



Tote Board Annual Report 2019/20

# ENRICHING LIVES, EMPOWERING HOPE



Giving Hope  
Improving Lives



Members of Tote Board Group

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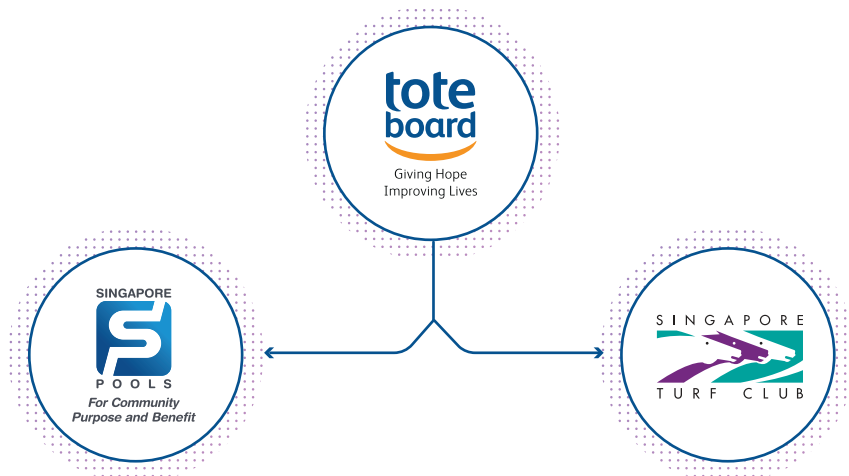
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# ABOUT THE TOTE BOARD GROUP

The Tote Board family comprises Tote Board, Singapore Pools (Private) Limited (Singapore Pools) and Singapore Turf Club (STC).

Tote Board legally holds the function of operating horse racing and totalisators, lotteries (4D, TOTO and Singapore Sweep), as well as sports betting (football and Formula One motor racing). Tote Board exercises management oversight and governance over Singapore Pools and STC, which conduct lotteries and sports betting, as well as horse racing and totalisator operations.



## TOTE BOARD



Tote Board channels gaming surplus and financial surplus of Singapore Pools and STC, and the collection of casino entry levy – to grantmaking projects that help build an inclusive, resilient and vibrant community. Tote Board also ensures that Singapore Pools and Singapore Turf Club conduct

their businesses in a socially responsible manner, to provide legal and safe gaming, and to counter illegal gambling.

As a broad-based grantmaking organisation, Tote Board works closely with our stakeholders and partners to support a broad and diverse range of worthy projects in the sectors of Arts & Culture, Community Development, Education, Health, Social Service and Sports.

The wide range of our grants and initiatives has enabled us to touch the lives of almost all Singaporeans at every stage of their lives. Through our grantmaking projects, we provide equitable opportunities for vulnerable groups, strengthen communities, and build a vibrant and liveable Home.

Our goal is to build a flourishing society in Singapore. We want to inspire positive change and contribute towards building an inclusive, resilient and vibrant community, while fostering a caring and compassionate nation.

## SINGAPORE POOLS



Singapore Pools was established in 1968 with the mission of providing safe and trusted betting in support of the nation's effort to counter illegal gambling. It offers lottery games as well as sports betting on football matches, horse-wagering and Formula One motor racing. As a wholly-owned subsidiary of Tote Board, surplus generated from its business operations is channelled to Tote Board for the funding of worthy causes. Its vision is to be a world-class socially responsible gaming company trusted by customers and valued by the community. In 2012, Singapore Pools was conferred the World Lottery Association's highest accolade for responsible gaming in the industry, becoming one of only seven operators in the Asia Pacific region to attain this achievement.

## SINGAPORE TURF CLUB



Founded in 1842, STC became an agent of Tote Board in 1988 and relocated to its current premises at Kranji racecourse in 1999. STC adopts a strong "Play Responsibly" stance. Through regular engagements with its customers, STC advocates a balanced approach towards enjoying the sport and the thrills of horse racing as an entertainment and sport, without adversely affecting customers' financial situations or lifestyles. STC also opens its racecourse premises for wide-ranging recreational activities for Singaporeans from all walks of life to enjoy.





# TOTE BOARD CORPORATE VALUES



## OUR VISION

We uplift our community by Giving Hope to the vulnerable groups and Improving Lives of all in Singapore.



## OUR MISSION

We contribute towards building an inclusive, resilient, and vibrant community through our grants.



## OUR VALUES

Our values are key to the success of our organisation.

We ensure that Singapore Pools and Singapore Turf Club conduct their businesses in a socially responsible manner, and channel surpluses towards our grantmaking.



**Caring**

**Collaborative**

**Integrity**

**Enterprising**

## Caring

- We are driven to make lives better.
- We value one another and respect each other's views.

## Collaborative

- We co-create shared outcomes with our partners.
- We support one another and work in synergy.

## Integrity

- We make impartial decisions based on consistent principles.
- We are trustworthy and take responsibility for our actions.

## Enterprising

- We constantly seek new ways to achieve greater impact.
- We embrace innovation and learn from successes and failures.

# A HEART TO HEART

MR MOSES LEE  
Chairman



## FOREWORD BY THE CHAIRMAN

### AN EVOLVING AND CHALLENGING OPERATING ENVIRONMENT

2019 ended with the COVID-19 pandemic, which wreaked havoc globally, causing economic shutdowns and significant disruption to lives and livelihoods. Tote Board has not been spared. As part of the national effort to contain this virus, we ceased all forms of wagering and betting. However, this has only solidified Tote Board's resolution to give hope and improve the lives of Singaporeans. To fulfil this mission, we stepped up grantmaking initiatives, ensuring that our partners can continue providing social and financial support to vulnerable groups, particularly those adversely affected by COVID-19. In the face of unprecedented crisis, it has become even more crucial for Tote Board to understand the diverse needs of our community. In doing so, we can be proactive in deploying resources to help our partners and stakeholders to forge a cohesive and inclusive society.

**“ IN THE FACE OF UNPRECEDENTED CRISIS, IT HAS BECOME EVEN MORE CRUCIAL FOR TOTE BOARD TO UNDERSTAND THE DIVERSE NEEDS OF OUR COMMUNITY. IN DOING SO, WE CAN BE PROACTIVE IN DEPLOYING RESOURCES TO HELP OUR PARTNERS AND STAKEHOLDERS TO FORGE A COHESIVE AND INCLUSIVE SOCIETY. ”**

Even as Tote Board manages the impact of COVID-19, we persist in our mission to counter illegal gambling by providing a safe, trusted avenue for responsible gaming. In fact, this has become even more pertinent as the temporary cessation of our business inadvertently diverted punters to illegal gambling operations, especially in the online space.

### **STANDING UNITED IN THE FIGHT AGAINST COVID-19**

We moved swiftly in the fight against COVID-19, rallying behind the nation's call to prioritise public health and care for vulnerable groups. Comprehensive safe distancing measures were implemented to minimise close contact among customers, fortified by a suspension of our betting operations and horse racing activities at the onset of the Circuit Breaker. To strengthen support for charities, which may experience lower income and donations during this difficult period, Tote Board curated the Enhanced Fund-Raising (EFR) Programme so that care and help for vulnerable groups will not be compromised. Through our EFR Programme, the Government partners with Tote Board to provide charities with dollar-for-dollar matching, capped at \$250,000 per charity. Staff of the Tote Board Group also volunteered for the Solidarity Payment Volunteerism Project, putting in more than 7,000 hours to help recipients safely encash their Solidarity Payment cheques at 16 Community Clubs island-wide. In partnership

with government agencies, we converted selected parts of the Singapore Racecourse at Kranji into a temporary dormitory, supporting the national strategy to manage the health and welfare of migrant workers.

### **COUNTERING ILLEGAL GAMBLING**

We have witnessed how COVID-19 rapidly reshaped consumer behaviour, dramatically increasing the use of digital services and transactions. Our betting population likewise, shifted to online transactions, which are fraught with the many dangers of illegal gambling websites. We strive to protect and retain our customers through strong product and service delivery in the online space, incorporating robust safeguards to inculcate a responsible gaming culture. To tackle the challenge of illegal gambling in Singapore more holistically, we are stepping up efforts to strengthen research capabilities within the Tote Board Group. This will enable us to develop deeper understanding of and insights into the illegal gambling landscape, facilitating the formulation of more effective measures to counter illegal operators.

**“ TO TACKLE THE CHALLENGE OF ILLEGAL GAMBLING IN SINGAPORE MORE HOLISTICALLY, WE ARE STEPPING UP EFFORTS TO STRENGTHEN RESEARCH CAPABILITIES WITHIN THE TOTE BOARD GROUP. THIS WILL ENABLE US TO DEVELOP DEEPER UNDERSTANDING OF AND INSIGHTS INTO THE ILLEGAL GAMBLING LANDSCAPE, FACILITATING THE FORMULATION OF MORE EFFECTIVE MEASURES TO COUNTER ILLEGAL OPERATORS. ”**

## MASTERPLANNING OF SINGAPORE RACECOURSE

Collaboration is underway with the Urban Redevelopment Authority to transform the Singapore Racecourse into a compelling leisure, recreation and commercial destination, as part of rejuvenating the North Region in Singapore. The new concept will transform the Racecourse into a community space with a unique equestrian heritage, providing thematic recreation and accommodation, retail and F&B choices for Singaporeans and visitors. The desired outcome is to provide people of all ages with high-quality community spaces, amenities and programmes, supporting Tote Board's broader, strategic outcome of building inclusive, vibrant and resilient communities. A Racecourse Masterplan Committee has been formed to guide and steer the project, supported by the Masterplanning Project Office.

## BOARD RENEWAL

Mr T Udairam, Mr Ng Soo Nam, Mr Chan Heng Kee and Ms Anita Fam have stepped down from the Board, and I thank them for their unstinting support and invaluable contributions during their terms of office. I also welcome new members Dr Ang Seng Bin, Mr Hou Wey Fook, Mr Ng How Yue, Ms Penny Goh and Mr Neo Sing Hwee to the Board, and look forward to their participation and contributions.

## APPRECIATION

The progress we have made over the past year was made possible by close partnerships and collaboration with our people, partners and stakeholders.

In closing, I would like to take this opportunity to thank members of the Board, staff of Tote Board Group, partners and other stakeholders for their continued belief and unwavering support in Tote Board's endeavour to uplift our community by Giving Hope to vulnerable groups and Improving Lives for all in Singapore.



**MOSES LEE**

Chairman

# A HEART TO HEART



**MR FONG YONG KIAN**  
Chief Executive

## MESSAGE FROM THE CHIEF EXECUTIVE

### KEY GRANT COMMITMENTS IN FY2019

A more proactive, collaborative grantmaking approach continues to open doors for Tote Board to catalyse positive community and social changes. In FY2019, Tote Board approved and disbursed grants amounting to \$691 million and \$493 million respectively.

Notably, as part of our steadfast support of Persons with Disabilities (PWDs), we renewed our commitment to the Tote Board Enabling Lives Initiative (TBELI). Building on the first tranche, TBELI 2 (FY2020 – FY2023) aims to support efforts that improve the quality of life of PWDs, enabling them to live independently, realise their potential and thrive within the community.

**“IN FY2019, TOTE BOARD APPROVED AND DISBURSED GRANTS AMOUNTING TO \$691 MILLION AND \$493 MILLION RESPECTIVELY.”**

Alongside the Government, we committed up to \$100 million of funding to the Community Capability Trust (CCT) over the next five years, comprising an initial injection of \$50 million in FY2020 and matching up to \$50 million of community donations to Community Chest from FY2020 to FY2024. CCT provides funds for social service agencies to strengthen their organisational capabilities for improved service delivery, productivity and leadership.

#### **IMPACT OF COVID-19 ON TOTE BOARD'S GRANTMAKING**

The COVID-19 pandemic caused an unprecedented crisis. On the social front, there were indications of greater financial distress, higher rates of family conflicts, and an increase in mental health conditions and issues. In the longer term, socially-disadvantaged groups are likely to be disproportionately affected by the pandemic. Correspondingly, the social sector has faced a growing demand for services vis-à-vis an initial dip in volunteering and income. Frontline workers have also reported high levels of stress, burnout and compassion fatigue due to increased workloads and risk exposure.

There is now an enormous impetus for grantmakers to step up short-term support, and to rethink long-term grantmaking strategies. The implications of COVID-19 are still unfolding, but we have taken preliminary steps to support our grantees, conducting environmental scans to obtain ground-up validation of the issues, pain points and challenges faced by the social sector. One resultant measure was the launch of the Enhanced Fund-

**“ALONGSIDE THE GOVERNMENT, WE ALSO COMMITTED UP TO \$100 MILLION OF FUNDING TO THE COMMUNITY CAPABILITY TRUST (CCT) OVER THE NEXT FIVE YEARS.”**

Raising Programme, which has given a timely boost to online fund-raising efforts by non-profit organisations on platforms such as Giving.sg. We are also analysing how best to support social sector leaders in capability building for longer-term growth and sustainability, particularly in the area of digital transformation.

#### **EMERGING STRONGER — OUR TRANSFORMATION AGENDA**

As we reflect on work done in FY2019 and press on with key areas of work in FY2020, we are concurrently recalibrating some of our strategic options in response to the COVID-19 situation. Regardless, our 5-Year Transformation Vision (FY2020 – FY2024), centred on the three thrusts of Grantmaking, Gaming and People, remains relevant and will act as a guiding compass in helping us respond to, and navigate, this difficult environment.

**“OUR 5-YEAR TRANSFORMATION VISION (FY2020 – FY2024), CENTRED ON THE THREE THRUSTS OF GRANTMAKING, GAMING AND PEOPLE, REMAINS RELEVANT AND WILL ACT AS A GUIDING COMPASS IN HELPING US RESPOND TO, AND NAVIGATE, THIS DIFFICULT ENVIRONMENT.”**

### 1 GRANTMAKING — A VALUED PARTNER (ANTICIPATORY, ENABLING, TRUSTED)

We strive to be more anticipatory in our grantmaking approach, conducting research and consultations to uncover gaps in the social landscape, and convening stakeholders for collective action to address those gaps. Our Strategic Focus Areas (FY2020 – FY2022) in 1) Disability; 2) Mental Health; 3) Vulnerable Children and Youth; 4) Capability and Capacity Building of Non-Profit Organisations has become even more vital, complementing the Government's support on the social front. Tote Board will continue to be an adaptive enabler, uplifting grant effectiveness by delivering stronger, more relevant programmes, building connections, and encouraging sustained learning and improvement. Over time, we aspire to be a trusted partner who journeys together with our grantees.

