About this document

This report was prepared by Singapore-based non-profit consultancy, Just Cause. It aims to furnish potential donors to the sports sector in Singapore with a summary of the main trends and some inspiration on possible ways to give.

Research for this report was conducted from August 2018 – January 2019. It is based on:

- Interviews and informal discussions with over 30 experts within the sector, including policymakers, athletes, non-profits, philanthropists, and corporate funders
- A literature review of policy documents, surveys, academic articles, and other relevant materials
- Analysis of ten non-profit organisations and programmes, selected to cover a range of different goals, approaches and impact.

Credit: Singapore Swimming Association
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Singapore’s sports sector in a nutshell

Sports is a major part of life for many people in Singapore. Boosted by strong government investment, the sector today includes thousands of groups and organisations – as well as a small but crucial cluster of charities.

AN ACTION PACKED SECTOR

From elite athletes to ‘weekend warriors’, from young to old, over half of the population regularly participate in sports. One look at the calendar shows a packed schedule of sporting events throughout the year.

There is a wide range of different sports on offer across the country. In terms of active participation, the most popular sports include walking, running and swimming. Swimming was also the talk of the nation when Joseph Schooling won Singapore’s first Olympic gold medal in 2016. Another well-known sport in Singapore is Formula One: almost everyone can recognise the sound of the world-renowned Singapore Grand Prix.

66% of Singaporeans participate in sport at least once a week

7 million swimming pool attendances in 2017

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1 Source: SportSG, 2018, “Sports Index Participation Trends 2015”
2 Ibid.
3 Sport Singapore, “Usage Of Sports Facilities Managed By Sport Singapore” reported on Statistics Singapore website (accessed Jan 2019)
GOVERNMENT PLAYS A MAJOR ROLE

A key feature of the sports scene in Singapore is the particularly active role of government in shaping and overseeing the sector. Each year, the government invests over S$400 million into the sports sector via organisations including the Ministry for Culture, Community and Youth (MCCY) and its lead sports agency, SportSG.

This strong government involvement has helped establish increasingly impressive physical infrastructure as well as widespread consciousness of sports and its role in society.

The national masterplan for the sector is outlined in the government’s “Vision 2030”, launched in 2012 as a national blueprint to help all Singaporeans live better through sports. In the past seven years, recommendations have been progressively implemented in the form of initiatives such as: ActiveSG, Team Nila, the Sports Facilities Master Plan, the Disability Sports Master Plan and the High Performance Sports System.

Under the Sports Facilities Master Plan, community sporting needs are served at the national, regional, town and neighbourhood levels through new public sports facilities, as well as the redevelopment of existing facilities. The community can look forward to new sports centres, play fields, Sports-in-Precinct facilities, as well as Dual-Use Scheme facilities for public use after school hours.

The most prominent example of Singapore’s sporting infrastructure is the world-class Singapore Sports Hub, which includes a 55,000 seat stadium, an aquatic centre and multiple other facilities.

Meanwhile local communities across the country have ready access to public basketball courts, outdoor gyms, walking paths and many other avenues to engage in sports. It is hard to live a day in Singapore without seeing people playing sports.

KEY ORGANISATIONS & INITIATIVES UNDER SPORTSG INCLUDE:

National Sports Associations (NSAs): Singapore’s 64 NSAs are the national bodies responsible for promotion, regulation and development of each main sport. They operate as independently registered charities and receive a varying amount of their funding through government grants.

Singapore Sports Institute (SSI) is an institute under SportSG that provides holistic support to national teams (“Team Singapore”) and athletes in areas encompassing sport science and medicine, nutrition, psychology and athlete life.

Sports Education Programme (SEP) is a collaborative partnership between Ministry of Education and SportSG. SEP aims to advocate the importance of sports education, encourage sports participation, and increase sporting opportunities in schools. Under SEP, each school is eligible for 1-for-1 matching grant from SportSG (up to S$10,000) to take up sports programmes.

ActiveSG is a “national movement for sport and physical activity”, created to promote and increase sports participation. Through ActiveSG, individuals, families, and communities can participate in sporting activities and access sports facilities island-wide, either free-of-charge or at very low cost.

SportCares is a foundation under SportSG dedicated to using sports as a vehicle to bring about personal empowerment, social inclusion, and community bridging for at-risk youth and persons with disabilities.

