

ANNUAL REPORT



1 April 2021 –
31 March 2022

Giving Gives Life



CONTENTS

What is the City of Good?

4 CEO's Message

How can we become the City of Good?

6 Our Evidence-Based Approach

7 The 3 Pillars of the City of Good

9 The 4 Roles of NVPC

NVPC as...

10 An Architect

12 A Bridge

16 A Community Builder

19 A Thought Leader

20 Looking Ahead

22 About Us

24 Corporate Governance

32 Governance Evaluation Checklist





Hope and a sense of agency are the dual currencies of a better future.

As we emerge from over two years of uncertainty, anxiety, and even fear, we choose to believe that we can collectively learn lessons from the pandemic and strengthen our "yes we can" spirit to become the City of Good.

In the past two years, we have experienced a fresh ground-up leadership and the power of partnership. Not blame, but an acknowledgement that we are all part of the problem and responsible to be part of the solution. Navigating a crisis has meant trusting and relying upon each other. In our common frailty, we discovered humanity and a new resilience and strength.

The world is beginning to heal but the future is still uncertain. Some businesses are on the road to recovery, but more than recovery, we need a reset. Some business leaders have also realised the interdependence between business and the well-being of society and taken the opportunity to rethink their role in society. This is both reflective in an attitude towards giving, but moreover a foundational question around the purpose of business in society. More companies are contributing to those in need through creative and unconventional ways.

As a nation, we too have come together with unprecedented generosity and resilience of spirit. We witnessed exemplary response-ability during COVID-19 — from corporate to community and individual citizen action. Through the storm, we have seen that everyone is capable of making a positive change and building the City of Good in our own ways.

The lessons have been dearly won and we refuse to waste this crisis. Looking forward, NVPC is renewing and refreshing our strategy by reimagining the better normal through enhanced collaboration, expanded platforms and catalytic partnerships with our stakeholders. Choices we make in emerging from the pandemic will set the trajectory for our next season. Put another way, the generation ahead is shaped by what happens now — and we need you.

This Annual Report chronicles the Stories of Good in Singapore and recognises you — where People, Organisations and Leaders came together to uplift those in need, to create new possibilities and affirm that giving gives life.

We would not be where we are today without you. We salute you, the people and residents of Singapore. May you continue to inspire us to give our best for others as we become the City of Good together.

Melissa Kwee

Chief Executive Officer

Tony Soh

Deputy Chief Executive Officer



Our Evidence-Based Approach

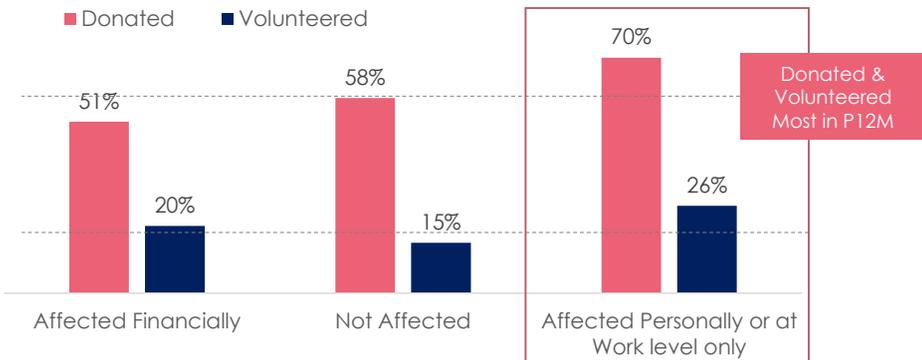
We aim to be a research-based, thought-leading institution. One that encourages and engages in advocacy and collaboration. With insights gained from our research studies, we constantly evolve our strategies as the road to the City of Good requires us to remain adaptable and forward-looking.

According to the Individual Giving Study 2021, the giving landscape shows promise despite the COVID-19 pandemic. 1 in 2 individuals stated that they were likely to donate or volunteer in the future. Digital donation and volunteering surpassed previous numbers. With this changing landscape, we are in the midst of enhancing our virtual volunteering and donation channels and we hope to be a catalyst for other partners to do the same.

The pandemic posed many challenges. However, as a society, we came forth with care and love. There was acceleration in informal and community-led giving initiatives, as well as more frequent and consistent donations. These signify everyday giving, a habit we hope to instil in the community. By prioritising purpose and care in our actions, we can tide through the pandemic and grow stronger together.

An interesting statistic: those who were affected personally or at a work level by COVID-19 donated more than those who were not.

First-hand experience can drive the desire to better the systems that affect us or our loved ones. Empathy can also open our hearts and minds to give. We challenge society as a whole, to stand together and give our time, talent, treasure, and voice generously.



Source: Individual Giving Study 2021

The 3 Pillars of the City of Good



People of Good

"Giving is part of who we are and how we live"

A city without its people is grey. We hope to inspire and enable people to spread joy and colour through giving. While ad-hoc volunteering or donations are appreciated, we believe consistent giving is in our DNA and we can ignite this by highlighting stories of good from everyday heroes through our digital platforms.



