

TOTE BOARD ANNUAL REPORT 2020/21

SHINING THE LIGHT OF HOPE



SHINING THE LIGHT OF HOPE

TOTE BOARD
Annual Report 2020/21

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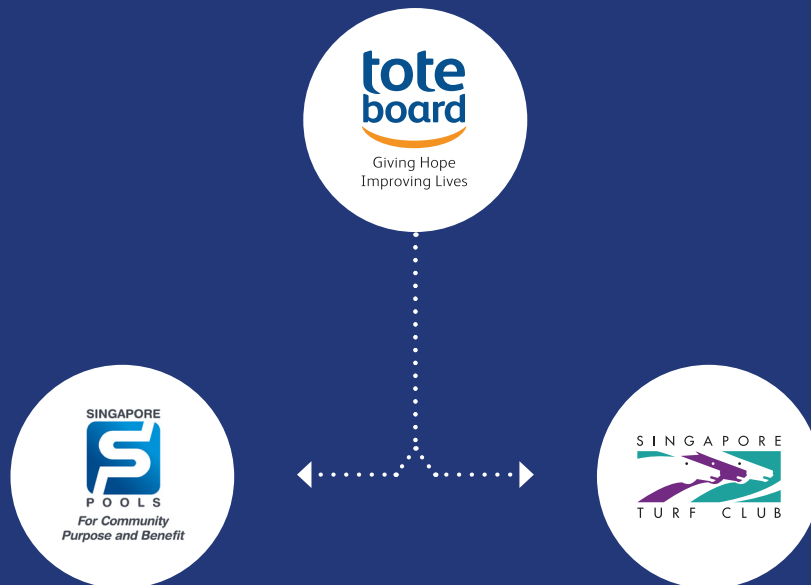
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ABOUT THE TOTE BOARD GROUP

The Tote Board family comprises Tote Board, Singapore Pools (Private) Limited (Singapore Pools) and Singapore Turf Club (STC). Tote Board holds the legislative 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 the gaming surplus and financial surplus of Singapore Pools and STC – and the collection of casino entry levies – to grantmaking projects that help build an inclusive, resilient and vibrant community. Tote Board also ensures that Singapore Pools and STC 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. Since 2012, Singapore Pools has achieved the World Lottery Association's Responsible Gaming Framework Level 4 Certification, the highest global standard in the industry, becoming one of only eight operators in the Asia-Pacific region to attain this certification.



SINGAPORE TURF CLUB

Founded in 1842, Singapore Turf Club is the oldest and only horse racing club in Singapore. As a proprietary club of Tote Board, it manages and operates professional horse racing at the world-class Singapore Racecourse located in Kranji. Singapore Turf Club regularly opens its premises and organises a wide range of community, lifestyle, and recreational activities for members of the public. Singapore Turf Club operational surpluses are channelled to Tote Board to fund causes in social service, community development, sports, the arts, education, and health.





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.

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



OUR VALUES



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

FOREWORD BY THE CHAIRMAN

FORGING AHEAD AMID CHALLENGING TIMES

Remaining Steadfast in Our Mission

2020 was a year of unprecedented crisis with wide-reaching implications. The COVID-19 pandemic has changed the complexion of existing challenges and created completely new issues. As we navigated the crisis, Tote Board remained grounded and focused on its mission towards building an inclusive, resilient, and vibrant community through our grants. Our notable grantmaking accomplishments in FY2020 include:

- Dedicating \$70 million, alongside the Government's top-up of \$100 million, to help charities cushion the decrease in donations during this difficult period through our Enhanced Fund-Raising Programme
- Renewing our commitment to the Enabling Lives Initiative with a second tranche of \$20 million to create impactful innovations to meet the needs of persons with disabilities
- Committing up to \$100 million of funding to the Community Capability Trust, which is complementary to the Digital Capability Fund, to strengthen social service agencies' organisational capabilities for improved service delivery, productivity, and leadership
- Curating the Tote Board Social Capital Initiative, which aims to strengthen the collective efforts of the people, public and private sectors to forge stronger social capital in Singapore and tackle emerging gaps and needs

“ As we navigated the crisis, Tote Board remained grounded and focused on its mission towards building an inclusive, resilient, and vibrant community through our grants. ”