One Team Singapore Fund supports the High Performance Sports system for athletes of all abilities, and builds up a resource base to sustain Singapore’s quest for sporting excellence. Under this fund, the government provides a 1:1 matching grant (up to $50M) for donations raised, to encourage the whole of Singapore, from corporates to members of the public, to support our national athletes as One Team Singapore.
“We envision a Singapore where individuals and communities are strengthened through a lifetime of sporting experiences. Sport becomes a journey and celebration of our people and places, uniting the nation and inspiring the Spirit of Singapore.”

Vision 2030 Steering Committee Report 2012
A RANGE OF DIFFERENT PLAYERS

At a day-to-day level, Singaporeans participate in sports through thousands of different groups, organisations and institutions.

For many children and young people, the main way to access sports is often through school, college or university. A variety of private companies, sports clubs, community centres and charities also offer sports coaching for children outside of school hours.

Meanwhile, adults also face a wide range of sporting options: for example, joining a local netball club, signing up for private sailing classes or simply heading down to the park with some friends and a football.

Within this landscape of formal and informal sports organisations, there is a small but important group of non-profit organisations that are formally registered as charities. As of 2018, there were 70 registered charities in the sports domain in Singapore – fewer than for any other major charitable sector (see chart below).4

However, though few in number, Singapore’s sports charities play a crucial role in promoting access to sports for all, as well as nurturing elite athletes. The vast majority (64) of these charities are National Sports Associations (NSAs), the national bodies responsible for promotion, regulation and development of each main sport. Meanwhile, eight of the 70 (including some NSAs) focus in particular on disability sports.

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4 Source: Charity Portal [https://www.charities.gov.sg/](https://www.charities.gov.sg/) and information provided by MCCY for this report
02 Funding for sports in Singapore

Whilst sports means big business at one end of the market, non-profits within the sector face a far more modest financial situation. There is a strong desire to attract more private donors.

GREAT BUSINESS FOR MANY

At one end of the spectrum, sports represents a great business opportunity for companies and investors. Each year, millions of dollars are generated through sports-related professional services (such as sports law, and sports medicine), international sporting events (including tourism revenues), as well as sports-related infrastructural spending.

Much of this revenue has been fuelled by a series of international sporting events, such as the Formula One Grand Prix, the WTA tennis finals and the HSBC Singapore rugby sevens. Since launching in 2008, the Grand Prix has attracted 450,000 international visitors and accounted for $1.4 billion in incremental tourism receipts.

Capacity to host such events was boosted in 2014 with the opening of the Singapore Sports Hub, a $1.33 billion project touted as one of the largest sports infrastructure private-public partnerships in the world.

Looking ahead, the sector is forecast to continue growing, underpinned by a bold government investment strategy. Sport Singapore’s Vision 2030 aims for the country to become the “Asian hub for sports industry and sports business”, creating business and employment opportunities for both athletes and non-athletes.

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5 Source: https://www.straitstimes.com/sport/limited-growth-potential-for-local-sports-industry accessed 10 Dec 2018

6 See Straits Times, 04/12/2017, “Sports Hub a massive project that cannot fail: Oon Jin Teik”
FOR THE LOVE OF THE GAME

FOR NON-PROFITS, THE FINANCES ARE FAR MORE MODEST

Whilst sports means big business at one end of the market, non-profits within the sector face a far more modest financial situation. Singapore’s 70 sports charities reported a total income of S$185 million in 2016, which was very low compared to charities in other sectors, such as education and health. To illustrate, in 2016 health charities made up around twice the total number of sports charities, but their total income was over nine times that of the sports charities (close to $1.5 billion).

Most sports charities are reliant on government as their major source of funding, with philanthropic donations accounting for only around a quarter of average incomes. In recent years, SportSG has consistently contributed around 50% of charity budgets, with organisations sourcing their remaining income from philanthropic donations as well as from earned income such as registration and rental fees.

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8 Ibid.
A STRONG DESIRE TO ATTRACT MORE PRIVATE DONORS

Our interviews uncovered a widespread feeling amongst sports charities that there are relatively few private donors focusing on the sector. Some felt that it was difficult to compete with more “appealing” causes such as children or the elderly. Others suggested that private donations are low because charities lack the necessary fundraising skills. Several commented that there is an unfortunate public perception that the government will “take care of sports”.

Private philanthropic donations are often particularly sought after by charities because they have the potential to come with greater flexibility than institutional funding. For NSAs, a crucial issue is that government funding and corporate sponsorships are often linked to performance, meaning that lower performing sports can find themselves stuck in a vicious cycle of poor results and low funding. According 2010 data, the highest performing sports received more than 30 times the funds received by the lowest performing sports.

