

Second Family Research Network (FRN) Forum: *“Empowering Vulnerable Families”*

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Family Research Network (FRN)
Forum:
*“Empowering Vulnerable
Families”***

Wednesday, 25 February 2009

Seminar Room 2, Level 4, Civil Service College

Family
Research Network



IPS Institute of
Policy Studies



Social Services for Vulnerable Families and Outcome Management

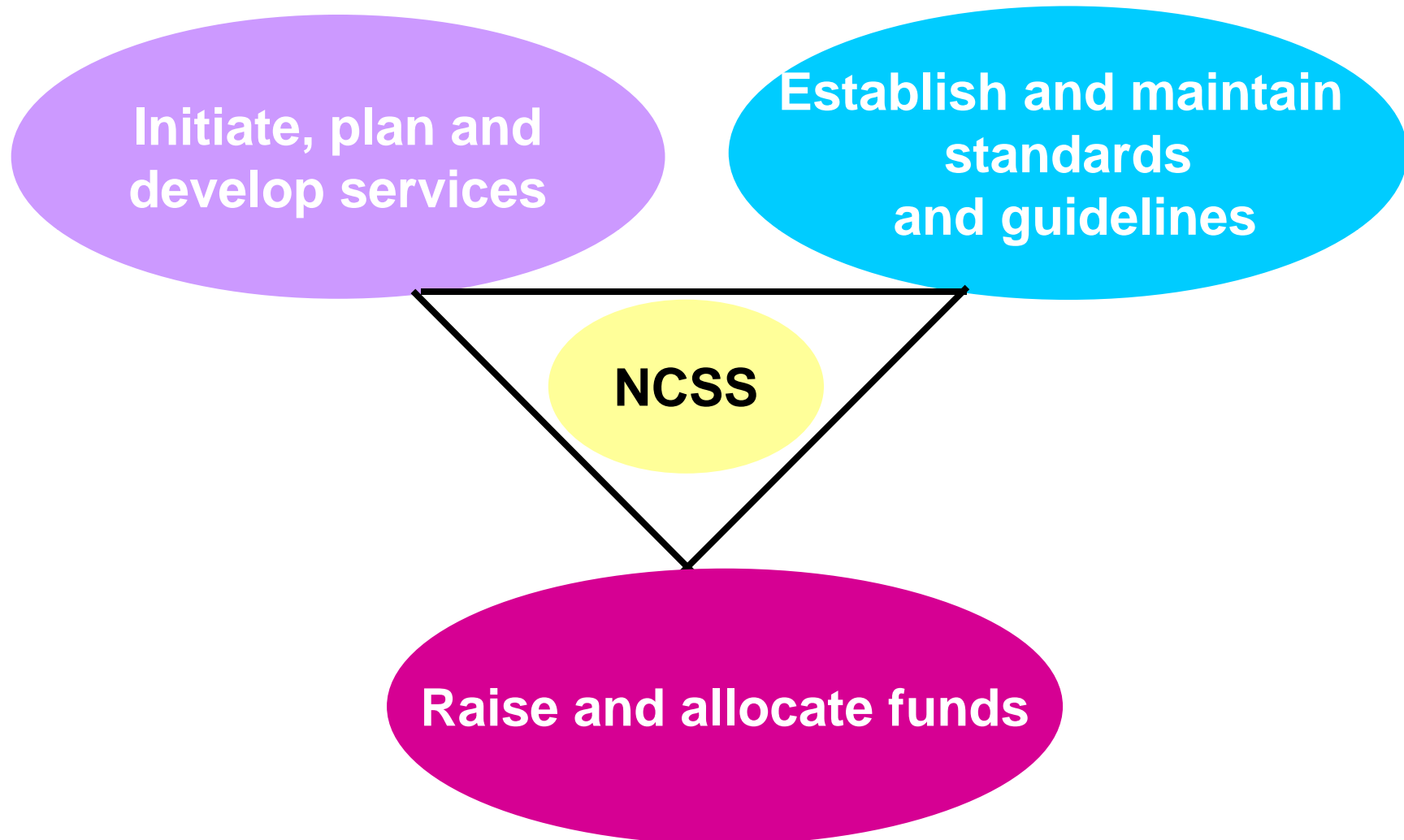
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Date: 25 Feb 2009

The NCSS Mission

- To provide **leadership and direction** in social services,
- To **enhance the capabilities** of social service organisations, and
- To **promote strategic partnership** for social services.

