

Archotyping Charity Needs

Supporting charities in their digital journeys

Draft Final Report

25 September 2025



better>sg

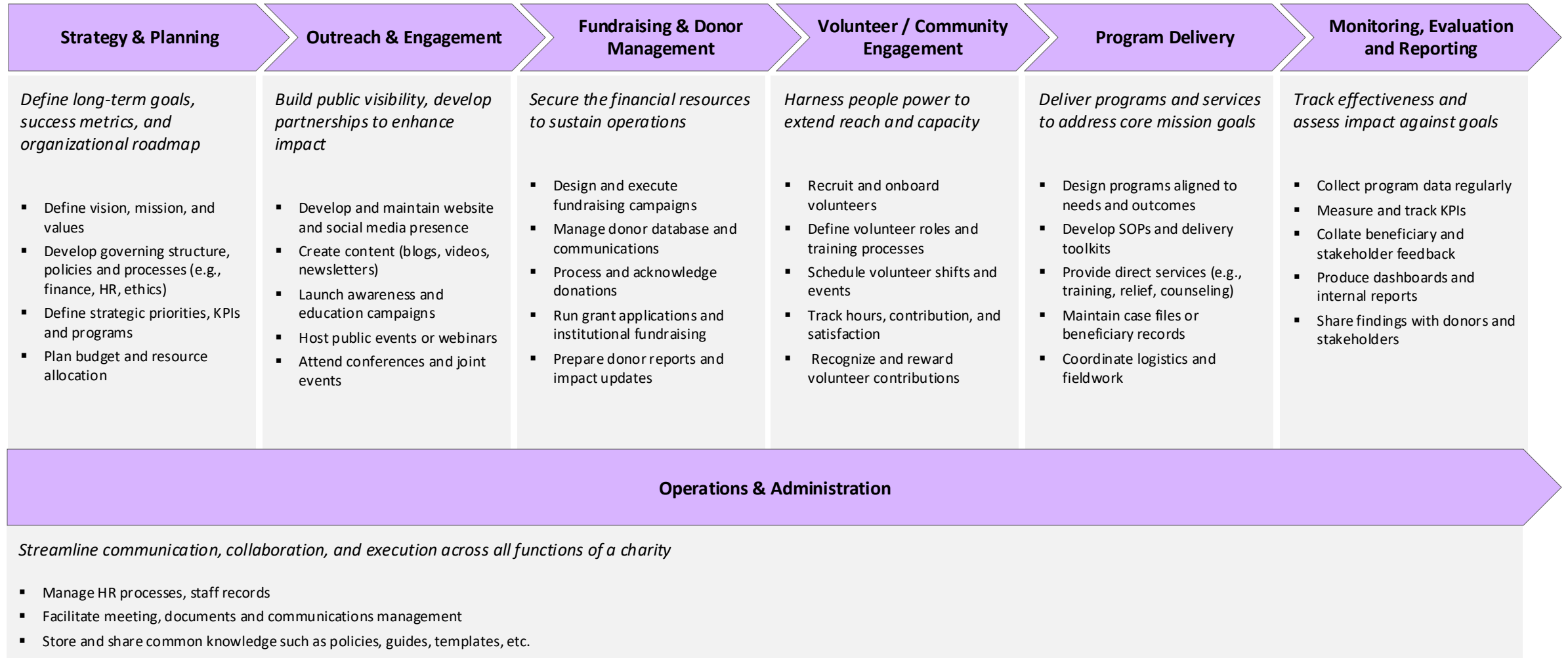
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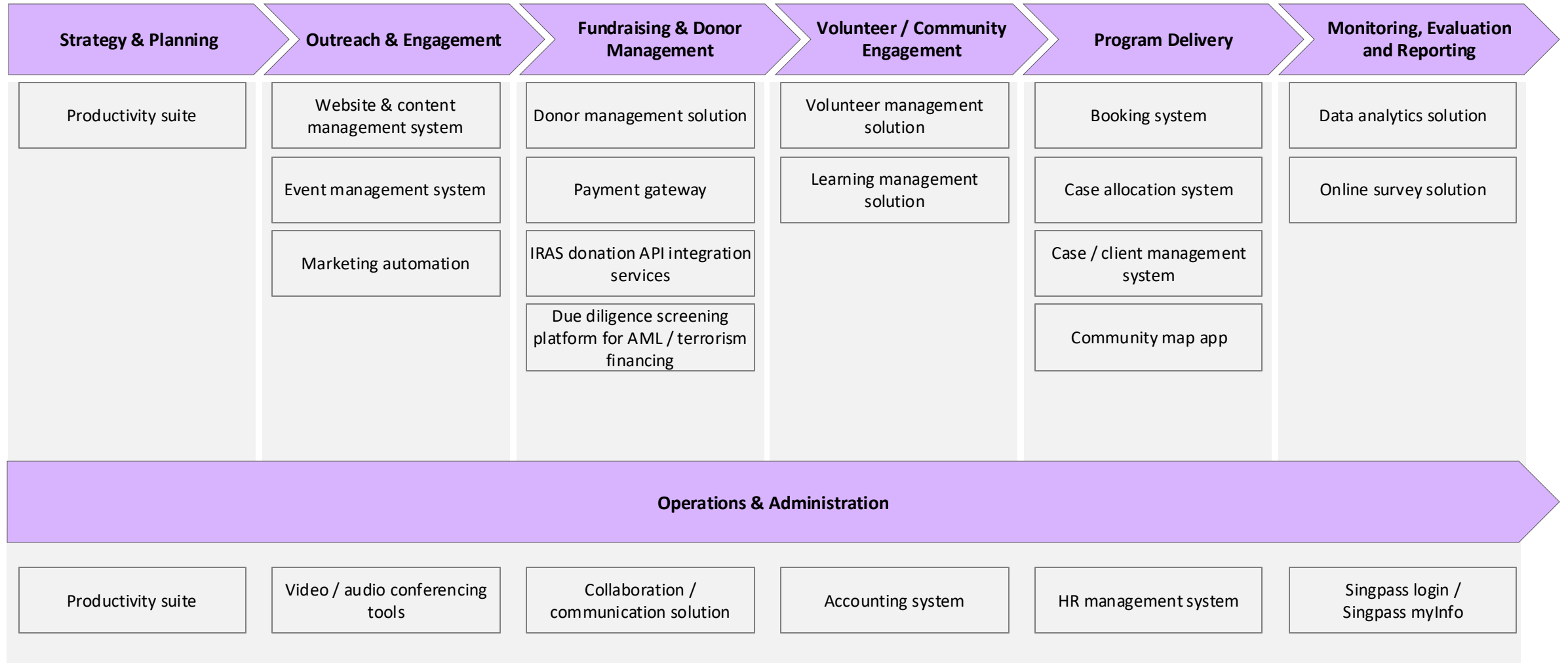


1. Background

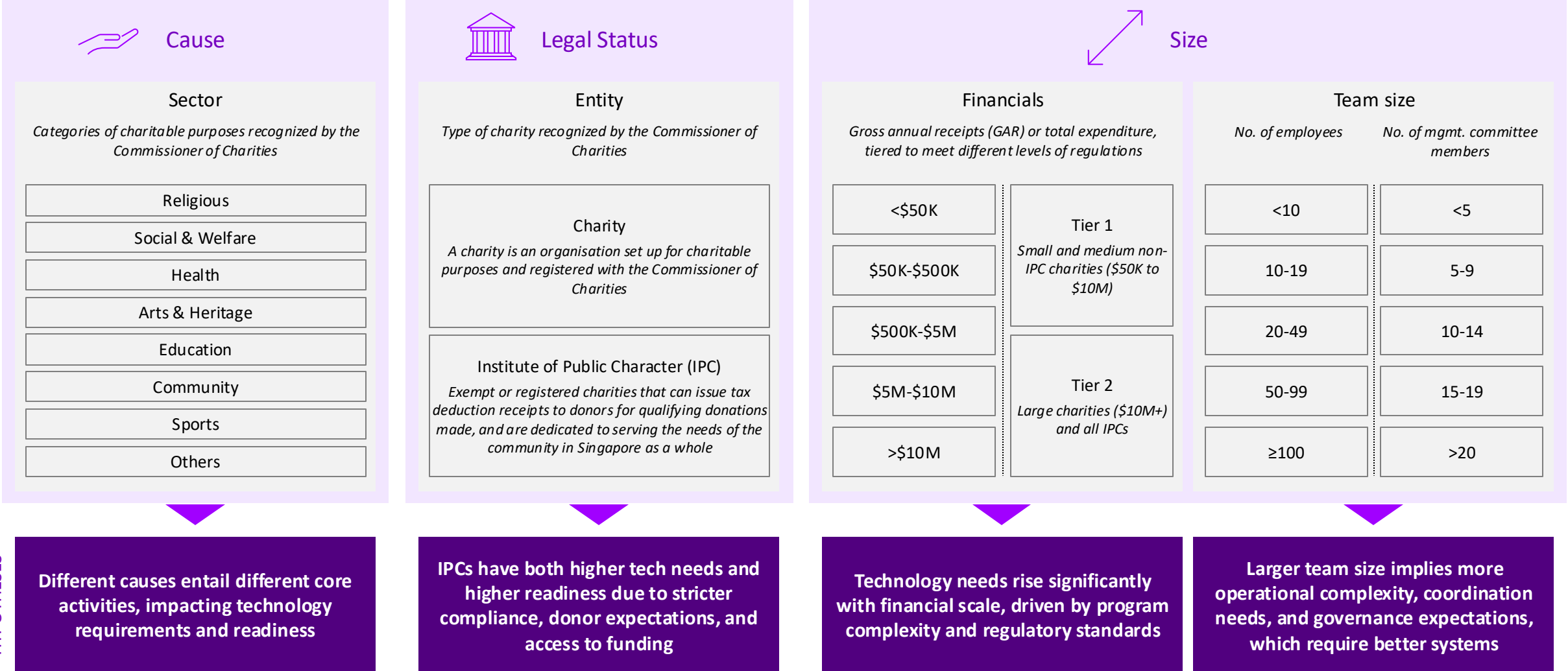
The core activities of a Singapore charity can be structured around the lifecycle of impact...



