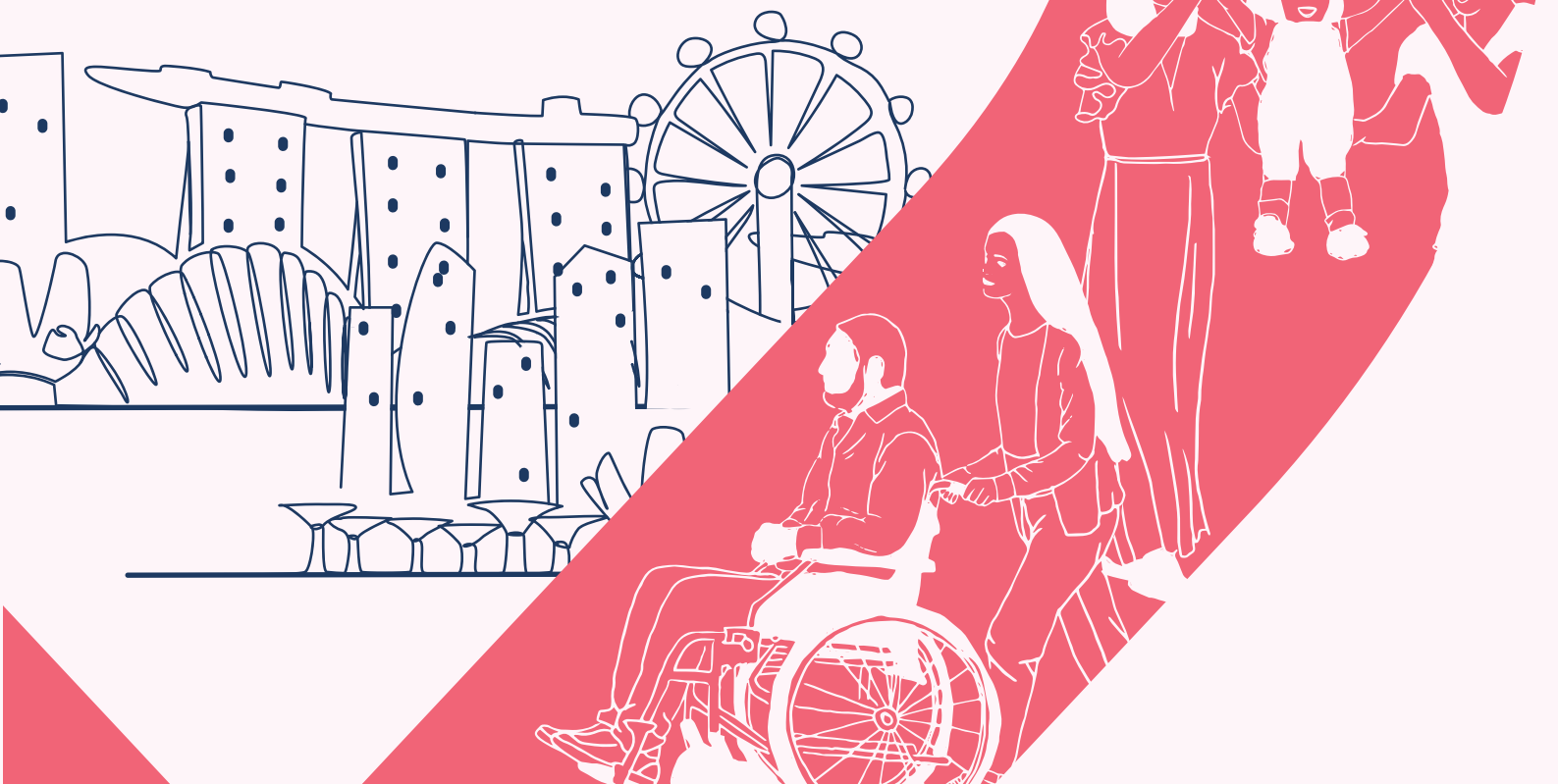


Reframing Philanthropy:  
*Embracing Change*  
*for a Purposeful Future*

Annual Report  
1 April 2022 - 31 March 2023



# About NVPC

## WHO WE ARE

The National Volunteer and Philanthropy Centre (NVPC) **brings the people, public, and private sectors together to shape Singapore into becoming the City of Good where everyone gives their best towards building a more compassionate, inclusive, and caring society.**

We work with individuals, communities, businesses, and leaders to encourage a giving culture in Singapore, by collaborating and finding solutions together through various initiatives and programs across multiple platforms.

## OUR VISION

City of Good

## OUR MISSION

We engage, enable, and empower everyone to grow a Culture of Giving in Singapore.

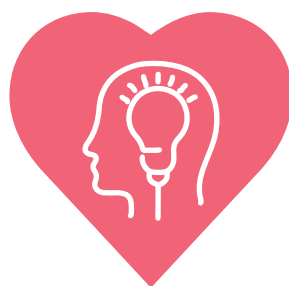
## VALUES

Our values guide how we work with one another, and with partners.



### CARE

We support our people, partners, and strive for excellence in all we do.



### OPENNESS

We embrace new ideas, ways of working.  
We actively give and welcome feedback.



