

**Annual Report
FY2019/20**



CEO's Message

The City of Good is a vision of a Singapore where people, organisations, and leaders come together to give their best for others.

At NVPC, we focus on creating a Singapore where we bring communities together to enable them to give their best for others – to causes which need them, to organisations which can be worthy of their commitment, to leaders who bring us towards that fine City of Good and who would lay down their lives for their people. This is our work.



But we must also remember that the City of Good is not merely what we work towards. It is what is within us and between us. It is not something that can be achieved by any single individual or organisation. It takes a collective effort to affirm the belief that we have always in fact, been givers.

If you think about it, the City of Good is around us, in us, and is yet to come. It is around us because of people like you, who have chosen to give their best for others. It is in us, because we can each choose to be grateful and offer the gifts that we have been given. And it is coming, because we can all come together to build the dream of Singapore we want to call home.

Our Annual Report uncovers the stories of our everyday ordinary heroes – People, Organisations, and Leaders who have been part of our journey and the ways in which they have uplifted the individuals and communities who need it the most.

It is only the beginning of these uncertain times, and the next few months, even years, will test our mettle. But seeing all the good that has emerged from the past year, I am hopeful that we will step up as a City of Good to reimagine the future that should be, and how we can get there.

Always remember that anyone can give, and that giving has always been part of our DNA.

Together, let's build a City of Good.

MELISSA KWEE



About NVPC

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



PEOPLE OF GOOD

14 Oct 2019: NVPC launches its vision of Singapore as City of Good



The City of Good vision is about bringing individuals, organisations and leaders together to give their best for others. It encourages us to look beyond ourselves and to cultivate a kinder, more caring and giving society.

The three pillars - People of Good, Organisations of Good, and Leaders of Good and the initiatives under each category aims to create an ecosystem across different sectors and audiences to facilitate giving of all forms.

PEOPLE OF GOOD



Giving.sg is Singapore's online platform to match donors and volunteers to charities.

NVPC kickstarted a series of enhancements since Oct 2017 to increase user engagement and adoption rate by charities. Together with increased marketing effort, total donations raised on Giving.sg has surpassed 183 million.





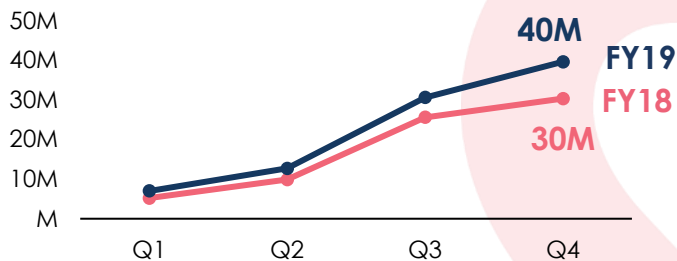
The increase in awareness on Giving.sg and integration with the SG Cares App has seen a **+31% growth in registered users** vs FY18. A series of enhancements targeted at engaging users has seen **+28% growth in volunteer sign-ups** and **+30% growth in donations raised**.

Registered Users

250,000 registered users

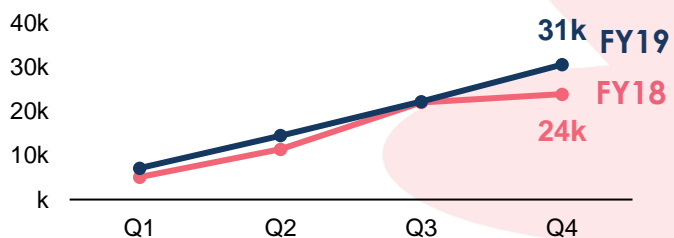
Donations

\$40M



Volunteer Sign-ups

31,000



PEOPLE OF GOOD

Giving Week is a national movement that encourages everyone to give back. Corporates, non-profits and individuals across Singapore come together to make a difference by supporting/adopting a charity of their choice through donating, volunteering and/or fundraising.

There are also numerous lifestyle and F&B activities that support causes organised all around Singapore during Giving Week.



PEOPLE OF GOOD

SG Cares Giving Week

Discover how you can be a part of the Giving Week movement from now till Dec 7

Once a year, Singapore comes alive for one spectacular week to celebrate the spirit of giving and encourage giving as a way of life. Giving Week 2019 will see various 'doing-good' opportunities fan out across Singapore, encouraging all to contribute to worthy causes through exciting events, activities and initiatives.

