

NATIONAL VOLUNTEER AND PHILANTHROPY CENTRE

Annual Report for Year Ended 31 March 2016

1. CORPORATE INFORMATION

National Volunteer & Philanthropy Centre (“NVPC”) was incorporated on 1 September 2008 as a Company Limited by Guarantee and registered under the Charities Act on 6 November 2008.

Charity Registration Number: 2127

IPC Number: IPC000645

Company Registration Number (UEN): 200817256W

Registered Address: 6 Eu Tong Sen Street, #04-88
The Central, Singapore 059817

Board of Directors:

1. Ms Mildred Sim Beng Mei (Appointed 1 Oct 2013)
2. Mr Eugene Seow Soo Keng (Appointed 27 Sep 2012)
3. Mr Hugh-Reginald Lim U Yang (Appointed 1 Nov 2012)
4. Mr Sim Gim Guan (Appointed 1 Nov 2013)
5. Ms Janet Ang Guat Har (Appointed 27 Sep 2012)
6. Ms Karen Yew Wen Li (Appointed 4 Feb 2015)
7. Mr Kelvin Wong Weng Wah (Appointed 27 Sep 2012)
8. Mr Lim Soon Hock (Appointed 30 Nov 2012)
9. Mr Samuel Ng Beng Teck (Appointed 12 Nov 2014)
10. Ms Theresa Goh Cheng Keow (Appointed 1 Oct 2013)
11. Ms Trina Liang-Lin (Appointed 27 Sep 2012)
12. Mr Zainul Abidin Bin Mohamed Rasheed (Appointed 12 Nov 2014)
13. Mr Bradley Michael Levitt (Appointed 8 Apr 2015)
14. Mr Loh Lik Peng (Appointed 8 Apr 2015)

Key Management Personnel:

1. Melissa Kwee Chief Executive Officer (Appointed 1 Sep 2014)
2. Geraldyn Lim Chief Operating Officer
3. Kenneth Wong Executive Director
4. Amy Teo Director
5. Andy Sim Director
6. Charlotte Goh Director
7. Marcus Chee Director
8. Winifred Loh Director

Bankers: DBS Bank, Standard Chartered Bank

External Auditor: KPMG LLP

Corporate Secretary: FMG Corporate Service Pte Ltd

2. OBJECTIVE

NVPC promotes a giving culture in Singapore by catalysing developments in volunteerism and philanthropy to build a City of Good. NVPC facilitates partnerships with non-profit organisations (NPOs), companies, public sector bodies and individuals to enliven the giving ecosystem in Singapore.

3. POLICIES

Finance & Funding

NVPC is funded by the Government and receives sponsorships and donations. NVPC also collects rental and service fees from charities utilising our physical premises and online donation portal.

Conflicts of Interest

Board members are required to make Conflict of interest disclosure and declaration in accordance with the Charity Act; as well as complete the Notice of interest of director in shares & debentures, in accordance with the Company Act.

Staff are required to make annual conflict of interest declaration and specific conflict declarations as they may arise.

4. REVIEW OF THE YEAR 2015/2016

4.1 Staffing

As at 31 March 2016, the breakdown of the staff strength (by division and including part-time employees) is as follows:

Strategic Partnership	8
Corporate Giving	6
Advocacy	9
Digital Innovation	11
Knowledge	8
Corporate Development	9
CNPL	5
CEO Office	4
Total	60

4.2 **Key Programmes**

4.2.1 **Authority**

As a thought leader, NVPC seeks to create, aggregate and curate knowledge and resources on giving, so that any individual or organisation can learn to give and give well.

A. Individual Giving Survey (IGS)

The IGS is NVPC's flagship research project that is conducted every two years. In 2015, NVPC embarked on IGS 2016 with the following enhancements:

- a. Commissioned a qualitative study of the giving motivators and persona of individuals at different life stages to improve the IGS questionnaire and the quantitative study.
- b. NVPC commissioned the fieldwork to be conducted on a quarterly basis to capture seasonal effects in giving.

B. Corporate Giving Survey (CGS)

NVPC commissioned a study of the corporate giving landscape using a larger sample size to establish the baseline of corporate giving in Singapore. NVPC had done a similar survey in 2012 and 2004, but the sample size of those surveys were smaller.

