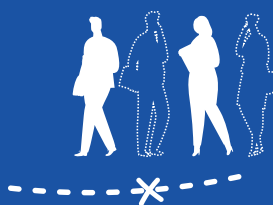


# Beyond COVID-19

**GUIDE FOR SSAs**



Version 2: 09.12.2020

**“We shall not only overcome this crisis.  
We will emerge from it stronger – as an economy,  
as a society and as a people.”**

Deputy Prime Minister, Heng Swee Keat

## Overview

The COVID-19 pandemic has caused a profound impact on our society, fundamentally shifting societal norms and altering professional practices. For Social Service Agencies (SSAs) and non-profit organisations, existing challenges have been amplified and new challenges arise. Fundraising events have halted, staff have to work remotely, and even service users are now engaged in new ways to ensure their needs continue to be met. These unprecedented times have urged us to re-think our strategies and be quick to adapt to the ever-changing world. Despite this, we have heard encouraging accounts of how SSAs have innovated and leveraged technology to continue operations. We are also heartened to hear from you that staff have become adaptable and even more resourceful during this period, and have offered to share resources with other agencies in the sector.

## Objectives of the Re-Opening Guide

Standing in solidarity with you, NCSS has developed this Re-Opening Guide to better prepare you in adapting to the next normal. The key themes that tackle issues on Opening Safely, Going Digital, Fundraising & Funding/Financial Support, Engaging Staff and Volunteers and Engaging Service Users, will be covered.

This guide is a non-exhaustive repository of advisories, resources and shared knowledge. As the situation is evolving, we will update this guide regularly as circumstances warrant. Please refer to our [webpage](#) for the latest information and advisories on COVID-19. We also encourage you to share and contribute your resources and innovative ideas to this guide to help other SSAs

deal with this pandemic. You may write in to us and share your resources through this [link](#).

## Updates on Second Edition

In July 2020, NCSS conducted two short polls to learn more about how your organisation and staff are coping amidst the COVID-19 situation. We would like to thank all who had responded to the polls. In this edition, we have highlighted the key findings of these surveys and would like you to join us on this journey to explore ways to overcome the challenges together as a sector.

## Entering the Next Normal

In these uncertain times, we need to be prepared for a possibility of a resurgence of the virus, which might result in the tightening and relaxing of measures in repeated phases. Agencies will need to constantly engage and re-engage with their staff, service users, volunteers and stakeholders. Through it all, SSAs and non-profit organisations have proven to persevere under immense pressures and crises. Though the path forward is not linear, let us support one another and emerge even stronger and more resilient from this crisis.

## Acknowledgements

Let us never stop learning and collaborating with one another. SSAs' stories at the end of each chapter truly demonstrate our resilience in adjusting to these challenging times. Our gratitude towards the many SSAs, organisations, professionals and government agencies whose resources are included in this guide to make this publication possible. Together, we will prevail!



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Engaging Service Users



NEW!

# Impact of COVID-19 on SSAs

Responses from Executive Directors (EDs)  
and Social Service Professionals (SSPs)

Two online polls were conducted in July 2020 to investigate the perceptions of SSA EDs' and SSPs on their organisation's response and coping towards the COVID-19 pandemic.

EDs  
**203**

SSPs  
**1,051**



## DIGITALISATION

There were common sentiments between EDs and SSPs to continue with digitalisation efforts post-COVID-19.

### Responses by EDs:

From a moderate to a very large extent, staff were equipped for telecommuting

185 EDs

About **91%**

Faced challenges in augmenting services with technology for service continuity

50 EDs

Only about **24.6%**

Faced challenges in providing IT infrastructure to support telecommuting

39 EDs

Only about **19.2%**



## FINANCE & DONATIONS

### Responses by EDs:

Agencies have incurred a deficit over the last 3 months

83 EDs

**41%**

Among whom, 34 reported that their agencies' reserves can last for less than 1 year at their current deficit levels.

Cash donations received by their agencies have decreased

136 EDs

**67%**

Among whom, 54 reported that their donations decreased by more than half.

The top reason EDs cited for decrease in cash donations was that their donor(s)' budget was reduced.



## VOLUNTEERS

160 SSAs still required volunteers during the COVID-19 pandemic.

### Responses by EDs:

Decrease in volunteers in the last three months

107 EDs

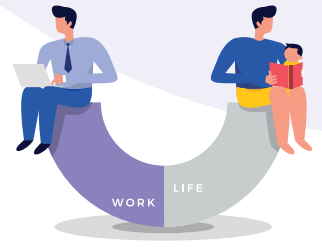
**67%** of 160 SSAs

Negative impact of having less volunteers at their agencies

93 EDs

**87%** of 107 SSAs

- The top reason that EDs cited for decrease in volunteers was concerns about COVID-19 regulations.
- For agencies who are still supported by volunteers, the top 2 volunteering activities are **virtual facilitation** and **tele-befriending**.



## STAFF WELLBEING

Both EDs and SSPs reported that workload has increased for SSPs, but that SSPs are adaptable to these changes.

SSPs felt that their contributions at work are:

### Meaningful

983 SSPs

**93.5%**

### Appreciated

886 SSPs

**84.3%**

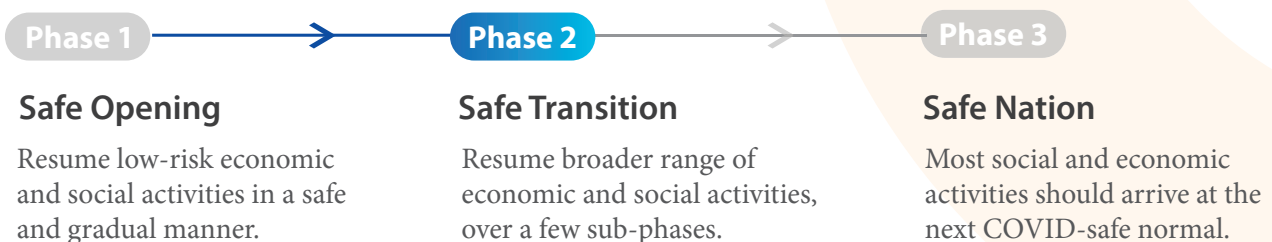
Feedback from SSPs suggested that staff would like Management to:

- Review work processes for efficiency;
- Be mindful of the boundaries between work and non-work hours, and
- Involve them more in strategic decision making process, work roles, expectations and KPIs.