Initiated by the National Volunteer & Philanthropy Centre (NVPC), the fifth edition of the national giving movement includes **The Good Life** initiatives where lifestyle, retail, and food and beverage brands integrate a giving element to their products and services to support various causes; **The Good Hubs** where spaces are transformed into giving and inclusive spaces to advocate causes and offer beneficiaries platforms to showcase their abilities; and **The Giving Week Challenge** where individuals are encouraged to inspire others and share more about giving on social media.

Explore our curated Giving Week Journey and check out these activities from now till Dec 7.

ORGANISATIONS OF GOOD

Corporate giving is a way of connecting the **resources of businesses** and the **strengths of the community** to build thriving places to live, work and do business. Businesses play an important role to play in addressing key issues affecting both them and the community, while shaping the world around them.

A WIN-WIN FOR COMMUNITY AND CORPORATES

Informed corporate giving provides a solid platform to demonstrate corporate values to employees, customers and other stakeholders. If done meaningfully and as an integral way of doing business, **giving can create value for the community and the company.**

GIVING BENEFITS EMPLOYEES AND CUSTOMERS TOO

Employees want to work for companies that are committed to doing good for society and customers want to spend money with these companies. In particular, the millennial generation wants to work companies with a culture of giving, to **feel an emotional connection with causes and to play an active role in giving back.**

ORGANISATIONS OF GOOD

Nurturing a pool of highly connected organisations to become multipliers



Highly connected companies/trade associations who are willing and able to advance their giving journey and have the potential to influence within and outside their networks

Fullerton Hotel extends the impact of its social responsibility programme

Through a Business Leaders Network Luncheons organised in July 2019 by the Singapore Hotel Association and attended by corporate leaders from 8 other hotels, Fullerton Hotel participated as a speaker to extend outreach for its corporate social responsibility programme, Fullerton Academy.

Launched in February 2018 and partnerships with Reach Community Services, the programme nurtures youth from low-income families with mentorship and apprenticeship opportunities in the areas of hospitality and creative arts. The corporate social responsibility programme matches Fullerton employees, vendors and partners with these students to provide 8 months of training.

The Pan Pacific Hotel, having been inspired after attending the luncheon, collaborated with the Fullerton Hotel to be part of the journey to benefit more youths.

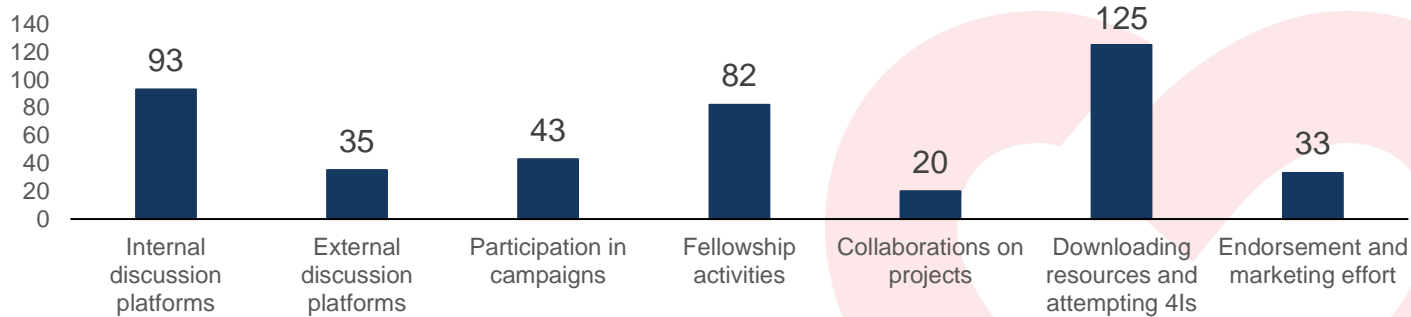
ORGANISATIONS OF GOOD



COMPANY OF GOOD empowers businesses in Singapore to give in strategic, sustainable and impactful ways.

