

# **YOUTH SECTOR ORGANISATIONS PARTNERSHIP AGREEMENT SCHEME**

Youth Corps Singapore (Youth Corps), a division under the National Youth Council (NYC), is seeking to partner with Youth Sector Organisations (YSOs) which have an interest in youth development to build Youth Volunteer Management Capabilities and implement Community Service Programmes in Social Service Agencies (SSAs) and Public Agencies to support locale-based volunteering opportunities. Funding support would be provided to the YSOs.

## **INTRODUCTION**

2 Youth Corps was launched in 2014 to champion youth volunteerism in Singapore and nurture active youth citizenry by empowering youths who are keen to contribute to the community. The first run of the partnership agreement scheme commenced in 2022 and will end in 2025.

## **OBJECTIVES**

3 To partner YSOs to build Youth Volunteer Management Capabilities and roll out Community Service Programmes at SSAs and Public Agencies to support locale-based volunteering.

## **SCOPE OF PARTNERSHIP**

4 YSOs who are interested to be part of the scheme shall provide the following:

a. Volunteer Management & Capabilities Development<sup>1</sup>

(1) Develop volunteer management capability and roll out identified community service projects and programmes with SSAs and Public Agencies

(2) Roles include, but not limited to, the following:

(i) Curation of youth friendly volunteering opportunities;

(ii) Recruitment and screening of youth volunteers and volunteer leaders;

(iii) Curation and execution of orientation and training for youth volunteers and volunteer leaders;

(iv) Deployment and management of youth volunteers and volunteer leaders at volunteering opportunities; and

---

<sup>1</sup> Payment scale will be based of staff seniority and expected working hours. Payment will be benchmarked against NCSS salary scale.

(v) Provision of guidance to volunteer leaders and SSA staff to build youth volunteer management capabilities, including sharing good youth volunteer management practices developed jointly with Youth Corps.

(3) The team of volunteer managers/executives is proposed to consist of 3 staff led by a manager with a minimum of 5 years of relevant working experience.

b. Integrated Working Arrangement with Youth Corps for Business Development and Partnership Management<sup>2</sup>

(1) Provide a staff to be part of the coordinating team stationed at Youth Corps for better integrated workflow in the areas of business development and plan, develop and manage partnerships with SSAs and Public Agencies. The staff is pegged at Manager/Senior Executive level with 2 to 5 years of relevant working experience (NCSS Job Grade Level 3).

5 There are three broad types of programmes and YSOs will be required to assist in all three types of programmes based on the ground needs.

- a. Regular programmes involving regular Volunteer Coordinators (VCs) and ad-hoc Volunteer Befrienders (VBs).
- b. Regular programmes involving regular VCs and VBs.
- c. Community service events involving ad-hoc volunteers.

6 Examples of the above category of programmes and the estimated manpower commitment level can be found in **Annex A**.

7 The duration of appointment for YSOs will be for a period of three years upon the signing of agreement between the National Youth Council (NYC) and the selected YSO. This duration of appointment may be terminated with 3 months' notice if the YSO is unable to meet the KPIs despite being placed on a performance review.

### **Engagement touchpoints**

8 Partnership management with the YSOs will be done through six touchpoints within the three-year period on a half yearly basis, as shown in **Table 1**. Besides these touch points, there will be monthly meetings to coordinate the projects on the ground. (Refer to **Annex B** for sample of the report template.)

---

<sup>2</sup> Staff will be on YSO's payroll and can either be a newly appointed or existing staff.

Table 1: Proposed touchpoints

<b>Touchpoint</b>	<b>Description</b>	<b>Period</b>
1	<ul style="list-style-type: none"> <li>• Assessment of YSO's performance and progress in achieving the Deliverables for the first 6 months of the Project</li> <li>• Provision of feedback by Youth Corps</li> </ul>	Half year mark
2	<ul style="list-style-type: none"> <li>• Assessment of YSO's performance and progress in achieving the Deliverables for the first year of the Project</li> <li>• Provision of feedback by Youth Corps</li> <li>• Provision of statement of expenditure for the partnership authenticated by Head of Organisation</li> </ul>	End of first year
3	<ul style="list-style-type: none"> <li>• Assessment of YSO's performance and progress in achieving the Deliverables for the first 1.5 years of the Project</li> <li>• Provision of feedback by Youth Corps</li> <li>•</li> </ul>	End of first year and a half
4	<ul style="list-style-type: none"> <li>• Assessment of YSO's performance and progress in achieving the Deliverables for the two years of the Project</li> <li>• Provision of feedback by Youth Corps</li> <li>• Provision of statement of expenditure for the partnership authenticated by Head of Organisation</li> </ul>	End of second year
5	<ul style="list-style-type: none"> <li>• Assessment of YSO's performance and progress in achieving the Deliverables for the first 2.5 years of the Project</li> <li>• Provision of feedback by Youth Corps</li> </ul>	End of second year and a half
6	<ul style="list-style-type: none"> <li>• Assessment of YSO's performance for three years.</li> <li>• Provision of statement of expenditure for the partnership authenticated by Head of Organisation</li> </ul>	End of third year