# Opening Safely

## 1. Advisories For Opening Safely

### MOH Phased Framework For Resumption Of Activities



## 2. Frequently Asked Questions On Advisories In Phase 2

### [NCSS Advisory](#) on Essential Aid Distribution

### [MSF/NCSS Advisory](#) on Re-opening of Residential and Community-based Facilities

### [MOH Advisory](#) on Support for Seniors

### [AIC Advisory](#) on Resumption of Services for Seniors

Interested parties can request for login access to [AICConnect](#) or contact [ncss\\_membership@ncss.gov.sg](mailto:ncss_membership@ncss.gov.sg) for the Advisory.



*When in doubt about what to do for a particular service you provide, please take reference from the sector regulator of that service.*

### 3. Frequently Asked Questions On Phase 2: Safe Transition

#### General Key Restrictions

Resume social services with safe management measures (SMM) and continue with remote means whenever possible.

Group work and activities may resume with limits of  $\leq 5$  pax

Community-based centres can resume face to face intervention for high and moderate needs cases.

#### Seniors

Refer to [AIC](#) and [MOH](#) Advisories for resumption of services for seniors

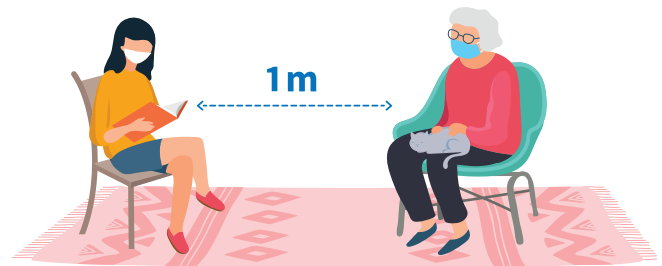
##### Senior Activity Centre & Active Ageing Programmes

**NEW!**

- In addition to individual activities, small group activities with  $<5$  clients per group may resume, with at least 1m between each person. Seniors should stay in the same assigned group where possible to minimise the number of close contacts
- Providers should continue checking-in via their phones whenever possible. Providers who conduct home visits must maintain at least 1m distance from the client and limit each visit to  $\leq 1$  hour. Staff must don masks and practise hand hygiene when conducting home visits

##### Befriending/Counselling

Continue via phone as far as possible. Providers who conduct home visits must maintain at least 1m distance from client and limit each visit to  $\leq 1$  hour. Staff must don masks and practise hand hygiene when conducting home visits.



#### Persons with Disabilities (PWDs)

##### Residential Facilities (long periods of contact with service users, subject to [Cat 1 SMM requirements](#))

- Activities must be conducted in groups of  $\leq 10$  pax (staff and service users inclusive). No sharing of equipment, full wipe down of touchpoints before and after session



##### Centre-based Social Services (service delivery: few clients and short contact time, subject to [Cat 2 SMM requirements](#))

- Services should continue to be delivered remotely where possible. Face-to-face services and intervention, such as counselling, that are limited to moderate to high needs, can take place at the Centres
- Limit home visits to urgent or at-risk cases
- Essential interventions delivered through group work/activities are allowed for  $\leq 5$  pax (staff and service users inclusive)

## (Con't) Frequently Asked Questions on Phase 2: Safe Transition

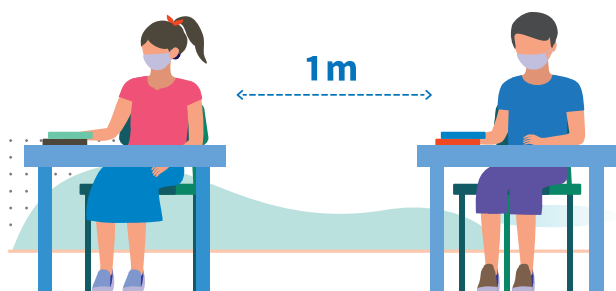
## Children and Youth

**Student Care Programmes**

- Group outings continue to be suspended
- Allocate children to fixed groups according to the following priority: classmates, schoolmates, followed by students from other schools (where applicable)

**Tuition Programmes**

- Centres must ensure safe distancing between students by putting up appropriate floor demarcations and/or physical barriers, e.g. using safety tape. There must always also be strict separation between students in different classrooms, with no intermingling
- As a default, centres must ensure that all students always maintain safe distancing of at least 1m, with strictly no physical interaction between students
- If it is not possible to apply 1m safe distancing between students and some interaction is unavoidable, centres may instead organise students into groups of no more than 5 students, with strictly no physical interaction or intermingling between different groups. Centres must strictly maintain a minimum of 1m spacing between groups, although MOE advises 2m spacing between groups as a best practice
- Please click [here](#) for MOE's Advisory and FAQs

**Befriending and Mentoring**

- Services should continue to be delivered remotely where possible. Face-to-face services and intervention, such as counselling, that are limited to moderate to high needs, can take place at the Centres
- Limit home visits to urgent or at-risk cases
- Essential interventions delivered through group work/activities are allowed for  $\leq 5$  pax

(Con't) Frequently Asked Questions on Phase 2: Safe Transition

## Workplace Events Advisory

NEW!

- With reference to [MOM's Advisory](#), SSAs would be able to carry out work-related events at their own facilities as long as these facilities are not used to run programmes for service users (e.g. at head office or conference rooms, and not co-located with client-facing services, or at third party venues from 22 October 2020, subject to any additional premise owners' policies).
- Allowable work-related events are those that primarily involve employees or stakeholders, such as conferences / seminars, corporate retreats, staff training sessions and Annual General Meetings and Extraordinary General Meetings. All safe management measures indicated below are to be adhered to:
  - > At least 1m safe distancing between all individuals;
  - > No mixing of staff across Homes/Centres during the meeting, and cap at 50 persons or venue capacity based on safe management principles, whichever is lower
  - > Food and drinks should preferably not be served
  - > Masks should be worn at all times during the meeting; and
  - > High-touch point areas in the meeting room (e.g., table) to be wiped down and disinfected after each use
- For MSF funded Homes/Centres, only physical staff meetings and internal training (i.e., training for staff within one Home/Centre by staff within the same organisation) are allowed. All external trainings are to be held online until further notice. For more details, please refer to MSF's Advisory





## 4. How Can I Ensure A Safe Workplace Environment For Staff, Visitors And Service Users In Phase 2?

- Follow the [Safe Management Measures](#) to prevent transmission at your workplace
- Refer to MOM's [Advisory](#) for a full list of safe management measures at the workplace and [General Advisory](#) for employers if a confirmed or suspected case of COVID-19 is detected at the workplace
- Refer to the Personal Data Protection Commission's [guidelines](#) on the collection of personal data for COVID-19 contact tracing and use of SafeEntry



## 5. Tips in Communicating Work Arrangements

- MOM's regulations in Phase 2 encourage employers to adopt flexible work arrangements as much as possible, and support staff to fulfil their job scope remotely by providing relevant resources (e.g. digital tools). When staff begin to return to office, Homes/Centres must ensure that:
  - such staff continue to work from home for at least half their working time, and
  - no more than half of such staff are at the workplace at any point in time. For functions where telecommuting is not feasible, such as frontline operations, employers should take the necessary precautions.

