

PRESS RELEASE

For Immediate Release

More People Volunteer Regularly with Social Service Agencies, with more putting in place Volunteer Management Practices, According to NCSS Survey

SINGAPORE, 1 AUGUST 2024 – Findings from the National Council of Social Service (NCSS)'s Sector Survey on Volunteer Management (VM) 2023 showed that close to 8 in 10 SSAs have put in place strong volunteer management infrastructure and processes resulting in a 15% increase in regular volunteers in the sector, compared to when the study was first conducted in 2021.

2. More SSAs are now better equipped to attract, engage and retain volunteers, which is timely given the growing interest from businesses to scale volunteering programmes as part of their Sustainable Philanthropy efforts. SSAs' readiness to engage regular volunteers supports NCSS' recent launch (on 24 July 2024) of the Sustainable Philanthropy Framework. This Framework helps businesses measure the "S" in their ESG efforts, and provides guidance on how they might give, volunteer and conduct business practices in a socially responsible manner in line with their corporate purpose and to become companies of good.
3. Corporate volunteers are an important resource to complement the work of social service professionals in supporting communities in need. Through volunteerism, individuals and corporates can uplift the whole community which amplifies our vision for the Forward Singapore exercise, where everyone can play a part in Singapore's social compact and make a difference to support communities in need.

Highlights of the survey

4. NCSS has been helping SSAs build volunteer management capabilities for 10 years now, through resources such as the Volunteer Development Guide and funding support for SSAs to hire volunteer managers. Since then, Close to 8 in 10 SSAs have put in place a VM Framework, which focuses on practices and processes to recruit, engage and retain volunteers, establishing a systematic way to manage their volunteer force.
5. Some 7 in 10 SSAs have invested in hiring dedicated volunteer managers, who help in engaging, training, and matching volunteers to the needs of their organisations. With dedicated volunteer managers, SSAs can take a more strategic and longer term approach to developing volunteers (e.g. Volunteer Leaders), integrating them within service models to play larger roles for better service outcomes. These SSAs, and in particular those with VM Committees, have demonstrated stronger VM outcomes, including higher rates of regular volunteerism.
6. Commenting on the findings, Ms Tan Li San, Chief Executive Officer, NCSS said, "We hope that these results encourage more SSAs to enhance their Volunteer Management

capabilities, so that they can engage volunteers more meaningfully, and leverage volunteers as a long-term resource to augment their capability and capacity to better serve users. This will also enable SSAs to better ‘handshake’ with corporate and community volunteers, who are prepared to volunteer in a longer-term, regular manner.”

7. For SHINE Children and Youth Services (SHINE), an SSA supporting children and youth aged 5 to 25, hiring a professional Volunteer Manager under the Enhanced Volunteer Manager Funding Scheme (EVMFS) enabled it to transform the way it managed its volunteers which resulted in an increase of volunteers from 400 to over 960, and more significantly, triple its regular volunteers from 150 to 480 and 32% in volunteer hours (from 5,000 to 6,582) between 2021 and 2023. SHINE also established 23 corporate volunteerism partnerships, which expanded its capacity to serve 60% more service users in two years.
8. Mr Lee Seng Meng, Executive Director, SHINE Children and Youth Services, said, “Volunteer Partnerships is a key strategic thrust for SHINE in building a stronger and sustainable social service ecosystem for effective service delivery outcomes. We believe in good volunteer management capabilities that are aligned from the board, senior management leadership and staff. With this strategic leadership alignment, positive impact of volunteerism outcomes were achieved.”
9. The [Volunteer Resource Hub](#) is a one-stop portal with VM resources, created by NCSS in partnership with the SG Cares Office, which are relevant to organisations across different sectors to strengthen their ability to engage volunteers. The Hub contains resources including VM Toolkit 2.0, Skills-Based Volunteerism Guide and the Volunteer Role Redesign Guide. The EVMFS report can be accessed [here](#).

