

**Transforming the Non-Profit Sector Conference:
Good Enough Evidence for Social Good**

PROGRAMME

WEDNESDAY, 20 OCTOBER 2021

1.45 pm – 2.00 pm

Registration

2.00 pm – 2.15 pm

Welcome Speech

Mrs Mildred Tan
Chairman
Tote Board

2.15 pm – 2.30 pm

Keynote Speech

Mr Desmond Lee
Minister for National Development and
Minister-in-charge of Social Services Integration

2.30 pm – 3.30 pm

Ngee Ann Kongsi-IPS Community Fellows

Community-Owned Development

Ms Ng Bee Leng
Director
Community Development and Corporate Support
AMKFSC Community Services Ltd

Worker-Owned Social Enterprise

Mr Lee Unsu

Question-and-Answer Session

3.30 pm – 4.45 pm

**PANEL 1: EVERYTHING ABOUT EVALUATION,
BUT IS EVALUATION EVERYTHING?**

Non-profit Performance Measurement and Evaluation

Dr Lori Wingate
Executive Director
The Evaluation Center
Western Michigan University

What Works for Whom and Under What Conditions

Dr Hubertus Vrijhoef
Chief Executive Officer
Panaxea

Discussants

Dr Robyn Tan
Research Fellow
Social Service Research Centre
Faculty of Arts and Social Sciences
National University of Singapore

Mrs Boon-Ngee Sebastian
Senior Director
Grant Management
Tote Board

4.45 pm – 5.30 pm

Breakout Sessions (Dialogue with the Speakers)

5.30 pm

End

THURSDAY, 21 OCTOBER 2021

9.45 am – 10.00 am

Registration

10.00 am – 11.15 am

PANEL 2: WHAT'S GOOD ENOUGH EVIDENCE TO INFORM YOUR PROGRAMMES?

The Changing Landscape for Evidence-Informed Policy and Practice

Professor Emeritus Huw Davies
Co-Founder
Research Unit for Research Utilisation
University of St Andrews

How to Navigate the Evidence Base

Dr Howard White
Chief Executive Officer
Campbell Collaboration

Translating Evidence into Programmes and Practice

Mrs Anita Low-Lim
Senior Director
Impact & Research
Partnership, Volunteer Management & Communications
TOUCH Community Services

Discussants

Dr Chu Chi Meng
Director
Translational Social Research Division
National Council of Social Service

Ms Helen Sim
Assistant Director
Strategic Planning and Research
Fei Yue Family Service Centre

11.15 am – 12 noon

Breakout Sessions (Dialogue with the Speakers)

12 noon – 3.00 pm

Break

3.00 pm – 4.15 pm

PANEL 3: RESEARCH YOU DIDN'T KNOW YOU COULD DO

Arts-Based Research: Promise and Perils

Dr Patricia Leavy
Independent Researcher and
Author

Co-producing Research with Communities

Professor Sarah Banks
Chair in Applied Social Sciences &
Co-Director
Centre for Social Justice and Community Action
Department of Sociology
Durham University

Design Research for Social Change

Mr Elias Teo
Community Lead
School of X
DesignSingapore Council

Discussants

Dr Hana Alhadad
Adjunct Research Fellow
Institute of Policy Studies

Mdm Muzaiyanah Hamzah
Assistant Director
Social Development
Majlis Ugama Islam Singapura

4.15 pm – 5.00 pm

Breakout Sessions (Dialogue with the Speakers)

5.00 pm – 5.30 pm

Closing Remarks

Dr Justin Lee

Senior Research Fellow
Institute of Policy Studies

5.30 pm

End

.....

SYNOPSIS

Faced with both external pressure and internal ambition to achieve greater social impact, non-profit organisations increasingly engage in evaluation and conduct research to collect evidence that informs their programmes or organisational strategy. However, there is a wide variety of research activities possible, and these can range from basic research typically conducted by academics to the many forms of applied research used for different purposes, including: needs assessments to understand the problem; evidence reviews or design research to develop a solution; and evaluation to determine how effective those solutions were. There are also disputes about who are best positioned to conduct what kinds of research, whether research should be done by specialists in academia or research firms, or if they could be conducted by practitioners or even communities and clients themselves (i.e., practice and participatory research).