### COLLABORATION

We know when to step in, step back and step up to achieve common goals

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# Chairman's Message

*Dear Partners,*

I am delighted to present the National Volunteer and Philanthropy Centre's (NVPC) Annual Report for the Financial Year 22/23. This report records NVPC's efforts in building a City of Good, reflecting our progress thus far, and charting the journey ahead.

As Chairman of NVPC, I am grateful for the opportunity to serve and contribute to strengthening the giving culture in Singapore, thanks to the support of the Ministry of Culture, Community and Youth. Our Board provides strategic direction and ensures sound governance in our pursuit of this vision.

NVPC serves a unique role in galvanising people, private and public sectors in Singapore's giving ecosystem to foster a more equitable, inclusive, and prosperous future. As stewards of the City of Good vision, we are focusing on three priority areas to broaden and deepen our impact.

Firstly, as the world rapidly digitalises, we are harnessing the emerging digital capabilities to enhance Singapore's giving ecosystem,

making it more accessible and efficient. Secondly, we recognise the increasingly crucial role businesses play in society and plan to advocate for more Companies of Good to be a force for good. Finally, our goal is to empower leaders across all sectors, enabling them to build Communities of Good within their spheres of influence.

Looking ahead, I am confident that NVPC is well-poised to make a difference. We stand at a pivotal juncture in our shared journey, ripe with immense possibilities and promise. Our collective goal is to build a more caring, inclusive and compassionate society, where everyone assumes responsibility for the welfare of others, shifting from self-centred to other-centred behaviours.

May this annual report serve as a tribute to our collective purpose, shared vision, and unwavering dedication to transform Singapore into a City of Good.

**Yours sincerely**

**Seah Chin Siong**

Chairman  
National Volunteer & Philanthropy Centre



# CEO's Message

*Dear Friends, Partners, and OneNVPC Family,*

As I reflect on the past Financial Year and consider the journey ahead, I am filled with a profound sense of gratitude for the support we have received and pride for all that we have achieved together in working towards a more caring, inclusive and compassionate society.

With Singapore transitioning to its next phase of growth post-COVID and in the face of global challenges, we can see that volunteerism and philanthropy have emerged as crucial pathways to build a brighter future for Singapore. We are privileged to be able to contribute to this next stage in Singapore's growth through our work in strengthening the giving culture.

Since NVPC was established 15 years ago, we have continued to evolve how we engage, enable, and empower individuals, communities, businesses and organisations in addressing community needs. Our achievements give us confidence that the giving culture is growing and strengthening.

Our digital giving platform, Giving.sg, has raised \$100 million with over 610,000 registered users and 650 charities. We nurtured the giving culture through nationwide giving campaigns like SG Cares Giving Week and recognised impactful changemakers through the President's Volunteerism & Philanthropy Awards. We built a network of more than 2,600 Companies of Good (COG), 112 of which have progressed to become Champions of Good. We launched the Corporate Purpose framework to help companies become

a greater force for good in society. We continued to cultivate community leaders through the Centre for Non-Profit Leadership, Groundup Central, Colabs, and Company of Good Fellowship. We are heartened and encouraged by the strong support of our partners in helping us make such impact across public, private and people sectors.

The contents of this report showcase our accomplishments and outline our aspirations. The path ahead is rich with possibilities, and I am excited about NVPC's role as an ecosystem architect and enabler to catalyse, shape and advance the giving culture in Singapore.

The NVPC team is united by our shared vision and unwavering commitment to contribute to a stronger Singapore and a better world. We will continue to strengthen the giving ecosystem, build diverse networks of changemakers, strengthen community leaders, and advance purpose-driven businesses.

Together, let us build a City of Good.

**With warmest regards**

**Tony Soh**

Chief Executive Officer  
National Volunteer & Philanthropy Centre

# What We Do

## Enhancing The Digital Capabilities of The Giving Ecosystem

In partnership with the Ministry of Culture, Community, and Youth, we are developing Digital Kampung, an ecosystem which includes Giving.sg, aimed at delivering a seamless and personalised giving experience for donors, volunteers, fundraisers, corporates, charities, and groundups.

## Ingraining Purpose in Business

Together with industry partners, we work with businesses to implement the Corporate Purpose framework and blueprint, so that every organisation operates with a strong sense of purpose.

By striving to generate a net positive impact on society across multiple realms — People, Society, Governance, Economic, and Environment, corporates can be a force for good.

## Empowering Leaders and Driving Collaboration in the Sector

As a vital bridge between a diverse array of stakeholders, our role encompasses cultivating and connecting leaders from corporate, government, non-profit, and groundup groups. Our aim is to elevate capabilities and facilitate impactful collaborations that ignite positive change.

Through strategic partnerships, our programmes are designed to bolster board effectiveness, enhance organisational capacity, and nurture the growth of thriving communities.

# How We Do It

## Evidence-Based Approach

We continuously evolve our strategies based on insights derived from our research studies. This knowledge informs the design and execution of our programmes, and we share these insights broadly with others so that the information can also be applied within the sector.

## Partnerships

At NVPC, we actively join forces with public sector bodies, non-profits, organisations, and individuals. With shared values, we co-create shared goals to achieve maximum impact in service of the community.

