Volunteer Outreach Campaign Strategy

Strategic recommendations for
National Council of Social Services (NCSS)

Executive Summary

Objective: Design volunteer outreach campaigns to maximize long-term impact

Target: Singaporeans across various age groups

Goal: Support Ministry of Culture, Community & Youth (MCCY) to achieve their target of double volunteerism rate from 35% (2016) to 70% (2024)

Data Source: Moral Foundations Theory (MFT) survey of 2007 Singaporeans done in 2021 and registered cases at the Community Mediation Centre (CMC) from 2011 to 2015

Key Finding

Singaporeans exhibit strong universal values but age-specific moral foundations, which requires tailored messaging.

Data Analysis Overview

Sample Characteristics:

- 2007 respondents to the MFT survey
- Age Range: 16-91 years old
- 7164 CMC cases

Moral Foundations Theory – there are six key foundations

CARE/HARM

FAIRNESS/CHEATING

LOYALTY/BETRAYAL

AUTHORITY/SUBVERSION

PURITY/DEGRADATION

LIBERTY/OPPRESSION

These foundations form the basis of our moral intuitions and judgements.

MFT Segments

- Care/Harm (33.8%): Universal appeal for helping vulnerable people
- Fairness/Cheating (38.0%): Strongest in 35-44 age group (43.36%)
- Loyalty/Betrayal (4.4%): Concentrated in 55+ age groups (7%+)
- Authority/Subversion (2.2%): Highest in 55+ age groups (3.54-3.98%)
- Purity/Degradation (19.7%): Consistent across all age groups
- Liberty/Oppression (1.8%): Small but engaged segment

Critical Age Group Insights

Age Group	Key MFT Profile	Education	Income	Social Networks
16-24	39.21% Harm/Care + 35.97% Fairness	25.5% Degree+	Mixed	**95.0% diverse**
25-34	40.88% Harm/Care + 38.82% Fairness	**56.5% Degree+**	**High**	**93.8% diverse**
35-44	30.62% Harm/Care + **43.36% Fairness**	**55.8% Degree+**	**High**	**93.5% diverse**
45-54	34.46% Harm/Care + 39.27% Fairness	37.9% Degree+	**High**	**93.5% diverse**
55-64	28.32% Harm/Care + 35.69% Fairness + **7.08% Loyalty**	17.7% Degree+	Medium	90.6% diverse
65+	30.58% Harm/Care + 33.94% Fairness + **7.34% Loyalty**	8.3% Degree+	Low	88.1% diverse

MFT Analysis by Age Group
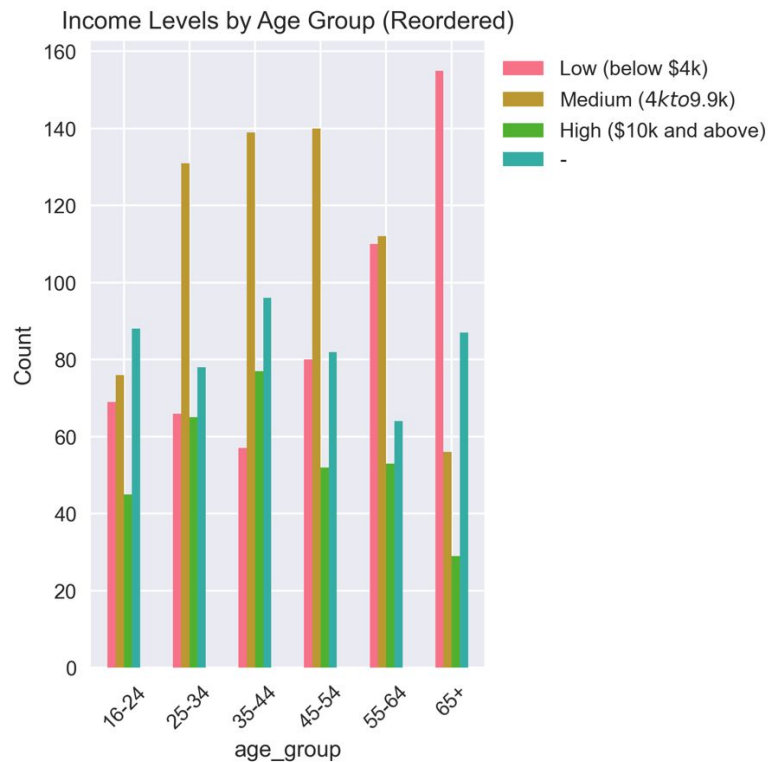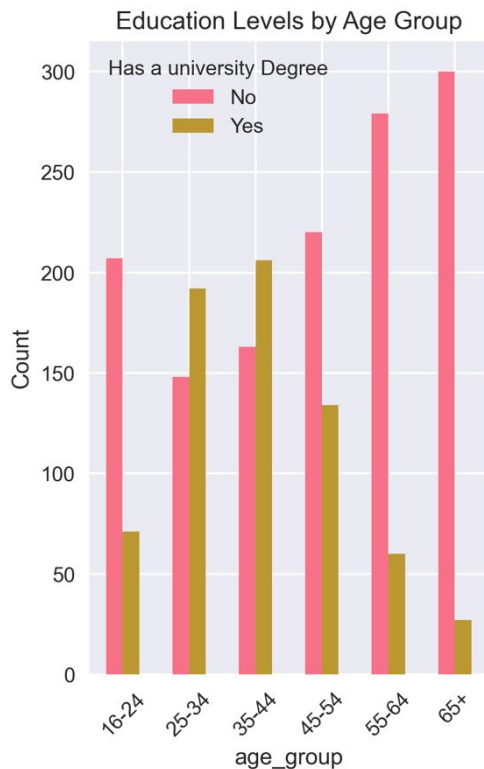
Strategic Target Group Prioritization