### 2 GAMING — AN EFFECTIVE COUNTER TO ILLEGAL GAMBLING

The Tote Board Group remains focused on our mandate to counter illegal gambling by providing a safe, trusted means for people who choose to bet. To stay relevant, we need to remain competitive in product and service offerings so that customers will not diverge to harmful illegal operators. Player protection is a key pillar of our gaming businesses, and we strive to leverage technology and analytics for more effective risk profiling and engagement. Over time, we want to establish ourselves as a de facto subject matter expert, and a leader in responsible gaming practices, trusted by players and non-players alike to be a reliable choice over illegal operators.

### 3 PEOPLE — OUR PEOPLE AT THEIR BEST: PURPOSEFUL, ENERGISED, MASTERFUL

People are at the heart of our transformation. In line with "People, Leadership & Culture", we advocate that continuous learning, supported by a growth mindset, is key to ensuring Our People are nimble and thrive in a state of continuous change. We are evaluating how best to refresh and re-orientate our learning methodologies and approaches to achieve improved outcomes. Tote Board's leaders are likewise committed to creating a culture of learning and supporting processes to propagate individual, team and organisational development at the workplace.

#### KUDOS TO OUR STAFF

To close, I would like to thank my management and staff for their tireless effort and relentless determination this past year. Let us all commit ourselves to always be inspired by our burning ambition of Giving Hope, Improving Lives, to serve the public and our nation. Together, I am confident that we will be able to seize opportunities to execute impactful strategies and emerge stronger as we strive towards our Transformation Vision.



**FONG YONG KIAN**

Chief Executive



# BOARD MEMBERS

(as at August 2020)

Commitment, Care, Contribution.  
Guiding our direction, our momentum.



**Mr Moses LEE**

*Chairman*



**Dr ANG Seng Bin**

*Head and Senior Consultant Family Physician  
Menopause Unit and Family Medicine Service  
KK Women's and Children's Hospital*



**Mr CHEW Hock Yong**

*Permanent Secretary, Ministry of Social & Family  
Development and Permanent Secretary (Home  
Affairs Development), Ministry of Home Affairs*



**Mrs FANG Ai Lian**

*Advisor  
Far East Organisation*



**Ms Penny GOH**

*Senior Advisor  
Allen & Gledhill*



**Mr HOU Wey Fook**

*Chief Investment Officer  
DBS Bank Ltd*



# BOARD MEMBERS

(as at August 2020)

Commitment, Care, Contribution.  
Guiding our direction, our momentum.



**COL NARAYANAN Letchumanan**

*Commander, Imagery Support Group  
Singapore Armed Forces*



**Mr NEO Sing Hwee**

*Managing Director and Head of Operations,  
System and Control  
Mapletree Investments Pte Ltd*



**Mr NG How Yue**

*Permanent Secretary (Health Development)  
Ministry of Health*



**Ms TAN Gee Keow**

*Permanent Secretary  
Ministry of Culture, Community and Youth*



**Mrs Mildred TAN**

*Chairman  
National Volunteer and Philanthropy Centre*



**Mr YEE Ping Yi**

*Deputy Secretary (Planning)  
Ministry of Finance*

# SENIOR MANAGEMENT TEAM

(as at 29 May 2020)



**Mr FONG Yong Kian**  
*Chief Executive*



**Mr LEOU Jie Dong**  
*Director  
Strategic Planning and Finance*



**Mrs Boon-Ngee SEBASTIAN**  
*Senior Director  
Grant Management*



**Ms Grace SEE**  
*Senior Director  
Group Internal Audit*



**Mr YONG Fook Chyi**  
*Senior Director  
Corporate Services and Project Director  
Masterplanning Project Office*

# CORPORATE GOVERNANCE



# CORPORATE GOVERNANCE

## BOARD'S CONDUCT OF AFFAIRS

Tote Board is committed to ensuring the highest standard of corporate governance in the Tote Board Group (Group), comprising Tote Board, Singapore Pools and Singapore Turf Club (STC). The Chairman and Board Members of Tote Board are appointed by the Minister for Finance. They are experienced professionals drawn from both the public and private sectors. In addition to its statutory responsibilities, the Board sets strategic directions and policies relating to the functions of Tote Board, ensuring that resources are optimally utilised to fulfil the mission of Tote Board.

## ACCOUNTABILITY, INTERNAL CONTROLS AND RISK MANAGEMENT



### 01 AUDIT AND RISK COMMITTEE

The Audit and Risk Committee (ARC) comprises representatives from the Board of Tote Board, Board of Singapore Pools and Management Committee of STC. The majority of ARC members have the requisite accounting or financial-related management expertise to discharge their responsibilities and duties.

The ARC assists the Board in fulfilling its responsibilities to oversee internal controls, financial reporting, compliance and risk management. This includes ensuring the adequacy of internal controls and reviewing audit plans, audit reports and audited Tote Board Annual Financial Statements. Besides overseeing accountability and audits, the ARC also provides oversight of the Tote Board Enterprise Risk Management (ERM) Framework through regular risk management reports from the Management.

The ARC has explicit authority to investigate any matter within its terms of reference. It also has full access to, and cooperation of Management. It has direct access to Group Internal Audit (Group IA) and external auditors, with full discretion to invite any Board Member or Management staff to attend its meetings. In addition, the ARC also meets with external auditors and staff of Group IA, without the presence of Management, during the financial year. Reasonable resources are made available to the ARC, enabling it to properly discharge its function and duties.

## 02 RISK MANAGEMENT AND INTERNAL CONTROLS

### Enterprise Risk Management

The Group has established a structured ERM framework to assess the effectiveness and efficiency of strategic and operational policies and activities. The ERM framework, which draws references from ISO 31000 and COSO standards, provides consistent risk management systems and processes across the Group, identifying and managing risks that could impact the Group's ability to achieve its mission and objectives. The ERM framework also guides the Group towards its desired maturity level of having an integrated approach to balancing risks with corporate strategy and objectives.

The Board of Tote Board, supported by the ARC, exercises overall risk governance and oversight of the ERM framework. The annual risk review and regular risk reporting exercises, facilitated by the risk management function, are carried out by risk owners and Management, with key risks being reviewed and monitored by the ARC and Board. Strategic responses are formulated and monitored to address any risk gaps, and are built into the coming year's strategy and work planning for the respective entities and Tote Board departments. On an ongoing basis, significant risk-related developments and incidents will also be reported and escalated to the ARC and/or the Board, where necessary.



### Internal Controls

The Board ensures that Management maintains a sound system of internal controls to safeguard the interests of stakeholders and the assets of the Group. The Management of Tote Board, Singapore Pools and STC are responsible for the design and implementation of a comprehensive system of internal controls to safeguard assets, maintain proper accounting records and produce reliable financial information. The system includes defined responsibility and financial authority limits, segregation of duties, reconciliation of financial information, compliance with internal financial policies, financial regulations or government instruction manuals, and maintenance of proper financial records. The ARC ensures that a review of the effectiveness of internal controls — including financial, technological, operational and compliance controls, and risk management — takes place annually through various internal audits and related reports issued to the ARC. For certain projects or areas where independent expertise is specially required in connection with the review of controls, external professionals and service providers are appointed accordingly.

### Assurance by Management

For FY2019, the ARC has received assurance from the Management of Tote Board, Singapore Pools and STC that:

- the financial statements are drawn up to give a true and fair view of the state of affairs of Tote Board and the Group;
- there are adequate internal controls in place, which are operating effectively to provide reasonable assurance in managing risks, safeguarding assets, ensuring reliability of the financial information, and compliance with laws and regulations by Tote Board and the Group.

Based on the systems of internal controls and risk management established and maintained by the Group, the work performed by Group IA and external auditors, as well as reviews performed by the Management, the ARC is satisfied that the systems of internal controls and risk management are reasonably adequate and effective.

### Internal Audit

Tote Board's Group Internal Audit (Group IA) is an independent function that reports functionally to the Chairman of the ARC and administratively to the Chief Executive. Group IA is guided by the International Professional Practices Framework, as defined by the Institute of Internal Auditors. The adequacy of funding and staffing of Group IA, and its appropriate standing within the Group, is ensured by the ARC. The principal role of Group IA is to conduct audits that evaluate the reliability, adequacy and effectiveness of internal controls within Tote Board, Singapore Pools and STC. Group IA adopts risk-based auditing and works closely with external auditors to coordinate audit work. It provides stakeholders with reasonable assurance on the effectiveness of control and governance processes used in the management of risks and accomplishment of objectives.

### External Audit

As part of the annual financial statements audit, external auditors conduct a review of significant internal controls. Such controls are mainly determined by the purpose of the audit and the scope of work under the audit plan. Any material non-compliance and/or internal control weaknesses are addressed and made known to the ARC, together with the external auditors' recommendations.

To maintain the independence of external auditors, the ARC reviews the nature and extent of non-audit services provided by external auditors during

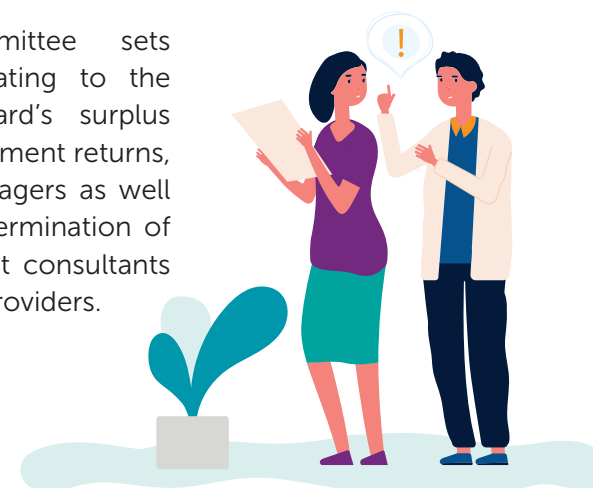
the year, and the fees paid for such services. The ARC is satisfied that the independence of the Tote Board Group's external auditors has not been impaired by the provision of those services. The external auditors have also provided confirmation of their independence to the ARC.

### Whistleblowing Policy

Tote Board, Singapore Pools and STC have established a whistleblowing policy to allow employees, vendors, partners of the Group and the general public to report malpractices and misconduct in the workplace. The policy aims to encourage the reporting of such matters in good faith, with the confidence that persons making such reports will be treated fairly and, to the fullest extent possible, protected from reprisals. All whistleblower reports, including the whistleblower's identity, will be treated with confidentiality. Reports can be lodged directly to Group IA via email.

## 03 INVESTMENT COMMITTEE

The Investment Committee sets and reviews policies relating to the investment of Tote Board's surplus funds. It also reviews investment returns, performance of fund managers as well as the appointment and termination of fund managers, investment consultants and other related service providers.





## 04 GROUP HUMAN RESOURCE COMMITTEE

The Group Human Resource Committee reviews and sets Group HR policies to ensure that the Group provides a career value proposition to the staff, attracts and develops its fair share of talents, and proactively prepares for succession planning management for Group leadership positions.

## 05 RACECOURSE MASTERPLAN COMMITTEE

The Racecourse Masterplan Committee provides strategic advice and guidance on the transformation planning of the Racecourse to be a community, leisure and commercial destination for Singaporeans and visitors to enjoy. This is a Whole of Government project involving agencies - URA, STB, LTA, PUB and SportSG.

## 06 SUPERVISION OF SINGAPORE POOLS AND STC

Tote Board oversees its two subsidiaries, Singapore Pools and STC, including the appointment of the Board of Directors of Singapore Pools and Management Committee of STC, as well as the appointments of Chief Executive Officer of Singapore Pools, and President and Chief Executive of STC. Tote Board also provides internal audit function to Singapore Pools, and STC.



## COMMITTEES AND MEMBERS



### AUDIT AND RISK COMMITTEE

#### CHAIRMAN:

Mrs FANG Ai Lian

#### MEMBERS:

Mr CHEAH Kim Teck  
(Up to 30 Jun 2019)

Ms OOI Chee Kar  
(From 1 Sep 2019)

Mr FONG Heng Boo

COL NARAYANAN  
Letchumanan

Mr NEO Sing Hwee  
(From 1 Jun 2020)

### GROUP HUMAN RESOURCE COMMITTEE

#### CHAIRMAN:

Mr Moses LEE

#### MEMBERS:

Mr KOH Choon Hui

Mr LIM Joo Boon

### INVESTMENT COMMITTEE

#### CHAIRMAN:

Mr NG Soo Nam  
(Up to 31 Dec 2019)

Mr HOU Wey Fook  
(From 1 Jan 2020)

#### MEMBERS:

Dr CHIA Tai Tee

Mr YEE Ping Yi

Mr TEO Jwee Liang  
(From 1 Jul 2020)

### RACECOURSE MASTERPLAN COMMITTEE

#### CHAIRMAN:

Mr Moses LEE

#### MEMBERS:

Mr CHENG Hsing Yao

Mr Michael CHIN

Mr LIM Eng Hwee

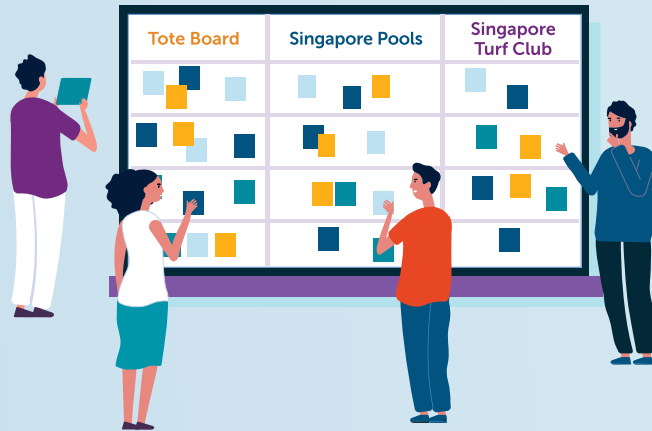
Mr LIM Joo Boon

Mr Willy SHEE

Mr YEE Ping Yi

# WORKING BETTER, TOGETHER

## MAJOR INITIATIVES



## CORPORATE SOCIAL RESPONSIBILITY



## RESPONSIBLE GAMING



## AWARDS AND ACCOLADES





# MAJOR INITIATIVES

## TOTE BOARD

NOV  
2019

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2019



### GRANT MANAGEMENT FRAMEWORK REVIEW (FY2020 – FY2024)

Tote Board has concluded the review of our Grant Management Framework (GMF) which entailed a relook at:

- i) who we are (our role and value proposition in line with the Transformation Vision for FY2020 – FY2024);
- ii) where and why we give (supportable areas and review of Strategic Outcomes); and
- iii) how we give (guiding principles underpinning end-to-end grant management activities).

Overall, the revised GMF will be used to guide the assessment and approval of cases for the next five years from FY2020 to FY2024.

