



Building A City Of Good

ANNUAL REPORT FY2017

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:
002127

IPC Number:
IPC000645

Company Registration Number (UEN):
200817256W

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

Bankers:
DBS Bank & Standard Chartered Bank

External Auditor:
KPMG LLP

Corporate Secretary:
FMG Corporate Services Pte Ltd

Board of Directors (as at 31 March 2018)

Appointment	Key Directorships & Appointments	Attendance at meetings
<p>Mrs Mildred Tan Chairperson Appointed October 2013</p>	<p>Managing Director, Ernst & Young Advisory Pte Ltd Chairperson, PSD International Advisory Panels (Prime Minister's Office) Member, Charity Council Member, The Community Foundation of Singapore</p>	4/4
<p>Mr Eugene Seow Vice Chairman Appointed September 2012</p>	<p>Chief Executive Officer, TOUCH International Special Advisor, TOUCH Community Services Board Member, TOUCH Family Services Board Member, National Council of Social Service</p>	3/4
<p>Mr Kelvin Wong Board Member Appointed September 2012</p>	<p>Partner, Allen & Gledhill LLP Board Member, Law Society Pro Bono Services Limited Board Member, National Council of Social Service</p>	3/4
<p>Mr Philip Ong Board Member Appointed October 2013</p>	<p>Deputy Secretary, Ministry of Culture, Community and Youth Deputy Chief Executive, National Research Foundation Singapore</p>	2/4
<p>Ms Theresa Goh Board Member Appointed October 2013</p>	<p>Managing Partner, 360 Dynamics Pte Ltd Chairman, SATA CommHealth Board Member, Agency for Integrated Care Director, Centre for Creative Leadership</p>	3/4
<p>Mr Zainul Abidin Rasheed Board Member Appointed November 2014</p>	<p>Non-Resident Ambassador to Kuwait, Ministry of Foreign Affairs Director, Temasek Cares Foundation Board of Trustees, Nanyang Technological University of Singapore</p>	3/4

Board of Directors (as at 31 March 2018)

Appointment	Key Directorships & Appointments	Attendance at meetings
Mr Brad Levitt Board Member Appointed April 2015	Chief Executive Officer, Sentosa Capital Pte Ltd Co-Chairperson/Trustee, Temple Garden Foundation Cambodia Board Member, UHC Singapore	4/4
Mr Loh Lik Peng Board Member Appointed April 2015	Director, Unlisted Collection Vice President, Singapore Hotel Association Chair, Singapore Philatelic Museum Chair, The Peranakan Museum	2/4
Ms Karen Yew Board Member Appointed February 2015	Head, Brand and Communications, Mediacorp Pte Ltd	2/4
Ms Ng Ling Ling Board Member Appointed November 2016	Assistant Chief Executive Officer, National Council of Social Service	3/4
Mr Seah Chin Siong Board Member Appointed November 2016	Chief Executive Officer, Singapore Pools (Private) Limited Co-Chair, Responsible Gambling Forum Sentosa Development Corporation – Finance and IT Committee	3/4
Professor David Chan Board Member Appointed November 2016	Professor of Psychology Director, Behavioural Sciences Institute, Singapore Management University Chair, International Advisory Panel to the National Addictions Management Service (NAMS) and National Council on Problem Gambling (NCPG) Board Member, Singapore Corporation of Rehabilitative Enterprises (SCORE)	1/4
Mr Azmoon Ahmad Board Member Appointed November 2016	Senior Vice-President, Desay SV Automotive Singapore Pte Ltd	2/4

Key Personnel

Ms Melissa Kwee
Chief Executive Officer

Ms Geraldyn Lim
Chief Operating Officer

Ms Amy Teo
Director, Corporate Development

Mr Andy Sim
Director, Digital Innovation

Mr Jeffrey Tan
Director, Knowledge & Advocacy

Mr Darrel Lim
Director, Strategic Partnership

Ms Genevieve Jiang
Deputy Director, Marketing & Communications

Mr Lenard Raymond Pattiselanno
Director, Corporate Giving

Ms Ng Soek Mun
Director, Strategy & Leader of Good

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), corporates, public sector agencies, as well as the community to build a robust ecosystem to make giving simple, fun and meaningful.

3. POLICIES

3.1 Funding and Income Sources

NVPC receives funding from the Government for operating, programme and manpower costs. NVPC is also a recipient of grants, sponsorships and donations to develop and roll out its programmes. In addition, some income is generated from the rental of our facilities and collection of service fees for use of our online donation portal Giving.sg. Further to these, NVPC generates some revenue from the Centre for Non-Profit Leadership (CNPL)'s programme fees.

