

# CONJUNCT CONSULTING



ANNUAL REPORT 2013-2014

# A LETTER FROM OUR PRESIDENT

Over the past year, Conjunct has grown alongside Singapore's social sector. On behalf of the Executive Committee, I am happy to report that **Conjunct has succeeded in executing the FY13-14 strategic plan "Impact from the Core."**

As Singapore's pioneer pro bono intermediary, **we have grown our social impact in both quality and scale.** Our social sector partners reported higher satisfaction while we scaled from 18 to 24 projects. As a result, we were recognised with multiple media and public commendations, including the President's Challenge Social Enterprise Commendation Award.

**Our investment in internal capabilities enabled this program excellence.** We rolled out our IT backbone for knowledge management, expense tracking and membership feedback. We invested in human capital by promoting talent and bringing in staff to support long-term strategy. We prudently managed our financials and report a small revenue surplus. Key financial systems were implemented and Conjunct achieved Charity status from the Commissioner of Charities.

To meet Singapore's growing needs, **Conjunct's strategy for FY14-15 is "Thriving from the Inside Out".** On the back of a successful year serving our partners, we will **build our capabilities to better serve the comprehensive needs of our beneficiaries.**

Our partners report multiple strategy needs that vary in time horizon and complexity. Conjunct will **assemble a partner-centric program portfolio of consulting, scalathons and government-supported projects.** Additional synergies include a broader range of pro bono opportunities for members, the spread of Conjunct culture and economies of scope by maximizing previously-developed internal capabilities.

**People remain the heart of Conjunct.** We will further **nurture the thriving community by building competencies, deepening culture, and placing alumni in the social good sector.** We are investing in the skills of our members by improving consultant training while building a member development framework. We continue to celebrate our core values of passion, collaboration and impact-focus. We will also help place our alumni in social good opportunities and organisations through partnerships.

To support these goals, **Conjunct will develop new staffing, build operations and strengthen its financial sustainability.** We will further invest in human capital staffing and planning to achieve an excellent volunteer experience while expanding our social impact. Upcoming initiatives include improving internal communications, streamlining processes and monitoring partner satisfaction for continuous learning. We are committed to remaining cost-effective while seeking financial backing from impact-focused supporters in the public, private and corporate sector.

The Executive Committee is proud to have served alongside you and we look forward to nurturing Conjunct for the next phase of thriving social impact growth.

Thank you.

Jeremy Au  
President



# WHO WE ARE



Conjunct Consulting is Southeast Asia's first **social change consultancy**, mobilising **youth** and **professionals** to engage in **pro bono consulting** to strengthen social good organizations in Singapore. Conjunct does this through management consulting projects, strategic collaborations, and one-day corporate scalathon events. Since its inception in August 2011, Conjunct Consulting has delivered **48 consulting projects** with a total of **39 nonprofit partners** across various sectors, with over \$1 million worth of social impact being created. Conjunct Consulting equips its partners in the social sector with sustainable strategies and thought processes to ensure they are ready for future challenges. Conjunct also empowers the next generation of social sector leaders with the business skills and knowledge needed for continual strategic change.



Our **mission** is to engage, mobilise and empower pro bono talent to strengthen social good organisations.

## Our Values

**Passion:** We are fully committed to making a difference in our world today — just as you are.

**Impact:** We are committed to continual excellence in our work because our results enable you to achieve your mission and shape our communities for the better.

**Collaboration:** Our diverse and interdisciplinary teams partner up with your organisation at all levels to determine the best strategy for your future.



# PARTNER UPDATES



**Students Care Service** is a Voluntary Welfare Organisation that aims to help students gain more meaningful engagement with schools, improved relationships with their family, have positive life skills, and increased opportunities to contribute to the community. They provide professional services in the form of educational psychology, social work, training, and consulting. Conjunct Consulting measured and analysed the efficiency of Students Care Services' group work implementation process and recommended a follow-up action plan which helped to ensure efficient utilization of resources, without compromising benefits to beneficiaries.