## Our People

At NVPC, we are united by our passion for the mission and are guided by our values of Care, Openness, and Collaboration.

Care is at the heart of our approach, prioritising the well-being of our team and the broader community we serve. We also express Care in the standards of excellence in our work and the impact that we deliver to the sector, community, and by extension, Singapore.

We embrace Openness in and outside of the workplace, where everyone can share diverse perspectives and ideas.

We recognise that Collaboration is essential for addressing complex issues in the social sector. This means working together as a team to harness each other's strengths.



# Key Achievements

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## Programmes & Initiatives

### People of Good

Giving.sg  
SG Cares Giving Week  
Volunteer on Valentine's Day  
President's Volunteerism & Philanthropy Awards (PVPA)

### Organisations of Good

Corporate Purpose: A Framework & Blueprint for Businesses in Singapore  
Company of Good Singapore Summit  
Champions of Good

### Leaders of Good

Centre for Non-Profit Leadership (CNPL)  
Colabs  
Groundup Central  
COG Fellowship





# People of Good

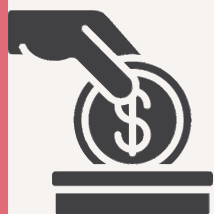
## ACHIEVEMENTS



**610,000**  
REGISTERED USERS



**35,000**  
VOLUNTEER SIGN UPS



**\$100,000,000**  
DONATION RAISED



**656**  
CHARITIES ON  
Giving.sg



## GIVING.SG

**600+**  
REGISTERED  
CHARITIES

**\$100M**  
RAISED THROUGH  
PLATFORM  
TO SUPPORT  
CHARITIES

**95,749**  
VOLUNTEERS

As the one-stop national giving platform in Singapore, we have enabled 610,000 donors/fundraisers to raise nearly \$100M and 35,000 volunteers to support more than 600 registered charities on Giving.sg. We aim to make it easy for everyone to give - to shape change, one donation, one volunteer hour, one heartfelt effort at a time.



**"I want to help the community and I want to do something good but  
I want to make it sustainable."**

— Si Hui, Founder of Glyph.



**READ ARTICLE**

## SG Cares Giving Week

**\$3.4M**  
DONATIONS

**10,000+**  
VOLUNTEER  
SIGN-UPS

**2M+**  
LIKES THROUGH  
SOCIAL MEDIA

Inspired by the global Giving Tuesday movement, SG Cares Giving Week takes place every year from 1 to 7 December to rally individuals, businesses, non-profit organisations, public agencies, and leaders to come together to give back to the community.

In 2022, together with the National Council of Social Services (NCSS) and MCCY's SG Cares office, we teamed up with The Show Master, the experiential arm of Uncle Ringo, to create a vibrant month-long Main Giving Hub at the bustling Marina Bay Carnival.

Fully sponsored by Uncle Ringo, over 1,500 individuals from vulnerable families are invited to enjoy the carnival rides and games at the Main Giving Hub.

In total, we raised over S\$3.4 million in generous donations with an incredible response of over 10,000 volunteer sign-ups. Our digital reach extended even further, reaching the hearts of over 2 million users through social media.



## Volunteer on Valentine's Day

For the third year running, we encouraged people across all age groups to express love for those in need beyond the traditional ways of celebrating Valentine's Day.

In a collaboration with the Singapore Kindness Movement, our #BeGreaterInTheCityofGood campaign to encourage couples, families, and friends to volunteer together ran from 14 Feb to 14 March. We saw 4,600 volunteer sign-ups benefitting 28 highlighted charities and organisations, and reached 1.5 million people through social media channels.

**4,600**  
VOLUNTEER  
SIGN-UPS

**1.5M**  
SOCIAL MEDIA  
AUDIENCE





## President's Volunteerism & Philanthropy Awards (PVPA)

In 2022, we celebrated the 10th edition of this pinnacle award that recognises individuals, organisations, and leaders who have achieved excellence in giving.

Among the inspiring winners was the youngest-ever PVPA recipient, 11-year-old Chng Rui Jie. Rui Jie proves that age is no barrier to making a difference, spearheading multiple fundraising efforts for various charities including the Society for the Prevention of Cruelty to Animals (SPCA), and Children-At-Risk Empowerment Association (CARE Singapore) and raising more than \$845,000 in just three years. Beyond her fundraising endeavours, Rui Jie's passion for advocating and giving back made her the youngest guest speaker at charity conferences – an embodiment of how today's youth can contribute meaningfully to society.

These heartwarming stories of giving remind us that there are no limits to what we can achieve when we come together with open hearts and a shared purpose. Each PVPA winner, young and old alike, embodies the spirit of generosity that binds us as one caring community.

