diplomacy to foster new norms of inter-governmental giving.

As a global leader in technology and innovation, having taken the top spot in various global 'Smart City' rankings (The Straits Times, 2021), Singapore can take the lead in forming a global network to facilitate the open-sourced sharing of 'smart' technologies and solutions, as well as best practices.

Advancing SDGs in the region

Singapore can scale its social initiatives and set up new social enterprises – building on the success of existing initiatives like SaniShop.[4] This can help fellow ASEAN member states progress and advance in their SDG goals. These initiatives also complement ongoing technical assistance and capacity-building programmes offered to developing countries, as highlighted above.

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[4]SaniShop is a social enterprise that improves sanitation conditions globally by empowering local entrepreneurs. Based on a 'social franchise' model, SaniShop involves training local masons in developing countries to build and sell toilets to their community. By empowering individuals to develop entrepreneurial skills, the SaniShop model provides livelihoods to local masons and sales agents.

TREND 2: ROLE OF SINGAPORE AS A GIVER

POSSIBILITIES

Hub for regional philanthropy

> *Being a small nation, Singapore may not be able extend the full complement of assistance in humanitarian relief efforts as bigger nations may be able to do. But as a developed and caring nation, it finds its own strategic and unique ways to help affected countries in the region and beyond to deal with such crisis.*
>
> *There is also an observable flourishing of the giving spirit amongst its people via equally unique and diverse platforms to enable them to champion causes close to their hearts. We notice this rising trend of giving for causes that matter to individuals, communities, the nation and even globally. This is a healthy development especially amongst the younger generation that is acutely aware that they live in an interconnected world and increasingly see themselves as global citizens who want to contribute to the betterment of the quality of life of the humanity in the global village.*
>
> *Mr Zainul Ibrahim*

Singapore can play a heightened role in facilitating collaborative efforts with fellow ASEAN Member States. This can help further its position as a regional hub for philanthropy.

Balancing giving internationally and locally

To encourage the growth of the local philanthropic scene, existing policies can be reviewed to incentivise more family offices and international NPOs to make Singapore their base for giving. For example, policies can be revised to increase tax deductions for family offices to allow more capital to be mobilised to support various causes. Broadening the categories or types of overseas or global causes that can be supported under the existing regulations can also encourage giving beyond Singapore's borders.

However, there is a need to strike a balance between overseas and local giving to ensure local causes and NPOs remain adequately funded and resourced to serve vulnerable individuals. One option is to implement policy mechanisms that can incentivise and enable international family offices to channel some of their funds to support local charities.

THE FUTURE AHEAD AND FOOD FOR THOUGHT

Singapore is shaping its role as a global player in the sustainability and philanthropic landscape. The creation of R&D sustainability labs, building of partnerships and collaborations in the region and beyond, attracting family offices, and helping international crisis efforts are just some ways in which we are creating Singapore as a Giving State. This will see us growing our influence and making an impact on the regional and global stage.

As a global citizen, how can Singapore and Singaporeans be the "best for the world" in a global environment that is increasingly protectionist and inward-looking?

What role might Giving beyond our shores entail and how will it likely be perceived by other nations?

To what extent can 'Green Activism', which is largely youth-driven, shape the sustainability agenda? How can their efforts be heightened, and youths be viewed as potential policy collaborators or partners?

CONCLUSION

We embarked on this project with the ambitious goal of exploring how giving in Singapore might look like in the next 10 years. Given the intersectionality of the topic and the highly personal nature of giving, we set out to speak to a wide range of people – from industry experts to the man on the street – to obtain a range of perspectives. This enabled us to view the multi-faceted aspects of giving simultaneously at the systemic macro-level, operating environment 'meso' level, and the personal micro-level.