... and can be enabled by various digital tools available to drive greater efficiency, transparency, and outcomes



Each charity's size, legal status, and cause can have direct impact on its technology needs and readiness



Today, Funders lack a way to quickly determine needs of charities, and provide targeted support on digitalization to scale impact

A missing middle for quick diagnostics and advisory for charities today...

1. **Lengthy assessments:** Current assessments, such as BCG assessment from NCSS, are lengthy and require manual consultations making the process inefficient
2. **No self-service:** Charities rely on external support or having to hire tech skills, which stymies digitalization
3. **No holistic view of charity needs:** Siloed digital capability assessments overlook key interdependencies, like how data maturity impacts monitoring or automation affects staff strength
4. **Lack of Follow-Through:** Assessments do not bridge practical steps or recommendations on specific tech stacks, preventing charities from effectively starting on the digitalization journey



... slows the digitalization of the non-profit sector, mostly felt in small to medium size charities



Unsustainable for Small/Mid Charities: Smaller sized charities often have no dedicated talent to bridge the complex digital gap



Donors lack information: Doesn't empower donors with actionable insights or advice to support charities effectively



Delays Funding and Hinders Growth: Increases time to secure funding, while reducing digital adoption and overall productivity.

WE NEED A HOLISTIC AND INTEGRATED APPROACH FOR A MORE ACTIONABLE FUTURE

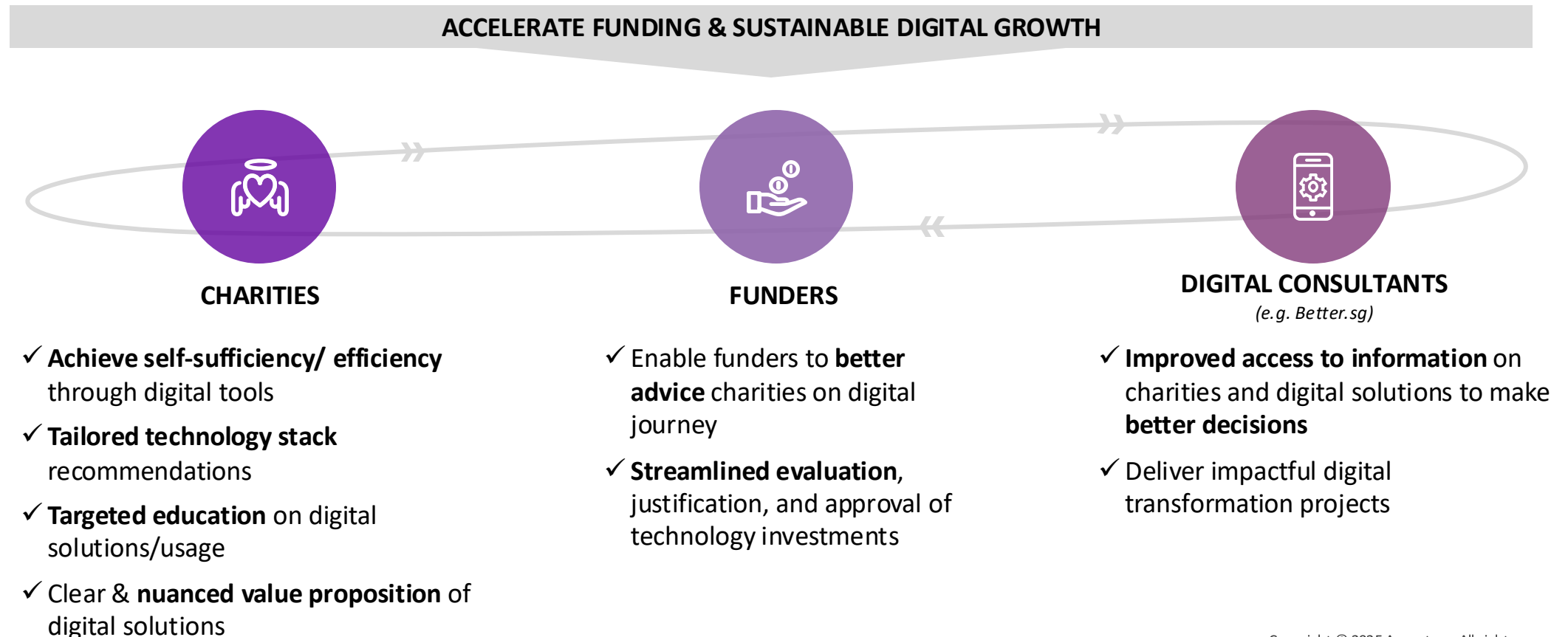
For charities: Allows for self-service to help them understand their digital needs, and suggest where to start for the highest impact

For funders and consultants: It offers a clearer view of where a charity stands, thus enabling more precise & justified funding or digital advisory

An archetype-based model can accelerate digital transformation, helping small-mid charities on their first steps to digitalization

Our Vision

Charity archetype-based recommendation to help charities start or progress on their digital journey, offering tailored recommendations on tech stack and funding costs.



2. Our Approach

We used a 4-phased approach to develop the charity archetype model

01

CONDUCT RESEARCH

SCAN LANDSCAPE

Analyze relevant models and frameworks locally & internationally, and identify best practices and gaps

- Charity segmentation methods
- Charity core activities
- Cross-sector maturity models (e.g., capability, digital, startup)



02

MODEL DESIGN

GENERATE HYPOTHESES

Ideate long list of hypotheses around tech needs, maturity, to derive organizational archetypes

CONSOLIDATE DIMENSIONS

Group and refine hypotheses into key dimensions that drive digital maturity in charities

DESIGN QUESTIONNAIRE

Design clear, tailored diagnostic questions for each dimension to assess needs and maturity

03

DESIGN DIAGNOSTICS

VALIDATE MODEL

Discuss model and diagnostic questions with Better.sg, conduct surveys with charities and refine based on collective feedback

04

REFINE MODEL

REFINE ARCHETYPE MODEL

Build scoring logic based on diagnostic responses to segment charities into 4 archetypes

DEFINE RECOMMENDATIONS

Recommend technology priorities and stack requirements tailored to each archetype



ENRICH WITH GENAI

Use GenAI-powered research to test hypotheses, strengthen logic, and contextualize for local relevance

Our research will blend local charity insights with global maturity frameworks to understand local nuances when assessing needs

CORE ACTIVITIES

- Volunteer / Community Engagement
- Program Delivery
- Strategy & Planning
- Operations & Administration
- Outreach & Engagement
- Fundraising & Donor Management
- Monitoring, Evaluation & Reporting

Pros: Ensures relevance to charity core activities, supports tailored insights, facilitates benchmarking

Cons: High variability across charities, activities alone may not reflect digital maturity

SEGMENTATION

→ Cause

Different causes entail different missions and programs, impacting technology requirements

→ Entity

Institute of Public Characters have both higher tech needs and higher readiness due to stricter compliance, donor expectations, and access to funding

→ Size

Technology needs rise significantly with financial scale, driven by program complexity and regulatory standards

Larger team size implies more operational complexity, coordination needs, and governance expectations, which require better systems

MATURITY ASSESSMENT

→ Forrester Digital Maturity Model

Pros: Strategic alignment focus, practical tools & language

Cons: Assumes tech investment capacity, limited focus on accessibility & inclusion

→ Capability Maturity Model

Pros: Process-oriented, client-centric, promotes auditable processes

Cons: Engineering-heavy dimensions, assumes low employee turnover rate, designed for large and structured organizations

→ Startup Maturity Model

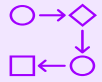
Pros: Agile approach, encourage innovation and cost-efficient

Cons: Mission misaligned, risky experimentation



3. Desk Research Findings

Maturity models are often used to provide greater insights into the capabilities and readiness level of the org.



Capability

Capability Maturity Model Integration

Widely used for software and process maturity; 5 levels from Initial to Optimizing

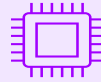
Initial

Managed

Defined

Quantitatively Managed

Optimizing



Digital Maturity

Forrester Digital Maturity Model

Measures 4 dimensions: culture, technology, organization, insights, identifying "Skeptics" to "Differentiators"

Skeptics

Adopters

Collaborators

Differentiators



Startups

Startup Maturity Model

Identifies 5 critical stages that each startup must cross, provides holistic view while keeping view on critical issues at each stage

Ideation

Opportunity Analysis

Viability Analysis

Solution Development

Launch & Beyond

PROS

Enables **maturity analysis** of **internal capabilities** and **readiness** of the organization

CONS

Often **standalone assessments** which are **not tailored to context of charities** and may provide **limited actionable insights**

A structured Review is needed to ensure it aligns to Charity Sector nuances



1. Purpose & Scope

- What is the stated goal of the assessment?
- Who is the target audience (sector, size, geography)?



2. Dimensions

- What categories does the model assess (e.g., leadership, culture, tech, skills)?
- Are these relevant to charities?



3. Structure & Approach

- What is the format (tiers, archetypes, continuum)?
- What types of questions are used (quant., qual., Likert, binary)?
- What is the scoring logic?