**“OVERALL, THE REVISED GMF WILL BE USED TO GUIDE THE ASSESSMENT AND APPROVAL OF CASES FOR THE NEXT FIVE YEARS FROM FY2020 TO FY2024.”**



### STRATEGIC GRANT OUTLOOK REVIEW (FY2020 – FY2022)

Tote Board has reviewed the relevance and criticality of our Grant Management Strategic Focus Areas and will continue to drive the following Strategic Initiatives (SIs) for FY2020 – FY2022:

- i) Tote Board Enabling Lives Initiative (TBELI) to focus on improving the lives of Persons with Disabilities (PWDs)
- ii) Tote Board Mental Health Initiative (TBMHI) to focus on supporting mental wellness and creating opportunities for Persons with Mental Health Conditions to lead dignified lives
- iii) Capability and Capacity Building to improve sustainability in non-profit organisations (NPOs) and strengthen the non-profit ecosystem
- iv) Vulnerable Children and Youth to focus on developing the potential of the next generation

NOV  
2019

### REVIEW OF TOTE BOARD ENABLING LIVES INITIATIVE (TBELI)

Tote Board reviewed the strategy and funding focus for the disability sector as part of our Strategic Initiatives to focus on Persons with Disabilities (PWDs). With the success of TBELI 1 in catalysing progress for the disability sector, we will continue to support this space through TBELI 2, from FY2020 to FY2023. Extending our collaboration with SG Enable and NCSS, the four focus areas identified for TBELI 2 are:



1) **Living Independently**



2) **Realising Potentials**



3) **Connecting Communities**



4) **Employment Ecosystem**

This is in line with our strategic priority of creating equitable opportunities for vulnerable groups, through improving the lives of PWDs.

NOV  
2019

### DIGITALISATION AND AUTOMATION OF FUND-RAISING (FR) PROCESS

**“WITH THE IMPLEMENTATION OF COST-EFFICIENT METHODS TO IMPROVE AND DIGITISE THE FR PROCESS, WE HAVE SAVED 42 MAN-DAYS A YEAR AND ACHIEVED GREATER GRANTEE SATISFACTION.”**

The automation of GM's Fund-Raising (FR) process has resulted in a seamless grants application process for grantees and an improvement in operational efficiency of GM FR officers. With the implementation of cost-efficient methods to improve and digitise the FR process, we have saved 42 man-days a year and achieved greater grantee satisfaction. At the same time, we are committed to self-improvement and continue to gather feedback from the ground, further refining our processes and transforming Tote Board into a Digital to the Core organisation.



FEB  
2020

### COMMUNITY CAPABILITY TRUST (CCT)

Announced during the Budget 2020 Speech, the CCT serves as a longer-term source of funding to social service agencies (SSAs) for Capability and Capacity Building. Alongside the Government, Tote Board committed funding of up to \$100 million to CCT to build capabilities of SSAs over the next decade, comprising an initial injection of \$50 million in FY2020, and matching up to \$50 million worth of community donations to Community Chest from FY2021 – FY2025. In partnership with MSF and NCSS, CCT provides a pool of capability funds for SSAs to strengthen their organisational capabilities, improve their productivity and processes, as well as enhance their infrastructure.

**“TOTE BOARD COMMITTED FUNDING OF UP TO \$100 MILLION TO CCT TO BUILD CAPABILITIES OF SSAs OVER THE NEXT DECADE...”**

FEB  
2020

### ONBOARDING OurSG GRANTS PORTAL

As part of our effort to review and redevelop our case management system, Tote Board is working closely with the Ministry of Culture, Community and Youth (MCCY) and other Government grant-making partners/agencies, to develop the new OurSG Grants (OSG) Portal. OSG is a one-stop Whole-of-Government community grants portal that is aimed at providing grantees with a seamless grant experience. Via OSG, besides it being a case management system, grant applicants will be able to easily submit applications, and track their application outcomes. OSG will also allow successful applicants to submit claims, access key documents and receive notifications/reminders conveniently. The development of the Minimum Viable Product (MVP): Fund-raising Programme, commenced in February 2020 using the agile methodology and expected to be delivered by Q3 2020.

FEB  
2020

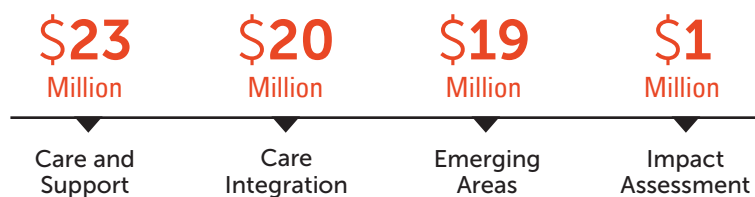
### MASTERPLANNING OF THE SINGAPORE RACECOURSE

The Board desires to transform the approximately 133 hectares of land at the Singapore Racecourse into an inspiring, delightful and integrated leisure destination. Our preliminary concept is encapsulated by: *"An extraordinary and inclusive leisure destination with a unique identity that celebrates its equestrian heritage and wonderful green spaces."* In alignment with this concept, the Racecourse will establish a new and endearing identity attractive to wide profile of visitors, including families, through the introduction of wholesome new attractions, programmes, amenities and activities. To enhance visitor experience, land assets, facilities, infrastructure and operations will be re-imagined and highly differentiated. Horse racing operations will continue. We have received positive and overwhelming response on the Request for Proposal (RFP) for the Project on Masterplanning of the Racecourse. At the close of the Stage 1 RFP on 21 February 2020, a total of 29 submissions were received. The Stage 2 RFP has made good progress.

MAR  
2020

### REVIEW OF TOTE BOARD COMMUNITY HEALTHCARE FUND (TBCHF)

Tote Board reviewed the strategy and funding focus for the community care and preventive health sectors. The Board approved Management's recommendation to 1) evolve the TBCHF into the Tote Board Community Health Fund (TBCHF) and Tote Board Preventive Health Fund (TBPHF), and 2) support TBCHF with a total grant of \$63 million from FY2020 to FY2024, with the allocation as follows:

MAR  
2020

### ARTS REVIEW

In consultation with MCCY, Tote Board initiated a review of the arts and heritage sector to better understand our overall contribution. The review aligned the Board's strategic outcomes with MCCY's core outcomes of building a **Caring** people, **Cohesive** society and **Confident** nation, enabled by active citizenry and a vibrant landscape for arts and heritage, sports, community and youth. This set the basis for our support of future arts projects, which will be aligned under streamlined KPIs. Tote Board is committed to continue the grantmaking initiatives in the Arts Sector, to build up the capabilities and to promote greater access for Singaporeans.

**"TOTE BOARD IS COMMITTED TO CONTINUE THE  
GRANTMAKING INITIATIVES IN THE ARTS SECTOR,  
TO BUILD UP THE CAPABILITIES AND TO PROMOTE  
GREATER ACCESS FOR SINGAPOREANS."**

APR  
2019MAR  
2020APR  
2020

### GROUP INTERNAL AUDIT (GROUP IA) DIGITALISATION INITIATIVE

Group IA has continued its digitalisation journey, focusing on developing data analytics and visualisation systems that increase audit effectiveness and efficiency. This financial year, Group IA enhanced the risk-based data visualisation tool used for the selection of Singapore Pools' branches for audits, and developed systems for traditional audit cycles such as procurement and payroll. Using data analytics and visualisation, auditors can analyse patterns using vast amounts of data, present these patterns graphically, and highlight areas for further testing. It is more effective than relying on traditional sampling approaches since coverage is wider, and is more efficient as it eliminates the need for manual recomputation.

**"GROUP IA HAS CONTINUED ITS DIGITALISATION JOURNEY, FOCUSING ON DEVELOPING DATA ANALYTICS AND VISUALISATION SYSTEMS THAT INCREASE AUDIT EFFECTIVENESS AND EFFICIENCY."**

### ENHANCED FUND-RAISING PROGRAMME (EFR)

To support non-profit organisations (NPOs) adversely impacted by the COVID-19 outbreak, Tote Board launched the EFR in April 2020. It entails 1) allowing NPOs to raise funds on digital fund-raising platforms, in addition to physical ones and 2) the doubling of Tote Board's contribution from 20% to 40% of funds raised, capped at \$100,000 per fund-raising project. This will help provide the financial resources to NPOs so they can continue serving vulnerable groups in our community. Tote Board has set aside \$70 million for the EFR, which will support projects implemented from 1 April 2020 to 31 March 2021.

**"TO SUPPORT NON-PROFIT ORGANISATIONS (NPOs) ADVERSELY IMPACTED BY THE COVID-19 OUTBREAK, TOTE BOARD LAUNCHED THE EFR IN APRIL 2020."**

## SINGAPORE POOLS

JUN  
2019

## AVPN CONFERENCE 2019

Singapore Pools supported the Asian Venture Philanthropy Network (AVPN) by organising their Members' Day Dinner at 1-Altitude on 25 June 2019. The event brought together about 450 like-minded social investors. Singapore Pools' CEO, Mr Lam Chee Weng, was one of the panellists during the session.

**"THE EVENT BROUGHT  
TOGETHER ABOUT 450 LIKE-  
MINDED SOCIAL INVESTORS."**

NOV  
2019

## JAMFEST — JURONG ARTS AND MUSIC FESTIVAL

Singapore Pools partnered with Jurong GRC Grassroots Organisations to organise the second Jurong Arts and Music Festival, or JAMFest, on 23 November 2019 at Jurong Lake Gardens. Graced by Senior Minister and Coordinating Minister for Social Policies, Mr Tharman Shanmugaratnam, and then Minister for Social and Family Development and Second Minister for National Development, Mr Desmond Lee, the rock and pop music concert featured local artistes and differently-abled performers, attracting 8,000 participants.





JUN  
2019DEC  
2019**ISTANA 150 ROVING EXHIBITION**

In celebration of the Istana's 150<sup>th</sup> Anniversary, President Halimah Yacob launched the "Our Istana: A Living Museum" roving exhibition at Tampines Regional Library on 1 June 2019. Made possible through a sponsorship by Singapore Pools, the exhibition was held at six public libraries across Singapore from June to December 2019.

JAN  
2020APR  
2020**DOING OUR PART TO SUPPORT THE COMMUNITY IN THE FIGHT AGAINST COVID-19**

Singapore Pools collaborated with community partners to support frontline workers, vulnerable communities, and social service agencies (SSAs) impacted by the COVID-19 situation. It contributed to The Courage Fund and Sayang Fund, and supported the Agency for Integrated Care's customised educational TV programme, 乐学每疫刻, to educate seniors on how to keep themselves safe and healthy during COVID-19, in view of the closure of centre-based services. Singapore Pools also extended help to various SSAs like Metta Welfare Association, Singapore Association of the Visually Handicapped, and Campus Impact, supporting their operations and beneficiaries, as well as the procurement of supplies and services for COVID-19.





**SINGAPORE TURF CLUB****APR  
2019****SHILIN SINGAPORE 2019**

Singapore Turf Club, in partnership with INVADE, brought the first ever Taiwanese night market to local shores. Held at The Grounds@Kranji from 19 to 21 April and 26 to 28 April, Shilin Singapore 2019 attracted 500,000 people from all walks of life and served up a feast of Taiwanese street delicacies, entertainment and games.

**NOV  
2019****ARTBOX SINGAPORE 2019**

The third and largest iteration of Artbox Singapore showcased an exciting blend of over 300 regional and local entertainment acts, retailers and artworks by visual and expressive artists. Jointly organised by STC and INVADE, this creative retail experience drew more than 450,000 visitors.

**"JOINTLY  
ORGANISED BY  
STC AND INVADE,  
THIS CREATIVE  
RETAIL EXPERIENCE  
DREW MORE THAN  
450,000 VISITORS."**

NOV  
2019

### YYD EDUCATION CENTRE BURSARY AWARD 2019

The YYD Education Centre Bursary Award ceremony was held to recognise some 1,000 primary school children from lower income families, rewarding them for tremendous improvements in their academic performance. The ceremony was graced by Guest of Honour Mr Ng Chee Meng, Minister in the Prime Minister's Office.

In addition to the awards ceremony, students had the opportunity to participate in activities such as horse petting, arts and crafts, and more. This was the second year that STC supported the event as a venue sponsor.

**"THE YYD EDUCATION CENTRE BURSARY AWARD CEREMONY WAS HELD TO RECOGNISE SOME 1,000 PRIMARY SCHOOL CHILDREN FROM LOWER INCOME FAMILIES, REWARDING THEM FOR TREMENDOUS IMPROVEMENTS IN THEIR ACADEMIC PERFORMANCE."**

FEB  
2020

### ANNUAL RACING APPRECIATION AWARDS 2019

With much anticipation, the Singapore horse racing fraternity gathered for STC's Annual Racing Appreciation Awards on the night of 6 February 2020. Held in appreciation of the racing fraternity's contributions and achievements, the Club awarded 14 winners, including Champion Jockey Vlad Duric, Champion Trainer Mark Walker, Horse of the Year I'm Incredible, and many others.



# CORPORATE SOCIAL RESPONSIBILITY

## TOTE BOARD

APR  
2019



### ACTIVE SENIORS

On 26 April 2019, 19 Tote Board staff spent their morning with seniors at the Alzheimer's Disease Association's New Horizon Centre at Toa Payoh. To promote physical and mental activity, staff accompanied the 60 seniors on their daily exercise before getting their creative juices flowing by painting of tote bags. The seniors went home happy with their hand-painted masterpieces and stomachs full of food catered from social enterprise, Samsui Supplies & Services.





JUN  
2019**IMDA DIGITAL CLINIC**

As Singapore journeys towards becoming an advanced digital economy, there is a need to ensure that everyone, including seniors, leads lifestyles enabled by technology. Tote Board staff volunteered at the Infocomm Media Development Authority's (IMDA) Digital Clinics to assist seniors who need help using their mobile devices on 4 June 2019 at Ang Mo Kio Library.

JUL  
2019**SILVER HOMES**

51 Tote Board staff rejuvenated the homes of 12 underprivileged families and seniors at Henderson Road on 18 July 2019. Armed with painting tools, cleaning solutions, new mattresses and bed frames, staff spent the day scrubbing, throwing out junk, and giving walls and doors new coats of paint.



JUL  
2019**READ FOR BOOKS 2019**

Between 13 to 28 July 2019, 134 staff from the Tote Board Group gathered to read for a good cause in support of the National Library Board's initiative, Read for Books. Through the collective effort of our staff, 13 books were donated to charities benefitting children with special needs and those from low-income families.

