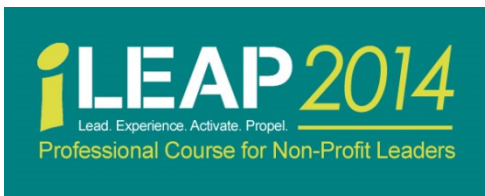


Impact Assessment - iLEAP



iLEAP was conceptualised in 2008, at a time when the need for capacity building for the non-profit sector in Singapore was critical. Learning from the best-in-class, Lien Centre staff attended the [Stanford Graduate School of Business' Executive Program for Nonprofit Leaders](#) to inform our course development. To contextualise the course content, a Focus Group study for Learning Needs involving 12 non-profit leaders in Singapore was also conducted in September 2008.

The founding team of SMU Professor Thomas Menkhoff, Lien Centre for Social Innovation manager Farheen Mukri and course consultant Usha Menon developed a programme which was distinct from other non-profit sector courses offered in Singapore at the time, which were typically 1-2 days in length. iLEAP launched in 2010 with an 14-module integrated curriculum which spanned the various aspects of non-profit management:

Skills	Themes	Social Environment	Governance	Management
Strategic Leadership		<ul style="list-style-type: none"> The Non-profit Environment 	<ul style="list-style-type: none"> Balancing Organizational & Social Objectives Ethics and Governance 	<ul style="list-style-type: none"> Financial Management Strategic Planning New Social Models
Engaging People		<ul style="list-style-type: none"> Leadership 	<ul style="list-style-type: none"> Board Effectiveness 	<ul style="list-style-type: none"> Values-driven Negotiation Talent Management
Ensuring Sustainability		<ul style="list-style-type: none"> Cross-sector Collaboration Branding 	<ul style="list-style-type: none"> Fundraising 	<ul style="list-style-type: none"> Measuring Social Impact

Critically, stretching the learning period over 3.5 months (with 1 module each week) allowed participants sufficient time and space to apply what they learnt in their respective organisations. iLEAP also pioneered the “translational” approach towards learning, with a module structure that integrated theoretical seminar sessions with learning sessions with the practitioners who were case study subjects, as well as site visits to featured non-profit organisations.

This nut-and-bolts approach made iLEAP unique, and highly relevant for practitioners who already had a broad overview of an issue. The case study approach is now also being used by other non-profit sector training courses in Singapore. Elements of iLEAP are also part of MUIS Academy's [Strategic Leadership Programme for Mosque Leaders](#).

iLEAP ran on a yearly basis, with its fifth (and final) run concluding in 2014. It was supported through a combination of grants from the [VWO-Charities Capability Fund \(Local Training Grant\)](#), as well as participant fees. In some instances, Lien Centre also provided partial scholarships to enable worthy non-profit leaders who did not qualify for VCF grants to participate.

In its 5-year history, 140 participants from 88 different organisations have been benefited from the course. More than three-quarters of them (78%) came from Voluntary Welfare Organisations (VWOs) or Non-Profit Organisations (NPOs/NGOs). The remaining 22% came from government agencies, the education and health sector, religious groups as well as social enterprises. A partial listing of the organisations represented can be found on page 18 of the [iLEAP 2014 brochure](#).

	VVO	NPO/ NGO	Govt	Education	Health	Religious group	Social enterprise	Total
iLEAP 2010	14	7	1	2	0	2	3	29
iLEAP 2011	9	13	0	1	0	3	2	28
iLEAP 2012	10	15	0	0	0	2	1	28
iLEAP 2013	15	8	0	3	2	0	1	29
iLEAP 2014	13	5	3	1	0	1	3	26
Total	61	48	4	7	2	8	10	140
Percentage	44	34	3	5	1	6	7	100

In mid-2013, a strategic review of the iLEAP course was conducted, to assess its viability amongst an increasingly crowded training field. Several changes were implemented:

- The target markets such as high potential middle-level managers, as well as mid-career switchers (from the corporate sector) were identified.
- The number of modules was reduced from 14 to just 10 to make it more viable for such participants to join.
- Correspondingly, the course fee was also reduced from S\$4,950 to \$3,450.
- New modules such as “Effective Advocacy, Social Innovation and Socio-Political Environment were added to provide a more holistic learning experience.
- Meanwhile, unique offerings such as Branding and Values-based Negotiation were retained, as these were topics which non-profit leaders are not traditionally trained in, yet find increasingly useful in a competitive charity sector.



Although the 2014 run of iLEAP was successful (with 100% of participants stating that they would recommend the course to others), it was eventually concluded that greater impact could be achieved (with less overheads), by collaborating with other training institutions.

“iLEAP modules cover a wide range of management skills for new NPO leaders, packed with modules that help with building our capabilities in strategic leadership. The above is something that we will not get from other NPO courses. The sharing of the current NPO leaders that we meet during the course are also useful, giving me the “reality side” of what I learnt from theories.” iLEAP 2013 participant