

Frequently Asked Questions (FAQs) President's Challenge 2026 (PC 2026)

(A) Eligibility

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

Yes, organisations may collaborate to deliver the proposed project. However, there should only be one application form for the proposed project. The collaborating organisations should determine the designated applicant and establish the funding distribution arrangement. The designated applicant **must have an IPC status**. If the application is successful, PC Secretariat will liaise only with this designated applicant, which will receive the funding and be responsible for the requirements stipulated in the Terms and Conditions. Non-IPC organisations may collaborate with IPC organisations to apply for PC, bearing in mind the abovementioned requirements.

2. **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.

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

While it is not compulsory for the proposed projects to include volunteerism and/or multiracialism/cross-cultural appreciation elements, applicants are strongly encouraged to do so. Projects that promote volunteerism and/or multiracialism/cross-cultural appreciation through well-defined strategies will be assessed favorably. For volunteerism, there should be well-defined roles and clear descriptions of how the use of volunteers will benefit service users, with specific examples provided. This includes corporate volunteerism.

4. **What are some examples of applicable projects?**

There are diverse approaches to **uplifting the aspiration, abilities and potential of individuals who start with greater odds**. Some examples include: 1) mentoring programmes for at-risk youths to build their socio-emotional competencies, leadership qualities and aspirations, which can include arts and sports components, 2) community development project that seeks to foster positive and meaningful engagements of marginalised groups. You may refer to this link for some examples of the upliftment projects that were supported in PC 2025: [Benefitting Programmes | President's Challenge](#)

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

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

(B) Application and assessment

6. What is the application process and timeline?

The application period is from 22 Sep – 14 Nov 2025. Results will be announced in approximately Q2 2026. Pls refer to this link for more details: [Apply for grant | President's Challenge](#)

7. How do I fill in the information for the following sections?

(i) Team's experience

Please provide information (i.e. name, role, skills/qualifications, experience) of each team member who is implementing the proposed project. There is no need to submit detailed CVs of each team member.

(ii) Theory of Change

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 the [NCSS Services Standards Playbook](#)- Chapter 3 on Adopting & Establishing the NCSS Service Standards on how to develop a Theory of Change.

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.

(iii) Project Income and Expenditure form

Using the Project Income and Expenditure form provided (Refer to [OSG](#)> How to apply section), please only indicate the *expenditure items for which you are seeking PC funding*, and their corresponding income sources. You need not list down expenditure items that were already fully funded by other funders.

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.

(iv) **Agency's financial statements**

To complete your application, please submit agency's *latest available* financial statements (i.e. agency level) from the last 2 Financial Years.

(v) **Project's past performance**

Your agency may include formal evaluation findings, survey/testimonials from end users and/or key partners, and case studies to demonstrate the project's past performance.

8. 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 to qualify for Category 2.

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

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

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

No, there is no fixed timeframe for scaling and it need not take place within the funding period. To recap, a project's potential to scale is defined by the size of the issue/gap that the project is proposing to address, and extent of service users reach.

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

Yes, your proposal can serve more than one group of service users. Please indicate target group(s) to serve and the corresponding output and outcome targets for each year.

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

The agency shall propose the intended output and outcome indicators for each proposed project. President's Challenge Secretariat/ Sector Administrators will review the proposed output and outcome indicators and discuss with the applicant if there is a need to revise. Any changes to the proposed outcomes shall be mutually agreed between the applicant and PC Secretariat/ Sector Administrator. We will work with successful applicants to onboard the projects to the Sector Evaluation Framework (SEF) where necessary.

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

For impact evaluation, your agency should consider referencing the Sector Evaluation Framework, which provides a common language for measuring sector outcomes, tracking progress of service

users, and articulate impact. For details, please refer to <https://www.ncss.gov.sg/research-and-insights/research-and-evaluation/sector-evaluation-framework>.

14. Can I put up a proposal for my project if I have yet to secure a permanent location for my project?

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

15. How many proposals can I submit? Can I submit the same project for both Category 1 and Category 2 funding to increase my chances of approval?

Each agency can submit a maximum of 3 project proposals in total across Categories 1 and 2. For each project, please select only one funding category. For projects submitted under Category 2 and found unsuitable, PC Sector Administrators may assess the project under Category 1 instead if it meets the Category 1 criteria. We will inform you of the outcome in a timely manner. All funding decisions are final and not subject to appeals. We strongly recommend all applicants to look through the assessment criteria and send in complete applications.

16. Can we apply for PC2026 if we applied in previous years?

Yes, you may apply for PC2026 if your previous PC funding for the project has ended, or if you were unsuccessful in your previous PC applications. Those already receiving PC funding may apply for PC2026 funding, but only for different projects.

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

Demonstration of clear upliftment impact beyond immediate needs, extent to which the proposed project addresses gaps/complements existing initiatives, plans for longer term sustainability of project, and a strong programme design with a well-equipped team. Proposed project need not be totally new and can build on existing approaches/ programmes so long as it aligns with the PC objective of upliftment. Proposals demonstrating greater merit based on the assessment criteria will be prioritised for funding.