Taking stock of where we are today and looking ahead, we have made the following overall observations:

- The giving space is cross-cutting, boundary-spanning, and holds great promise to redefine the common space in society

    o The rapidly evolving giving space is highly porous—both impacting and impacted by various policy domains and stakeholder groups

    o Giving is not just about charities and non-profit organisations supporting those in need, but also about companies, policymakers, and community players' 'upstream' role to look after their stakeholders and the environment

    o Giving is not just about charitable actions and pro-social behaviours, but the whole underlying mindset, philosophy, and dynamics that define how we relate reciprocally to each other and who we could be as a society

    o Giving is a means to an end of creating a better future for Singapore; it is a necessary mindset with which we could start addressing societal fractures like inequalities, racial tensions, etc.

- Unlocking the potential of today's receivers to be tomorrow's givers

    o It is important to recognise the power distance embedded in the current construct of 'giving' and consciously narrow this gap by dignifying receivers. Giving can be a leveler in society where we recognise the diverse gifts across society and how we each can meet one another's needs.

    o This could be done by developing new vocabulary and norms of giving that dignify receivers (e.g., doing away with disempowering terms like 'beneficiaries', making moral judgement of how 'deserving' they are of help). At the same time, it is about unlocking and recognising the giving potential of receivers and empowering them to give in their own ways. The distinction between givers and receivers is blurring, with both roles possibly coexisting or fluidly transitioning. This paves the way to a more equitable Singapore, where people see each other as equal members of society with obligation towards each other.

    o New modalities of giving are needed to move away from the premise of 'resource transfer' to 'resource exchange' to empower receivers to embrace their agency.

- Local and global issues are becoming more complex and interrelated, and new forms of collaboration are needed for impact at the appropriate level

    o The traditional roles of government, corporate, funders and charities need to shift to one of strategic partnership that recognises the interconnectedness of various stakeholders in the broader system.

    o At the same time, there is a growing diversity of social investment capital and players in the giving space, each with their own maturing ecosystem (impact funds, private equities, incubators, accelerators).

    o This spells an opportunity for new forms of public, private, people sector collaboration to move capital towards impact and innovatively tackle complex social issues. This includes having receivers being present in the room to speak for themselves, and truly become part of the solution for community and societal issues.

Specifically, we identified 6 key trends and 21 sub-trends that impact the giving landscape, summarised in the following table. While we attempted to structure them into discrete chapters for ease of reading, there are inevitable overlaps and interconnections among the trends which are worth bearing in mind.

KEY TREND	SUB-TREND
Shifting demographic dynamics	1. Impact of ageing population 2. Rising affluence 3. Role of non and naturalised citizens 4. Millennials and Gen-Z as future leaders
Evolving social compact	1. Inequalities and social divisions 2. Rebuilding the economy 3. Role of society and state
Businesses as a force for good	1. Growth of green consumers and investors 2. Socially conscious workforce 3. Role of corporate leaders
People sector transformation	1. Growth of funding sources 2. Source for skilled volunteers and manpower 3. Emerging players 4. Large proactive donors
Digital acceleration	1. Popularity of digital platforms for giving 2. Gap in digital divide 3. Proliferation of fake news and misinformation 4. Data driven giving and service delivery 5. Technology, AI, and the impact on the future of work
Singapore making a global impact	1. Sustainability agenda prioritised 2. Singapore as a giving state

How today's trends might shape the giving landscape ahead

Our expert interviews provided a glimpse of how some of these trends may unfold in the future. Although by no means a prediction or projection, the seeds of the future today—gleaned through existing blueprints, articulated visions of respondents or signals of disruption—will transform the giving landscape in the next 10 years.

Shifting Giving Dynamics

Today's shifts in redefining giving will shape how we give in the future. While there is no set formula for how this 'new' giving could look like, respondents generally expressed a general move towards informal, everyday, and equitable giving. Respondents expressed that giving should be part of our DNA and who we are as a people—variously expressed with the metaphors of "cultural DNA" or "social norm".

Giving also needs to be dignifying—requiring us to move away from using language and concepts that connote a power distance like 'giver' and 'beneficiary.' In practical terms, this means appreciating the experience of giving and receiving as a reciprocal relationship that needs to be mindfully framed to dispel the notion of a 'powerful giver' and a 'powerless receiver'.