NEW!

- For staff who are concerned and anxious about being in or travelling to the workplace, employers can communicate clearly and support their transition by:

- > Creating safe channels for staff feedback on their concerns
- > Identifying alternative modes of performing the work offsite where possible
- > Allowing staff to return only on a needs basis
- > Communicating the rationale for onsite work
- > Assessing the risks of onsite work needed
- > Providing guidelines for returning to the workplace if deemed necessary
- > Putting in place guidelines on staff interaction and segregation onsite
- > Offering option for remote work as soon as the required onsite tasks are completed

To support employers in navigating these transitions, please refer to TAFEP's resources [here](#).



## 6. How Can I Obtain Essential Hygiene Items E.g. Masks, PPE And Hand Sanitisers Etc.?



- NCSS Members are allocated donated masks, hand sanitisers, PPEs, gloves and thermometers based on prioritisation of needs. Contact [ncss\\_membership@ncss.gov.sg](mailto:ncss_membership@ncss.gov.sg) for more information
- NCSS Members can refer to NCSS' [Directory of Common Services](#) for a list of vendors that provide hygiene items and essentials for safe distancing at preferential rates
- Visit the [City of Good](#) portal to raise requests for in-kind donations

NEW!

## 7. Ensuring Continuity Of Services & Operations Through The Phases

As we gradually open up, we must also be prepared for a resurgence of the virus. Thus, it will be a good opportunity now to develop or improve your business continuity plan (BCP) to help resume, recover and restore your operations. You may refer to MOM's educational information and guides [here](#) on Business Continuity Management System for some useful tips to strengthen the various

components of the system. You can also develop your BCP by referring to MOM's "[Developing a Business Continuity Plan \(BCP\)](#)" and SGSecure's [call tree template](#) to support your staff in crisis response coordination. This [reference](#) from the State of Queensland is also found to be useful in the development of a BCP.



NEW!

# Good Practices

Let's hear from SSAs that have ensured a safe workplace environment!

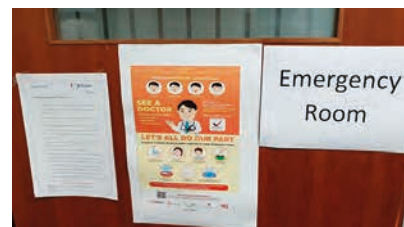
## Making Online Travel Declaration Easy for Seniors

Fei Yue Community Services developed a simplified online travel declaration form for their Senior Activity Centres (SAC) and included multiple languages in the form to cater to the different language needs at their centres. Free text fields were replaced with multiple choice questions to facilitate input on mobile devices and pictures were added to aid seniors in understanding the questions as most of them are illiterate. Through this simplified online form, Fei Yue was able to mitigate the seniors' fear of technology and even interest them to attend I.T courses, increasing the overall digital literacy level among their seniors.

## Re-designing Use of Spaces in Office



Weeks before the Circuit Breaker ended, Centre for Seniors (CFS) took several measures to ensure adequate safeguards were in place for safe reopening. Seating arrangements were promptly reassigned, and existing meeting and training rooms were repurposed to minimise possibilities of contact amongst staff. A designated pathway and training room were converted for emergency evacuation purposes



in case of suspected COVID-19 case in the premise. The pathway was made possible by cordoning off corridors to provide direct access to the loading bay lift for medical personnel.

Please refer to NCSS's [webpage](#) for latest information and advisories on COVID-19.

If you would like to contribute resources, innovative ideas and useful tips to help other SSAs deal with COVID-19, please share them [here](#).



## CHAPTER 2

# Going Digital

### 1. How Do I Continue With My Business Operations Remotely?

NEW!

ThunderQuote, in partnership with NCSS, has rolled out The Non-Profit Digital Transformation Masterclass Series, which aims to provide a guide for SSAs and non-profits to digitally transform organisations. To access the guides and resources, please visit [thunderquote.org/resources/](https://thunderquote.org/resources/)



#### Accessing IT hardware and software

The [VCF Info-Communications Technology \(ICT\) Grant](#) supports charities to purchase eligible IT hardware and software.

Apply using Corp Pass at [NCSS e-Services](#).  
Contact 6210 2555 or [seri\\_noryanna@ncss.gov.sg](mailto:seri_noryanna@ncss.gov.sg) for more information.

#### Available IT services to support business continuity of corporate functions

[iShine Cloud](#) enables charities to set up a secure cloud-based platform to support corporate functions including HR, Accounting, Donor and Volunteer Management. Attend the [iShine Cloud Clinics](#) to find out more.

#### Conducting Annual General Meetings (AGM) remotely

You are permitted to conduct [online AGMs](#) till 31 December 2020. Please refer to NCSS & ThunderQuote's [Virtual AGM Guide](#) and complimentary [webinars](#) on conducting virtual AGMs organised by the Commissioner of Charities (COC) and the Chartered Secretaries Institute of Singapore (CSIS).

## 2. How Can I Engage Service Users Remotely?

### Supporting service users with IT equipment (i.e. broadband access, computers etc.)

- [Engineering Good](#) provides refurbished laptops for service users in need. Indicate your needs [here](#) and NCSS will match them with available resources
- IMDA's [Home Access Programme](#) supports low-income families with affordable home internet connectivity. Contact 6377 3800 or [digitalaccess@imda.gov.sg](mailto:digitalaccess@imda.gov.sg) for more information
- IMDA's [NEU PC Plus \(NPP\) Programme](#) supports eligible low-income students and persons with disabilities with affordable computers. Contact 6684 8858 or [info@imda.gov.sg](mailto:info@imda.gov.sg) for more information

Interested to make cash donations towards the digital needs of low-income households? Contact Community Chest at 1800 210 2600 or [ncss\\_comchest@ncss.gov.sg](mailto:ncss_comchest@ncss.gov.sg) for more information.

### Reaching out to service users digitally

- [Amazon Connect](#) can support you to remotely manage your helpline so that you can manage calls with service users from home
- Tech communities like [TechLadies](#) can assist you to tap on readily available video-conferencing and social media tools and provide remote helpdesk support to connect with service users

Contact [bruce\\_liew@ncss.gov.sg](mailto:bruce_liew@ncss.gov.sg) for more information.

