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Filos Community Services

Volunteer Centre Framework & Toolkit

May 2024

Volunteer Centre Framework & Toolkit

Developed by Filos Community Services

In collaboration with:

SG Cares, MCCY, NCSS, NVPC, partners and friends from the many Social Service Agencies, schools and corporates that we have interacted with, and last but not least, our passionate and committed Volunteers!

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Version 4.0

Volunteer Centre Framework & Toolkit

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1.   INTRODUCTION

The document is based on a combination of existing information from resources under Filos Community Services, National Council of Social Services (NCSS), National Volunteer & Philanthropy Centre (NVPC), and learned experiences from the operationalisation of the Volunteer Centre by Filos from April 2019 onwards. As such, this is an iterative document and will be subject to changes.

This toolkit is intended for new staff of Volunteer Centres, or existing Volunteer Managers who are interested to start looking into coordinating volunteers to meet social / health needs from their own organisation or those of other SSAs.

1.1.   **What is a Volunteer Centre?**

Conceptualised by SG Cares in 2019, a Volunteer Centre (VC) is based at the Town level and serves to coordinate and drive volunteerism efforts within the assigned Town. Here are some of the desired outcomes of a VC:

● Increase the number of both ad-hoc and regular volunteers *(defined as volunteers who volunteered for at least 4 occasions, in a year)*

● Increase the volunteer's perceived rate of satisfaction after volunteering

● Identify and groom volunteer leaders

● Design and implement a volunteer training strategy to equip volunteers with the soft and hard skills to be effective in their roles

● Leverage on volunteer supply-side organisations to provide assistance to the under-served areas / Social Service Agencies (SSAs)

● Harnessing the existing resources of the community to help serve those in the same community who may be in need

The first 2 pilot Volunteer Centres are:

● SG Cares Volunteer Centre @ Bedok, Operated by Filos Community Services
55 Chai Chee Drive #01-222 Singapore 460055
Tel: 6241 1503, Email: volunteer@filos.sg
Constituencies: Kembangan-Chai Chee, Joo Chiat, Bedok, Siglap, Kampong Chai Chee, Fengshan, Bedok Reservoir-Punggol, Kaki Bukit, Eunos

● SG Cares Volunteer Centre @ Jurong East, Operated by Loving Heart
Blk 210, Jurong East Street 21 #01-389 Singapore 600210

Tel: 6897 4766, Email: lhmsc@singnet.com.sg
Constituencies: Jurong Central, Yuhua, Ayer Rajah, Bukit Batok, Bukit Batok East

There are currently 24 Volunteer Centres operating in Singapore (last updated: April 2023):

- Jurong East (operated by Loving Heart Multi-Service Centre)
- Bedok (Operated by Filos Community Services)
- Ang Mo Kio (Operated by THK Family Service Centre)
- Boon Lay (Operated by THK Moral Charities)
- Jalan Besar (Operated by Kampong Kapor Community Services)
- Kreta Ayer (Operated by Kreta Ayer – Kim Seng CCC, in partnership with New Hope Community Services)
- Tampines (Operated by Care Corner Singapore)
- Toa Payoh (Operated by Care Corner Singapore)
- Woodlands (Operated by Care Corner Singapore)
- Yishun (Operated by CampusImpact)
- Geylang (Operated by Care Community Services Society)
- Choa Chu Kang (Operated by Fei Yue Community Services)
- Clementi (Operated by Foundation of Rotary Clubs)
- Bukit Merah (Operated by New Hope Community Services)
- Serangoon (Operated by Care Community Services Society)
- Boon Lay (Operated by Thye Hua Kwan Moral Charities
- Bukit Batok (Operated by Fei Yue Community Services)
- Punggol (Operated by AMKFSC Community Services)
- Queenstown (Operated by FaithActs)
- Sembawang (Operated by Blossom Seeds)
- Sengkang (Operated by AMKFSC Community Services)
- Pasir Ris (CARE Singapore)
- Hougang (Operated by Fei Yue Community Services)
- Jurong (Tasek Jurong Ltd)

1.2. <u>Why Volunteerism?</u>

Singapore is a rapidly ageing society. It is estimated that the number of people aged 65 years and above will increase from 440,000 in 2017 to more than 900,000 in 2030. In addition, the number of seniors aged 65 years and above living alone increased from 14,500 in 2000 to 47,000 in 2016. This figure is estimated to increase to 83,000 by 2030. With the Ministry of Health's focus on ageing-in-place for all seniors in Singapore and with a growing pool of them

living alone, a large pool of volunteers will be needed to socially engage with these seniors and bring them out of their homes if possible.

By encouraging and promoting giving one's time and energy via volunteerism, we are also helping to build a more caring society, which is at the heart of what SG Cares is trying to achieve.

Volunteers themselves also benefit, as some of them may find the experience so enriching and meaningful to their lives that they decide to volunteer on a more regular basis, thus benefiting both the organisations they are volunteering at, the people that they are serving, and also society at large.

1.3. <u>State of Volunteerism in Singapore</u>

From the Individual Giving Study (IGS) 2018 conducted by NVPC, volunteerism in Singapore has been on an upward trajectory and in 2018 this is at 29%, based on a sample size of 2,100 respondents being asked if they volunteered in the past 12 months. You can find out more about the study here: https://www.nvpc.org.sg/resources/individual-giving-study-2018-findings

By age-group, the highest proportion who have volunteered are young people aged 15-24 years (40%), followed by working adults between 35-54 years (32%), adults aged 25-34 years (27%), and seniors aged 55 and above (15-20%).

The frequency of volunteering remains largely occasional (66%), rather than monthly (20%) or weekly (14%).

Here are some implications for VC-related work from findings of IGS 2018; it may be useful to keep some of these in mind and try to implement some of the recommendations.

● Over time, small acts of care and kindness have the potential to evolve into bigger acts of giving, like donations or volunteering. *Promote micro-giving as a first step i.e. create simple, short, and engaging volunteering opportunities for time-starved Singaporeans as a way to get them to take their first steps towards a longer journey of volunteering regularly.*

● Almost two-thirds of respondents are interested in volunteering opportunities that benefit them. *Combine volunteering with other important life priorities e.g. integrating volunteering with family bonding time, enable volunteers to volunteer in line with their interests / hobbies.*

- 59% of respondents working full-time or part-time mentioned that their employers did not organise any volunteering activities in the past 12 months. *Working adults are a potentially untapped pool of volunteers; we can promote volunteerism to this pool by:*

  o *Encouraging companies to adopt a charity for the long term*

  o *Co-creating win-win volunteering programmes for team-bonding or leadership development (for staff of companies)*

  o *Consider blue collar skills as relevant and impactful e.g. cleaning, labour and related skills.*

- There is an upward trend in former volunteers i.e. volunteers who have volunteered before but not in the past 12 months; 50% of former volunteers say that their previous volunteer experience did not meet their expectations; former volunteers are interested in convenient and practical volunteering opportunities found in their immediate neighbourhood (44%), aligned with their hobbies (36%), or allows them to learn a new skill (31%). *Non-profits need to be aware of the needs of first-time volunteers and ensure that they leave with a positive and enriching experience; allowing for convenience and alignment with volunteers' skills, preferences and life priorities may help prevent drop off among current volunteers.*

1.4. <u>Impact of volunteerism</u>

In the NCSS pilot study for the 10 VWOs under the Volunteer Management Funding Scheme, the following impacts were found:

- Average of 60% increase in capacity to serve more clients
- Number of volunteers and regular volunteers increased by an average of 49% and 140% respectively
- Delta increase in regular volunteer hours clocked was equivalent to 12 full-time employees per VWO
- Average of 91% for volunteer satisfaction

You may download the full report here: https://www.ncss.gov.sg/NCSS/media/Website-Images/VRO/VMFS-Report2019.pdf

Locally there's been few studies to evaluate the tangible impact of volunteerism on the community. Emmaus Strategic LLP has developed a toolkit to assess the impact of volunteerism. This toolkit can be downloaded via link – http://tiny.cc/vpia-toolkit

2.   BEFORE STARTING

There are some useful pre-requisites to consider before setting up a VC in your organisation.
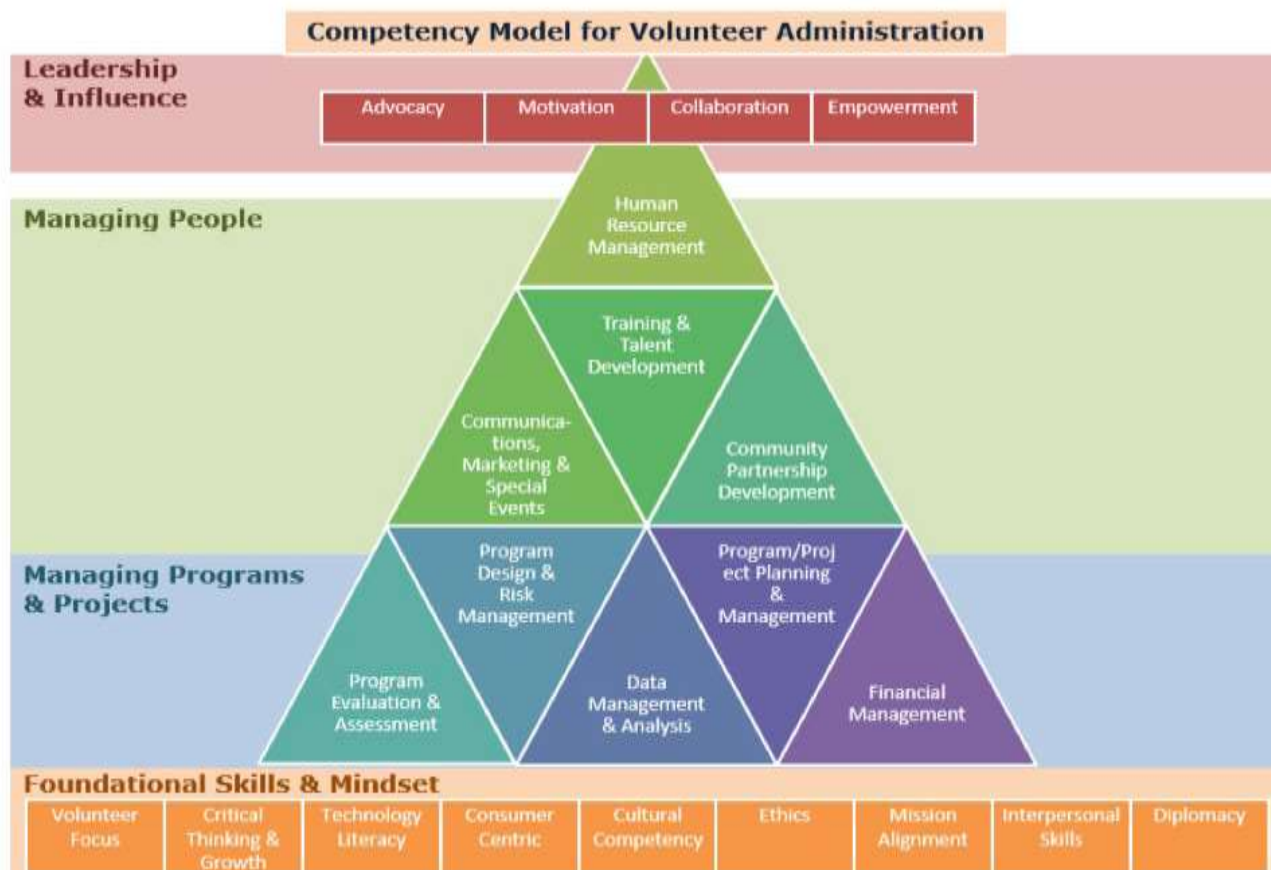
2.1. **Staffing**

Two full-time personnel are the minimum number to staff a VC; One staff leads the VC work as the Manager while the other staff functions at Executive level competencies. The job description for the roles can be found in Annex A.