This conference will help answer the following questions: How can non-profits meaningfully evaluate outcomes and is it possible to coherently aggregate diverse programme outcomes to broader social impact? What are the virtues and limits of evidence-based practice? What is the value of different types of evaluation and research for various non-profit actors?

BIOGRAPHICAL NOTES

Sarah BANKS is Co-Director, Centre for Social Justice and Community Action and Professor, Department of Sociology, Durham University, United Kingdom. The Centre promotes and supports participatory action research for social justice in partnership with community-based organisations. With the centre, she has developed ethical guidelines for participatory research and offers training and events for academic and community-based researchers. Professor Banks has coordinated several participatory research projects, including research on debt, poverty and community development, and leads the Ethics Working Group of the International Collaboration for Participatory Health Research. She is co-editor of books *Ethics in Participatory Research for Health and Social Well-Being: Cases and Commentaries* (2019) and *Co-Producing Research: A Community Development Approach* (2019), and co-author of *Participatory Research for Health and Social Well-Being* (2019).

CHU Chi Meng, clinical and forensic psychologist by training, is a Chartered Psychologist and Chartered Scientist. During his public service career, Dr Chu has had previous stints in forensic mental health, research and evaluation, as well as policy settings. Presently, he is the Director, and the Senior Principal Clinical and Forensic Psychologist at the Translational Social Research Division, the National Council of Social Service (NCSS) in Singapore. He is concurrently the Director (Special Projects) at the Policy Research Office, the Ministry of Social and Family Development, and also an Adjunct Associate Professor at the Department of Psychology, the

National University of Singapore. Dr Chu currently oversees several longitudinal and multi-birth-cohort studies in Singapore. He is also involved in the development of NCSS' Sector Evaluation Framework and looking forward to working closely with sector partners to implement the framework.

Huw DAVIES was originally a mathematician, before working in public health, health services research and organisational sociology. Professor Emeritus Davies was Professor of Health Care Policy & Management at The School of Management, the University of St Andrews for 25 years, and Founder/Co-Director of the Research Unit for Research Utilisation (www.ruru.ac.uk). Now retired, he retains his research interests in public service delivery, encompassing ideas of evidence-informed policy and practice, performance measurement and management, accountability, governance and trust.

Working with a wide network of collaborators in the United Kingdom and overseas, Professor Emeritus Davies has co-authored many peer-reviewed contributions describing original research in each of these areas. He has also co-authored over a dozen books, including *What Works? Evidence Based Policy and Practice* (2000), *Cultures for performance in healthcare* (2005), *A Systematic Narrative Review of Quality Improvement Models in Healthcare* (2009), *Using Evidence: How Research Can Inform Public Services* (2007) and *What Works Now? Evidence-informed policy and practice revisited* (2019).

HANA Alhadad is Adjunct Research Fellow in the Society and Culture Department at the Institute of Policy Studies.

She has extensive international experience working with vulnerable groups using the arts as a participatory tool for positive change and conflict transformation. Past projects include working with populations affected by ethnic conflict and tsunami in Sri Lanka, with Aboriginal communities in Queensland, with undocumented migrants and refugees in Oman and Yemen, and a UNESCO-supported project with young people involved in gang conflict in Brazil.

Dr Hana has also been involved in several research projects exploring the arts and community development as well as the relationships between people, place and power. Her current practice and research interests focus on the intersections of equity-centred, trauma-informed practice, and social emotional learning in community building, engagement and development. Dr Hana is also currently involved in the development of Ministry of Social and Family Development's Community Work Practice Guide in an advisory capacity.