4. Output & Actionability

- What is this outcome of the assessment (score, maturity level, archetype, roadmap)?
- Can it be used for decision-making?



5. Strengths & Relevance to Charity Sector

- Does it consider the nuances of charities? E.g., mission orientation, funding constraints, volunteers
- Is it adaptable to organizations of different sizes and types?



6. Gaps & Limitations

- What is missing from this model (e.g., sector specificity, resource feasibility, local relevance)?
- Can it be made more relevant or applicable to charities?

Benefits

Ensures the model aligns with intended outcomes (e.g., diagnostics, roadmap, benchmarking)

Helps define the architecture of tool and delivery method

Identifies relevant content areas

Informs design of effective and adaptable survey instruments

Clarifies what the end-user will take away and how they'll act on it

Ensures sectoral fit — especially for charities with unique dynamics

Pinpoints best practices to adopt or build upon

Helps avoid pitfalls and build a more tailored model

Deep Dive

Forrester Digital Maturity Model 5.0

The Forrester Digital Maturity Model evaluates how well user companies have incorporated **digital into their operating models** and how **effective they are at executing on digital initiatives**.

It assesses an organization’s progress across **culture, technology, organization, and insights** to identify its stage from skeptics to differentiated in digital transformation.



MODEL & METHODOLOGY

Self-assessment questionnaire of 7 qualitative statements for each of the 4 key dimensions

- “How much do you agree with each of the following statements?”
- Rated on Likert scale: 0 = Completely disagree, 1 = Somewhat agree, 2 = Somewhat agree, 3 = Completely agree

Dimension	Statements
Culture A company’s approach to digitally driven innovation and how it empowers employees with digital technology	1. We believe that our competitive strategy depends on digital. 2. Our board and our C-level executives back our digital strategy. 3. We have the right leaders to execute on our digital strategy day to day. 4. We invest in targeted digital education and training at all levels of our organization. 5. We clearly communicate our digital vision both internally and externally. 6. We take measured risks in order to enable innovation. 7. We prioritize overall customer experience over the performance of any individual channel.
Technology A company’s use and adoption of emerging technology	1. Our technology budget is fluid to allow for shifting priorities. 2. Our marketing and technology resources work together to co-create our digital technology road map. 3. We have a flexible, iterative, and collaborative approach to technology development. 4. We leverage modern architectures (APIs, cloud, etc.) to promote speed and flexibility. 5. We measure our technology teams by business outcomes, not just system uptime. 6. We use customer experience assets, like personas and journey maps, to steer our technology design. 7. We use digital tools to promote employee innovation, collaboration, and mobility
Organization How aligned a company is to support digital strategy, governance, and execution	1. Our organization structure prioritizes customer journeys over functional silos. 2. We dedicate appropriate resources to digital strategy, governance, and execution. 3. The staff supporting our critical digital functions are best in class. 4. We have digital skills embedded throughout our organization. 5. Our organization model encourages cross-functional collaboration. 6. We have defined and repeatable processes for managing digital programs. 7. Our vendor partners deliver value that enhances our digital competencies.
Insights How well a company uses customer and business data to measure success and inform strategy	1. We have clear and quantifiable goals for measuring the success of our digital strategy. 2. Every employee understands how her performances ties to corporate digital goals. 3. We use customer-centric metrics like Net Promoter Score or lifetime value to measure success. 4. We measure how channels work together to accomplish a desired outcome. 5. Customer insights actively steer our digital strategy. 6. Customer insights inform digital design and development. 7. We feed lessons learned from digital programs back into our strategy

Scoring & segmentation

Maturity Segment	Characteristic Behaviour	Strategy	Score Range
Skeptics	Ignore digital	Disrupt yourself	0-33
Adopters	Stuck in conventional practices	Accelerate current digital efforts	34-56
Collaborators	Cooperative, but not insights driven	Embrace advanced analytics	57-74
Differentiators	Demonstrate ad hoc excellence	Systematize best practices	75-84

Deep Dive

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RELEVANCE TO CHARITY

Assessment Dimensions

Dimension	Relevance	Observations
Culture	High	- Change readiness, leadership buy-in, and digital mindset remain critical for digital adoption in charities - Some terms used are only relevant in a for-profit setting, but can be adapted to charity context (e.g., competitive strategy → mission, C-level executives → management team)
Technology	Medium	- Technology budget may be constrained by available grants / funding - Expected levels of maturity for technology in charities may differ from for-profit organizations - Smaller charities may rely on basic digital tools, while larger charities may use CRMs, ERPs, or custom apps
Organization	High	- Governance structures, volunteer/staff upskilling, and cross-team coordination are essential for executing digital strategies - However, depending on funding available, resource allocation may be limited and ‘best-in-class digital staff’ may be aspirational and require support through other avenues (e.g., partnerships, pro bono work)
Insights	High	- Strong alignment with impact measurement, donor reporting, and program optimization based on beneficiary data - Customer-centric metrics (e.g., NPS, LTV) are less relevant but can be adapted to charity context (e.g., donor retention, program effectiveness)

Overall

Strengths	Relevance to Charity Front Door
Clear & Structured Framework: Organized across four dimensions (Culture, Technology, Organization, Insights) with defined maturity stages	Offers a logical, easy-to-follow roadmap for nonprofits to self-assess and grow
Holistic Approach: Balances people, process, and technology, going beyond just technology tools	Aligns well with nonprofit priorities like leadership buy-in, team capabilities, and governance
Strategic Alignment Focus: Encourages linking digital efforts to organizational goals	Can be adapted to mission-driven outcomes instead of commercial KPIs
Practical Tools & Language: Uses familiar methods like personas, journey maps, and cross-functional collaboration metrics	Readily translatable to donor, volunteer, or beneficiary experience mapping
Weaknesses	
Commercial-Centric Metrics: Uses KPIs like NPS and customer LTV	Less relevant to nonprofit priorities, can instead focus on impact, engagement, and trust
Assumes Tech Investment Capacity: Expects fluid budgets, custom architecture, API integration	Technology statements have to be tweaked as many charities operate with tight budgets and rely on off-the-shelf or donated tools
Limited Focus on Accessibility & Inclusion: Does not account for inclusive or equitable digital design	Critical point of consideration for charities as they serving diverse, vulnerable, or underprivileged communities

Deep Dive

Capability Maturity Model Integration 3.0

The Capability Maturity Model Integration (CMMI) is a proven framework for **identifying gaps, strengthening processes, and delivering consistent results**. This self-assessment focuses on development, helping organisations evaluate their maturity level.

It is widely used in software engineering, systems engineering, and product development, but it is also applicable across domains such as business process management

MODEL & METHODOLOGY

Self-assessment questionnaire of 39 questions divided into 7 process area to determine maturity level

- Each answer received will be graded with points ranging from 0 to 4
- Choice of answers: “Definitely no” (0 point), “Not sure” (1 point), “Planned but not applied” (2 points), “Usually” (3 points) and “Definitely Yes” (4 points)

Dimension	Examples of Question
Requirements Management	- Do you provide double-sided traceability on the requirements? - Are project requirements documented and tracked?
Project Planning	Do you estimate size, effort and cost for projects?
Project Monitoring and Control	Are the commitments and project risks being traced according to project plan?
Supplier Agreement Management	Do you determine the methods to be used in the purchasing of a product and product components
Measurement and Analysis	Are you giving a course to the people regarding statistical methods, data collection, analysis and reporting processes?
Process and Product Quality Assurance	Do you have any quality assurance activities for projects?
Configuration Management	Do you have any general configuration management policy of the institution?

Scoring & segmentation

Maturity Segment	Characteristic Behaviour	Strategy
Initial (ML 1)	Processes are unpredictable and poorly controlled	Reactive
Managed (ML 2)	Processes are planned, documented, performed, monitored, and controlled at the project level.	Monitored and Controlled
Defined (ML 3)	Processes are well characterized and understood, and are described in standards, procedures, tools, and methods.	Standard Operating Procedure
Qualitatively Managed (ML 4)	Processes are controlled using statistical and other quantitative techniques	Improvement upon analysis
Optimized (ML 5)	Focus is on continuous process improvement through incremental and innovative technological improvements	Improvement upon innovations

Deep Dive

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RELEVANCE TO CHARITY

Assessment Dimensions

Dimension	Relevance	Observations
Requirements Management	Medium	Charities will need to identify the needs of their target audience and identifying areas in which they need support with (e.g. financial, social, emotional etc.)
Project Planning	High	Planning of campaigns, fundraising events, or program rollouts
Project Monitoring and Control	High	- Tracking progress of community outreach or donor campaigns - Identifying risks in funding, compliance, or community programs
Supplier Agreement Management	Medium	Vendor management
Measurement and Analysis	High	Using data to measure and improve campaign or program performance
Process and Product Quality Assurance	Medium	“Product” of charities refer to the service that they provide to their target audience - Training of staff and volunteers on processes, compliance and tools will improve the service they provide
Configuration Management	Low	- Documenting standard procedures for programs, donor handling, reporting - Version control of these documentations with introduction of new policies

Overall

Strengths

	Relevance to Charity Front Door
Process-oriented Framework: Organised across dimensions that aims to improve efficiency in processes	Aligns well with nonprofits lean manpower resource and reduce the administrative workload
Client-centric: Focuses on identifying the needs of the client	Offers a guideline for charities to clearly define the needs of their beneficiaries
Promotes auditable processes: Framework requires well-documented, repeatable processes which makes activities traceable	Transparency and accountability are critical for charities to gain and maintain trust with donors, beneficiaries and regulatory bodies

Weaknesses

Engineering-heavy dimensions: Some areas such as Product Integration may not map cleanly to nonprofit workflows	Less relevant to nonprofits as they do not have a clear product to build
Assumes low employee turnover rate: Charities usually runs based on volunteers which have high employee turnover rate	Volunteers are usually short-term and diverse, making process standardization difficult
Designed for large and structured organisations: Charities usually operate under tight financial, human and time constraints	Charities may have limited resources to implement



Deep Dive

Startup Maturity Model

The Startup Maturity Model (SMM) is a framework designed to assess and guide startups through their growth journey by evaluating how **mature their core business functions and capabilities** are.