Additional information can be found in the Annexes:

Annex A – Translation Glossary

Annex B - Infographics on Survey Findings

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About National Council of Social Service (NCSS)

NCSS is the umbrella body for over 500-member social service agencies in Singapore. Its mission is to provide leadership and direction in enhancing the capabilities and capacity of our members, advocating for social service needs and strengthening strategic partnerships, for an effective social service ecosystem. Community Chest is the philanthropy and engagement arm of NCSS and Social Service Institute (SSI) is the sector capability and transformation arm of NCSS. For more information visit www.ncss.gov.sg

Annex A – Translation Glossary

English	Chinese	Malay	Tamil
National Council of Social Service	国家福利理事会	Majlis Kebangsaan Perkhidmatan Sosial	தேசியச் சமூகச் சேவை மன்றம்
Social Service agency	社会服务组织	Agensi perkhidmatan sosial	சமூகச் சேவை அமைப்பு
Community Capability Trust	社会服务提升信托	Dana Amanah Keupayaan Masyarakat	சமூக ஆற்றல் அறக்கட்டளை நிதி
Skills-based Volunteerism Framework	技能型义工服务框架	Rangka Kerja Kesukarelawanan Berasaskan Kemahiran	திறன்கள் அடிப்படையிலான தொண்டூழியக் கட்டமைப்பு
Volunteer Development Framework	义工发展框架	Rangka Kerja Pembangunan Sukarelawan	தொண்டூழியர் மேம்பாடுக் கட்டமைப்பு
Volunteer Management Framework	义工管理框架	Rangka Kerja Pengurusan Sukarelawan	தொண்டூழியர் நிர்வகிப்புப் பணிச்சட்டம்
Volunteer Management Capability Development Consultancy Project 7.0	义工管理技能发展咨询项目	Projek Perundingan Pembangunan Keupayaan Pengurusan Sukarelawan	தொண்டூழியர் நிர்வகிப்பில் திறன், ஆற்றல் மேம்பாடு ஆலோசனைத் திட்டப்பணி 7.0
Volunteer Management Maturity Matrix	义工管理成熟度指标	Indeks Kematangan Pengurusan Sukarelawan	தொண்டூழியர் நிர்வகிப்பு முதிர்ச்சிநிலைக் குறியீடு
Social Service Sector Survey on Volunteer Management 2023	2023年社会服务领域义工管理调查	Tinjauan sektor khidmat mengenai Pengurusan Sukarelawan 2023	தொண்டூழியர் நிர்வாகம் குறித்த சமூக சேவைத் துறை கருத்தாய்வு 2023

Annex B – Infographic on Survey Findings

SOCIAL SERVICE SECTOR SURVEY ON VOLUNTEER MANAGEMENT 2023



The NCSS Social Service Sector Survey on Volunteer Management seeks to provide a data-driven approach to support Social Service Agencies (SSAs) in building stronger Volunteer Management (VM) capabilities.

The results presented the state of VM and volunteerism in 2023 and highlighted progress since 2021, when close to 8 in 10 SSAs had put in place a VM Framework, which focuses on practices and processes to recruit, engage, and retain volunteers, establishing a systematic way to manage their volunteer force that would support better service delivery.

An Improvement in the State of Volunteer Management and Volunteerism in the Sector

Between 2021 and 2023, VM and volunteerism made good progress, with 217 SSA respondents in 2021 and 212 in 2023.



We hope that these results encourage more SSAs to enhance their Volunteer Management capabilities, so that they can engage volunteers more meaningfully, and leverage volunteers as a long-term resource to augment their capability and capacity to better serve users.

Ms Tan Li San, Chief Executive Officer
National Council of Social Service





The Impact of Volunteer Management on Volunteerism

SSAs with dedicated Volunteer Manager, VM framework and/or VM system saw an increase in their volunteerism outcomes. SSAs with a 3-pronged approach to building VM capabilities have 1.5 to 3 times more volunteer hours than those without.