Meanwhile, all of our charity interviewees felt that current budgets are stretched – and that further private donations would help them to achieve greater impact. In many cases, charities point to a fundamental lack of manpower and core capacity. This in turn hinders their ability to professionalise and deliver quality services at scale:

COMMENTS BY SOME OF THE CHARITIES WE INTERVIEWED FOR THIS REPORT

“[If I had more funding], I would expand my staff and invest in their capability development to professionalise and scale-up the programmes we offer”

“There is a great demand for sports programmes for persons with disabilities. However, those programmes require significant funding and extensive manpower. We recently had to cut the frequency of one of those programmes due to insufficient funding and manpower resources.”

“Unlike some other NSAs, we are only able to fund 50% of our national team’s costs for international competitions. Our athletes have to pay for the rest of the expenses themselves… they therefore lack the necessary exposure and opportunities to succeed at high-level events.”

“Our lack of funding limits our ability to reach out to more youth, who I know would benefit from our programmes”

SPOTLIGHT ON A CORPORATE SPONSOR
DELOITTE: AN AVID SUPPORTER OF SPORTS IN SINGAPORE

Deloitte Singapore has been an active supporter of sports in since 2010. They were the Official Professional Services Partner for the inaugural Singapore Youth Olympic Games in 2010 and for the 28th Southeast Asian Games and the 8th ASEAN Para Games in 2015. They are also a member of the spexBusiness Network and spexBusiness Advisory Panel and were the only private sector organisation represented on the Singapore Government committee that developed the Disability Sports Masterplan. Deloitte’s strong ties to sports have been incorporated into their CSR and HR systems. Some of their main initiatives are highlighted below.

Contribution of expertise: Deloitte’s CSR approach is grounded in skills-based volunteering and mentoring. They have offered their expertise and services to organise fundraisers as well as to provide strategic guidance and training for fundraising and pitching for sponsorship skills to sports charities.

Partnership with Netball Singapore: Through this partnership, Deloitte has been offering internships and scholarship opportunities to eligible netballers to help them pursue their academic and career goals while maintaining their commitment to netball since 2015. Deloitte has recently set up a similar program with the Singapore Badminton Association and with Singapore Management University for their student athletes, and several other sport-specific programmes are under discussion.

Deloitte Ignite: This is a special programme for national athletes that offers internships and full-time or part-time employment opportunities with Deloitte Singapore. Athletes employed under this programme are allowed flexible working arrangements and special leave to continue with their practice and competition while working. Deloitte Ignite aims to raise the prestige of athletes by demonstrating that elite athletes can indeed hold a job with the world’s largest professional services organisation. So far, more than 90 current and ex-national athletes have been employed through Deloitte Ignite.

“Deloitte Ignite has been a win-win programme for the athletes and our firm. Our athlete colleagues bring diversity to our team in terms of experience and way of thinking. In addition, they have been trained to be resilient, responsible, team-players, and strategists with strong work-ethics and time management skills.”

James Walton, SEA Sports Business Group Leader and Deloitte Ignite Programme Leader, Deloitte Singapore
Opportunities for donors in Singapore

Sports has a particular power to excite, inspire and bring people together from all walks of life. It is also healthy. For these reasons, it offers many opportunities for donors looking to drive positive social impact.

A “WIN-WIN-WIN” OPPORTUNITY

Sports offers some excellent opportunities for donors in Singapore. It can be exciting, engaging and relevant for people from all walks of life, as well as offering a wide range of channels to achieve positive social impact.

This means that sports has the potential to offer a “win-win-win” package for donors: a good cause with strong potential to impact lives; fun and meaningful opportunities to volunteer and get involved; and an effective publicity platform if desired.

A range of tax breaks and match-funding schemes are also available to further incentivise donors in several areas of the sports sector. For example, many of the registered sports charities have the additional status of “Institution of a Public Character” (IPC) which makes donations eligible for a 250% tax deduction. The government also offers one-to-one match-funding on donations to One Team Singapore (the national team).

Credit: Netball Singapore
DRIVING SOCIAL IMPACT THROUGH SPORTS

Sports can be an effective and accessible vehicle for donors seeking to drive social impact in a wide array of different areas. Interviewees for this report talked about many individual and societal benefits of sports: from boosting physical and mental health, to building leadership and teamwork skills, to fostering social networks and community spirit.

Overall, our interviews and the literature point to four major areas of potential impact, as shown in the diagram below. Each area is discussed in further depth in the following section.

