

NATIONAL VOLUNTEER AND PHILANTHROPY CENTRE
FY2016 Annual Report for Year Ended 31 March 2017

1. CORPORATE INFORMATION

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

Charity Registration Number: 002127
IPC Number: IPC000645
Company Registration Number (UEN): 200817256W
Registered Address: 6 Eu Tong Sen Street, #04-88,
The Central, Singapore 059817

Board of Directors:

1. Mrs Mildred Tan (Appointed 1 October 2013)
2. Mr Eugene Seow (Appointed 27 September 2012)
3. Mr Hugh-Reginald Lim (Appointed 1 November 2012)
4. Mr Kelvin Wong (Appointed 27 September 2012)
5. Mr Soon Hock, Lim (Appointed 30 November 2012)
6. Ms Theresa Goh (Appointed 1 October 2013)
7. Mr Azmoon Ahmad (Appointed 9 November 2016)
8. Mr Bradley Levitt (Appointed 8 April 2015)
9. Mr Chin Siong, Seah (Appointed 9 November 2016)
10. Prof David Chan (Appointed 9 November 2016)
11. Ms Karen Yew (Appointed 4 February 2015)
12. Ms Ling Ling, Ng (Appointed 9 November 2016)
13. Mr Lik Peng, Loh (Appointed 8 April 2015)
14. Mr Zainul Abidin Rasheed (Appointed 12 November 2014)

Key Management Personnel:

1. Ms Melissa Kwee Chief Executive Officer
2. Ms Geraldyn Lim Chief Operating Officer
3. Mr Kenneth Wong Executive Director, Corporate Giving
4. Ms Amy Teo Director, Corporate Development
5. Mr Andy Sim Director, Digital Innovation
6. Ms Charlotte Goh Director, Marketing & Communications
7. Mr Jeffrey Tan Director, Knowledge & Advocacy
(Appointed 14 November 2016)
8. Ms Winifred Loh Director, Centre for Non-Profit Leadership

Bankers:	DBS Bank, Standard Chartered Bank
External Auditor:	KPMG LLP
Corporate Secretary:	FMG Corporate Services Pte Ltd

2. OBJECTIVE

NVPC promotes a giving culture in Singapore by catalysing developments in volunteerism and philanthropy to build a City of Good. NVPC facilitates partnerships with non-profit organisations (NPOs), corporates, public sector agencies, as well as the community to build a robust ecosystem to make giving simple, fun and meaningful.

3. POLICIES

3.1 Funding and Income Sources

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

3.2 Conflict of Interest

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

3.3 Whistle-blowing

NVPC is committed to the highest standards of honesty, transparency, ethical and legal conduct and accountability. The whistle-blowing policy serves to (i) promote standards for good financial and corporate practices

and to deter wrong-doing, (ii) provide transparent avenues for employees to raise concerns about suspected improprieties and (iii) give staff the assurance that they will be protected from potential reprisals or victimisation for acting in good faith.

4. REVIEW OF THE YEAR

4.1 Staffing

As at 31 March 2017, the breakdown of the staff strength is as follows:

Knowledge & Advocacy	12
Corporate Giving	10
Digital Innovation	10
Corporate Development	9
Marketing & Communications	9
Strategic Partnership	7
CNPL	4
CEO Office	3
Total	64

4.2 Board Renewal

At the 8th Annual General Meeting (AGM) on 9 November 2016, four Board Members, namely, Ms Janet Ang, Mr Samuel Ng, Mr Sim Gim Guan and Ms Trina Liang were retired after completing their terms.

Ms Janet Ang and Ms Trina Liang were appointed as Board Advisors to leverage their experiences to advise, mentor and to provide continuity to the Board and management in critical business areas and strategic projects.

NVPC welcomed four new independent Board Members to join the 5th NVPC Board. Mr Azmoon Ahmad, Prof David Chan, Ms Ng Ling Ling and Mr Seah Chin Siong were nominated for their expertise and experiences to complement other Board members in advancing NVPC's strategic initiatives.

The 5th Board would serve a two-year term from November 2016 to September 2018.

4.3 Key Programmes

4.3.1 Authority

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

A. Individual Giving Survey (IGS)

The Individual Giving Survey (IGS) 2016 is NVPC's flagship study of volunteerism and philanthropy amongst individuals in Singapore. This biennial study provides a landscape view of giving and allows for a year-on-year comparison as the first run of the study (on volunteerism) was conducted in 2000. The study provided insights into the profiles, behaviours, and preferences of givers, former givers, and non-givers. The research findings are used for policy making and strategy development by public agencies as well as non-profit organisations.