**Managing & Organising Volunteer Efforts (MOVE)** is an organisation that was formed to further the development of volunteer management (VM) into a profession. It is the one of the key VM organisations in Singapore, conducting training and engagement activities for volunteer managers (VMs). Conjunct Consulting performed a landscape assessment and gap analysis, created a benchmarking report, and delivered recommendations intended to improve MOVE's efficacy in the VM landscape, to serve the needs and wants of VMs, and to professionalise volunteer management.



**The Singapore Association of the Deaf (SADeaf)** is an organisation that provides services to the Deaf and the hard of hearing community, while simultaneously advocating for Deaf needs in Singapore. Due to some recent organizational changes, Conjunct Consulting was brought in to assess the effectiveness of the new organizational structure and implement a KPI framework for the staff.



**Jane Goodall Institute**, an international nonprofit organisation for wildlife research and education, was founded by famous conservationist Jane Goodall. Jane Goodall Institute (Singapore) was founded in 2007 to continue her work in Singapore, where they conduct programmes such as Roots & Shoots and Living with Primates. Conjunct Consulting was engaged by Jane Goodall Institute (Singapore) to help bring greater focus and ability in carrying out their key activities, and help define their positioning for the next 3-5 years.

**South East CDC** is an organisation set up to strengthen social infrastructure, promote active citizenry, and nurture volunteerism. South East CDC has three main initiatives to engage young volunteers. Conjunct Consulting performed a programme effectiveness study on South East Community Laboratory (CommLab) before coming up with a phased-based strategy to attain manpower sustainability, improve programme effectiveness, and strengthen alumni engagement.



# PARTNER UPDATES



**Halogen Foundation Singapore** is an educational charity that is focused on youth leadership and entrepreneurship development. Halogen hopes to inspire and influence a generation of young people who will lead themselves and others well; leaders and entrepreneurs who will practically change the world through working on the issues they believe in. Since 2003, Halogen Foundation Singapore has impacted over 100,000 young people. Conjoint Consulting performed a detailed internal assessment of Halogen's Events unit and conducted an external scan on the local youth development landscape to identify a strategic direction for its flagship event, with the intent to allow its events to better fit the youth inspiration landscape in Singapore, while having greater reach and quality impact.



**Blisse Cafe** is a social enterprise based on the job integration model. Its social mission is to offer employment opportunities to all people without discrimination. Conjoint Consulting conducted a demand side market scan to assess the viability of a new Food and Beverage (F&B) incubator concept, and then provided marketing recommendations to help target the top two target markets. The aim is for the new incubator to be a go-to point for aspiring F&B entrepreneurs, as well as increased employment opportunities for Blisse Cafe's beneficiaries.

**SoCh in Action (SoCh)** is a social enterprise that provides avenues for children to think, voice, and act with an aim to shape society for a better tomorrow. Using design-thinking, SoCh runs programmes to inspire and provide skills to children to think about various social issues, design creative solutions, and act to bring about real change. The programme culminates into an annual event called the "Be the Change Exposition" in November, which brings together over 30 schools every year to exchange ideas and thoughts about children as change-makers. Conjoint Consulting worked on a project aiming to strengthen SoCh's internal capabilities by providing recommendations for its product, operations, and organisational structure.



**City Community Services** is a member of Singapore Anglican Community Services, a voluntary welfare organisation with IPC status. C.I.T.Y. stands for "Character In The Young", and their mission is to build good character in school children, and to show Christian love by providing practical assistance to those in need. They work in partnership with schools and parents to help develop the character and potential of each child. Conjoint Consulting helped City Community Services to conduct market research on price comparisons and competitiveness, to employ surveys to better understand the needs of parents so that City Community Services may better align with customers' expectations and justify its price, and to recommend a pricing strategy based on findings from benchmarking and customers' needs to ensure they are competitive and financially sustainable.

# PARTNER UPDATES



**YMCA Singapore** is a voluntary welfare organisation (VWO), affiliated worldwide. One of its target segments is Youth-At-Risk. In recent years, they have launched a Vocational and Soft Skills Program (VaSSP), Project Bridge, that seeks to equip out-of-school youths and youths-at-risk, between 15 to 21 years old, with essential life skills and certified vocational skills so that they can find sustainable employment, and continue upgrading their current vocational skills, although they have withdrawn from mainstream education. Conjunct Consulting conducted an impact assessment exercise and came up with a Social Return on Impact (SROI) model so as to better convey VP's impact to its stakeholders and donors.