“We recognize the growing contribution of sport.. in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion”

UN General Assembly, 2015, “Transforming our World: the 2030 Agenda for Sustainable Development”

FOUR KEY WAYS IN WHICH SPORT DRIVES SOCIAL IMPACT IN SINGAPORE

For example:
- Tackling obesity
- Reducing risk of chronic disease
- Mental health
- Overall wellbeing

For example:
- Teamwork
- Leadership
- Discipline
- Tolerance
- Unity in diversity

For example:
- Social inclusion
- Community building
- Neighbourliness

For example:
- Job creation
- Economic growth
- National pride
IMPROVING PHYSICAL AND MENTAL HEALTH

Health is arguably a particularly relevant need in Singapore, where one in nine residents aged 18-69 have diabetes\textsuperscript{10}, one in nine are obese\textsuperscript{11}, and nearly a third of deaths each year are from cancer\textsuperscript{12}. Meanwhile, Singapore stands out in the region for its rapidly ageing population and the associated strain that is expected for families and the overall economy.

Tackling such health concerns is one of the most commonly cited benefits of sport. For example, a local study in 2011 found that regular physical activities were associated with reductions in cardiovascular disease, type 2 diabetes, falls, fractures, as well as mental health conditions such as depression. Being active has also been linked to improvements in physical function, cognitive function, and quality of life\textsuperscript{13}.

These health benefits are relevant for everybody who participates in sports, but can be particularly valuable for certain groups. For older people, regular exercise is widely acknowledged as a way to reduce health risks such as dementia and cardiovascular disease, whilst also providing an effective means of tackling social isolation and its subsequent impact on physical and mental health. For people with disabilities, sports can be seen as a particularly valuable way to tackle physical health issues, whilst also boosting confidence and reducing stress. Similarly, sports can offer significant health benefits for people with chronic diseases, cancer survivors, people with mental illnesses and many others.

Because of these health benefits, sports and exercise is a central theme not only for “sports” charities but also for other organisations in the social service and health sectors.

For some organisations, sports and exercise is the backbone of the service: for example, Gym Tonic is a strength-training programme designed to “reverse frailty for seniors” (see profile in Appendix for further details).

Others integrate exercise or sports sessions into a broader package of services for a specific target group. For example, the YMCA runs health-focused sports programmes for people with physical and intellectual disabilities (see profile in Appendix).

Meanwhile, the Society for WINGS offers sports and exercise classes for women over the age of 40. In a similar vein, sports and exercise programmes are integrated into the broader support offered by charity-run Senior Activity Centres across the country.

\textsuperscript{10} Source: https://www.healthhub.sg/a-z/diseases-and-conditions/626/diabetes accessed 20 Dec 2018
\textsuperscript{12} Health Promotion Board 2017, “Singapore Cancer Registry Annual Registry Report 2015”
FOSTERING EMPLOYABILITY AND LIFE SKILLS

A second major benefit of sports is its power to foster values and life skills such as teamwork and discipline. As emphasised at global level by the UN Sustainable Development Goals Fund:

“Sports fosters important human values, and the propagation and adoption of these values is more important now than ever before in a world that seems to be becoming more polarized. Values like respect for rules and for others, teamwork, diversity, hospitality and empathy are inherently transmitted and learned through sports.” 14

This capacity of sports as an educational and personal development tool is often applied in particular to working with children and youth.15 Across the globe, there is a well-established and vibrant sub-sector of charities, clubs and institutions using sports as a vehicle to instil core values, knowledge and skills – in turn, aiming to tackle issues such as low self-esteem, low educational attainment, unemployment or anti-social behaviour.16

In Singapore, there are a small number of organisations and programmes directly targeting this area of impact. FootballPlus is a homegrown youth charity offering a values based training curriculum to work towards its vision of “using football to help change lives and build stronger communities.” (see FootballPlus profile in Appendix). Another example is SportCares, a foundation established by SportSG that offers a range of sports programmes for at-risk youth designed to promote volunteerism and other positive behaviours.

[Image]

7:1 The estimated return on investment for UK sports programmes for at-risk youth – through financial savings to police, the criminal justice system and the community. (According to a 2010 UK study15)

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14 SDG Fund 2018, “The contribution of sports to the achievement of the sustainable development goals: a toolkit for action”
15 Source: Understanding the Drivers, Impact and Value of Engagement in Culture and Sport by The Culture and Sport Evidence Programme (CASE), July 2010
16 For example, the UK-based charity Street League works with unemployed young people, offering intensive 8-12 week programmes including a combination of sports, vocational skills, life skills and job placements offered through top-tier corporate partners.
SPOTLIGHT ON SPORTCARES
A foundation pursuing innovation in the sports sector

SportCares sees itself as a catalyst and innovator, continuously experimenting and improving the effectiveness of its programmes for at-risk youth and persons with disabilities. Their best practices are then shared with the community to inspire and assist charities with similar beneficiaries.