#### IT Helpdesk for SSAs

You can access NCSS & ThunderQuote's free [IT self-help guide and helpdesk support](#) on how to use remote working tools and deliver essential services for service users. Subscribe to this [Telegram Channel](#) for more information.



### 3. What Are The Available Grants To Support Going Digital?

#### VCF ICT Grant for Small and Medium Charities

- Supports the purchase of eligible hardware and software made from 27 Mar 2020
- Supports subscription charges of video and audio-conferencing tools (e.g. WebEx) for small charities

Application outcome is reduced to 7 working days. Refer to the [VCF brochure](#) for more details.

Apply using CorpPass at [NCSS e-Services](#). Contact 6210 2555 or [seri\\_noryanna@ncss.gov.sg](mailto:seri_noryanna@ncss.gov.sg) for more information.

**NEW!**

#### Invictus Fund

As part of the Fortitude Budget in June 2020, the Government provided a top-up of \$18.3 million to the Fund to drive transformative efforts for effective service delivery in the new normal. As of 18 September 2020, the Community Chest has raised close to \$9.2 million from generous donations by individuals and corporate donors to the Fund.

The second tranche of The Invictus Fund will support SSAs in their transformation of service delivery and operations through digital solutions and business continuity plans incorporating safe management measures.

The Fund is open to all NCSS member agencies.

The application window is open in January, April and July 2021. Please visit the [website](#) for more details on how to apply.

Contact [NCSS\\_FundAllocation@ncss.gov.sg](mailto:NCSS_FundAllocation@ncss.gov.sg) for more information

#### VCF IPG Pre-scope Consultancy Grant for NCSS Members

Supports business continuity efforts through the adoption of video conferencing technology.

Apply using CorpPass at [NCSS e-Services](#). Contact 6210 6698 or [elaine\\_chung@ncss.gov.sg](mailto:elaine_chung@ncss.gov.sg) for more information.

**NEW!**

#### Tech-and-GO!

A one-stop tech hub offering grants for SSAs, advisory on how SSAs can go digital, listing of suitable digital solutions for SSAs and much more. Visit [go.gov.sg/tng](http://go.gov.sg/tng) now!

The Fund is open to all NCSS member agencies. Contact [NCSS\\_FundAllocation@ncss.gov.sg](mailto:NCSS_FundAllocation@ncss.gov.sg) for more information.





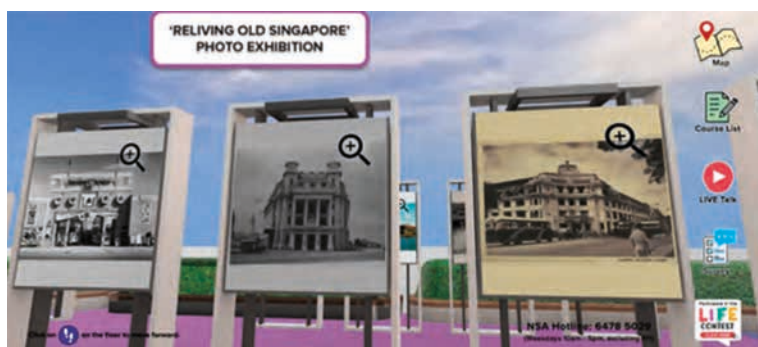
NEW!

# Good Practices

Let's hear from SSAs that have gone digital!

## Going Digital with First-ever Virtual Roadshow for Senior Learning and Volunteerism

Council for Third Age (C3A) launched the National Silver Academy (NSA) Virtual Roadshow on 27 July 2020. This first-ever virtual roadshow was aimed at encouraging seniors to be digitally-savvy and embrace a digital lifestyle. At the virtual roadshow, seniors can sign up for courses and volunteering opportunities, listen and learn from experts through online talks, participate in photo exhibition and interactive games, and discover online learning resources specially curated for seniors.



If you would like to be informed of upcoming events, you can subscribe to the [C3A newsletter](#). You can also check out the latest learning opportunities at [www.nsa.org.sg](http://www.nsa.org.sg)

"Wow, my first time navigating a virtual roadshow! Must say it is amazing how real one could visit and experience "in person" the various booths at the comfort of our homes during the pandemic!"

*Lyndee Chan, 61*

"I like the many exciting programmes offered, short courses, exercise videos, online talks and many others. It killed my boredom of staying home in this current COVID-19 pandemic. The segment which featured games like five stones, skipping, hopscotch brought to mind many happy memories."

*Lum Siew Wai, 72*

NEW!

## Good Practices

Let's hear from SSAs that have gone digital!

### Running an Inclusive Virtual Pizza Restaurant on Roblox

Morning Star Community Services' (MSCS) After-School Care partnered with ExtraOrdinary People to host a Children-In-Action Online Cooking Competition during the home-based learning period. The children teamed up to play "Work at a Pizza Place" on Roblox, while communicating via Zoom.

Through the collaborative game, the children learned to embrace one another's differences and work together to run a virtual pizza restaurant, building up their confidence, focus and social awareness. This creative digital playground provided a safe virtual space for children to interact and forge lasting relationships.



### Project Belanja! By Food from the Heart

Food from the Heart's Project Belanja! is an app-driven cooked food programme that provides the needy with freshly-cooked hot meals that can be redeemed with their beneficiary cards at designated food stalls in their neighbourhoods. The stallholders use a mobile application on their smartphones to scan the cards and complete the meal redemption process. The digitised food redemption initiative empowers beneficiaries to choose and decide what they wish to consume, and also encourages them to step out of the house to socialise as the participating food stalls are within the proximity of their activity zones.



Project Belanja! currently supports close to 300 beneficiaries from Tampines, Toa Payoh, Kolam Ayer and Mountbatten.

Please refer to NCSS's [webpage](#) for latest information and advisories on COVID-19.

If you would like to contribute resources, innovative ideas and useful tips to help other SSAs deal with COVID-19, please share them [here](#).





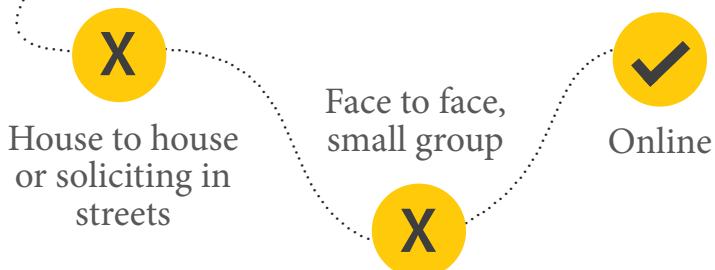
## CHAPTER 3

# Fundraising & Funding/Financial Support

## 1. How Do I Carry Out A Fundraising Activity?

### PHASE 1 & 2

Refer to COC [Advisory](#) on fundraising amidst COVID-19.



