

# PROGRAMME CURRICULUM

## Module 1

### Planning (NUS)

Definition of Planning

Understanding Your Organisational Goals, Mission and Structure

Strategy from Mission Statement and Vision (For Public Run Only)

SWOT Analysis

Modified BCF Portfolio Analysis

PEST Analysis

Modified Porter's competitive forces model

Competition

Setting the SMART goal

- Specific
- Measurable
- Attainable
- Results-Oriented
- Target Dates

3 Main Learning Points

- Your commitment to your VWO's and project's mission to define difference made
- SWOT Analysis and SMART goal
- Project planning using Gantt Chart (and Critical Path Analysis)

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## Module 2

### Organising (NUS)

From Planning to Organising: Job Design & Organizational Chart

Authority, Responsibility & Delegation

Delineating Responsibility Areas

Drawing Your Project's Personnel Allocation Matrix

Refining Your Budget

Why Volunteers?

- Roles of Volunteers
- What is the volunteer's motivation? Why is it important?
- Mindset towards the volunteers

Recruitment and Selection: Recruitment strategies

- Fairs / NVPC volunteer recruitment
- Awareness exhibitions
- Public talks
- Fundraising events
- CIP and service learning groups
- Direct mailers
- Internet – website, blogs, discussion groups, forums

Volunteers Orientation

- Selling volunteers the dream of the VWO's social cause and project
- Developing the recruitment message

Training and Development

- Giving clear instructions to help volunteers do their work
- Reinforcing the principles of service-learning

Incentives and Benefits

- Appreciating the volunteers
- Maintaining effective relationships with volunteers, suppliers and sponsors

Creating a Culture to Embrace Volunteerism for Long-term Success

- Why the VWO should have an organisational culture
- Types of organizational culture

Managing the Volunteer's Career Path

- Promotions, transfers, discipline and dismissals

System to Evaluate Volunteers' Performance

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- Giving volunteer evaluation and feedback in a positive, affirming way

### Fund-raising Projects

- Note additional requirements for volunteers below 16 years old

### Planning for Succession of Responsibility Holders

#### 3 Main Learning Points:

- The Personnel Allocation Matrix
- Recruitment & Retention strategies
- Introduction to Volunteers Management System

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## Module 3

### Leading (NUS)

#### Focus on Servant Leadership

Concept of servant leadership

Characteristics of Servant Leader

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualisation
- Foresight
- Stewardship
- Commitment to the growth of people
- Building Community

Servant leadership as an institutional model

Servant leadership and multiculturalism

Leadership Case Analysis

3 Main Learning Points

- Servant Leadership as an emerging leadership style
- The distinction of a servant leader
- Servant Leadership in society

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## Module 4

### Social Impact Measurement (NUS)

The intervention programs of a charity aim to generate social value or impact for the communities and organizations that it engages. The social impact of these programs can be measured and valued using the Social Return on Investment (SROI) methodology.

This module will introduce participants to the SROI methodology. Specifically, the module will:

- (a) highlight the importance of articulating an underlying theory of change for any particular intervention program;
- (b) highlight the importance of determining the key stakeholders involved in that intervention program;
- (c) discuss the specifics of the SROI methodology in measuring the social impact of that intervention program on the key stakeholders; and
- (d) discuss the practical uses of the SROI analysis.

### Module Content

This interactive, experiential module will cover the following topics:

- (a) Principles of SROI analysis
- (b) Questions to ask when conducting SROI analysis
- (c) Stages of SROI analysis
- (d) Uses of SROI analysis
- (e) Misconceptions about SROI analysis
- (f) Elements of SROI value map:

- Objectives
- Scope
- Stakeholders
- Inputs
- Outputs
- Outcomes
- Deadweight
- Displacement
- Attribution
- Drop-off
- Impact value
- SROI ratio

- (g) Valuation methods for outcomes:

- Cost-related methods:

- Change in money
- Change in resource availability

- Value-based methods:

- Stated preference
- Revealed preference

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## Module 5

### Financial Management (YMCA)

Basic Finance Principle

Basic Accounting Principle

Difference of Financial statement between for-profit organizations and non-profit organizations

Explanation of items in Balance Sheets, Statement of Financial Activities & Notes to the Account

