

Frequently Asked Questions (FAQs)

President's Challenge 2027 (PC2027)

A. About President's Challenge Funding

1. What does PC mean by “upliftment”?

A project should clearly show how it will improve the trajectory of quality of life for people facing greater challenges, with outcomes that can continue beyond the funding period. It should uplift aspirations, abilities and/or potential, and make a credible case for its need, distinct value and intended impact in the existing landscape. The project goes beyond addressing an immediate need where benefits stop when funding stops.

2. What are some examples of applicable projects?

There are diverse approaches to uplifting the aspirations, abilities and potential of individuals who start with greater odds. This can take place in and/or across different domains such as in the community, the arts or sports. You may refer to the [PC2025](#) and [PC2026](#) benefitting organisations and programmes for examples of upliftment projects. There is no specific cause, target group, or theme for PC2027; applications across different sectors and target groups are welcome.

3. What are the key criteria you look for in an application? Does the proposal need to be totally new?

Assessment will consider demonstration of upliftment beyond immediate needs, how the proposed project adds value and achieves a distinct impact, the strength of programme design and implementation team. Past performance, impact and plans for longer-term sustainability are considered as well for applications for Category 2 funding. Proposals need not be totally new and may build on existing approaches or programmes. Proposals demonstrating greater merit based on the assessment criteria will be prioritised for funding.

B. Eligibility criteria

1. Can two organisations collaborate to apply for President's Challenge?

Yes. However, there must be **one lead applicant** that submits the application on behalf of the partnership. The lead applicant must be an **Institution of a Public Character (IPC)** and will be responsible for complying with all grant requirements and terms and conditions. Where a partnership includes a non-IPC organisation, the project is only eligible to apply for Category 1 funding.

2. Which Sector Administrator should an arts or sports project select?

Please select NAC or SportSG only where arts or sports is the primary pathway to upliftment, such as developing artistic or sporting skills and talent, or creating opportunities for participation and achievement in arts or sports. Projects using arts or sports mainly to achieve therapeutic, rehabilitative or other social outcomes should select the Sector Administrator relevant to the target group or social outcomes.

3. Is it mandatory to include arts and sports components in the proposed project?

No, it is not mandatory to include arts and sports components in the proposed project.

4. Is it mandatory for proposed projects to encompass both volunteerism and multiracialism/cross-cultural appreciation? Does this include corporate volunteerism?

No, it is not mandatory to include volunteerism and/or multiracialism or cross-cultural appreciation elements. Where projects incorporate such elements in relevant areas and with well-defined strategies, this will be considered a plus factor in assessment. Volunteer roles should be clearly defined, with clear descriptions of how volunteers will benefit service users. This includes corporate volunteerism.

5. Can a project serve more than one group of service users?

Yes. Please indicate the target group or groups to be served and the corresponding output and outcome targets for each year.

6. Can we apply if the project already receives other Government funding?

Yes. You may apply if the project is already receiving other Government funding or if you are applying for other grants concurrently. You should clearly declare all existing and applied-for funding sources for the requested expenditure items in the Income and Expenditure statements (under "Income" section), and explain how PC funding would add value beyond existing support.

7. Currently, my programme received other incomes sources such as donations, funding from private foundations and restricted grants from Ministry. Am I still allow to apply for PC2027?

Yes, you can apply for PC2027 for the remaining expenditure that is not supported by other income sources. PC can support remaining expenditure that is not covered by other income sources. Please refer to Question 7 under **C. Application Process and Required Documents** to find out how to indicate in the application form.

8. Can I submit an application if I have yet to secure a permanent location for my project?

Yes. The proposal should demonstrate feasibility in executing the project, which includes the plans and a reasonable timeline in securing the location to implement the project soon after the start of the funding period. All approved funding shall be utilised by the end of the funding period, with the intended outcomes achieved.

9. Can we apply for PC2027 if we applied in previous years?

Yes. You may apply if:

- i. you are currently not approved under any PC funding or;
- ii. if your PC-funded project has ended **and** you would like to make project enhancements or scaling or;
- iii. if you are currently funded PC and would like to apply for a separate new project.