**"I believe sharing my voice will inspire more people, especially youths, to step forward and speak up for what they believe in. If I can do it, they can too. Together, we will build a city of good that we are proud of."**

— Rui Jie



[+ READ ARTICLE](#)



[+ READ ARTICLE](#)



# Organisations of Good

## ACHIEVEMENTS



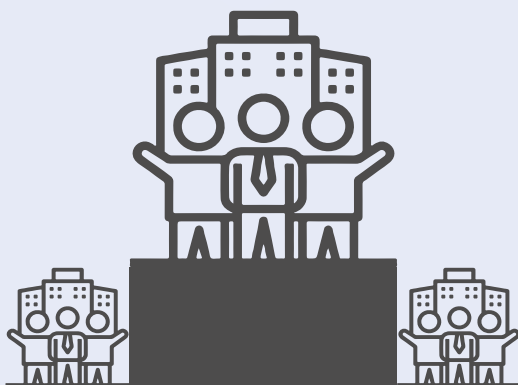
**2,625**

COMPANY OF  
GOOD MEMBERS



**143**

CHAMPIONS  
OF GOOD SINCE  
INCEPTION



**609**  
**NPOs**  
**ENGAGED**



## Corporate Purpose: A Framework & Blueprint for Businesses in Singapore

In partnership with more than 40 leaders representing various stakeholder groups in Singapore's corporate ecosystem and supported by the Ministry of Culture, Community and Youth (MCCY), we launched the Alliance for Action on Corporate Purpose and developed the Corporate Purpose: A Framework and Blueprint for Businesses in Singapore.

It serves as a practical guide highlighting key principles, practices, and indicators for organisations to track their progress across five impact areas – People, Society, Governance, Environment, and Economic.

We are committed to guiding and acknowledging businesses as they embark on their Corporate Purpose journey.





# Company of Good Singapore Summit

## A BETTER FUTURE WITH CORPORATE PURPOSE

Bringing together more than 200 prominent leaders from the private and public sectors in Singapore, the inaugural summit saw the unveiling of the corporate purpose framework and blueprint, along with the refreshed Company of Good strategy, marking a transformative shift from corporate giving to corporate purpose.



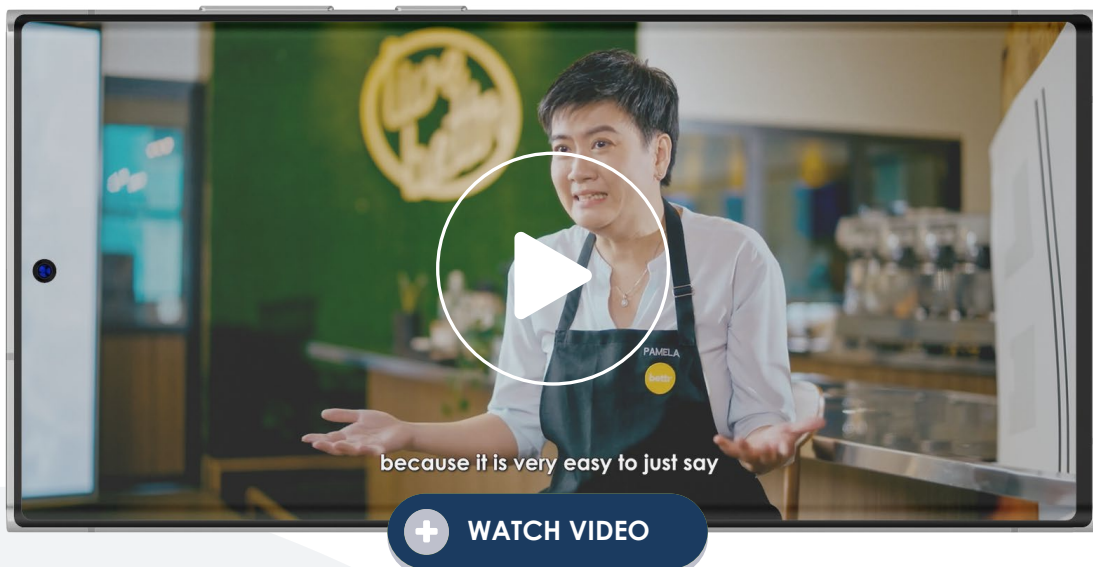
# 112

COMPANIES  
CONFERRED

## Champions of Good

We recognised 112 companies as Champions of Good in 2022 for their exemplary contributions and being a multiplier that galvanise and engage their partners and stakeholders on a collaborative journey in the previous year. These exceptional businesses, particularly the smaller ones, demonstrated resilience and compassion in the face of COVID. They not only made a positive impact in the community but also integrated their contributions into their organisational strategies and values.

## Champions of Good reshaping business ecosystems with purpose





# Leaders of Good

## ACHIEVEMENTS



**189** COLLABORATIONS  
**FACILITATED**  
AMONG LEADERS ACROSS PUBLIC,  
PRIVATE, AND PEOPLE SECTORS

**14** CLOSED-DOOR  
**SESSIONS**  
WITH MULTI-SECTOR STAKEHOLDERS  
TO INFLUENCE NATIONAL  
POLICIES AND PROGRAMMES



## Centre for Non-Profit Leadership (CNPL)

**70 SENIOR  
EXECUTIVES  
WITH NON-PROFIT  
ORGANISATION  
(NPO) LEADERS**

Through our offering of Board advisory services on governance and organisational effectiveness, specially curated topic sessions known as BoardConnect series, a diagnostic tool for charity Boards known as BoardPulse, and a Board renewal programme called BoardMatch, our CNPL team engaged over 600 charities and 1,319 leaders to strengthen the capability of charity Boards and their organisations.