### PHASE 3

Resume with safe management measures in place



Check out the following resources for more tips on online fundraising:

- [P.A.R.E.N.T Framework for Effective Online Fundraising](#) by COC
- [‘Setting the Stage’](#) by COC, Dr Ang Hak Seng
- [‘Crafting a Compelling Narrative’](#) by SUSS, Dr Caroline Lim

NEW!

- [COVID-19 Legislation’s Impact on Charities’ Fundraising and Sustainability Considerations](#) by Law Society Pro Bono Services

## 2. How do I carry out a fundraising activity?

Adapted from Giving.sg and Charity Portal

### 1 Create a fundraising campaign - Be creative with your campaign

- Set a goal
- Tell a story
- Use visuals
- Spread the word

### 2 Use online platforms to enhance your outreach efforts

- Existing online fundraising platforms e.g. [Giving.sg](#), [Give.asia](#), [Ray of Hope](#), [Simply Giving](#)
- Live streaming of video conference or teleconference
- Emails or EDMs to regular donors
- Your organisation's website and social media platforms

### 3 Ensure that your organisation's website is up to date

- Revamp your website if necessary so that sponsors/donors have access to your organisation's latest information
- You may refer to [raiSE's business directory](#) to engage suitable marketing and branding vendors

### 4 Take note of legislative requirements

- A fundraising permit is not required for funds raised online
- Adhere to COC's regulations

### 5 Maintain and manage donor/sponsor relations

Check-in regularly via video conferencing tools to maintain contact



NEW!

### 3. Improving Financial Position in the Long Run

A recent study conducted by Singapore Management University (SMU) proposed three key approaches that SSAs can consider to strengthen their financial position over time. For more information on SMU's study, click [here](#).

1

#### Awareness "Get to know me"



Leverage digital marketing to create awareness of brand and social value proposition online — the key is to build differentiation (e.g. using online quizzes, challenges etc. depending on your target segment)

2

#### Conversion

"Please donate, we really need your help and you can make a big difference to the lives of others"



Improve the attractiveness of donor programme through leveraging strategic "call to action" levers

3

#### Engagement

"Let's still try to engage you so you get the chance to know us better"



Develop a new route to giving — leveraging a "volunteerism" backed approach

## What Are The Available Types Of Fundraising & Funding/Financial Support?

Areas of Support	Grant/Scheme	Details	Eligibility	How to Apply
Fundraising Support for SSAs	<a href="#">Tote Board Enhanced Fund-Raising (ERF) Programme</a>	Matches dollar for dollar on eligible donations raised through digital and physical platforms which are raised from projects conducted between 1 April 2020 and 31 March 2021, with matched donations capped at \$250,000 per charity	Charities and IPCs that support Tote Board's strategic outcomes	Apply <a href="#">here</a> Contact <a href="mailto:grants@toteboard.gov.sg">grants@toteboard.gov.sg</a> for more information
	<a href="#">Bicentennial Community Fund (BCF)</a>	Provides dollar for dollar matching for donations, with a qualifying extended period from 1 April 20 to 31 December 2020	NCSS Members with active IPC status	Download the BCF Submissions Package <a href="#">here</a> and submit your application to <a href="mailto:bcf@nvpc.org.sg">bcf@nvpc.org.sg</a>  Contact Mr Jansen Quek at <a href="mailto:bcf@nvpc.org.sg">bcf@nvpc.org.sg</a> for more information
	<b>NEW!</b> <a href="#">oscar@sg fund</a>	Supports ground-up initiatives responding to significant and/or urgent community needs in Singapore arising from the COVID-19 pandemic	Non-profit Organisations registered with ACRA or the ROS; individuals or groups of individuals	Please refer to <a href="#">website</a> for details on funding support as well as to download the application form.  Contact <a href="mailto:enquiries@temasektrust.org.sg">enquiries@temasektrust.org.sg</a> for more information.
Financial Support for Individuals	<b>NEW!</b> <a href="#">COVID-19 Support Grant</a>	Provides eligible applicants monthly cash grant of up to \$800, for 3 months. The cash support quantum will be based on last-drawn monthly salary, capped at \$800.	Singaporeans or PRs aged 16 years and above, who are: <ul style="list-style-type: none"> <li>• involuntarily unemployed due to retrenchment or contract termination, or</li> <li>• on involuntary no-pay leave, or</li> <li>• experiencing reduced monthly salary of at least 30% for at least three consecutive months</li> <li>• shows job search/training efforts (for unemployed applicants only)</li> <li>• does not own more than one property</li> </ul> <p>From Oct 2020, both existing recipients and new applicants can apply for the grant</p>	Apply online at <a href="https://go.gov.sg/CSG">go.gov.sg/CSG</a> till 31 December 2020  Contact <a href="mailto:Ask_SSO@msf.gov.sg">Ask_SSO@msf.gov.sg</a> or ComCare hotline at 1800 222 0000 for more information  If you are unable to apply online, contact ComCare at 1800 222 0000 to schedule an application slot at their nearest <a href="#">Social Service Office</a>