Organisations of Good

"Goodness is the business of every organisation"

As Organisations are made up of People, we also encourage organisations to make goodness the centre of their strategy and operations. Purpose is not an afterthought but can co-exist with profit. In fact, purpose can be a driver of profit and growth. To this end, we are working with organisations to strengthen their contributions to society as well as map out what the roadmap to corporate purpose looks like.



Leaders of Good

"Flourishing and influential learning communities of leaders raising leaders"

At the heart of it all, we believe in the power of leaders to galvanise and influence others to give their time, talent, treasure, and voice. We provide platforms and opportunities for leaders in charities, groundups, corporations, and the public sector to come together to strengthen their leadership skills and explore collaborations to address the community's needs.



The 4 roles of NVPC



Being cause-agnostic, we work across private, public and non-profit partners to play a catalyst role in growing a culture of giving.

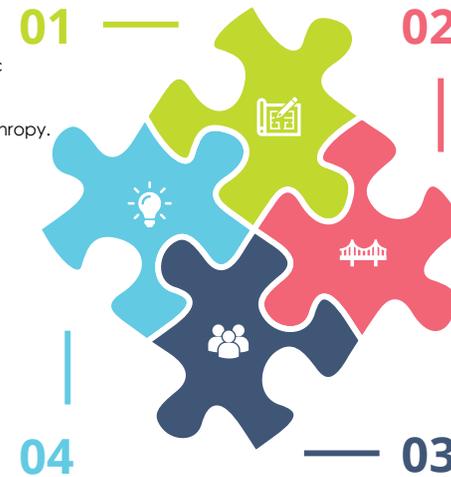
Architect

As an architect of systems-level platforms and initiatives, we develop infrastructure to mobilise givers at scale and make giving a key part of our everyday lives. We do this through designing and engineering high-impact philanthropic strategies and developing strategic partnerships to drive collaboration, growing volunteerism and philanthropy.

Bridge

We believe in closing the gap among organisations and facilitating a higher level of transparency and collaboration.

We work with and enable partners to develop structures and solutions for various causes. Our partnerships allow us to support and help steer giving efforts in our communities.



Thought Leader

We sense-make insights from the data we collect on giving trends and habits to inform our work and that of our partners. Coupled with the feedback we hear from the community, these actionable insights help shine a light on the issues to address.

Community Builder

When we help build bridges, our end goal is to shore up the strength of our communities to make us more resilient and sustain change. We help develop, support and connect communities to facilitate change that strengthens the social fabric of society.

NVPC as... an ARCHITECT

Organisations of Good

Volunteer on Valentine's Day

Volunteer on Valentine's Day, also known as #VolunteerOnVday, is our take on this treasured day of love. We often associate Valentine's Day with dedicating our day to showing love to those most important to us, especially our romantic partners. This year, we wanted to reframe this tradition.

We launched an online campaign to encourage spending our Valentine's Day lending our time to communities that could use some tender loving care too. Check out this year's video on the right:



We collaborated with online content creators to share the joys of showing love through giving this Valentine's Day.

Not only did other charities share the #VolunteerOnVday hashtag, but online publication Time Out also featured our volunteering platform Giving.sg and helped share our varied and exciting volunteering opportunities to spread the love.



Source: 4S Tembusu ElderCare

People of Good



Volunteer with Giving.sg On Valentine's Day

Start your giving journey at
gi♥ing.sg

For some ideas, check out our Valentine's Day article [here](#).



SG Together Alliance for Action on Corporate Purpose: Businesses as a Force for Good



Alliance for Action on Corporate Purpose

Through our work in the Alliance for Action on Corporate Purpose (AFA-CP), we've engaged with companies on how businesses have both a responsibility and an opportunity to positively impact society.

Formulating a corporate purpose goes beyond a mission statement. It is key to align financial goals of businesses with social and environmental outcomes, to inform the purpose of work so we can turn purpose into action.

Over 40 corporate leaders' understanding of the interdependence between business and society was strengthened in a leadership dialogue we led with a panel discussion that included Dave Ingram (Unilever), En Lee (LGT) and Peter Ong (Enterprise Singapore). Another panel discussion that included Lim Boon Heng (Temasek Holdings), Nichol Ng (FoodXevices) and Sunny Verghese (Olam International) also addressed the Role of Leadership in Putting Purpose into Practice.

Leaders of Good



S.T.A.R. Mentoring Programme

At the **Centre for Non-Profit Leadership (CNPL)**, we believe in the invaluable experience and expertise of skilled leaders as an integral part of advancing the charity sector. Following the philosophy of mentorship, we made strides this past year in further developing our S.T.A.R. Mentoring Programme.

The S.T.A.R. Mentoring Programme is a platform for experienced non-profit organisation (NPO) board members and leaders to **share their knowledge and expertise with new NPO board members and leaders**.