**"THROUGH THE COLLECTIVE EFFORT OF OUR STAFF, 13 BOOKS WERE DONATED TO CHARITIES BENEFITTING CHILDREN WITH SPECIAL NEEDS AND THOSE FROM LOW-INCOME FAMILIES."**

AUG  
2019**GET ACTIVE! SG AT SINGAPORE RACECOURSE**

In conjunction with Get Active SG and in celebration of National Day, 34 staff from the Tote Board Group brought over 200 beneficiaries from various social service agencies (SSAs) to enjoy games and activities at the Singapore Racecourse. Visitors even had the opportunity to pat the resident horses!



AUG  
2019SEP  
2019

### FOOD PACKING AT FOOD FROM THE HEART

38 staff spent their mornings on 27 August and 2 September at Food from the Heart to pack more than 500 food packs, containing essentials like noodles, rice, beverages, canned sardines, baked beans, biscuits and other items for less privileged families.

SEP  
2019

### SG BICENTENNIAL EXPERIENCE

Three Tote Board staff volunteered as guides at the SG Bicentennial Experience at Fort Canning Park. The volunteer guides were stationed at different parts of the exhibition to tell stories of Singapore's history to residents and visitors.





OCT  
2019**FOOD PREPARATION AT WILLING HEARTS**

Together with other MOF family agencies, eight Tote Board staff helped prepare ingredients for the soup kitchen at Willing Hearts. Volunteers at Willing Hearts prepare, cook and distribute 5,000 meals a day to beneficiaries, including the elderly, the disabled, those from low-income families and migrant workers.

**“EIGHT TOTE BOARD STAFF HELPED PREPARE INGREDIENTS FOR THE SOUP KITCHEN AT WILLING HEARTS.”**

MAY  
2019NOV  
2019**SILVER GENERATION AMBASSADORS**

**“THESE DOOR-TO-DOOR VISITS ALLOW STAFF TO UNDERSTAND THE NEEDS AND CHALLENGES ON THE GROUND, THUS ENABLING US TO DESIGN RELEVANT POLICIES THAT WILL BETTER SERVE THE COMMUNITY.”**

On 17 and 31 May, and 22 November, Tote Board staff partnered with Silver Generation Ambassadors from the Agency for Integrated Care to visit Pioneer and Merdeka Generation seniors at various neighbourhoods island-wide. While sharing information about various beneficial government schemes and programmes, Ambassadors took the opportunity to check on the physical and mental well-being of the seniors, some of whom may have little support from their social network.

These door-to-door visits allow staff to understand the needs and challenges on the ground, thus enabling us to design relevant policies that will better serve the community.



JAN  
2020

### CHINGAY PARADE 2020

Staff from Tote Board and the STC brought beneficiaries from Thye Hua Kwan Moral Charities and Beyond Social Services to enjoy the 2020 Chingay Parade at the F1 Pit Building. The Tote Board Group is the principal founding sponsor of the annual Chingay Parade.





## SINGAPORE POOLS

JUN  
2019

## PICNIC @ ISTANA FOR SUNBEAM KIDS

On 13 June 2019, Singapore Pools collaborated with the Istana to bring 20 children from Singapore Children's Society's Sunbeam Place for a picnic at the Istana. President Halimah Yacob graced the event and interacted with the beneficiaries, who were between the ages of 7 and 15, accompanied by volunteers from Singapore Pools.

**"SINGAPORE POOLS  
COLLABORATED WITH  
THE ISTANA TO BRING  
20 CHILDREN FROM  
SINGAPORE CHILDREN'S  
SOCIETY'S SUNBEAM  
PLACE FOR A PICNIC AT  
THE ISTANA."**

AUG  
2019

## COMMUNITY CHEST HEARTSTRINGS WALK 2019

On 4 August 2019, Singapore Pools supported the Community Chest's Heartstrings Walk 2019 by going carbon neutral, deploying 20 water dispensers that were manned by 15 Singapore Pools staff volunteers. Together with Community Chest, Singapore Pools encouraged participants of the walk to bring along their own bottles to reduce the usage of single-use plastic.

**"...SINGAPORE POOLS ENCOURAGED PARTICIPANTS OF  
THE WALK TO BRING ALONG THEIR OWN BOTTLES  
TO REDUCE THE USAGE OF SINGLE-USE PLASTIC."**



JUL  
2019SEP  
2019

### FAS INTER-SCHOOL FUTSAL CHALLENGE 2019

Singapore Pools was the title sponsor for the national inter-school futsal challenge, organised by the Football Association of Singapore. 45 primary school teams and 50 secondary school teams took part in the competition at Under 10 and Under 14 levels, with categories for both Boys and Girls. This is a key programme in the local football development pipeline aimed at increasing futsal interest among students, and raising the standards of local football.

NOV  
2019

### FOOTBALL WITH A HEART 2019

Singapore Pools, along with partners, the Football Association of Singapore and Sport Singapore, successfully organised Football With A Heart (FWAH) 2019 on 9 November 2019, garnering a record high of \$950,000 in donations for nine beneficiaries. There were a total of 50 sponsors with 39 participating corporate teams, and after over 400 football players battled it out across seven futsal pitches on a sunny Saturday morning, Team Keppel emerged as this year's tournament champion. Graced by Ms Grace Fu, then Minister for Culture, Community and Youth, FWAH is Singapore's largest executive football fundraiser that reinforces the use of sports as a force for good.



APR  
2019MAR  
2020

## PROJECT SPHERE

Singapore Pools continued our long-standing partnership with HDB for Project SPHERE (Students, Singapore Pools and HDB Enriching and Reaching out to the Elderly). Volunteers from Singapore Pools partnered with students to help elderly residents with 29 sessions of spring cleaning and seven sessions of gate painting. Residents were also given purpose-built tables made by students of ITE College Central. An annual large-scale event, Broom It! Day, was organised on 29 May 2019, with a total of 330 staff and student volunteers

participating to bring joy to the elderly through spring cleaning and engagement activities. A total of 755 elderly persons benefitted from Project SPHERE this FY.

**“VOLUNTEERS FROM SINGAPORE POOLS PARTNERED WITH STUDENTS TO HELP ELDERLY RESIDENTS WITH 29 SESSIONS OF SPRING CLEANING AND SEVEN SESSIONS OF GATE PAINTING.”**





MAR  
2020

### FOOD PACKING FOR FOOD FROM THE HEART

18 staff volunteers teamed up to help food charity, Food From The Heart, prepare 334 food packages for needy families in Singapore on 18 March 2020. Each package contained around 10 food items such as rice, biscuits, and canned food.

MAR  
2020

### SINGAPORE POOLS' PARTICIPATION IN PROJECT #BYOBCLEAN

Singapore Pools joined Temasek Foundation as a corporate partner in the #BYOBClean project from 23 to 29 March 2020. A total of 87 volunteers signed up for 158 volunteering slots, spending 574 hours distributing free sanitisers to Singaporeans at Leng Kee and Nee Soon East Community Clubs.



## SINGAPORE TURF CLUB

JUN  
2019

## THE BICENTENNIAL EXPERIENCE CSR OUTING

On the afternoon of 11 June, 31 youths from CARE Singapore, accompanied by staff-volunteers of STC, visited The Bicentennial Experience at Fort Canning Centre. This showcase enabled rich learning and a deeper understanding of Singapore's 700-year history through a series of immersive, interactive and multimedia displays. The outing also provided an opportunity for staff to engage and spread good cheer, with goodie bags for everyone.

**"THE OUTING ALSO PROVIDED AN OPPORTUNITY FOR STAFF TO ENGAGE AND SPREAD GOOD CHEER, WITH GOODIE BAGS FOR EVERYONE."**

JUN  
2019

## NORTH WEST CDC MASS QIGONG WORKOUT

On the morning of 30 June, 400 Qigong enthusiasts from North West Community Development Council gathered for a mass Qigong workout at STC. The event was joined by Guest of Honour, Mr Alex Yam Ziming, Advisor to Marsiling-Yew Tee GRC, who participated in the workout too.





JUL  
2019

### STC SIGNATURE BOOKS AND TOYS DONATION DRIVE

STC's inaugural Books and Toys Donation Drive raised \$30,000, collecting 2,100 books and toys for children and youth from Beyond Social Services. The donation amount was raised through the sale of STC merchandise on 25 and 26 July 2019, and matched dollar-for-dollar by the Club. These donations were presented to Beyond Social Services during a get-together at the STC Riding Centre for 30 children, youths and their families. Activities like horse patting and crafts, as well as refreshments, were provided to accentuate the air of revelry.

**"STC's INAUGURAL  
BOOKS AND TOYS  
DONATION DRIVE RAISED  
\$30,000, COLLECTING 2,100  
BOOKS AND TOYS FOR  
CHILDREN AND YOUTH  
FROM BEYOND SOCIAL  
SERVICES."**



NOV  
2019

### LUCKY HORSESHOES RAISE \$15,000 FOR CHARITY AT ARTBOX SINGAPORE

The excitement and revelry at Artbox Singapore 2019, held over two weekends in November, was rivalled only by STC's Lucky Hydro Dip Horseshoe activity. Visitors had the chance to hydro dip "lucky" horseshoes and bring home their very own unique and customised horseshoe souvenirs, with all proceeds going to charity.

**"OVER 650 LUCKY  
HORSESHOES WERE  
SOLD, AND \$15,000  
WAS RAISED FOR THE  
SINGAPORE CHILDREN'S  
SOCIETY."**

Over 650 lucky horseshoes were sold, and \$15,000 was raised for the Singapore Children's Society.

DEC  
2019

### A UNIQUE AND EXHILARATING CYCLING EXPERIENCE AT STC

On the morning of 21 December 2019, more than 60 special needs children and their families had the rare opportunity to cycle around the service road of STC's racecourse. Jointly organised with Ageless Bicyclists, a non-profit social enterprise, the event enabled these children and their families to experience cycling in a safe and conducive environment.





# RESPONSIBLE GAMING

## SINGAPORE POOLS

MAY  
2019



### RESPONSIBLE GAMBLING AWARENESS WEEK 2019

From 10 to 23 May 2019, Singapore Pools took part in the Responsible Gambling Awareness Week (RGAW) organised by the Responsible Gambling Forum (RGF) to advocate responsible play. As part of the RGAW, Singapore Pools held seven four-hourly roadshows at selected Singapore Pools outlets to educate patrons on responsible gaming. The RG ambassadors shared tips with patrons, such as learning to keep to a set budget and taking breaks between play.



JUL  
2019

### WORLD LOTTERY ASSOCIATION'S RESPONSIBLE GAMING FRAMEWORK LEVEL 4 CERTIFICATION

In July 2019, Singapore Pools was awarded the Level 4 Certification of the World Lottery Association's Responsible Gaming Framework, the highest accolade for responsible gaming in the industry. This achievement was a result of having demonstrated continuous improvements to implement Responsible Gaming principles into operations, including enhancements to responsible play management tools on remote gambling channels. Singapore Pools previously received this award in 2012 and 2015, and remains one of only eight operators in the Asia Pacific region to attain this level of certification.

**"SINGAPORE POOLS WAS AWARDED THE LEVEL 4 CERTIFICATION OF THE WORLD LOTTERY ASSOCIATION'S RESPONSIBLE GAMING FRAMEWORK, THE HIGHEST ACCOLADE FOR RESPONSIBLE GAMING IN THE INDUSTRY."**

JAN  
2020

### "HO SAY BO" RESPONSIBLE GAMBLING

In January 2020, Singapore Pools rolled out a new series of Responsible Gaming (RG) communications. The concept behind this RG communication series was to gently remind customers about responsible play, using a mixture of catchy and local colloquial headlines, complemented by distinctive RG reminders and refreshing graphics. RG collaterals are available across Singapore Pools outlets, the Racecourse, Off Course Betting Centres and the Singapore Pools website.



# AWARDS AND ACCOLADES

## SINGAPORE POOLS

APR  
2019

### SOUTH WEST SKILLSFUTURE ADVICE PARTNER

On 6 April 2019, Singapore Pools was recognised by South West CDC for supporting the SkillsFuture movement, having partnered with South West CDC to implement ways to encourage lifelong learning among their staff. Over the past years, Singapore Pools has built the capabilities of its people by equipping them with relevant skills like data analytics, design thinking, and business process re-engineering. The company has also organised learning festivals that foster the spirit of continuous and lifelong learning.

**“OVER THE PAST YEARS, SINGAPORE POOLS HAS BUILT THE CAPABILITIES OF ITS PEOPLE BY EQUIPPING THEM WITH RELEVANT SKILLS LIKE DATA ANALYTICS, DESIGN THINKING, AND BUSINESS PROCESS RE-ENGINEERING.”**

OCT  
2019



### TOTAL DEFENCE AWARD (TDA) 2019 — NS ADVOCATE AWARD (LARGE COMPANIES)

Singapore Pools was conferred the NS Advocate Award (Large Companies) on 17 October 2019. This Total Defence Award is the highest national accolade awarded by the Ministry of Defence and Ministry of Home Affairs to recognise companies, organisations and individuals who have demonstrated exemplary support for National Service and our NS Men.



# ONE TEAM, ONE TOTE BOARD



# ONE TEAM, ONE TOTE BOARD

## TEAMWORK IN TRYING TIMES TO BE FUTURE-READY

2020 marks a year of unprecedented changes, with the COVID-19 pandemic affecting the way we live and work. When Singapore entered the Circuit Breaker phase, a lack of face-to-face communication with our colleagues and grantees made it challenging to stay connected, remain productive and keep operations moving.

In the face of adversity, Ms Amy Lim, Ms Lee Siok Koon, Mr Oliver Loke, Mr Kelvin Chia, Mr Kenneth Tan, Ms Mavis Ong and Ms Marylin Tan from the Grant Management Division were tasked to review how Tote Board can improve fund-raising capacities within the non-profit sector. Their joint effort and resilient teamwork culminated in the launch of Tote Board's Enhanced Fund-Raising (EFR) Programme on 17 April 2020.

## RESPONDING TO COVID-19 AS ONE TOTE BOARD

The Tote Board team had to adapt to the challenges of working remotely with the implementation of the Circuit Breaker, while addressing the immediate impact of COVID-19 on charities. A holistic and coordinated response was needed to provide support for the non-profit sector. This support would also have to be sustainable, preparing agencies to be future-ready, particularly

## THE EFR TEAM



From Left: Mr Oliver Loke, Ms Lee Siok Koon, Ms Mavis Ong, Mr Kenneth Tan, Ms Amy Lim, Mr Kelvin Chia and Ms Marylin Tan



in the area of digitalised fund-raising and engagement. The team engaged non-profit organisations (NPOs) leaders and partners via various calls and virtual meetings to understand the needs on the ground, and, within a month, conceptualised and implemented the EFR Programme.

