



President's Challenge Grant Call 2027

Application Period: 21 Sep to 13 Nov 2026



Agenda

1. **What President's Challenge supports**
2. **What we look for in a proposal**
 - Assessment criteria
 - Examples of upliftment
 - Elements of good project design
 - Measuring outcomes with the Sector Evaluation Framework
3. **What you are committing to**
 - Funding schedule
 - Reporting requirements
4. **How to apply**

President's Challenge 2027 Grant Call – Two Project Categories

What PC supports

Proposals that uplift aspirations, abilities and potential, especially among those who have had to overcome adversity.

Who can apply

All IPCs. Non-IPCs may partner an IPC entity (Cat 1 only); the lead applicant must be an IPC.

Category 1

Up to 3 years

Up to \$100k / annum*

- Good project design backed by relevant team experience
- Delivers good results in uplifting those who face greater odds
- Requires funding **to pilot, or to stabilise and move to the next stage of growth**

Category 2

Up to 5 years

Up to \$300k / annum*[^]

- **Consistently achieved good results** in uplifting those who face greater odds
- Potential to **scale** its impact
- Potential to become **self-sustaining** beyond the funding period

* All projects are funded at up to 100% of Total Operating Expenditure (TOE) not covered by other income sources, for up to the first 3 years.

[^] Funding for Category 2 projects will be stepped down to 75% and up to \$200k in the 4th year, and 50% and up to \$150k in the 5th year. This is to encourage grantees to plan for sustainability.

Assessment criteria

Section A: Assessment Criteria for Cat 1 and 2 projects	
Clear Objective of Supporting Upliftment (Critical Criterion)	Project clearly describes 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. - Project should produce sustained impact by uplifting aspirations, abilities and/or potential. - Upliftment can take place in and/or across different domains, such as in the community, the arts or sports. Project makes a credible case to 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. - 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.
Project Design	- Proposal clearly describes how the activities/ interventions lead to the intended outcomes. - Project's timelines to achieve the intended outcomes are realistic.
Team's Experience	Project team understands or has experience serving the target group.
Community Activation	It will be helpful if the project: - involves volunteers and clearly describes how the use of volunteers will benefit the service users. - promotes multiracialism and/or cross-cultural appreciation, where practical
Section B: Additional criteria for Category 2 Projects only	
Project Past Performance	The project has consistently shown good outcomes.
Project Impact	- The proposal identifies suitable output and outcome indicators to measure the impact to beneficiaries. - The project has potential to scale.
Project Sustainability	The proposal clearly articulates how the project will be sustainable beyond the funding period.

***As funding available is limited, applications assessed to be of greater merit will be prioritised for funding**

Examples of upliftment - PC2026 programmes

Does your programme build skills, capacity and potential that enable individuals to overcome challenges and change their life course?

Here are some PC2026 programmes:

Skillseed in partnership with SHINE Children and Youth Services: *Resilience Trails Plus*

Moves beneficiaries from recipients to income-earning community leaders

Empowers individuals from under-resourced communities to become Community Guides who lead neighbourhood walking trails, creating opportunities for skills development, community participation, and dignified income generation. By transforming beneficiaries from recipients of support into contributors and leaders, the programme broadens horizons and inspires greater confidence, self-reliance, and aspirations for social mobility.

SPD *Community Enablement Pathway: Living Beyond Walls*

Empowers persons with disabilities to participate more independently in community life through real-world skills and experiences

The Community Enablement Pathway moves persons with disabilities from centre-based care into active participation in everyday community life. Participants train in independent living, social and vocational skills, then apply them in real community settings such as sports, interest groups and neighbourhood activities alongside volunteers – building capability and confidence rather than dependence.

Examples of upliftment - PC2026 programmes

= DREAMS ***DREAMS Residential Living***

Provides youths from disadvantaged backgrounds with a stable environment and developmental opportunities that improve their long-term life trajectory

DREAMS Residential Living is an aspirational weekday boarding residence for Secondary 1-4 students from public rental housing. Structured study routines, life-skills training, mentorship and leadership development give students the stability and habits that crowded or unsettled home conditions may not allow. Over four formative years, both ability and aspiration grow, equipping students to complete their education, pursue further study or work, and break an intergenerational cycle of poverty.