In other words, giving is no longer a one-way transaction from a more powerful giver who gives capital, to a less powerful receiver who needs or lacks that capital. Instead, there is a widespread acceptance of giving as a two-way/multi-way mutually beneficial exchange of resources which manifests itself through a broader range of giving expressions or enabling conditions.

Evolving Social Compact

Respondents expected a shift towards more community-led initiatives. Neighbourhood coalitions that are set up need to have the autonomy to decide on their own community aspirations, goals, and resource management, with the government playing a light-touch role in terms of regulatory oversight. The flexibility of working with various private and public funders and setting their own KPIs could energise the community with a greater sense of innovation.

Multiple issue-specific workgroups and taskforces are expected to emerge against the backdrop of a push towards greater participatory governance. This may result in a more organic culture of civic conversation spearheaded from the ground up, as opposed to those 'incentivised' from the top down, where discussion groups come together to have open conversations on any issue deemed of common interest—including sensitive issues such as LGBTQ issues, racial relations, and adoption, to name a few.

Businesses as a Force for Good

Spurred by the rise in socially conscious consumers, investors and regulations, companies are leaning in even more to embrace their ESG obligations. Respondents were optimistic that Singapore will hit the critical mass of corporates adopting stakeholder capitalism as the predominant business model. Most MNCs in the future will embrace corporate responsibility in one way or another—by ensuring inclusive employment, supporting local communities, providing fair wage support, and ensuring supply chain transparency. HR policies still need to be refined to hire and support staff from vulnerable groups such as seniors, the differently abled, ex-offenders, full time caregivers, and career returnees, and product developments need to embrace cradle-to-cradle philosophy. More support will be needed for SMEs so that they can be part of a sustainable future.

As more investors insist on ESG compliance, there will be more B-Corporations and social enterprises. Consistent with the Singapore Green Plan commitment, Singapore may boast a 100 percent sustainable investment portfolio and is well on its way to be recognised as a leader in green finance, especially in areas of decarbonisation and emission reduction.

On the other side, consumers across all segments need to walk the talk in embracing sustainable lifestyles—not just consumables but also in areas of banking products and investment, for example. Overall consumption could be slowing down as respondents expected more people to embrace a circular/shared economy, including recycling, maker culture, rental models, etc.

People Sector Transformation & Digital Acceleration

Respondents were optimistic of a thriving People sector with new players such as social enterprises, social change-makers, community groups and neighbourhood initiatives. Done right, collaboration and coordination will make for an increasingly dynamic people sector landscape.

Digitalisation is anticipated to enable better coordination of needs. With digitalisation and strong data governance in place, data can be used to improve service provision without sacrificing data dignity. This will optimise intra- and inter-sectoral synergy and coordination, while minimising duplication of efforts and wasted resources.

As today's investments to digitalise the sector bear fruit, most NPOs will be digitally equipped to grow their fundraising, advocacy, and public awareness campaigns online. Respondents also anticipated more NPOs to increasingly incorporate impact measurement as part of their reporting, allowing programs to be more impact-driven and donors to track the impact they make easily. These approaches will allow NPOs to reach out to even more private funders who are embracing more impact-driven and collaborative approaches, such as philanthropists and family offices locally and in the region.

Singapore Making a Global Impact

Singapore's political and economic stability, connectivity to the region, favourable governance, and regulatory environment continue to position it among the prime choices for UHNWIs. Harnessing the capital accumulation in the region, Singapore is anticipated to become a regional hub for institutional philanthropy.

Building upon existing efforts of various agencies shaping our economic development along with umbrella philanthropic bodies, we can anticipate a maturing philanthropic ecosystem in the region served by Singapore as a key hub. Respondents expressed their hopes for every family office and wealth management outfit registered in Singapore to have a philanthropic arm and pledge to set aside part of their wealth for philanthropic purposes both locally and globally. Tapping into its human and intellectual capital, Singapore will also play a larger role as a research and development (R&D) hub and ideas bank—mobilising capital to support innovative solutions and impact creation for various local and global causes.