To meet this critical timeline, the team worked through weekends together, driven by their belief in the programme's value and impact. Demonstrating the ethos and values of One Tote Board, the manner in which the work was carried out and helping one another was both heartening and exemplary. As recounted by Siok Koon, 'When one of our team members had a family emergency to attend to, others would step in to cover. What also stood out

were the robust discussions and conversations our team had when designing the programme, where honest views were shared, focusing on co-creating the best possible solution and processes to meet NPO needs.'

The team's efforts paid off, with the promptness of their response being well-received within the non-profit sector.

### SUPPORTING IMPACTFUL WORTHY CAUSES

When forging ahead through arduous obstacles, what the team found most inspirational was the extensive impact of the programme.



**"...WHAT ALSO STOOD OUT WERE THE ROBUST DISCUSSIONS AND CONVERSATIONS OUR TEAM HAD WHEN DESIGNING THE PROGRAMME, WHERE HONEST VIEWS WERE SHARED, FOCUSING ON CO-CREATING THE BEST POSSIBLE SOLUTION AND PROCESSES TO MEET NPO NEEDS."**

**- Siok Koon**



For example, the timeliness of EFR helped support smaller charities during COVID-19. These charities play an important role in meeting needs in our society and, with EFR's support, can remain financially viable and sustainable beyond this challenging period. It was the team's hard work and collaboration that resulted in this change, enabling both small charities with fewer sources of external grants to tap on similar level of funding, as the EFR matches the amount of funds raised.

### EXPERIENCE AND INSIGHTS

Designing and implementing this initiative has taught the team valuable and insightful lessons.

As a result of this crisis, many charities have shifted their fund-raising towards digital platforms, in a short period of time. These new channels broadened their causes to wider pool of donors, compared to traditional fund-raising projects where charities might tap on the same pool of donor contacts. 'COVID-19 has accelerated the shift towards a new normal, where digital giving would form an integral part of a charity's stakeholder and donor engagement strategy. A new era of giving has emerged in Singapore, as both online and offline fund-raising becomes more seamlessly integrated. We believe that Tote Board can enable and accelerate digital fund-raising efforts of charities as they transform,' said Oliver.

The experience of implementing EFR also emphasized the importance of maintaining balance between enabling charities while maintaining adequate risk controls. This is especially crucial as grants become more complex and require more thorough control considerations. While ramping up support for charities by increasing Tote Board's EFR matching contributions, compliance measures have been augmented in tandem to mitigate the increased attendant risks.



**"...WE BELIEVE THAT TOTE BOARD CAN ENABLE AND ACCELERATE DIGITAL FUND-RAISING EFFORTS OF CHARITIES AS THEY TRANSFORM."**

**- Oliver**

## LOOKING FORWARD TO THE FUTURE

The Tote Board EFR team will continue to provide support for programmes as they evolve and adapt. Sector trends indicate that many charities will require additional necessary capabilities to mount more meaningful digital engagement initiatives. Hence the team will continue to collaborate with agencies like Agency of Integrated Care (AIC), Ministry of Culture, Community and Youth (MCCY), Ministry of Social and Family Development (MSF), National Council of Social Services (NCSS) and National Volunteer and Philanthropy Centre (NVPC). With stronger digital engagement capabilities built through training and infrastructure support, charities will surely be stronger in their ability to fund-raise, to attract interested volunteers and to create a larger impact in society.

The team also recognises the importance of internal capability-building. The team will continue to expand the capacities and capabilities of staff in data analytics, sense-making and stakeholder engagement, to further Tote Board's aim to be a Valued Partner in grantmaking to ride the changing trends in the non-profit ecosystem.



# ABOUT ENHANCED FUND-RAISING PROGRAMME (EFR)

## ENHANCED FUND-RAISING PROGRAMME

The EFR Programme was launched on 17 April 2020 as part of Tote Board's response to COVID-19, in support of charities that were adversely impacted by the pandemic. Safeguarding vulnerable groups in Singapore was more important than ever, as was the need to enable the organisations that serve them. However, charities faced a significant decline in donation income, both owing to Circuit Breaker measures and the challenging economic climate. This was compounded by the non-profit sector traditionally being high-touch and centred around human and stakeholder interactions. With charities unable to carry out physical events, functions and interactions, critical needs arose from a fund-raising perspective, including overcoming infrastructure and process issues.

Unlike most grants, which are generally more sector-specific and targeted, EFR provides support to over a thousand charities across the entire non-profit sector. In addition, the programme was designed to be a sustainable catalyst for change beyond COVID-19, bolstering the sector towards digitalisation and digital engagement. This change will enable charities to connect with a new generation of more digitally-savvy donors, share their stories with a



wider audience, and reduce the costs associated with organising physical fund-raising activities. Finally, EFR caters for greater flexibility by allowing charities to conduct both online and offline fund-raising projects, or a hybrid between the two modalities.

### **SIGNIFICANCE TO NATIONAL EFFORTS**

The EFR Programme complemented national efforts when key changes were made: the acceptance of fund-raising applications that carried out fund-raising on approved digital platforms and the doubling of funding support. The programme received government support with additional funding from the Fortitude Budget.

On 26 May 2020, Deputy Prime Minister, Mr Heng Swee Keat, announced that the Government would increase the EFR matching grant. With the additional top up, successful applicants would enjoy an overall dollar-for-dollar match for EFR, capped at \$250,000 per applicant.

‘While continuing to be passionate about supporting the vulnerable in our community, our charities and social service agencies are facing difficulties,’ he shared, ‘The leaders appreciate the support from the Jobs Support Scheme, but they are facing falling donations. To provide more support for our charities amidst COVID-19, the Government will partner Tote Board to bolster the matching for donations through Tote Board’s Enhanced Fund-Raising Programme.’

# OUR GRANTMAKING JOURNEY



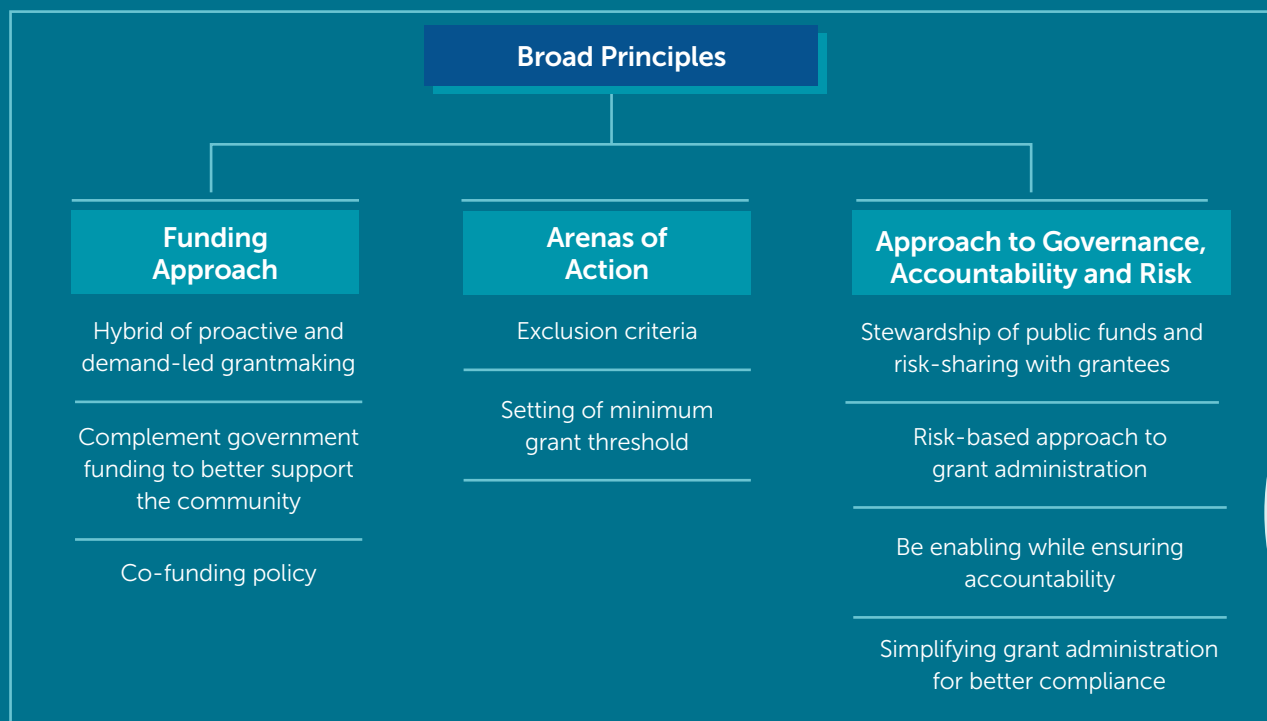
Scan this QR code  
to watch the story



# OUR GRANTMAKING JOURNEY

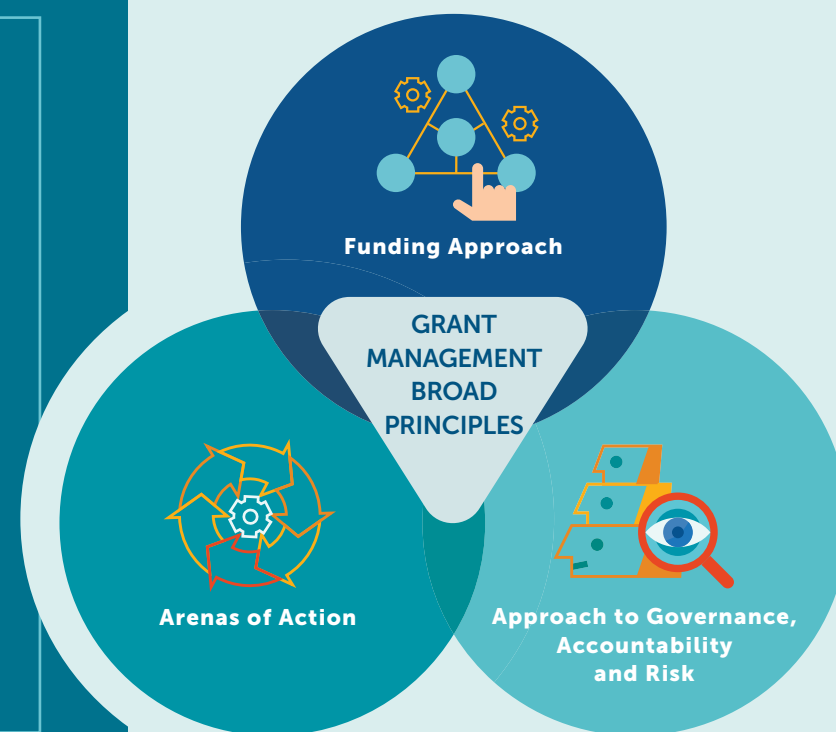
## HOW WE GIVE

Our grant management activities are generally guided by these broad principles:



We support projects that align with our Strategic Outcomes, with selected focus areas identified based on research and engagement with various stakeholder.

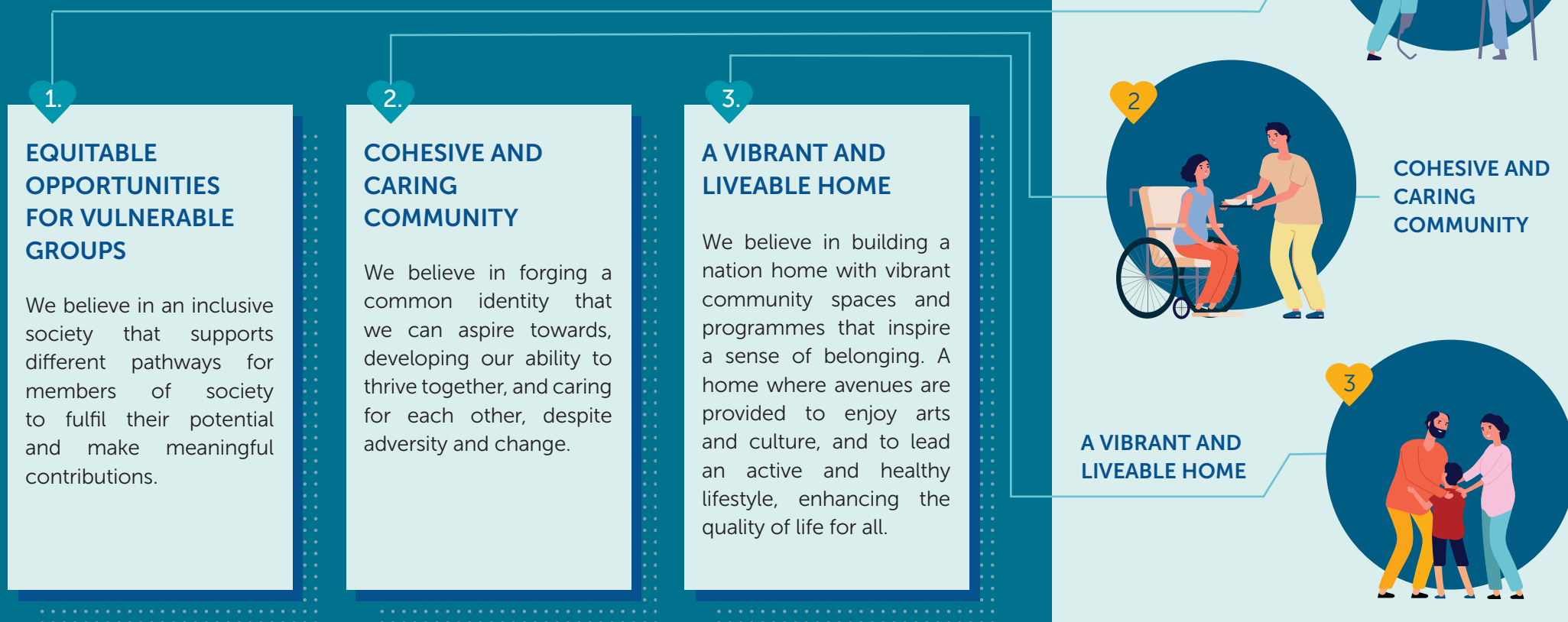
## HOW WE GIVE



## STRATEGIC OUTCOMES (FY2020 – FY2024)

Our Strategic Outcomes are based on our foundational beliefs of giving hope and improving lives that drive what we do and give us purpose.

They help us to identify and curate the programmes, and evaluate the impact on the community with these programmes.



The three Strategic Outcomes are supported by Capability and Capacity Building of Non-Profit Organisations (NPOs) – the enabler which supports the growth of sustainable and effective NPOs in the long run.