This research was designed to be twinned with the "Company of Good" quiz so that companies that take the quiz can understand where their corporate giving performance stands vis-à-vis the industry average, a value that is established based on the CGS.

C. Corporate Giving Roadmap (*now known as Company of Good*)

NVPC partnered the Points of Light Foundation (POL) an international non-profit organization based in the United States, to develop a framework for corporate giving. NVPC designed the framework with input from its major stakeholders that included senior business leaders and corporate giving practitioners from MNCs, SMEs and large Singaporean businesses; Singapore Business Federation (SBF) and Singapore Business Federation Foundation (SBFF). NVPC developed a suite of toolkits and resources that companies can use to help them advance in their corporate giving journey, based on this framework.

D. Sector Insights

NVPC conducted an internal study of the giving landscape covering the six sectors: Social Sector, Sports, Environment, Education, Arts & Heritage, Youth Sector; to inform the development of its strategy and interventions to enable greater volunteering and philanthropy in Singapore. This internal study led to the development of six sector infographics that concisely captures key information points that relate with volunteerism and philanthropy for each sector.

4.2.2 Bridge

NVPC connects givers with giving opportunities through online and offline platforms to create and inspire partnerships.

A. Giving.sg (www.giving.sg)

NVPC unveiled Singapore's first national integrated giving site on 2nd December 2015 at the "Future of Giving" SGFuture Engagement event. Nearly \$2 million was raised through the site in the month of the site's launch.

The new platform is a move from the former SG Cares and SG Gives sites to address the needs for a one-stop online platform that brings new meaning to giving in Singapore; one that is simple, fun and meaningful. A new features is the ability for users to create their own fundraising campaigns to crowd source donations for their favorite charities. NVPC enrolled about 50 influencers who created fundraising campaigns on Giving.sg at the site's launch.

B. Skills-Based Volunteerism (SBV)

NVPC conducted an internal study of the skills-based volunteering (SBV) landscape in Singapore to inform the development of a strategy to promote SBV in Singapore. NVPC approached professional associations and piloted a process of connecting their members with NPOs on pro-bono assignments. Through this process, IT Management Association (ITMA) adopted NCSS as its pilot beneficiary to connect its professional volunteers to NCSS' member Voluntary Welfare Organisations (VWOs).

C. Connecting companies with giving

NVPC organised a series of learning and networking events for corporate giving practitioners where they learned about corporate giving and met with NPOs to explore potential partnerships.

NVPC also organised networking events with business leaders to share with them the benefits of corporate giving programmes and influence them to support corporate giving in their own organisations. Through these events, NVPC reached about 300 corporate giving practitioners and business leaders from about 230 companies.

NVPC partnered the SBFF in its corporate giving activities and as a primary outreach partner for the launch of the "Company of Good" programme.

4.2.3 Champion

NVPC celebrates the people and organisations who make Singapore a more engaged, giving and compassionate society

A. President's Volunteerism & Philanthropy Awards 2015

NVPC held the President's Volunteerism & Philanthropy Awards (PVPA) on 15th October 2015 to recognize individuals and organisations who set benchmarks of excellence in encouraging the spirit of giving in Singapore.

NVPC introduced the following enhancements to the PVPA:

- a. Created three new individual award categories (senior, adult and youth) that recognize individual giving excellence by life stations;
- b. Combined the volunteerism and philanthropy awards per category to recognize overall giving excellence by individuals and organisations.
- c. Recognizing that giving excellence is demonstrated by its impact, NVPC removed the "Social impact Category" and imbedded impact as a criteria in the awards framework;
- d. Worked with ministries, statutory boards and other non-profit bodies as nomination partners to identify nominees for the awards. 104 nominees were received, the highest since the PVPA was introduced in 2014.

The Awards were presented by President Tony Tan Keng Yam to the following winners:

President's Award for Volunteerism and/or Philanthropy (Corporate)

Winner: CapitaLand Limited

President's Award for Volunteerism and/or Philanthropy (Non-profit)

Winner: HealthServe

President's Award for Volunteerism and/or Philanthropy (Informal Group)

Winner: Keeping Hope Alive

President's Award for Volunteerism and/or Philanthropy (Senior)

Winner: Mr Ngiam Tong Yuen

President's Award for Volunteerism and/or Philanthropy (Adult)

Winner: Mr Toh Soon Huat

President's Award for Volunteerism and/or Philanthropy (Youth)

Winner: Mr Mohamed Faizal s/o Mohamed Abdul Kadir

B. Giving Week

From #GivingTuesday that was first brought to Singapore by NVPC in 2012, NVPC extended this to a week of giving from 1st to 7th December 2015. NVPC launched #GivingWeek at the "Future of Giving" SGFuture Engagement event on 2nd December, along with Giving.sg, as the online platform where individuals and companies can take action during #GivingWeek.