Respondents also anticipated an overall climate of less funding competition and more sustained impact creation, taking into consideration the wider range of funders, well-established infrastructure to mobilise capital, greater diversity of funding mechanisms, and more robust measurement frameworks.
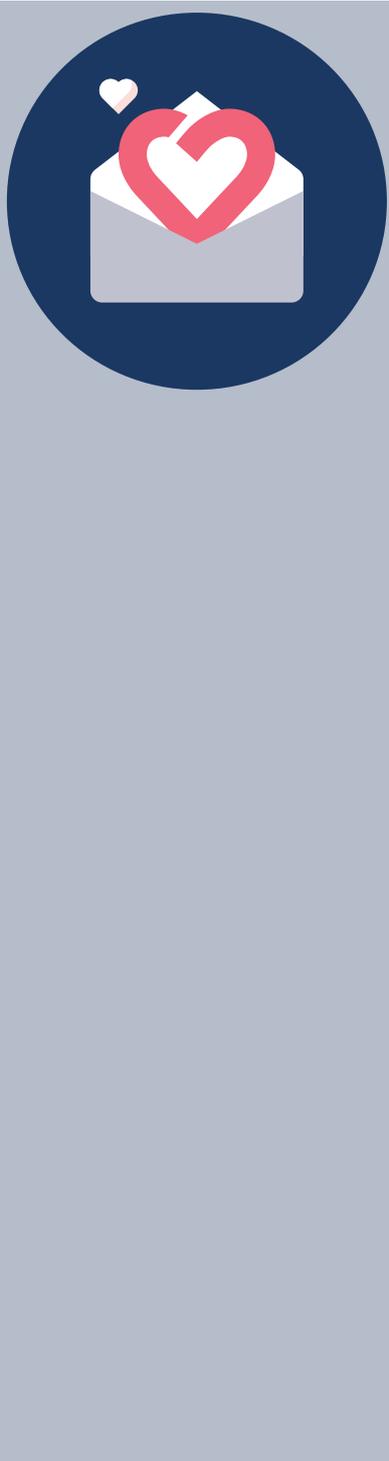
CLOSING

An Invitation

Giving has wide-ranging implications on all aspects of society. Far more than just acts of volunteerism and donation or a 'feel good' component, giving in its true sense shapes societal culture and identity, molds corporate ethos, influences economic model and even potentially informs diplomatic relations.

The big question at the conclusion of this report is how we leverage the greater promise of the giving space to create systems change in Singapore. The list of questions below are distilled from synthesising key insights from each Trend, and could be helpful thought-starters:

- How might giving help to strengthen social capital to overcome potential ideological faultlines arising from new social/demographic segments in society?

- How might giving shape a new social compact based on moral legitimacy to bridge latent class, sociocultural and generational divides in Singapore?

- How can we leverage alternative funding models, new talent strategies and game-changing digital transformation to future-proof the people sector?

- As a global citizen, how can Singapore and Singaporeans be the "best for the world" in a global environment that is increasingly protectionist and inward-looking?

- How can we collaborate with corporate leaders and investors as new change agents to create systemic change to drive a long-term sustainability agenda?

- How might giving become an integral part of our daily lives through digital transformation and democratised access to technology?

We invite readers to build a future where giving, in all its forms, is embedded into the fabric of society, economy, and geopolitics, and drives every aspect of our daily lives in Singapore. How we give defines us as a people, and in turn, it takes the whole society to shape the giving space. The future of giving is in our hands, and we welcome everyone to come on board to co-create the City of Good.

This study is a qualitative exploration with 75 respondents across various backgrounds, supplemented by desktop research and objective measures. Respondents were categorised into two groups, (i) Individual Givers and (ii) Expert Panel. Most engagements were done virtually due to COVID-19 restrictions and safe management measures, with a handful of in-person engagements when restrictions were eased.