SMM focuses on the unique needs and challenges of startups, including product-market fit, team formation, funding, and scalability.



MODEL & METHODOLOGY

Self-assessment questionnaire determine startup maturity level

- Yes/No questions

Dimension	Examples of Question
Product Development	1. Is there an MVP? 2. Is it validated with real users? 3. Is it scalable and stable?
Market Understanding	1. Has the target market been defined and tested? 2. Are there early adopters or paying customers? 3. Are sales channels repeatable?
Team Structure	1. Is the founding team balanced (tech, business)? 2. Are hiring and onboarding processes defined? 3. Is there leadership in place for scale?
Funding	1. Has initial funding been secured? 2. Is there a financial runway? 3. Are metrics available to attract next-round investors?
Operations and Scalability	1. Are processes repeatable and documented? 2. Is there a customer support system? 3. Are metrics and dashboards in place?

Scoring & segmentation

Maturity Segment	Characteristic Behaviour	Strategy
Idea	Validate the problem and potential market	Problem Discovery
Concept	Develop early product concept	Solution Definition
Validation	Build and test MVP, acquire first users/customers	Product-Market Fit
Efficiency	Optimize operations, prepare for scale	Growth Strategy
Scale	Expand market reach, grow team and revenue	Execution at Scale

Deep Dive

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RELEVANCE TO CHARITY

Assessment Dimensions

Dimension	Relevance	Observations
Product Development	Medium	Nonprofits do not have a specific product to build and sell but their products can be seen as the services that charities provided to their beneficiaries and the consistent improvement on the help that they can provide
Market Understanding	High	Charities will need to clearly identify the needs of their beneficiaries but also understand the key drivers to recruiting more volunteers or employees to join their cause
Team Structure	High	The multiple programs and pillars that charities have to manage will require certain level of hierarchy and team structure to ensure productive workflow
Funding	High	Nonprofits rely most on funding from various sources (e.g. donations), hence the need to ensure a consistent flow of revenue is crucial in the operation of charities
Operations and Scalability	High	For charities that are growing,

Overall

Strengths

	Relevance to Charity Front Door
Agile approach: Enables quicker response to community needs or external changes	Charity organisations are constantly catering the needs of the beneficiaries. These needs are always changing based on various factors.
Encourage innovation: Charities can explore bold experimentation with new tools and approaches	Nonprofit who may still be using legacy systems can try out new tools
Cost efficient: Helps nonprofits avoid over-investment in unproven tech through lean testing	For charities that relies heavily on donations as their source of revenue, being cost-efficient is their key principle

Weaknesses

Mission misaligned: Not all startup methods are appropriate for values-driven, service-focused missions	The approaches that startup usually takes differ from the approaches that charities take
Risky experimentation: Many charities operate in risk-sensitive environments; experimentation can be culturally difficult	Methods used by startup may be too risky for charities to use as this will impact their beneficiaries greatly

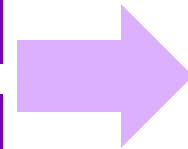
Learnings from self-help diagnostics available today inform us that we need a model that is simple, straightforward and allow benchmarking and actionable insights

1. Local - Digital Health Check for SMEs by IMDA

- This self-check will help you understand how digitally ready you are in your sector and provide recommendations of digital solutions you should adopt for your business.
- Additional questions for breakdown in terms of maturity across different digital pillars + benchmarked against peers

2. International - Digital Maturity Matrix by NCVO (UK)

- Assess your current strengths and weaknesses, and helps you see what you need to do next to improve. Covers 8 areas including 1. Leadership and strategy, 2. Expertise and capacity, 3. Technology, 4. Service design, 5. Content, 6. Communications and campaigns, 7. Data and insight, 8. Security and data protection
- Tailored to charity organisations but is quite lengthy and doesn't provide recommendations



Learnings for a good archetype model

1. Simple, straightforward
2. Tailored to charity context & needs
3. Benchmarking against other comparable organizations might be useful
4. Provide actionable insights

4. Archetype Model Development

Leveraging the desk research, we consolidated a longlist of initial hypotheses and crystallized them into 13 key dimensions

	HYPOTHESES	DIMENSIONS	Implications for diagnostics framework
Segmentation	Cause / Sector	1 Cause / Sector	Contextual, informs tech needs shaped by cause (e.g., health – data privacy)
	Legal Status	2 Legal Status	Contextual, informs level of measures needed to meet regulatory requirements
	Size (Financials)	3 Financial Scale	Contextual, informs level of measures needed to meet regulatory requirements
	Size (Team Members)	4 Organization Size	Contextual, informs level of internal communication and coordination required
Charity Core Activities	Volunteer & Community Engagement		
	Strategy & Planning	5 Process Readiness	Measures overall operational readiness for digital and automation
	Program Delivery		
	Operations & Administration		
	Outreach & Engagement	6 Outreach & Engagement	Measures maturity in public-facing presence and stakeholder engagement
	Fundraising & Donor Management	7 Fundraising & Donor Management	Measures maturity in donor CRM and engagement tech
	Monitoring, Evaluation & Reporting	8 Monitoring, Evaluation & Reporting	Measures maturity in leveraging data and insights to measure and track impact
Maturity Assessment	Strategy & Leadership	9 Strategy & Leadership	Signals vision, buy-in, and direction from the top
	Skills & Capacity	10 Skills Readiness	Measures the team's ability to use, scale and maintain tech
	Funding & Resourcing	11 Budget Readiness	Reflects intentional investment in digital priorities and initiatives
	Infrastructure & Tools		
	Culture & Openness	12 Culture Readiness	Measures openness to change and innovation, such as digital adoption
	External Ecosystem	13 External Ecosystem & Partnerships	Measures use of available sector support and partnerships

Note: See Appendix 1 for Hypothesis Statements

The crafted questionnaire will assess the organization across the 13 key dimensions

DIMENSION	DIAGNOSTIC QUESTION
1 Cause / Sector	What is your charity's primary cause area or sector?
2 Legal Status	What is your charity's legal status?
3 Size (Financials)	What is your charity's annual gross receipts or total operating expenditure for the most recent financial year?
4 Size (Team Members)	How many full-time staff and active volunteers does your charity currently have?
5 Process Readiness	How would you describe your charity's process under these areas: - Volunteer management process (e.g. recruitment, onboarding etc.) - Donor management process (e.g. registration of donors, donor outreach) - Relationship management process (e.g. public, employee, vendor, donor relationship) - Administrative process (e.g. HR, Finance, Payroll, Disbursements)
6 Outreach & Engagement	What digital channels does your charity actively use to engage with stakeholders (e.g. website, social media, email)?
7 Fundraising & Donor Management	How does your charity currently manage donor relationships and fundraising activities?
8 Monitoring, Evaluating & Reporting	How does your charity currently collect, analyze, and use data to assess its outcomes or impact?
9 Strategy & Leadership	Does your leadership team have a digital strategy or roadmap that guides technology adoption?
10 Skills Readiness	Do your staff or volunteers have the necessary digital or IT skills to use current and upcoming tools?
11 Budget Readiness	Does your charity have a dedicated or flexible budget for investing in digital improvements?
12 Culture Readiness	How open is your charity to adopting new digital tools or experimenting with technology?
13 External Ecosystem	Has your charity accessed grants, or worked with external partners (e.g., Better.sg, pro bono consultants) for tech adoption?

... and organizations are scored from 1 to 3 based on their responses to determine their overall score (1/2)

DIMENSION	QUESTION	RESPONSE OPTIONS (SCORE)		
1 Cause / Sector*	What is your charity's primary cause area or sector?	- Religious (-) - Social & Welfare (-) - Health (-)	- Arts & Heritage (-) - Education (-) - Community (-)	- Sports (-) - Others (-)
2 Legal Status*	What is your charity's legal status?	- Not registered as a charity - Registered charity - Registered Institute of Public Character (IPC)		
3 Size (Financials)*	What is your charity's gross annual receipts or total expenditure for the most recent financial year?	- Below \$1,000,000 \$1,000,000-\$10,000,000 - Above \$10,000,000		
4 Size (Team Members)*	How many full-time staff does your charity currently have?	- Fewer than 10 staff or mostly volunteer-run 11-50 staff and volunteers >50 staff and volunteers		
5 Process Readiness	How would you describe your charity's internal workflows (e.g. finance, HR, program delivery)?	- Processes are manual and inconsistent - Some workflows are standardized or partially digital - Workflows are digitally automated, integrated and continuously improved		
6 Outreach & Engagement	What digital channels does your charity actively use to engage with stakeholders (e.g. website, social media, email)?	- No active digital channels or limited web presence - Basic website and social media presence - Integrated digital strategy supported by analytics and engagement tools		
7 Fundraising & Donor Management	How does your charity currently manage fundraising activities and donor relationships?	- Fully offline and no digital tracking of donors - Some online donations accepted but mostly offline donations and donor data management - Predominantly digital fundraising system and donor data management		