## KEY FOCUS AREAS OF OUR GRANTMAKING (FY2020 – FY2022)

Based on research and engagement with diverse communities, Tote Board has identified the following focus areas in the next few years:

### 1. IMPROVE THE QUALITY OF LIFE FOR PERSONS WITH DISABILITIES (PWDs) THROUGH THE TOTE BOARD ENABLING LIVES INITIATIVE (TBELI)

- Empower PWDs to better manage life transitions, and encourage greater levels of independence and self-sufficiency
- Enable PWDs to have meaningful opportunities and experiences by developing their skills and knowledge
- Engage the community to create greater inclusiveness by increasing the accessibility of services, facilities and opportunities
- Create opportunities for PWDs to contribute as fully-abled members of society

### 2. SUPPORT MENTAL WELLNESS AND CREATE OPPORTUNITIES FOR PERSONS WITH MENTAL HEALTH CONDITIONS (PMHCs) TO LEAD A DIGNIFIED LIFE THROUGH THE TOTE BOARD MENTAL HEALTH INITIATIVE (TBMHI)

- Enhance community-based services for children and youth with mental health issues
- Allow PMHCs to better integrate into society through destigmatisation, mental health literacy and the creation of employment opportunities
- Conduct research that will benefit programme design, and build sector capability to meet current and future needs

## KEY FOCUS AREAS OF OUR GRANTMAKING (FY2020 – FY2022)



PERSONS WITH DISABILITIES (PWDs)



PERSONS WITH MENTAL HEALTH CONDITIONS (PMHCs)



## KEY FOCUS AREAS OF OUR GRANTMAKING (FY2020 – FY2022)

Based on research and engagement with diverse communities, Tote Board has identified the following focus areas in the next few years:

### 3. DEVELOP THE POTENTIAL OF VULNERABLE CHILDREN AND YOUTH (TBELI)

- Build up social, emotional and mental well-being of children and youth
- Support development-focused early intervention initiatives, to inculcate value-based learning and create opportunities for youth-at-risk

### 4. BUILDING THE CAPABILITY AND CAPACITY OF THE NON-PROFIT SECTOR

- Strengthen the non-profit ecosystem and improve sustainability in NPOs through knowledge sharing and collaboration
- Invest in people development, innovation and technology adoption for effective and professional service delivery

While Tote Board has identified focus areas to improve our grantmaking strategy and the impact of our grants, we believe that collaborations to achieve shared goals are imperative, and encourage the development of programmes that enable such co-operations. Tote Board also puts emphasis and priority on beneficiary-centric, innovative, sustainable and community-led grant proposals. As part of our engagement with key stakeholders, we remain keen to engage the ground to uncover emerging areas of challenges and needs, and continue to exchange insights and perspectives with relevant partners.



VULNERABLE CHILDREN AND YOUTH



CAPABILITY AND CAPACITY OF THE NON-PROFIT SECTOR

## JOURNEYING AHEAD

In line with our Transformation Journey FY2020 – FY2024, we strive to be a 'Valued Partner' that embodies the following elements:

### TRUSTED PARTNER - JOURNEY TOGETHER WITH OUR GRANTEES

- Commit to longer-term strategic partnerships and provide flexible, reliable and sustainable funding to our grantees. This provides grantees with the security that our support is for the longer term with the possibility of renewal, as long as the programmes are relevant and merit support.
- As part of due diligence, we will work closely with partners and grantees to enhance performance, relevance and governance, in line with the Board's Strategic Outcomes, in order to keep up with the changing grant landscape.

### ENABLER – ENABLE COMMUNITIES THROUGH (A) CONVENING AND COLLABORATION AND (B) CAPACITY AND CAPABILITY BUILDING (C&C)

- Do more than giving grants to support grantees by uplifting their effectiveness in delivering stronger programmes, building connections, as well as encouraging sustained learning and improvement
- Utilise leverage as a broad-based funder and convening agent, unifying actors and partners across 3P sectors to collaborate, tackle cross-sectoral issues and co-create shared solutions
- Invest in C&C building of non-profit sector, enabling them to fulfil their social mission and goals

### ANTICIPATORY GRANTMAKER

- Conduct regular environmental scans, systematic needs assessments and stakeholder consultations to actively scout for signals that point to future strategic areas of needs and gaps in the external operating landscape
- Employ 'accelerate, enhance and experiment' approach towards grantmaking – from catalysing and scaling up successful programmes for greater depth and reach, to propelling pilots and experimentation





# SPEAK FROM THE HEART

Read the stories on  
how our grant has helped:

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## GRANTMAKING FOR A MORE INCLUSIVE SOCIETY



Since our formative days, Tote Board has been driven by our foundational belief of giving hope and improving lives through grantmaking. We believe in a socially inclusive society that enables every member of the community, including Persons with Disabilities (PWDs), to fulfil their potential and make meaningful contributions. This is why we remain a long-standing supporter of the disability sector, which continues to be a key area of interest under our Strategic Focuses. Over the years, we have worked closely with diverse partners, evolving our support and strategies to better address ground-level needs and strengthen inclusion, education, and the building of a future-ready nation.

Our initial efforts centred on laying the foundation for critical services and programmes, such as Adult Disability Homes and SPED schools, through the Tote Board Social Service Fund (TBSSF), which was launched in 2006. Subsequently, recognising the shifting needs of the sector, support was expanded to other areas such as Early Intervention Programmes, supportive facilities, and the Training and Employment Programme (TEP).

OVER THE PAST 5 YEARS,  
WE HAVE COMMITTED  
MORE THAN \$300 MILLION  
TO SUPPORT THESE PROGRAMMES.



In 2014, we embarked on our first strategic initiative, the Tote Board Enabling Lives Initiative (TBELI), where \$31 million was committed to improve the lives of PWDs and their caregivers. TBELI targets specific areas that are underserved by typical programmes and services, such as transition management, data and technology, and public education. Recognising the rehabilitative and therapeutic qualities of sport, which can improve functional status and quality of life for PWDs, Tote Board also funds the Disability Sports Master Plan (DSMP) by Sport Singapore. As of 2019, Tote Board has approved a total of \$14.87 million in funding, dedicated to starting inclusive gyms, outreach programmes and disability sports training programmes for coaches, and other DSMP initiatives that support inclusion and accessibility.

Tote Board's efforts complement the nation-wide Enabling Masterplan<sup>1</sup>, which is a multi-faceted roadmap for Singapore to improve the quality of life of PWDs, support their caregivers, and build a community that is more caring and empowering. Unfortunately, there is still a need to do more to facilitate the understanding and acceptance of PWDs within our community. To improve public attitudes and misconceptions, Tote Board supports impactful initiatives that aim to reduce barriers toward inclusiveness, such as the "See the True Me" public education campaign and the Goh Chok Tong Enable Awards (GCTEA).

The GCTEA aims to recognise PWDs' achievements and encourages them to pursue greater heights. Fathima Zohra was one of the recipients in the first GCTEA ceremony. This story shares how the awards encouraged Zohra to continue speaking and stepping up to inspire PWDs and advocate inclusivity in society.

<sup>1</sup><https://www.msf.gov.sg/policies/Disabilities-and-Special-Needs/pages/default.aspx>

### **Tote Board Enabling Lives Initiative (TBELI)**

# \$31 MILLION



**WAS COMMITTED TO IMPROVE THE LIVES OF  
PWDs AND THEIR CAREGIVERS.**

### **Disability Sports Master Plan (DSMP) by Sport Singapore**

# \$14.87 MILLION



**DEDICATED TO STARTING INCLUSIVE GYMS,  
OUTREACH PROGRAMMES AND DISABILITY  
SPORTS TRAINING PROGRAMMES FOR COACHES,  
AND OTHER DSMP INITIATIVES THAT SUPPORT  
INCLUSION AND ACCESSIBILITY.**

SPEAK FROM THE HEART

# FINDING PURPOSE IN ADVERSITY

Ever since her accident, Zohra has had to rely on a wheelchair to get around. Her spinal cord was damaged, leaving her paralysed from the chest down. The recovery process has been difficult, and rehabilitation and therapy have become necessities in her life.

'I have chronic pain almost 24 hours a day. I have so many [muscle] spasms that are extremely painful. There is so much that goes on in my body that I have to rely on therapy to feel better,' she shares.

These challenges have not stopped Zohra from leading a fulfilling life. Instead, she bounced back with a newfound purpose as an advocate for PWDs. Leveraging her unique perspective and empathy, Zohra seeks to bridge gaps in understanding. In addition to her advocacy work, she co-facilitates peer support groups for PWDs to help them with their struggles. As a co-facilitator, Zohra listens to PWDs' experiences and guides them to better understand and manage their feelings. Apart from facilitating peer support groups, she works for an inclusive running group and uses her social media platform to speak up for those who live with adversity.

**Fathima Zohra,**  
Advocate for PWDs  
Recipient of  
Goh Chok Tong Enable Awards





Scan this QR code  
to watch her story

Zohra thinks that greater representation and celebration of PWDs could be hugely inspiring, especially for youth. To further this cause, she has returned to modelling, reminding and encouraging others to look beyond their disabilities. From her perspective, Singapore has yet to fully recognise PWDs for who they are and what they can achieve. Sharing her observations, Zohra said, 'Most commonly, what they [PWDs] say is that able-bodied people only have feelings of empathy and pity towards them. They also feel that they are not given the same opportunities as an able-bodied person.'

Societal misconceptions of PWDs take an undeniable emotional toll. 'PWDs feel that their voices are not heard. They feel excluded and discriminated against. This causes a lot of frustration and sadness,' Zohra explained, elaborating that the extent of this frustration can be so extreme, it causes physical harm to a person or those around them.





**“EVERY SINGLE DAY, WE [PWDs] ARE FIGHTING ABLEISM AND IGNORANCE IN A SOCIETY THAT TELLS US TO HATE OUR BODIES.”**

### CELEBRATING PWDs’ ABILITIES

In 2019, two years after starting her advocacy work, Zohra won the Goh Chok Tong Enable Awards for her contributions towards encouraging inclusiveness for PWDs.

**“WE ARE MUCH MORE THAN WHAT HAPPENS TO US. WE ARE MUCH MORE THAN OUR PAINS AND STRUGGLES. WE CAN STILL GO OUT AND LEAD FULFILLING AND ACCOMPLISHED LIVES.”**

To Zohra, winning the award was a great motivating factor at a time when she needed it most.

‘This award became a reminder that society recognised me for all that I was doing and all that I was struggling to achieve in my life. It is very hard to live in my body and still get out there, graduate and work every day,’ she said.

The award spurred Zohra to take her advocacy work to new heights. She has since started advocating inclusiveness for a wider range of disabilities and is keen to continue amplifying PWDs’ voices. Spearheading an initiative called



“You are not alone” on Instagram, she plans to feature stories of PWDs, individuals with chronic illnesses, and those with mental health conditions to inspire and encourage others.

Above all, Zohra encourages breaking away from labels and norms. Her position is one of inclusion, embracing the importance of promoting meaningful interactions and real conversations so that society can better understand the struggles and perspectives of those who fall through the cracks.

## A FORWARD-THINKING APPROACH TO THE NON-PROFIT SECTOR

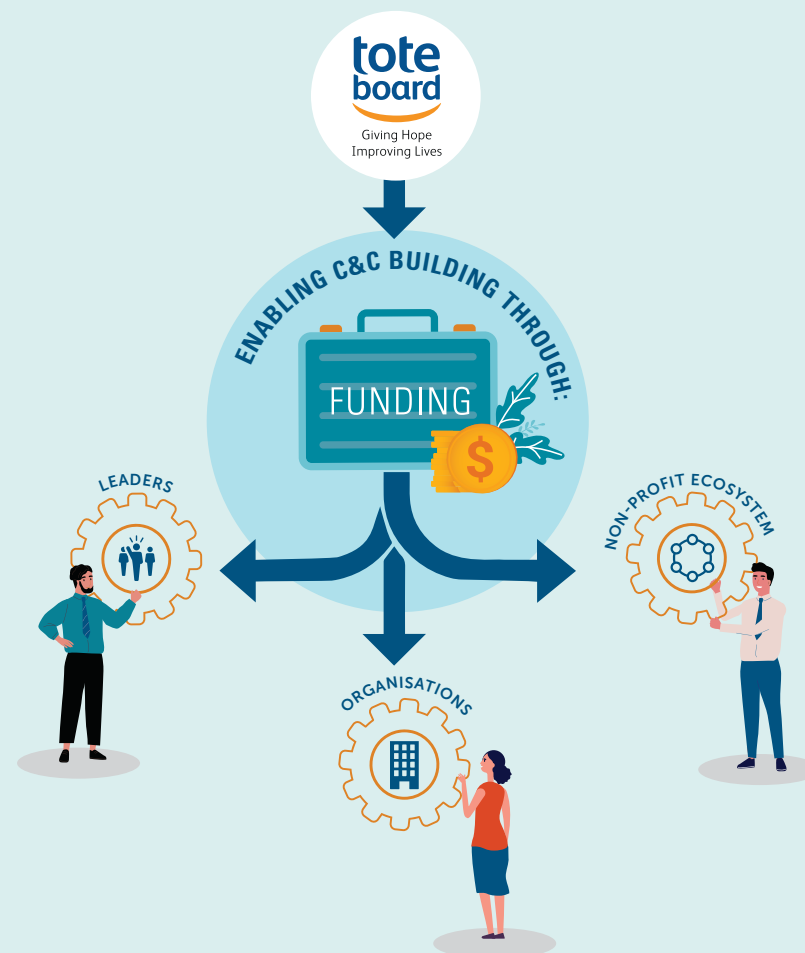


For the past 13 years, Tote Board has recognised the importance of building Capability and Capacity (C&C) within the non-profit sector. Non-profits with strong organisational C&C are able to perform better, deliver more effective services and solutions to their beneficiaries, and adapt quickly to changing environments. This is why, as a strategic grantmaker, we seek to enable C&C building as a means to enhance and enrich Singapore's non-profit landscape. To accomplish this, we continuously channel our funding to support strategic C&C initiatives through three main areas — leaders, organisations and the wider non-profit ecosystem.

One of Tote Board's earliest forays into C&C initiatives began in 2008, when we launched the Tote Board Overseas Scholarship for Non-Profit Leaders, grooming promising individuals through comprehensive programmes at notable overseas universities such as Harvard and Stanford Universities. Many of these leaders have assumed greater leadership roles in the sector, driving transformational changes in the agencies that they lead. Recognising that more needed to be done to build a stronger pipeline of local NPO leaders to accelerate sector capabilities, we launched our local leadership

programme, Non-Profit Management for 21<sup>st</sup> Century, in partnership with the Lee Kuan Yew School of Public Policy in 2012, and, subsequently, the ACE Capstone programme.

Tote Board's efforts to build C&C have always focused on anticipating the needs of beneficiaries, proactively catalysing change to create a stronger



NPO sector. In 2017, after extensive stakeholder engagement discussions, we gained a more holistic understanding of sector pain points, identifying organisational development as one of the key areas of need. These insights enabled us to anticipate the next step within our journey to make significant changes to the C&C of the sector. To that end, we designed and launched a targeted solution, the Tote Board Non-Profit Sector Transformation Initiative: Organisational Development (TBNTI-OD), the following year.