# What Are The Available Types Of Fundraising & Funding/Financial Support?

Areas of Support	Grant/Scheme	Details	Eligibility	How to Apply
Financial Support for Individuals	<a href="#">The Courage Fund COVID-19 Relief Schemes</a>	<b>Provides cash relief for dependents of individuals who have succumbed to COVID-19.</b> <ul style="list-style-type: none"> <li>• \$30,000 for families of Healthcare workers</li> <li>• \$20,000 for families of frontline workers and community volunteers.</li> <li>• \$10,000 for all other families</li> </ul> Click <a href="#">here</a> for more details of the scheme	Individuals who are Singapore Citizens, Permanent Residents, holders of a valid Employment Pass, Work Permit, Dependent's Pass or Long-Term Social Visit Pass, that have contracted COVID-19 and eventually succumbed to the virus	<p>Approach local hospitals to apply</p> <p>Eligible persons should apply within 6 months of the end of the QO/LOA/SHN/upon hospital discharge</p> <p>Contact <a href="mailto:NCSS_Courage_Fund@ncss.gov.sg">NCSS Courage Fund@ncss.gov.sg</a> for more information</p>
		<b>Provides a lump sum relief of \$5,000 for Healthcare Workers who contracted COVID-19 in the line of duty</b> <p>Click <a href="#">here</a> for more details of the scheme</p>	Healthcare workers who are Singapore Citizens, Permanent Residents, holders of a valid Employment Pass, Work Permit, Dependent's Pass or Long-Term Social Visit Pass	<p><b>Healthcare institutions to nominate recipients</b></p> <ol style="list-style-type: none"> <li>1. Download <a href="#">form</a></li> <li>2. Apply and upload form <a href="#">here</a></li> </ol> <p>Eligible persons should apply within 6 months of the end of the QO, LOA or SHN or discharge from hospitalisation</p> <p>Contact <a href="mailto:NCSS_Courage_Fund@ncss.gov.sg">NCSS Courage Fund@ncss.gov.sg</a> for more information</p>
		<b>Provides a lump sum relief of \$3,000 for Frontline workers and Community Volunteers who have contracted COVID-19 in the line of duty</b> <p>Click <a href="#">here</a> for more details of the scheme</p>	<p>Frontline workers and Community workers who have contracted COVID-19 while providing services which would reasonably bring them into contact with</p> <ol style="list-style-type: none"> <li>(i) confirmed and/or suspected COVID-19 patients, and/or</li> <li>(ii) environments which were confirmed to have held COVID-19 patients</li> </ol>	<p><b>To nominate a recipient:</b></p> <ol style="list-style-type: none"> <li>1. Download <a href="#">form</a></li> <li>2. Apply and upload form <a href="#">here</a></li> </ol> <p><b>For individual applicants, apply <a href="#">here</a></b></p> <p>Eligible persons should apply within 6 months of the end of the QO/LOA/SHN/upon hospital discharge from hospitalisation</p> <p>Contact <a href="mailto:NCSS_Courage_Fund@ncss.gov.sg">NCSS Courage Fund@ncss.gov.sg</a> for more information</p>

# What Are The Available Types Of Fundraising & Funding/Financial Support?

Areas of Support	Grant/Scheme	Details	Eligibility	How to Apply
Financial Support for Individuals	<a href="#">The Courage Fund COVID-19 Relief Schemes</a>		<p>'Frontline Workers' refers to non-Healthcare Workers that in the course of their employment experience a high level of physical contact with the public. This would include private hire car operators, security staff and cleaning staff</p> <p>'Community Workers' refers to non-Healthcare Workers who stepped up to contribute to the overall effort to fight COVID-19 and are not financially compensated for their efforts</p>	
		<p><b>Provides cash relief to lower-income households affected by COVID-19</b></p> <ul style="list-style-type: none"> <li>• \$1,000 if the household income is ≤\$650 per capita</li> <li>• \$750 if the household income is between \$651 and \$1,350 per capita</li> <li>• \$500 if the household income is &gt;\$1,350 per capita</li> </ul> <p>Click <a href="#">here</a> for more details of the scheme</p>	<p>Lower-income households who are Singapore Citizens or Permanent Residents, whose family member(s) have contracted COVID-19 or is on Stay-Home Notice (SHN), Mandatory Leave of Absence (LOA) or Home Quarantine (QO)</p>	<p>Download <a href="#">form</a> or collect it at any SSO</p> <p>Complete form and submit together with required documents to the <a href="#">nearest SSO</a></p> <p>Eligible persons should apply within 6 months of the end of the QO/LOA/SHN/upon hospital discharge from hospitalisation</p> <p>Contact <a href="mailto:NCSS_Courage_Fund@ncss.gov.sg">NCSS_Courage_Fund@ncss.gov.sg</a> for more information</p>



NEW!

# Good Practices

Let's hear from SSAs that have embarked on innovative fundraising efforts!

## REACH Flag Day Show 2020

On 22 August 2020, REACH Community Services Society (RCSS) held an inaugural virtual "REACH Flag Day Show 2020" through Facebook LIVE to raise funds for the Least, the Lost and the Lonely.



With COVID-19 restrictions, and for the safety of the public, volunteers and staff, RCSS was not able to conduct fundraising through traditional efforts such as street collections, or otherwise known as Flag Day.

The Flag Day was reconfigured to showcase the work and services of RCSS, and included a conversation about how the agency can continue to serve the community. The public was invited to

make donations online to support at-risk youths, vulnerable seniors, low-income families and distressed couples via various donation portals such as Giving.sg, as well as through payment gateways such as PayNow.

RCSS was honoured to host Senior Minister of State for Sustainability and the Environment, Dr. Amy Khor, as a guest for the virtual event, together with celebrity Joshua Tan, where they participated in a fun smoothie-making session. The show garnered more than 2,000 viewers, and cumulatively raised more than \$40,000 over the weekend.



NEW!

## Good Practices

Let's hear from SSAs that have embarked on innovative fundraising efforts!

### Online Concert Series – The Golden Years



En Community Services Society moved away from physical donation drives to organise a series of online concerts via Facebook Live. Titled "The Golden Years", these concerts aimed to fundraise and create public awareness of their work. The concerts featured local musicians and bands who performed music and songs from the 1960s and 1970s to celebrate the spirit of tenacity and resilience in the community. Find out more [here](#).

Please refer to NCSS's [webpage](#) for latest information and advisories on COVID-19.

If you would like to contribute resources, innovative ideas and useful tips to help other SSAs deal with COVID-19, please share them [here](#).





# Engaging Staff & Volunteers

## 1. What Are The Manpower Arrangements Permitted?

### Phase 2 Re-opening

For NCSS members who are reopening in Phase 2, please submit your manpower details within two weeks from the date when operations resume via the [GoBusiness](#) portal.

### Phase 2

Agencies should retain work from home arrangements as much as possible, develop plans for staggered work hours, shift or split team arrangements, avoid physical meetings (both business and social) and practise safe distancing. Refer to [MOM's advisories](#) for more information.

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When staff begin to return to office, employers must ensure that:

(i) staff continue to work from home for at least half their working time, and

(ii) no more than half of staff are at the workplace at any point in time. For functions where telecommuting is not feasible, such as frontline operations, employers should take the necessary precautions.