Through BoardMatch, we facilitated the successful pairing of 70 senior executives with charities, bringing diversity and rejuvenation to charity Boards.



*“I had an intention, but I did not know what to do with it. It was great to have CNPLact as an advisor and connector.”*

Madanjit Singh,  
BoardMatch Volunteer placed in LoveNils &  
Samaritans of Singapore

## Colabs

Colabs is a structured process for bringing the public, private, and people sectors together to build insights and collaborate in addressing complex social issues.

In 2022, through Colabs, we convened almost 150 stakeholders passionate in creating an enabling ecosystem to empower Lower-Income Families to do well and progress. Over five sessions, we witnessed the power of collaboration unfold as participants from diverse sectors, including those with lived experiences, gathered to identify solution spaces.

An example was the Financial Literacy Roundtable, where representatives from five banks and insurance agencies united in a common cause – to uplift lower-income families through enhanced financial planning skills. This powerful endeavour was further complemented by our collective efforts to address related matters like job security, thereby creating a comprehensive support system for these families.



[+ READ ARTICLE](#)

## Groundup Central

We empowered over 80 groundups to flourish and thrive in crafting a lasting impact in our society. These informal groups are led by changemakers who believe that they can create meaningful and impactful change such as supporting underprivileged youth and empowering seniors through intergenerational efforts, etc.

Through Groundup Central, we provided the platform and resources for these leaders to engage in discussions, exchange ideas, and embark on collaborative initiatives.

**80** GROUNDUPS  
EMPOWERED  
IN CRAFTING A  
LASTING IMPACT  
IN OUR SOCIETY

## Company of Good (COG) Fellowship

**185** FELLOWS  
REPRESENTING  
**147** ORGANISATIONS  
ACROSS  
DIFFERENT SECTORS AND  
INDUSTRIES

The COG Fellowship programme is a unique programme that seeks to nurture changemakers and a community of leaders to influence and effect positive change within their organisations and out in society.

In 2022, 35 fellows hailing from different industries and backgrounds embark on a 5-month journey of learning skills, materialising ideas and conversations into action projects, and forming connections to bring positive change for business and society through their organisations.



[+ WATCH VIDEO](#)



[+ READ ARTICLE](#)

# Looking Ahead: Forging a Purposeful Future

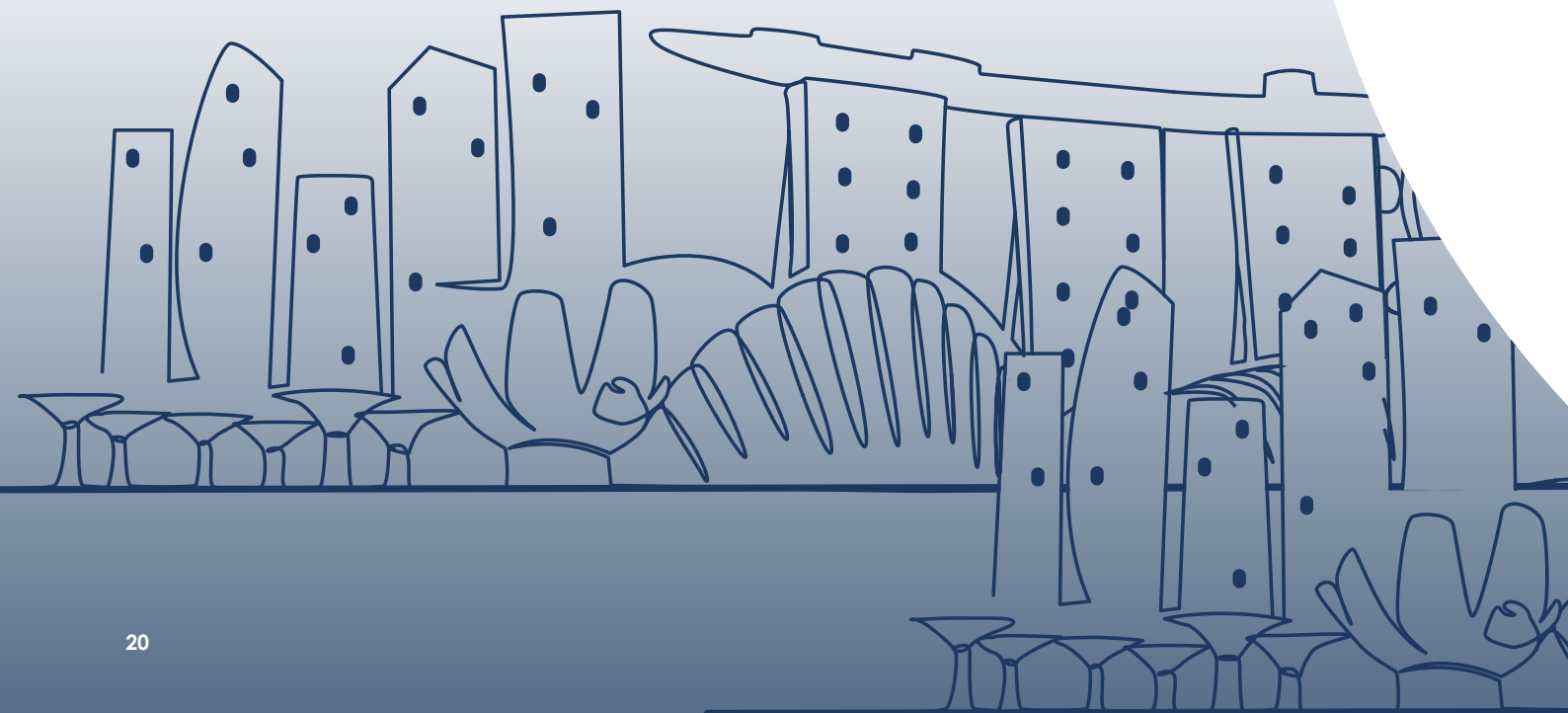
Over the last 15 years, NVPC has helped shape Singapore's giving landscape. As Singapore works to strengthen our social compact, we aim to contribute to this effort through growing a Culture of Giving. NVPC's vision is for Singapore to become a City of Good, where everyone gives their best towards building a more compassionate, inclusive, and caring society.