Patricia LEAVY, PhD, is an independent sociologist and bestselling author. She was previously Associate Professor of Sociology, Chairperson of Sociology & Criminology, and Director of Gender Studies at Stonehill College. Dr Leavy has published over 35 books, earning commercial and critical success in both nonfiction and fiction, and her work has been translated into many languages. Among her book publications, she is the author of the landmark text, *Method Meets Art: Arts-Based Research Practice*, now in its third edition, and *Research Design: Quantitative, Qualitative, Mixed Methods, Arts-Based, and Community-Based Participatory Approaches*. Recently, her novel *Shooting Stars* won the 2021 Independent Press Award Distinguished Favorite Contemporary Novel and her novel *Spark* won the 2021 National Indie Excellence Award for New Adult Fiction, the 2019 American Fiction Award for Inspirational Fiction, and the 2019 Living Now Book Award for Adventure Fiction. She has received career awards from the New

England Sociological Association, the American Creativity Association, the American Educational Research Association, the International Congress of Qualitative Inquiry, and the National Art Education Association. Her website is www.patricialeavy.com.

Desmond LEE is the Minister for National Development, as well as the Minister-in-charge of Social Services Integration at the Ministry of Social and Family Development (MSF).

At the Ministry of National Development, he oversees urban development and nature conservation in Singapore. In particular, he works with the Housing and Development Board on public housing policies, including support for lower-income households living in public rental housing.

At MSF, Mr Lee spearheads efforts to integrate social services across Government agencies and community partners, to provide social support that is more coordinated and citizen-centric. He plays a key role in initiatives such as the Partners Engagement and Empowering Rough Sleepers (PEERS) Network, the Vulnerable-in-Community Network, as well as Community Link (ComLink).

Mr Lee also co-chairs the Singapore Together movement, which aims to galvanise Singaporeans from all walks of life, to take collective action to address a range of complex challenges that Singapore faces – from youth mental well-being, to uplifting lower-wage workers, and many more.

Justin LEE is Senior Research Fellow at the Institute of Policy Studies. He is interested in issues relating to community development and social services. He has created a wiki platform that allows citizen mapping of social needs (socialcollab.sg) and co-founded a skilled volunteer-matching platform (serve.sg). He frequently trains and consults for voluntary organisations and foundations in design thinking and programme evaluation. He is Chairperson of ArtsWok Collaborative, serves on the board of Trampoline and the research committee of Singapore Children's Society.

LEE Unsu is Adjunct Research Fellow at the Institute of Policy Studies. In partnership with Beyond Social Services, he will be doing research and helping to establish a worker-owned cooperative called Be Cooperative, whose aim is to build autonomy and resilience amongst families from low-income neighbourhoods. He hopes to bring a philosophical and storytelling lens to support the creation of a democratic workplace that might serve as a model for building economic resilience.

In his 20s and 30s, Mr Lee was a filmmaker, starting his own production studio called Hotbed Media while he was living in San Francisco. During this period, he produced and directed several independent films, including *Confessions of a Burning Man* and *Happily, Even After*.

Most recently, he was a director of the Coconut Club restaurant.

Anita LOW-LIM is a Senior Director with TOUCH Community Services and oversees the TOUCH Integrated Family Group that aims to provide resources and support to children, youth and families. She is also credited with the set-up of TOUCH's Impact & Research Department in 2017, to lend greater credence to its work and accountability to its stakeholders. Mrs Low-Lim is a member of the Media Literacy Council, Singapore and also co-chairs the Youth Alliance for Mental Health, under the National Council of Social Service.

As a Tote Board Overseas Scholarship recipient, Mrs Low-Lim completed the programme on Strategic Perspective on Non-profit Management in Harvard Business School in 2019. She also completed the Oxford Impact Measurement Programme by Oxford Said Business School in 2021. She holds a Masters in Social Sciences (Applied Sociology) and Bachelor of Arts Degree, both from the National University of Singapore.