NVPC enrolled over 30 celebrities, changemakers and influencers to support #GivingWeek by starting campaigns on Giving.sg and other offline giving activities, to spread the joy of giving and influence others to give.

176 companies gave their time, talent and treasure as part of #GivingWeek. Of these, 11 were 'mover companies' that had reach to large audiences. E.g. MediaCorp, SMRT and SingPost. NVPC partnered SingPost to design and print 500,000 Thank You postcards for International Volunteers Day and #GivingWeek, encouraging NPOs and the public to thank volunteers, colleagues and loved ones.

4.2.4 Developer

NVPC amplifies and expands Singapore's giving ecosystem through developing the capacities and capabilities of its partners through leadership enhancing strategies.

A. New Initiative Grant (NIG)

NVPC conducted an internal review of its grants programme over 10 years to capture the effectiveness of the NIG scheme in supporting new initiatives as well as lessons learned as a grant administrator.

NVPC has been administering the NIG since 2004 to encourage and support new initiatives in the non-profit sector that filled a gap in the community, and that promoted volunteerism and/or philanthropy. In 2012, NVPC launched a new package of funding, known as the Jump Start Fund, under the NIG umbrella to support the incubating and prototyping of new ideas.

Since NIG's inception in 2004, NVPC has awarded \$6.57 million across 73 initiatives. The NIG was retired in November 2014; and existing grantees will be supported until their committed grant period ends. The last grant is expected to complete in July 2017.

B. Integration of the Centre for Non-Profit Leadership (CNPL) with NVPC

NVPC and CNPL formally integrated on 1st November 2015 to maximize the mutual synergies between CNPL as a capacity building and leadership development organisation, and NVPC as a sector builder and mobilizer of corporate and community volunteers and resources in Singapore.

C. Sourcing candidates for board renewal and leadership pipeline

CNPL runs Board Match, a programme designed to enhance the renewal and diversity of NPO boards. CNPL has built an extensive database of volunteers from diverse backgrounds and expertise; and matches NPOs with board volunteers based on the need and interest of both parties.

In 2015, CNPL partnered the Ministry of Education and the National Arts Council (NAC) to introduce Board Match as a board leadership enhancing programme for charities and IPCs in the education and arts sectors.

To strengthen the pipeline of high calibre board candidates, CNPL collaborated with the Singapore Council of Women's Organizations, Primetime and CFA Singapore to introduce Board Match to their members. CNPL also formed a partnership with a consortium of banks, where Board Match became part of the leadership development for their high-potential employees.

D. Strengthening Board effectiveness

Pulse Check is a board self-assessment tool by CNPL that includes an online diagnostic survey, followed by a facilitated workshop to discuss results and develop action plans.

In 2015, CNPL shifted its approach from directly engaging NPOs to partnering intermediaries to promote Pulse Check to NPOs, and expert volunteers to facilitate Pulse Check workshops. CNPL formed a partnership with the NAC to strengthen the leadership capability of arts organisations through CNPL's suite of solutions, starting with Pulse Check for arts groups that receive NAC funding, and also Board Match. CNPL partnered the International Association of Facilitators Singapore to facilitate the results and action planning workshops for the arts groups on a pro-bono basis.

E. Strengthening non-profit leadership performance

COMPASS is a development programme by CNPL for NPO EDs and CEOs that consist of leadership surveys, a development centre and executive coaching. COMPASS is based on a leadership competency framework developed for the Singapore non-profit sector.

In 2015, CNPL shifted its approach from direct training delivery to collaborating with providers of leadership training. In this arrangement, CNPL provides its leadership framework and learning methodology to the partnership.

CNPL was a partner to Social Service Institute's (SSI) inaugural leadership capstone programme for the non-profit sector called Lead Organisation. SSI adopted the COMPASS competency framework and partnered CNPL to run the Development Centre and Executive Coaching aspects of the programme. CNPL partnered the International Coaching Federation to select and manage volunteer coaches for the Coaching Programme.

