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CYCLING  
WITHOUT  
AGE



S I N G A P O R E

# AREAS OF STRATEGIC FOCUS

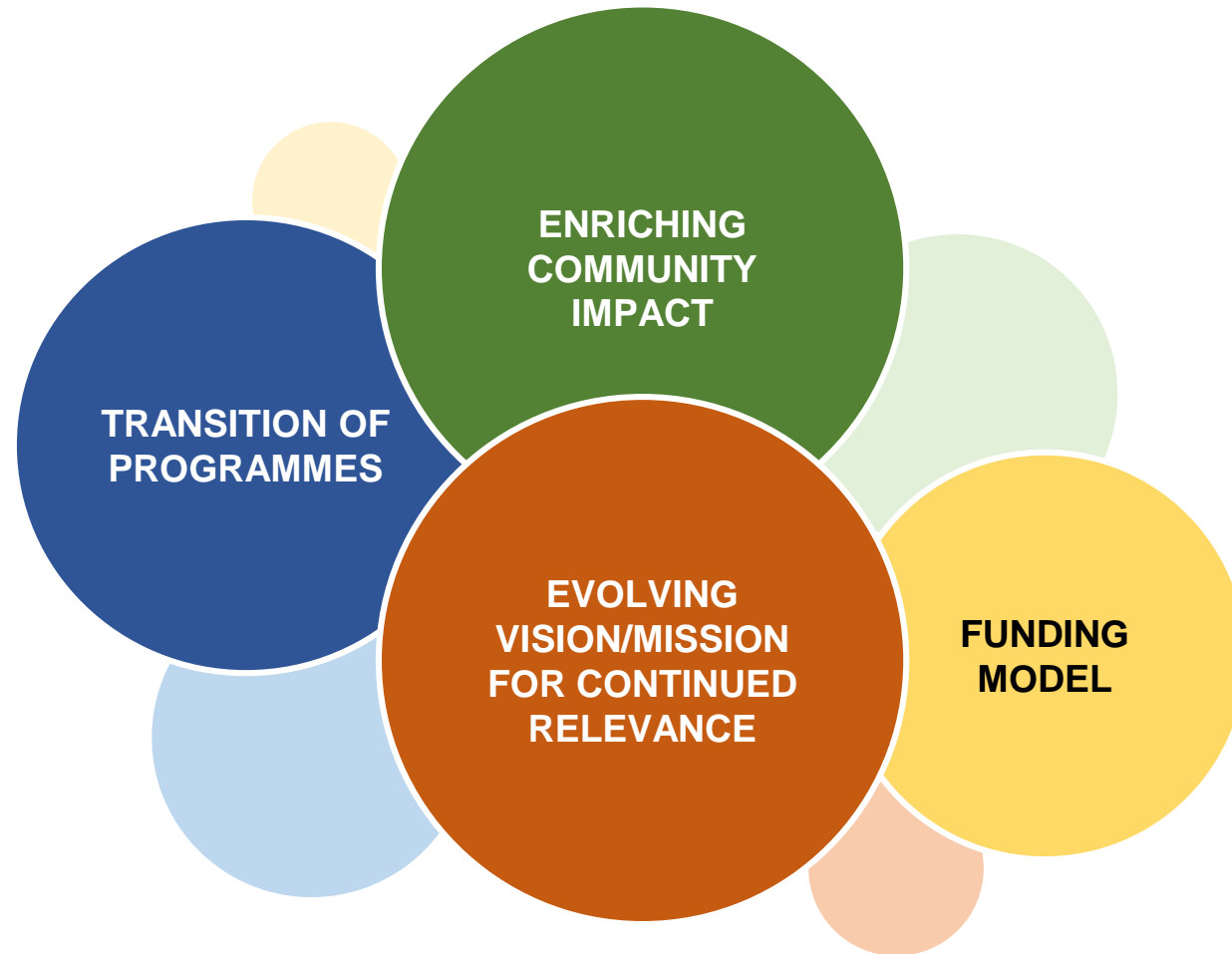
The CWA team engaged in a brainstorming roundtable session 12 May 2020.

The brainstorming session discussed challenges, individual strengths, and current work being convened.