**Eligibility Criteria**

- 9 To be eligible for this partnership, the YSO must:
- a. Be registered in Singapore with Accounting and Corporate Regulatory Authority or Registry of Societies status;
  - b. Be an Institution of a Public Character (IPC) or have Charity Status;
  - c. Be assessed to be financially sound, e.g. healthy income and expenditure statements, total liabilities are not significant, healthy cash available balance, etc;

- d. Have adequate resources to implement the services engaged for; and
- e. Have strong background in youth engagement and development (with at least 5 years of experience in youth work).

### **Evaluation Criteria**

10 Applications that meet the objectives, scope and eligibility criteria will be assessed against the evaluation criteria shown in **Table 2**. The evaluation and award will be based on the overall score and justifications.

Table 2: YSO Evaluation Criteria

	<b>Description</b>	<b>Weighting</b>
a.	<b>Quality of Proposal</b> <ul style="list-style-type: none"> <li>• Merit of proposal - Strong alignment with Youth Corps on the scope of partnership and outcome</li> <li>• Project Feasibility – Project plans, milestones and deliverables are feasible</li> <li>• Outcomes - Proposed Outcomes/Outputs are aligned</li> </ul>	35%
b.	<b>Staff Experience and Capabilities in the areas of</b> <ul style="list-style-type: none"> <li>• Youth Engagement and Development</li> <li>• Community Service Project Development and Implementation</li> <li>• Stakeholder Management</li> </ul>	15%
c.	<b>Organisational Track Record</b> <ul style="list-style-type: none"> <li>• Strong organisational capacities</li> <li>• Experience in working with youth volunteers</li> </ul>	20%
d.	<b>Cost Reasonableness</b> <ul style="list-style-type: none"> <li>• The proposed costs must be deemed to be reasonable, as benchmarked against existing programme costs</li> <li>• Salary guidelines should be consistent with NCSS guidelines</li> </ul>	30%

### **Funding Support**

11 Funding Quantum. YSOs that meet the eligibility and evaluation criteria can qualify for funding up to 100% of approved qualifying costs (refer to **Annex C**) based on the mutually agreed budget.

12 Funding approach. Funding for the Volunteer Management and Capabilities Development will be based on outcome-based funding. The staff to be stationed at Youth Corps to support the Business Development and Partnership Management work will be **funded fully based on criteria of NCSS manpower Grade 3 (senior executive with 2 to 5 years of working experience)**. There should not be any double

funding by any other schemes, i.e. if a programme is already funded by NYC, the programme will not be eligible for further funding support from other government entities. YSOs will need to declare that they have not applied to any other government agencies to prevent double funding.

13 Outcome-based funding. The outcome-based funding model will be based on a tiered funding amount upon meeting a set of agreed upon deliverables. In this proposed outcome-based funding, YSOs will be funded based on the approved budget if they are able to meet the KPIs. Should YSOs be unable to meet the KPIs in the first year, they are expected to make up for the shortfall in the second year. Should they fail to meet the cumulative KPIs at the end of the second year, YSOs are to make up for the shortfall in the third year. As a guide, YSOs will be given up to 2 years to meet the expected KPIs and will be given a certain percentage of the approved first 2-year budget (exclude the cost of staff that is part of the coordinating team in Youth Corps). Youth Corps will ascertain the reasons for the shortfalls and propose the quantum to be given at the end of the second year. YSOs that are badly under-performing after the first year will be put on quarterly performance review and may be terminated if continue to do so with 3 months notice. In the event that the selected YSOs are badly under-performing without good reasons, the funding received will instead be a percentage of the actual expenditures.