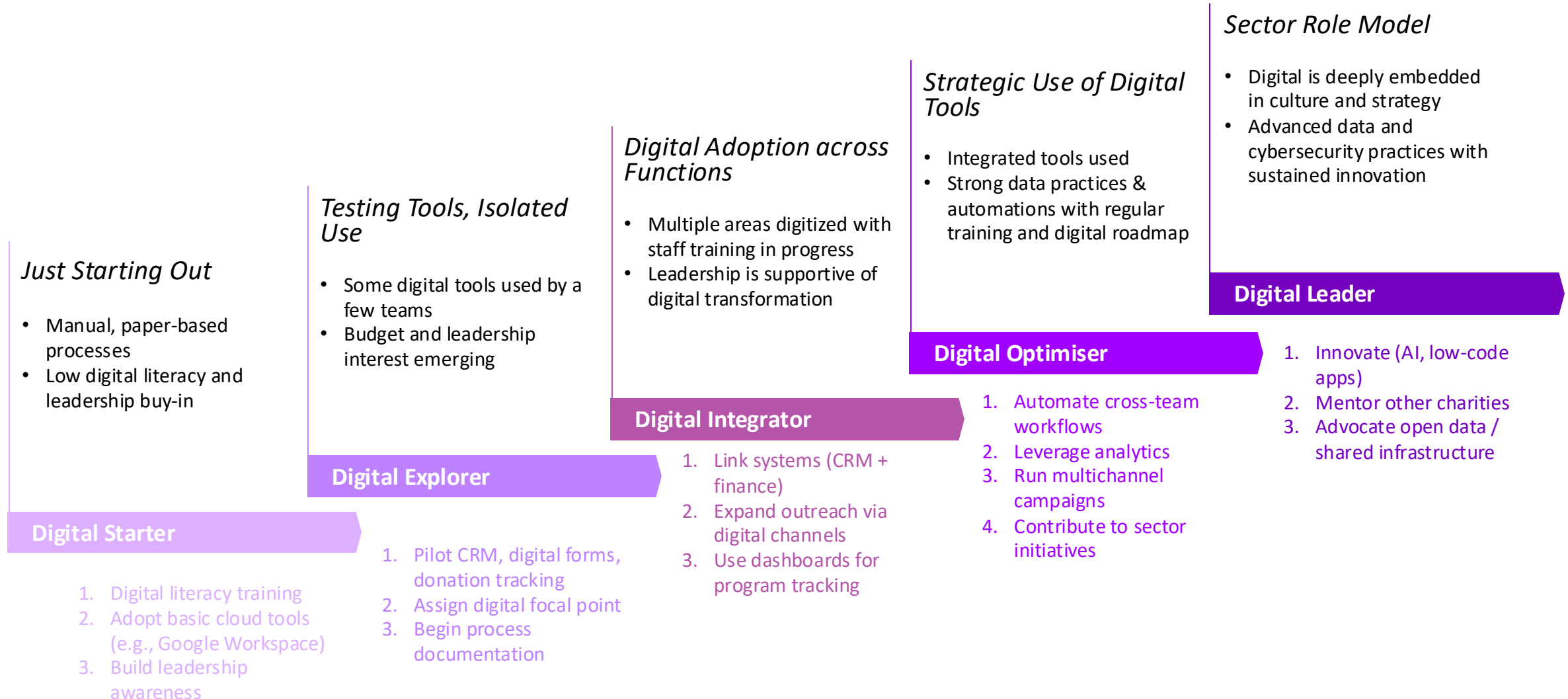


* These dimensions are not scored. However, it would be useful to obtain this data to contextualize needs and recommendations as based on these characteristics, charities may face different digital imperatives. It could potentially also help us to measure organizations against their peers of similar cause, legal status, or size.

... and organizations are scored from 1 to 3 based on their responses to determine their overall score (2/2)

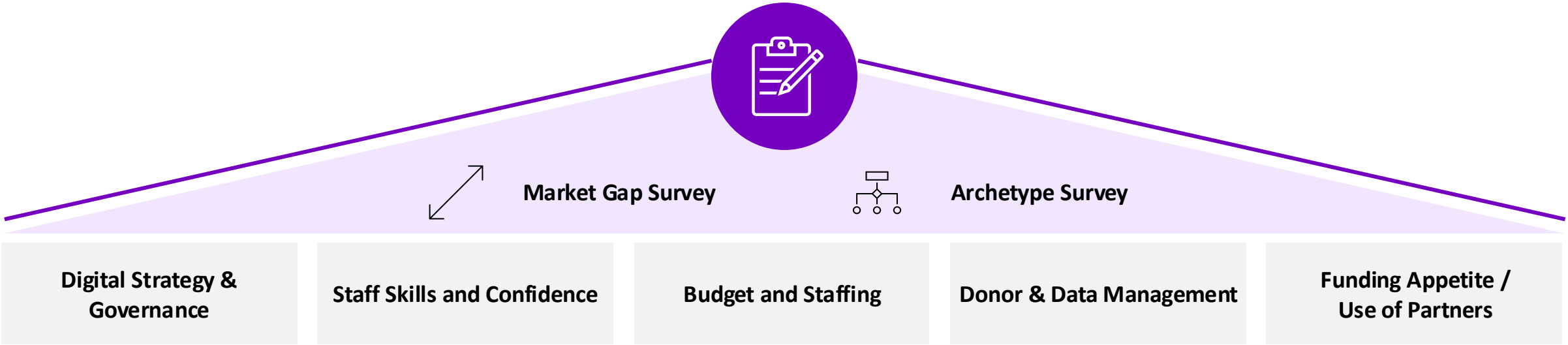
DIMENSION		QUESTION	RESPONSE OPTIONS (SCORE)
8	Monitoring, Evaluating & Reporting	How does your charity currently collect, analyze, and use data to assess its outcomes or impact?	1. Data collection is adhoc, mostly paper or spreadsheet-based 2. Some data is tracked but lacks consistency or insights 3. Dashboards and digital tools support real-time impact tracking
9	Strategy & Leadership	Does your leadership team have a digital strategy or roadmap that guides technology adoption?	1. Leadership has not discussed digital strategy, no roadmap exists 2. Digital initiatives occasionally discussed, but lacks formal plans and structure 3. Clear, documented digital roadmap Championed by leadership and regularly reviewed
10	Skills Readiness	Do your staff or volunteers have the necessary digital or IT skills to use current and upcoming tools?	1. Most staff lack digital skills, no formal training is provided 2. Some staff are digitally literate, but skills are uneven across the team 3. Staff are digitally savvy, with access to structured training
11	Budget Readiness	Does your charity have a dedicated or flexible budget for investing in digital improvements?	1. No budget is allocated for digital tools or upgrades 2. Digital spend is adhoc, no formal IT budgeting process 3. Dedicated and flexible budget exists for digital initiatives aligned to strategic goals
12	Culture Readiness	How open is your charity to adopting new digital tools or experimenting with technology?	1. Staff are generally resistant to tech changes, change management is lacking 2. Some openness however digital adoption / advancement is not seen as a high priority 3. Staff actively embrace new technology and digital initiatives
13	External Ecosystem	Has your charity accessed grants, or worked with external partners (e.g., Better.sg, pro bono consultants) for tech adoption?	1. No awareness or use of external programs to support digital adoption 2. Occasional engagement with external partners, limited use of grants for digital initiatives 3. Routinely partners with vendors, tech volunteers, or government schemes to implement and maintain digital systems

The model with 5 archetypes details core characteristics and suggests primary digital recommendations

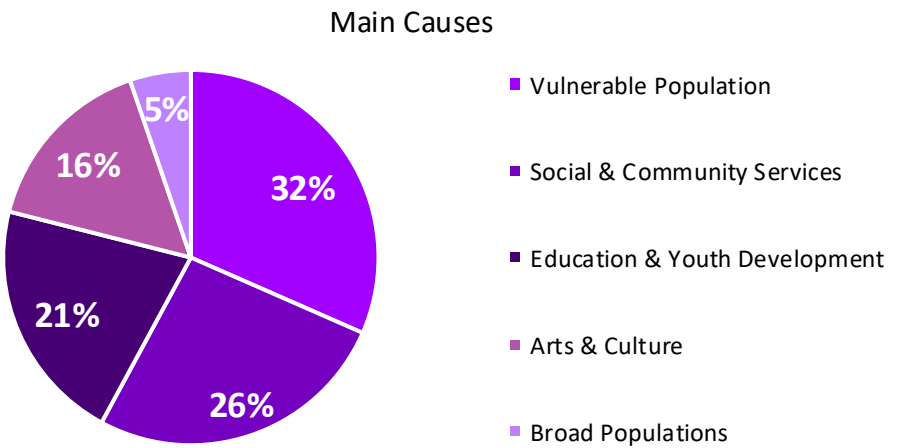
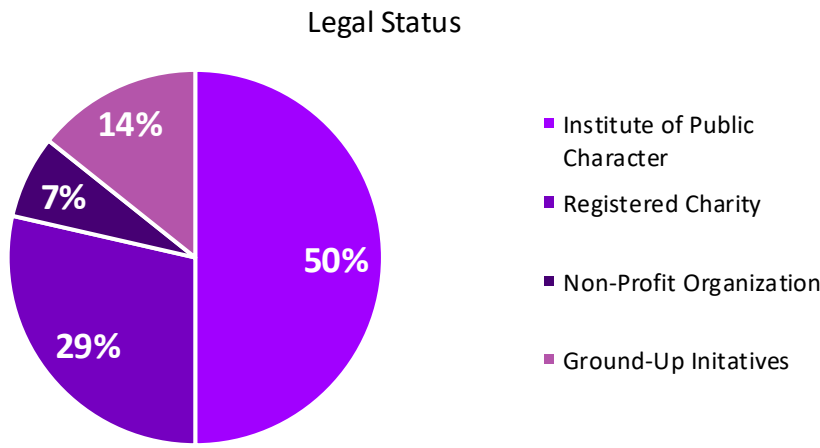