Below is a Competency Model for Volunteer Administration to serve as a guide in identifying the skills required for a fully functional volunteer programme manager and help to address gaps that may provide opportunities for training in existing or new staff.

This model focuses on skills and qualities that allows room for those new to the field of volunteer management, other seasoned practitioners seeking professional development, and even how a team can be formed to split the responsibilities of volunteer management. Furthermore, it will be good to equip staff with the relevant training from NCSS upon confirmation of employment.

With our 15 years in community services, Filos is currently proficient in the core competencies of Managing Programmes & Projects section. Now, as the appointed Volunteer Centre, we look forward to equipping our staff with the relevant skills in Managing People and Leadership & Influence, along with continuous growth in Foundational Skills & Mindset.

Competency Model for Volunteer Administration

Leadership & Influence
- Advocacy
- Motivation
- Collaboration
- Empowerment

Managing People
- Human Resource Management
- Training & Talent Development
- Communications, Marketing & Special Events
- Community Partnership Development

Managing Programs & Projects
- Program Design & Risk Management
- Program/Project Planning & Management
- Program Evaluation & Assessment
- Data Management & Analysis
- Financial Management

Foundational Skills & Mindset
- Volunteer Focus
- Critical Thinking & Growth
- Technology Literacy
- Consumer Centric
- Cultural Competency
- Ethics
- Mission Alignment
- Interpersonal Skills
- Diplomacy

Source: VolunteerPro, The Essential Guide to Managing Volunteers at Your Nonprofit

2.2. Volunteer Management Framework

Most non-profits already work with volunteers and they may even be essential in running programmes or operations on a daily basis. But not all may have a clearly defined Volunteer Management Framework (VMF) which looks into the recruitment, onboarding, training, deployment, and follow-up engagement and management of volunteers. NCSS has developed a good toolkit on Volunteer Management *(updated in 2020)* here:

https://www.ncss.gov.sg/Press-Room/Publications/Detail-Page?id=Volunteer-Management-Toolkit-2-0

NCSS also recently published a resource highlighting some of the best practices associated with a good Volunteer Management Framework based on: (i) recruitment, (ii) data management and SOPs, (iii) training, (iv) recognition & retention. You may access the resource here:

https://www.ncss.gov.sg/NCSS/media/Website-Images/VRO/VMFS-Report2019.pdf

We have highlighted the essential components of Filos' Volunteer Management Framework below and attached the following documents for your reference.

- Process maps - covering from role-design of volunteering opportunities to engagement closure)

  o Needs Analysis – Role design of Volunteering Opportunities
  o Recruitment & Registration - Marketing of Volunteering Opportunities and Enquiry Workflow
  o Screening & Interview
  o Onboarding & Orientation
  o Training
  o Deployment within Organisation or Channel to other Social Service Agencies
  o Engagement & Retention – Feedback & Support
  o Training & Grooming of Volunteer Leaders
  o Volunteer Recognition & Appreciation
  o Offboarding & Exit Interview

- Volunteer Job Descriptions – Annex B1/B2/B3

- Documentation
  o Volunteer Management System: https://bit.ly/FilosVMS
  o Volunteer Online Application Form
    - Individual (Sample): https://www.filos.sg/volunteer-individual-form
    - Corporate: https://bit.ly/Filos-CorporateVolunteers
    - Group: https://bit.ly/Filos-GroupVolunteers
  o Assessment & Onboarding Form – Annex C

  o Exit Interview Form – Annex D
  o Satisfaction Survey Form > Google Form & Hardcopy – Annex E
- Volunteer Handbook - setting volunteer policies that outlines how a volunteer should conduct himself / herself during a placement in an organisation. The content includes:

  o Welcome Message
  o About the Handbook

- o About the Organisation - Our History, Our Services, Our Vision, Our Mission, Our Core Values, Our Value Proposition, About Volunteer Partnerships, The Volunteering Journey
- o Working Hand-in-Hand with Care Staff - Roles and Responsibilities, Shared Values, Working Alongside Staff, Escalation Policy
- o Being a Positive Role Model & Ambassador - Ambassador of Organization, Model Values, Dress Code and Appearance, Language Use
- o Maintaining a Safe Care Environment - Health & Safety, Food Allergies, Consumption & Safety, Involvement of Others in Volunteering, Handling Valuables, Working with Medication, Smoking, Drugs and Alcohol, Right to Safe Care Environment, Arranging to Meet Beneficiaries Outside, Dealing with Emergencies, Self-Care
- o Upholding Quality Service for our Beneficiaries – Respect, Fulfilling Commitments, Conflict of Interest, Continuity of Care, Fundraising Matters
- o Keeping Healthy Boundaries - Contact with Clients, Gifts, Loans & Agreements, Decision Making
- o Safeguarding Rights - Confidentiality & Consent, Harassment, Aggression & Abuse, Whistle Blowing Policy, Copyright, Suspension & Termination
- o Growing with Filos - Supporting You for a Positive Volunteering Experience, Training, Attendance, Changes in Personal Particulars, Feedback, Volunteer Management & Staff Contact Details
- o Guidelines for Effectively working with Elderly - Engaging Elderly Effectively, "Red Flag" Items for Escalation, Protecting Yourself from Bed Bugs
- o Guidelines for Effective Working with Children & Youth - 4 Core Principles of the Convention of Rights of the Child, Communicating Effectively with Children and Youth, Identifying Children and Youth in Distress, Empowering and Building Resilience
- o Guidelines for Effective Home Visits - Pre-Home Visit, Arriving for the Home Visit, Conducting the Home Visit, Post Home Visit
- o Community Resources
- o Risk Registers - migrating risk factors can be done in 5 steps i.e. identify, analyse, evaluate, treat, and monitor. Below and attached are some samples – Annex F1/F2/F3

2.3. IT System(s)

As IT systems are usually costly (to non-profits), documentation with regards to volunteer management and VC-related work is therefore confined to the usual MS Office suite (Excel and Word). Below are some essential systems for consideration to maximise the use of existing

systems, reduce duplication and streamline processes for more efficient administration of the VC work.

- Online systems (FOC)
  For simple surveys, registration forms and marketing platforms, there exists several free online platforms that you can use.

  - Giving.sg - https://www.giving.sg/

  - Volunteer.sg – http://www.volunteer.sg

  - Forms.sg - https://form.gov.sg/#!/

  - Survey Monkey - https://www.surveymonkey.com/

  - Google docs - https://docs.google.com/document/u/0/?tgif=d

  - Mailchimp - https://mailchimp.com/

- Customer / Partner Relationship Management System (CPRMS)

  As the VC team is required to network widely to understand the needs on the ground and subsequently match volunteers to SSAs, there is a requirement to have a system in place to track who we have met and their needs/ services. This will facilitate the eventual "matching" between volunteer supply organisations and SSAs who need volunteers. At Filos, the case management system (DOVE – MS Dynamics based) has doubled up as the CPRMS for the VC team since its implementation in April 2019. However, this system is currently unable to engage or match the volunteers.

- Volunteer Management System (VMS)

  At minimum, a database comprising information about your volunteers is necessary in order to grow the volunteer pool cross-deploy volunteers to other suitable programmes and also meaningfully engage and groom potential volunteers to do higher value work e.g. running programmes / activities on their own or leading and coordinating other volunteers. Each VC / SSA is unique when it comes to volunteer management and it is essential to understand your organisational needs and if a VMS is necessary. NCSS Volunteer Resource Optimisation (VRO) team has a self-assessment toolkit to help VC / SSA determine whether a VMS is necessary. https://www.ncss.gov.sg/Press-Room/Publications/Detail-Page?id=Volunteer-Management-System-Selection-and-Implem

  For Filos, we have recently adopted Givlly's VMS. Givlly is able to customise the backend infrastructure to satisfy both our internal volunteer management and VC requirement thus improving our productivity and accessibility to churn out the statistics for reporting

and monitoring purposes. Givlly also operates on an app-based system so that we can engage with volunteers directly via their smartphones or other mobile devices.

The commonly used VMS are:

- Salesforce - https://www.salesforce.com/ap/solutions/industries/nonprofit/overview

- Bantu - https://bantu.life

- VOOP (Volunteer Optimiser) by Trampolene - https://trampolene.org

- Volunteer Switchboard - http://thevolunteerswitchboard.org/for-organisers.php

- Givlly – https://www.givlly.com

- Ishinecloud – https://www.ishinecloud.sg

3. MAPPING & NEEDS ASSESSMENT

3.1. Needs Assessment

Conducting a needs analysis to identify potential areas to increase partnership with volunteers in your organisation is key during the initial stage of appointment. Below are some of the steps that were taken to better understand the needs of the town.

- Study the demographics of the town and identify the major needs in the town. Filos has identified seniors and low-income families as the 2 priority social needs for Bedok town, based on the population statistics of the Bedok town, i,e. 17.3% seniors and 37.7% of children and youth.

- Obtain the town's Resource List or Social Service Directory from MCCY and/or NCSS.

- Prioritise brokering partners who can establish contacts with local agencies – MCCY, NVPC, AIC and NCSS.

- Identify Hot/Cold contacts and prioritise hot contacts for connection and collaboration.

- Visit the SSAs to understand their operations and profile their volunteer roles. Filos provides the partner SSA a Volunteer Opportunity Template below or they can submit the online request form (Link: https://www.filos.sg/volunteer-form) for the compilation of the volunteering needs – Annex G.

- Engage grassroots and existing volunteer groups to gain insights of needs on the ground.

From our needs assessment and interaction with various stakeholders in Bedok town, we have identified the top 6 volunteering needs below to kick-start our conversations with potential volunteer partners:

● Medical escort service

● Befriending of socially isolated elderly (living in rental HDB flats, purchased HDB flats or private property)

● Mentors for Children & Youth, Special Needs

● Activity Organiser and Facilitators for ad-hoc/regular programmes, social outings and festive events across sectors.

● Volunteer Leaders to organise volunteer groups, activities and create initiatives across sectors.

● Distribution of essential or food rations to low-income families

In response to the above pressing needs, Filos has been working with various corporate and community partners over 4 key projects namely the Gojek Medical Transport Subsidy Scheme, the Training Workshop for Befriending & Outreach and Adopt A Block.

● Gojek Medical Transport Subsidy Scheme

For a second year running, Filos is partnering SG Cares and Gojek to implement the Medical Transport Subsidy Scheme in Bedok. This scheme seeks to address a key problem of mobility-challenged seniors travelling regularly for medical appointments.

● Training Workshop for Befriending & Outreach

As befriending is one of the top 5 needs in Bedok town, it was prudent for Filos to work with Changi General Hospital and Southeast Community Development Council to conduct a series of trainings to plug the gap. Potential volunteers are sometimes intimidated by the scope and level of commitment in befriending. The training is a way to lower the barriers of entry, as it increases the understanding of the programme before committing to it wholly. Most of all, the skills obtained in the workshop equip the participants with valuable life-skills they can use in their everyday lives.

● Adopt-A-Block
Adopt a Block is an initiative that seeks to relieve the financial load of residents staying in rental blocks in Bedok town through the provision of food/essential items and care packs especially during the pandemic. As the name suggests, we encourage corporates & volunteer groups to adopt a rental block through sponsoring and distributing care packs for residents living in these blocks 3-4 times a year.

Tips in engaging with Social Services Agencies (SSAs):

- Most SSAs will have various persons-in-charge of different programmes and might not have a dedicated Volunteer Manager. Identify a single point of contact for each SSA to serve as a liaison to coordinate all their programmes and services. This person should manage the volunteers you connect them with.