Role of NCSS



Philosophy & Guiding Principle

Not merely to give handouts to
the poor & needy

Instead

To help people help themselves

Goal of Social Services

- To promote the well-being of people & communities.
- It seeks to
 - enhance self-sufficiency
 - minimise dependency
 - restore individuals, families or communities to successful social functioning

Overview of Services for Vulnerable Families

- Family Service Centres
- Single Parent Family Service Centres
- Programmes for specific causes, e.g.:
 - Reintegration of ex-offenders
 - Prevention of violence
 - Supporting reconstituted families
- Counselling Centres
- For information on other types of support services for families, visit the NCSS website at www.ncss.org.sg

Outcome Management for Social Services

In the Beginning..

Programme Evaluation System (PES)

- NCSS started implementation of PES for funded programmes in April 2001
- PES measures critical outputs & outcomes of a programme through systematic data collection
- Framework adapted from *United Way*



Outcome Management

- NCSS started working with the VWOs since 2005, on Outcome Management (OM)
- OM emphasises the benefits or value a programme brings to the clients
- Developed with support from *The Rensselaerville Institute*



What is Outcome Management?

Outcome Management (OM) is a user centred approach for assessment of programmes that are based on

user needs and are designed to achieve change.

“PLANNING AND REPORTING TOOL”

OUTCOME THINKING

Questions are centred on what **IMPACT** these services have on their service users, highlighting the changes in client's behaviour

THUS

Outcomes are what happen for **those being served** because of what an organisation does

OUTCOME MANAGEMENT

OM establishes, at the beginning, the changes that are likely to happen for the client or customer

5 Areas to Consider

1. Clients
 - Are we serving the right people?
2. Intensity
 - Do we need a higher level of intervention to achieve the client outcome?
3. Programme Design
 - Do we need to change the mode of intervention to better meet the needs of the clients?

5 Areas to Consider

4. Delivery Agents (Staff / Volunteers)
 - Is the staff / volunteer a right match with the clients?
5. Milestones
 - Were the milestones (progress of improvement) phrased correctly?
 - Are we tracking the correct milestones?

Uses of Outcome Data

- Drives programme improvement
 - What changes would you make to the 5 aspects of your programme?
 - If you made the right adjustments, what could be expected in the next reporting period?
- Demonstrates programme's impact on clients
- Guides effective use of resources

Value of Outcome Management ... a VWO perspective

Working with Vulnerable Families

- PPIS-Jurong FSC
 - HOME (Help, Outreach, Motivate & Educate)
 - For recipients of the Straits Times School Pocket Money Fund (SPMF)
 - One year programme
 - 4 components - Parentz@HOME, Skillz@HOME, KIDz@HOME, HOMEventure(pilot)

Case Study

Azizah is a housewife in her late 30s. Her husband is a low income earner getting about \$800 a month. Four children, of whom two are schooling and receiving SPMF. The other two children are below school-going age. Azizah attends HOME as part of the SPMF agreement with the FSC.

Previously, Success Measured as

Help - how many clients helped that year

Outreach – how many new friends made by the clients

Motivate – how many clients take up skills upgrading

Educate – how many clients reflect learning points

Output-Focused

Now, success measured as ...

Families gain FINANCIAL INDEPENDENCE

Out of 50 who participated in Skillz@HOME, 8 will be suppliers of their product/services with 4 creating an average additional monthly income of \$50 within the 12 months after completion of HOME programme.

Outcome-Focused

Programme Tracking

Milestones	Annual projected	Actual (to date)	Means of verification
Client signs up for Skillz@HOME programme	50	55	Registration List/Form
Client attends programme and gets a B or above grading for the Skills taught	20	26	Attendance List, Participant's Scoring Sheet
Client trained as vendor to participate in HOME @St52	15	20	Registration List/Form
Client supplies product and services through HOMEventure	8	8	Contract
Client creates an average additional income of at least \$50 per month within the next 12 months	4	NA	2 x half annual reports

Benefits

- Helps answer what's next?
 - Do we increase targets?
 - What is the follow-up?
- Gives staff quantifiable targets
 - easier mid year evaluation / early alerts
- Eases reporting to Management
 - quantifiable figures allow comparisons

VWOs' Testimony

- Better measurement of performance
- Better fine-tuning of work processes
- Results-based; more objective
- Puts achievements in simple visual forms - funder\$ appreciate\$
- Increase ability to convince funders and stakeholders

Challenges

- Skepticism
 - can we really measure change for social services?
 - what are measurable, verifiable?
- Fear of failure
- Lack of buy-in; staff mindset-doubts; apprehension
- Staff turnover
- Lack of training
- Balance between direct services and admin time

What NCSS Provided

- Trainings for VWO boards and staff
- Sharing and learning sessions for VWOs
- Enhance and streamline systems for ease of reporting
- Ongoing dialogue to improve and learn

Special Thanks

To the following VWOs for allowing us to share their experience:

PPIS-Jurong FSC

HCA Hospice Care

AWWA (Special Student Care Programmes)

Every Journey Begins with the First Step

Thank You