Active companies **170**

Companies stepped up and progressed further in their giving journey through various ways



3 campaigns - National Day Parade, Giving Week and Giving Market Place - increased awareness and supported the following causes:

- 1 Elderly
- 2 Children and youth
- 3 People with disabilities

ORGANISATIONS OF GOOD

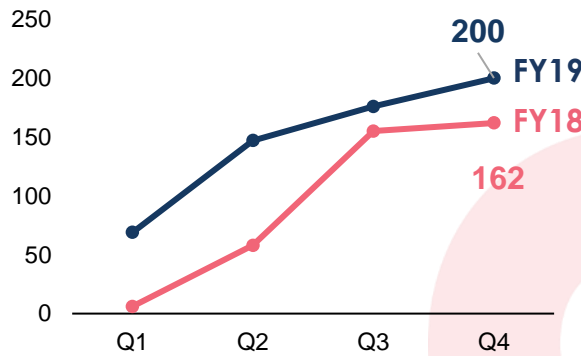
Deepen trust and excellence NPOs



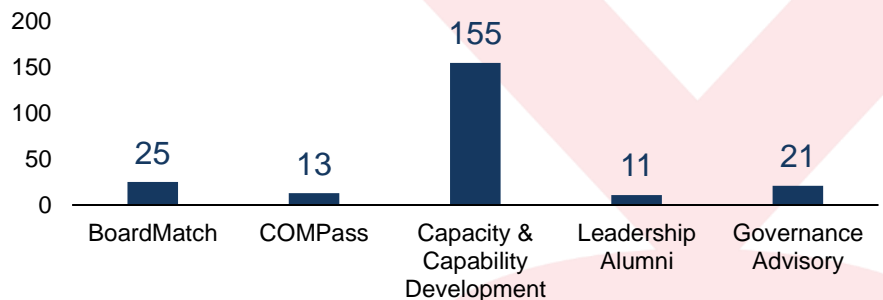
**CENTRE FOR
NON-PROFIT
LEADERSHIP**

NVPC's **Centre for Non Profit Leadership (CNPL)** cemented partnerships which helped increase non-profit governance, diversity, strategic planning, and leadership.

200 NPOs engaged to improve governance and organisational effectiveness



NPOs engaged in CNPL's initiatives:



Leaders benefitted from capacity and capability forums and workshops such as lean thinking and the **importance of Board and management dynamics**. Other highlights include an advisory clinic to allow leaders to gain a better understanding on the legal structure of non-profit organisations.

LEADERS OF GOOD

Develop Self-Generating Community of Corporate Givers

1,875 companies



54 Engaged Leaders Who Started Or Are Part Of Cross-Organisational Collaborations

Joint partnership with NCSS:
Greater ability to **extend outreach, engage and support companies** to navigate the giving landscape



1

Since the **establishment of a national contact helpdesk** in June 2019, Referrals were made for corporates to access resources and help from agencies

2

Development of **account management framework** and process resulted in targeted joint engagements

3

There were also **cross-marketing of collaterals and referrals** of corporates which provided more options for corporates to do good

Strengthen Network of Groundups and Community Builders

Be Kind SG's #OurEverydayHeroes initiative in appreciation of healthcare workers during COVID-19

In support of COVID-19 to ensure the safety and well-being of the **7,000 frontline workers** in NCID and TTSH, NVPC and several multi-sector leaders stepped up and put together **care packages** with messages of encouragement and appreciation for them. These leaders collated items and volunteers came down to NVPC to pack and arrange for distribution of the care packages.



Project Through Train

Company of Good Fellowship mentors from Standard Chartered Bank and Samsui Supplies collaborated with **SG Enable** to build an industrial kitchen and provide a six-month **training and employment programme for people with disabilities**. Successful graduates would be offered jobs by a wider partner network of F&B operators.



LEADERS OF GOOD

Nurture Communities of Purpose



Development of Community Building methodology

The Community Building team convened **a successful series of participatory action research-based sessions called Community Matters,** attracting 29 community developers from diverse areas including non-profit organisations, groundups, co-working spaces, and hospitals. The participants co-led the enquiry and peer learnt on different aspects of community development. This resulted in the **first ever collection of insights on community development practices in Singapore** and will be published as a community development toolkit this year.