- Visiting the SSA's centre/location will give you better insight into their operations, capacity and available facilities. It will help you paint a better picture of volunteering opportunities, especially when a group creates a programme/activity. It also helps to build better relationships, as most people working in the community prefer face-time. *Given that we are still in COVID-19 phase 3 re-opening, any site visits can happen when the SMM is lifted.*

- Community needs are ever-changing and new programmes and ideas are constantly being developed. Visiting your community partners on a regular basis will be important in maintaining the relationship and keep abreast of new developments.

- Most SSAs welcome and appreciate the sharing of resources and donations-in-kind.

- Communicate clearly to the SSAs that the volunteers that are channelled to them, will be under their management thereafter, from onboarding to training for the specific role. The role of VC is to coordinate and support the programme/event to completion.

3.2. Supply Assessment

Conducting an assessment of potential volunteer partners will help your team to understand the maximum potential of your town. Potential partner groups could range from corporates, schools, religious organisations, interest groups, existing volunteer groups, ground up initiatives, etc. Filos started with our existing contacts and is beginning to form partnerships based on geographic location, i.e. starting from Kembangan-Chai Chee constituency before venturing out to the rest of the town.

- Create an Asset Map of organisations in your town. Other than obtaining the resource list through the following channels, Filos found that walking the ground made it easier to see potential connections between neighbours that can turn into regular volunteers, as it eases the logistics of travel, e.g. a pre-school neighbouring a nursing home.

  - Schools via MOE or MCCY

- ○ Corporates via Google, visit to business parks, existing directories, tenants in malls, SBFF database, existing networks. Potential channels to explore: EDB, ACRA, Chambers of Commerce. Identify Hot/Cold contacts, prioritise hot contacts
  - ○ Religious Organisations via existing networks and Google
- Prioritise brokering partners who can make contacts – MCCY, NVPC, AIC, NCSS, MOE and SBFF.

- Engage grassroots and existing volunteer groups to identify and cultivate potential Volunteer Leaders.

- For individuals: recruit these volunteers through your own Volunteer Application process. Filos uses an online Volunteer Registration Form for Individuals (link: https://www.filos.sg/volunteer-individual-form) to profile our volunteers and match them to the appropriate opportunity. Giving.sg platform is a good source for recruiting volunteers.

- For groups: Arrange for a meeting with the volunteer partners to understand their capabilities and create their volunteer profile. Filos uses an online Volunteer Registration Form for Groups (link: https://www.filos.sg/volunteer-group-form) to create a profile of the group and Volunteer Programme Proposal Template below to aid in creation of new programmes by the volunteer group – Annex H.

3.3. Forging Community Partnership: The Need for Bridges and Boats

Drawing insights from the article, "Reporting on a Fresh Conversation on Partnering: The Need for Bridges and Boats" by Claude Vuille-Lessard, we find the framework and concept of cultural brokerage (developed by INSEAD Professor Sujin Jang) very useful and can be applied to the VC's role of forging multi-sector partnerships in the community.

You may read more about the article here:

https://medium.com/@asiap3hub/reporting-on-a-fresh-conversation-on-partnering-the-need-for-boats-and-bridges-be1d3d96c41d

Basically, the cultural brokers approach and facilitate cultural differences in two ways:

- Bridges (cultural insiders) eg. grassroot and informal volunteer groups
  - ○ Have backgrounds that match with other monocultural members;
  - ○ Leverage the group's resources by bridging, integrating and translating different perspectives.
- Boats (cultural outsiders) eg. schools and corporate

- ○ Have backgrounds that don't overlap with any of the other group members;
- ○ Help the group navigate differences by eliciting new ideas and information that otherwise wouldn't have been shared.

Defining whether they are a bridge or a boat can help practitioners:

- understand how to use their own cultural baggage and experience to improve the way they partner across different sectors to solve the region's most complex issues.
- identify which roles they can and are willing to play, according to the prevailing context and their experience.

Some of the key ingredients of a successful partnership:

- respecting the three core values of a partnership i.e. transparency, equity and mutual benefits.
- agreeing on a common language and agenda, instead of focusing on the differences between sectors.

When partnerships are being forged between the SSAs and the School or Corporate through the VC, both parties need to respect each other's individual and common commitments. As the panel speaker, Ms. Christy Davis (Executive Director of Asia P3 Hub), correctly describes it - "The ground may not be common, but stakeholders can agree on the shared value territory and how they will each contribute to it. It takes intentionality to build a common language, trust and relationships to stay the course."

4. MATCHING VOLUNTEER SUPPLY TO THE NEEDS

An existing resource produced by NCSS and Empact Pte Ltd is an appropriate tool for matching volunteer supply with demand. The resource is titled "Partnering organisations towards a lasting impact on social service users – Guide on service-based volunteering, partnership models, and case studies".

It can be found here:

www.ncss.gov.sg/Press-Room/Publications/Detail-Page?id=Partnering-Organisations-Towards-A-Lasting-Impact

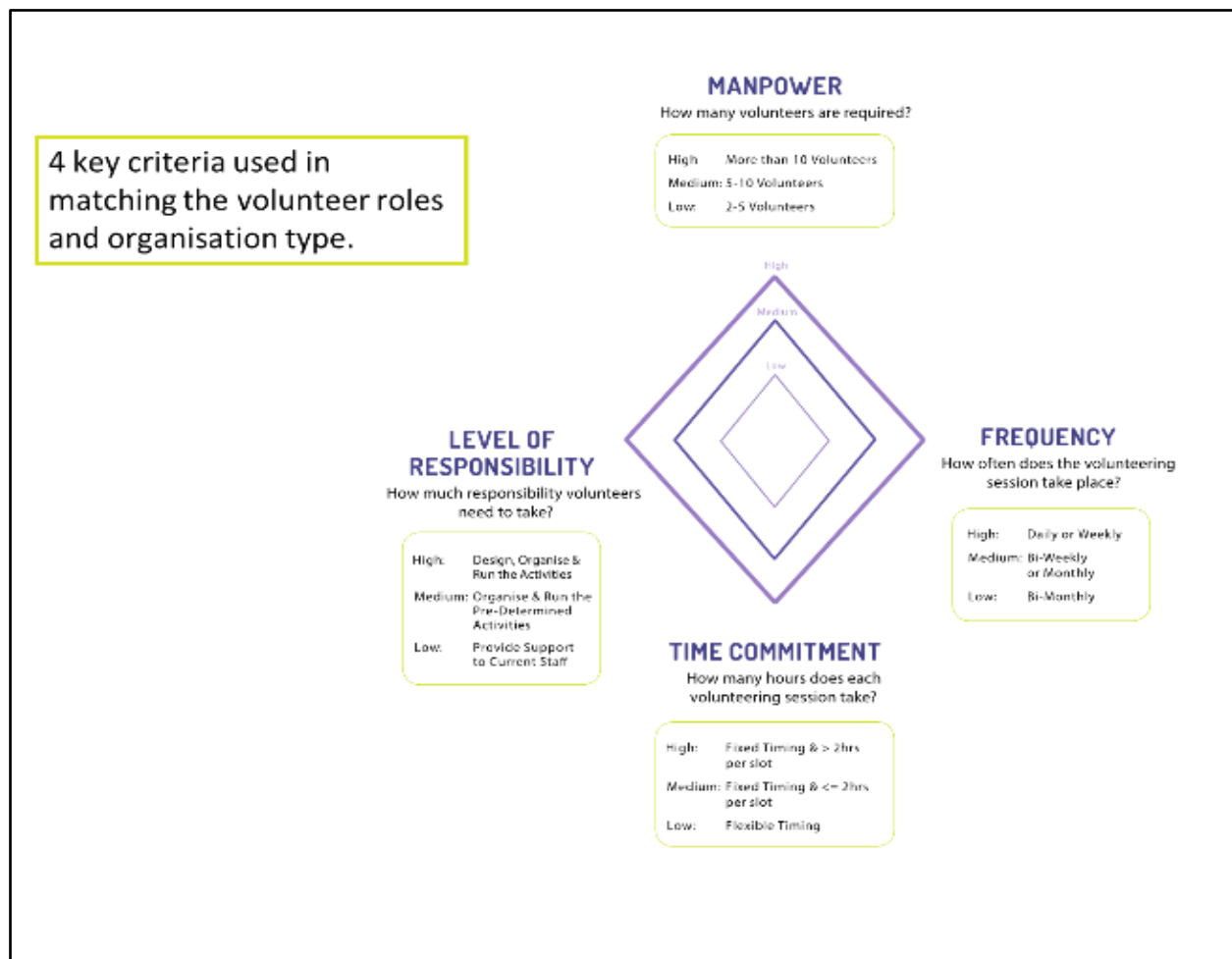In the resource, Empact had used the following criteria and developed a matrix based on level of needs.

Criteria	Level of Needs
● **Manpower** - how many volunteers are required?	High – more than 10 volunteers Medium – 5 to 10 volunteers Low – 2 to 5 volunteers
● **Frequency** – how often does the volunteering session take place?	High – Daily or weekly Medium – Bi-weekly (once every 2 weeks) or monthly Low – bi-monthly (once every 2 months)
● **Time Commitment** – how many hours does each volunteer session take?	High – fixed timing & > 2hrs per session Medium – fixed timing & $\leq$ 2hrs per session Low – flexible timing
● **Level of Responsibility** – how much responsibility do volunteers need to take?	High – Design, organise and run the activities Medium – Organise and run the pre-determined activities Low – Provide support to current staff

Here's the matrix developed using the above criteria and needs. Based on the criteria, volunteers can personalise their own profiles and search for opportunities.

MANPOWER
How many volunteers are required?

High	More than 10 Volunteers
Medium:	5-10 Volunteers
Low:	2-5 Volunteers

4 key criteria used in matching the volunteer roles and organisation type.

LEVEL OF RESPONSIBILITY
How much responsibility volunteers need to take?

High:	Design, Organise & Run the Activities
Medium:	Organise & Run the Pre-Determined Activities
Low:	Provide Support to Current Staff

FREQUENCY
How often does the volunteering session take place?

High:	Daily or Weekly
Medium:	Bi-Weekly or Monthly
Low:	Bi-Monthly

TIME COMMITMENT
How many hours does each volunteering session take?

High:	Fixed Timing & > 2hrs per slot
Medium:	Fixed Timing & <= 2hrs per slot
Low:	Flexible Timing

Source: Empact & NCSS, Partnering organisations towards a lasting impact on social service users – Guide on service-based volunteering, partnership models, and case studies