As of this year, we have expanded the programme beyond only board members to **nurture ground-up leaders**, wherein mentees were founders of ground-ups in various stages of their journey, and mentors were founders of charities with at least three years of experience leading the charities.

As architects, success to us looks like building a supportive and integrated network of leaders, bringing political, community, corporate, charity, non-profit, religious and public-sector leaders together – that can do well by doing good, together.

As a young woman who had leadership suddenly thrust upon my shoulders, I was glad for [my mentor] Swee Ping's encouragement and her wealth of experience which, coupled with her constancy and authenticity, kept us both pointed towards our North Star as we navigated the tumultuous waters of leading our organisations through the challenges mounted by Covid-19.

Elysa Chen, Executive Director, CampusImpact

Thanks to your participation, our #VolunteerOnVday campaign had over 4,000 volunteer sign-ups on Giving.sg!



This Valentine's Day, Volunteer with Giving.sg

Things to do

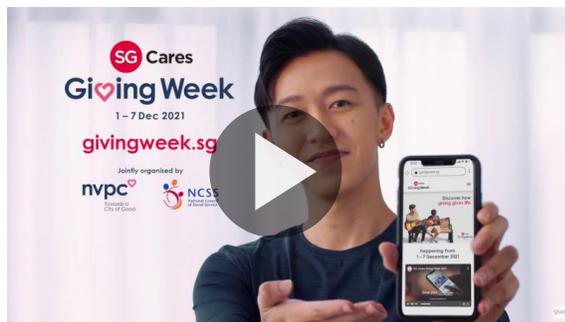
Source: Time Out Singapore

NVPC as... a BRIDGE

SG Cares
Giving Week

SG Cares Giving Week

An anchor initiative co-organised by SG Cares, NVPC, and NCSS, SG Cares Giving Week is held annually to inspire individuals, businesses, non-profit organisations, public agencies, and leaders to come together to give back to the community and together, build a Singapore that cares. To grow the culture of giving, we aim to inspire everyday giving through simple giving opportunities or activities that can be part of our everyday lives.



Highlights of SG Cares Giving Week 2021

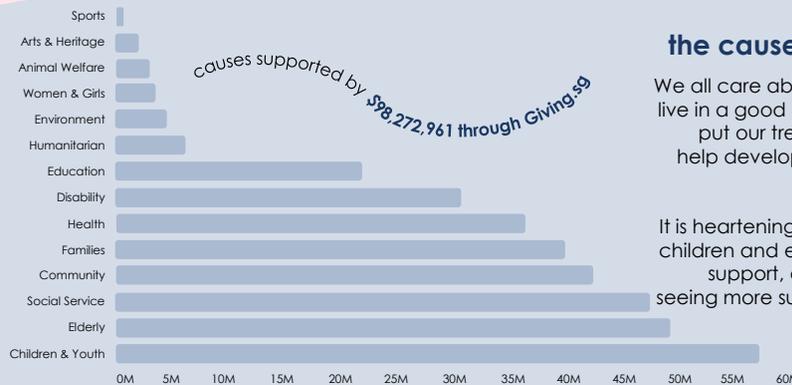
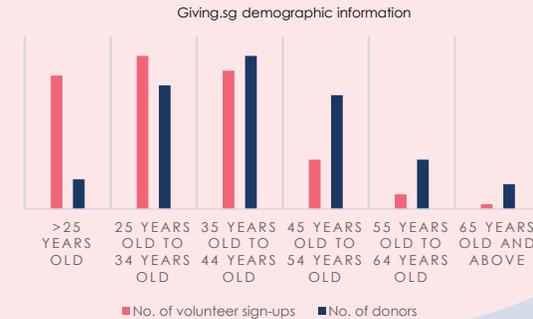
People of Good

Anyone can give.

This past year, we have seen an exceptional display of generosity, kindness, and evidence that we are truly becoming the City of Good. We may come from different backgrounds and walks of life but we all still have the heart to give and do good.

Regardless of who you are,

The demographics shed light on how givers can give within their own means. While youth may not have the funds to donate, they spend their time volunteering. Meanwhile, our seniors may be unable to help out physically. Instead, they donate to various causes.



the cause you believe in,

We all care about making the city we live in a good place to be. Where we put our treasure is a great way to help develop the areas we want to see flourish.

It is heartening to see our care for our children and elderly in the causes we support, and we look forward to seeing more support for other causes.

or how you give.

Every bit counts.

- Giving of **Time** – 33K volunteer signups on Giving.sg
- Giving of **Treasure** – \$98 million raised for charities on Giving.sg
- Giving of **Talent** – 50 senior executives (volunteers) matched to boards of NPOs
- Giving of **Voice** – 3.4 million video views for our City of Good campaign that calls out to the nation to help Singapore become the City of Good



Raised >\$2.1M donations through Great Singapore Give on Giving.sg



Reached >1.8M households via GivingWeekSG social media accounts



Onboarded close to 500 partners



Engaged youth through newly-created TikTok account and garnered >700 followers in 1 month



Organisations of Good

Re:Post Campaign

South West Community Development Council (SWCDC), SingPost, Social Gifting, Alyfa Atelier and Our Barehands partnered together for the Re:Post charity campaign to upcycle decommissioned standard-issue SingPost uniforms and transform them into lifestyle products to generate proceeds towards SWCDC in support of its South West Caregiver Support Fund and Meals Service @ South West.