### TRANSFORMING NPOS FROM GOOD TO GREAT

Organisational development is an important, but often under-funded, aspect of NPOs.

At the launch of TBNTI-OD, Tote Board's Chief Executive, Mr Fong Yong Kian, noted that NPOs frequently struggle to strike a balance between serving their beneficiaries, and improving internal functions such as leadership, Information Technology systems, and human resources. Inevitably, most NPOs choose to focus on their beneficiaries due to resource constraints, and internal functions are often overlooked. With rising client expectations and technological disruption, however, there is a greater need for organisations to do more with less.

The TBNTI-OD Programme provides 10 NPOs up to \$10 million to transform their organisations. Selected organisations have three years to transform their organisation based on their needs. The programme itself leverages the initial stakeholder discussion of 2017, and is designed to be highly flexible. Organisations may use funds for a variety of transformative initiatives, including engaging an organisational development consultant, hiring manpower to support change management, developing digitalisation initiatives, and identifying potential areas of collaboration.

**“THE TBNTI IS CONCEIVED TO HELP DEVELOP  
NPOs THAT ARE READY TO STEP UP THEIR  
ORGANISATION CAPABILITY AND CAPACITY TO  
MEET FUTURE CHALLENGES.”**

– MR FONG YONG KIAN



Through empowering forward-thinking organisations and holistically addressing the need for organisational development, Tote Board aspires to create a dynamic, sustainable non-profit ecosystem. Awareness of organisational development within the NPO sector was raised after TBNTI-OD was launched, inspiring similar funding and signifying the catalytic impact of our C&C initiative.

AWWA was one of the 10 organisations selected to further this cause, based on their transformation potential and drive to inspire change. The other organisations are Rainbow Centre, TOUCH Community Services, Care Corner Singapore, MENDAKI, Singapore Symphony Group, SHINE Children and Youth Services, AMKFSC Community Services, HCSA Community Services and SPD.

The following story shares how AWWA undertook its organisation development journey, with the help of the TBNTI-OD programme.



Scan this QR code  
to watch their story

**J R Karthikeyan (Karthik),**  
Chief Executive Officer, AWWA  
Recipient of Organisation  
Development Grant



# BUILDING FUTURE-READY NON-PROFIT ORGANISATIONS

As a multi-service agency, AWWA runs programmes which serve thousands of people across various life stages each year. The organisation also has a long history of helping the vulnerable.

In 1979, AWWA started a playgroup for children with multiple disabilities at a time when no other special education school shared that specialisation. This playgroup eventually became AWWA School, which has grown to serve over 300 students yearly. In 1991, to better support the integration of youth with disabilities in mainstream schools, it started TEACH ME (now known as Community Integration Service). Understanding the need for multiple models of support, AWWA extended its services to found Singapore's first inclusive preschool, Kindle Garden, in 2015. At Kindle Garden, children of all abilities learn together in a common space and grow to be resilient and compassionate citizens.

To Mr J R Karthikeyan (Karthik), Chief Executive Officer, this continuum of services embodies the ethos of AWWA. It is an "ambidextrous" organisation: on the one hand, it can continue running existing programmes efficiently and effectively, while on the other, it is able to be forward-looking and proactive in identifying social gaps.



## “AWWA, AS A MULTI-SERVICE ORGANISATION, EXPERIENCES MANY ADVANTAGES AND CHALLENGES ALIKE.”

– MR KARTHIK



This, he shares, is the fundamental role of NPOs within Singapore. As a tripartite, the public, private and social service sectors should be equally enabled, and as far as NPOs are concerned, organisational development is one area that can be enhanced.

AWWA embarked on an organisational development transformation journey in late 2018 to improve its leadership and management capabilities. Being ambidextrous was an ideal, but not yet fully institutionalised, and involved additional focus areas such as strengthening knowledge management, a shared perception and even volunteer management capabilities.

Knowledge management comprises “hardware”, such as systems, and “software”, which involves people and culture. Mr Karthik explained that AWWA runs services in over 13 different locations, with more than 22 programmes that cater to various demographics. The breadth of their programmes poses logistical challenges, and it is difficult to create a shared perception among its 750-strong staff, in order to communicate a clear vision and outcome.

Tackling these issues requires funding. However, most donors tend to fund programmes that help beneficiaries, rather than support improvements in areas such as strategic planning and organisational development. As such, Mr Karthik explained that capability building initiatives have become “nice-to-haves”, when, in reality, they are “must-haves”.

‘The challenge is always mobilising funds for your nice-to-haves, which are organisational development capabilities, research, and data-driven thinking capabilities. All these are necessary, and they will help you run the organisation in a much more robust way. But they are not funded,’ Mr Karthik shared.

"TOTE BOARD'S FUNDING  
IS VERY GOOD BECAUSE  
IT IS A SIGNIFICANT  
QUANTUM AND IT ALLOWS  
YOU TO THINK CAREFULLY  
ABOUT HOW TO USE THE  
FUNDS EFFICIENTLY."

— MR KARTHIK



## NAVIGATING THE PROCESS OF ORGANISATIONAL TRANSFORMATION

To Mr Karthik, the TBNTI-OD programme was timely as it gave AWWA the much-needed resources to improve. Even as AWWA tackles existing challenges head-on, there is still one key issue that they struggle with — getting the right talent for leadership and management.

'People with diverse leadership abilities and varied skillsets may not be drawn to, or are aware of, the sector. Many schemes are available to improve that aspect, but I still feel that is my biggest challenge in the organisation,' he explained.

In such situations, funding for organisational development becomes even more important, allowing for internal training, mentorship, and engagement. This ultimately leads to a stronger communication of ideals, methodologies, and knowledge, improving staff retention. Based on Mr Karthik's experience, a common misconception is that the solution is to always bring in people from different sectors to lead. However, he begs to differ. He thinks that it is equally important to build talent from within.

Karthik firmly believes that AWWA's organisation development journey is a continuous process of being forward-thinking, anticipating future challenges, and acting on it. He sums up his vision of AWWA in one sentence: 'It is a generative thinking organisation.' Not a doer, but a mover. Not an implementer, but an explorer; always in search of new ways to better serve the community.

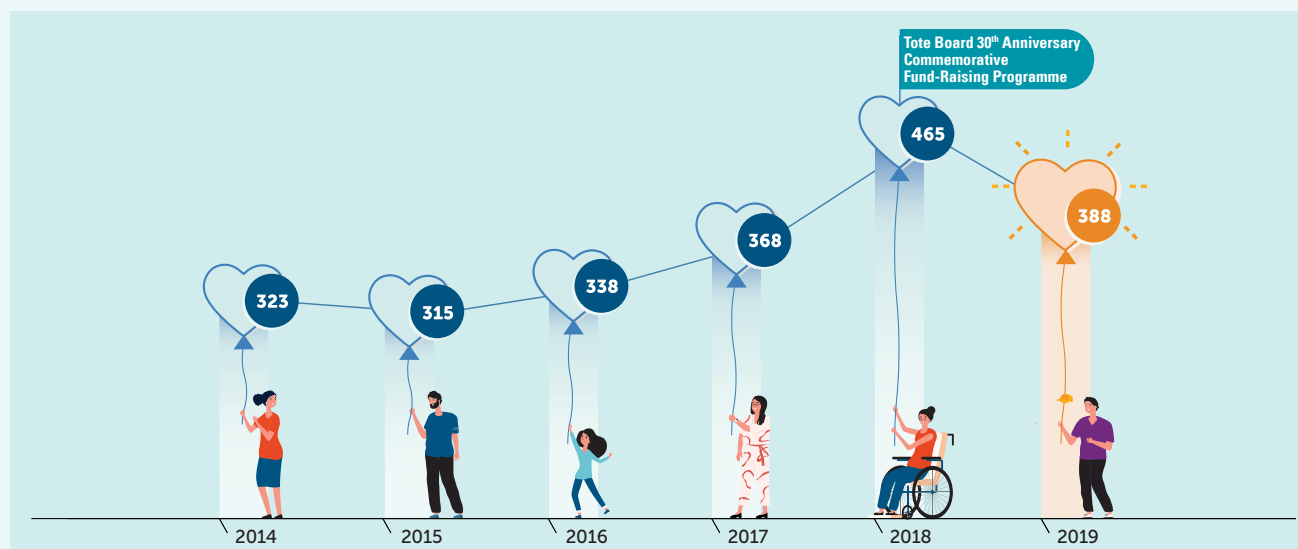
# FUND-RAISING



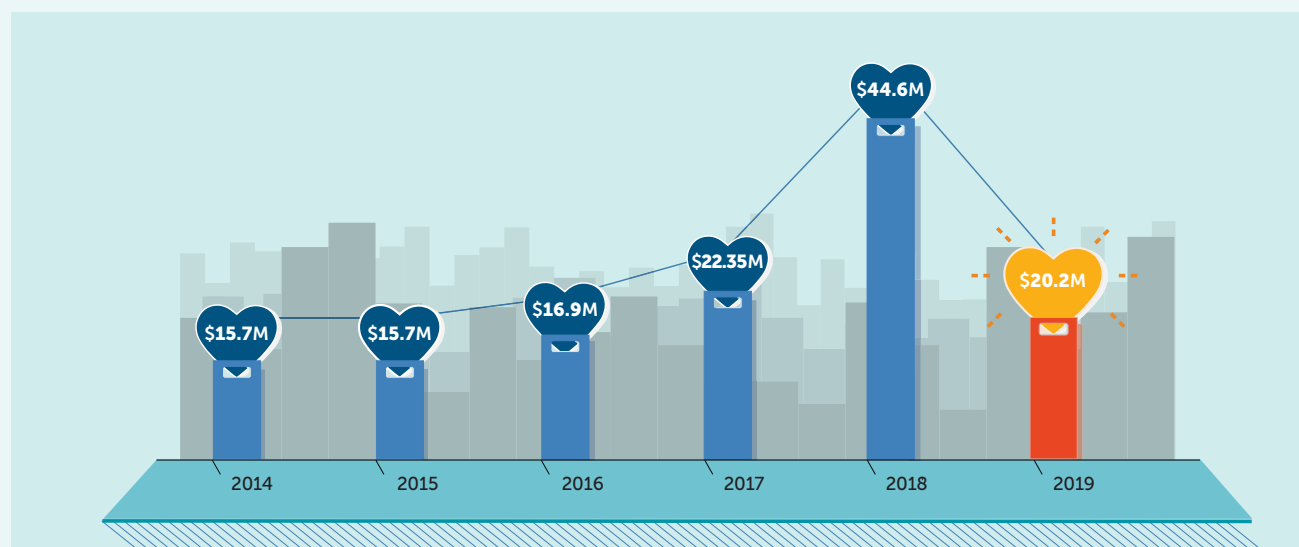
**“SINCE THE INCEPTION OF THE PROGRAMME IN 2006, TOTE BOARD HAS SUPPORTED MORE THAN 3,000 FUND-RAISING PROJECTS, WITH MORE THAN \$900 MILLION RAISED FOR BENEFICIARIES.”**

To complement its board-based grantmaking vision, Tote Board started its fund-raising programme to encourage ground-up community initiatives that address challenges and better meet the needs of the underserved. Funds provided by Tote Board help social service agencies and non-profit organisations achieve their fund-raising targets. Since the inception of the programme in 2006, Tote Board has supported more than 3,000 fund-raising projects, with more than \$900 million raised for beneficiaries in the sectors of Arts & Culture, Community Development, Education, Health, Social Service and Sports.

#### NO. OF FUND-RAISING EVENTS APPROVED BY TOTE BOARD



#### AMOUNT COMMITTED BY TOTE BOARD



## COMPASSION FUND LTD



"Compassion Fund Charity Golf entered its second year on 12 July 2019. A total of \$297,452 was raised via the sale of flights, auction[s], outright donations, and Tote Board's 20% matching grant. Guest of Honour, Minister S. Iswaran, teed off to launch the event, which attracted 144 golfers for a good cause.

The Tote Board Fund-Raising Programme is a wonderful motivator, and an integral part of our Charity Golf event and all the fund-raising efforts by Compassion Fund. Having that premium added onto the total is not only very rewarding, it also adds a "happy" factor that encourages donations, as donors know their dollar is stretched further. Through Tote Board's support, we improve the lives of more children and their families."

### **Mrs Kay Iswaran**

Chairperson  
Compassion Fund Ltd

**"THE TOTE BOARD FUND-RAISING PROGRAMME IS A WONDERFUL MOTIVATOR, AND AN INTEGRAL PART OF OUR CHARITY GOLF EVENT AND ALL THE FUND-RAISING EFFORTS BY COMPASSION FUND."**



### BEYOND SOCIAL SERVICES



"For the past 10 years, the partnership with Tote Board has been critical in enabling us to refine, grow, and lead a community building process in public rental neighbourhoods, where the needs of its vulnerable residents are met by a good balance of state and community initiatives. For us, Tote Board has been a valuable mentor that helped us to think critically about the impact we are making, as well as a motivator and resource that enhanced our fund-raising capabilities."

#### Mr Gerard Ee

Executive Director  
Beyond Social Services

### SINGAPORE RED CROSS SOCIETY



"In 2019, Tote Board supported eight fund-raising projects by the Singapore Red Cross, through its Commemorative Fund-Raising Initiative. The funding supported our local humanitarian services, and, in turn, enabled us to uplift vulnerable communities, including the isolated elderly, persons with severe disabilities, and families-in-need. Over the years, the matching grants by Tote Board have been, and still remain, a key component of SRC's fund-raising strategy. In fact, some donors are encouraged to make larger gifts upon learning about the additional support from Tote Board, for the SRC to raise more funds and help more people."

#### Mr Benjamin J William

Secretary General/CEO  
Singapore Red Cross Society

## AIN SOCIETY

"For small social service agency like Ain Society with limited resources, it is not easy to achieve our fund-raising targets purely from our fund-raising events. Hence, we are grateful to Tote Board for consistently supporting our fund-raising initiatives over the years. One such event supported by Tote Board was our annual charity dinner held at Crowne Plaza Changi Airport on Wednesday, 16 October 2019, with Health Minister Gan Kim Yong as our Guest of Honour.

This annual charity dinner is a very special event for Ain Society and our beneficiaries. Not only [are] we able to raise funds to support our programmes and services for our mainly low income cancer-stricken families, we also have donors who sponsor tables for our beneficiaries to attend the dinner. In addition, the event management company that helps us to organise the annual dinner does it on [a] pro-bono basis. It is indeed heartening to see many sectors of our economy coming together to support the less advantaged."