F. Social Leadership Singapore (SLS)

SLS is a leadership programme designed by Dean Williams, Professor of Leadership with the Harvard Kennedy School of Government, for social sector leaders in Singapore. The programme includes a site visit experience and a closed-door conversation with a national leader.

SLS completed its 7th run with 35 participants enrolled in the programme, with 20 non-profit participants sponsored by NVPC. The site visit and ministerial dialogue session with Minister Lawrence Wong focused on the topic of giving and nation building, and explored the question “SG100 – how can Singapore really be a giving nation for the next 50 years.”

5. EXPLANATION OF THE PURPOSES FOR WHICH THE CHARITY’S ASSETS ARE HELD

Land and Building

NVPC presently occupies 1805 sq. m. of Civic and Community Institution (C&CI) and Sports space located on the 3rd and 4th storeys of a 25-storey retail-cum-office tower, located at 6 Eu Tong Sen St, #04-88, The Central, Singapore 059817. The property, with leasehold tenure of 99 years with effect from 2 January 2001 was gifted to NVPC, through NCSS, by Far East Organisation (FEO), subject to restrictive covenants including C&CI and charitable usage and transfer or lease subject to FEO approval. A substantial part of the premises is set aside for use by charities and non-profit organisations at heavily discounted and subsidised rates. The remaining space of about 700 sq. m. is used as office-space for the staff of NVPC.

6. COMPLIANCE WITH THE CODE OF GOVERNANCE

NVPC has complied with the Code of Governance issued by the Charity Council.

7. KEY PLANS FOR FY2016

7.1 Authority

A. Thought Leadership Resources

NVPC plans to develop knowledge resources that enable policymakers, NPOs and other stakeholders to make more informed policy and strategic decisions to engage and further giving in Singapore. These include:

- a. “Future of Giving” that researches trends that may affect the giving space in the next 5 to 10 years.
- b. “Stakeholder Insights” that seeks to understand the different personas of givers through information availed from NVPC’s individual giving surveys and user data from Giving.sg.

B. Giving Resources

NVPC plans to create knowledge and resources that inform, inspire and encourage more people to give and initiate volunteer projects. These include:

- a. “Sector Insights” which builds on the sector landscape research to articulate the various issues and areas of need within each cause, starting with the elderly, children and youth from vulnerable families and persons with disabilities to motivate people to take action.
- b. “Giving Recipe” which aggregates a variety of easy-to-do templates that an individual or group can use to organise activities that makes a positive difference e.g. organizing a picnic for migrant workers and that mobilizes volunteers.

7.2 Bridge

A. Giving.sg

NVPC plan to implement features to address current and emerging needs. These include:

- a. Building a module for companies, government bodies and schools to manage their corporate giving activities and engagement with their employees or students through white-labelled sites, private and public fundraising campaigns or volunteering activities, needs matching mechanism and dashboards to track their progress and journey.
- b. Growing communities formed through cause based networks and open and secure data sharing through Application Programming Interfaces (APIs). These will foster collaboration between communities to identify and address needs through mobile apps and insights to draw more attention to unmet needs. NVPC plans to pilot this approach with selected API partners and develop a stable architecture before making this publicly available.

NVPC plans to make several enhancements to Giving.sg. These include:

- c. Increasing actionable content on the site by on-boarding more NPOs on Giving.sg, so that users have more options to support.
- d. Increasing learning content by publishing more information on causes and sectors represented on the site; as well as giving tools, tips and resources
- e. Introducing a cause-themed marketing strategy, that focuses marketing on a particular cause or issue to coincide with cause events held locally and worldwide, together with NPOs
- f. Improving the user interface and user experience through continuous user research on features such as global search and filtering capabilities and expanding support for more forms of volunteering.
- g. Improving data analytics capabilities of the platform to enable more efficient reporting and building insights that improve marketing and engagement strategies for the platform.

B. Cause Based Networks (coined “CoLABS”)

NVPC plans to pilot new initiatives aimed at enabling effective and collaborative philanthropy. CoLABS are initiatives focused on specific causes to provide collective exposure and access to insights, new opportunities and networks that will inform and influence stakeholders to generate greater impact through collective action. The programme will target corporates, grant makers, private

and family foundations, community foundations, as well as individual donors who work alongside leading practitioners and authorities in specific issue areas. NVPC plans to pilot CoLABS in FY16 focusing on the causes of children and young persons, vulnerable elderly and persons with disability.