12 lifestyle products were created including water-repellent tote bags, tissue holders, cushion covers and picnic mats. Proceeds from the sale of these upcycled products were donated in full to the South West CDC, benefitting communities such as the lower-income groups and seniors. Additionally, close to 41,000 new cargo pants were also donated to migrant workers, assisted by a local non-profit organisation, ItsRainingRaincoats.



Source: South West CDC and SingPost

Leaders of Good



Dementia Colabs

Dementia is a condition that affects 1 in 10 Singaporeans above the age of 60, and the number is increasing rapidly each year. Dementia can often be overwhelming for Persons Living with Dementia (PLWDs) and caregivers to navigate alone.

Against the backdrop of a rapidly ageing Singapore, there are many organisations from the private, public and community sector with a deep dedication to serving the needs of PLWDs.

Leveraging our tri-sector role, we brought together 85 stakeholders to "bring the system in the room", engaging in conversations towards action to address wicked problems that no one organisation or stakeholder group can solve alone.

This year's Colabs series centred around the key aspiration statement:

How Might We Create a Whole-of-Society Response for a Dementia-Inclusive Singapore?



Dementia Colabs Report

NVPC as... a COMMUNITY BUILDER

People of Good

President's Volunteerism & Philanthropy Awards

The President's Volunteerism & Philanthropy Awards (PVPA) is the pinnacle award and platform to recognise individuals and groups that have achieved excellence in giving. These awards represent the highest honour for giving in the community and are conferred by the President of the Republic of Singapore. It is organised by the National Volunteer & Philanthropy Centre (NVPC) with support from the Ministry of Culture, Community and Youth (MCCY).

PRESIDENT'S
VOLUNTEERISM &
PHILANTHROPY
awards

Since PVPA's inception in 2012, its objectives have always remained to:



Honour and celebrate those who have set benchmarks of excellence in encouraging the spirit of giving in Singapore



Create awareness and increase mindshare to inspire others to bring about a higher level of giving in Singapore



Galvanise and catalyse winners to further their giving journey, so they become multipliers and community champions

Check out the tributes to our 2021 winners here:



PVPA 2021 Tribute to People and Leaders of Good Winners



PVPA 2021 Tribute to City of Good & Organisations of Good Winners

Organisations of Good

Design For Community Action

Design for Community Action (DCA) was created by our Community Matters team to introduce Human-Centred Design Thinking as a methodology to help communities co-create workable solutions for their operational challenges.

How DCA stands out is that we empower communities to solve their own challenges while walking the journey with them.

Facilitated by NVPC's Community Matters team and design thinkers from BNP Paribas's Design Factory Asia, these workshops provided a platform for organisations to identify opportunities, ideas and co-create solutions around their corporate and/or individual donor engagement capabilities or initiatives.

The latest run included a panel discussion segment on corporate philanthropy led by BNP Paribas's Head of Philanthropy (Asia), as well as key representatives from Etonhouse Community Fund, Essilor Vision Foundation, and Community Foundation of Singapore.

In 2021, a total of 22 NPOs have embarked on new fundraising or donor engagement initiatives, or reworked existing ones within their respective organisations.



Leaders of Good

Leadership Conversations 2021

The Leadership Conversations 2021 series was organised by CNPL, led by our Leadership Alumni Working Group and supported by Tote Board towards non-profit leadership development.

A total of three conversations were held on topics such as "Women in Leadership", "Gen X & Y in Leadership", and "Active Agers in Leadership" with close to 300 participants and panellists who candidly shared insights, learnings, and understanding on multiple matters.

Privileged to have ESM Goh Chok Tong as our Guest-of-Honour for the last of our Leadership Conversations 2021 series – "Active Agers in Leadership", the participants and panellists shared their thoughts on leadership lessons, relationships with key people, succession planning, and post-transition.





NVPC as... a THOUGHT LEADER



The Futures of Giving 2021

To prepare for future challenges in the giving landscape and create a future that we want to live in, we need to understand where the seeds of that future are in the present.

Corporate Giving Study 2021

The COVID-19 pandemic presented huge economic challenges for businesses in Singapore. However, it was also during these difficult times that business leaders increased their corporate giving to aid the community.



Giving Scenarios 2030

How might Singapore look like in the future, and where is the place of giving in it? The Giving Scenarios 2030 aim to inform strategic and operational decisions by your stakeholders in the giving space, including but not limited to funders, policymakers, non-profits, community groups, and intermediary bodies.

Reflect, Renew, Refresh

As we come out of the COVID-19 pandemic and face the implications of a grim global economic outlook, we are at an inflection point as an organisation.

In FY22/23, we are taking the opportunity to learn from stakeholders, identify the possibilities and challenges that lie ahead, and refresh our strategy and plan for the next five years.