Xin Yuan Com Care LTD. ***Seniors as Heritage Mentor***

Empowers socially isolated seniors to become heritage mentors, restoring purpose, dignity and meaningful contribution to the community

Seniors as Heritage Mentor engages socially isolated seniors over three years to share dialects, life stories and cultural traditions with the wider community. Seniors move from passive recipients of care to recognised contributors and mentors, rebuilding purpose, dignity and social connection. Their knowledge becomes a community asset that strengthens intergenerational bonds and cross-cultural appreciation, and the mentoring relationships and confidence built are sustained well after the funded period ends.

Examples of upliftment - PC2026 programmes

Yellow Ribbon Cares Limited ***Titans of Change***

Empowers ex-offenders to progress from receiving support to becoming mentors, community contributors and role models for others on the reintegration journey

Titans of Change is a peer-led reintegration project that creates a continuum for ex-offenders: those who received support progress into contributing roles, from Associate Titans to Titans, leading befriending, motivational sharing, giveback activities and workforce pathways. Lived experience is converted into leadership – participants gain employment pathways, responsibility and a pro-social identity, while the peer model gives the next cohort credible role models. The result is reduced recidivism and a self-renewing community of support that outlasts the funding.

Autism Resource Centre ***Employability and Employment Centre*** ***(E2C) Job Support***

Equips adults on the autism spectrum with the skills, opportunities and ongoing support needed to achieve sustained employment and greater independence.

The Employability and Employment Centre is Singapore's first autism-focused job training and placement programme for adults on the autism spectrum. It closes the gap between capability and opportunity: participants build employability and workplace social skills, are matched to suitable jobs, and then receive sustained on-the-job support so employment is retained rather than lost. Steady employment brings income, independence and career progression, while employer partnerships make workplaces more inclusive for those who follow.

What upliftment is not

PC will not support programmes that focus on meeting immediate, short-term needs, or which do not show sustained impact and upliftment

Examples of programmes that do **not** sufficiently meet the upliftment criterion:

- **Meal delivery/distribution** - Addresses immediate hunger but lacks building of long-term capacity or skills
- **Direct financial assistance** - Provides temporary relief without developing abilities or building potential
- **One-off workshops or events** - Short-term activities that do not create sustained change or ongoing development
- **Basic service provision** - Housing or transport services that meet immediate needs but do not focus on building aspirations or capabilities
- **Training volunteers** - Focuses on volunteer development rather than directly building aspirations, abilities, or potential among beneficiaries

Elements of Good Project Design

A good Theory of Change

- Clear causal links between the interventions and the intended outcomes
- Key causal links backed by research or evidence where possible
- All key assumptions included and comprehensively analysed
- Realistic timelines, with assumptions stated and buffer for external factors

Robust measurement of outcomes

- Outcome indicators that are highly suitable and relevant to the TOC
- A realistic timeframe proposed for measuring each indicator
- Strongly encouraged to use Sector Evaluation Framework for outcome indicators where suitable. Where suitable SEF metrics are not available, you may propose alternative ones.

Support available

Theory of Change guidelines

- Set out in the Sector Evaluation Framework (SEF) guidebook, referenced in the PC 2027 application form
- go.gov.sg/ncss-sef-guide

Theory of Change workshop (Limited slots)

- Sharpening Your Theory of Change, by The Majority Trust
- 14 & 21 Oct, 9.30-11.30am
The Foundry, 11 Prinsep Link.
Register by 4 Oct; not a prerequisite for applying



Measuring outcomes

- Sector Evaluation Framework sharing, coming up next in this session

About the SEF

1 Sector Outcomes

The SEF provides a repository of common metrics for programmes with similar objectives.

Example:

Improve Youth
Development
Outcomes

ACT SG

Each
programme
collects:

- 1 metric for each intended objective
- QOL metric

2 Monitoring Indicator

Improving the quality of life of service users is the overarching goal of the sector.