Phase 1: Primary Targets

- **25-34 Age Group:** Highest education (56.5% degree+), high income, strong social networks
- **35-44 Age Group:** Family-focused, community building

Phase 2: Secondary Targets

- **16-24 Age Group:** High potential, digital native, skill development focus
- **45-54 Age Group:** High income, established professionals, time availability

Phase 3: Tertiary Targets

- **55-64 Age Group:** Traditional values, wisdom sharing, intergenerational programs
- **65+ Age Group:** Community leadership, traditional values

Demographic Targeting Strategy

Education-Based Approach:

- **25-34 & 35-44:** Professional skill-based volunteering (55%+ degree holders)
- **16-24:** Skill development and learning opportunities
- **45+:** Experience sharing and mentoring roles

Income-Based Approach:

- **25-44:** Corporate partnerships and workplace volunteering
- **55+:** Time-based contributions rather than financial resources

Social Network Strategy:

- **All age groups:** High social diversity (88-95%) enables peer-to-peer recruitment
- **16-34:** Excellent for social media and digital campaigns
- **35+:** Strong for community-based and word-of-mouth recruitment

Messaging Strategy by MFT Segment

Tailored Communication Framework:

MFT Segment	Primary Message	Target Age Groups
Care/Harm	"Help others in need"	All ages (universal appeal)
Fairness/Cheating	"Create a fairer society"	Strongest: 35-44, 25-34
Loyalty/Betrayal	"Strengthen our community"	Strongest: 55+
Authority/Subversion	"Respect and contribute to society"	Strongest: 55+
Purity/Degradation	"Maintain Singapore's values"	All ages (consistent)
Liberty/Oppression	"Individual freedom and rights"	All ages (small segment)

Communication Channel Strategy

Digital-First Approach (16-44 age groups):

- Social Media: Instagram, TikTok, LinkedIn
- Mobile Apps: Volunteer matching platforms
- Online Communities: Professional networks, interest groups
- Digital Content: Video testimonials, impact stories

Traditional Approach (45+ age groups):

- Community Centers: Physical locations, regular events
- Traditional Media: Newspapers, radio, television
- Religious Institutions: Temples, churches, mosques
- Word-of-Mouth: Peer recommendations, family networks

Hybrid Approach (All age groups):

- Corporate Partnerships: Workplace volunteer programs
- Educational Institutions: Student and alumni networks
- Government Platforms: Official recognition and support

Target Profiles for New Survey

Primary Survey Targets

1. Active Volunteers (Current): Understand retention factors and satisfaction

2. Non-Volunteers (High Potential): 25-34 and 45-54 age groups

3. Lapsed Volunteers: Identify re-engagement opportunities

4. Influencers: High social network diversity individuals

Key Survey Questions

Motivation & Barriers

- What would motivate you to start volunteering?
- What prevents you from volunteering currently?
- How do you prefer to be contacted about volunteer opportunities?
- What types of volunteer work interest you most?

Communication Preferences

- Which social media platforms do you use most?
- How do you prefer to receive information about community activities?
- What messaging resonates most with your values?
- Who do you trust for recommendations about community involvement?

Key Survey Questions (Continued)

Program Design

- What time commitments work best for your schedule?
- What skills would you like to develop through volunteering?
- How important is recognition and appreciation?
- What would make volunteering more convenient for you?

Community Values

- How do you define "community service"?
- What Singaporean values are most important to you?
- How do you prefer to contribute to society?
- What community issues concern you most?