Our focus remains on growing the culture of giving. But we can't do it alone. We invite one and all — People, Organisations, and Leaders — to join us on our journey towards becoming a City of Good.

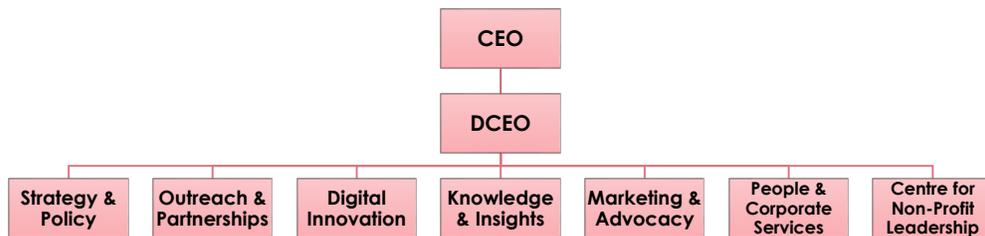


About Us

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 Nov 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

Organisational Structure



Name	Designation	Date Joined
Ms Melissa Kwee	Chief Executive Officer	1 Sept 2014
Mr Tony Soh	Deputy Chief Executive Officer	7 Nov 2018
Ms Fazlin Abdullah	Director, Knowledge & Insights	3 Feb 2020
Ms Ng Soek Mun	Director, Strategy & Policy	23 Jan 2018
Mr Lenard Raymond Pattiselanno	Director, Outreach & Partnerships	1 Sept 2020 to Present
	Director, Outreach & Institutional Partnerships	10 Jul 2017 to 31 Aug 2020
Mr Jeffrey Tan	Director, Marketing & Advocacy	3 Feb 2020 to Present
	Director, Knowledge & Insights/ Marketing & Advocacy	14 Nov 2016 to 2 Feb 2020
Ms Amy Teo	Director, People & Corporate Services	5 Aug 2013
Ms Janet Tan	Director, Digital Innovation	1 Apr 2021

Staffing

As at 31 March 2022, the breakdown of the staff strength was as follows:

CEO Office	4
Strategy & Policy	8
Outreach & Partnerships	33
Digital Innovation	11
Knowledge & Insights	8
Marketing & Advocacy	15
People & Corporate Services	13
Centre for Non-Profit Leadership	5
Total	97

Volunteer Contributions

NVPC values its volunteers who contribute their time and talent, sharing in our vision for Singapore to become the City of Good. NVPC's volunteers contributed over 400 hours in FY2021/22 in various capacities, e.g., as board members, facilitators, coaches, event helpers.

Corporate Governance

1. Board

The NVPC Board comprises 13 members and is chaired by Mr Seah Chin Siong.

The members consist of:

- A Chairman, to be appointed by the Minister, MCCY;
- A Vice-Chairman, to be elected by Board Members;
- 2 ex-officio members, one each from the National Council of Social Service and the MCCY; and
- Up to 11 other members from among individuals or private organisations who are involved with volunteerism or philanthropy including representatives from the NPO sector.

The Board has the responsibility of ensuring that NVPC is governed and managed responsibly and prudently to achieve organisational effectiveness, credibility, and sustainability.

Members are appointed based on merit of their calibre, experience, stature, ability to contribute towards the mission and vision of the organisation, as well as networks and relationships they bring which are of strategic importance to the organisation.

Appointment & Recruitment

As part of the Board succession planning and renewal process, Board members are appointed for a term of up to two years and shall be eligible for re-appointment. The Nominations Committee has oversight of the appointment and re-appointment of Board members. It has in place a formal process for the renewal of the Board and the selection of new members.

Board renewal takes into account the present and future needs of NVPC. The Nominations Committee conducts an annual review of the Board's composition. To identify potential candidates for appointment to the Board of Directors, the Committee taps on Boardmatch, a service run by the Centre for Non-Profit Leadership as the first port of call, and alternatively, the Committee taps on Board members' networks. The Committee evaluates the nominations based on the needs of NVPC and the skill gaps of the Board. It also considers the need for diversity in terms of gender, ethnicity, expertise, and sectoral experience. The Board Chair will meet with the shortlisted candidate(s) to assess their suitability and make recommendations to the Committee for endorsement.

In making recommendations to the Ministry of Community, Culture, and Youth (MCCY) on the re-appointment of Board members, the Nominations Committee reviews among other factors, the members' expertise, length of service, and their continued ability to commit time to contribute towards NVPC's mission and vision. All Board appointments are approved by the Minister of Community, Culture and Youth.

Training

To familiarise our Board Members with the organisation and the non-profit sector, the following practices have been established:

- Each new board member receives a digital onboarding kit to familiarise them with our policies, processes, and organisation structure. The management provides quarterly updates at Board of Directors meetings to update the Board on the performance of key focus areas and new strategic initiatives.