● **Social Service Agencies**

Applying the matrix to Social Service Agencies, the following sample job profiles for volunteers were produced.
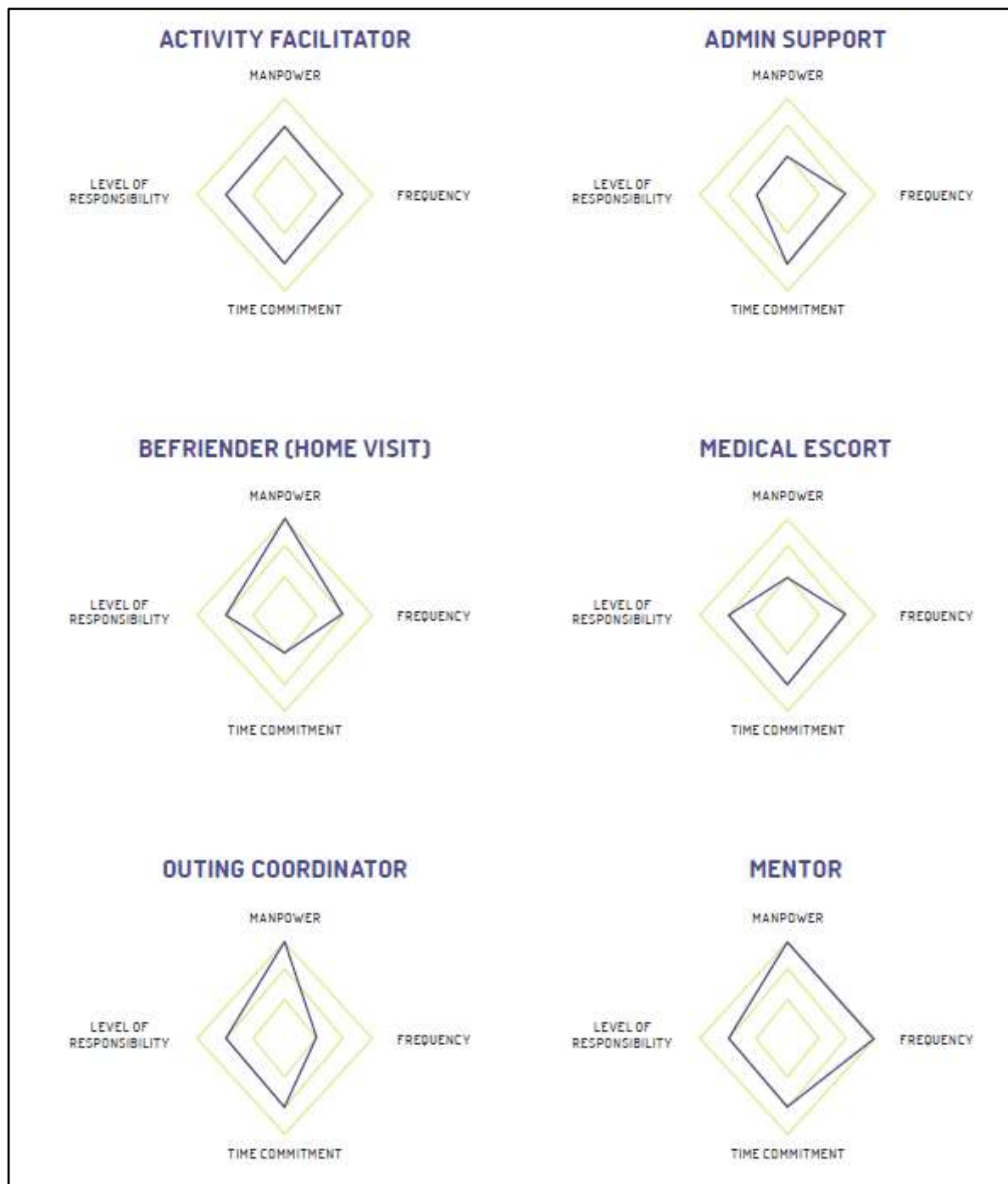
Similar application of the matrix to corporate organisations (large corporate and SME), schools, and Institutes of higher learning (IHLs) produced the following pictures.

● **Corporate Organisation - Large Corporate & SME***

* Large corporates (also known as MNC) is a corporate organisation that owns or controls production of goods or services in two or more countries other than in their home country. A Small or Medium-sized Enterprise (SME) is a company whose annual sales turnover is not more than $100 million or has fewer than 200 workers (as defined by Enterprise Singapore)

● **School & Institute of Higher Learning***

* School is an institution for educating children - either Primary or Secondary schools while the Institutes of Higher Learning include tertiary education institutions such as colleges, polytechnics and universities.

By mapping the profile of the volunteering capacity of the corporate organisation to the needs profile of the SSA, a good match may result that will be win-win for both organisations.

5.   ENGAGING WITH CORPORATES & PUBLIC INSTITUTIONS

Before meeting or engaging with a corporate company or public agency, it is useful to profile the organisation using the table shown below. The value propositions are akin to the "bargaining chips" an SSA may have in terms of what they can offer to the corporate organisation.

Here is the framework for matching Corporates / Public Institutions.

Type of Organisation	Good Matches	Possible Matches	Organisation Profile	Value Proposition to Volunteering Organisation
Large corporation / MNCs	Activity facilitator Befriender (Home visit) Outing coordinator Sponsorship/Distribution of care packs	Mentor In-school student support Out-of-school student support		Uplift brand social equity Build leadership experience Build team cohesion
SME (fewer than 200 workers or annual sales turnover of less than $200mill)	Resource support Admin support Holiday /Festive programme facilitator	Medical escort In-school student support		Less manpower is required Accelerates brand building Boosts team morale

Public agency	Activity facilitator Befriender (Home visit) Outing coordinator Sponsorship/Distribution of care packs	Mentor In-school student support Out-of-school student support		Demonstrate leadership in driving impact Give staff opportunity to experience needs on the ground Annual volunteer leave

Filos started using a Corporate Volunteering Interest Form (https://bit.ly/Filos-CorporateVolunteers) based on the framework above to help identify possible volunteering opportunities for new corporates prior to having the first meeting. The form helps to easily assess the corporate's interest so opportunities are prepared more intentionally when going into our first meeting with them.

To appreciate corporates and share the impact they've made with us, Filos started the initiative to send partnering corporates a Community Impact Report (Annex R). The report shares with the corporate an overview of their involvement, how they have helped out at Filos and the SG Cares Volunteer Centre @ Bedok and how it ties back to the UN Sustainable Development Goals (SDGs).

Tips to work with Corporates:

● Most large corporate organisations have Corporate Social Responsibility (CSR) as an internal programme, staffed usually by the HR or equivalent department. CSR is usually a good entry point to getting companies to provide volunteers not only on an ad-hoc, but a more regular basis, to serve the needs of the community in which they reside.

● Before embarking on any collaborations, it is important to have a single point-of-contact (POC) on both sides – the Corporate POC and the SSA POC. This is especially so for large corporates such as MNCs or Public Service agencies. The Corporate POC should be of a sufficiently high seniority to facilitate decision-making, coordination and organising of

the disparate groups of volunteers within a large organisation (such a1s the HR Head or Director). The SSA POC should also be an equivalent level to facilitate joint decision-making with the Corporate.

- Give enough lead time for planning about 6 to 8 weeks is needed for planning an event. It is advisable to approach corporates at the beginning of the year to lock down their date/time and budget in advance.

- Few things to note about working with MNCs or large companies :

  o Tend to have pre-determined philanthropic thrust and direction is set by board of directors or top management

  o CSR activities or projects are set a year in advance in accordance to company's budget amount. Submission of proposals and collaborations by SSAs need to be done to strictly match their approval cycles

  o Filos has created a Proposal template for submission to companies. This includes : Project Objective; Project Description; Expected Impact; Timeline; Est Budget/Cost; Desired Outcome. (See Annex O)

  o Company may have newsletters and other regular communication channels to broadcast volunteering opportunities amongst staff

  o Company may even have designated CSR leave, to do volunteering "own time own target"

- Networks are especially important when trying to engage with corporates, and one of those with whom we worked with to create networking sessions is the Singapore Business Federation Foundation (SBFF) – which is the social arm of the Singapore Business Federation. They are good partners to work with to engage with businesses who are members.

- The National Volunteer and Philanthropy Centre (NVPC) focuses on encouraging corporates to donate and volunteer and they actively seek champions under their "Companies of Good" programme while also actively engaging the senior management of companies to promote their cause. As such, NVPC would be another good partner to approach if the VC team is considering engaging with corporates.

- Develop new models to work around barriers faced by organisations.

  o For example, to tackle the issue of regular commitments, Filos is garnering interest in Tag-team Volunteering.

- The concept is to create small teams of 4 or 5 around the neighbourhood to share the responsibilities and commitments of the volunteer role, e.g. befriending programmes require befrienders to visit or call the befriendees once a week (4 times a month).

- With a team of 4, each team member will only need to commit to an interaction once instead of 4 times a month.

- When 1 member is unable to fulfil a timeslot, they can rearrange their schedules amongst themselves, or even seek to recruit more members.

- Thus, the teams also help to alleviate the stress of the volunteer manager to coordinate with many individuals. Instead, the volunteer manager can focus on managing each team and growing more teams.

- The goal is to grow regular volunteering within the neighbourhood through shared efforts of the community.

o Another example of engaging corporates in regular volunteering is the concept of "volunteaming". Filos participated in the pilot of Project V co-led by NVPC, NCSS and SG Cares office where corporates committed to supporting a social service agency over the course of 6 months. Corporate organisations would coordinate having a group of employees volunteer with their assigned SSA for each session. The same group need not keep returning each session. This ensures that the SSA will have a steady stream of volunteers coming in each session, and on the corporate end, they get to engage more of their staff in volunteering.

6.   ENGAGING WITH SCHOOLS / IHLs

Here's the framework for matching Schools / IHLs with potential SSA needs.

Type of organisation	Good matches	Possible matches	Organisation profile	Value proposition to volunteering organisation

Volunteer Centre Framework & Toolkit

School (mainstream sec and JC/CI)	Admin support Resource support	Activity facilitator Befriender (Home visit) In-school student support	MANPOWER HIGH More than 10 Volunteers / LEVEL OF RESPONSIBILITY LOW Provide Support to Current Staff / FREQUENCY MEDIUM Bi-Weekly or Monthly / TIME COMMITMENT MEDIUM Fixed Timing & <= 2hrs per slot	Authentic learning platform for students to engage in meaningful VIA Experiences that better match students' developmental and learning needs Inculcate values and develop empathy
IHL (ITEs, polytechnics and universities, incl. private schools e.g. Lasalle, NAFA, MDIS, etc.)	Activity facilitator In-school student support Out-of-school student support	Mentor Outing coordinator Befriender (home visit)	MANPOWER MEDIUM 5-10 Volunteers / LEVEL OF RESPONSIBILITY HIGH Organisation & Run Activities / FREQUENCY HIGH Daily or Weekly / TIME COMMITMENT HIGH Fixed Timing & > 2hrs per slot	Avenue to fulfil CIP, community svc hrs, (VIA, service-learning, etc.) Help students develop a keen awareness of the community A platform to build character

Volunteers come from mainstream schools mainly via the Values-in-Action (VIA) programme under the Ministry of Education (MOE). VIA are learning experiences that support the development of students as socially responsible citizens who contribute meaningfully to the community through the learning and application of values, knowledge and skills. VIA fosters student ownership over how they contribute to the community. You can find out more about VIA here: https://www.moe.gov.sg/education/secondary/values-in-action

For IHLs, a similar programme would be Service-Learning or Community Service, where students apply the skills and knowledge they have learned in school to benefit the community.

This could be part of their mandatory curriculum or an optional Co-Curricular Activity. We have highlighted some useful links here:

- Ngee Ann Polytechnic: https://www.np.edu.sg/servicelearning/Pages/default.aspx
- Temasek Polytechnic: https://www.tp.edu.sg/student-life/cocurricular-activities/community-service-and-leadership
- ITE East: https://ce.ite.edu.sg/existing-students/co-curricular-activities-cca/community-service/
- Singapore Management University: https://www.smu.edu.sg/campus-life/community-service
- Singapore University for Technology & Design: https://www.sutd.edu.sg/Education/Unique-Academic-Structure/Capstone-Programme/For-Students

Tips to work with Schools and Institute of Higher Learning:

- Before embarking on any collaborations, it is important to have a single point-of-contact (POC) on both sides – the School POC and the SSA POC. The School POC should be of a sufficiently high seniority to facilitate decision-making, coordination and organising of the students from the school (such as the HoD or Level Head). The SSA POC should also be an equivalent level so as to facilitate joint decision-making with the school.

- At initial stages of the VIA programming between the school and community partner, there is a fair bit of time and effort spent to brainstorm and plan activities – as such it is important that the Teachers-in-charge always accompany the students to engagement sessions with community partners, and from the community partner, the person with the most in-depth experience of the particular service or programme that the school is interested in should be present.

- Give enough lead time for planning about 6 to 8 weeks lead time is needed for planning an event.

- Schools typically organise their mass VIA programmes in October for the following year. Therefore, it would be best to start engaging them in September to plan for the following year.