Quality of Life

Aims:

- **Introduce consistency** in how programme outcomes are measured across the sector,
- Provide a **common language** for SSAs, funders, and the Government to **articulate impact**, as one social service sector.

SEF Video:



<https://go.gov.sg/sef-video>

Outcome Evaluation Report:



<https://go.gov.sg/cfe-ydo-report>

SEF Metrics: Quality of Life (QOL) and Programme Outcome

(1) Monitoring QOL (KIDSCREEN-27 or WHOQOL-BREF, depending on age)

KIDSCREEN-27 (aged <18)

AUTONOMY AND PARENT RELATION Enough time for self: Have you had enough time for yourself? Free time: Have you been able to do the things that you want to do in your free time? Enough time with parents: Have your parent(s) had enough time for you? Treated fairly by parents: Have your parent(s) treated you fairly? Talk to parents: Have you been able to talk to your parent(s) when you want to? Enough money to do the same things as friends: Have you had enough money to do the same things as your friends? Enough money for expenses: Have you enough money for your expenses?	PSYCHOLOGICAL WELL-BEING Life enjoyable: Has your life been enjoyable? Good mood: Have you been in a good mood? Not feeling sad: Have you felt sad? Had fun: Have you had fun? Without feelings of depression: Have you felt so bad you didn't want to do anything? Not feeling lonely: Have you felt lonely? Self-esteem: Have you been happy the way you are?	PHYSICAL WELL-BEING Self-rated health: In general, how would you say your health is? Feeling fit and well: Have you felt fit and well? Physically active: Have you felt physically active? Able to run well: Have you been able to run well? Full of energy: Have you felt full of energy?	SOCIAL SUPPORT AND PEERS Time with friends: Have you spent time with your friends? Fun with friends: Have you had fun with your friends? Receiving and giving help to friends: Have you and your friends helped each other? Rely on friends: Have you been able to rely on your friends?
SCHOOL ENVIRONMENT Happy in school: Have you been happy at school? Getting on well in school: Have you got on well at school? Paying attention: Have you been able to pay attention? Get along with teachers: Have you got along well with your teachers?			

WHOQOL-BREF (aged ≥18)

QUALITY OF LIFE How would you rate your quality of life?			
HEALTH How satisfied are you with your health?			
PHYSICAL DOMAIN Medical Treatment: How much medical treatment do you need to function in your daily life (if any)? Mobility: How well are you able to get around? Activities of Daily Living: How satisfied are you with your ability to perform your daily living activities? Work Capacity: How satisfied are you with your capacity for work? Pain: To what extent do you feel that physical pain prevents you from doing what you need to do? Energy: Do you have enough energy for everyday life? Sleep: How satisfied are you with your sleep?	PSYCHOLOGICAL DOMAIN Positive Feelings: How much do you enjoy life? Concentration: How well are you able to concentrate? Body Image: Are you able to accept your bodily appearance? Self-esteem: How satisfied are you with yourself? Negative Feelings: How often do you have negative feelings such as blue mood, despair, anxiety, depression? Life Meaning: To what extent do you feel your life to be meaningful?	ENVIRONMENT DOMAIN Safety: How safe do you feel in your daily life? Physical Environment: How healthy is your physical environment? Finances: Have you enough money to meet your needs? Information: How available to you is the information that you need in your day-to-day life? Leisure: To what extent do you have the opportunity for leisure activities? Home Environment: How satisfied are you with the conditions of your living place? Health and Social Services: How satisfied are you with your access to health and social services? Transport: How satisfied are you with your transport?	SOCIAL RELATIONS DOMAIN Personal Relationships: How satisfied are you with your personal relationships? Sexual Activity: How satisfied are you with your sex life? Social Support: How satisfied are you with the support you get from your friends?