Training

- Each new Board member is paired up with a buddy from our Leadership Team to be their go-to person for any questions on the organisation.
- Board members and advisors are invited to join the organisation's events and webinars to help increase their understanding of the opportunities and achievements of the sector.

In collaboration with the Centre for Non-Profit Leadership (CNPL), board members were invited to the following webinars and talks during the financial year to increase their knowledge of the sector:

Leadership Conversation 2021:

- Gen X & Y in Leadership
- Active Agers in Leadership

Board Connect Series:

- Effective Board Engagement
- Conflicts of Interest and My Board – Real or Perceived

Board Effectiveness

The Board of Directors tapped on the BoardPulse diagnostic tool created by CNPL to evaluate the overall effectiveness of the Board.

BoardPulse creates an opportunity for the Board to look within themselves and ask, "How are we doing as a Board?" as the starting point in a journey that the Board embarks upon together towards developing a board governance agenda.



It tells you how the Board thinks at this point



Provide a summary of response that serves as a baseline from which to work in your governance improvement effort



Serve as a launching pad for an ongoing governance committee, development of governance plan and a continuing effort to strengthen your board



Provide a format for discussing some ongoing issues and concerns



Help you begin the essential conversation with your board on strengths and areas for potential development

The Board of Directors and management participated in an online survey, capturing their perspectives on the Board's composition, experience, expertise, and effectiveness. The survey results were kept confidential and anonymous.

The results were analysed by CNPL, together with two external consultants, who would identify and propose improvement areas required of the Board. Board members were invited to attend a workshop where the survey results were presented, as well as to conduct action planning based on the areas of improvement from the survey results.

Based on the agreed action planning outcomes, CNPL and the external consultants developed a final report to capture the decisions made at the workshop. Upon receipt of the final BoardPulse report, the owners of the action items will have to ensure that the identified area(s) of improvement has been addressed.

Roles & Responsibilities

The NVPC Board as a whole is responsible for the following tasks, and each NVPC Board Member plays a part in it:

- Review the vision and mission statements of NVPC to keep its goals and objectives relevant.
- Focus on policy, strategy, and governance of NVPC.
- Discuss and approve the strategic plans and annual work plans of NVPC and ensure that they are aligned with the vision and mission of NVPC.
- Review NVPC's constitution, as necessary.
- Set policies and guidelines for financial limits, internal control procedures, and budget overspending.
- Review and approve the annual budget and financial statements of NVPC.
- Review periodic work progress reports and financial reports to monitor and evaluate NVPC's performance.
- Recommend the external auditor for approval by Members of the Company.
- Appoint members to standing or ad hoc sub-committees to review, recommend or endorse operational plans in areas such as HR, finance, Awards, etc.
- Select, support, and assess the Chief Executive Officer.
- Provide advice to the Chief Executive Officer and staff as a partner in achieving the vision and mission of NVPC.
- Plan for development, succession, and diversity of the NVPC Board.
- Define policies on acceptance of controversial or huge donations.
- Steer executive transition.

In addition to the general duties of the NVPC Board, the following Office-Bearers of the NVPC Board have specific roles.

Board Chair:

- Lead the NVPC Board in undertaking all duties necessary to achieve the long-term goals and objectives of NVPC.
- Ensure that the NVPC Board functions effectively and fulfils the responsibilities for the governance of NVPC.
- Develop the agenda for meetings of the NVPC Board in concert with the Chief Executive Officer, NVPC Board members and other staff, as appropriate.
- Chair all meetings of the NVPC Board.
- Identify and cultivate potential NVPC Board and sub-Committee members.
- Along with NVPC CEO, or a nominated Board representative, be the spokesperson of NVPC to the media and community.
- Exercise any delegated authority and financial authority approved by the NVPC Board or relevant reporting authorities.
- Appraise the performance of the Chief Executive Officer, if necessary in consultation with other NVPC Board members.

Chairman of Finance Committee:

- NVPC maintains a sound system of internal accounting controls to safeguard its assets and funds.
- Review of the effectiveness of NVPC's material internal accounting controls is conducted at least annually.
- NVPC Board is provided with a balanced, understandable, and accurate management account of the NVPC's financial performance and position on a quarterly basis.

The NVPC Board Member as an individual should also:

- Promote, support and participate in NVPC's activities for volunteerism and philanthropy.
- Promote the work, services and mission of NVPC to the community.
- Participate in the process of recruitment and orientation/induction of new NVPC Board Members.
- Participate in activities that develop the NVPC Board to better serve its governance role (e.g. board self-assessment, board retreat, training workshops, networking and liaison with government agencies).
- Take up any other duties and projects assigned by the Chairman, NVPC Board, or the NVPC Board.

NVPC Board Meeting Attendance for Year 1 April 2021 – 31 March 2022:

Generally, Board papers are sent to the Board one week before each meeting to allow them to prepare for the meetings and enable effective discussions.