Mrs Mildred TAN
Chairman

FOREWORD BY THE CHAIRMAN (CONT'D)

“ We are confident that a structured and methodical impact and outcome measurement framework will result in deeper collaboration between Tote Board and our partners, and collective action towards greater social impact. ”

Ensuring Safe and Trusted Gaming

On gaming, while we continue to hold ourselves to high standards in socially responsible practices through strong play safeguards, it is equally important to keep our staff and customers physically protected and safe during this COVID-19 period. Hence, as part of the national effort to contain the pandemic, Singapore Pools and STC ceased their operations when the Government announced a Circuit Breaker (CB). Post-CB, to ensure the safety of our staff and customers, we worked closely with the relevant ministries on the business resumption plans of Singapore Pools and STC, guided by our strategic policy objectives to counter illegal operators. Concurrently, we developed a Gambling Research Framework, which helps concretise and guide the development of meaningful insights. Data and reports from this research have helped us formulate both short-term tactics and longer-term strategies to counter illegal operators.

Reimagining the Future — Giving with Greater Impact

Against the backdrop of new challenges and complexities, we are well aware of the impetus to invest in and accelerate our efforts to achieve greater and sustainable impact in our giving — shifting towards being a more strategic giver. As part of our next phase of transformation, we are presently undertaking

a strategic review of our role and purpose, starting with our grantmaking function, relooking at why, what, where and how we give, and leveraging our unique strengths to play a greater role in influencing the ecosystem to scale the social impact of the community. For a start, in line with our capability deepening efforts, we will be developing an Impact Measurement Framework, which will facilitate us in assessing the efficacy of the outcome and impact of our giving, in addition to greater accountability and transparency. We are confident that a structured and methodical impact and outcome measurement framework will result in deeper collaboration between Tote Board and our partners, and collective action towards greater social impact.

Extending My Sincere Appreciation

Mr Moses Lee stepped down from office after serving as Board Chairman of Tote Board for eight years. I had the pleasure of working alongside Moses as a Board Member for two years before I took on the Board Chairman role on 1 January 2021. On behalf of the Board and Management, I would like to wish Moses good health and all the best in his future endeavours.

Just as important, I am thankful to the Boards of Tote Board Group, Management, and staff for responding swiftly to the nation and community's call to fight the COVID-19 pandemic, and our partners for delivering help to those in need. As we stand firm with a strong spirit of solidarity, we will all emerge stronger from this crisis and continue to strive for the greater good of Singapore.

MESSAGE BY THE CHIEF EXECUTIVE

TRAVERSING THIS CRISIS TOGETHER

Strengthening Support for Charities

The COVID-19 pandemic first caught the world off guard in late 2019. In the last 18 months or so, the fight against the pandemic has been a roller-coaster ride, with many ups and downs. During this difficult period, Tote Board remains unwavering in our efforts to support our grantees and the charities. In FY2020, Tote Board approved and disbursed grants amounting to \$218 million and \$426 million, respectively.

Notably, as part of our response to strengthen support for charities which experienced a dip in donations, Tote Board launched the Enhanced Fund-Raising (EFR) Programme in April 2020, and with the Government's support, enabled charities to receive dollar-for-dollar matching for funds raised. In Budget 2021, the Government announced that, for FY2021, it would extend the additional support for the EFR Programme by one year. We are gratified that since the inception of our Fund-Raising Programme in 2006, we have supported more than 3,000 fund-raising projects, with more than \$900 million raised for beneficiaries across the many sectors that we serve. In FY2020, the EFR Programme funded over 600 projects with an estimated matching of \$65 million.

Catalysing the Digital Transformation of the Non-Profit Sector

Tote Board has progressed in our journey towards being a strategic and impactful grantmaker –working with our partners to proactively identify and curate strategic initiatives to meet critical needs and gaps on the ground.