### **HAJI Md Yusof Bin Ismail**

Chief Executive Officer  
Ain Society



**"FOR SMALL SOCIAL SERVICE AGENCY LIKE AIN SOCIETY WITH LIMITED RESOURCES, IT IS NOT EASY TO ACHIEVE OUR FUND-RAISING TARGETS PURELY FROM OUR FUND-RAISING EVENTS... WE ARE GRATEFUL TO TOTE BOARD FOR CONSISTENTLY SUPPORTING OUR FUND-RAISING INITIATIVES OVER THE YEARS."**

## SPD



"We are grateful to Tote Board for supporting our fund-raising efforts with over \$270,000 in grant[s] given to bolster the funds raised through events such as the SPD Ability Walk & Run, SPD Flag Day and SPD Charity Hong Bao. In addition, Tote Board has also contributed more than \$3.8 million last year towards the running of our programmes aimed at enabling persons with disabilities, as well as to help boost SPD's organisational capabilities. We look forward to this continued partnership in transforming more lives for the better together."

**Mr Abhimanyau Pal**

Chief Executive Officer  
SPD

**"TOTE BOARD HAS ALSO  
CONTRIBUTED MORE THAN  
\$3.8 MILLION LAST YEAR  
TOWARDS THE RUNNING OF OUR  
PROGRAMMES AIMED AT ENABLING  
PERSONS WITH DISABILITIES, AS  
WELL AS TO HELP BOOST SPD'S  
ORGANISATIONAL CAPABILITIES."**

# FINANCIAL HIGHLIGHTS





# FINANCIAL HIGHLIGHTS

The Financial Highlights as set out in pages 76 to 79 contain the extracts from the audited consolidated financial statements of the Tote Board Group (comprising Tote Board, Singapore Pools and Singapore Turf Club) for the financial year ended 31 March 2020.



Click [here](#) to read the full set of the Group's audited financial statements.

The Group recorded a deficit after tax and contribution to Consolidated Fund of \$104 million in FY2019/20 as compared to a surplus after tax and contribution to Consolidated Fund of \$61 million in FY2018/19. The negative variance was due largely to net finance costs from changes in carrying values of financial assets at fair value and lower income from Lotteries and Sports Betting.

## REVIEW OF FINANCIAL PERFORMANCE

### SINGAPORE TOTALISATOR BOARD (GROUP) Income and Expenditure

	Year ended 31 March 2020 (\$M)	Year ended 31 March 2019 (\$M)
<b>INCOME FROM BETTING AND GAMING ACTIVITIES</b>		
Lotteries and Sports Betting		
Turnover	7,899	8,098
Prizes Paid	(5,470)	(5,571)
Betting Tax Paid To Government	(1,837)	(1,877)
Commission Paid	(46)	(48)
	<b>546</b>	<b>602</b>
Totalisator		
Turnover	997	1,058
Dividends Paid	(789)	(838)
Betting Tax Paid To Government	(55)	(58)
	<b>153</b>	<b>162</b>
<b>OTHER INCOME</b>		
Finance (costs)/Income (net)	(70)	33
Casino Entry Levy	117	125
Other Operating and Non-Operating Income	51	46
	<b>98</b>	<b>204</b>
<b>Total Income</b>	<b>797</b>	<b>968</b>
<b>Total Expenditure</b>	<b>(400)</b>	<b>(405)</b>
<b>Grants Disbursements/Donations</b>		
Arts & Culture	(69)	(30)
Charity (Social Service)	(211)	(259)
Community Development	(50)	(37)
Education	(35)	(12)
Health	(20)	(34)
Sports	(108)	(116)
	<b>(493)</b>	<b>(488)</b>
<b>(Deficit)/Surplus Before Tax and Contribution To Consolidated Fund</b>	<b>(96)</b>	<b>75</b>
Tax and Contribution To Consolidated Fund	(5)	(14)
<b>(Deficit)/Surplus After Tax and Contribution To Consolidated Fund</b>	<b>(101)</b>	<b>61</b>



## REVIEW OF FINANCIAL PERFORMANCE

### SINGAPORE TOTALISATOR BOARD (GROUP) Statements of Financial Position

	As at 31 March 2020 (\$M)	As at 31 March 2019 (\$M)
<b>ASSETS</b>		
Non-Current Assets	638	569
Financial Assets At Fair Value Through Profit or Loss	3,370	3,418
Other Current Assets	1,291	1,406
<b>Total Assets</b>	<b>5,299</b>	<b>5,393</b>
<b>CAPITAL, RESERVES AND LIABILITIES</b>		
Capital and Reserves	4,756	4,857
Non-Current Liabilities	236	188
Current Liabilities	307	348
<b>Total Capital, Reserve and Liabilities</b>	<b>5,299</b>	<b>5,393</b>

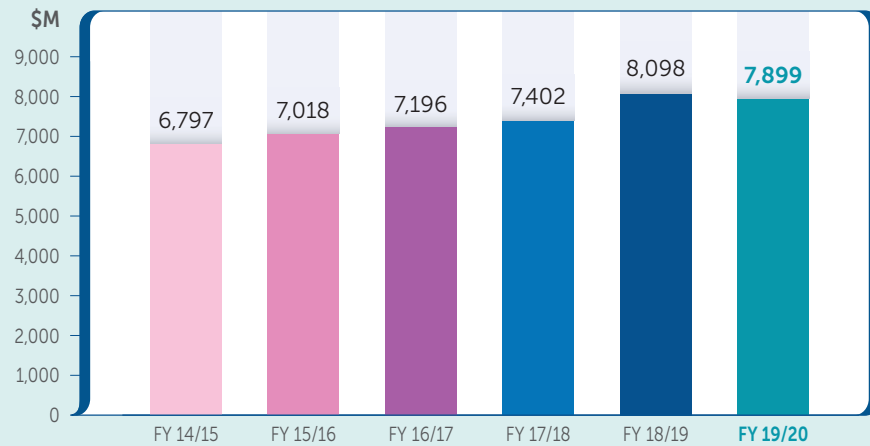
### SINGAPORE TOTALISATOR BOARD (GROUP) Outstanding Grants/Donations Commitments

	As at 31 March 2020 (\$M)	As at 31 March 2019 (\$M)
Arts & Culture	252	233
Social Service	1,187	1,165
Community Development	589	413
Education	155	201
Health	225	170
Sports	376	487
<b>Total</b>	<b>2,784</b>	<b>2,669</b>

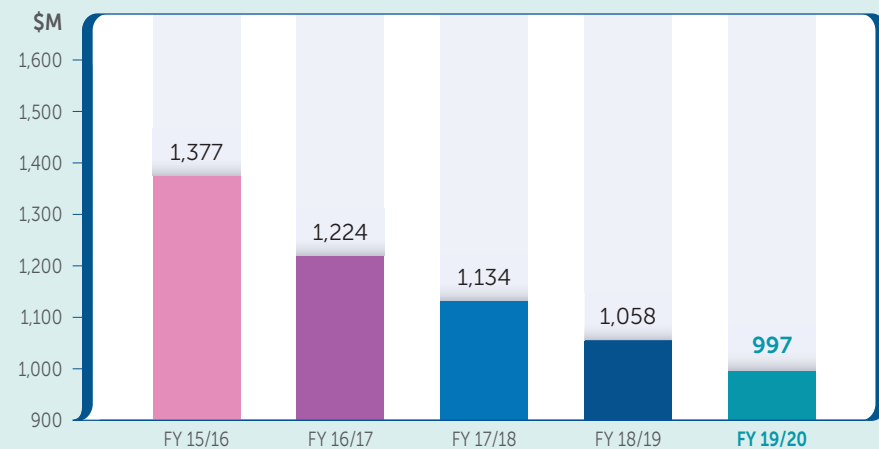


## REVIEW OF FINANCIAL PERFORMANCE

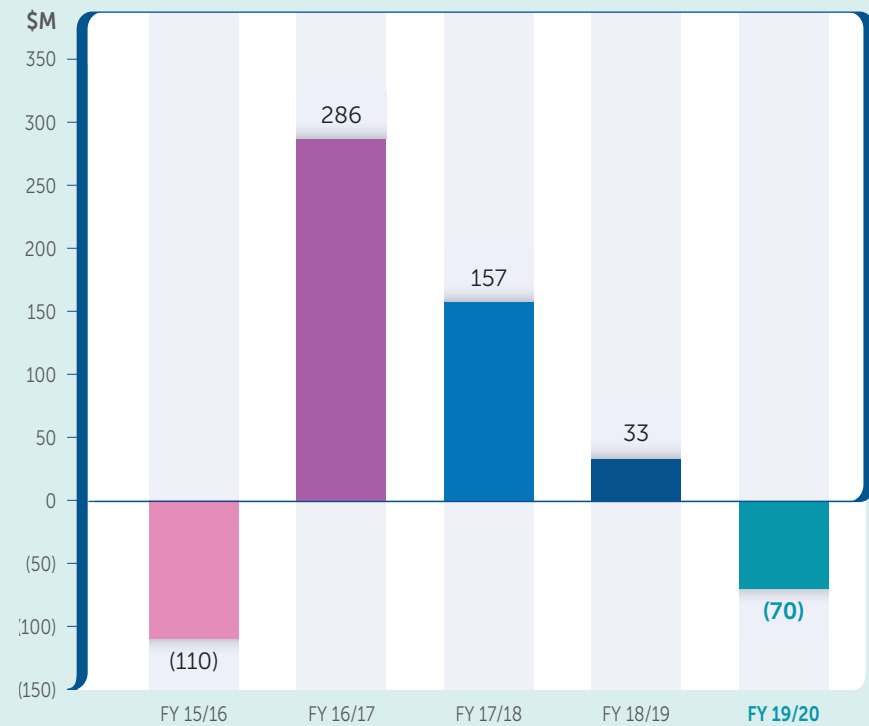
### Lotteries and Sports Betting Turnover



### Totalisator Turnover

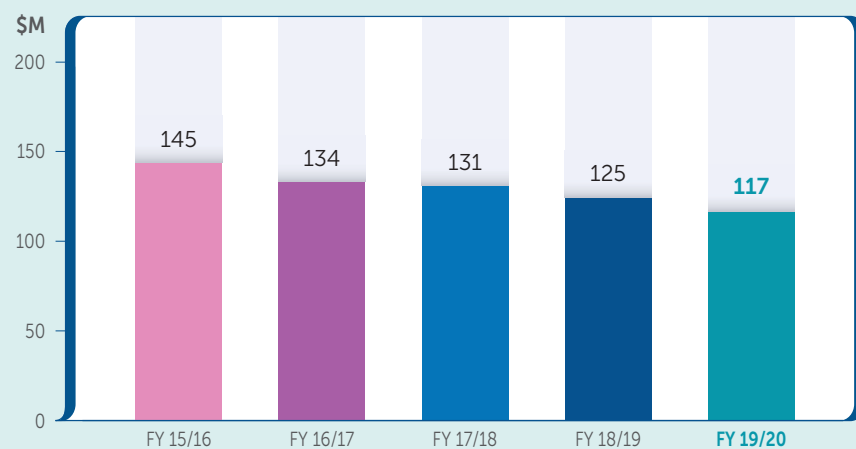


### Investment Income/(Loss)

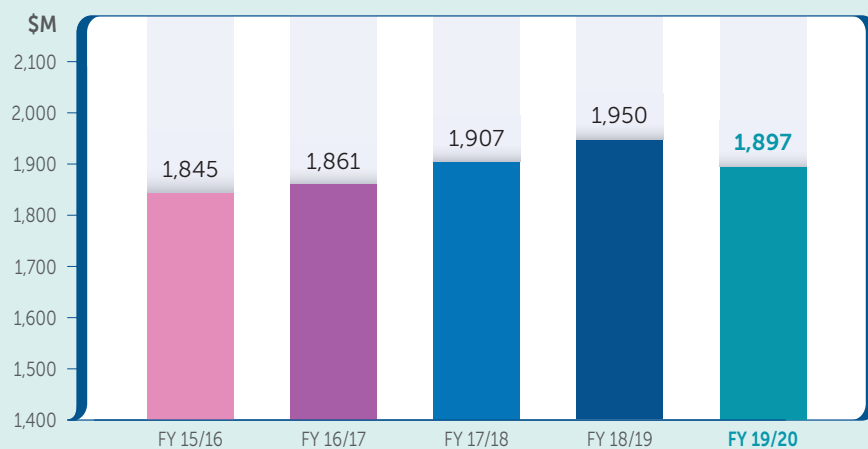


## REVIEW OF FINANCIAL PERFORMANCE

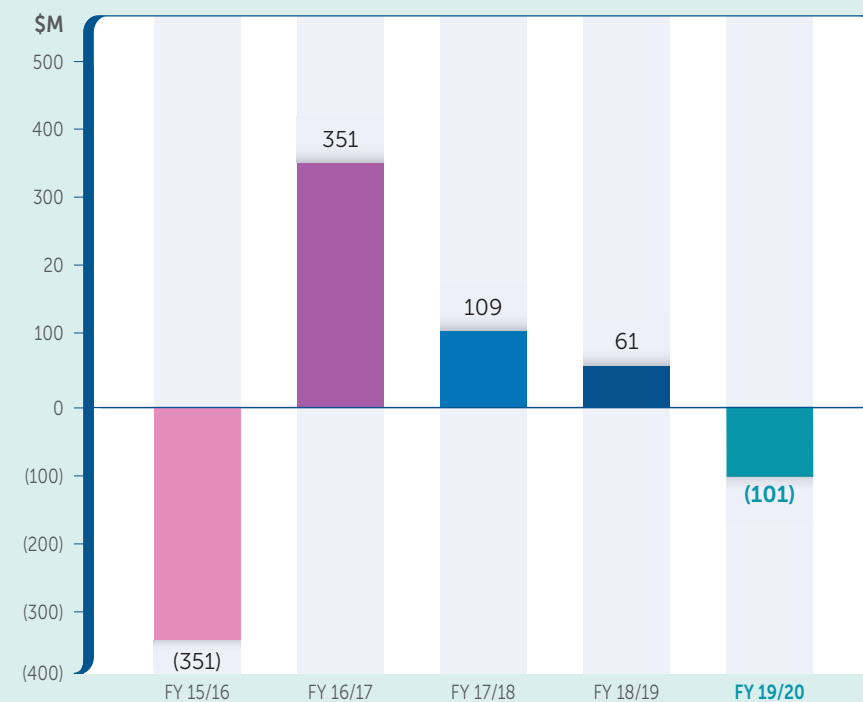
### Casino Entry Levy



### Annual Contribution to Government (Betting Duties, Income Tax and Contribution to Consolidated Fund)



### Annual Net Surplus/(Deficit)



### Grants Disbursements/Donations