As a result of the discussion, four strategic focus areas have been identified:

- 1. Strengthen the core of CWA**
- 2. Protect and ensure continued program operations**
- 3. Aggressively pursue funding sources**
- 4. Actively manage and engage with stakeholders**

# WE ALSO NEED TO MAKE LONG-TERM PLANS



# AND REFLECT FURTHER



**EVOLVING  
VISION/  
MISSION FOR  
CONTINUED  
RELEVANCE**

## **Leverage on Awaken Group session output to accelerate buy-in of changes**

- ? What are the relevant gaps in the sector and how does our new vision/mission fill those gaps?
- ? Is our team equipped to take on the new vision/mission?
- ? Who would be our supporters and detractors in our new vision/mission and how do we communicate with them?

**TRANSITION  
OF  
PROGRAMMES**

## **Moving Generation shifts from pilot programme to regular operations**

- ? How does regular programming look like from a senior partner perspective?
- ? How do we apply the lessons learned in the MG pilot to ensure we transition better into regular programming?
- ? What would our KPIs look like to justify the time and resources we put into this programme?

## **Virtual trishaw rides show extreme promise**

- ? How will we roll out the virtual rides in a meaningful way?
- ? What would the longer term plan for the rides be?

# AND REFLECT FURTHER



## FUNDING MODEL

**A deeper understanding of the ecosystem and sector can better inform our funding model**

- ? What are standard funding models of charities here in SG
- ? What is the future of the sector in terms of funding, government support and sector collaboration?
- ? What funding model could work for CWA, given its vision, mission and operating model?

## ENRICHING COMMUNITY IMPACT

**Nesting a new vision to enrich community impact means stakeholder management**

- ? Who needs to buy in and support this new vision/mission?
- ? How do we keep momentum going?
- ? How do we involve more of the sector in enriching CWA's impact?
- ? How do we measure the increase in our community impact?

# WE WILL SET CONCRETE TARGETS



## EVOLVING VISION/ MISSION FOR CONTINUED RELEVANCE

- Embark on learning journey to reset and recalibrate mindset
- Co-create plans to execute on strategy
- Build out executive support – Board directors and committee members
- Conduct proper stakeholder comms

## FUNDING MODEL

- Aim to raise \$2M in three years to grow reserves and strengthen cash position
- Leverage government 1:1 funding for funds raised

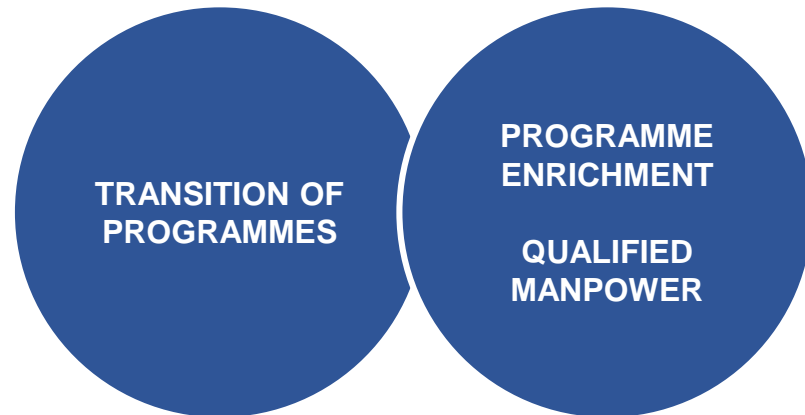
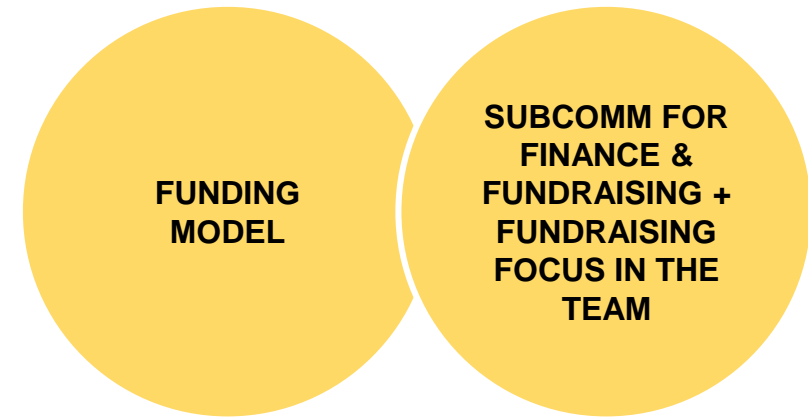
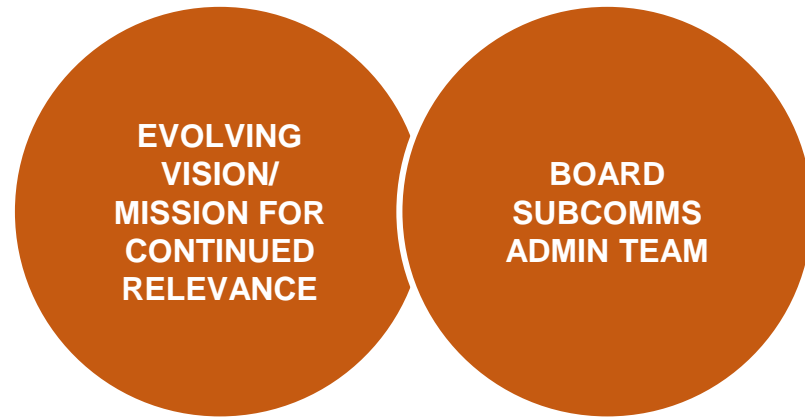
## TRANSITION OF PROGRAMMES