Do take note that:

- ✓ PC funding is not meant to provide recurrent funding for your project.
- ✓ Enhancements to on-going PC-funded projects are not eligible for PC2027.

10. How many years of consistent good performance are required for a project to qualify for Category 2?

A project must demonstrate a minimum of three years of consistent good performance.

11. What does the sustainability requirement under Category 2 entail?

Sustainability refers to detailed plans for the programme after PC funding ends. This may include ceasing the programme with a responsible transition for service users or securing alternative funding sources such as fundraising or revenue-generation activities (e.g. fee charging).

12. For the scalability requirement under Category 2, is there an expected timeframe to scale the project?

No. There is no fixed timeframe and scaling need not take place within the funding period. A project's potential to scale is defined by the size of the issue or gap addressed and the extent of service-user reach.

13. How many proposals can I submit? Can I submit the same project for both Category 1 and Category 2 funding?

Each agency may submit a maximum of three project proposals across Categories 1 and 2. Select only one funding category for each project. A Category 2 project found unsuitable may be assessed under Category 1 if it meets the relevant criteria.

C. Application Process and Required Documents

1. What is the application process and timeline?

The application period is from 21 September to 13 November 2026. Results are expected by June 2027. Please refer to this link for more details: [Apply for grant | President's Challenge](#)

2. What do I need to include in my application? Do I need to email my application form to PC Secretariat?

There is no need to email the application form. All applications must be submitted via OSG with the following attachments:

- ✓ **Project Income and Expenditure form** (one form per project)
- ✓ **Acceptance of Terms and Conditions Form**
- ✓ **Agency's audited financial statements** from past 2 years
- ✓ **Theory of Change**
- ✓ **Documents demonstrating reasonableness of the requested budget item costing \$6,000 and above**
- ✓ **(For Arts project only) CVs of key artistic personnel, including relevant background and samples of past work**
- ✓ **Other relevant documents** that explain why your project should receive funding e.g. evaluation findings, data etc.

3. What if my CEO or Executive Director is not available to sign the Terms and Conditions?

If the CEO or Executive Director cannot sign by the submission deadline, please arrange for an official delegation letter authorising another officer to sign on the person's behalf. Upload the delegation letter with the application on [OSG](#).

4. How do I complete the Project's Alignment with PC Objective section?

Explain the need/issue the project will address and how it will produce an improvement in the trajectory of the quality of life for those facing greater challenges, providing outcomes that can be sustained beyond the funding period.

Justify the need for this project and how it adds value and achieves a distinct impact in the existing landscape.

- For established programmes, there should be supporting research/data. E.g. local/ overseas studies/ national statistics/ programme evaluation findings)
- For new/pilot programmes where it is not reasonable to have data available, a well-reasoned argument should be made based on the needs of the target group and the nature of the interventions.

5. How do I complete the Team's Experience section?

Please provide each team member's name, role, skills or qualifications and relevant experience. If the team is not fully formed, explain the recruitment plan and required profiles for each unfilled roles. For arts projects, provide CVs of key artistic personnel, including relevant background and samples of past work. For sports projects, provide brief profiles of the sportspersons involved.

6. How do I complete the Theory of Change section?

The Theory of Change must be detailed enough to encompass all the critical elements that contribute to achieving the project's goals. It must show the causal links between an intervention and its intended outcomes, with each link ideally backed by research/evidence. It must clearly articulate the change process brought about by interventions. For reference, you may refer to Page 10 to 11 of the NCSS SEF Guide ([Link](#)) for guidance on developing a TOC.

Please attach the Theory of Change when you submit your application form on OSG. (You may use your own template, preferably saved in PDF (text-based) or ppt/doc/xlsx). If you are applying for more than one project, each project must have its own Theory of Change.

7. How do I complete the Project Income and Expenditure form?

Please download the Project Income and Expenditure form. (Refer to [OSG](#)> How to apply section). Indicate only expenditure items for which PC funding is sought and their corresponding income sources. If an item is fully funded by another funder, it need not be included. If it is partially funded, declare the other income and show the full expenditure, including the proportion and amount funded by the other source.