SEF Metrics: Quality of Life (QOL) and Programme Outcome

(2) Programme Outcome (1 per programme)

Examples of SEF metrics:

Programme group	Outcome/Objective	Metric
Caregiver support	Improve management of caregiver burden	Psychometric: Zarit Burden Interview (ZBI)
Children & youth	Improve positive youth development competencies	Psychometric: ACT SG
Children in care	Reduce child's needs	Psychometric: Child and Adolescent Needs and Strengths (CANS)
Early intervention	Improve child development outcomes	Objective metric: Assessment scores or achievement of milestones
Employment support	Obtain employment and stay employed	Objective metric: Sustained employment for a period of 3 or 6 consecutive months

Visit this [webpage](https://go.gov.sg/sector-evaluation-framework) or scan the QR code for the full list of outcome metrics:



<https://go.gov.sg/sector-evaluation-framework>

If SEF is suitable for your programme, indicate it in your OSG application

Category 1

- Strongly encouraged to adopt SEF metrics, where possible

Category 2

- Mandatory to be onboarded to SEF if PC assesses to be suitable
- Eligibility criteria
 - Structured programme
 - Not a one-off service
 - Engages service users directly

Example: Outcome indicator using ACT SG for Children and Youth programme

Describe the desired annual outcome indicators of your project if your project is supported under President's Challenge. Please indicate 1 key outcome indicator (in the first row) and other indicators (in subsequent rows, if any).

- Applicants are expected to propose ways to measure the outcome of their projects.
- You are strongly encouraged to use outcome indicators from the SEF, where appropriate for your project's objectives. The SEF provides a common language for measuring outcomes and ensuring impactful interventions. It recommends standardised, validated outcome metrics for programmes with similar objectives. NCSS will provide resources to support SEF adoption. Where suitable SEF metrics aren't available, you may propose alternative ones.
- In the relevant fields below, indicate: (1) the outcome indicator(s) and measurement tool(s) (e.g. % of service users with improved youth development outcomes based on ACT SG) and (2) the annual (non-cumulative) targets. Supported programmes may be required to collect and report additional data.

S/N	List down the outcome indicators and measurement tools	Please indicate the Reporting Year for the targets	Target
1		Select...	

% of service users with improved **<outcome>** based on **<outcome metric>**
 e.g.: “% of service users with improved **youth development outcomes** based on ACT SG”

Indicate for each year you are applying the grant for.
 e.g.: Year 1, Year 2, Year 3

Indicate targets for each year
 e.g.: 20%, 30% etc.

Onboarding to the SEF Entails:

- 1) Collection of QOL and Programme Outcome data from service users
- 2) Sharing of service user-level data with NCSS
- 3) Agreeing* to the data governance terms on handling the service user-level data via the SEF Agreement (scan QR code on the left for the agreement)

*Applicants only need to sign this agreement after the funding application has been approved and eligibility to onboard to SEF is confirmed.

SEF Agreement:



<https://go.gov.sg/sef-agreement>

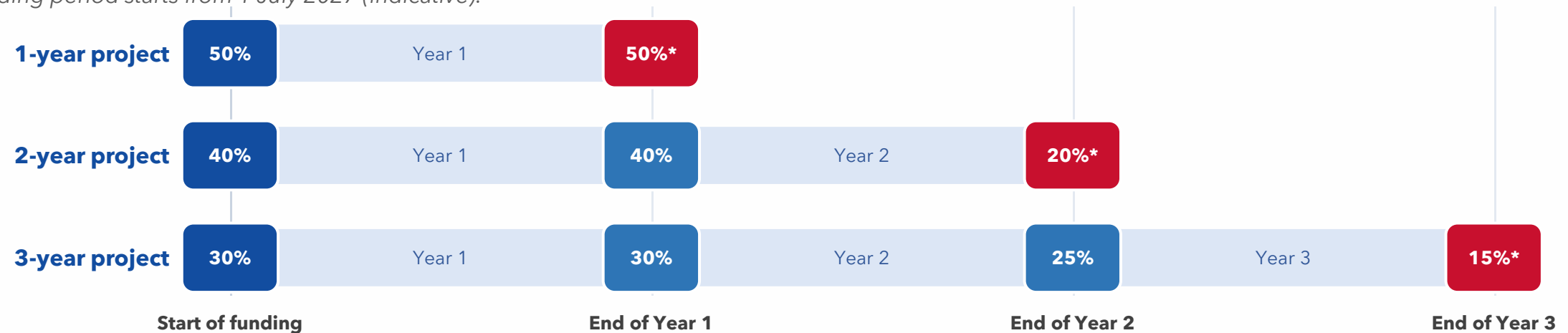
For onboarded programmes, data processing and analyses support will be provided. More details will be shared during the onboarding process.