5. Model Validation & Results

To validate our secondary research insights, we conducted two surveys with 14 charity respondents

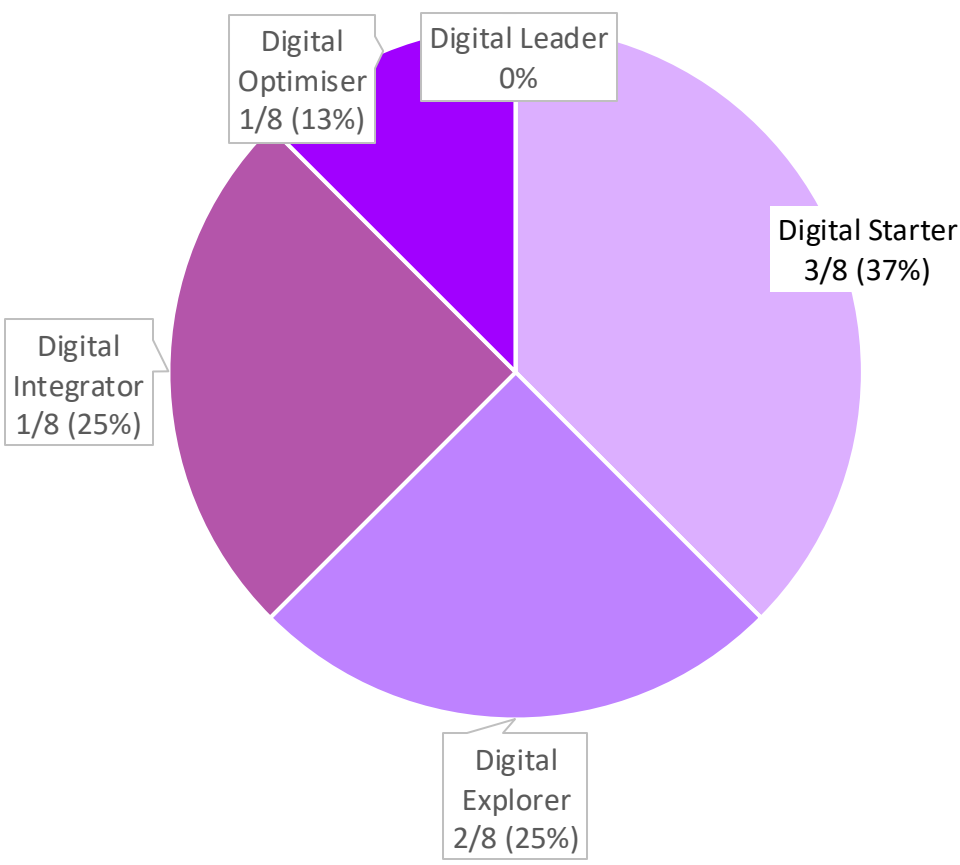


OVERVIEW OF CHARITIES SURVEYED



Surveys reveal strong interests in IT but fragile foundations for rapid IT adoption

MATURITY IS IN ITS INFANCIES FOR MOST CHARITIES



... AND THEY ARE UNPREPARED FOR SUSTAINABLE IT ADOPTION

Digital Strategy & Governance	10 out of 14 (71%) have no digital strategy or roadmap	5 out of 14 (36%) have documented processes
Staff Skills and Confidence	6 out of 14 (43%) rated staff as "somewhat skilled, training needed"	5 out of 14 (36%) review data only occasionally
Budget and Staffing	14 out of 14 (100%) lack dedicated IT budget	12 out of 14 (86%) want funding / support for digital transformation
Donor & Data Management	5 out of 14 (36%) still rely on manual donor tracking	7 out of 14 (50%) conduct regular reporting
Funding Appetite / Use of Partners	7 out of 14 (50%) use partners only occasionally	3 out of 14 (21%) use grants / partners regularly



Survey insights revealed key systemic barriers, which requires close collaboration of ecosystem partners to overcome



STRATEGY GAP

No clear roadmap for IT-related priorities, along with weak governance

“We hired someone to work on our data strategy but they ended up being consumed by other tasks”

IPC | Social & Community Services



BUDGET GAP

Consequently, IT spending is ad-hoc with limited planning and allocation

“Lack of funding and capacity to explore the options available”

Charity | Arts & Culture



SKILL GAP

Teams have uneven skill levels, with limited use of partners to support IT initiatives

“Not the most optimal use of funds given that I can self-learn (but I don't actually do it)”

Ground Up Initiative | Social & Community Services

A STANDARDIZED CHARITY ARCHETYPE MODEL WILL HELP TO ADDRESS STAKEHOLDER CHALLENGES, BRIDGE GAPS AND ACCELERATE SECTOR-WIDE DIGITAL UPLIFT



FOR CHARITIES

Understand tech gaps, recommended stack and what support is needed



FOR FUNDERS

Ensure funding is targeted to the right charities & priorities at the right time, driving greater ROI



FOR PARTNERS

Diagnose charities' tech challenges accurately to provide the right support

Some preliminary hypotheses have also emerged for our archetype model recommendations

OBSERVATIONS

1	Legal Status vs. Process Maturity	All IPCs (5 out of 5) reported well-defined admin processes. By contrast, most registered charities (2 out of 3) described their processes as “informal” with only one citing “well-defined.”
2	Strategy vs. Openness to Tech	Charities with a digital strategy consistently rated themselves as “very open” to new tools. Without a strategy, responses were mixed between “somewhat open” (3 out of 5) and “very open” (2 out of 5).
3	Openness vs. Actual Tools	Some charities say they are “very open and proactive” to tech, but still manage relationships manually (Excel/paper)
4	Budget vs. Skills	No clear link emerged. Some charities with no budget still reported “adequately skilled” staff (3 out of 4), while those with flexible budgets often described staff as only “somewhat skilled, training needed” (3 out of 4).
5	External Partnership vs. Data Practices	Charities that engaged external partners were more likely to report systematic and regular data collection, compared to those with no or occasional partnerships.

PRELIMINARY HYPOTHESES

- IPC status strongly correlates with more formal processes
- Digital strategy presence increases likelihood of receptiveness to tech
- Openness doesn’t always translate into adoption, although willingness exists resources/tooling lag behind
- Budget size and flexibility does not directly correlate with having skilled staff
- Use of partners is associated with more frequent and systematic data practices



Model Validation Summary & Recommended next steps

1. Out of 500 targeted respondents, 8 have completed the survey so far.
2. While the initial responses are promising, the overall response rate remains low.
3. **Recommendation:** To improve participation, we should deploy additional engagement strategies (e.g., reminders, outreach through multiple channels, or small incentives).
4. Thereafter, we can re-run the same analysis on a larger dataset to establish a more definitive benchmark, which will then provide a stronger basis for engaging external parties such as newspapers.



6. Model Refinement & Recommendations

We refined the framework to zoom in on charities with lower IT maturity, which is the main focus for TMT & Better.sg

DIMENSIONS		CATEGORIES	DIMENSIONS	RATIONALE
1 Cause / Sector		1 Ambition	- Geographic Reach - Strategic Intent - Target Scale & Depth	Informs how big the charity wants to become
2 Legal Status				
3 Financial Scale				
4 Organization Size		2 Impact	- Current Scale & Depth - Problem Significance - Impact Evidence	Measures how meaningful and how proven the charity's results are relative to community need
5 Process Readiness				
6 Outreach & Engagement				
7 Fundraising & Donor Management		3 Scalability	- Model Scalability - Tech for Scale - External Ecosystem & Partnerships	Assesses how effectively the charity's model can scale its impact to realize its long-term ambitions
8 Monitoring, Evaluation & Reporting				
9 Strategy & Leadership				
10 Skills Readiness		4 Operational Readiness	- Process Digitization - Internal Tools Use - External Comms. Tools Use - Data Use	Captures how well digital is already embedded in day-to-day operations
11 Budget Readiness				
12 Culture Readiness				
13 External Ecosystem & Partnerships		5 Transformation Readiness	- Leadership - Skills - Culture - Budget	Dictates how fast the charity can adopt and sustain digital solutions



Dimensions 1 to 4 have been deprioritized from the diagnostics as current size may contribute to, but may not be a reliable predictor of digital capabilities and readiness. These dimensions have been replaced with Ambition, Impact, Scalability dimensions to take into account the potential impact and growth of charities. Fundraising & Donor Management was also deprioritized as it may not be a necessary element for small charities. It is broadly covered under Operational Readiness.