For example:

- If ABC Foundation fully funds the manpower costs of the project, there is no need to list the income from ABC Foundation under the "Income" section and the manpower expenditure in the "Expenditure" section, since the application is not seeking PC funding for the manpower costs.
- If ABC Foundation funds the manpower costs partially and your agency would like to seek PC funding for the remaining costs, please indicate the amount funded by ABC Foundation under the "Income" section, and the full manpower costs (inclusive of those funded under ABC Foundation) in the "Expenditure" section. Please indicate under "Role/Purpose" in the Project Income and Expenditure Form on the proportion and amount of funding from ABC Foundation for that item.

If the application is successful, President's Challenge will fund operating expenditure that is not covered by other income sources and incurred during the approved funding period. PC funding is capped at a maximum of \$100k per annum for up to 3 years for each approved Category 1 project, and up to \$300k per annum for first 3 years and up to \$200k and \$150k for the 4th and 5th year respectively for each Category 2 project. Successful applicants will be informed of the approved budget for each project.

8. What agency financial statements must be submitted?

Please submit your agency's latest available financial statements from the last two financial years.

9. What may be submitted as evidence of the project's past performance?

The agency may submit formal evaluation findings, surveys or testimonials from end users or key partners, and case studies to demonstrate the project's past performance.

10. Can the submission deadline be extended?

No. Applications must be submitted on [OSG](#) by 13 November 2026.

D. Project Design, Outcomes and Assessment

1. Do we need to propose unique outcome indicators to cater to the project design?

The agency should propose intended output and outcome indicators for each project. You are strongly encouraged to use Sector Evaluation Framework (SEF) for outcome indicators where suitable. Where suitable SEF metrics are not available, you may propose alternative ones. PC Secretariat or the Sector Administrator will review these and discuss revisions where necessary. Any changes will be mutually agreed. Successful projects may be onboarded to the SEF where suitable.

2. What are some examples of impact evaluation measures that a project can use?

Applicants are strongly encouraged to use the Sector Evaluation Framework, which provides a common language for measuring sector outcomes, tracking service-user progress and articulating impact. For details, please refer to <https://www.ncss.gov.sg/research-and-insights/research-and-evaluation/sector-evaluation-framework>. Where suitable SEF metrics are not available, you may propose alternative ones.

3. How will applications be prioritised?

Applications assessed to be of greater merit according to the assessment criteria will be prioritised for funding.

E. Funding Scope, Computation and Award

1. How do we secure a multi-year grant?

Clearly demonstrate the need for multi-year funding, what will be implemented each year, the intended annual outcomes, and the corresponding estimated income and expenditure. PC Secretariat or the Sector Administrator will assess whether a multi-year grant is necessary.

- 2. What are the funding caps?**
Category 1 funding is capped at up to \$100,000 per year for up to three years. Category 2 funding is capped at up to \$300,000 per year for the first three years, \$200,000 for the fourth year and \$150,000 for the fifth year.
- 3. Does PC support capital expenditure?**
Capital expenditure may be considered only where it is project-related and contributes directly to the intended upliftment outcomes. Organisation-wide costs that would be required even without the project should not be included.
- 4. Does PC support project impact evaluation?**
Impact evaluation costs will be assessed case by case and are limited to Category 2 projects where there is strong value in conducting the evaluation. The project budget should remain focused primarily on delivery costs.
- 5. If my project is supported, how will funding be computed and disbursed?**
Funding will be computed based on requested expenditure not covered by other income sources during the requested funding period, subject to an assessment of reasonableness and need and the applicable funding caps. The funding amount will be capped at up to \$100,000 per year for up to three years for Cat 1 projects, and up to \$300,000 per year for up to the first three years, \$200,000 per year for the 4th year and \$150,000 per year for the 5th year for Cat 2 projects. Funds will be disbursed based on the payment details provided on OSG.
- 6. What happens if the approved funding is lower than the amount requested?**
Where a project is approved for a lower amount than requested, the agency should review whether its proposed outputs, targets and implementation approach remain achievable within the approved funding amount. Agencies may request to adjust their performance targets proportionately to the approved funding, provided that the original problem statement, target group and intended outcomes continue to be addressed. Any revised targets or project parameters should be approved by PC Secretariat and remain within the approved funding amount.
- 7. Can I start my project before receiving PC funding?**
Yes, but PC will support only expenditure incurred during the approved funding period. Costs incurred before or after that period will not be supported.
- 8. My agency is applying for other grants concurrently. What should we do if another grant is approved?**
PC supports total operating expenditure that is not covered by other income sources. In the event that your agency obtains funding for your entire programme expenditure from other income sources and does not require PC funding anymore, please write in to PC Secretariat at pc_enquiry@ncss.gov.sg to withdraw your application. If your programme is partially supported by other income sources, you can be supported under PC for the remaining expenditure that is not covered by other income sources.