LEADERS OF GOOD

Nurture Communities of Purpose



Development of colabs methodology

We **codified the Colabs Framework** In partnership with Sequoia Consulting, drawing from learnings from a pilot of three series exploring the different causes of Children & Youth, Persons with Disabilities and Seniors

WHAT IS COLABS?

Colabs enables the **public, private and social sectors to tackle complex social issues**, to come together, collectively build insights and work towards collaborating for greater social impact.

WHY COLLABORATE?

Social issues today are complex. They are often interconnected and present no clear causes, effects or even solutions. These problems cannot be solved by any single entity or the government alone.

LEARN

Learn about issues affecting disadvantaged groups.

Philanthropists, businesses, non-profits and sector experts go on a learning journey to gain in-depth knowledge of social causes.

ALIGN

Align priorities and get behind a common agenda.

With new insights, members identify opportunities to work together on a problem, and get behind a common agenda.

ACT

Take action by collaborating for greater social impact.

They share resources and expertise across sectors, and work together to achieve their shared vision for social change.

CORPORATE INFORMATION OF NVPC

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:	IPC 000645
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:	CorpServe



BOARD OF DIRECTORS (as at 31 March 2020)

<u>Appointment</u>	<u>Key Directorships & Appointments</u>	<u>Attendance</u>
Mrs Mildred Tan Chairperson Appointed October 2013	Chairperson, PSD International Advisory Panel (Prime Minister's Office) Member, Charity Council Member, The Community Foundation of Singapore	5/5
Mr Eugene Seow Vice Chairman Appointed September 2012	Chief Executive Officer, TOUCH International Board Member, TOUCH Community Services Board Member, National Council of Social Services	3/5
Mr Philip Ong Board Member Appointed October 2013	Deputy Secretary, Ministry of Culture, Community and Youth	4/5
Mr Bradley Michael Levitt Board Member Appointed April 2015	Chief Executive Officer, Sentosa Capital Pte Ltd Co-Chairperson/Trustee, Temple Garden Foundation Cambodia	3/5

BOARD OF DIRECTORS (as at 31 March 2020)

<u>Appointment</u>	<u>Key Directorships & Appointments</u>	<u>Attendance</u>
Mr Loh Lik Peng Board Member Appointed April 2015	Director, Unlisted Collection Chair, Singapore Arts School Ltd Chair, Asian Civilisations Museum	3/5
Mr Seah Chin Siong Board Member Appointed November 2016	President & Chief Executive Officer, Singapore Institute of Management Director, iShine Cloud Limited Board Member, National Council on Problem Gambling	5/5
Professor David Chan Board Member Appointed November 2016	Professor of Psychology, Singapore Management University Director, Behavioural Sciences Institute, Singapore Management University Member, Social Science Research Council	1/5



BOARD OF DIRECTORS (as at 31 March 2020)

<u>Appointment</u>	<u>Key Directorships & Appointments</u>	<u>Attendance</u>
Mr Azmoon Ahmad Board Member Appointed November 2016	Senior Vice-President, Desay SV Automotive Singapore Pte Ltd	3/5
Ms Charmaine Leung Board Member Appointed July 2018	Managing Director, Community Chest Group Director, Fund-Raising & Engagement, National Council of Social Services	5/5
Ms Cho Pei Lin Board Member Appointed October 2018	Managing Director, Asia PR Werkz Pte Ltd	4/5
Mr Edmund Wong Board Member Appointed October 2018	Senior Vice President, Investment Services Real Estate, GIC Pte Ltd	3/5



KEY PERSONNEL

Ms Melissa Kwee

Chief Executive Officer

Mr Tony Soh

Deputy Chief Executive Officer

Ms Amy Teo

Director, People & Corporate Services

Mr Jeffrey Tan

Director, Marketing & Advocacy

Ms Fazlin Abdullah

Director, Knowledge & Insights

Mr Darrel Lim

Director, Community Partnerships

Mr Lenard Raymond Pattiselanno

Director, Outreach & Institutional Partnerships

Ms Ng Soek Mun

Director, Strategy & Policy

POLICIES

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.

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.

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.