MUZAIYANAH Hamzah is trained in social work with a Degree and Masters in Social Sciences (Social Work), National University of Singapore. Prior to her stint in Majlis Ugama Islam Singapura overseeing policy work for the social development unit, her work experience spans more than 25 years in the social service sector from working with families, conducting pre-marital workshops to marital counselling and also working with vulnerable youths and their families. She has served various committees in non-profit organisations and has made numerous appearances both in print, television and radio. A genuine individual who never fails to connect with her audience as she brings honest realism and humour to her sharing and interactions — where she acknowledges every individual as experts, Mdm Muzaiyanah is a mother of four and values positivity and felicity. She believes that life is always “work in progress” and “it’s ok not to be ok”.

NG Bee Leng is a social worker by training and is currently the Director of Community Development and Corporate Support at AMKFSC Community Services Ltd. She is an official ABCD Guide accredited by Nurture Development and ABCD Institute, Europe. Working with disadvantaged communities for the past 30 years has brought her to believe in asset-based community development that focuses on strengths rather than deficits of communities. Attention on “what is wrong” leads to an emphasis on deficits which is followed by a reliance on experts to solve their problems. However, when people in the community focus on “what is strong” and come together to participate in resolving their problems, they take control and collectively improve their own lives and the lives of others.

Ms Ng hopes to see Singapore as a society where communities are like homes, where helping a neighbour or stranger is as natural as helping a family member. A home where ground-up solutions are co-created WITH and BY rather than FOR the community, and a home where we live out our pledge of justice and equality.

Boon-Ngee SEBASTIAN is Senior Director of Tote Board’s Grant Management Division. She oversees Tote Board’s grant-making activities, including Mission stewardship, investment/grant strategies, programme architecture, sector alignment and impact assessment. She has deep understanding of Tote Board’s grant areas as well as key challenges and issues in the non-profit sector.

Under Mrs Sebastian’s stewardship, Tote Board has transformed into a strategic and impactful grant-maker, exemplified by the launch of strategic initiatives such as the Tote Board Enabling Lives Initiative, the Tote Board Mental Health Strategic Initiative and the Tote Board Non-profit Transformation Initiative: Organisation Development Programme.

Helen SIM is passionate about innovating to improve the lives of individuals and families. She spent the first decade of her work life serving children, youths, and families as a social worker. The individuals and families she journeyed with taught her the complexity of human issues, and

the need to improve service design, implementation, and evaluation consistently.

Ms Sim joined the National Youth Council in 2011, where she led research such as the National Youth Survey to inform policy and planning. Currently, she develops processes to improve knowledge translation to inform planning and practice as part of her portfolio as head of strategic planning and research at Fei Yue Family Service Centre.

Mildred TAN is Chairman of Tote Board. She concurrently serves as Chairman of Singapore University of Social Sciences Board of Trustees; Co-Chair of the Council for Board Diversity, a member of the Council of Presidential Advisers and Monetary Authority of Singapore Appeal Advisory Panels; Board Director at the National University Health System; and Independent Director at Wing Tai Holdings Limited and AIA Singapore Private Limited.

She was previously Managing Director of Ernst & Young Advisory Pte Ltd from 2002 to mid-2018. She is known for her extensive work in large and complex organisation transformation both in the private and public sector organisations.

Mrs Tan was conferred Justice of Peace in 2008. She was awarded the PBM (Public Service Medal) in 2007 and BBM (Public Service Star) in 2014 for outstanding community service by the Singapore Government. She was also appointed as Nominated Member of Parliament in Singapore from 2009 to 2011.

Robyn TAN is a Research Fellow with the Social Service Research Centre at the National University of Singapore. She completed her PhD in Development Policy and Management from the Global Development Institute at the University of Manchester, United Kingdom. Her research interests include studying the implementation of policies, programmes and interventions. She has a keen interest in applying theory-driven evaluation approaches, particularly, the realist logic of inquiry in real-world policy and service settings.