We aim to make philanthropy a societal norm, instilling the belief that each person has the capacity to make a difference and that collective action leads to transformative change, all while building thriving networks that catalyse collaboration and drive lasting impact.

We are also committed to advancing Environmental, Social, and Governance (ESG) principles in our operations and mission. We recognise that our success as an organisation is intertwined with our impact on the environment, society, and governance practices.

We are dedicated to conducting our activities in an environmentally responsible manner, promoting social inclusion and equity, and upholding the highest standards of governance and ethics.

To achieve this vision, we engage, enable, empower, and connect diverse networks, cultivating a culture of giving in Singapore through collaborative initiatives. And we are doing it with excitement, passion, and a real sense of purpose.



In the forthcoming five years, we will focus on five key strategies to achieve our desired impact:

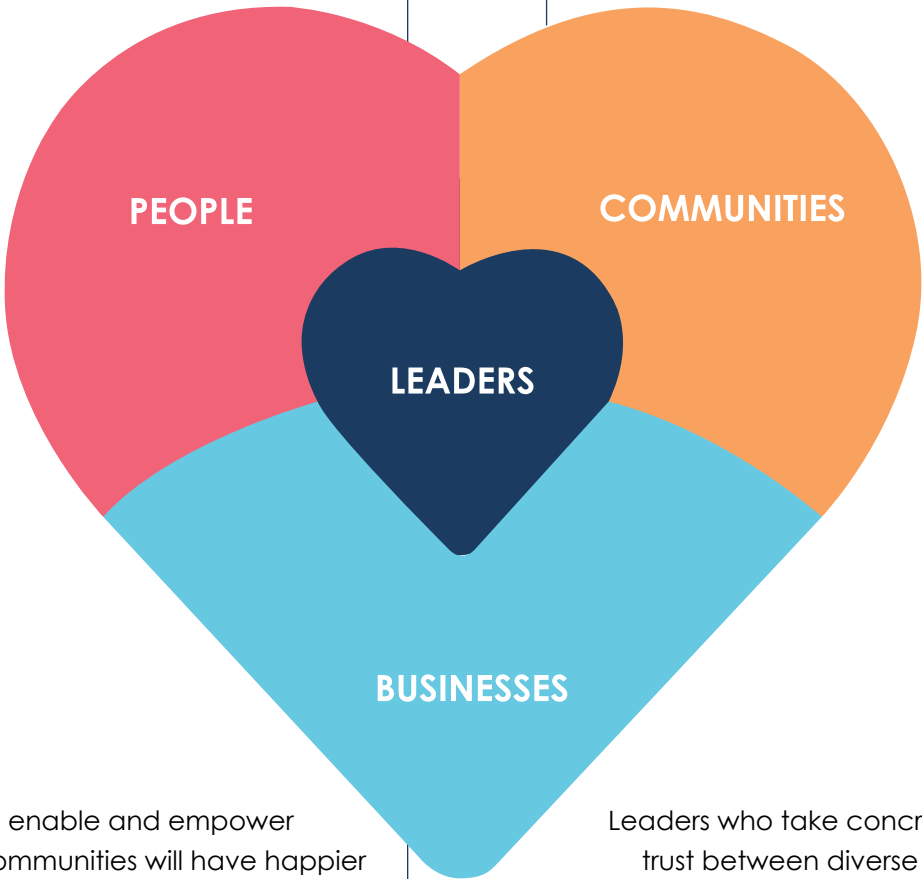


**PEOPLE**

People who care for one another and take action to make society better for all will encourage others to act and spark change.

**COMMUNITIES**

Communities are networks, including charities, ground-ups and informal groups, committed to furthering their chosen causes together.



**BUSINESSES**

Businesses that enable and empower people and communities will have happier customers, a more motivated workforce and ultimately become sustainable organisations with lasting legacies.

**LEADERS**

Leaders who take concrete steps to build trust between diverse groups as well as empower other leaders to do good will pave the way for a better future together.