Analyzing financial statements of NPOs

Managing Cash flow in NPO

Financial Risk Managements for NPO

NCSS 70-30 Ratio

Internal Control for NPO

3 Main Learning Points

- Manage finance effectively with proper tracking system
- Better financial planning
- Managing financial risks properly

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## Module 6

### Fund-raising (YMCA)

The 4Ps of Marketing

Principles of Fundraising

Psychology of Giving

Branding and Packaging Services

- Understanding the VWO's position and how it affects the positioning of your event

Identifying and Selecting Target Market

- Beneficiaries, volunteers or donors
- Market segmentation, positioning, targeting audience
- Product life cycle

Marketing (Service) Channels

Promotion and Publicity

- Advertising (creative strategy)
- Advertising (media strategy)
- Sales promotion
- Direct marketing
- Personal selling

Uniqueness of Non-profit Marketing

- Critical because charities rely on public trust for funding
- Why perception is important and the long term ramifications of trust by the public
- Communication = marketing
- Telling everybody about project – your marketing pitch
- Outside-in marketing => Attracting your customers to contact you (optional)

Donor-centric Communications

- The giving process
- Getting sponsorships
- What informed donors want to know
- Reporting to a donor or event sponsor

3 Main Learning Points:

- Basics of marketing (4Ps and channels)
- Donor-centric communications
- The channels for your marketing

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## Module 7

### Risk Management (YMCA)

Importance of Risk Management

Definition of Risk

- Importance of anticipating hazards first so that risks can be assessed

Risk and Volunteerism

- Obligations of the organisation in managing risks arising from volunteers and by their actions
- What is at risk?
- Lemon theory

Risk Assessment and Management: PEEP Model

- Identifying hazards and their risks

Evaluating Risks: How Severely and How Likely is it to Affect My Project?

- Prioritising risks
- Risk considerations

Control Measures: 4Ts Model

- Treat
- Transfer
- Tolerate
- Terminate

Risk Considerations

- Duty of Care: liability, obligation
- Due diligence, e.g. to provide first aid
- Reasonable Man Test: Standard of Care
- Negligence, gross negligence
- Waivers/Informed consents/Permission Slip/ Disclaimers: Warn and Inform about inherent risks
- Health disclosure

Implementing Emergency Management System

- Crisis communications plan
- Emergency action plan
- Assembling the response team

3 Main Learning Points

- Identification of different types of risk
- How to minimize risks
- Emergency Management System



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## Module 8

### Events Management (YMCA)

#### Event Start-up

- Your VIPs
- Public relations

#### Pre-event Preparations

- VVIPs involved
- Operations plan, e.g. venue, date, time, guest-of-honour, license, contract
- Involvement of beneficiaries: special needs or attention to be considered
- Programme
- Logistics, e.g. food, budget
- Advertising and promotions
- Media relations, e.g. press release
- Regular status report / review

#### Onsite Implementation

- Pre-event setup
- Operations: detailed briefing to all involved

#### Post-Event Wrap-up

- Budget reconciliation: prepare and submit financial reports
- Post-budget performance review
- Review actual vs targeted
- Prepare and submit summary reports and all evaluations
- Photos/videos
- Send out thank-you letters
- Debriefing
- Reflection by volunteers
- Thank you reception/letters
- SOPs for future groups (sustainability)

#### 3 Main Learning Points

- Event conceptualisation and startup
- Pre-event preparations and onsite implementation
- The importance of post-event wrap-up and responsibility and accountability

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## Module 9

### Marketing (YMCA)

#### 4 Ps of the Marketing Mix

- Product Service
- Price / Value
- Place
- Promotion

#### Difference between Marketing and Sales

#### Types of Promotion Activities

- Advertising
- Campaigns
- Publicity
- Various channels of communication

#### Michael Porter's '5 Forces Analysis of the Environment'

- Threat of entry
- Supplier power
- Buyer power
- Threat of substitutes
- Competitive rivalry

#### 3 Main Learning Points

- Cultivate brand loyalty and enhance branding
- Increase volunteer pool
- Reaching out to corporate bodies, philanthropic foundations and / or members of the general public for fundraising purposes