PEOPLE

Staffing

As at 31 March 2020, the breakdown of the staff strength was as follows:

Knowledge & Insights	7
NPO & Community Partnerships	10
Company Of Good	13
CNPL	5
Digital Innovation	10
People & Corporate Services	14
Outreach & Institutional Partnerships	7
Marketing & Advocacy	12
Strategy & Policy	3
CEO Office	4
Total	85

Volunteer Contributions

NVPC values its volunteers who contribute their time and talents, sharing in our mission towards building a City of Good. NVPC's volunteers contributed over 600 hours in FY2019/20 in various capacities, e.g. Board Members, facilitators, coaches, event helpers.

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

Land and Building

NVPC presently occupies 1,699.74 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 709.82 sq. m. is used as office space for the staff of NVPC.

AUDITED STATEMENT OF ACCOUNTS

Other matters of disclosure are covered in the Audited Financial Statement for FY2019/20.

CODE OF GOVERNANCE

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

CODE OF GOVERNANCE FOR CHARITIES & IPCs

Governance Evaluation Checklist (1 April 2019 – 31 March 2020) For large IPC – Advanced Tier

DESCRIPTION		CODE ID	RESPONSE
S/N	BOARD GOVERNANCE		
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	N.A.
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	N.A.
4	<p>The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.</p> <p>If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.</p>	1.1.7	Complied

CODE OF GOVERNANCE FOR CHARITIES & IPCs

Governance Evaluation Checklist (1 April 2019 – 31 March 2020) For large IPC – Advanced Tier

DESCRIPTION		CODE ID	RESPONSE
S/N	BOARD GOVERNANCE		
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	N.A.
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied

CODE OF GOVERNANCE FOR CHARITIES & IPCs

Governance Evaluation Checklist (1 April 2019 – 31 March 2020) For large IPC – Advanced Tier

DESCRIPTION		CODE ID	RESPONSE
S/N	CONFLICT OF INTEREST		
9	There are documented procedures for governing board members and staff to declare actual or potential conflict of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
S/N	STRATEGIC PLANNING		
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied
S/N	HUMAN RESOURCE AND VOLUNTEER MANAGEMENT		
13	The Board approves documented human resource policies for staff.	5.1	Complied

CODE OF GOVERNANCE FOR CHARITIES & IPCs

Governance Evaluation Checklist (1 April 2019 – 31 March 2020) For large IPC – Advanced Tier

DESCRIPTION		CODE ID	RESPONSE
S/N	HUMAN RESOURCE AND VOLUNTEER MANAGEMENT		
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 16 if "No")		Yes
16	There are volunteer management policies in place for volunteers.	5.7	Complied
S/N	FINANCIAL MANAGEMENT AND INTERNAL CONTROLS		
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied

CODE OF GOVERNANCE FOR CHARITIES & IPCs

Governance Evaluation Checklist (1 April 2019 – 31 March 2020) For large IPC – Advanced Tier

DESCRIPTION		CODE ID	RESPONSE
S/N	FINANCIAL MANAGEMENT AND INTERNAL CONTROLS		
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")		Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
S/N	FUNDRAISING PRACTICES		
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and prompted deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 24 if "No")		Yes

CODE OF GOVERNANCE FOR CHARITIES & IPCs

Governance Evaluation Checklist (1 April 2019 – 31 March 2020) For large IPC – Advanced Tier

DESCRIPTION		CODE ID	RESPONSE
S/N	FUNDRAISING PRACTICES		
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
S/N	DISCLOSURE AND TRANSPARENCY		
25	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")		No
26	No governing board member is involved in setting his own remuneration.	2.2	N.A.
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	N.A.
	Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")		Yes

CODE OF GOVERNANCE FOR CHARITIES & IPCs

Governance Evaluation Checklist (1 April 2019 – 31 March 2020) For large IPC – Advanced Tier

DESCRIPTION		CODE ID	RESPONSE
S/N	DISCLOSURE AND TRANSPARENCY		
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	<p>The charity discloses in its annual report –</p> <p>(a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied

CODE OF GOVERNANCE FOR CHARITIES & IPCs

Governance Evaluation Checklist (1 April 2019 – 31 March 2020) For large IPC – Advanced Tier

DESCRIPTION		CODE ID	RESPONSE
S/N	DISCLOSURE AND TRANSPARENCY		
30	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied
S/N	PUBLIC IMAGE		
31	<p>The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied

**Together, let's build
a City of Good!**





cityofgood.sg