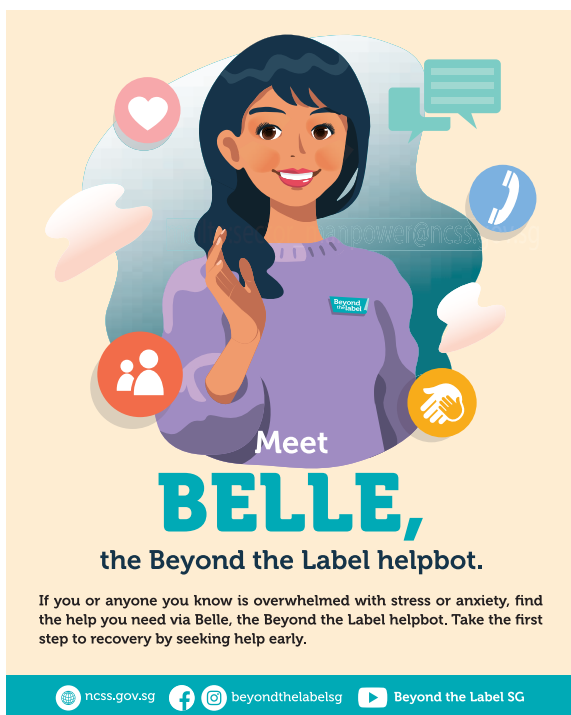
### Phase 3

Return to new normal with safe distancing measures



## 2. How Can I Provide Support For Staff Well-Being?

- You can refer to the [Inter Agency Advisory](#) guidelines from the [Institute for Human Resource Professionals](#) and [mindline.sg](#) to support mental well-being and welfare of your staff
- For employees to stay connected with each other, try designing weekly [virtual care packs](#)
- If your employee is experiencing mental health distress due to COVID-19, refer them to the 24-hour [National CARE Hotline](#) or visit [Belle](#), the Beyond the Label helpbot, an online platform for mental health services and resources



### Capability Circles

Join like-minded professionals in Capability Circles - a community platform that shares best practices in the areas of organisational health that shares best practices in the areas of organisational health and people practices. Contact [techservices1@gatherhere.sg](mailto:techservices1@gatherhere.sg) to be part of this community.

## 3. How Can NCSS Support My HR And Manpower Planning Needs?

- NCSS organises HR workshops that cover topics like Compensation & Benefits and Career Planning etc. Email [sector\\_manpower@ncss.gov.sg](mailto:sector_manpower@ncss.gov.sg) for more information on future HR workshops
- You can post your organisation's job openings at [e-services.ncss.gov.sg](http://e-services.ncss.gov.sg) to support your recruitment. Find out more from NCSS's [Social Service Tribe](#)



- NCSS will support SSAs in their application to secure funding for [SGUnited Traineeships Programme](#)
- To get regular updates on manpower-related resources and information, subscribe to NCSS's Sector Manpower Telegram Channel by completing this [online form](#)

## 4. How Do I Engage Volunteers?

- Please refer to MCCY's [advisory](#) on engaging volunteers for essential aid distribution
- Whenever possible, conduct volunteering activities remotely or via telecommuting, e.g. telephone and video-conference
- Collaborate and coordinate with partners to minimise duplicative efforts, to reduce the movements of the staff members and volunteers and to prevent physical interactions
- To manage volunteers in these challenging times, refer to the [Enhanced Volunteer Management Toolkit 2.0](#) and the [Volunteer Continuity Plan \(VCP\) Guide](#) on planning for volunteer continuity in a crisis. Refer to infographics [here](#)

NEW!

# Good Practices

Let's hear from fellow SSAs that have good ideas for supporting the well-being and welfare of their staff, or have engaged volunteers in creative ways!

## Distanced yet Socially Connected

Recognising that a person has more than just physical needs, St Luke's Hospital (SLH) came up with a daily "radio" programme – "Good Morning, St Luke's" to lift their clients' spirits. SLH's music therapist and a volunteer certified coach teamed up to produce the 15-minute daily broadcast on the public announcement system.



These broadcasts included musical performances and interview segment with staff, patients and celebrities who encouraged and cheered up listeners (interviews available at [bit.ly/gdmorningslh](https://bit.ly/gdmorningslh)).

For emotional and mental health of staff, SLH started the "Dear Diary" initiative to enable them to express their concerns online. Staff may remain anonymous or seek counselling where needed.

**Dear DIARY.....**

Your state of emotional well-being is important to us. This is e-Diary platform is created by Health Club, for you to express your concerns / stresses / issues. It is similar to an "Auntie Agony" platform.

**\*Disclaimer:**

**Part 1:**

- 1) Your identity will remain anonymous & confidential unless stated otherwise. (If you just need an avenue to ventilate)
- 2) Your identity will be kept anonymous & confidential. However, we might highlight some work related matters to Management to better support / assist you.

**Part 2:**

- 1) You have a choice to stay anonymous. However, should you require any immediate assistance or if you need someone to talk with regards to your personal problem, please do not hesitate in providing us with your contact no:
  - Desert Odyssey (Mr Timothy Khoo) - will make arrangement to contact you directly (do note that they will at least need 2-3 days to get in touch with you)

Otherwise if you can also choose to contact:

- Samaritans of Singapore (24hr Hotline: 1800-221 4444) (Email: [sos.org.sg](mailto:sos.org.sg))

**\* Required**

1. What you are highlighting? Is it Work or Personal related? Can click more than one option. \*

☐ Work

☐ Personal

## Virtual Befriending @ Senior Activity Centres



To help tackle social isolation and loneliness among seniors in Singapore, Lions Befrienders (LB) rolled out their largest-ever virtual befriending volunteer initiative, involving over 1,000 volunteers. These volunteers engaged seniors through virtual conversations, sing-along sessions, simple home gardening projects and online games. This initiative offered seniors dedicated attention and helped with the seniors' cognitive development as they stayed connected to build friendships. This timely programme alleviated the ill-effects of social isolation faced by some 6,000 at-risk seniors during the Circuit Breaker.

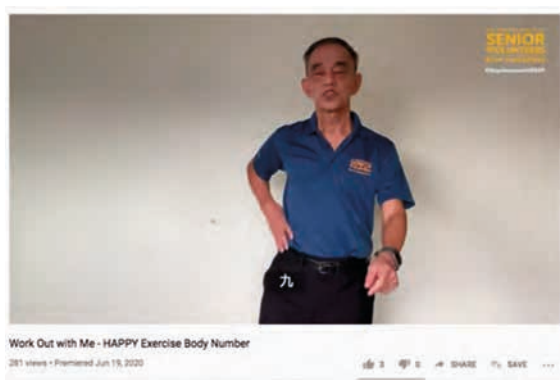
NEW!

## Good Practices

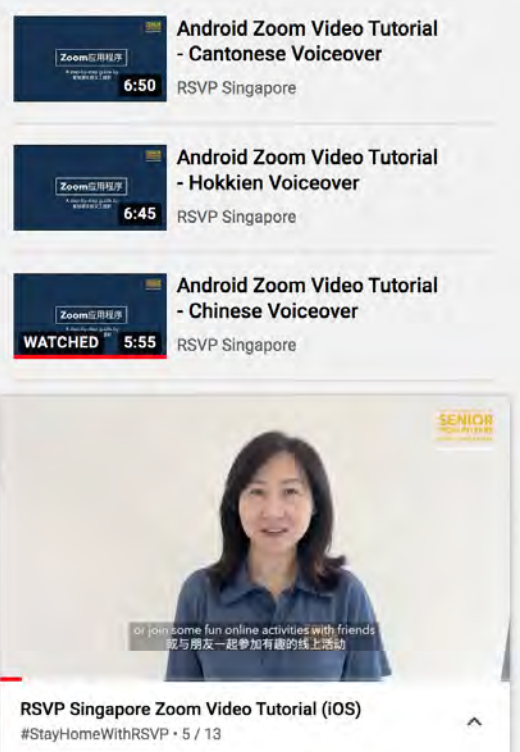
Let's hear from fellow SSAs that have good ideas for supporting the well-being and welfare of their staff, or have engaged volunteers in creative ways!