Category 1 – When funding is disbursed, and what is due

Funding will be computed based on approved expenditure that is not covered by other sources of income or funding.

Up to \$100k per annum, for up to 3 years.

Funding period starts from 1 July 2027 (indicative).



% is computed based on the total approved funding across the entire funding period

What is required at end of each funding-year before disbursement

Annual fund utilisation and outcome report

- Committed indicators
- % of funding utilised

Annual certified Income and Expenditure statements

Endorsed by your Agency's President, Treasurer and Executive Head, or their equivalents.

Secretariat assessment before release

Funds are released once reported outcomes are assessed to be satisfactory and the I&E statements are verified.

*Final disbursement. Computed based on actual qualifying expenditure during the approved funding period, up to the remaining approved project funding.

All unutilised funding must be returned at the end of the approved funding period. PC Secretariat or Sector Administrator may conduct random checks on proof of expenditure or project delivery.

Category 2 – When funding is disbursed, and what is due

Funding will be computed based on approved expenditure that is not covered by other sources of income or funding

Two disbursements for each funding year: 30% at the start, 70% after the end of each funding year.

Funding period starts from 1 July 2027 (indicative).

Year 1 • Up to \$300k		Year 2 • Up to \$300k		Year 3 • Up to \$300k		Year 4 • Up to \$200k		Year 5 • Up to \$150k	
30%	70%	30%	70%	30%	70%	30%	70%	30%	70%*

A project shorter than five years follows the same pattern and simply ends after its final funding year.

Year 1 - when is the 30% paid?

- Signed Funding Addendum
- Acceptance of the offer on OurSG Grants.
- Self-assessment of NCSS service standards (for applicable projects only).

Year 2 onwards - when is the 30% paid?

Within the first 3 months from the start of each funding year.

What is required at end of each funding-year before 2nd tranche

Half-yearly outcome reporting

Committed indicators every six months (H1 and H2)

Annual financial statements

Certified Income and Expenditure statements, endorsed by your Agency. Audited statements where funding is \$250,000 or more in a year.

Final year, additional requirements

Self-assessment of NCSS Service Standards for applicable projects only.

Secretariat assessment before release

Funds are released once reported outcomes are assessed to be satisfactory and the I&E statements are verified.

*Final disbursement, capped at balance of approved amount not yet disbursed. All unutilised funding to be returned at the end of the approved funding period.

What to attach with your application

Compulsory attachments

1. Theory of Change
2. Proposed I&E (see next slide)
3. Documents showing reasonableness for expenditure items costing \$6,000 or more
4. Signed Terms and Conditions Form
5. Audited Financial Statements for the latest 2 financial years
6. (For Arts project only) CVs of key artistic personnel, including relevant background and samples of past work
7. Other documents that strengthen the case for why your project should receive funding, e.g. research/evaluation findings or data

How to build your Proposed I&E

PC supports project-related costs that contribute directly to the outcomes of the proposed project.

Manpower expenditure

- List all personnel and headcount needed, with their role in the project (e.g. 0.1 FTE x Manager), and reference each against the NCSS Sector Salary Guidelines.
- Not in the NCSS guidelines? Provide the relevant salary guidelines issued by the relevant Ministry or Statutory Board.
- No salary guidelines at all? Provide supporting documents showing the cost is reasonable, such as quotations for specialised positions or from manpower firms.

Other operating expenditure

- List every requested item, its purpose, and the basis for your projection.
- Examples we can support: apportioned rental and utilities; materials needed to deliver the programme; and support that removes a critical barrier for service users, such as subsidised transport to attend.

Income

Indicate the corresponding income sources for the expenditure items that you are seeking for.

Ways to show reasonableness - for any item costing \$6,000 or more

Market rates

Available market rates from three online catalogues, manpower salary guidelines

Quotations

Three email quotations for the item.