<u>Name & Board Appointment</u>	<u>Date Joined</u>	<u>Occupation</u>	<u>Board Meeting Attendance</u>
Mr Seah Chin Siong, Chairman	Nov 2016	President & Chief Executive Officer, Singapore Institute of Management	4/4
Ms Chong Ee Rong, Vice Chairman	Oct 2020	Director, Certis Group	4/4

<u>Name & Board Appointment</u>	<u>Date Joined</u>	<u>Occupation</u>	<u>Board Meeting Attendance</u>
Mr Azmoon Ahmad, Board Member	Nov 2016	Managing Director, Desay SV Automotive Singapore Pte Ltd	3/4
Mr Lawrence Ang, Board Member	Oct 2020	Executive Director, Landz Consulting Pte Ltd	4/4
Mr Jason Chan, Board Member	Oct 2020	Partner, Allen & Gledhill LLP	3/4
Ms Cho Pei Lin, Board Member	Oct 2018	Managing Director, Asia PR Werkz Pte Ltd	4/4
Dr Goh Wei Leong, Board Member	Oct 2020	Co-Founder & Advisor, Healthserve Community Clinic	3/4
Dr Mathew Mathews, Board Member	Oct 2020	Principal Research Fellow & Head, Social Lab, National University of Singapore - Lee Kuan Yew School of Public Policy	4/4
Mr Philip Ong, Board Member	Oct 2013	Deputy Secretary, Ministry of Culture, Community and Youth	2/4
Mr Sim Guan Seng, Board Member	Oct 2020	Partner, Baker Tilly TFW LLP	3/4

NVPC Board Meeting Attendance for Year 1 April 2021 – 31 March 2022:

Name & Board Appointment	Date Joined	Occupation	Board Meeting Attendance
Ms Tan Li San, Board Member	Oct 2020	Chief Executive Officer, National Council of Social Service	2/4
Mr Edmund Wong, Board Member	Oct 2018	Head, Real Estate Investment Services Management, GIC Pte Ltd	3/4
Mr Suhaimi Zainul Abidin, Board Member	Oct 2020	Chief Executive Officer, Quantedge Capital Pte Ltd	4/4

NVPC's Constitution states all members of the Board, including the Chairperson, shall be subject to rotation, but shall be eligible for re-appointment/re-election for a maximum tenure of 6 consecutive years, to provide an avenue for renewal and opportunities for other potential individuals to serve on the Board.

The Chairperson's term is separate from the Board member's term. Should a Board member be appointed as a Chairperson, that person's term as a Board member will be renewed commencing from the date of appointment as Chairperson. A Board member shall not serve as Chairperson for a continuous period of more than six (6) years at any one time except with the written approval of the Minister charged with the responsibility for Community Development.

There are no Board members who have served more than ten consecutive years.

Board Advisors

Board Advisors are appointed to fulfil the following purposes:

- Provide strategic guidance to NVPC Board so that the management can continue to advance the organisation's vision, mission, and strategic initiatives
- Advise, mentor, and provide continuity to management in critical business areas and/or strategic projects

The Advisors are appointed by Chairman and are invited to attend Board meetings held quarterly. They do not have voting rights and legal responsibilities. The term for Advisors is tied to the Board term and they will serve two years per term.

Name	Date Joined	Occupation
Mr Tan Chuan-Jin	1 Nov 2020	Speaker of Parliament
Mr Loh Lik Peng	1 Oct 2020	Director/Founder Unlisted Collection
Mr Eugene Seow	1 Oct 2020	Board Member, National Council of Social Service (NCSS)

2. Committees

Board Committees assist the Board of Directors to advise the Board in carrying out its functions and exercise of its powers.

Membership of the Board Committees is carefully selected to ensure a diverse range of views and experiences is captured amongst its members. Each Board Committee has written terms of reference which are approved by the Board. Board Committees provide reports of their decisions to the Board regularly.

To enhance corporate governance, the Board appoints members to chair the following committees:

Audit & Risk

The purpose of the Committee is to:

- Ensure that the Management establishes risk management and internal control concepts to safeguard and protect the assets and interests of NVPC.
- Approve on behalf of the Board, the appointment of internal and external auditors.
- Review the scope and approve the audit plans of the internal and external auditors.
- Review the results, effectiveness and objectivity of the internal and external auditors' reports and approve the audited financial statements before it is tabled and approved by the Board.
- Resolve all audit disagreements between independent auditor and the management.

Finance Committee

The purpose of the Committee is to:

- Oversee the finance function of NVPC and ensure strong corporate governance.
- Advise, approve, and endorse Finance policies and implementation.
- Provide advice and guidance on financial matters.

Digital Committee

The purpose of the Committee is to advise NVPC on harnessing technology in building its digital platform to enable a leading, smart, giver-centric national giving ecosystem.

Human Resource Committee

The purpose of the Committee is to assist the Board of NVPC in fulfilling the Board's oversight responsibilities in the areas of recruitment, manpower planning, staff development, staff appraisal, remuneration, termination, and other key human resource issues.

Nominations Committee

The purpose of the Committee is to review the structure, size, skills, and composition of the Board in relation to the Constitution; and to review the appointment of any Board Director.