- Organisations to tap on: MOE, NYC, Youth Corp (YEP), Heartware, Girls/Boys Brigade, Girl Guides, Boy Scouts, CCAs/interest groups in schools in skills-based volunteering.

- Consider educational pre-volunteering sessions. School children have minimal interaction with the beneficiaries and often face difficulties in reaching out and warming up to them. Filos has an existing "Total Recall" programme to teach primary to secondary school children about elderlies living with dementia, through talks and experiential activities. We use this as a pre-volunteering engagement which helps the school children have greater empathy towards the beneficiaries they meet and give them more confidence to interact with them during the volunteering sessions. We hope that this will create a more meaningful and impactful volunteering experience for both sides.

- Most schools have existing community involvement programmes you may tap onto. Some schools even have leadership programmes for older students that you may groom volunteer leaders from. IHLs have the potential to create and lead evidence-based programmes to work alongside the Volunteer Centre team to tackle organisational or community issues.

7. PARTNERSHIPS, PROGRAMMES & NETWORKS

7.1. <u>Types of Partnerships</u>

In trying to build partnerships we rely heavily on the 3Ps – People (SSAs), Private (Corporates), and Public (Schools, Public Service Agencies). As such, organising events or sessions that allow networking among the 3Ps would be a crucial part of what the VC seeks to accomplish in terms of matching volunteers in the community to the needs in the community.

- Monthly Meeting with Key Community Partners – coordination between AIC, MCCY, NCSS and Advisor, key in building relationship and trust, Single Point of Contact, clear goals, feedback loop

- Participate in Constituency-level Network Meeting and Key Projects - bi-monthly KCC Social Network meeting, participates in ComLink survey and developmental work

- Organising Network Meeting - Corporate/School/SSA Engagement Session.1) Networking session: We conducted Annual SSAs meeting at the beginning of the year; Annual Corporate Networking Session in mid-year; and Annual Schools VIA meeting at the end of the year. 2) Community Of Practice (COP) : We organised COP for sector-based SSAs, with the purpose of bringing them together to share best practices and brainstorm new ideas for the challenges they face.

One way to build partnerships across organisations is to introduce them to each other via networking sessions. Such sessions can serve to highlight the core agenda and needs of each sector and help build understanding and relationships between staff from the respective organisations.

One learning point about networking sessions, be it Corporates, SSAs or Schools, do ensure that there is a Feedback or Response sheet for all to submit at the end of the meeting. The Response sheet is for the attendees to indicate their interests on volunteering needs or activities, resources and training, etc. This gives us an opportunity to follow up with them on their specific interests and ensure that a partnership is formed quickly. Such follow up should also be carried out within 2 to 3 weeks from the date of the event. (See Annex P for the Feedback/Resource sheet)

7.2. Types of Programmes

7.2.1 SSA-specific volunteering programmes

Most of the time, volunteers are channelled to support an SSA in their specified programmes. The SSA would have their programme requirement that meets their beneficiaries' needs. The Volunteer Centre will help recruit the volunteers, the SSA will provide the training and manage the programme on their own.

7.2.2 VC-initiated/led volunteering programmes

Filos created a few programmes that are deployed across the town, to meet the town's common needs. For these programmes, the Volunteer Centre recruited and trained the volunteers and managed the overall programme, with the support of the SSAs. Such programmes are : Medical Escort Service, Adopt-A-Block and Adopt-A-Repair.

7.2.3 Example of a town-wide event organised by the VC and the learnings

In planning a physical event, there are some important areas to look into, besides putting together a robust plan and managing the project timeline. Below are 5 learnings we have put together.

1) Determine the Purpose/Objective & desired Output

Determining the purpose is important as this will help set priority to the many requests, narrow down the options and give clarity to the rest of the plan. The purpose should then be clearly communicated or presented to the stakeholders. Defining a desired Output would help set a goal in the planning.

Below is an example :

TEAM Fiesta Carnival was held on 2 Dec 2022 at Anjung@Wisma Geylang Serai. The purpose of this event were 1) To strengthen relationships with all stakeholders in the community; 2) To achieve a vibrant community spirit by bringing everyone together; 3) To engage the beneficiaries in our community through a fun way to improve their social, physical, and mental wellness.

The desired output was to bring in 500 beneficiaries from 15 social service agencies to this Carnival, and to engage 20 Corporate or Group volunteers to support us in this event.

2) Identify the target beneficiaries and stakeholders

Next step is to identify who are your target beneficiaries for the event, and determine who are the partners that are needed to support the desired outcome. The list would help provide an estimated number of participants and the space needed.

Usually, a Guest of Honour would be invited to grace the event. If the invited guest is a Political office-holder, do take advice from the PMO. There will be protocols to follow and administrative brief to be submitted. For example, details on participants, security clearance, publicity and speech approval, media invite list, press release clearance, welcome party, program run-through, etc, will require much time and coordination.

3) Program Plan / Committee

Putting together a detailed and well thought-through plan is essential for a successful execution. If you are planning a big event, setting up a committee or taskforce would be beneficial. Assigning a task to one or two members to take charge from the beginning to the end would increase efficiency. The committee or taskforce member could appoint volunteer leaders to help manage groups of volunteers.

Things to consider in the pre-planning stage: date of event, duration of the programme, venue, guest of honour, budget. The venue is an important consideration, especially for seniors and persons with disabilities beneficiaries.

Plan to set up briefing sessions for all helpers and volunteers in advance, and avoid same day briefing if possible.

Do plan for a programme dry-run a day before the actual event. This helps to address any unforeseen issues or unplanned situations.

4) Project Timeline

Organising an event would generally require at least 6 months lead time, from conception to delivery. The project timeline should be developed once the objective is

defined and program is ideated. The timeline should be shared with the committee and be reviewed regularly.

5) Communication / Invitation

Usually, invitation should be sent one or two months before the actual day. If it is a big event, a 'Save the date' email can be sent in advance for guests to block it in their calendar. A reminder email should be sent a week or 3 days before the event.

7.3. **Organising networking sessions**

Corporate-SSA Engagement Session

Filos VC had worked with the Singapore Business Federation Foundation (SBFF), NVPC, NCSS and MCCY to co-design and develop the first networking session between Corporates and SSAs in the Kembangan-Chai Chee area on 6 September 2019.

Working with SBFF, Filos was able to engage with neighbouring corporates from the Viva Business Park at Kembangan-Chai Chee area and SMEs who are interested to volunteer in Bedok town. We also engaged with tenants at Bedok Mall via the landlord, CapitaMall Trust. This would be the Private arm.

From the list of SSAs that Filos had engaged with previously during needed assessment, a list of SSAs was curated and included into the networking session – this represented the People arm.

The COVID-19 measures did not allow us to organise a physical corporate networking session but it did not deter us from organising a virtual one. A subsequent virtual corporate networking session, titled "Volunteering in the New Norm" was co-organised by Filos, NCSS VRO team and SG Cares Office. The virtual session was held on the 18th September 2020 with more than 120 participants from corporates, ground-up movements, SSAs, schools and government agencies. The highlight of the event was the panel discussion with Speaker Tan Chuan-Jin as one of the panellists. The session discussed about volunteering in the post pandemic and stressed on the importance of collaboration between the private, public and people sectors. Similarly, on 2 June 2021, we organised another session titled "Volunteerism+Communities: Making connections, Delivering impact, Building resilience". Main discussion was about while volunteerism is taking on a hybrid mode, how can companies stay agile and effective in engaging their communities.

Lastly, NCSS, NVPC and MCCY represented the Public arm of the partnership, bringing with them significant resources in terms of funding, existing materials and toolkits with regard to

volunteer management, and oversight of the various policy levers that could shape the volunteer landscape in the years ahead.

As a VC, it would be necessary to hold at least 1 networking session a year to build healthy networks and relationships that can contribute to a conducive environment for volunteerism and the building of a more caring community.

You may find the templates for the following documents below:

● Programme – Annex I

● E-Invitation – Annex J

● Event Reminder (sent at least 3 days prior event) – Annex K

● Feedback Form – Corporate & SSA – Annex L1/L2

● Thank You Note – Annex M1/M2

8. VOLUNTEER TRAINING

8.1. Training by Programme-based Volunteerism

● Tier 1: Events-based / Ad Hoc Volunteering

● Tier 2: Skill-based Volunteering

● Tier 3: Service-based Volunteering

While some individual Volunteer Supply and Demand organisations already have their own programmes for on-boarding and training of volunteers (and should continue doing it), there may be a case for consolidating some training for common needs under the Town's Volunteer Centre (VC), especially if it is related to a certain service or programme that multiple agencies are running e.g. seniors' befriending.

There already existing free resources that provides VCs can tap on for basic training of volunteers. NCSS offers free basic online training courses for first time volunteers who are interested to befriend seniors or work with youths. Each volunteer will need to register for a Learning Cloud account but it is free of charge. Each course will take about 60 to 45 minutes to complete and after successfully answering some quizzes, participants will be issued with a soft copy of the course certificate, issued by NCSS.

The link is here: https://www.ncss.gov.sg/GatewayPages/Donate-Volunteer/Volunteer/Training-for-Volunteers-Managers

Filos is currently at the stage of fine-tuning its programme-based training and will look next into the training based on the stages. One of such training is the Training Workshop for Befrienders -- split into 4 modules throughout the year so as to engage and equip the volunteers based on the stages of their volunteer involvement. Tier One training: 'Introduction to Senior befriending'. Tier Two training: 'Challenging Issues in Senior Befriending' done in collaboration with CGH. We have planned to roll out 'Foundations in Senior Befriending' in 2022 under Tier Two training.

8.2. Training by Stages of Volunteer Involvement

Volunteerism is a journey and a volunteer's level of involvement will be crucial in understanding his or her potential gaps. The goal is to help align the volunteer's skills with the needs in the community. Below are 5 Key Learning Gaps for your consideration in designing training programmes.

Knowledge Gaps	Not having enough of the right information to make decisions
Skills Gaps	Not being able to do something (or do it well enough)
Motivation or Attitude Gaps	When knowledge and skills may be present, but the learner still isn't successful due to their own motivation
Environment Gaps	When there is something blocking performance (e.g., sufficient time, support, tools, etc.)
Communication Gaps	Instructions aren't clear or are contradictory
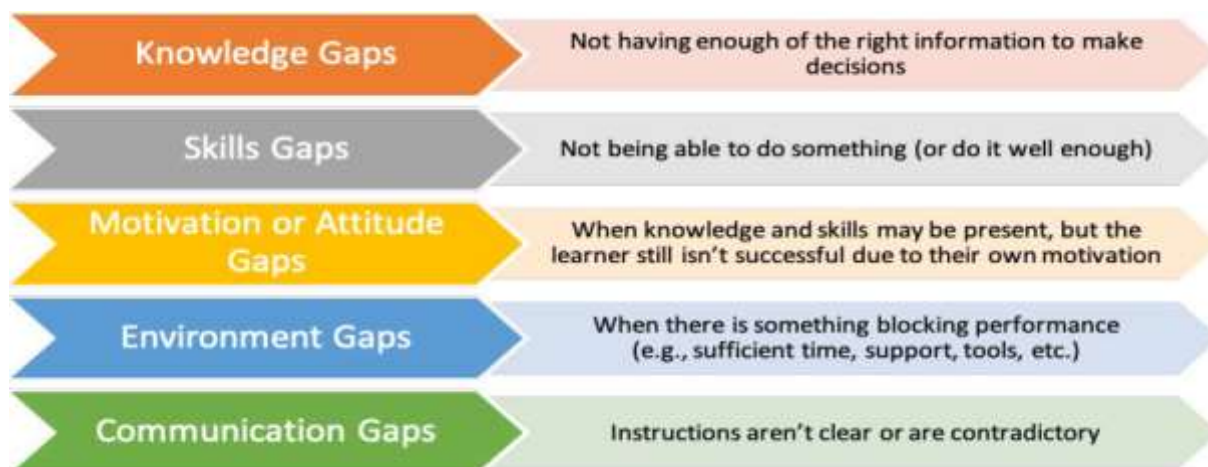
Source: VolunteerPRO The Essential Guide to Managing Volunteers at Your Nonprofit eBook

Coupled with identifying the Stages of Volunteer Involvement your volunteers are at; you will be able to design training programmes that tailor to their growth. A more tailored approach will prevent alienation of newcomers and repeated trainings for established volunteering. Furthermore, you will be able to develop a plan to level-up volunteers to get more involved in leadership and development roles. Below is a chart showing the Stages of Volunteer Involvement and their typical characteristics that can help you profile your volunteer pool.