3.2 Conflict of Interest

Board members and staff are required to make annual conflict of interest declarations and disclosures. Apart from the annual declaration exercise, all staff are required to inform HR and Finance in writing if they are cognisant of potential conflict of interests when managing prospective vendors or partners in the course of work. In such cases, they will also abstain from decision-making and assignment of contracts to vendors. Similarly, board members also update the Company Secretary if there are changes to their appointments and abstain from participating in discussion and voting where there is a potential conflict of interest.

3.3 Whistle-blowing

NVPC is committed to the highest standards of honesty, transparency, ethical and legal conduct and accountability. The whistle-blowing policy serves to promote standards for good financial and corporate practices and to deter wrong-doing, provide transparent avenues for employees to raise concerns about suspected improprieties and give staff the assurance that they will be protected from potential reprisals or victimisation for acting in good faith.

4. MANPOWER

4.1 Staffing

As at 31 March 2018, the breakdown of the staff strength was as follows:

CEO Office	4
CNPL	4
Corporate Development	10
Corporate Giving	11
Digital Innovation	8
Knowledge & Advocacy	10
Marketing & Communications	9
Strategic Partnership	10
Total	66

4.2 Board Renewal

At the 9th Annual General Meeting (AGM) on 14 September 2017, Mr Lim Soon Hock retired from the board after serving for five years. Mr Lim joined Ms Janet Ang and Ms Trina Liang-Lin as Board Advisors who are entrusted to advise, mentor and provide continuity to the Board and management in critical business areas and strategic projects.

The two-year term of the 5th NVPC Board will end in October 2018.

5. IMPACT ON SOCIAL CHANGE/GIVING LANDSCAPE

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.

5.1 Impact on People

NVPC celebrates the people and organisations who make Singapore a more engaged, giving and compassionate society. NVPC also connects givers with giving opportunities through online and offline platforms to create and inspire partnerships.

A. Giving.sg

NVPC unveiled Singapore's first national integrated giving site, Giving.sg, in December 2015. It combined two earlier donation and volunteerism platforms – SG Care and SG Gives. By the end of FY2017, Giving.sg had facilitated 120,000 volunteer sign-ups and hosted 1,900 campaigns as well as raised \$100 million to support these causes. In addition, this donation and volunteerism platform underwent an enhancement exercise. The introduction of organisation membership encourages givers to collaborate with others in doing good, while a refined search function ensures the best match for anyone looking to volunteer or donate. Another new function enables charities to post their wish lists so potential donors are better able to know how to provide support.

B. Giving Week

NVPC championed the nation-wide giving movement from 28 November to 5 December 2017. 180 corporates and NPO came on board to help spread the giving spirit. 30,000 people joined in the movement and the Giving Week video received 200,000 views. Giving Week 2017 also saw more than \$12 million raised through donations and activities by festival partners.

Apart from corporates, Giving Week received support from various "movers of individuals" with significant following. These included Prime Minister Lee Hsien Loong and local media personalities such as Stephanie Sun, Hanli Hofer and Kumar.

C. Volunteer Experiential Programme (VEP)

The VEP was conceptualised to help bring volunteer opportunities to people who would not have considered them. In the inaugural run, nine public sector agencies were engaged, while 31 volunteer opportunities were set up, spanning social, health, environmental and animal welfare causes. This saw 240 volunteers deployed, with almost 90% of these participants indicating they would return to the same organisation to volunteer again.

D. President's Volunteerism & Philanthropy Awards 2017

NVPC held the annual President's Volunteerism & Philanthropy Awards (PVPA) event on 29 November 2017 to recognise individuals and organisations who have set benchmarks of excellence in encouraging the spirit of giving in Singapore. 115 quality nominations were received across the eight categories.

The Awards were presented by President Halimah Yacob to the following winners:

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

Winner: DBS Bank

President's Award for Volunteerism and/or Philanthropy (Corporate, Small & Medium Enterprise)

Winner: Greenpac

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

Winner: Dover Park Hospice

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

Winner: ItsRainingRaincoats

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

Winner: Hougang Secondary

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

Winner: Mr Kevin Martens Wong

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

Winner: Dr Marcus Ang Hang Nian

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

Winner: Dr William Wan

E. A Good Space

A Good Space is a community-partnership initiative of NVPC that was launched in October 2017. It is a place for the giving community to gather, expand, enliven Singapore's giving community and forge partnerships. Its calendar of events brings together diverse members of society to share as well as enhance the quality and diversity of giving opportunities for a more connected and inclusive Singapore. In FY2017, A Good Space engaged over 1,850 people through 75 events conducted with some 36 community partners, which covered more than 20 issues.