14 The list of outcome/output indicators for a team of 3 is as shown in **Table 3**.

Table 3: List of outputs/outcomes for funding

<b>Output indicators tracked for funding</b>
a. Number of volunteer leaders recruited and deployed
b. Number of volunteers recruited and deployed
c. Number of volunteering opportunities
d. Number of regular volunteers/volunteer leaders (volunteers 4 times or more per year)
e. Number of volunteers/volunteer leaders trained (exclude O&T, volunteer coordinator training for volunteering opportunities)
<b>Outcome Indicators tracked for funding</b>
f. Satisfaction level of volunteers (indication of positive experience)
g. Desire to volunteer again
h. Civic Engagement
i. Satisfaction of hosting organisations
As part of deliverables, YSOs are required to (1) adhere to a common set of best practices on youth volunteer management established by Youth Corps, (2) provide 6 monthly progress report and (3) provide the hosting organisations with a documentation of the youth volunteer management practices as part of the effort to develop their volunteer management capabilities.

<b>Indicators not tied to funding but require tracking</b>
j. Feedback on the Volunteer Managers/Volunteer Leaders
k. Breakdown on diversity of volunteers (race, occupation, educational institutions)
l. Number of new and repeat volunteers
m. Number of volunteer sessions curated
n. Number of clients (beneficiaries) served
o. Number of partnerships formed

15 Disbursement. Funds will be disbursed in five tranches for a 3-year partnership as shown in **Table 4**.

Table 4: Proposed disbursement tranches

<b>Tranche</b>	<b>Description</b>	<b>Percentage</b>
1	Confirmation of Partnership, Approval of budget and signing of Agreement	25% of two-year budget
2	At the end of the first year, dependent on: <ul style="list-style-type: none"> <li>• Successful completion of the Progress Review Schedule for agreed upon milestones for this period</li> <li>• Successful completion of agreed upon Deliverables for this period</li> <li>• Submission of YSO's 6-monthly progress report</li> </ul>	45% of two-year budget
3	At the end of the second year, dependent on: <ul style="list-style-type: none"> <li>• Successful completion of the Progress Review Schedule for agreed upon milestones for this period</li> <li>• Successful completion of agreed upon Deliverables for this period</li> <li>• Submission of YSO's 6-monthly progress report</li> </ul>	Up to 30% of remaining two-year budget and 50% of third year budget
4	At the midpoint of the third year, dependent on: <ul style="list-style-type: none"> <li>• Successful completion of the Progress Review Schedule for agreed upon milestones for this period</li> <li>• Successful completion of agreed upon Deliverables for this period</li> <li>• Submission of YSO's 6-monthly progress report</li> </ul>	Up to 25% of remaining third year budget

Tranche	Description	Percentage
5	At the end of the third year, dependent on: <ul style="list-style-type: none"> <li>• Successful completion of the Progress Review Schedule for agreed upon milestones</li> <li>• Successful completion of agreed upon Deliverables</li> <li>• Submission of YSO's Final Project Report</li> </ul>	Up to 50% of remaining third year budget

**Requirements for Proposal Submission**

16 Interested organisations are required to attend a mandatory briefing on **5 June 2025 from 7 to 9 pm** at the Red Box before submitting a formal application. Interested organisations are to register their attendance via this [link](#). The open call period for applications will be from 22 May 2025 to 27 June 2025.

17 All applications are to be submitted using the proposed Application Form template by **27 June 2025, 2359, hours**. The application with numbered pages is to be submitted in both PDF and Microsoft Office documents to [Charmaine\\_EU@nyc.gov.sg](mailto:Charmaine_EU@nyc.gov.sg). Should there be any discrepancy in the documents, the PDF document is taken as the correct one.

18 Proposals must effectively address the scope of the partnership and include the targets for the outputs and outcomes. Only complete proposals will be considered.

## YOUTH CORPS PROGRAMME DETAILS

### 1 OVERVIEW

1.1 This section gives an overview of a few of new and current Youth Corps Programmes and is non-exhaustive. It is meant to provide a reference for YSOs to have a sense of the kind of programmes that they will have to implement.

### 2 NEW PROGRAMME – REGULAR PROGRAMME WITH REGULAR VC AND AD-HOC VB

2.1 This programme aims to encourage intergenerational bonding among youths and seniors from Active Aging Centres (AACs) through shared conversations and activities.

2.2 Seniors will be members of the AAC partnered for the programme and are 60 years old and above. Volunteers will be between 16 to 35 years old. Volunteers can choose to be deployed to multiple sites after being trained or choose sites that are near to their home.