NVPC ANNUAL REPORT FY22/23

# Corporate Governance



## A 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 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:** Mazars LLP

**Corporate Secretary:** CorpServe

### Organisational Structure as at 31 March 2023



### Leadership Team

Name	Designation	Date Joined
Mr Tony Soh	Chief Executive Officer	1 Oct 2022
	Deputy Chief Executive Officer	7 Nov 2018
Ms Melissa Kwee	Chief Executive Officer	1 Sep 2014 (Stepped down on 30 Sep 2022)
Mr Tony Lai	Senior Director, Corporate & Industry Partnerships	15 Aug 2022
Ms Amy Teo	Director, People & Corporate Services	5 Aug 2013
Ms Fazlin Abdullah	Director, Knowledge & Insights	3 Feb 2020
Ms Janet Tan	Director, Programme Office (Digital Kampong)	1 Apr 2021
Mr Jeffrey Tan	Director, Marketing & Advocacy	14 Nov 2016
Mr Lenard Raymond Pattiselanno	Director, Community Leadership & Partnerships	10 Jul 2017
Ms Ng Soek Mun	Director, Strategy & Policy	23 Jan 2018
Mr Shumit Gupta	Director, Digital Services	1 Oct 2022

### 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 671 hours in FY2022/23 in various capacities, e.g, as board members, facilitators.

## B BOARD OF DIRECTORS

The NVPC Board comprises 14 members and is chaired by Mr Seah Chin Siong.

### The members consist of:

A Chairman, to be appointed by the Minister, MCCY;

1. A Vice-Chairman, to be elected by Board Members;
2. 2 ex-officio members, one each from the National Council of Social Service and the MCCY; and
3. 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.

## Board 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.

## Board Training

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

1. 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.
2. 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.
3. 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:

### BoardConnect Series:

- In Conversation with Commissioner of Charities & Charity Council 2023
- The Nominating Committee/Role: Architect of Corporate Governance
- Effective Stakeholder Engagement

### Leadership Conversations 2022 x Groundup ConneXion:

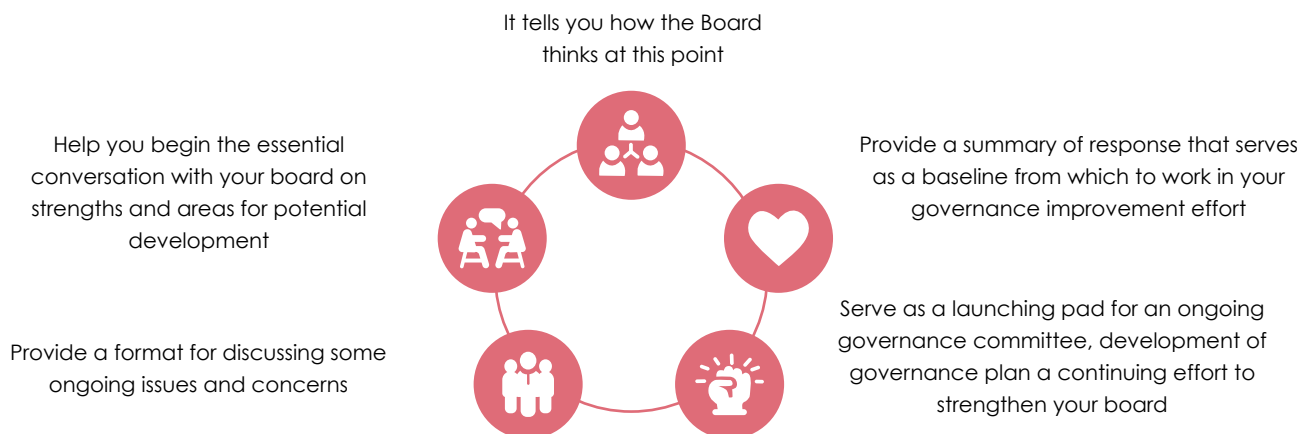
- From Trust to Performance

## 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.





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.

## Board Roles & Responsibilities

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

1. Review the vision and mission statements of NVPC to keep its goals and objectives relevant.
2. Focus on policy, strategy, and governance of NVPC.
3. 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.
4. Review NVPC's constitution, as necessary.
5. Set policies and guidelines for financial limits, internal control procedures, and budget overspending.
6. Review and approve the annual budget and financial statements of NVPC.
7. Review periodic work progress reports and financial reports to monitor and evaluate NVPC's performance.
8. Recommend the external auditor for approval by Members of the Company.
9. Appoint members to standing or ad hoc sub-committees to review, recommend or endorse operational plans in areas such as HR, finance, Awards, etc.
10. Select, support, and assess the Chief Executive Officer.
11. Provide advice to the Chief Executive Officer and staff as a partner in achieving the vision and mission of NVPC.
12. Plan for development, succession, and diversity of the NVPC Board.
13. Define policies on acceptance of controversial or huge donations.
14. 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

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

**CHAIRMAN OF FINANCE COMMITTEE**

1. NVPC maintains a sound system of internal accounting controls to safeguard its assets and funds.
2. Review of the effectiveness of NVPC's material internal accounting controls is conducted at least annually.
3. 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**

1. Promote, support and participate in NVPC's activities for volunteerism and philanthropy.
2. Promote the work, services and mission of NVPC to the community.
3. Participate in the process of recruitment and orientation/induction of new NVPC Board Members.
4. 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).
5. Take up any other duties and projects assigned by the Chairman, NVPC Board, or the NVPC Board.