### #StayHomeWithRSVP and OpenHouse@RSVP

RSVP Singapore started their #StayHomeWithRSVP series of virtual activities during Circuit Breaker. Over 700 seniors had attended over 40 webinars, virtual activities and chat sessions hosted and produced by senior volunteers!



Initially, some seniors were uncomfortable with communicating virtually. To help them, the more tech savvy senior volunteers produced step-by-step guides in various languages and dialects. RSVP staff pitched in by conducting virtual sessions to on-board 50 senior hosts.



Check out #StayHomeWithRSVP [playlist](#) on YouTube

In May, RSVP resumed their monthly OpenHouse@RSVP public orientation sessions via Zoom. More than 100 new volunteers attended these sessions from the comfort of their own homes.

Please refer to NCSS's [webpage](#) for latest information and advisories on COVID-19.

If you would like to contribute resources, innovative ideas and useful tips to help other SSAs deal with COVID-19, please share them [here](#).



# Engaging Service Users

## 1. How Do I Engage With Service Users?

### Persons with Disabilities (PWDs)

Refer to the [Enabling Guide](#) for useful resources, assistance and activities for PWDs and their caregivers in this period.

### Children & Youth

Refer to the [SG Youth Action Plan](#) to engage youths and prepare them for a post COVID-19 world.

### Seniors

Refer to AIC's suggested [list of activities](#) for seniors and [NUH's Covid-19 Resource Guide](#) for useful resources.

You can refer to MSF's [info-pack](#) to find out how families can be supported during COVID-19.

## 2. How Do I Engage Service Users Remotely?



Phone conversations



Regular check-ins via video conferencing tools



Online befriending



Online group activities



Online tuition/classes



Online counselling  
Click [here](#) for useful tips

NEW!





### 3. How Do I Handle The Personal Data Of Service Users?

- Adhere to this [list](#) of Data Protection Obligations when handling personal data of service users, volunteers and donors. Refer to Personal Data Protection Commission's [guidelines](#) for more information
- Here are some [useful tips](#) by COC to protect data while communicating with service users through email
- **NEW!** To ensure that your data protection policies and processes are updated, you may tap on NCSS Data Protection Funding to do so. More information on the fund can be found [here](#). SSAs can also learn from [Law Society Pro Bono Services](#) on how to minimise operational and governance risks in data protection for your organisation with staff and/or volunteers working remotely from home.

#### Ensure data to be sent is correct

Check to ensure the right documents and/or right data are attached or embedded before sending the email.



#### Ensure destination address is correct

When sending mass emails, consider using mailing lists to avoid manual data entry errors.



#### Ensure only the relevant data is disclosed to the recipients

When sending mass emails, place recipients' email addresses in 'bcc' field to avoid disclosing their addresses to all other recipients of the email.

Consider whether it is necessary to send the entire set of data to all recipients and whether the relevant data can be extracted instead.

#### Ensure relevant measures and good practices

To ensure relevant measures and good practices are in place to protect and secure the electronic personal data of your stakeholders, refer to the [Data Protection Guide for Charities](#).



NEW!

# Good Practices

Let's hear from SSAs who have engaged service users in creative ways!

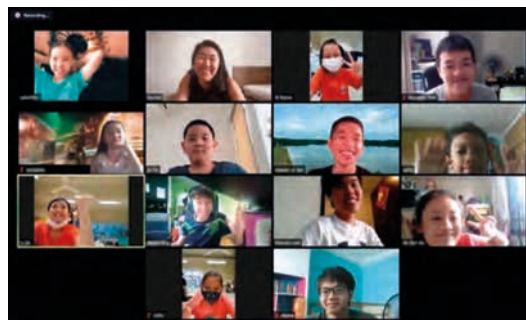
## Shan You 25 for Our Community

Shan You Counselling Centre has recently launched Shan You 25, a mental wellness initiative to support full-time students, seniors and unemployed persons in the community. This initiative aims to support the individual's psychological and emotional resilience during the COVID-19 pandemic as he/she faces a multitude of challenges in daily lives. The programme includes five individual counselling sessions by professional counsellors and psychologists at subsidised rates for Singapore Citizens or Permanent Residents. For more information on counselling services or to apply for Shan You 25, please email [counselling@shanyou.org.sg](mailto:counselling@shanyou.org.sg) or call 6741 9293.

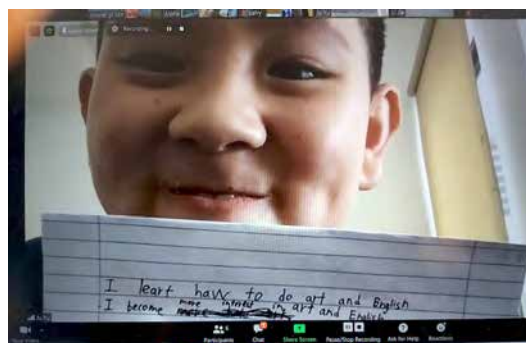


## FaithActs KidsLEAP Online

With the help of volunteers, FaithActs was able to engage the children through the use of video-conferencing for their English Literacy programme, KidsLEAP.



FaithActs expanded the programme to guide the children in adjusting and adapting to the new normal, focusing a portion of the lessons on the children's well-being and taught them valuable life skills such as time and stress management, as well as safety measures in the virtual world.



Please also view the [video](#) featuring Care Corner, Blossom Seeds and St Luke's Eldercare, on how they have adapted to engage service users in creative ways during COVID-19.

Please refer to NCSS's [webpage](#) for latest information and advisories on COVID-19.

If you would like to contribute resources, innovative ideas and useful tips to help other SSAs deal with COVID-19, please share them [here](#).





If you have further queries on the information presented in  
the Beyond COVID-19 Re-opening Guide, please contact  
NCSS Membership at [ncss\\_membership@ncss.gov.sg](mailto:ncss_membership@ncss.gov.sg)

Connect with us   | [ncss.gov.sg](https://ncss.gov.sg)