Additional Survey Recommendations

Target Profiles for New Survey:

1. **Active Volunteers (Current):** Understand retention factors and satisfaction
2. **Non-Volunteers (High Potential):** 25-34 and 35-44 age groups
3. **Lapsed Volunteers:** Identify re-engagement opportunities
4. **Influencers:** High social network diversity individuals

Implementation Strategy:

- Sample Size: 1,000+ respondents
- Methodology: Mixed approach (online + face-to-face)
- Timing: Within 3 months of campaign launch
- Follow-up: 6-month and 12-month tracking surveys

Success Metrics & KPIs

Short-term Metrics (6 months):

- Registration rates by age group and MFT segment
- Campaign engagement: Social media reach, email open rates
- Initial participation: First-time volunteer sign-ups
- Brand awareness: Recognition of NCSS volunteer programs

Medium-term Metrics (12 months):

- Active volunteer retention by demographic characteristics
- Volunteer satisfaction scores by MFT segment and age group
- Community impact measurements by demographic
- Program effectiveness: Completion rates, satisfaction scores

Long-term Metrics (18+ months):

- Overall volunteerism rate: Progress toward 70% target
- Age group diversity in volunteer base
- Sustainable engagement patterns by MFT segment
- Social impact: Measurable community improvements

Resource Requirements

Human Resources:

- Campaign Manager: 1 FTE (Full Time Equivalent)
- Digital Marketing Specialist: 1 FTE
- Community Outreach Coordinator: 1 FTE
- Data Analyst: 1 FTE
- Content Creators: 2 contractors

Technology Resources:

- Volunteer Management Platform: $50,000/year
- Social Media Management Tools: $15,000/year
- Analytics & Tracking Tools: $20,000/year
- Mobile App Development: $100,000 (one-time)

Marketing Budget:

- Digital Advertising: $200,000/year
- Content Creation: $100,000/year
- Events & Activations: $150,000/year
- Traditional Media: $100,000/year

Total Annual Budget: $635,000

Risk Mitigation & Contingency Plans

Identified Risks:

1. **Low Response Rates:** Mitigation through multi-channel approach and peer recruitment
2. **Age Group Resistance:** Mitigation through tailored messaging and appropriate channels
3. **Resource Constraints:** Mitigation through phased implementation and corporate partnerships
4. **Cultural Sensitivity:** Mitigation through diverse team and community consultation

Contingency Plans:

- Backup recruitment channels: Traditional media if digital underperforms
- Alternative messaging: Different value propositions if initial approach fails
- Partnership expansion: Additional corporate and institutional partners
- Budget reallocation: Shift resources to best-performing channels

Next Steps & Timeline

Immediate Actions (Next 30 days):

1. Finalize campaign strategy based on management feedback
2. Develop creative assets: Messaging and visual materials
3. Establish partnerships: Corporate and institutional collaborations
4. Launch pilot programs: Test with primary target groups

Short-term Actions (Next 90 days):

1. Full campaign launch: All target groups and channels
2. Survey implementation: Collect additional data
3. Performance monitoring: Track initial metrics
4. Strategy refinement: Adjust based on early results

Next Steps & Timeline (Continued)

Medium-term Actions (Next 6 months):

1. Program expansion: Scale successful initiatives
2. Partnership development: Expand corporate and community relationships
3. Impact assessment: Measure community improvements
4. Strategy optimization: Refine based on comprehensive data

Questions for Management

Strategic Direction:

1. Are the identified age groups and MFT segments the right focus areas?
2. Is the proposed budget allocation appropriate for the 70% target?
3. Does the phased approach align with organizational priorities?
4. Are the proposed KPIs the right measures of success?

Implementation Details:

1. What level of corporate partnership should we pursue?
2. Is the proposed technology budget sufficient?
3. What level of risk is acceptable in the campaign approach?
4. How should we involve community leaders and influencers?

Future Considerations:

1. How do we ensure volunteer retention beyond initial recruitment?
2. Can successful programs be expanded to other regions or demographics?
3. What emerging technologies or trends should we consider?
4. How should we structure ongoing optimization and learning?

Expected Outcomes & Success Factors

Key Success Factors:

1. **Targeted Messaging:** MFT-specific communication for each age group
2. **Multi-Channel Approach:** Digital-first for younger, traditional for older demographics
3. **Peer Recruitment:** Leveraging high social network diversity (88-95%)
4. **Phased Implementation:** Focus on highest-potential groups first
5. **Continuous Learning:** Regular survey data and performance optimization

Expected Outcomes:

- **6 months:** 15-20% increase in volunteer registration
- **12 months:** 25-30% increase in active volunteer base
- **18 months:** Significant progress toward 70% volunteerism target
- **Long-term:** Sustainable volunteer engagement across all demographics

Conclusion

Strategic Summary:

The enhanced analysis reveals that Singaporeans across all age groups share strong universal values (Harm/Care: 28-41%) while exhibiting age-specific moral foundations that require tailored messaging strategies.

Key Recommendations:

1. **Primary Focus:** 25-34 and 45-54 age groups (highest potential)
2. **Tailored Approach:** MFT-specific messaging for each demographic
3. **Multi-Channel Strategy:** Digital-first for younger, traditional for older
4. **Phased Implementation:** Systematic rollout with continuous optimization
5. **Data-Driven Decisions:** Regular survey data and performance tracking

Positioning:

This strategy positions NCSS to effectively support MCCY's ambitious 70% volunteerism target while building lasting community engagement that reflects Singapore's diverse moral foundations and demographic characteristics.

What's to Come

Next Steps:

- Review and approval of strategy
- Resource allocation confirmation
- Timeline finalization
- Pilot program initiation

Thank You!

Q&A