Diagnostics Questionnaire (1/3)

CATEGORIES

DIAGNOSTIC QUESTION & RESPONSE OPTIONS

1 Ambition	Geographic Reach	In 3 years, what geographic footprint will your programmes cover?	1. One neighbourhood / single site 2. 2-4 neighbourhoods 3. Nationwide
	Strategic Intent	How often will you clearly document your organisation-wide strategy for achieving impact?	1. Rarely with no formal strategy, activities are ad hoc and opportunistic 2. Occasionally document strategy but is broad and lacks success metrics 3. Always with focused, time-bound strategy that prioritises objectives and measurable KPIs
	Target Scale & Depth	In 3 years, what is the annual interaction volume do you aim to achieve? <i>Interaction volume = unique beneficiaries × average touchpoints per beneficiary</i>	1. <1,000 2. 1,000 – 9,999 3. >10,000
2 Impact	Current Scale & Depth	What is your current annual interaction volume? <i>Interaction volume = unique beneficiaries × average touchpoints per beneficiary</i>	1. <1,000 2. 1,000 – 9,999 3. >10,000
	Problem Significance	For the issues that your organisation is tackling, how would you describe the current extent of outreach from other organisations in the same industry?	1. Well-served by many organizations 2. Some service gaps, partially addressed needs 3. Largely underserved
	Impact Evidence	How often do you track to show that your programmes or services achieve their intended outcomes?	1. Rarely with anecdotal stories only and no systematic data 2. Occasionally collect small-scale data and conduct basic analysis of impact 3. Always with repeatable measurement of outcomes tracked and reported
3 Scalability	Model Scalability	How easily can your programme model be scaled?	1. Difficult to scale without significant additional costs 2. Some scalable parts 3. Designed for scaling with minimal additional costs
	Tech for Scale	How often do you use technology to widen outreach?	1. Rarely use any digital tools and has no plans to leverage technology 2. Occasionally use digital tools 3. Always using digital tools to widen outreach
	External Ecosystem Partnerships	How often your charity accessed grants, or worked with external partners (e.g., Better.sg, pro bono consultants) for tech adoption?	1. Rarely accessed grants or worked with external partners to support digital adoption 2. Occasional engagement with external partners, limited use of grants for digital initiatives 3. Routinely partners with vendors, tech volunteers, or government schemes to implement and maintain digital systems



Note: The sequence of options correlate to the amount of points they will be receiving for that option. E.g. for the first question, if they select 'One neighbourhood / single site' they will receive 1 point and if they select 'Nationwide', they will receive 3 points.

Diagnostics Questionnaire (2/3)

CATEGORIES

DIAGNOSTIC QUESTION & RESPONSE OPTIONS

4 Operational Readiness	<i>Process Digitalization</i>	To what extent are the following processes digitalized*? 1. Volunteer management 2. Donor management 3. Relationship management 4. Administration (e.g., HR, Finance)	1. Processes are entirely manual and paper-based 2. Processes are mostly manual with some use of online forms / sheets 3. Most processes are fully digitized, only minor manual tasks remain * Each process will be scored, and the overall rating will be calculated as the average of scores.
	<i>Internal Tools Use</i>	Which best describes the digital tools your team uses day-to-day?	1. Basic communications & spreadsheets only – e-mail, chat apps and spreadsheets 2. Single-function tool in 1 area – you still rely on spreadsheets for most work, but one specialised system is in place (e.g., accounting, donor CRM, HR payroll or case management) 3. Multiple specialised tools across different functions– 2 or more systems used for different processes (e.g., donor CRM + HR payroll)
	<i>Outreach Comms. Tools Use</i>	How well do your communication / service channels match beneficiaries' digital habits?	1. Audience is digital, but no digital plan in place 2. Audience have mixed digital readiness levels, offline/online channels available 3. Audience is highly digitally ready, digital channels optimized (e.g., mobile friendly, accessible), with support for those offline 4. Audience largely offline, no requirements for digital* * If this option is selected, this dimension will be omitted when calculating the final score.
	<i>Data Use</i>	How often is data used to support decision-making?	1. Data is rarely collected or used 2. Basic analysis in spreadsheets reviewed on ad hoc basis 3. Simple dashboard and KPI summaries reviewed regularly

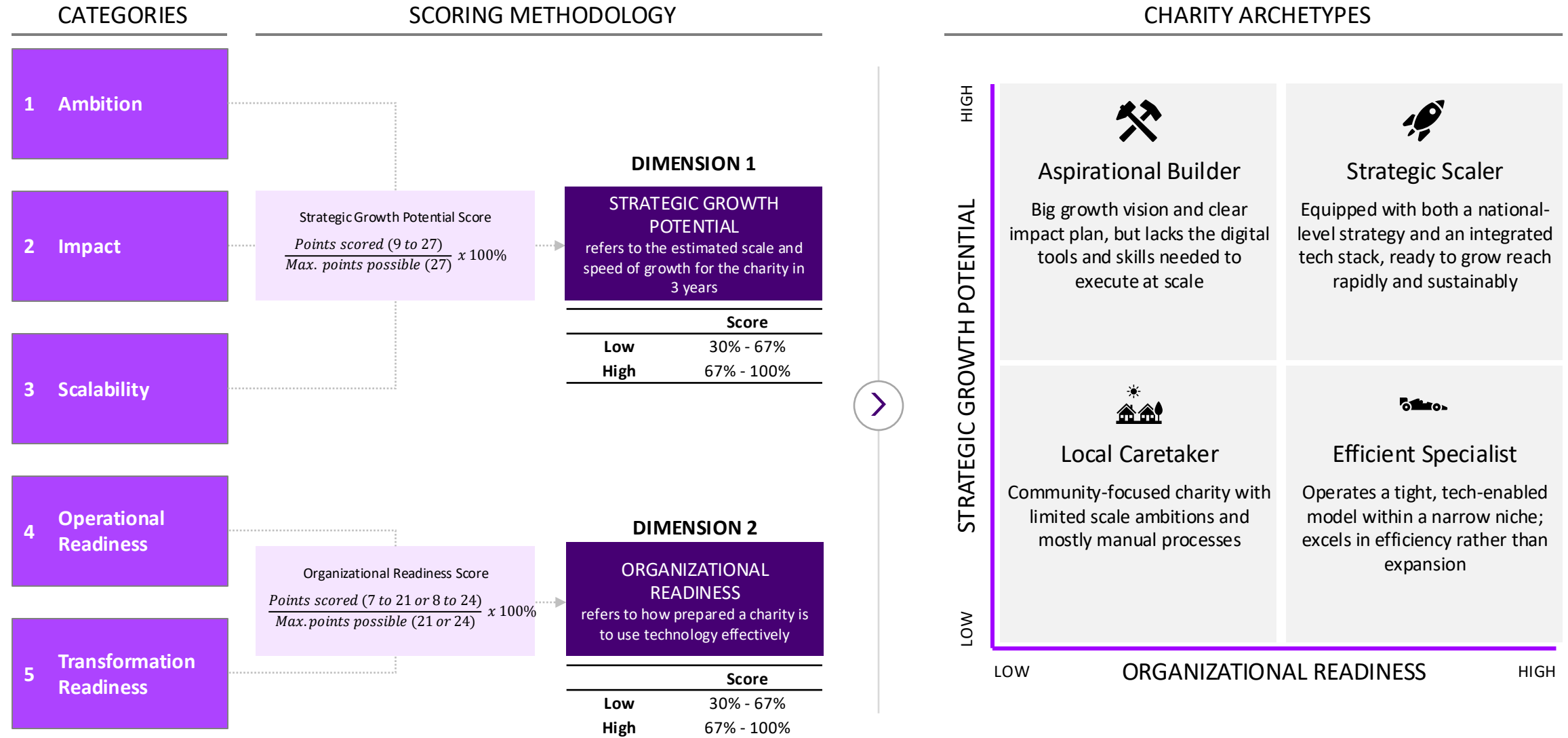


Note: The sequence of options correlate to the amount of points they will be receiving for that option. E.g. for the first question, if they select 'One neighbourhood / single site' they will receive 1 point and if they select 'Nationwide', they will receive 3 points.

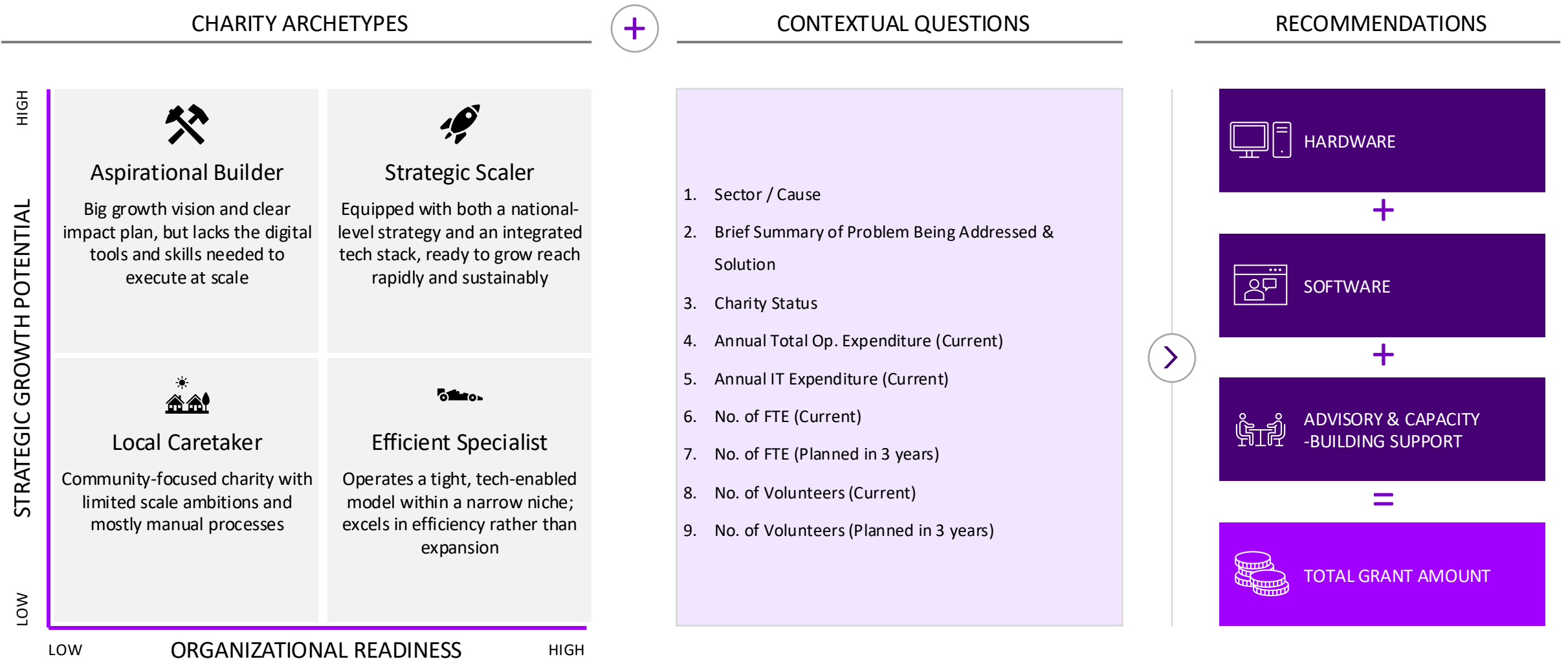
Diagnostics Questionnaire (3/3)

CATEGORIES		DIAGNOSTIC QUESTION & RESPONSE OPTIONS	
5	Transformation Readiness		
	Leadership	How actively does senior leadership champion digital adoption?	1. Leadership has not discussed any digital strategy or initiatives 2. Digital initiatives occasionally discussed, but lacks formal plans and structure 3. Clear roadmap championed by leadership and regularly reviewed

Charities will be scored on strategic growth potential & organizational readiness and segmented into 4 archetypes



Archetypes combined with the charity context allow us to provide tailored tech stack and funding recommendations...