“ During this difficult period, Tote Board remains unwavering in our efforts to support our grantees and the charities. ”



Mr FONG Yong Kian
Chief Executive

MESSAGE BY THE CHIEF EXECUTIVE (CONT'D)

When COVID-19 suddenly hit, many charities faced the immediate need to digitalise their processes and operations. Tote Board seized the opportunity to help charities pivot towards digitalisation. We worked with key stakeholders to curate the Digital Capability Fund (DCF), dedicating \$14 million to fund the digitalisation initiatives of non-profit organisations (NPOs). The DCF catalysed a pioneer group of social service agencies on their digital transformation in prototyping and re-imagining service delivery on digital platforms. The other salient feature of the DCF was the curation of a first-ever Technology Hub which provides a variety of digital solutions to the NPOs. The DCF was conceived through multiple engagement sessions with the NPO leaders and sector developers such as the National Council of Social Service (NCSS), the Ministry of Social and Family Development (MSF) and the Ministry of Culture, Community and Youth (MCCY), building on each other's ideas, knowledge and expertise to ensure a more holistic and comprehensive solution for the NPOs.

Facilitating a Whole-of-Society Approach to Solve Social Challenges

Despite this period of uncertainty, we have also seen new possibilities arise amidst this crisis. It was heartening to witness how ground-up groups rapidly mobilised themselves to meet the needs of vulnerable groups. This presented opportunities for Tote Board to intensify our efforts to build strong networks and support systems to facilitate and enhance a whole-of-society approach in overcoming social challenges in the longer term. We curated the Tote Board Social Capital Initiative (TBSCI) which aims to harness the collective strength of the public, people and private sectors. The key strategies supporting the TBSCI are (i) enhance opportunities for youth giving and societal leadership; (ii) forge community partnerships to grow citizen participation and consensus building; (iii) develop a vibrant ground-up community ecosystem; and (iv) inspire the Singapore spirit and identity in a VUCA world.

“ We worked with key stakeholders to curate the Digital Capability Fund (DCF), dedicating \$14 million to fund the digitalisation initiatives of non-profit organisations (NPOs). ”

Expressing My Heartfelt Appreciation

The fight against this pandemic is akin to running a marathon. To sustain this marathon, we need stamina and endurance. It is therefore important to make a conscious effort to practise physical, mental and emotional self-care, while also helping our fellow colleagues guard against accumulated fatigue and burnout. I am thankful to my team for remaining grounded and steadfast in carrying out Tote Board's mission despite the challenges brought about by COVID-19 – coping with new ways of working, and simultaneously responding to changing ground needs. It was your remarkable dedication, energy, and enthusiasm to serve the public and nation that tided us through a challenging year. I also thank our grantees and partners for taking the time to share your feedback with us on areas we had done well, and areas where we could fare better in our recent Grantee Perception Survey. We are grateful for and humbled by your positive review of your experience working with us, with an overall satisfaction score of 95%. We will continue to seek a collaborative partnership with our grantees and partners, as we press on with our next phase of transformation which includes a strategic review of our role and purpose. Let us stay on course to support and uplift our community. Together, we will recover and emerge stronger as one Singapore.

BOARD MEMBERS



Mr **Moses LEE**

*Chairman
(up to 31 Dec 2020)*



Mrs **Mildred TAN**

*Chairman
(from 1 Jan 2021)*



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



Mrs **FANG Ai Lian**

*Advisor
Far East Organization*



Mrs **Penny GOH**

*Senior Advisor
Allen & Gledhill*

BOARD MEMBERS



Mr **HOU Wey Fook**

*Chief Investment Officer
DBS Bank Ltd*



COL **NARAYANAN Letchumanan**

*Singapore Armed Forces
Commander Imagery Support Group*



Mr **NEO Sing Hwee**

*Partner
Ernst & Young Advisory 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*



Mr **YEE Ping Yi**

*Deputy Secretary (Policy)
Ministry of Finance*

SENIOR MANAGEMENT



Mr **FONG Yong Kian**

Chief Executive



Mr **LEOU Jie Dong**

*Director
Strategic Planning and Finance*



Mr **Keith NG**

*Senior Director
Legal and Board Secretary
(from 22 Mar 2021)*



Mrs **SEBASTIAN Boon-Ngee**

*Senior Director
Grant Management*



Ms **Grace SEE**

*Senior Director
Group Internal Audit*



Mr **YONG Fook Chyi**

*Senior Director
Corporate Services*

CORPORATE GOVERNANCE

BOARD'S CONDUCT OF AFFAIRS

Tote Board is committed to ensuring the highest standard of corporate governance in the Tote Board Group (the Group), comprising Tote Board, Singapore Pools and 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

1 AUDIT AND RISK COMMITTEE

The Audit and Risk Committee (ARC) comprises representatives from the Board of Tote Board, the Board of Singapore Pools and the Management Committee of STC. The 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.