Past utilisation

Utilisation evidenced by audit reports.

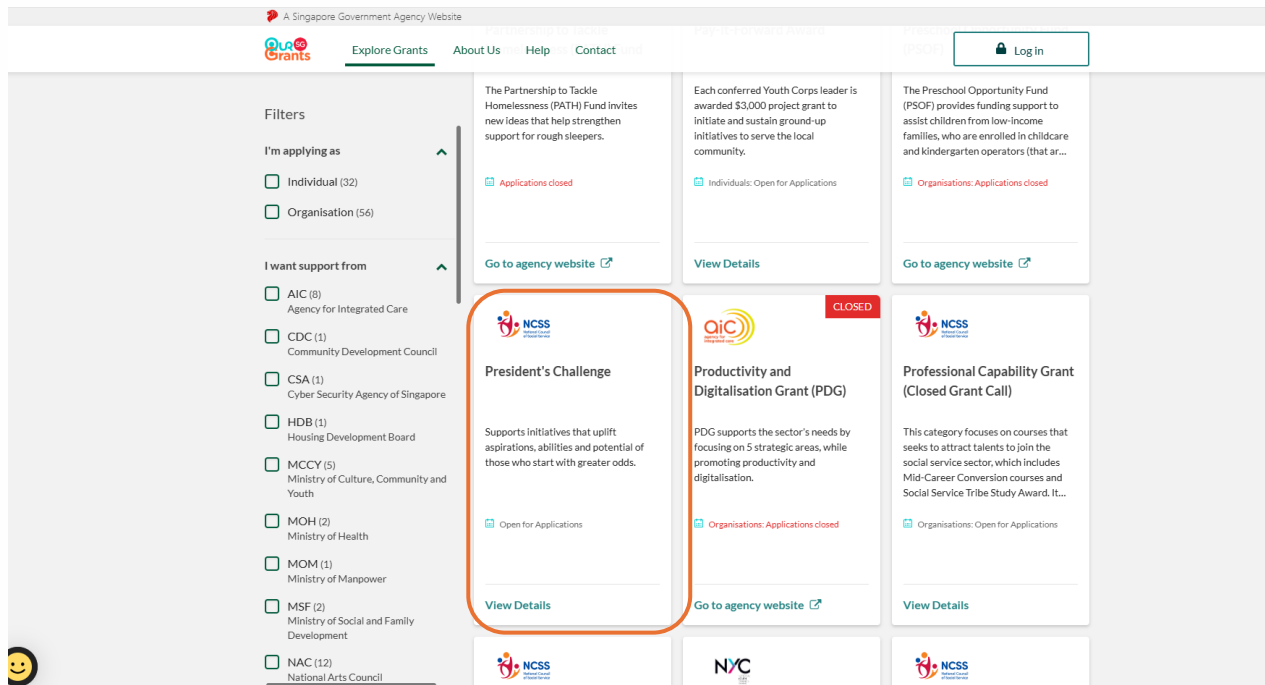
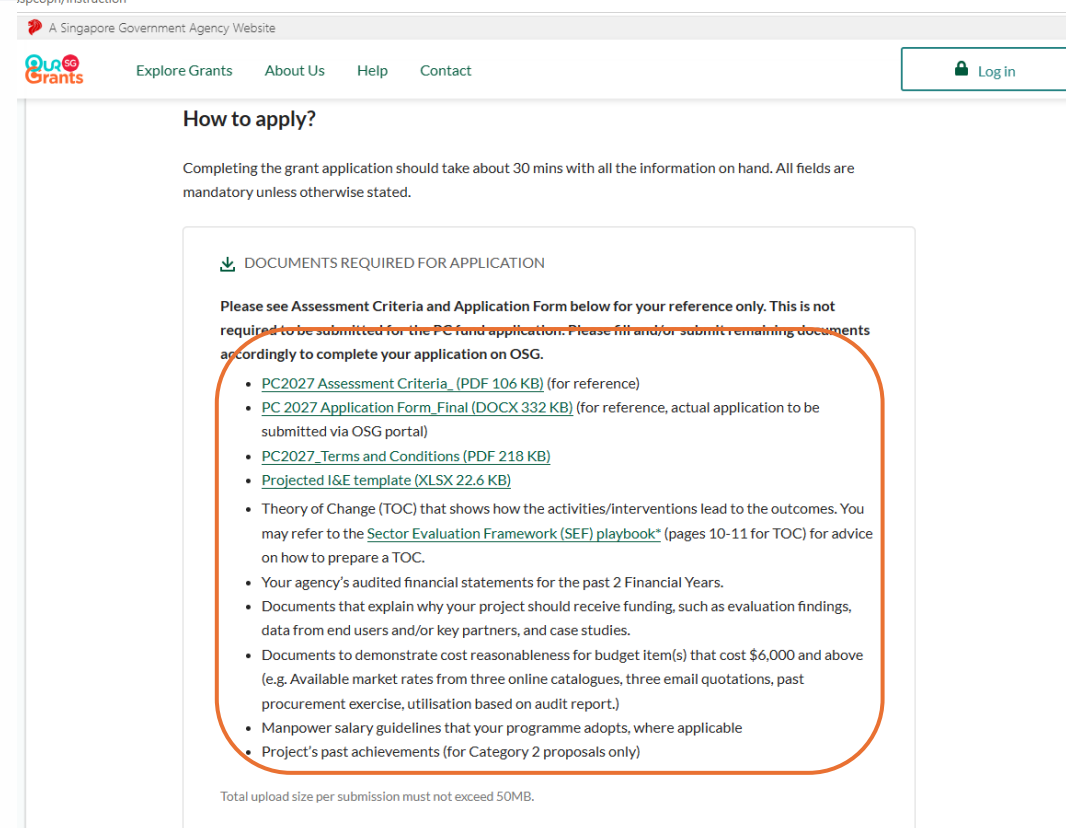
Submit on OurSG Grants (OSG) by 13 Nov 2026