For youth-at-risk: SportCares offers a variety of complimentary sport programmes for youth-at-risk which take place once a week. Each participating youth is subject to strict requirements, including 30 hours of community volunteering. Currently, SportCares serves 500 at-risk youths across all sports with 80 new participants per year. SportCares deliberately tries to maintain the total number of youth engaged under 600, as a larger beneficiary base could hinder their ability to experiment and innovate.

For persons with disabilities: Play-ability is a pilot programme, in partnership with the Temasek Foundation Cares, that offers community-based recreational sports opportunities for persons with disabilities. The programme aims to encourage them to participate in regular physical activities within their neighbourhood. The sport sessions are facilitated by coaches with the help of volunteers at ActiveSG’s facilities. To increase social interactions and relationship building within the community, Play-ability’s volunteers are recruited from among those who also live in the same neighbourhood as the beneficiaries.
COMMUNITY BUILDING AND SOCIAL INCLUSION

One of the most unique aspects of sports is its capacity to break down barriers between people from very different backgrounds, offering a way to meet and interact on equal terms. Games such as football, cricket and basketball are played in communities across the world, whether rich or poor, rural or urban and – increasingly – men or women.

In this way, sports has the power to help strengthen communities, foster mutual trust and understanding and offer a channel for all members of society to feel genuinely included. Several international studies have shown substantial correlations between sports participation and “social capital”. Researchers have found that sports clubs – especially community sports clubs that include a broad range of activities and age groups – have high potential to boost social networks and community identity.\(^\text{17}\) Meanwhile, more than three quarters of adult Singaporeans agree that sports is a “vehicle to strengthen bonds within the community”\(^\text{18}\).

Under the banner of ActiveSG, the government has introduced programmes to encourage broader participation in sports and fitness activities – in part, as a tool to further increase social cohesion. For most NSAs, there is also a strong agenda around increasing and broadening participation in their relevant sport – not only to build a future pipeline of elite athletes, but to see the sport enjoyed by more and more people from all walks of life.

In terms of social inclusion, a particular gap and opportunity relates to people with disabilities, who are often still seen and treated as separate from mainstream society. Sports has great potential to tackle this issue by championing elite athletes with disabilities as role models and by providing a way for people with disabilities and able-bodied people to come together.

Singapore has eight sports charities focusing on people with disabilities, including the Singapore Disability Sports Council (see profile in Appendix A) and the Singapore National Paralympic Council. These and other organisations offer a range of services and support for people with disabilities to engage in sports at all levels. Meanwhile, Special Olympics Singapore runs a “Unified Sports” programme bringing people with intellectual disabilities and able-bodied people to train together.

Our interviews indicated that there is a significant opportunity to extend this type of disability sports work: training coaches on how to involve groups with different needs, building more accessible facilities, and sharing more information on the resources and services available\(^\text{19}\). Kevin Wong, president of Singapore Disability Sports Council and chairman of the Singapore National Paralympic Council expressed hope that by 2020 participation in para sports will reach 30,000. As of now, Singapore is “nowhere near that mark”\(^\text{20}\).


\(^{18}\) Source: Sports Index Participation Trends 2015 by SportSG

\(^{19}\) Source: https://www.tandfonline.com/doi/full/10.1080/17430437.2016.1225882 accessed 10 Dec 2018

\(^{20}\) Source: https://www.straitstimes.com/sport/more-urged-to-join-disability-sports accessed 10 Dec 2018
BOOSTING THE ECONOMY, STRENGTHENING THE NATION

The final major impact area is at national level: boosting the economy and strengthening the nation. Sports has significant potential to contribute to the economy and create jobs, as described in the funding chapter above. Sports can also contribute to nation building by uniting people from various backgrounds to rally behind sports successes with a sense of national pride.

Key to achieving these benefits is in nurturing top quality elite athletes who can attract crowds and win medals on the international stage. As a small country with a culture of prioritising academics over sports, this poses a challenge. Nevertheless, Team Singapore has scored an increasing number of victories in recent years, crowned by the inspirational achievements of Joseph Schooling.