In addition to the IGS, NVPC also undertook the Digital Individual Giving Survey (DIGS) 2015. The DIGS is a study of volunteerism and philanthropy across the online population in Singapore. In this nationally representative study, data was collected monthly for a period of 12 months. This shed light on seasonal giving and other giving trends across the year. Online giving trends such as the use of social media to support social causes were also examined nationally by NVPC for the first time. Findings from the study were used to profile givers, former givers, and non-givers, specifically in the online population.

B. Company of Good

The Company of Good is a programme that empowers businesses to give better and more holistically. It is developed by NVPC in partnership with the Singapore Business Federation Foundation (SBFF) and supported by MCCY. Company of Good was launched on 2 June 2016.

The Company of Good measures good and holistic giving through a framework comprising 4 'I's - Investment, Integration, Institutionalisation and Impact. This framework was referenced from the Points of Light's Civic 50 model, and adapted for use in the local context through continuous consultations with businesses and involvement of academic institutions such as the Lee Kuan Yew School of Public Policy. NVPC has also developed a suite of resources and trainings that companies can use to help them advance in their corporate giving journey, based on this framework.

In the inaugural year of the launch, there were 754 corporates registered as members on the Company of Good network. The programme would also be expanded to include capability-building through the the Company of Good Fellowship, and recognition of good Corporate Giving initiatives through the Champions of Good in FY2017.

C. Knowledge Resources

NVPC has been developing knowledge resources to inform and inspire more people to give and initiate volunteer projects; as well as enable policymakers, NPOs and other stakeholders further giving in Singapore. Resources developed in 2016 include:

- a. Giving KIT (Knowledge, Ideas, Toolkits) materials such as fundraising and taxation guides for NPOs & corporates, which have been developed for publication.
- b. Sector landscape insights to articulate the various issues and areas of need within each cause, namely, the elderly, children and youth from vulnerable families and persons with disabilities. Relevant issue decks have been developed to motivate corporates to take action.
- c. *Future Trends in Giving* report based on a series of conversations with thought leaders from the corporate, non-profit and government sectors to co-create how giving could look like in Singapore in 2025. The report highlights macro trends and key shifts that could affect the giving space in the next 5 to 10 years. The trends have been shared at various sharing opportunities with NVPC stakeholders and the Executive Summary of this report is available on NVPC's corporate website.

4.3.2 Bridge

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

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

NVPC unveiled Singapore's first national integrated giving site, Giving.sg, in December 2015. In the first year of this portal's launch, it attracted more than 100,000 givers who used the platform to fundraise, volunteer or campaign. S\$20.1 million was raised for the 465 NPOs on Giving.sg.

In the coming year, Giving.sg would be expanded to include specialised modules for groups such as schools, corporates and public sector agencies

to manage their corporate giving activities and engagement with their employees or members, and dashboards to track their progress and journey.

There are also plans to grow communities through Application Programming Interfaces (APIs). These will foster collaboration between communities to identify and address needs through mobile apps and insights to draw more attention to unmet needs.

B. Skills-Based Volunteerism (SBV)

Based on an internal study of the skills-based volunteering (SBV) landscape in Singapore, NVPC explored the implementation of an online SBV matching platform to help NPOs scope their SBV needs, amplify reach to skills-based volunteers, and facilitate matching of SBV opportunities. NVPC explored different modalities and collaboration with different partners, and intends to roll-out a pilot at the end of FY2017.

The successful implementation of the platform will deliver synergies across NVPC. CNPL can leverage the platform to amplify its board matching services. It will serve as an additional channel for corporate giving, by enabling matching of pro bono professional services. The platform will also complement that of Giving.sg, by widening the volunteering opportunities in Singapore. The SBV platform pilot project would enable NVPC to broaden its knowledge and grow the giving space.

C. Connecting corporates and public service agencies with giving

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

Giving Marketplace was attended by more than 200 participants from NPOs, public agencies, social enterprises and corporates. The novel event also featured a panel discussion on how senior volunteers can contribute their talents and experiences towards community development, and how volunteerism promotes active ageing.