Where to get the forms

- Search President's Challenge on OSG, then download the forms under "How to apply".
- The full application questions are also available in Word, so you can prepare your answers before entering them on OSG.

Before you submit

- You may submit a maximum of three application forms, for three separate projects – one form per project.
- If more than three are received, only the latest three will be assessed.
- Results are released in Q2 2027 (indicative) if your application is successful. Funding commences subsequently.

How to apply?

Completing the grant application should take about 30 mins with all the information on hand. All fields are mandatory unless otherwise stated.

DOCUMENTS REQUIRED FOR APPLICATION

Please see Assessment Criteria and Application Form below for your reference only. This is not required to be submitted for the PC fund application. Please fill and/or submit remaining documents accordingly to complete your application on OSG.

- [PC2027 Assessment Criteria](#) (PDF 106 KB) (for reference)
- [PC 2027 Application Form_Final](#) (DOCX 332 KB) (for reference, actual application to be submitted via OSG portal)
- [PC2027 Terms and Conditions](#) (PDF 218 KB)
- [Projected I&E template](#) (XLSX 22.6 KB)
- Theory of Change (TOC) that shows how the activities/interventions lead to the outcomes. You may refer to the [Sector Evaluation Framework \(SEF\) playbook](#)* (pages 10-11 for TOC) for advice on how to prepare a TOC.
- Your agency's audited financial statements for the past 2 Financial Years.
- Documents that explain why your project should receive funding, such as evaluation findings, data from end users and/or key partners, and case studies.
- Documents to demonstrate cost reasonableness for budget item(s) that cost \$6,000 and above (e.g. Available market rates from three online catalogues, three email quotations, past procurement exercise, utilisation based on audit report.)
- Manpower salary guidelines that your programme adopts, where applicable
- Project's past achievements (for Category 2 proposals only)

Total upload size per submission must not exceed 50MB.

Available support on Theory of Change

Register for the Theory of Change Workshop by 4 Oct 2026. Slots are limited!



([Link](#) to registration)

Sharpening Your Theory of Change by The Majority Trust

14 & 21 Oct, 9.30-11.30am

The Foundry, 11 Prinsep Link, Singapore 187949

Questions? Email us at pc_enquiry@ncss.gov.sg