Increased Volunteerism Outcomes with 3-Pronged Approach in Volunteer Management

Median Number of:	Dedicated Volunteer Manager (a)			VM Framework (b)			VM System (c)			3-Pronged Approach (a) + (b) + (c)	
	No (n = 86)	Yes (n = 148)	Difference	No (n = 91)	Yes (n = 161)	Difference	No (n = 36)	Yes (n = 154)	Difference	Yes (n = 87)	Difference
Total Volunteers	101	358	↑251%	120	300	↑150%	142	340	↑139%	482	All indicators are higher when compared to the SSAs with only one prong.
Regular Volunteers	28	80	↑186%	27	80	↑196%	32	92	↑188%	138	
Volunteer Hours	974	2,750	↑182%	675	2,800	↑315%	1,235	3,018	↑144%	4,614	



Volunteers are the heartbeat of St Luke's ElderCare, breathing life into our vision to transform community care. As they impact the lives of our elders through their hearts and hard work, we also seek to enrich their lives. This is made possible through intentional efforts to build up a holistic Volunteer Management support comprising team, framework, and system. The outcome is encouraging, as we see our volunteer base grow steadily to around 3,000 today.

Dr. Kenny Tan, Chief Executive Officer
St Luke's ElderCare Ltd

Improved Volunteer Management and Volunteerism Outcomes for SSAs with VM Committee

The 2023 survey also sought to understand the number of SSAs with a VM Committee (or related setup, e.g. taskforce, subcommittee) that can provide better strategic guidance on engaging volunteers for the SSAs.

Median Number of:	Does the SSA have a VM Committee?		
	No (n = 118)	Yes (n = 93)	Difference
Dedicated Volunteer Manager	62%	77%	↑15%pt
VM Framework	63%	92%	↑29%pt
VM System	55%	67%	↑12%pt
Total Volunteers	100	296	↑196%
Regular Volunteers	40	94	↑135%
Volunteer Hours	1,200	3,700	↑208%

TIP

To equip your Volunteer Manager with actionable insights to shape effective VM strategies, check out the [Enhanced Volunteer Manager Funding Scheme \(EVMFS\) Impact Report](#).



The Importance of Volunteer Role Redesign

Volunteer Role Redesign (VRR) has significantly boosted the volunteerism outcomes of our SSAs as they sought to create and redesign more volunteer roles. These include augmenting manpower, improving service delivery, curating better quality volunteer opportunities and/or enhancing volunteer experience.

Creating and Redesigning More Volunteer Roles Improves Volunteerism Outcomes



During the NCSS VRR workshops held from February to March 2024, 86 participants from 50 SSAs identified the sector's top five most replicable volunteer roles:



Examples of Roles Created/Redesigned

- Services** (educator, befriender, care support, counsellor, escorts, work coach, mentor, facilitator) **64**
- Organisational Support** (operations, researcher, admin support, HR support, legal support, audit, facility support) **60**
- Advocacy and Comms** (ambassador, social media, videographer, graphic designer & animator) **19**
- Volunteer Leader** (leader, committee member) **10**
- Events** (event support, photographic, registration) **11**



Volunteer Role Redesign has enabled us to better align roles and responsibilities for both staff and volunteers, and chart the progression of the volunteering journey. This allows for us to be more agile, as we leverage on volunteers to increase overall manpower capacity to better support our service users and their families.

Ms Melisa Wong, Executive Director
Babes Pregnancy Crisis Support Ltd





The Impact of Corporate Volunteer Partnerships

Corporate volunteer partnerships, especially regular volunteerism towards recurring services/programmes, allow SSAs to scale their impact on service users and the community.

Establishing More Corporate Partnerships Improves Volunteerism Outcomes

SSAs with Corporate Partnerships					
Median Number of:	(A) >30* corporate partners (n = 45)	(B) ≤30 corporate partners (n = 138)	Difference (A and B)	(C) 0 corporate partners (n = 17)	Difference (A and C)
 Total Volunteers	684	200	242%	20	3320%
 Regular Volunteers	200	57	251%	12	1567%
 Volunteer Hours	6,582	1,935	240%	380	1632%

* This is the 75th percentile mark.



The UOB volunteers have helped to sustain our programmes in providing timely assistance to our children and youth in their schoolwork and enrichment activities. This partnership has affirmed our approach in leveraging corporates' strengths and interests to meet community needs.

Ivan Lam, Centre Manager
FaithActs



Conclusion

The survey findings demonstrate significant progress in VM and volunteerism within the social service sector over the past three years.

SSAs can apply the Transformation Sustainability Scheme (TSS) under **Community Capability Trust** (CCT) to enhance their VM capabilities.

SSAs can also check out the NCSS **Volunteer Resource Hub**, which offers a suite of resources to strengthen VM practices and level up VM maturity.