Committee	Name	Designation
Audit & Risk Committee	Mr Edmund Wong	Chair
	Mr Jason Chan	Member
	Mr Gerry Chng	Member
	Dr Chinnu Palanivelu	Member
	Mr Gurbinder Singh	Member
Finance Committee	Mr Sim Guan Seng	Chair
	Ms Adeline Hoe	Member (appointed 28 March 2022)
	Mr Nicholas Goh	Member (stepped down 31 Oct 2021)
	Mr Hui Yew Ping	Member (appointed 29 September 2021)
	Ms Chong Ee Rong	Member (stepped down 30 June 2021)
	Mr Philip Ong	Member
	Mr Jason Tan	Member

Committee	Name	Designation
Human Resource Committee	Mr Azmoon Ahmad	Chair
	Mr Sim Gim Guan	Member
	Ms Shaily Gupta	Member
	Mr Na Boon Chong	Member
	Dr Douglas O' Loughlin	Member
	Ms Doris Sohmen-Pao	Member
	Ms Grace Yip	Member
	Ms Mary Yong	Member
	Nominations Committee	Mr Seah Chin Siong
	Ms Chong Ee Rong	Member (appointed 29 September 2021)
	Mr Azmoon Ahmad	Member (appointed 29 September 2021)
	Mr Lawrence Ang	Member (appointed 29 September 2021)
	Dr Goh Wei Leong	Member (appointed 28 March 2022)
	Mr Philip Ong	Member
	Mr Sim Guan Seng	Member (appointed 29 September 2021)
	Mr Edmund Wong	Member (appointed 29 September 2021)

Committee	Name	Designation
Digital Committee	Mr Lawrence Ang	Chair
	Ms Chiang Yoke Fun	Member (appointed 28 March 2022)
	Ms Chong Chuan Neo	Member
	Mr Kwok Quek Sin	Member (appointed 17 Nov 2021)
	Mr Ong Hoon Meng	Member
	Mr Sanjoy Sen	Member
	Mr Yeo Teck Guan	Member

3. Financial Management

The annual budget is reviewed by the Finance Committee and approved by the Board prior to the start of each financial year and regularly monitored.

NVPC has put in place a Finance Policy & Procedures Manual for financial matters in key areas including procurement, petty cash, reserves management, payments, and income & receipts, etc.

4. Human Resource Management

NVPC incorporates systems that address employee communication, fair practice, performance management, and professional development. The employee standards and guidelines are set out in the Employee Handbook, and this is made available to all employees. Employees of NVPC are also not involved in setting their remuneration. Changes to any HR policies, including compensation practices, go through an approval process that involves the HR Committee.

NVPC does not have staff who are close members of the family of the CEO or Board of Directors.

5. Funding and income sources

NVPC's income mainly came from Grants received from MCCY. Other income included income generated from NVPC's services, Sponsorships, Donations, and other Grants from Tote Board and other Ministries. There were no fundraising activities conducted for the financial year.

6. Volunteer Management

NVPC strives to attract and work with our volunteers who use their professional skills, experience, or networks to strengthen our capabilities or support our projects.

The Volunteer Management Guide necessitates the volunteer management process, including recruitment, onboarding, retention, and recognition of our volunteers.

7. 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 conflicts of interest 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 Board Secretary if there are changes to their appointments and abstain from participating in discussion and voting where there is a potential conflict of interest.

8. Audited Statement of Accounts

Other matters of disclosure are covered in the Audited Financial Statement for FY2020/21.

9. Code of Governance

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

10. Land and Building

NVPC presently occupies 1,699.74 m² of Civic and Community Institution (C&CI) and Sports space located on the 3rd and 4th storey of a 25-storey retail cum office tower, located at 6 Eu Tong Sen Street, #04-88 The Central, Singapore 059817.

The property, with a 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 m² is used as office space for the staff of NVPC.

11. Whistleblowing Policy

NVPC is committed to the highest standards of honesty, transparency, ethical and legal conduct, and accountability. The whistleblowing policy serves to promote standards for good financial and corporate practices and deter wrongdoing, 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.

12. Other Policies

In addition to the above, NVPC has also set out various policies to provide guidance to the management, including:

- Privacy Policy
- IT Policy
- Communication Policy
- Information/Document Security Policy
- Anti-Money Laundering and Countering the Financing of Terrorism Policy

Governance Evaluation Checklist

The Governance Evaluation Checklist ('GEC') covers the key guidelines from the Code of Governance for Charities & IPCs. Below is NVPC's GEC for the financial year from 1 April 2021 to 31 March 2022.

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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	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.	1.1.7	Complied	
	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.			
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	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts 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	
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	
Human Resource and Volunteer Management				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
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	
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	
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	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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	
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 promptly 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	
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
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	
28	No staff is involved in setting his own remuneration.	2.2	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
29	The charity discloses in its annual report — (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 (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.	8.4	Complied	
	The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.			
30	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
	The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.			
Public Image				
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

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