**Bo Tien Welfare Services** is a Voluntary Welfare Organisation that provides three types of services: an elderly home, a day activity centre, and a food distribution service. All three are considered integral to the organization's mission to support the less fortunate in Singapore. Conjunct Consulting was engaged to recommend a financial model that Bo Tien Welfare Services can adopt that would be appropriate for their goal to be financially sustainable.

**O'Joy Care Services** is a nonprofit organisation whose core programmes aim to improve the psychosocial and mental healthcare of older persons and their families. It wants to diversify its funding sources to enable long-term sustainable growth of its programmes. Conjunct Consulting conducted an internal needs analysis on O'Joy Care Services, as well as a landscape study of various potential sources of funding to narrow down which funding sources would be most appropriate to pursue. O'Joy Care Services subsequently partnered Conjunct to develop an implementation plan based on these recommendations.



**The Infant Jesus Sisters and the Management Committee of the Infant Jesus Homes and Children's Centres (IJHCC)** dedicate themselves to reaching out in support of today's vulnerable children and youth at a critical period of their lives. IJHCC would like to expand its social services to the poor and young with the newly renovated Centre, which is operational as of 2014. The Centre is meant to provide IJHCC with the facilities essential for its services and programmes. Conjunct Consulting sought to develop a volunteer onboarding and management strategy to better engage their volunteer base as they grow.

# PARTNER UPDATES



**Singapore Disability Sports Council (SDSC)** is an organisation that caters to persons with disabilities in Singapore. Their mission is to enhance the potential of persons with disabilities through sports, to raise awareness, and to increase participation levels in disability sports in Singapore. They are committed to rehabilitating the lives of their beneficiaries through sports. Conjunct Consulting performed a feasibility study on the potential corporate partnerships SDSC can form before coming up with both the sponsorship package templates and a series of recommendations to improve SDSC's branding, in a bid to increase its success with corporate sponsorship, thus leading to greater brand association and awareness and an improvement in financial sustainability.



**Women Inc.** is a community project run by the Whispering Hearts Family Service Centre since 2010. Women Inc. aims to empower women facing challenging needs. Through skills training, employment opportunities, and community engagement, Women Inc. provides practical support to its members while simultaneously increasing their self-confidence and dignity. Conjunct Consulting performed an internal assessment, carried out market research, and recommended two possible business proposals to help them achieve their objectives of providing a source of extra income for their members.



**Ling Kwang Home** is a nursing home that provides the elderly with an integrated and holistic healthcare service in a home-like environment. Ling Kwang Home has a commitment to strive for excellence in the delivery of quality care, respecting the rights and dignity of the elderly. Conjunct Consulting was engaged to improve their customer experience. Conjunct created a customer experience map, identified key service gaps, and provided recommendations to improve their feedback mechanism. In an upcoming cycle, Conjunct will focus on developing recommendations to address the identified service gaps.



**\*SCAPE** is a nonprofit organisation with its mission and vision rooted in support of youth, talent, and leadership development. The organisation aims to facilitate youth-oriented programmes and support within various communities of youth interest. In the beginning of 2013, \*SCAPE piloted a development programme for youth start-ups at \*SCAPE HubQuarters, which offers a conducive environment complete with co-working spaces and facilities. The programme also consists of a comprehensive ecosystem that facilitates and supports youth start-up development through different stages of growth. Conjunct Consulting performed two consecutive projects with \*SCAPE, through which it has performed a needs assessment and market study of youth start-ups in Singapore, and then designed and operationalised the start-up development programme to manage the selection, renewal, and graduation of youth start-up applicants.