Futures techniques were used to design both the interview guide (7 questions) and workshop (3 horizon, scenario immersion and visioning), as well as in the analysis phase (futures wheel).

ANNEX A: METHODOLOGY

The overall research outline is set out below:

PARTICIPANTS

Individual givers

Purposive sampling was employed to match respondents' profiles with the pre-determined sampling frame and criteria which was set to ensure diversity of perspectives. For harder-to-reach participants, snowball sampling was employed.

This group represents the voice of the community and general public, which is important to ground the study and balance the 'expert' viewpoints. The intent was to understand how everyday people interact with the various societal structures around them, and how their sense of agency shapes their daily expressions of giving. Two sub-groups are identified:

· **Givers of today** who are active in the giving space and are giving in well-established ways e.g., initiating or supporting ground ups, volunteers, and donors.

· **Givers of tomorrow**, including new givers and non-givers. This group also includes people who are traditionally regarded as 'receivers' and minorities in society due to their origin, demography, lifestyle preferences, etc.:

   o **15-24 years old Youths**
    The diversity of youths' values, worldview and habits, and their generational perspectives gives insight into why, how, and what youths give, and how giving might look like to them.

   o **"New" Singapore Population & Diaspora**
    These included naturalised Singaporean citizens, expatriates, and overseas Singaporeans. They are likely to identify with a few 'homes.' If giving is tied to a sense of community, this may determine which community they give to and the causes they resonate with.

   o **Individuals in Non-Academic Pathways/Gig Economy**
    These are individuals who have taken a non-academic pathway to success, such as cultural workers, freelancers, and small home business owners. They are likely to have a different notion of work and time and possibly different ways of giving.

   o **Socially Disadvantaged Persons**
    This included persons with mental health issues, persons with disabilities (and their caregivers), ex offenders, and LGBTQ persons. A more inclusive society may empower them to defy societal perceptions and give in their unique ways.

Both in-depth interviews and workshops were held for the Individual Givers.

The workshop served as a space for collective inquiry to explore and harness the diversity of views from givers of today and givers of tomorrow. The relatively informal nature worked well to draw out candid conversations and allowed for rich articulation of giving in the present and future horizons to:

· Understand ways of giving today

· Identify systemic trends and forces shaping giving today, including ground perspectives on emerging needs and gaps in society and how these needs might evolve in next 5-10 years

· Explore what future giving behaviours/opportunities might be created arising from these needs

· Envision how the society of the future might look like when these needs are met/not met

The workshop was structured using the Three Horizons and Futures trajectories (Forum for the Future, 2021) framework. This allowed participants to collectively share and map out present-day giving narratives and experiences, identify forces shaping the giving landscape, engage in a mini-visioning exercise through scenario immersion, and subsequently co-construct the stories of 'us' and of the future.

For a smaller group of respondents who have difficulties accessing virtual platforms and may not be conversant in a big group setting, unstructured one-to-one interviews were held to provide them with a safe space for sharing. They lasted between 45 minutes to 1 hour in a language of the respondent's choice.

The Interview Guide and Workshop Design can be found in Annex B.

ANNEX A: METHODOLOGY

EXPERT PANEL

Purposive sampling was employed to identify the expert panel respondents to ensure a diversity of backgrounds, ideologies, and domain expertise across the areas of political, social, economic, technology and the environment. Respondents included decision-makers, policymakers, political office holders, academics, economists, businessmen, technologists, and environmentalists. Recommendations from the NVPC Board, Senior Management and external parties were also sought.

- **Policy makers** included office holders from Ministries, statutory boards, and other public agencies who have strategic portfolios that might inform and impact how giving will respond to evolving societal needs. This includes representatives across the domains of economy and finance, to education, information and communications, and public housing.

- **Corporate leaders** included representatives from sectors of strategic importance for the new economy of varying origins (i.e., home-grown brands and multinational corporations), sector/industry, and operating models.