- Think of a model that will co-op our senior partners
- Enable a better volunteer experience with CWA
- Allocate our manpower accordingly

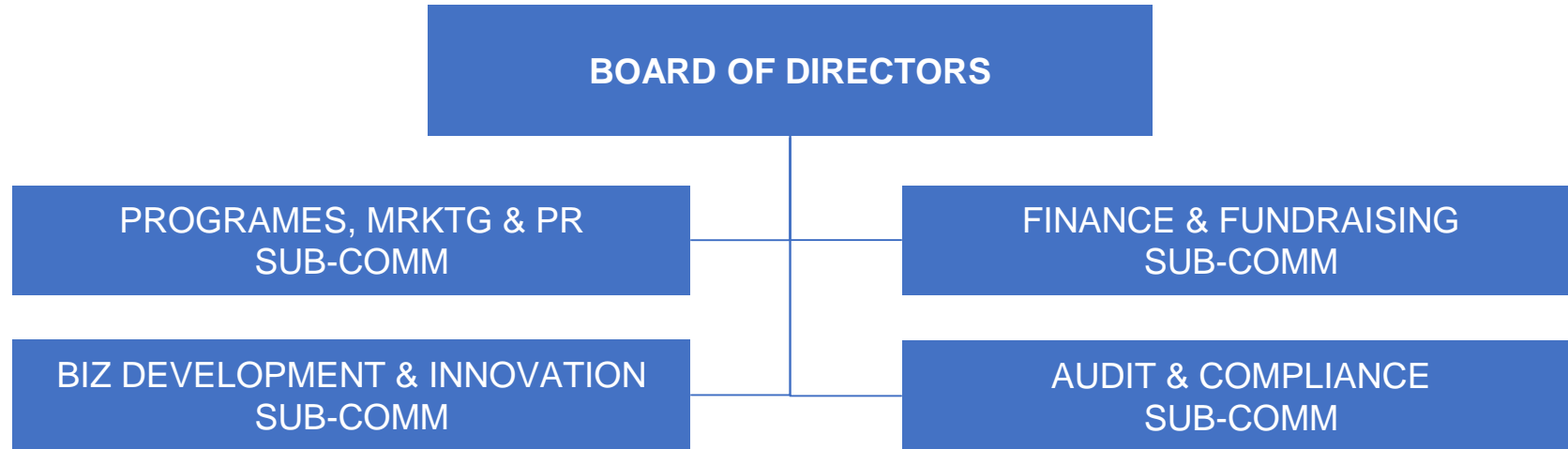
## ENRICHING COMMUNITY IMPACT

- Identify new long-term partners to enrich the impact
- Secure buy-in of relevant stakeholders for enriching the impact on the community
- Put in place a measurement system for validated, measurable impact