2.3 Session details are structured as a quarterly programme with the SSA for each site (The duration can varies depending on the needs of the SSAs):

- a. Each programme consists of 10 sessions, with each session lasting for up to half a day
- b. Each site will consist of
  - i. 10 seniors per session
  - ii. 100 Volunteer Befrienders (non-unique) – 10 volunteers per session. The volunteer is only required to commit to one session
  - iii. 4 Volunteer Coordinators – The 4 volunteer coordinators are rotated to coordinate the volunteers. 2 volunteer coordinators are required per session.
- c. Youth will engage the seniors in a range of activities that are available at the AAC. This can be games or even preparation of snacks.
- d. Senior to Volunteer Befrienders ratio is 1:1

2.4 Volunteer Managers/Executives are expected to commit about 53 hours per programme per site, after curation. This consists of:

- a. Orientation and Training (O&T) preparation – 2 hours
- b. Orientation and Training – 3 hours
- c. Programme preparation – 5 hours
- d. Programme execution – 40 hours (4 hours \* 10 sessions)

e. AAR with SSA/Youth Corps - 3 hours

2.5 Manpower required:

a. 1 competent Executive/Senior Executive for volunteer management and partners management, with training skills to conduct O&T and execute the programme. Commitment period expected to commence 2 months before the programme starts at each site.

### **3 KIDSLEARN – REGULAR PROGRAMME WITH REGULAR VC AND REGULAR VB**

3.1 KidsLearn is a literacy programme for children from low-income families living in rental and/or 3 room flats. It aims to use Khan Academy Kids to encourage learning through a fun and interactive way using an online setting.

3.2 Children will be aged between 5 and 6 years old. Volunteers are aged between 16 to 35 years old.

3.3 Session details are structured based on the academic term and site:

a. Each term consists of 8 sessions, with each session lasting for half a day

b. Each site will consist of

i. 8 children – commitment level is every week for 3 months (1 term)

ii. 16 volunteer Befrienders – commitment level is alternate weeks for 3 months (1 term)

iii. 4 Volunteer Coordinators – commitment level is alternate weeks for 6 months (2 terms)

c. Children will go through a child directed learning portion using Khan Academy Kids and have other Hands On Activities with the volunteers

d. Children to Volunteer Befrienders ratio is 1:1

3.4 Volunteer Managers/Executives are expected to commit about 76 hours per round of programme. This consists of:

a. Orientation and Training (O&T) preparation – 5 hours

b. Orientation and Training – 4 hours

c. Programme preparation – 24 hours (3 hours \* 8 sessions, inclusive of parent management, volunteer management and programme management)

d. Programme execution – 40 hours (5 hours \* 8 sessions)

e. AAR with SSA/Youth Corps - 3 hours

3.5 Manpower required:

a. 1 competent Executive/Senior Executive, for volunteer management, partners management, training skills to conduct O&T and execution of

programme. Commitment period starting 2 months before each round of the programme.

#### **4 A WALK SERIES – COMMUNITY SERVICE EVENT WITH AD-HOC VOLUNTEERS**

- 4.1 A Walk Series is a programme in partnership with National Heritage Board (NHB). The programme aims to engender bonding and social cohesion through shared conversations and experiences at gallery tours. It aims to enhance children's appreciation of Singapore's heritage and enhance youths' perspectives towards children from underprivileged backgrounds through providing a positive volunteering experience for all.
- 4.2 Children are typically members of non-profit Voluntary Welfare Organisations of lower primary age. Volunteers are aged between 16 to 35 years old.
- 4.3 Some previous Walks in this programme include A Walk Around Balestier, A Walk Around Kampong Gelam, A Walk Around Kreta Ayer and A Walk to Remember. Youth Corps has also piloted a virtual A Walk Around Little India for 21 students.
- 4.4 Session details vary depending on the Walks in this programme:
  - a. Each physical Walk is a full day event while the virtual Walk is a half day event
  - b. Volunteers will try out activities with children in addition to a walking trail or gallery visit. Activities can range from sweet making to traditional games.
  - c. The children to volunteer ratio is 1:1
- 4.5 Volunteer Managers/Executives are expected to commit about 18 hours per Walk. This consists of:
  - a. Orientation and Training (O&T) preparation – 2 hours
  - b. Orientation and Training – 3 hours
  - c. Programme preparation – 5 hours
  - d. Programme execution – 8 hours
- 4.6 Manpower required:
  - a. 1 competent Executive/Senior Executive (with each walk event taking up 1 full day) for volunteer management and partners management, with training skills to conduct O&T and execute the programme. Commitment period expected to commence 2 months before the programme starts at each site.