F. Knowledge Resources

In addition to programmes, NVPC has been developing knowledge resources to inform and inspire more people and organisations to give and initiate volunteer projects, and to enable policymakers, NPOs and other stakeholders to further give in Singapore. Some of the resources developed in FY2017 include:

i) Sector Landscape Insights: NVPC produced “cheat sheets” articulating the various issues and areas of need within each cause, namely, the elderly, children and youth from vulnerable families and persons with disabilities. These were developed to provide pertinent statistics and information to motivate more to take action.

ii) Future of Giving Project: based on a series of in-depth conversations with thought leaders from the corporate, non-profit and government sectors, emerging trends that may have implications on the giving sector were uncovered. Its eight-year outlook would help gauge trends on the future of giving in Singapore in 2025. In November 2017, NVPC was invited to present the findings at the 15th International Association for Volunteering Efforts (IAVE) APAC Regional Conference, held in Kuala Lumpur, Malaysia.

5.2 Impact on Leaders

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

A. Centre for Non-Profit Leadership

Centre for Non-Profit Leadership (CNPL) aims to transform the non-profit sector by developing effective and passionate leaders through various programmes:

i) Board Match is designed to enhance the diversity and governance of NPO boards by sourcing candidates for board renewal and to fill the leadership pipeline. In FY2017, over 150 board matches were facilitated.

ii) Expert Match helps to match skilled professionals with NPOs requiring leadership and organisational development support, e.g. to facilitate board strategy retreats or provide leadership coaching to NPO executive directors. In FY2017, more than 80 expert matches were made.

iii) Pulse Check is a board self-assessment tool by CNPL that involves an online diagnostic survey followed by a facilitated workshop to discuss results and develop action plans. CNPL partnered the International Association of Facilitators Singapore to conduct Pulse Checks and Strategy Facilitations, benefitting 21 NPOs.

iv) COMPass is a development programme for non-profit leaders such as Chief Executive Officers and Executive Directors of NPOs. It is based on an established leadership competency framework developed for the Singapore non-profit sector. The key objective is to help non-profit leaders gain greater insights into their core strengths and empower them to be better leaders. In FY2017, four runs of this development programme were conducted with leaders from more than 50 NPOs in attendance. Three of the runs were part of the ACE Capstone Leadership Programme for Non-Profits, in partnership with Social Services Institute and the National Council of Social Service.

v) Leadership On Track nurtures leadership effectiveness and alignment, specifically that of Board Members and Expert Volunteers, in support of NPOs. In FY2017, CNPL enjoyed the continued partnership of Bain & Company, which lent its expertise to co-facilitate Strategy Track workshops to develop and implement strategies for NPOs. Bain & Company also facilitated Synergy Track workshops that enhanced the collaboration and partnership capabilities of NPOs. Two runs of Leadership On Track were held in FY2017.

vi) Alumni Homecoming saw 75 graduates from past cohorts of CNPL and its partners' various leadership programmes gathering. The event encouraged and initiated a collaborative atmosphere to address complex social problems while at the same time showcasing alumni's individual and organisational success stories.

B. Colabs

Colabs (Collaboration Labs) is a community of action designed for business leaders, philanthropic institutions and government grant makers, looking to make a critical social difference. As a joint initiative by NVPC and the Community Foundation of Singapore, Colabs offers a platform for givers with a common social focus to collectively build insights and co-create solutions. Colabs aims to spur meaningful collaborations by enabling its members to assess gaps, identify opportunities and build scalable strategies through the facilitation of access to resources, experts, and knowledgeable peers.

Since its pilot in early 2017 to the end of FY2017, two Colabs series have been organised. Seven sessions focusing on Children and Youths drew representatives from 55 organisations while a further four sessions on Disabilities saw 82 participants from 48 organisations in attendance. These allowed the participants to build a common understanding while motivating them to collectively build solutions to the challenges surfaced in the sessions.

C. Giving Matters Forum

NVPC's inaugural thought leadership forum held in January 2018 was attended by 250 leaders from the people, private and public sectors. There were insightful presentations by social-entrepreneur Dylan Wilk and Professor David Chan from the Behavioural Sciences Institute of Singapore Management University. NVPC's Jeffrey Tan, Director of Knowledge & Advocacy, shared on life stage giving in Singapore. In addition, Dr Mary-Ann Tsao moderated an afternoon panel on tri-sector collaboration. The event also included 20 Empathy Circles discussions where participants gathered to look into issues affecting children and youths, the elderly as well as people with disabilities.

D. Groundup Sandbox

Groundup Sandbox was started as a non-profit incubator, to support youths (ages 17 to 35) who want to effect social change, in starting their own non-profit projects. With guidance from impactful founders of other groundup projects, participants learn the process of developing their idea, sourcing for funding and acquiring essential skills to operate a groundup. They even had access to a co-working space. The initial runs of Groundup Sandbox saw 6 youth sector organisation partnerships, 50 unique participants and the birth of 10 new groundups.