C. Promote Youth Volunteerism

NVPC plans to work with educational institutions and youth organisations to support and encourage youths to develop and run social and community projects. This will be done through the development of a Giving.sg School Module that will allow schools to manage their student volunteer activities more effectively, and separately through a pilot trial where a network of resource consultants will be established to provide advice and support to increase the impact and effectiveness of student projects.

7.3 Champion

A. President's Volunteerism and Philanthropy Awards (PVPA)

NVPC organises the PVPA annually to honour those who have set benchmarks of excellence in encouraging the spirit of giving in Singapore. NVPC plans to introduce the following enhancements to the PVPA:

- a. Review and enhance the criteria and framework of the PVPA awards to ensure internal coherence across categories, consistency with other frameworks (i.e. CoG) and alignment with the giving behavior identified through IGS and CGS.
- b. Introduce new award categories, "Corporate—SME" and "Educational Institution", to widen the recognition opportunities for small and medium enterprises, and schools that support student volunteering, as well as a renaming of the "informal giving" category to "Kampong Spirit" to recognize the various innovative ground-up initiatives that galvanise to address social or community issues.

B. #GivingWeekSG 2016

Giving Week is a weeklong campaign that celebrates giving through corporate giving programs, fundraising activities, awareness campaigns and other public activities that allow people of all ages to learn more about and become engaged with volunteerism and philanthropy. This open-source platform came out of the global #GivingTuesday movement and it allows any persons, companies, groups and organizations to ideate and launch their own giving campaigns, whose impact will be boosted through a nation-wide publicity program. For NVPC, Giving Week not only celebrates and puts the spotlight on giving – which we advocate should be a year-long activity – but channels traffic towards sister platforms Giving.sg and Company of Good.

C. Connecting Skills-Based and Leadership Professionals with Volunteer Opportunities

NVPC plans to promote skills-based volunteering through a multi-pronged approach that involves creating a system that enable NPOs to easily express their need for pro-bono services through pre-scoped SBV templates, and interested individuals to search for pro-bono assignments through these populated templates. These pro-bono assignments are meant to be discrete, bite-sized and easy for SBVs to complete, for e.g. writing a fundraising letter.

NVPC also plans to partner an external organization to develop online skill-based volunteering (SBV) capabilities. This creates an 'online marketplace' where NPOs can post SBV tasks that prospective SBVs can search and respond to.

CNPL plans to pilot a leadership-based volunteer programme, called Expert Match that matches skilled professionals with NPOs requiring leadership and organizational development support, i.e. facilitate board strategy retreats and provide leadership coaching to NPO executive directors.

7.4 Develop

A. Company of Good (CoG)

CoG is a programme that supports companies to get started on the giving journey, and enable companies that are already giving, to become multipliers and leaders of corporate giving. The programme entails the following:

- a. A quiz that allows companies to understand their giving profile and recommends resources tailored for their development;
- b. A suite of resources that include case studies, manuals, toolkits, workshops and seminars that equip corporates with the know-how to make progress in their giving journey, housed on the CoG website;
- c. A network of companies to champion the movement of corporate giving in Singapore; and that allow learning exchange and giving collaboration with other companies.

NVPC plans to launch the Company of Good in 2016 with 50 founding partner companies to pledge support for the movement and create traction for adoption in the business community.

NVPC plans to develop and implement the following programmes. Some, like the Corporate Giving Practitioner Network, had started in 2015 and will be enhanced to align with the CoG branding.

a. Company of Good (CoG) Training Track

This is designed to equip companies to make progress along the CoG framework of good corporate giving, based broadly on which stage of giving the company is at i.e. if a company has just embarked on a giving programme; or if a company has had a programme for many years and want to increase its giving impact.

- b. Corporate Giving Practitioner Network (CGPN)
These sessions are organised for corporates to share and learn best practices and to find opportunities to collaborate with others.
- c. Business Leaders Giving Network
These are small group lunches organised with business leaders, to influence them to support giving programmes in their organisations.

8. AUDITED STATEMENT OF ACCOUNTS

Audited statement of accounts for the financial year ended 31 March 2016 is attached.