# PARTNER UPDATES



**Marine Parade Family Service Centre** is a community-based agency that provides a comprehensive range of programmes and services for the community, including: Information & Referral, Casework & Counselling, Family Empowerment Services and me-to-you cyber counselling. The latter, launched in 2001, provides real time one-to-one cyber counselling through chat platforms by experienced and professional counsellors. Conjunct Consulting performed an analysis on the effectiveness in reaching out to the youth via therapeutic chats. It also aimed to provide an understanding of how they fare in comparison with similar service providers, can provide greater efficiency and effectiveness in rolling out its service, and recommend ways to improve the quality of service delivery to the youth. Conjunct's second project, **The Straits Times School Pocket Money Fund**, is a community project initiated by The Straits Times to provide pocket money to children from low-income families to help them through school, and **Marine Parade Family Service Centre (MPFSC)** is one of the many partners that assist in administering this fund to help needy children referred to the Centre. MPFSC sought to understand the cost of administering this fund and evaluate if through administering this fund had the centre effectively impacted the children and families beyond just financial benefits.



**Singapore Cancer Society** is a self-funded voluntary welfare organisation dedicated to minimising the impact of cancer in Singapore through the provision of cancer treatment subsidies, financial and welfare aid to needy cancer patients, home hospice care services for terminally-ill cancer patients, and rehabilitation support programmes for recovering cancer patients and cancer survivors. It is the largest cancer advocacy and support organisation in Singapore. Conjunct Consulting recommended an optimal volunteer management strategy for Singapore Cancer Society to take the first steps towards integrating Volunteer Management throughout the organisation.



**DaySpring (Highpoint)** is a residential treatment centre that provides a caring, safe, and structured environment to help bring hope and healing to teenage girls who have suffered the trauma of abuse. Conjunct Consulting performed an internal needs analysis, benchmarked with other homes' expenses and funding, and researched on different funding sources before coming up with two targeted government grants and a corporate partnership strategy, with the aim to ensure DaySpring's progress towards achieving long-term financial sustainability.



**Muscular Dystrophy Association (Singapore)** is a non-profit welfare organisation committed to uplifting the lives of people with Muscular Dystrophy. Operating on a lean staff strength, the Association's staff faced overwhelming workload amidst their ongoing efforts to streamline work amongst staff and chart programmes for the future. Conjunct Consulting was engaged in diagnostics to uncover the root cause for the overwhelming workload and provided recommendations for operational effectiveness based on the volunteer management frameworks provided by NVPC. The impact of this project includes a sustainable working system that is still operationally effective.

# IN THE PAST YEAR WE...



Performed 24 projects for 21 nonprofits

Achieved charity status

Received commendations from the media, the President, and Parliament

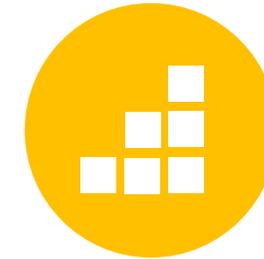
Increased our total fair market value



Increased the bar for project leader training and consultant training

Continued to grow our social impact in both quality and scale

Increased client satisfaction and number of projects

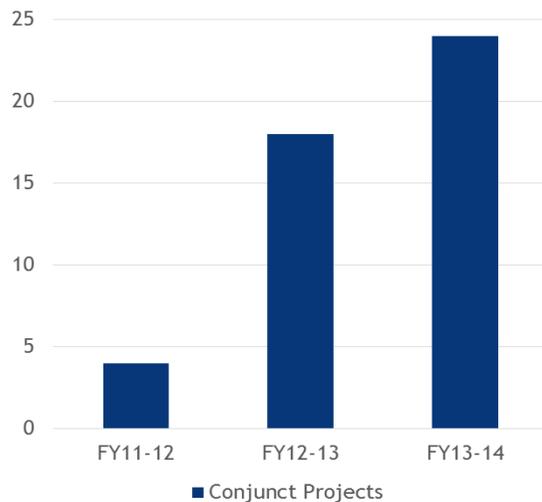


Built internal enablers such as Confluence, SOPs for Knowledge Management, and Expensify