Nominee (1-2 months prior)	Newcomer (first few months)	Emotional Involvement (4-8 months)	Established Volunteering (after 1 year)	Retiring (after 1-2 years)
Researching org, applying to volunteer	Entering the org, trying to help as much as possible	Giving actual help	Giving more focused help (to fewer clients)	Separation from org, group, clients
Idealism, fears, fantasies, high ambiguity, low satisfaction	Limited idealism, avoidance, frustration, high ambiguity, low satisfaction	Sober idealism, both sadness & triumph, low ambiguity, high satisfaction	Realism, cynicism, detached concern, fatigue, low ambiguity, low commitment	Sadness, relief, general idealism returns, commitment to volunteering

Source: VolunteerPRO The Essential Guide to Managing Volunteers at Your Nonprofit eBook

For volunteers that have been matched to SSAs external to Filos, those SSAs will take charge of the training and subsequent deployment of the volunteers. The Volunteer Centre aims to co-create and co-develop training models for the more common needs in the community. Filos has extended some of our trainings to the volunteers from other SSAs, eg. Befriending the Elderly & Befriending Children & Youth. Some SSAs on the ground currently have their own

training models and programmes, we aim to examine these further to see how we can collaborate in sharing these resources.

9. BUILDING COMMUNITY PARTNERS CAPABILITIES

One of the Volunteer Centre's role is to build Volunteers Management capabilities of the Partners. Many SSAs do not have dedicated Volunteer Managers for their centre. The person who manages the volunteers is usually the programme staff or the social worker. They might not have the knowledge or skillset or bandwidth in onboarding or training the volunteers.

Filos conducted a 3-hr workshop on Volunteer Management Framework for the SSAs in 2021. This was meant to equip the staff-in-charge of volunteers with the right mindset and understanding of the whole framework, from Needs analysis, recruitment to Recognition & Offboarding. The Volunteer Centre aims to continue to provide such bite-size trainings to the SSAs either through workshops or through our monthly newsletter.

In addition, some SSAs are lacking in design & social media skills. This is one area where they have requested for training, to help them in their volunteer recruitment and programme publicity. The Volunteer Centre continues to look into the needs of the SSAs to help build stronger capabilities to better support their volunteers.

10. COVID-19 MANAGEMENT PROTOCOLS

When the Circuit Breaker was implemented on the 7th April 2020, physical volunteering activities were suspended due to the prevailing Safety Management Measures (SMM).

The most immediate thing we did was to convey the suspension of physical volunteering activities to our volunteers and to engage them safely and meaningfully during the course of the Circuit Breaker.

Communication between us and the relevant Government Agencies are important as updates to the SMM are always evolving and Filos has to keep abreast to the safety protocols.

Filos conducted a Social Needs Assessment Survey (Annex N) for Bedok Town and subsequently a Bedok Town Community Partner cluster meeting to share the findings from the survey and initiatives the VC will run for the community partners during the pandemic.

Top 3 Social Needs are (not in order):

1) Lack of Digital Resources
2) Loss of Job / Income

3) Food Insecurity

From the findings, 4 initiatives were implemented under the COVID-19 VC Initiative

1) Hygiene Pack Initiative
2) Digital Resources
3) Grocery Run Initiative
4) "Thanking Our Heroes" volunteer appreciation initiative

Understanding the challenges and safe management measures that surfaced during Phase 1, Filos created a Volunteer Management Protocol for COVID-19. This protocol serves as a working standard operating procedure for Filos' volunteer management processes and can be used as a reference for other SSAs and VCs to adopt.

NCSS also has resources to support SSAs into entering the next normal. Please find the Beyond Covid-19 Re-opening Guide in the link below: https://file.go.gov.sg/beyond-covid19-reopening-guide-for-ssas.pdf

11. ACKNOWLEDGEMENT

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1) Agency for Integrated Care

2) Empact Pte Ltd

3) Emmaus Strategic LLP

4) National Council of Social Service

5) Ministry of Culture, Community and Youth

6) National Voluntary and Philanthropic Centre

7) Singapore Business Federation Foundation

8) VolunteerPRO

Annex A

Community Engagement Manager

Purpose of Job:

To develop and execute strategies for volunteer engagement and fundraising, collaborating and building relationships with stakeholders for outreach and public communication efforts.

Key Responsibilities Areas:

- Volunteer Engagement
    - Develop, coordinate, match and manage all aspects of the volunteer programmes at town level
    - Work with the team and volunteers to drive recruitment efforts and to develop and organise outreach events and initiatives to promote volunteerism and implement networking sessions
    - Curate and organise training curriculum and framework for existing volunteers
    - Explore, plan and manage all publicity efforts for volunteer recruitment and engagement initiatives and programmes
    - Organise and provide support in appreciation and recognition events
    - Support all secretariat work and reports of the volunteer programmes to senior management, internal and external stakeholders
    - Manage resources and implement the volunteer programmes within set budget, funding mechanisms and timelines
    - Administrative duties such as manage and maintain the volunteer database system, data entry

- Marketing and Communication
    - Develop strategy and operationalize plans to market the services and volunteering opportunities of the organization to community and corporate partners
    - Provide editorial support for corporate communication, collaterals and materials
    - Update and maintain content of corporate website and social media platforms

- Fund Raising
    - Devise and execute fundraising strategies and plan for Filos

- ○ Cultivate new donors, engage and enhance donors relationship and build long term relationship with donors
- ○ Making the 'ask' for donation to Filos programmes and services
- ○ Prepare fundraising report for management review

Annex B1 - Volunteer JD Overview (Skills-based)

Skills-based Volunteering

Share your specialized skills and talents to strengthen the services of Social Service Agencies, helping them build and sustain their capacity to successfully achieve their missions.

Volunteer Opportunity	Suitable for				
	Individuals	*Corporate Teams*	*Schools*	*Other Groups*	*Applicable for Tag-Teams*
Graphic Designer	✓	✓	✓	✓	✓
Social Media & Digital Marketing	✓	✓	✓	✓	✓

Annex B2 - Volunteer JD Overview (Service-based)

Service-based Volunteering

Help Social Service Agencies cope with the rising demand of services during this time, as well as pivoting existing services to online modes.

Volunteer Opportunity	Suitable for				
	Individuals	*Corporate Teams*	*Schools*	*Other Groups*	*Applicable for Tag-Teams*
Tele-befriender	✓	✓		✓	
Virtual Activity Organisation & Facilitator	✓	✓	✓	✓	✓
Virtual Tutor	✓	✓	*IHL Only*	✓	✓
Virtual Mentor	✓	✓		✓	
Ration or Meal Delivery	✓	✓		✓	✓
Medical Escort	✓	✓		✓	✓

Annex B3 - Volunteer JD Example

Graphic Designer

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for
✓ **Elderly**
✓ **Children & Youth**
✓ **Family**
✓ **The Differently-abled**

ABOUT THE PROGRAMME

It has become ever more important for Social Service Agencies (SSAs) to connect with donors, volunteers and the public through online media. However, most SSAs require the help and expertise to transition to online media.

Service-users
Potential and existing donor and volunteer partners, such as schools, corporates, social groups and individuals.

ABOUT THE OPPORTUNITY

Assist SSAs in the design of marketing collateral, such as banners and email flyers.

Suitable For
Open to All: Individuals / Family-friendly / Groups / Seniors / Youths

Requirements
- At least 18 years old
- Proficiency of graphic design software required
- Proficiency of social media tool preferred

Schedule
Volunteers will be engaged on project-basis

Support Given
- Orientation by the SSA
- Staff support to be advised by the SSA

Areas to Note
1. **Confidentiality** – Do safeguard the privacy and confidentiality of the Social Service Agencies and their service-users' data and/or details, which you may be exposed to in the programme. Do not copy or share any details/photos/materials to any third parties, social media or public without the consent of the SSA you work with.

Annex C - Onboarding & Assessment Form

filos VOLUNTEER ASSESSMENT & ONBOARDING FORM

SECTION G: FOR OFFICIAL USE ONLY			
Date Application Received:		Received By: (Name & Designation)	
Interview Notes: _____ Name & Designation of Interviewer 1 Dated:			
Interview Notes: _____ Name & Designation of Interviewer 2 Dated:			
Placement ☑ :	For Placed Volunteers: Acceptance Date: Family Life	For Rejected Volunteers: Date Thank You Letter Sent: Elderly Services	

Training Needs:	☐ Basic CPR / AED Training ☐ Transferring Skills ☐ Wheelchair Handling		☐ Blood pressure Monitoring ☐ CBP Befriending ☐ Others:	
Details of Training Attended:	Course Name		Date	Completed?
				☐
				☐
				☐

On-boarding ☑ : by: _____ Name & Designation	Service Commencement Date: On-boarding Date: ☐ ID Tags / Lanyards ☐ Keys: ☐ Communication Groups ☐ Files & Documents: ☐ Email: ☐ Accounts: ☐ IT Assets e.g. Laptop: ☐ Others: ☐ Namecards		
Check-In Date:		Check-In By: (Name & Designation)	1. 2.

Annex D - Exit Interview Form

VOLUNTEER EXIT INTERVIEW

Name as in NRIC (In BLOCK and underline surname):	
Partial NRIC No. (Eg.SXXXX567D):	Contact No:
Volunteering start date:	Volunteer Role(s) :
Length of volunteering period with Filos (mths/yrs):	

What are the reason(s) that you are leaving the organization?

☐ Health ☐ Burnout ☐ New volunteer commitments
☐ Relocation/Moved ☐ Lost interest ☐ Lack of family support
☐ No mentorship/poor guidance ☐ Disagreement with issue management
☐ Physically not capable ☐ Others (please specify): _____

What are the area(s) that were positive (if any) in your volunteer experience?

☐ Self-satisfaction ☐ Community service ☐ Social Service Team
☐ Helping others ☐ New friendship ☐ Personal growth/Learning
☐ Time Well Spent ☐ Others (please specify): _____

What are the area(s) that we can improve on for your volunteer experience at Filos?

☐ Lack of organization support ☐ Stress ☐ Social Service team/conflicts
☐ Lack of rewards/recognition ☐ Financial strain ☐ Time commitment/hours Lack
☐ of training ☐ Too much admin. work
☐ Others (please specify): _____

Were you given appropriate orientation and training to do your job? ☐ Yes ☐ No

Were you given appropriate resources to do your job? ☐ Yes ☐ No

Did you feel you had sufficient coaching to do your job? ☐ Yes ☐ No

Did you feel that your work had a positive impact for yourself as our volunteer? ☐ Yes ☐ No

Did you feel that your work had a positive impact on the community? ☐ Yes ☐ No

Would you recommend others to volunteer with this organization? ☐ Yes ☐ No

Would you return to volunteer with this organization? ☐ Yes ☐ No

Please explain your reason: _____

ANY OTHER COMMENTS/SUGGESTIONS/EXPERIENCE

What suggestions, changes or recommendations would you make to improve our volunteer program, to make the experience better for other volunteers in the future?