F. Grant Management After Award

- 1. Can unutilised funding for a year be carried forward?**
Unless otherwise stated, unutilised funding may be carried forward to the following year within the approved funding period, provided the expenditure is incurred within that

period and there is no change to deliverables. Any unutilised amount at the end of the funding period must be returned. No extension will be granted after the funding period ends.

2. What if my agency secures additional funding during the funding period?

Please declare it as income in the annual Income and Expenditure statements. PC funding will be correspondingly reduced because PC supports only expenditure not covered by other funding sources. Any unutilised PC funding must be returned at the end of the funding period.

3. What if I need to make changes to the programme after award?

Agencies must promptly notify the President's Challenge Secretariat in writing of any proposed material change to the project, including changes to project scope, objectives, target beneficiaries, activities, outcomes, implementation timeline, key personnel or partnerships. Agencies must not implement a material change without prior written approval from the President's Challenge Secretariat. Depending on the nature of the change, the Secretariat may impose additional conditions, revise the funding amount, suspend or terminate funding, or require repayment of funds.

4. Can funds be moved between budget items?

Agencies should utilise President's Challenge funding broadly in accordance with the approved project and budget. Reasonable adjustments across approved budget items may be made where necessary to support project delivery, provided that the original problem statement and intended outcomes continue to be addressed and the total approved funding amount is not exceeded. Any reallocation of funds should continue to demonstrate the reasonableness and necessity of the expenditure in supporting the approved project outcomes. Where the proposed changes may materially affect the approved project, agencies should consult President's Challenge Secretariat and obtain the necessary approvals before implementation. Any variances should be explained in the project's reporting submissions.

5. How should unutilised funds be treated?

Any unutilised amount remaining at the end of the approved funding period must be returned to PC.

G. Reporting and Compliance

1. What are the reporting requirements if the project is approved?

Successful projects must comply with all grant and reporting requirements stipulated by PC Secretariat, including submission of fund utilisation reports and output and outcome indicators. Further details will be shared with successful applicants.

2. What output and outcome information must be reported?

Agencies must report the approved output and outcome indicators and progress against the agreed targets in accordance with the reporting schedule.

3. Are audited Income and Expenditure statements required?

Where funding for a year is below \$250,000, submit annual project Income and Expenditure statements certified by the agency's President or Chairman, Treasurer and Executive Director or their equivalent. Delegation is not allowed for this certification.

Where funding is \$250,000 or more in a year, submit an audited Income and Expenditure statement for that year.

4. How should PC funding be classified?

All PC funds must be classified as restricted funds in the Income and Expenditure statements and used solely for the approved purposes.

5. What are the terms and conditions that apply for funding?

Successful applicants are bound by the accepted Terms and Conditions and any signed funding agreement, including requirements on permitted use of funds, reporting, material changes, compliance and return or recovery of funds where applicable.

H. Application Outcome and Enquiries

1. When will application results be released?

Results are expected around June 2027.

2. Can I appeal if my application is unsuccessful or I am not supported for the full amount of funding requested?

No. All decisions are final and no appeals will be considered.

3. Who can I contact for other enquiries?

Please email President's Challenge Secretariat at pc_enquiry@ncss.gov.sg.