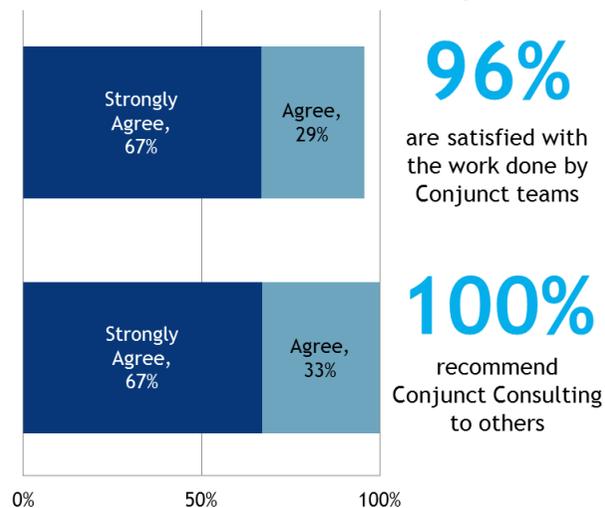
Built the Conjunct Experience SMS System

Began professionalizing the staff by hiring a VP (Operations) and VP (External Affairs)

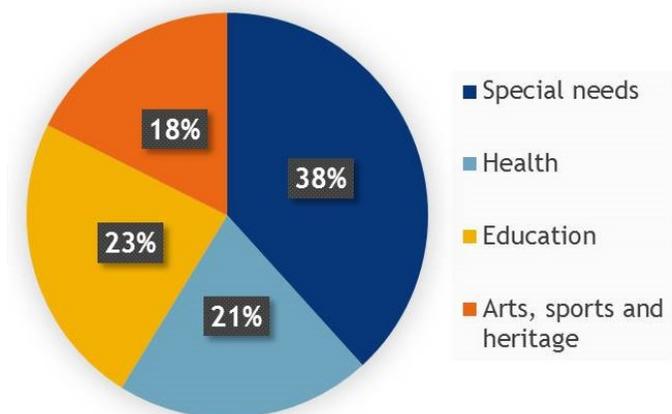
**Scaling our Projects**



**Client Feedback and Impact**



**Projects by Cause Areas**



# IN THE PAST YEAR WE...



## Spoke at the following events:

- Toyota Avanza Enterprise Night
- Nexus Youth Summit
- Asia Venture Philanthropy Network Investment Showcase
- NCSS Impact Conference
- Sharing with 32nd Foundation Course (Civil Service College)
- Community Attachment Programme Opening for 33rd Foundation Course (Civil Service College)
- NUS-YES Youth Entrepreneurship Symposium
- MindSpark 2014, organized by NUS Entrepreneurship Society
- Social Good Summit

## Represented Conjoint Consulting at the following events:

- President's Dialogue
- Global Pro Bono Summit
- Youth Corps Singapore Launch
- 2013 National Day Reception
- National Day Rally Dialogue



## Participated in the following media engagements:

- Interview with TODAY: Growing Wave of Empathy for the Larger Community
- Channels News Asia: National Day Rally Dialogue

## Received the following Awards and Commendations:

- President's Challenge Social Enterprise Commendation Award
- Mentioned by Minister Lawrence Wong in Parliament speech about youth developments and social sector issues

## FEATURED STORY: DAYSPRING



DaySpring Residential Treatment Centre provides a caring, safe and structured environment to help bring hope and healing to teenage girls who have suffered the trauma of abuse.

DaySpring first engaged with Conjoint in the beginning of 2014, at which time they **became our nonprofit partner** to engage in a semester-long consulting project. DaySpring was facing funding constraints due to its expanded operations, increasing demand, and a decreasing pool of private donors, so they **engaged Conjoint to help create a funding model** that would enable them to run its treatment centre in a financially sustainable way. During the project, Conjoint's volunteer team performed an internal needs analysis, benchmarked with other homes' expenses and funding, and researched different funding sources before coming up with two targeted government grants and a corporate partnership strategy.

DaySpring then took their work with Conjoint one step further, and **participated as the nonprofit partner at our pilot scalathon event at Deutsche Bank** in May 2014. During this event, Deutsche Bank volunteered teams of employees who met to try to help Day-

Spring take their fundraising recommendations to the next level. During the event, the Deutsche Bank employees helped DaySpring to develop a pitch, provided sales tips, and presented recommendations for a 3-year phased approach in donor relationship building, as well as a plan to implement further awareness programmes, engage the community, and increase their donor base.