VOLUNTEER SIGNATURE /DATE:

OFFICIAL USE:

Interview conducted by Staff:

NAME:_____

DESIGNATION:_____

SIGNATURE/DATE:_____

Annex E - Satisfaction Survey Form

Post-event evaluation for SG Cares VC @ Bedok

Your feedback will allow the Volunteer Centre to track your volunteering experience and to improve the overall process. This will also help us ensure that your next opportunity will be more rewarding and enriching.

Sign in to Google to save your progress. Learn more

* Indicates required question

Name

Your answer

Contact Number

Your answer

Email Address

Your answer

Organisation *

Your answer

Designation

Your answer

What type of volunteering activity was conducted? *

○ Activity or Workshop Facilitation

○ Ration/essentials distribution

○ Skills-based project

○ House cleaning/repairs/painting

○ Outing facilitation

○ Medical Escort

○ Befriending

○ Outreach

○ Other:

The programme/event met my expectations as a volunteer. *

○ Yes

○ No

○ Partially

If given the opportunity, I would consider volunteering with this organisation again *

○ Yes

○ No

How else could the Volunteer Centre have better support your volunteering activity/opportunity?

Your answer

Any other comments/suggestions?

Your answer

I would like to be contacted by the SG Cares VC @ Bedok for other volunteering opportunities *

○ Yes

○ No

Submit   Clear form

Never submit passwords through Google Forms.

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Google Forms

Annex F1: Features of Risk Registers

Features of Risk Register

1. Autocalulates Risk Priority Number based on Likelihood and Magnitude of Harm

2. Conditional Formatting based on Status (Red for 1. Not Started, Yellow for 2. In Progress and Green for "3. In Place")

3. Conditional Formatting based on Target Completion Date vs Today i.e. if the target completion date is passed, the cell will be coloured red. (Conditional formatting will not be applied if Status is "3. In Place")

4. Autonumbering on the first row of each page from Page 2 if the last row of the last page is not empty.

5. Autocalculation of Risk Zone

6. Fields to autoformat after Organization Name and Endorser Name is inputted.

7. Added a new column to indicate if to include the risk in the Role Description as "Areas to Note". The Register will also allow up to 4 risks to be selected and once all 4 has been used up, the dropdown list will be blank.

Annex F2 - Types of Risks *(non-exhaustive)*

Volunteer Role	Types of Risks
Tutor - Children & Youth	• Cross-infection of diseases • Physical abuse • Poor pedagogy • Sexual Abuse • Physical safety after tuition programme ends • Verbal/Emotional abuse • Breach of confidentiality • Struck by object • Loans from volunteers/clients or staff • Slips, trips and falls • Harassment due to exchange of personal contact details • Contact outside due to exchange of personal contact information • Unclear boundaries, being "too involved" • Impact to morale due to gossips • Conflict of interest, e.g. volunteer providing paid tuition to clients • Transfer of wrong values • Succession of volunteers - not enough volunteer tutors to sustain the programme • Proselytizing • Theft • Volunteers absent without notice which causes disruption to operations • Volunteer burnout • Infringement of copyright when photocopying assessment books

Mentor - Children & Youth	• Safety if home visits conducted
	• Slips, trips & falls
	• Money-matters
	• Child's family members' expectation towards the mentor
	• Unclear boundaries:
	    ○ Sharing of information when the staff need to step in
	    ○ Over involvement of volunteers

More Than Friends Befriender	● Disagreement between staff and volunteers on actions to take for clients and volunteers proceed with their own ways ● Death/unforeseen health circumstances ● Inability to handle situations due to lack of knowledge and skills ● Abuse of authority ● Inaccurate assessment ● Breach of confidentiality ● Erroneous administration of medication ● Substandard performance which will affect operations ● Volunteer burnout ● Abuse e.g. physical or sexual ● Injuries due to cluttered environments in elderly's homes ● Gossips which will damage rapport and morale ● Volunteers do not fulfil their commitment/provide substandard performance which will disrupt operations ● Slips, trips & falls ● Conflicts and threats ● Verbal abuse ● Boundaries issue ● Theft (during home cleaning, when packing rations) ● Loans ● Conflict of interest, exploiting volunteer roles for personal gains (e.g. MLM)

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Annex F3 - Risk
Registers
Sample

Risk Register for Filos Community Services

Volunteer Role:
Date Reviewed:

Next Review on:

S/N	Risk & Brief Description 1	ATN? 5	Risk To 2	Risk - Likelihood	Score - Likelihood	Risk - Magnitude of Harm	Score - Magnitude of Harm	Risk Priority Number (RPN) (Likelihood of Occurrence x Magnitude of Harm)	Risk Zone	Strategies 3	Action By:	Residual Risk Priority Number (RPN) 4	Target Completion Date (DD/MM/YYYY)	Status 1. Not Started 2. In Progress 3. In Place
	(Consider the specific circumstances surrounding the risk, the consequences and the "casualties".)													

1. List the risks in the following sequence from the Risk Priority Map: C-F-B-E-I-H-A-D-G.
2. C= Client / CF = Client's Family / S = Staff / V = Volunteer / P = Public / O = Organization
3. Strategies should aim to (i) eliminate risk or (ii) minimize harm. Some suggestions include: 1. Policies & Protocols / 2. Documentation / 3. Screening / 4. Training & Orientation / 5. Performance Management
4. Residual RPN refers to the new Risk Priority Number after applying the risk management strategies.
5. Include in Role Description as Area to Note? Choose a maximum of 4

Annex G – Volunteering Requests

Volunteer Requests

Hi everyone,

If you're looking to have volunteers for your centre/activities, please kindly help to fill up this form with as much details as possible. We will look into finding volunteers from our pool of volunteers or put it up on giving.sg for you. Should you have any queries regarding the questions, please do not hesitate to contact Ruth at ruth@filos.sg

Thank you! :)

* Required

1. Activity Name

_____

2. Activity Description of who it will benefit

_____
_____
_____
_____
_____

3. Ad-hoc or Regular programme?

   Mark only one oval.

   ( ) Ad-hoc   *Skip to question 4*
   ( ) Regular   *Skip to question 9*

   Ad-hoc Volunteer Opportunities

4. Onsite or virtual or hybrid? *

   Mark only one oval.

   ◯ Onsite

   ◯ Virtual

   ◯ Hybrid

5. What is the schedule of the programme? *

   _____

   _____

   _____

   _____

   _____

6. Role description of the volunteer activity *

   _____

   _____

   _____

   _____

   _____

7. Requirements of the volunteer *

   _____

   _____

   _____

   _____

   _____

8. Number of volunteers needed *

   _____

   Skip to question 15

Regular Volunteer Opportunities

9. Onsite or virtual or hybrid? *

   Mark only one oval.

   ◯ Onsite

   ◯ Virtual

   ◯ Hybrid

10. How long do volunteers need to commit for? *

    _____

11. Schedule of volunteering activity (if flexible, leave blank) *

    _____

12. Role description of the volunteer activity *

    _____
    _____
    _____
    _____
    _____

13. Requirements of the volunteer *

    _____
    _____
    _____
    _____
    _____

Volunteer Centre Framework & Toolkit

14. Number of volunteers needed *

_____

Skip to question 15

Point of Contact

15. Name of POC for this Volunteering activity *

_____

16. Organisation *

_____

17. Email Address *

_____

18. Contact Number *

_____

Annex H - Volunteer Programme Proposal Template

FILOS VOLUNTEER PROGRAMME PROPOSAL

Share your volunteer ideas with us!

Your Name:	
Title/Position:	
Your School/Organisation:	
Contact No./ Email Address:	
Total No. of Volunteers:	
Your Programme Title:	
Your Programme Date/ Time:	

1. What is the objective your programme?

2. Tell us more about your programme idea (e.g. programme schedule, topics covered, materials you will use, logistics requirement, location, budget).

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3. How do you think your programme will contribute to our beneficiaries?

4. How will your volunteers benefit from this programme?

5. Any other interesting information or comments.

Annex I - Programme Outline for Volunteering In The New Norm (e-invitation)

Programme Timeline	
2.30pm Panel Discussion	Speaker of Parliament – **Speaker Tan Chuan-Jin** Head of Community Investment, Prudential – **Ms Apriani Kartika** Executive Director, Filos Community Services – **Dr Foo Fung Fong**
3.10pm Human Library (Breakout Rooms)	Breakout room 1 – SSAs Deputy Executive Director, Lions Befrienders – **Ms Karen Wee** Founder, Project Audible Cheer – **Dr Skye Yeo** Programme Executives, Goodlife!@Bedok – **Ms Elise Huang & Ms Huiwen** Breakout room 2 – Corporate CSR Program Lead, APAC, Cognizant – **Ms Pratibha Kurnool** Breakout room 3 – Ground-up initiative CEO, Co-founder, SG Assist – **Mr Greg Tan** COO, Co-founder, SG Assist – **Mr Adrian Tan**
3.40pm Big Group Sharing	Sharing on key takeaways from the discussion in each Human Library breakout room
3.50pm Sharing of NCSS Resources	Director of Volunteer Resource Optimisation, NCSS – Dr Andrew Lim
3.55pm Closing	Closing announcements and evaluation

Annex J - E-Invitation (EDM poster and registration pdf from google form)

2020 Bedok Corporate Volunteerism Forum: Volunteering in the New Norm

SG Cares Volunteer Centre @ Bedok, Operated by Filos Community Services, supported by National Council Of Social Service, presents

2020 BEDOK CORPORATE VOLUNTEERISM FORUM: VOLUNTEERING IN THE NEW NORM

Via Zoom
Date: 18 September 2020, Friday
Time: 2.30 to 4.00 PM
* Required

1. Name *

   _____

2. Your Designation *

   _____

3. Work Email: *

   _____

4. Organization *

   _____

5. Is your organisation a corporate or a social service agency? *

   Mark only one oval.

   ⚪ Corporate

   ⚪ Social Service Agency

6. Will you be attending our forum on 18 September, Friday, 2.30 to 4.00 pm? *

   Mark only one oval.

   ◯ Yes, I will be attending!

   ◯ No, but please contact me for future events and volunteering opportunities.

7. By submitting this form, I understand that I allow Filos Community Services and its partners to contact me for activities of the SG Cares Volunteer Centre. *

   Check all that apply.

   ☐ Yes, I would like to know more about volunteering!

   ☐ No, please do not share information about volunteering with me.

Annex K - Event Reminder (sent at least 3 days prior to event)

Volunteering in the New Norm Online Networking Session

1 message

Ruth Yeo <ruth@filos.sg>   Tue, Sep 15, 2020 at 3:58 PM
To: Shawn Soh <shawn@filos.sg>, Interns Filos <interns@filos.sg>

Dear Invited Guest,

Thank you for registering for our virtual networking session – Volunteering in the New Norm! We are excited to meet all of you!

Please do note the event details in the attached table, and also check out the attached programme timeline for information of the various speakers!

Volunteering in the New Norm	
Time	Friday, 18th September 2020 2.30pm – 4.00pm (Room will open at **2.20pm**)
ZOOM Meeting Details	https://zoom.us/j/91328885938?pwd=RkNXOXV2anpnN012RzVaYnQ5c1hhdz09 Meeting ID: 913 2888 5938 Passcode: 170520
Points to Note	• You will be muted upon entering the meeting, please keep yourself on mute for the best experience for yourself and others. • Please do type your questions into the appropriate chat functions provided at the session. • The session will be recorded and photos will be taken. Photos might be used for publicity purposes. Please inform us prior to the session if you do not consent to having your photo taken at the session. • Have a great time learning about new volunteering roles in this season.

We look forward to seeing you at the session as we learn about how to best support the beneficiaries in Bedok Town! Please reach out to me if you have any questions.