Elias TEO has more than 14 years' experience in facilitating change management programmes, integrating human-centred design and service innovation practices to create transformation in organisations' human capital. He spearheaded the research and development of the national skills framework for the design industry and workforce in Singapore, designing a future-oriented map that continues to be referenced by employers and education institutions today.

Before joining the DesignSingapore Council, Mr Teo managed the product development of award-winning passenger aircraft interior experiences, pioneered the digital transformation of cabin crew services, and established new organisational innovation structures and tracking indicators. He was a curator of multiple TEDx events. Mr Teo also has significant experience in running and facilitating participatory design workshops, including the National Council of Social Service's 'Design4Impact' in 2020. In addition, he creates social media content, providing insights on parenting challenges and techniques, with a focus around highly sensitive children.

Mr Teo currently leads community engagements at the School of X at DesignSingapore Council, a real-world learning platform to build human-centred design skills whilst tackling social challenges.

Hubertus VRIJHOEF, in his role as Chief Executive Officer at Panaxea, he oversees all research and training activities, takes responsibility for the overall performance, and serves as Panaxea's mission leader in adding evidence to health care transformation and innovation in different countries. In addition, Dr Vrijhoef continues his research into skill mix and task referral at Maastricht University Medical Center, where he leads the Research Team Task Referral. Since January 2020, he was appointed chair of the Dutch Stroke Knowledge Network. Dr Vrijhoef is also the editor-in-chief of the International Journal of Care Coordination.

Dr Vrijhoef holds a MSc in Health Policy and Management from the Erasmus University Rotterdam and a PhD in Medical Sociology from the Faculty of Health, Medicine and Life Sciences, Maastricht University, the Netherlands. Before joining Panaxea, he worked at Maastricht University (1996–2011), Maastricht University Medical Center (2006–Present), Tilburg University (2009–2012), National University of Singapore and National University Health System (2012–2017), and the Vrije Universiteit Brussels (2014–2019). He also worked at the MacColl Institute for Healthcare Innovation in Seattle as first Dutch Commonwealth Fund Harkness Fellow in Health Care Policy and Practice (2008–2009).

His research focuses on health care innovations to improve patient outcomes; integration and coordination of care; skill mix and the introduction of new professions in health care. In doing so, he conducts quantitative research, qualitative research and mixed methods research. He has published over 400 scientific articles and reports in different peer-reviewed journals (<https://www.researchgate.net/profile/Hubertus-Vrijhoef/>). Over the years, Dr Vrijhoef has received multiple awards for his contributions to the scientific evaluation of health care innovations.

Howard WHITE is the Chief Executive Officer of Campbell Collaboration. He was the founding Executive Director of the International Initiative for Impact Evaluation (3ie) and has led the impact evaluation programme of the World Bank's Independent Evaluation Group. Dr White started his career as an academic researcher at the Institute of Social Studies in The Hague, and the Institute of Development Studies, University of Sussex.

Mr White has advised government agencies in many countries across the world. He has received awards from the governments of Benin and Uganda for services to evaluation.

As an academic, he leans towards work with policy relevance and working in the policy field believes in academic rigor as the basis for policy and practice. His other interests are running and walking, preferably long distances in remote places, and reading English history.

Lori WINGATE is Executive Director of The Evaluation Center at Western Michigan University. She holds a PhD in interdisciplinary evaluation and has 30 years of experience in the evaluation field. Dr Wingate has led a range of evaluation projects in STEM education, public health, and higher education and served as a subject matter expert in evaluation for the United States Centers for Disease Control and Prevention (CDC) for a decade. Dr Wingate has led more than 75 webinars and workshops on evaluation in various contexts, including CDC University and the American Evaluation Association's Summer Evaluation Institute. She is a co-author of the fifth edition of *Program Evaluation: Alternative Approaches and Practical Guidelines* (2022) and is leading the development of a new edited book, *Core Concepts in Evaluation: Classic Readings and Contemporary Commentary* (2023).

Last Modified on 18 Oct 2021