- **Non-profit and social advocates** from both established and emerging organisations, direct-service providers, and intermediaries, including those from mainstream causes such as social services and from underrepresented causes such as the arts, and advocacy/human rights groups.

- **Funders** included established and new foundations, local and regional bodies, and philanthropists.

- **Academics** included those with recognised bodies of work in the areas of democracy and governance, economics, sociology, and energy studies.

The full list of respondents can be found in Annex C.

Semi-structured one-to-one in-depth interviews were conducted to allow for richer and candid discussions. Each interview lasted about 1.5 hours, using the 7 Questions foresight technique and prepared prompts customised to respondents' areas of expertise. Some of the questions include:

- Critical trends and uncertainties over a 10-year horizon in relation to their domain expertise

- Negative and positive implications of these trends on how the giving space could evolve

- Personal aspirations for Singapore in 2030 and actions needed to realise their vision

CONSENT AND LIMITATIONS

An information docket and consent form were provided to all interviewees and workshop participants ahead of the fieldwork session. They highlight the background and objectives of the study as well as on the usage and publication of findings in an aggregated and anonymised manner. All respondents signed the consent form for the interview and were given the opportunity to seek clarification during the interview about the nature and use of the research.

Limitations of digital engagement were acknowledged and mitigated to the best extent possible. The length of workshops and interviews were adjusted to 3 hours and 1.5 hours accordingly to minimise 'Zoom fatigue.'

The team also did regular 'pulse-checks' with the respondents and participants to ascertain their engagement levels throughout the workshop and interview.

Purposive sampling approach yielded a smaller and non-representative sample of respondents. However, this serves the purpose of this study to identify specific experts that could provide specific domain and stakeholder perspectives at a high level. To mitigate issues of subjectivity and non-representativeness, the study is substantiated by an extensive literature review and case studies to provide a more objective and well-rounded perspective on the topics that arose during interviews with the respondents.

Interview Guide

Tier 3 Questions

WARM UP (5 MINS)

TRENDS AND UNCERTAINTIES (15 MINS)

NEGATIVE IMPLICATIONS (10 MINS)

POSITIVE IMPLICATIONS (10 MINS)

ASPIRATIONS (15 MINS)

ACTION (5 MINS)

Interview Guide

Tier 2 Questions

WARM UP (5 MINS):

CURRENT LANDSCAPE (10 MINS)

TRENDS AND UNCERTAINTIES (15 MINS)

NEGATIVE IMPLICATIONS (10 MINS)

POSITIVE IMPLICATIONS (10 MINS)

ASPIRATIONS (5 MINS)

ACTION (5 MINS)

ANNEX B: INTERVIEW GUIDE & WORKSHOP DESIGN

Interview Guide

Workshop Design

The workshops were designed to support participants in a collective inquiry that enabled them to share their individual stories from a range of different perspectives and lived experiences of giving, and to then construct their shared stories of 'us' and of the future. Each workshop comprised of four exercises, each corresponding broadly to an exploration of the dynamics of giving, based on the foresight tools of the Three Horizons and Futures trajectories.[5] This involved:

1. Mapping giving behaviors, activities, and narratives in the present day

2. Identifying the forces that are shaping the giving landscape and changes to giving behaviors and narratives

3. Exploring how givers' mindsets and narratives influence/shape the future trajectories of giving, by immersing participants in mini-2030 scenarios

4. Envisioning the future of giving and inquiring into what it might take to achieve this

[5]https://www.forumforthefuture.org/covid-19-trajectories

ANNEX C: ACKNOWLEDGEMENTS

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Workshop Participants

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Viknes
Temasek Polytechnic

Yinzhou
Citizen Adventures

Aarti Jagtiani

Athel J. Hu
Mentidote

Carmen
Citi

Cuifen
Food Citizen, part of Foodscape Collective

Ezekiel Tan
Hope Initiative Alliance

Fazli Zainudin
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