The government operates a range of support services for the national teams, with NSAs also playing a central role. As noted above, the One Team Singapore Fund offers match-funding to encourage private donations to the national teams. Another avenue for private companies to support is through the spexBusiness network (see Deloitte case study above).

Despite this existing infrastructure, many of our interviewees suggested that there are still significant opportunities to further boost Singapore’s ability to nurture world-class athletes. One issue relates to quantity and quality of coaches; another is around financial support and travel expenses for athletes; others focused on the need to build a stronger pipeline of future athletes; and one interviewee simply called for more consistent and predictable funding.

COMMENTS FROM OUR INTERVIEWEES ON BOOSTING SUPPORT FOR ELITE ATHLETES

I’d like to hire more high-level coaches, referees, and umpires to improve the quality of training offered in Singapore.

If I had more funding I’d send more national athletes to a wider range of international competitions to improve their skills necessary to achieve high level successes.

I would like to provide more support to our athletes, from covering their travelling and training expenses to providing all of them with the adequate equipment. I would also like to expand financial support for those from low-income families.

I want to step up our outreach programmes to increase awareness and access to sports. This would also help us talent-spot for future pipeline.
Conclusion: “If I had a million...”

Few private donors in Singapore have focused on sports to-date, leaving plenty of untapped opportunities for impact in this area: from boosting the sport you love, to driving social change through the power of sport.

UNTAPPED POTENTIAL FOR IMPACT

Sports is not always the most obvious choice for donors, but it has hidden potential for social impact. Few private donors in Singapore have focused on the area to-date. This creates multiple gaps and opportunities for those who wish to make a real difference on a topic that plays an essential part in everyone’s lives.

To inform this report, we asked around 30 sportsmen and women, policy-makers, researchers and others “If you had a million dollars to donate to sports in Singapore, what would you do?”. We received many different suggestions, underlining the point that there is no “best” way to give – at the end of the day, each donor must come to their own decision.

I would fund mechanisms (like shopping vouchers) to encourage older people to make more use of existing facilities

I’ve been inspired by sports programmes overseas that give confidence and voice to under-heard groups: can we do more of this in Singapore? E.g. for migrant workers or lower income families

Invest in good quality coaches. They are the ones that define and shape the sports experience.

Sponsor more local sports teams in Singapore to go play against local teams in e.g. Indonesia. It could promote grassroots understanding.

Bring back fun games! Kids get out and do 2 or 3 different sports at once; scrap national school competitions for primary schools.

Spread the money out to the smaller associations.

I’d identify a sport that has potential to achieve the national objectives and start from there. Hypothetically, I’d be keen to look at younger sports like modern pentathlon and eSports, where a bit of funding could have a big impact.
THREE BASIC OPTIONS

Overall, our interviews pointed us towards three basic options for how donors can consider supporting the sports sector in Singapore:

BOOST THE SPORT YOU LOVE:

• Develop a long-term partnership with your chosen NSA, working with them to boost their core capacity and co-develop strategic projects

• Build additional public infrastructure, e.g. a bike racing oval, training facilities

• Explore new ideas and innovations around how to upskill coaches, e.g. using online learning

VISION FOR SUCCESS: Your chosen sport takes on a higher profile in Singapore: more people watch it, enjoy it and participate in it, with ever greater standards of achievement at all levels.

SPREAD THE JOY OF SPORT:

• Support programmes that offer tailored facilities and coaching for particular groups e.g. Singapore Disability Sports Council

• Offer incentives and marketing to make existing services and groups more attractive e.g. shopping vouchers to reward participation in ActiveSG programmes

• Sponsor research to better understand patterns of sports participation in Singapore vs other countries: what can we learn from overseas?

VISION FOR SUCCESS: More people engage in sport as a natural and fun part of everyday life.

DRIVE SOCIAL CHANGE THROUGH SPORT

• Enable a youth programme such as FootballPlus to further expand and strengthen its services, drawing on global best practice

• Support sports charities working on social inclusion for people with disabilities, e.g. Special Olympics Singapore, which brings people with disabilities and able bodied people together through sports

• Foster international understanding and relationships by sponsoring Singaporean community-level teams to travel and play in communities in neighbouring countries

VISION FOR SUCCESS: People have greater awareness, understanding, life skills, self-esteem etc – through the power of sports.
Has this report piqued your interest?

Please contact us at info@justcauseasia.org. We’d love to hear your thoughts and would be very happy to share more or put you in touch with the organisations we met during this research.