5.3 Impact on Companies

A. Company of Good

Company of Good is a programme that empowers businesses to give better and more holistically. It was developed by NVPC in partnership with the Singapore Business Federation Foundation and is supported by MCCY. The programme measures good and holistic giving through a framework comprising 4 'I's - Investment, Integration, Institutionalisation and Impact. Launched in June 2016, the programme successfully signed up over 1000 members by the end of FY2017.

B. Champions of Good

This award programme was launched in November 2017 to recognise members of Company of Good who have stepped up to be catalysts of change in the corporate giving landscape. It is also an acknowledgement of their role as multipliers and influencers, encouraging their partners or vendors to join Company of Good. The inaugural Champions of Good award was conferred upon 45 members from Company of Good.

C. Company of Good Fellowship

The fellowship develops and empowers corporate leaders to give better. Of the 71 changemakers in the fellowship, half are owners or leaders of their organisations and 30% are from SMEs. 50% of these changemakers are also new givers. The fellowship allows these like-minded leaders to collaborate and share resources. There is also a mentorship aspect that allows the more experienced corporate giving practitioners to support those looking to grow their companies' involvement in the giving landscape.

6. ORGANISATIONAL WELLNESS

6.1 Staff Wellness

NVPC's management and staff are committed to its 'Four Foundations' which include activities around healthy food, regular exercise, adequate rest, and spiritual renewal. The staff well-being committee and HR team have lined up activities across the year to promote staff welfare and engagement. In addition, to support the growth of NVPC, refurbishment works to the office were completed in FY2017 to accommodate more staff in a pleasant, open environment which included more meeting and discussion spaces.

6.2 Volunteer Contributions

NVPC values its volunteers who contribute their time and talents, sharing in the mission towards building a city of good. In total, 1,836 hours were contributed by NVPC's volunteers in FY2017 in various capacities as Board Members, Advisors, facilitators, emcees, coaches, speakers, researchers, etc. This is an increase of more than 50% over the previous year.

7. EXPLANATION OF THE PURPOSES FOR WHICH THE CHARITY'S ASSETS ARE HELD

Land and Building

NVPC presently occupies 1,805 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 Street, #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.

8. AUDITED STATEMENT OF ACCOUNTS

Other matters of disclosure are covered in the Audited Financial Statement for FY2017 which will be released in October 2018.

9. CODE OF GOVERNANCE

NVPC is in compliance with the Code of Governance for Charities and Institutions of Public Character (IPCs).

9. CODE OF GOVERNANCE FOR CHARITIES & IPCs

Governance evaluation checklist for NVPC (1 April 2017 – 31 March 2018)
For large IPC – Advanced Tier.

	DESCRIPTION	CODE ID	RESPONSE	REMARKS
S/No	BOARD GOVERNANCE			
A	Are there Board members holding staff appointments? (Skip items 1 & 2 if “No”)		No	
3	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied	
4	The Board conducts regular self-evaluation to assess its performance and effectiveness.	1.1.10	Complied	
5	The Board has an audit committee (or designated Board members) with documented terms of reference	1.2.1	Complied	
6	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by governing instrument).	1.3.1	Complied	
	CONFLICT OF INTEREST			
7	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
8	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	

	DESCRIPTION	CODE ID	RESPONSE	REMARKS
	STRATEGIC PLANNING			
9	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and to the public.	3.1.1	Complied	
10	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
	HUMAN RESOURCE MANAGEMENT			
11	The Board approves documented human resource policies for staff.	5.1	Complied	
12	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	
13	There is a system to address grievances and resolve conflicts.	5.11	Complied	
	FINANCIAL MANAGEMENT & CONTROLS			
14	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	
15	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied	
16	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
17	The charity discloses its reserves policy in the annual report.	6.4.1	Complied	
B	Does the charity invest its reserves? (Skip item 18 if "No")		No	This information is disclosed in the Audited Financial Statement for FY2017

	DESCRIPTION	CODE ID	RESPONSE	REMARKS
	FUNDRAISING PRACTICES			
19	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	
	DISCLOSURE & TRANSPARENCY			
20	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	
C	Are Board members remunerated for their Board services? (Skip item 21 and 22 if “No”)		No	
D	Does the charity employ paid staff? (Skip item 23 and 24 if “No”)		Yes	
23	No staff is involved in setting his or her own remuneration.	2.2	Complied	
24	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied	This information is disclosed in the Audited Financial Statement for FY2017
	PUBLIC IMAGE			
25	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	