**Board Meeting Attendance For Year 1 April 2022 – 31 March 2023**

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.

<b>Name &amp; Board Appointment</b>	<b>Date Joined</b>	<b>Occupation</b>	<b>Board Meeting Attendance</b>
Mr Seah Chin Siong, Chairman	Nov 2016, Re-appointed as Chairman in Jan 2021	President & Chief Executive Officer, Singapore Institute of Management	4/4
Ms Chong Ee Rong, Vice Chairman	Oct 2020, Appointed as Vice Chair in Jul 2021	Director, Certis Group	3/4
Mr Azmoon Ahmad, Board Member	Nov 2016	Managing Director, Desay SV Automotive Singapore Pte Ltd	0/4
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	2/4
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	4/4
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	Jun 2017	Deputy Secretary, Ministry of Culture, Community and Youth	1/4
Mr Sim Guan Seng, Board Member	Oct 2020	Managing Director, Cohen Assurance PAC	2/4
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	2/4
Mr Suhaimi Zainul Abidin, Board Member	Oct 2020	Chief Executive Officer, Quantedge Capital Pte Ltd	4/4
Mr Gerry Chng, Board Member	Feb 2023	Executive Director, Enterprise Risk Services, Deloitte	1/1

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 Resigned 20 July 2023	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)

## Board 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 Committee

The purpose of the Committee is to:

1. Ensure that the Management establishes risk management and internal control concepts to safeguard and protect the assets and interests of NVPC.
2. Approve on behalf of the Board, the appointment of internal and external auditors.
3. Review the scope and approve the audit plans of the internal and external auditors.
4. 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.
5. Resolve all audit disagreements between independent auditor and the management.

### Finance Committee

The purpose of the Committee is to:

1. Oversee the finance function of NVPC and ensure strong corporate governance.
2. Advise, approve, and endorse Finance policies and implementation.
3. 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	Chairman
	Mr Jason Chan	Member
	Mr Gerry Chng	Member
	Dr Chinnu Palanivelu	Member
	Mr Gurbinder Singh	Member
Finance Committee	Mr Sim Guan Seng	Chairman
	Ms Adeline Hoe	Member
	Mr Hui Yew Ping	Member
	Mr Philip Ong	Member
	Mr Jason Tan	Member
Human Resource Committee	Mr Azmoon Ahmad	Chairman
	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
	Ms Chong Ee Rong	Member (Appointed 1 Oct 2022)
Nominations Committee	Mr Seah Chin Siong	Chairman
	Ms Chong Ee Rong	Member
	Mr Azmoon Ahmad	Member
	Mr Lawrence Ang	Member
	Dr Goh Wei Leong	Member
	Mr Philip Ong	Member
	Mr Sim Guan Seng	Member
	Mr Edmund Wong	Member
Digital Committee	Mr Lawrence Ang	Chairman
	Ms Chan Chi Ling	Member (Appointed 1 Oct 2022)
	Ms Chiang Yoke Fun	Member
	Mr Kwok Quek Sin	Member
	Mr Sanjoy Sen	Member
	Mr Yeo Teck Guan	Member

## POLICIES

### 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.

### 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.

### 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.

### 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.

### 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.

### Audited Statement of Accounts

Other matters of disclosure are covered in the Audited Financial Statement for FY22/23.

### Code of Governance

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

### Land and Building

NVPC presently occupies 1,699.74 m<sup>2</sup> 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 m<sup>2</sup> is used as office space for the staff of NVPC.

### Whistleblowing Policy

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 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.

### Other Policies

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

1. Privacy Policy
2. IT Policy
3. Communication Policy
4. Information/Document Security Policy
5. Anti-Money Laundering and Countering the Financing of Terrorism Policy

## D 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 2022 to 31 March 2023.

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.  Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")	1.1.2	Complied  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.  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.	1.1.7	Complied	
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.  Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")	1.1.12	Complied  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	
<b>Conflict of Interest</b>				
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	
<b>Strategic Planning</b>				
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	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Human Resource and Volunteer Management</b>				
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	
16	Are there volunteers serving in the charity? (skip item 16 if "No")		Yes	
	There are volunteer management policies in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
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	
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	
<b>Fundraising Practices</b>				
	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")		No	
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	N.A.	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Disclosure and Transparency</b>				
25	<p>The charity discloses in its annual report —</p> <p>(a) the number of Board meetings in the financial year; and</p> <p>(b) the attendance of every governing board member at those meetings.</p> <p>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")</p>	8.2	<p>Complied</p> <p>No</p>	
26	No governing board member is involved in setting his own remuneration.	2.2	N.A.	
27	<p>The charity discloses the exact remuneration and benefits received by each governing board member in its annual report.</p> <p>OR</p> <p>The charity discloses that no governing board member is remunerated.</p> <p>Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")</p>	8.3	<p>N.A.</p> <p>Yes</p>	
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>OR</p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied	
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<sup>3</sup> belonging to the Executive Head<sup>4</sup> 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>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
<b>Public Image</b>				
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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