... together, they shape the guardrails and guiding principles for the recommendations

	 Local Caretaker	 Aspirational Builder	 Efficient Specialist	 Strategic Scaler
Strategic Growth	Low	High	Low	High
Digital Readiness	Low	Low	High	High
Sector / Cause	For contextual understanding, however no tailored recommendation will be provided	Identifies functional requirements or domain-specific tools (e.g., case management, learning portal, event management system) for recommended tech stack		
Brief Summary of Problem Being Addressed & Solution				
Charity Status	Factor for defining recommended tech stack to meet regulatory requirements			
Annual Total Op. Expenditure (Current)	Based on IT expenditure as a % of TOE, analyze whether currently underspending or overspending compared to recommended range 1. Aspirational Builder: 2-4% 2. Efficient Specialist: 4-6% 3. Strategic Scaler: 6-10%			
Annual IT Expenditure (Current)				
No. of FTE (Current)	Factor for defining recommended tech stack Multiplier for calculating recommended grant amount to acquire necessary devices, software licenses			
No. of FTE (Planned in 3 years)	Funding not provided for future tech needs, charity to return for re-application and reassessment to request additional funding		Funding will be provided for future FTE tech needs Multiplier for calculating recommended grant amount for future tech needs	
No. of Volunteers (Current)	Factor for defining recommended tech stack Multiplier for calculating recommended grant amount to acquire necessary devices, software licenses			
No. of Volunteers (Planned in 3 years)	Funding not provided for future tech needs, charity to return for re-application and reassessment to request additional funding		Funding will be provided for future volunteer tech needs Multiplier for calculating recommended grant amount for future tech needs	

A tailored recommendation will be developed for each charity

	 Local Caretaker	 Aspirational Builder	 Efficient Specialist	 Strategic Scaler
Strategic Growth	Low	High	Low	High
Digital Readiness	Low	Low	High	High
Hardware <i>Cost of one-time purchase / maintaining a 3-year subscription</i>	1. Basic laptops (1 per FTE, 0.5 per monthly active volunteer) 2. Printer / scanner (1 for office) 3. Wi-Fi router + Internet subscription (1 for office)		1. Laptops that can support advanced data analytics/automation work (1 per data/analytics FTE) 2. Tablets, mobile POS devices for field teams (1 per field team)	
Software <i>Cost of a one-time purchase or maintaining a 3-year subscription</i>	1. Free or paid productivity suite: E-mail, cloud storage, online forms, spreadsheets 2. Basic accounting software 3. Website and domain hosting		1. Paid community outreach & engagement software: e.g., CMS, donor or volunteer CRM 2. Advanced productivity suite: Analytics, automation, integrated cloud platform (e.g., CRM + finance)	
Advisory & Capability-Building Support <i>Cost of a one-time engagement</i>	1. Training: Basic digital literacy and change management for FTE & volunteers 2. Consulting support: Design, optimization and digitalization for 1 core workflow, IT spend optimization		1. Training: Advanced digital skills for relevant FTE & volunteers (e.g., automation, analytics) 2. Consulting support: Design of strategy and roadmap, target operating model, sector playbook, IT spend/tech stack optimization	1. Training: Advanced digital skills for relevant FTE & volunteers (e.g., automation, analytics) 2. Consulting support: Advanced digital capability support (e.g., analytics, data governance, cybersecurity), IT spend/tech stack optimization
Indicative grant quantum	\$10-15K	\$30-50K	\$10-30K	\$50-100K
	Final grant amount to be determined by relevant multipliers for the archetype (e.g., no. of current FTE), capped at the maximum grant quantum recommended			



Note: These recommendations are tailored to each archetype but are not meant to be prescriptive. Charities may redirect grant funding based on existing capabilities. For example, if a Local Caretaker already has a website and domain, the allocated budget can instead be used for other needs, such as more digital literacy training

Appendix 1: Hypothesis Statements | Characteristics

Dimension	Hypothesis Statement	Diagnostic Question
Cause / Sector	Different causes entail different core activities, impacting technology requirements and readiness	What is your organization’s primary cause area / sector?
Legal Status	IPCs have both higher tech needs and higher readiness due to stricter compliance, donor expectations, and access to funding	What is your organization’s legal status (e.g., Charity, IPC)?
Size (Financials)	Technology needs rise significantly with financial scale, driven by program complexity and regulatory standards	What is your gross annual receipts / annual expenditure?
Size (Team Members)	Larger team size implies more operational complexity, coordination needs, and governance expectations, which require better systems	What is your team size (full time employees, volunteers, etc.)?



Appendix 1: Hypothesis Statements | Core Activities

Dimension	Hypothesis Statement	Diagnostic Question
Strategy & Planning	Charities that use digital tools for strategic planning are more agile and data-driven.	What digital tools or systems do you use to support strategic planning, budgeting, or tracking KPIs?
	Limited digitization of planning and KPI tracking limits transparency and accountability.	Are there areas in your strategic planning or governance processes where technology could improve visibility or decision-making?
Outreach & Engagement	Digital channels are essential for visibility and mission amplification.	What digital platforms do you currently use for public outreach and awareness (e.g., website, social media)?
	Charities without content management or outreach platforms struggle to engage supporters effectively.	Where do you face challenges in creating, publishing, or managing outreach content?
Fundraising & Donor Management	CRM and donor management systems improve campaign targeting, donor retention, and fundraising outcomes.	What systems or tools are used to manage donor relationships and run fundraising campaigns?
	Manual processes reduce scalability.	Are there manual steps in your fundraising or donor reporting processes that you would like to digitize?
Volunteer / Community Engagement	Digital scheduling, tracking, and recognition tools enhance volunteer coordination and satisfaction.	Do you use any systems to schedule, communicate with, or track volunteer contributions?
	Without digital volunteer management systems, charities face inefficiencies in mobilizing and retaining volunteers.	Where do you face inefficiencies in managing or mobilizing volunteers?
Program Delivery	SOPs, delivery toolkits, and beneficiary services benefit from digital formats that enable scalability and quality control.	Do you use digital formats for program SOPs, delivery toolkits, or training resources?
	Fieldwork and logistics coordination require mobile or real-time tools for efficiency and responsiveness.	What tools do you use to coordinate field activities or direct services, especially in real-time?
Monitoring, Evaluation & Reporting	Charities that digitize data collection and reporting are more effective at demonstrating impact.	How do you currently collect and report program data or impact metrics?
	Lack of data visualization and reporting tools limits stakeholder communication and donor confidence.	Are there challenges in producing dashboards or reports for donors or internal use?
Operations & Administration	Digital platforms and tools streamline internal collaboration and execution.	What systems do you use for HR, documentation, or knowledge-sharing across the organization?
	Lack of integrated systems leads to inefficiency.	Do you face duplication or manual work due to a lack of system integration across admin functions?



Appendix 1: Hypothesis Statements | Capabilities

Dimension	Hypothesis Statement	Diagnostic Question
Strategy & Leadership	A clear digital strategy and leadership commitment are strong predictors of successful tech adoption.	Does your organization have a digital strategy or roadmap guiding technology adoption?
	Board-level sponsorship accelerates digital transformation efforts.	Is there senior leadership or board-level support for investing in digital capabilities?
Skills & Capacity	Internal digital capabilities reduce reliance on external providers.	Do you have staff or volunteers with digital or IT skills in your organization?
	Lack of digital skills is a key barrier to maturity.	Have staff or volunteers received digital or IT training in the past year?
Funding & Resourcing	Budget availability directly impacts a charity's ability to invest in digital.	Is there a dedicated or flexible budget allocated for digital tools or improvements?
	External funding opportunities support digital capacity-building.	Have you received grants or funding specifically for digital initiatives?
Culture & Openness	An innovation-friendly culture increases willingness to adopt digital solutions.	How open is your organization to experimenting with or adopting new technologies?
	Risk appetite affects tech adoption.	How would you describe your organization's approach to risk and change in relation to digital tools?
Infrastructure & Tools	Cloud-based and integrated systems are indicators of digital maturity.	Are your systems primarily cloud-based and integrated across functions?
	User-unfriendly tools reduce digital adoption.	How easy is it for staff and volunteers to use your existing digital tools?
External Ecosystem	Participation in tech ecosystems improves access to digital resources.	Are you connected to shared digital platforms or sector-based tech initiatives?
	External partners can accelerate digital development.	Have you worked with external consultants or tech partners to improve digital capabilities?