# ORGANISE FOR EXCELLENCE

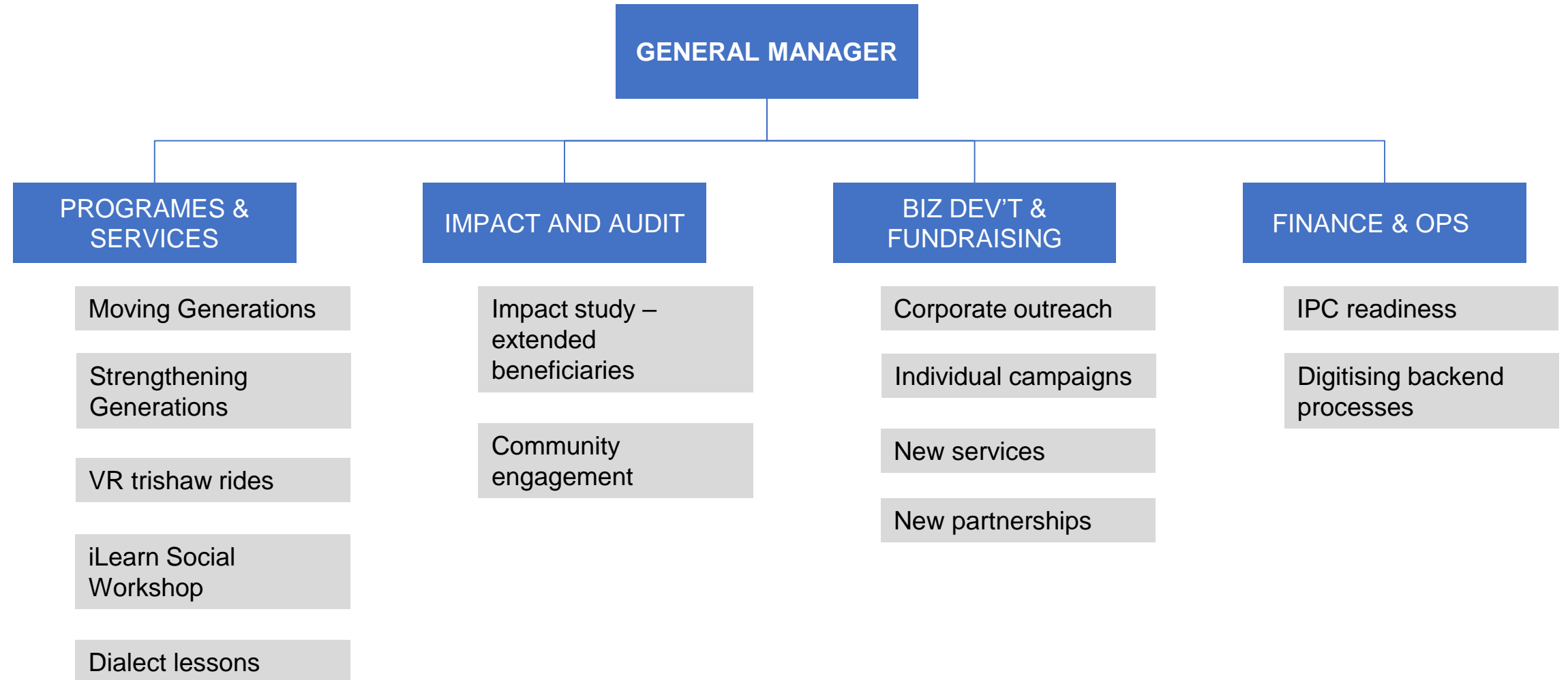


# ORGANISE FOR EXCELLENCE





# ORGANISE FOR EXCELLENCE



# AND STRENGTHEN OPERATIONS



## Mindset and work culture

- Promote a forward-thinking mindset
- Value solutions brought to the table to address operational challenges



## Operational excellence

- Service delivery (service quality to our beneficiaries and volunteers)
- Quality programmes
- Optimisation of assets



## Visibility and storytelling

- Enlarge our community presence
- Collaborate better with other SSAs
- Share our impact / story

# The CWA team will go on a learning journey and focus on three things



**UNDERSTANDING THE NON PROFIT  
SECTOR ON THREE LEVELS: POLICY,  
SYSTEMIC, ENVIRONMENTAL**



**DEFINING OUR VALUE PROPOSITION  
AND DESIRED CONTRIBUTION TO THE  
SECTOR**



**CREATING THE PLAN TO DELIVER ON  
OUR VALUE PROPOSITION**