NVPC also organised networking events with business leaders to share with them the benefits of corporate giving programmes and influence them to support corporate giving in their own organisations. Through these events, NVPC reached out to 377 companies, of which more than half were SMEs.

4.3.3 Champion

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

A. President's Volunteerism & Philanthropy Awards 2016

NVPC held the annual President's Volunteerism & Philanthropy Awards (PVPA) on 9 November 2016 to recognize individuals and organisations who set benchmarks of excellence in encouraging the spirit of giving in Singapore.

The Awards were expanded from six to eight categories with two new categories, 'Educational Institution' and 'Corporate: Small & Medium Enterprise', created in recognition of the growing contributions from these two groups in Singapore's giving landscape. Further to this, the 'Informal Group' category was renamed 'Kampong Spirit' to reflect the warm and generous spirit of helping one another, that was common in smaller and closer-knit communities of yesteryears. 117 quality nominations were received across the eight categories.

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

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

President's Award for Volunteerism and/or Philanthropy (Corporate, Small & Medium Enterprise) Winner: Samsui Supplies & Services Pte Ltd

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

President's Award for Volunteerism and/or Philanthropy (Kampong Spirit) Winner: Project Intan

President's Award for Volunteerism and/or Philanthropy (Youth) Winner: Noor Mastura

President's Award for Volunteerism and/or Philanthropy (Adult) Winner: Jack Sim

President's Award for Volunteerism and/or Philanthropy (Senior) Winner: Lim Hang Chung

B. Giving Week

NVPC championed the nation-wide giving movement from 28 November to 5 December 2016. 200 companies came on board Giving Week. These included movers of other organisations and those with extensive outreach such as Facebook and SMRT.

Apart from corporates, Giving Week received support from 11 salient "movers of individuals" with significant following including Prime Minister Lee Hsien Loong and local media personalities Nathan Hartono, Sezairi Sezali, Andrea Chong, Benjamin Kheng, Anita Kapoor, Devan Nair, Bella Koh, Paul Foster and celebrity couple Syarif and Malaque Mahdaly.

4.3.4 Developer

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

A. CoLABS

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

In January 2017, the initiative was piloted with a CoLABS focusing on Children and Youths and involved business leaders from 35 organisations including corporations, government agencies, foundations and charities. The event was hosted by our corporate partner, Credit Suisse. This will be followed up by a series of sessions to build a common understanding so as to collectively build solutions to the challenges surfaced in the session.

B. Board Match and Expert March

CNPL runs Board Match, a programme designed to enhance diversity and governance of NPO boards by sourcing candidates for board renewal and leadership pipeline. In FY2016, a total of 115 board matches were facilitated.

In addition, CNPL also manages Expert Match that matches skilled professionals with NPOs requiring leadership and organisational development support, i.e. facilitate board strategy retreats and provide leadership coaching to NPO executive directors.

C. Strengthening board effectiveness and non-profit leadership performance

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

CNPL also enhanced COMPASS, which is a development programme for non-profit leaders such as Chief Executive Officers and Executive Directors of NPOs. The enhanced programme was well received by 45 NPO leaders.

Leadership On Track is another programme to nurture leadership effectiveness and alignment. This year, CNPL strengthened its partnership with Bain & Company to co-facilitate Strategy Track workshops to develop and implement strategies for NPOs. Expert Match volunteers were engaged to facilitate Synergy Track workshops that enhanced the collaboration and partnership capabilities of NPOs. CNPL also collaborated with PwC to deliver organisation development workshops, and will continue its partnership with PwC to develop an upcoming Star Track workshop that aims to enhance leadership capabilities in the space of talent development for local non-profits.

5. ORGANISATIONAL RESILIENCE

5.1 Staff wellness

NVPC's management and staff are committed to the four foundations which include activities around healthy food, regular exercise, adequate rest, and spiritual renewal. The staff well-being committee and HR teams have lined up activities across the year to promote staff welfare and engagement.

5.2 Volunteer Contributions

We value our volunteers who contribute their time and talents, sharing our mission to build the #City of Good. In total, 1194 hours was contributed by NVPC's volunteers in their service as Board Members, Advisors, facilitators, emcees, coaches, speakers, researchers etc.

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

Land and Building

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

7. COMPLIANCE WITH THE CODE OF GOVERNANCE

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

8. AUDITED STATEMENT OF ACCOUNTS

Audited statement of accounts for the financial year ended 31 March 2017 is attached.