They were pleased with the results! They told us "Conjoint is thorough, professional, and client-centred. Conjoint has a structured process to do diagnosis, a team of student volunteers who are guided by professionals who become the mentors, and a good track record doing consultancy with the social sector. Conjoint provided a working model towards building sustainability of which **DaySpring is thankful for the strategies and introductions!**"

Conjoint is not the only ones pleased with DaySpring's progress – **President Tony Tan attended the opening of DaySpring's brand new care facility** just a few short months later, in recognition of DaySpring expanding their ability to serve even more endangered girls in Singapore.

**DaySpring** highPoint  
where women find purpose & hope

# PROMOTING PRO BONO AROUND THE WORLD



**HUB**

Singapore

Conjunct Consulting is appreciative of the continued help and support of its strategic partners, namely BMW Foundation, Taproot Foundation, HUB Singapore, NCSS, NVPC, and SE Association.

**BMW Stiftung**  
Herbert Quandt

Conjunct is part of a movement to promote the spirit of pro bono around the world. Partnering with Taproot Foundation and other similar organisations, we are working to educate and enhance skilled volunteerism globally, helping the social sector by helping to provide the talent it needs.



Conjunct is a listed Global Pro Bono Fellow, and participated in the 2014 Global Pro Bono Summit in California. In this way, Conjunct is both learning and giving, being strengthened and strengthening its fellow pro bono advocates, and helping to bring pro bono service to all societies.



Moving forward, Conjunct is excited to be partnering with Pro Bono Lab in developing and improving our corporate scalathon model. Further, Conjunct will be participating in the Asia Pro Bono Rally in Tokyo in October.

# OUR BOARD

## Message from the Chairman



**KWOK JIA CHUAN**  
CHAIRMAN



**TAMARA SINGH**  
DIRECTOR



**CALVIN CHU YEE MING**  
DIRECTOR



**PRASANNA PATIL**  
DIRECTOR

The Board of Directors is pleased to see that Conjunct has grown significantly and is now positioned as the leading intermediary organisation in Singapore's social sector. The progress made by the Executive Committee has expanded the number of beneficiaries served while laying the foundations for Conjunct's long-term sustainability.

The Board of Directors will continue to maintain its oversight role to ensure Conjunct maintains best practices in governance and compliance. Regular Board Meetings are held to review and evaluate Conjunct's governance, strategy and financials, as well as other related subjects raised by the Executive Committee such as management changes and internal risk management.

Operationally, the Board will deepen its partnership with the Executive Committee and other members of Conjunct through the establishment of dedicated sub-committees in Programme and Services, Audit and Fundraising. These sub-committees will enable Board Directors to lend their deep expertise, networks and skills to complement the Executive Committee in implementing the strategy of Thriving from the Inside Out over the next year.

The sustainable and meaningful impact that Conjunct has created in the social sector is not the work of any single person, but the work of our student and professional members from different backgrounds coming together to create social impact beyond the sum of their parts. In turn, Conjunct members have been able to achieve an enriching experience through Conjunct and find roles in which they can donate their skills for the greatest impact.

Moving ahead, Conjunct will continue leading the way in designing insightful and practical solutions for the sector and mobilizing pro bono talent to do so – staying true to our aim to create Strategy with a Heart. I would like to sincerely thank all our student and professional members, who have generously given their time, skills and efforts over the past year to make Conjunct what it is today. Your work has helped our beneficiaries achieve even better results, which will positively impact their own beneficiaries in turn.

Thank you.

Kwok Jia Chuan  
Chairman, Board of Directors

# OUR TEAM



**JEREMY AU**  
PRESIDENT



**JARED NAIR**  
VP (DEVELOPMENT)



**SARA LIM**  
VP (CORP. PARTNERSHIPS)



**AMANDA LAU**  
VP (PEOPLE & STRATEGY)



**FAITH BOGUE**  
VP (EXTERNAL AFFAIRS)



**CLAIRE LIM**  
VP (PARTNERS)



**SURYA BALASUBRAMANIAN**  
VP (FINANCE & IMPACT)



**MOSES MOHAN**  
VP (OPERATIONS)



**BAEY XIANG LING**  
NUS CHAPTER DIRECTOR



**KENNY LEE**  
SMU CHAPTER DIRECTOR



**DARREN T'NG**  
NTU CHAPTER DIRECTOR

# CONTACT US



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