**SAMPLE OF PROGRESS AND FINAL REPORT TEMPLATE FOR YOUTH SECTOR ORGANISATIONS**

<b>(I) Partnership Agreement details</b>	
Name of Youth Sector Organisation	
Partnership Title	Partnership with YSOs to build Youth Volunteer Management Capabilities and roll out Community Service Programmes
Partnership Agreement period	Example: DD-MM-YY to DD-MM-YY
Partnership Report No/ To number of reports	Example: 1/6, 2/6
Progress/Final Report period	Example: DD-MM-YY to DD-MM-YY
Total budget approved	
Amount of funding received to date	
Amount of funding utilised to date	
Please attach a statement of expenditure endorsed by head of organisation (for report at the end of each year)	

**(II) Summary of Progress**

- Summary of Work Completed
- Summary of Work in progress
- Qualitative comments on any delays or deviations from KPIs, deliverables, milestones or changes to be raised (e.g. changes to key staff), as well as remedial actions taken

<b>(III) Summary of outputs and outcomes achieved</b>		
Please list the targets and numbers/percentages that your organisation has achieved (vis a vis the annual target) within the stipulated period in (I)		
<b>Output Indicators</b>	<b>Target</b>	<b>Achievement</b>
Number of volunteer leaders recruited and deployed		
Number of volunteers recruited and deployed		
Number of volunteer opportunities		
Number of regular volunteers/volunteer leaders (volunteers 4 times or more per year)		
Number of volunteers/volunteer leaders trained (exclude O&T, volunteer coordinator training for volunteering opportunities) – <i>not required for first year</i>		
<b>Outcome Indicators</b>	<b>Target</b>	<b>Achievement</b>
Satisfaction level of volunteers (indication of positive experience)		
Desire to volunteer again		

Civic Engagement		
Satisfaction of hosting organisations		
<b>Other tracking indicators</b>		
Feedback on the Volunteer Managers/Volunteer Leaders		
Breakdown on diversity of volunteer leaders (race, occupation, educational institutions)		
Breakdown on diversity of volunteers (race, occupation, educational institutions)		
Number of repeat volunteers		
Number of new volunteers		
Number of volunteer sessions curated		
Number of clients (beneficiaries) served		
Number of partnerships formed		

**(IV) Description of Programmes/Events and Achievements**

Please list and describe the programmes conducted during the stipulated period in (I). Include the programme description, qualitative benefits experienced by the participants/clients, as well as the quantitative outputs and outcomes achieved. (Add on more rows if needed)

**Project 1**

--

**Project 2**

--

**Project 3**

--

**Project 4**

--

**Project 5**

--

**(V) What has worked well?**

- What has worked well in the partnership/programmes etc
- Changes planned to incorporate what you've learnt

**(VI) What were the challenges faced?**

- Problems or difficulties in partnership/programmes etc
- Hindrances to full accomplishment of objectives
- Assessment of causes of problems
- Actions or steps to solve problems and results
- Recommendation or decisions to mitigate problems and improve operations and when these will take effect

**(VII) Newsworthy case studies for publicity and media mentions**

- Include 1-2 brief cases as supporting material. Quote at least a participant who had a positive experience and include 2/3 photos (for yearly report).
- Share if there were any media mentions, including hyperlinks.

**(VIII) Activities and Progress Anticipated for next reporting period (only relevant for progress report)**

**(IX) Future plans (only relevant for final report)**

Endorsed by Head of Organisation (Signature)	
Name of Head of Organisation	
Organisation stamp (if applicable)	
Submitted by (person who filled in this report)	
Email of the contact person	
Phone number of contact person	
Date Submitted	

## FUNDING GUIDELINES

### 1. Qualifying and Non-Qualifying Costs

1.1 Qualifying cost include the following direct project or programme costs. (For sustainability of the project and co-ownership, costs related to the running of the community service programmes is expected to be borne by the hosting (beneficiary) organisations):

- a. External venue costs
- b. Logistics and/or material costs
- c. Transport costs
- d. Direct manpower costs (e.g. manpower will be required to deliver programmes) and associated manpower cost like medical benefits.

1.2 Non-qualifying costs, which are long-term in nature and relate more to the applicant's business-as-usual operations, include:

- a. Company registration and start-up costs
- b. Capital expenditures (including property, machinery, IT equipment, office furniture, office renovations, etc.)
- c. Overhead costs and other out of office expenditures that are incurred on an ongoing basis by the applicant (e.g. office rental, utilities)
- d. Gifts including tokens of appreciation, cash prizes, vouchers and awards such as trophies, medals, etc.
- e. Overseas travel costs and local accommodation costs
- f. Costs incurred before the approval of the grant.
- g. Any other cost not associated with the project or programme.