Best regards,
Ruth Yeo
Executive, Community Relations

Annex L1/L2 - Feedback Form, Corporate & SSA

Volunteering in the New Norm Evaluation Form

We hope you have enjoyed your time and taken away something useful at our Volunteering in the New Norm networking session. Do leave us some feedback on how we can improve for future sessions, and we look forward to connecting with you soon! :)

* Required

1. Name *

2. Email *

3. Organisation *

4. This networking session has allowed me to have a better understanding of how the volunteering landscape has changed during a pandemic *

   Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

5. I have a better understanding of the types of volunteering opportunities available during a pandemic *

   Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

6. I am better equipped to collaborate with volunteer / community partners to address the needs of the community. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

7. Please indicate the Human Library Breakout Room that you attended during the session. *

Mark only one oval.

◯ Room 1: Social Service Agencies (Lions Befrienders, Project Audible Cheer and Goodlife! @ Bedok)

◯ Room 2: Corporate (Cognizant)

◯ Room 3: SG Assist

8. Please rate the quality of the facilitation in your breakout room discussion *

Mark only one oval.

	1	2	3	4	5	
Very Poor	◯	◯	◯	◯	◯	Excellent

9. Please share with us 1 key takeaway from the breakout room discussion. *

_____

_____

_____

_____

_____

10. How could we have improved on today's session to better benefit organisations who want to initiate virtual volunteering?

_____

_____

_____

_____

11. I agree to be contacted for opportunities to collaborate with volunteer / community partners *

Mark only one oval.

◯ Yes

◯ No

12. I agree to receive monthly e-newsletters from Filos sent to my email containing publications, updates and articles of Filos and Bedok Town. *

Mark only one oval.

◯ Yes

◯ No

Annex M1/M2 - Thank You Note

filos

24ᵗʰ September 2020

Ms Apriani Kartika
Head of Community Investment, Prudential Singapore
7 Straits View
#06-01
Marine East Tower
Singapore 018936

Dear Apriani,

JUST SAYING THANKS!

Volunteering in the New Norm was a great networking session that had an overwhelming response from organisations across the corporate, social service and public sectors. It was an event that taught us about the importance of collaborations that enable and empower partners and volunteers to better serve beneficiaries.

I would like to thank you for availing your schedule to contribute at our networking session. The incredible insights of how Prudential Singapore has been utilising the niche skills and knowledge of staff to reach out to beneficiaries through the Cha-Ching Program has indeed taught us to leverage on volunteers' skills and time wisely. Additionally, it was great to hear of the wonderful CSR efforts and structures that Prudential Singapore has for staff to support the community which would hopefully encourage more corporates to structure their CSR to allow more regular volunteering stints.

Our networking session would not have been the same without the inspiring testimonies from you! As such, all of us at Filos would like to extend our gratitude to you for sharing with our attendees your experiences which I believe would inspire more to do the same. As a token of our appreciation for your time and sharing, we have included a gift for you.

Do stay in touch with us! While the networking session may be over, we look forward to having future collaborations with you.

Best wishes,

Shawn Soh
Manager, Community Relations

Volunteering in the New Norm Resources

1 message

Ruth Yeo <ruth@filos.sg>
To: Shawn Soh <shawn@filos.sg>, Interns Filos <interns@filos.sg>

Tue, Sep 22, 2020 at 11:29 AM

Dear Partners,

THANK YOU so much for attending our networking session, Volunteering in the New Norm, last Friday! The response was overwhelming. We had more than 120 attendees from 38 companies & public sector agencies, 20 social service agencies and 5 schools.

We hope you had a productive session, made new connections and learned more about how volunteering efforts have been adapted to the new needs of the ground. The pandemic presents opportunities for all of us (and that includes YOU) to rally together, COLLABORATE and play a role in community building. It is never too late to start giving back and no company is too big or too small to give. We are all in this together, with our Community Partners that are working tirelessly to continue their programmes and services without disruption, to their clients. Be a purpose driven organisation! Filos Volunteer Centre is here to support you in your journey whether you are a community or volunteer partner. We are all in this to build a resilient Bedok Town where we empower every individual under our care! #StrongerTogether #BedokTownCares

We are pleased to attach a summary of the essence from the robust discussion we had during the session. We hope that you will find the notes useful! We have also attached NCSS's deck of resources that was presented at the end of the session.

We also briefly mentioned about Filos VC plans for Giving Week. If you have missed out on the sharing, we have also attached the slides to this email for your reference!

The networking session may be over, but this is only the beginning. We would love to hear from you if you have any plans to collaborate with us on our initiatives or just to have a chat with us. ☺ Have a great rest of the work week!

http://tiny.cc/qljxsz

Help us improve! If you haven't done so, please do give us feedback on the networking session.

Your BIGGEST Takeaway Today

creativity agility

collaboration

adaptability adapting

hybrid

These are your words! ☺ Collaboration is the way forward. (1+1=3). Always remember that you are not in this alone.

https://www.filos.sg/resources
Do check out our resources. There is something for everyone! ☺

Best regards,
Ruth Yeo
Executive, Community Relations

Volunteer Centre Framework & Toolkit

Annex N: Social Needs Survey 2020

COVID-19 Needs Analysis (Bedok Town)

Let us know what you think your communities will need in this volatile time. Your answers will help us direct the appropriate volunteers and donors to your needs.

* Required

1. Email address *

2. Which statement is true? *

Mark only one oval.

◯ My organisation still engages individual or small group volunteers. We are open to engaging new/virtual volunteers to meet the community's needs at this time.

◯ My organisation has suspended all volunteering activities. We will not be accepting new/virtual volunteers at this time.

Understanding your needs	Tell us more about the community you serve and your organisation.

3. Which sector do you serve? Tick all that apply. *

Check all that apply:

☐ Family
☐ Children & Youth
☐ Persons with Disabilities or Special Needs
☐ Elderly
Other: ☐

4. What do you think are some of the issues your clients face during this COVID-19 period? Tick all that apply. *

Check all that apply.

	Family	Children & Youth	PWDs	Elderly	Not affected	Others
Loss of jobs	☐	☐	☐	☐	☐	☐
Loss of income	☐	☐	☐	☐	☐	☐
Food security	☐	☐	☐	☐	☐	☐
Social isolation	☐	☐	☐	☐	☐	☐
High-risk of infection	☐	☐	☐	☐	☐	☐
Lack of digital resources for school/work	☐	☐	☐	☐	☐	☐
Others	☐	☐	☐	☐	☐	☐

5. Please elaborate on the issues mentioned above. Give us details of the problems they face and the help they would need. Importantly, give us an estimate of your number of affected clients. *

6. Do you have any virtual, individual or small group volunteering opportunities open at this time? *

Check all that apply.

- [ ] Remote office work (e.g. Admin, design, etc.)
- [ ] Virtual Befriending or Mentoring
- [ ] Virtual Tuition or teaching
- [ ] Virtual Activity Facilitator (e.g. classes, exercise sessions, etc.)
- [ ] Facilities management (e.g. cleaning, gardening, painting, etc.)
- [ ] Distribution of food or rations
- [ ] Medical escorts and transportation
- [ ] None

Other: [ ] _____

7. Which of these activities would your organisation be interested in participating? *

Check all that apply.

- [ ] Digital solutions (e.g. virtual tuition, IT for seniors)
- [ ] Food or rations distribution
- [ ] Creating individualized or small group activities
- [ ] Productive Ageing Initiative
- [ ] Posting volunteering opportunities on online portals
- [ ] Online peer support groups for SSAs
- [ ] None

Other: [ ] _____

8. Do you have a policy in place for volunteering during COVID-19? *

Mark only one oval.

- ( ) Yes
- ( ) No
- ( ) Not sure

9. What else do you think volunteers or donors can support your organisation and clients during this time? E.g. items that are critical for your clients in this time of need. *

_____

_____

_____

_____

_____

10. Are you interested in online Volunteer Management training at this time? *

Mark only one oval.

( ) Yes

( ) No

11. Any other comments

_____

_____

_____

_____

_____

| Contact Information | Please leave your contact details so we can follow up for more information and opportunities. |

12. Organisation *

_____

13. Name *

_____

Annex O: Volunteering opportunities Proposal for Corporates (Excel)

Volunteering opportunities for Corporates

Information on Corporate :

Objectvies for CSR	Interested Causes	Preferred Volunteering modality
1.Deeper engagement with beneficiaries and bringing them some joy 2.Time of team bonding for staff and colleagues	Seniors	1.Physical volunteering 2.Weekday, half day morning 3.Avoid month-end 4.To give at least 1-month advance notice

Information on Proposed volunteering opportunities :

Opportunity 1 : Let's Go Jalan Jalan

Objective of the Project	Project Description	Expected Impact	Timeline	Budget	Desired Outcome
To reduce rate of frailty and introduce digital resources to isolated seniors living in the community.	1.Walk with seniors around a route that visits places of interest around the Bedok area 2.Introduce to them mobile apps relevant to the place, e.g. HealthHub x Bedok Polyclinic, SGBusLeh x Bus Interchange. 3.Have a meal with the seniors and engage them in conversation 4.Take a bus trip back to the centre	For each round of Jalan Jalan, 5 seniors from a SAC to be engaged by 5 volunteers	Mid-March will be the first round, if response is favourable, we can run a second round in May	Food - $7 x 5pax x 2 rounds = $70/- Bottled water - pack of 24x500ml = $8.80/- **Total cost - $78.80/-**	Staff spending a meaningful morning with the seniors, befriending them and imparting new digital skills unto them through a casual event. The seniors get to exercise, gain new knowledge and make a new friend.

Annex P: Feedback/Resource Sheet for SSAs to indicate their interests

Activities for your consideration

☐ Let's Go Gai Gai

☐ Seniors Go Digital Teaser session

☐ Befriending

☐ Activity Booklet / Kit

☐ Virtual Activities eg Games, Quiz, virtual tours

☐ PenPal – Story-Telling Journal

☐ Exercises / Sports / Dance / Outings

☐ Art/Painting/Music classes

☐ Holiday Reading sessions

☐ Parent Child bonding activities

Skills-based volunteer services

☐ Repair / cleaning service

☐ IT support for service users

☐ Social media support

☐ Medical escort services

☐ Other...

Talks / workshops

☐ Cyber wellness for Children & Youth

☐ Healthy living: nutrition & food

☐ Cyber security solutions for SSAs

☐ Caregiver support group

☐ Scam Alert! for Seniors

☐ Other...

Trainings

☐ Volunteer training: befriending, online facilitation & tools, language skills

☐ Staff training : CSR Insights, empowering seniors

☐ Staff training: lifeskills workshop - interpersonal relationship, EQ, problem solving, effective communication

☐ Other...

Annex Q: SG Cares Volunteer Centre Resource Toolkit by MCCY

SG Cares Office has developed a SG Cares Volunteer Centre Resource Toolkit which contains the knowledge and insights of different partners, put together to benefit SG Cares VCs and community stakeholders.

Click **here** to view the full SG Cares Volunteer Centre Resource Toolkit.

Annex R: Community Impact Report

Community Impact Report for Howdyman Pte. Ltd.

Dear Tracy and Jones,

Thank you and Howdyman for the strong support rendered to the SG Cares Volunteer Centre @ Bedok, operated by Filos Community Services over the past year. Here is an overview of the collaborations we have had this year.

Period: January – December 2023

Activities and Impact:

Activities	Agencies supported	Number of Beneficiaries	UN Sustainable Development Goals (UN SDGs)
Adopt a Repair	Filos Community Services	9	
	Moral Active Ageing Centre		

Adopt a Repair is an initiative in collaboration between SG Cares VC @ Bedok and Howdyman Pte Ltd to provide pro-bono handyman repair services to seniors from the low-income bracket.

We look forward to future collaborations with Howdyman to continue empowering the community in the years ahead!

Best regards,

Dr Foo Fung Fong
Executive Director

Filos Community Services
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55 Chai Chee Drive #01-222 Singapore 460055 | O +65 6241 1503 | F +65 6242 6039 | E info@filos.sg www.filos.sg