(C)Funding

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

In your application, you must clearly demonstrate the need for multi-year funding in the project design, including what is to be implemented and the intended outcomes each year, with corresponding estimated project income and expenditure. The PC Secretariat / Sector Administrator(s) will evaluate your application to determine if a multi-year grant is necessary.

19. Does PC support capital expenditure?

Capital expenditure can only be considered for funding if it is a project-related cost which contributes directly to the outcomes of the proposed project i.e. achieve upliftment for service users. You should not include the capital expenditure as a project-related cost if it is needed by your organisation even without the project-in-application (e.g. central functions, structural safety

works etc.). If your programme requires support for technology adoption only, you may wish to consider NCSS Tech and Go Grant.

20. Does PC support the impact evaluation of projects?

The budget requested for impact evaluation will be assessed on a case-by-case basis, limited to Cat 2 projects only (i.e. whether there is strong value to evaluate). The project budget should still focus primarily on project delivery costs.

21. If my project is unable to fully utilise the approved funding for the year, can I carry forward the balance amount to the next year?

Unless otherwise stated by PC Secretariat, you may carry forward unutilised funding to the following year in the funding period so long as the expenditure was also incurred within the funding period. There should be no change to the deliverables within the approved funding period. Any unutilised funding at the end of the approved funding period shall be returned to PC. No extension will be granted after the end of the funding period.

22. If my project is supported, how will the funding be computed and disbursed?

Funding will be computed based on the total operating expenditure that is not covered by other income sources for the requested funding period, subject to reasonableness and need assessment. 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 indicated by the applicant on the OSG portal.

23. Can I start my project before receiving PC funding?

Yes, you may start your project before receiving PC funding. Please note that PC will only reimburse expenditure incurred during the approved funding period. PC Secretariat will inform the duration of the approved funding period and funding amount at the point of award. Any costs incurred before/after the approved funding period will not be supported.

24. My agency is concurrently applying for different grants, with PC being one of them. In the event that we receive funding approval from other grants, what should we do?

PC supports total operating expenditure that is not covered by other income sources. In the event that your agency obtains funding 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.

(C) Reporting for successful applicants

25. If my agency manages to secure additional funding from other sources for the project during the funding period, do I need to inform PC Secretariat?

If you receive funding from other sources for the approved PC project during the funding period, you must declare these as “income” in the annual Income and Expenditure statements. The amount of funding that you receive from PC will correspondingly be reduced, as PC only supports expenditure that is not covered by other funding sources. Any unutilised funding shall be returned to PC at the end of the funding period. This applies to projects approved under both Categories 1 and 2.

26. Are audited Income & Expenditure statements required for reporting?

You are required to submit the project's annual Income and Expenditure statements that are certified* by the President/Chairman, Treasurer and Executive Director of the agency if the amount for the funding year is less than \$250,000. For Category 2 projects that receive \$250,000 and above in a funding year, **annual audited Income and Expenditure statements** will need to be submitted.

All PC funds are to be classified as restricted funds in Income and Expenditure statements and used solely for the approved purpose(s) only.

**If your agency does not have the required signee(s) to certify the Income and Expenditure statements (e.g. your agency has a CEO instead of Executive Director), please indicate accordingly in the Income and Expenditure statements submitted.*

27. What are the terms & conditions, or reporting requirements like if the project is approved for PC funding?

Projects that receive PC funding are held to all grant requirements and reporting requirements stipulated by the PC Secretariat e.g. submission of fund utilisation reports, submission of output and outcome indicators. More details will be shared with successful applicants.

(E) Administrative matters

28. What do I need to include in my application? Do I need to email my application form in Word/ PDF format to PC Secretariat?

There is no need to email your application form to PC Secretariat.

All applications must be submitted via OSG with the following attached:

- ✓ **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**
- ✓ **Financial statements for the last 2 Financial Years**
- ✓ **Other relevant documents** that explain why your project should receive funding e.g. evaluation findings, data etc.

Pls refer to this link for more info: [Apply for grant | President's Challenge](#)

29. What if my CEO or Executive Director is not around to sign off the Acceptance of Terms and Conditions?

If you foresee that your CEO or Executive Director may not be able to sign the Acceptance of Terms and Conditions form by the submission deadline of 14 Nov 2025, please arrange for him/her to officially delegate (in the form of a letter) to another personnel to sign on his/her behalf. This delegation letter is to be uploaded and submitted in the application form on OSG.

30. Can the submission deadline be extended?

No, there will be no extension of deadline. Please submit your application on OSG by 14 Nov 2025.

31. When will the results of my application be released? Will unsuccessful applicants be informed?

Application results will be released by around Q2 2026 (indicative). All applicants can refer to President's Challenge website for the announcement of successful applicants.

32. Can I appeal the decision if my application is unsuccessful?

All decisions made are final. No appeals will be considered.

For any other enquiries, please email President's Challenge Secretariat at
pc_enquiry@ncss.gov.sg