CORPORATE GOVERNANCE

2 RISK MANAGEMENT & 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. 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 FY2020, 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, and 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

CORPORATE GOVERNANCE

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. Tote Board Group IA is a member of the Singapore Chapter of the Institute of Internal Auditors (IIA) and adopts the International Standards for the Professional Practice of Internal Audit (the IIA Standards) laid down in the International Professional Practices Framework issued by the IIA.

The adequacy of Group IA's 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.

Group IA has a Quality Assurance programme to ensure that its audit activities conform to the IIA Standards. As part of the program, internal Quality Assurance is carried out once every year and external Quality Assurance Reviews are carried out at least once every five years. Group IA has successfully completed the external Quality Assurance review recently and will continue to strive to adhere to, or exceed the IIA Standards for all key aspects.

• 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.

CORPORATE GOVERNANCE

3 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.

4 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.

5 OVERSIGHT 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 functions to Singapore Pools, and STC.

COMMITTEES AND MEMBERS

AUDIT AND RISK COMMITTEE

Chairman

Mrs Fang Ai Lian

Deputy Chairman

Mr Neo Sing Hwee
(member from 1 Jun 2020,
Deputy Chairman from 1 Feb 2021)

Members

COL Narayanan Letchumanan
Ms Ooi Chee Kar
Mr Fong Heng Boo

INVESTMENT COMMITTEE

Chairman

Mr Hou Wey Fook

Members

Dr Chia Tai Tee
Mr Yee Ping Yi
Mr Teo Jwee Liang
(from 1 Jul 2020)
Mr Kevin Bong
(from 1 Mar 2021)

RACECOURSE MASTERPLAN COMMITTEE

Chairman

Mr Moses Lee
(up to 31 Dec 2020)

Members

Mr Cheng Hsing Yao
Mr Michael Chin
Mr Lim Eng Hwee
Mr Lim Joo Boon
Mr Willy Shee
Mr Yee Ping Yi

MAJOR INITIATIVES

TOTE BOARD

FEB 2020

APR 2020



COMMUNITY CAPABILITY TRUST (CCT)

The CCT serves as a longer term source of funding to social service agencies (SSAs) for Capability and Capacity Building. Tote Board committed funding of up to \$100 million from FY2021 – FY2025, comprising an initial injection of \$50 million in FY2020 and up to \$50 million matching of community donations to ComChest.

CCT provides a pool of capability funds that SSAs can utilise. Tote Board is working closely with the Ministry of Finance, Ministry of Social and Family Development, and National Council of Social Service to scope the key pillars that will be supported, including existing initiatives such as Organisational Development, and new capability areas such as financial sustainability.



BUSINESS RESUMPTION FOR SINGAPORE POOLS AND STC

When the Singapore Government announced a Circuit Breaker (CB) from 7 April to 1 June 2020, Singapore Pools and STC ceased their operations as part of national efforts to contain COVID-19.

Post-CB, Tote Board engaged the relevant ministries on business resumption plans for Singapore Pools and STC, guided by policy objectives such as countering illegal gambling and protecting livelihoods, while keeping our staff and customers safe.

As of April 2021, Singapore Pools has resumed online and retail betting services, while STC has resumed local horse racing. The Tote Board Group will work towards gradually achieving full resumption of business operations.

MAJOR INITIATIVES

APR 2020

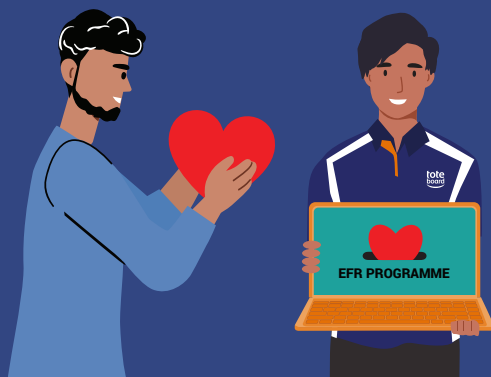


ENHANCED FUND-RAISING (EFR) PROGRAMME

Tote Board enhanced the Fund-Raising Programme in April 2020, doubling its matching contributions from 20% to 40%, and expanding it to include digital fund-raising projects on approved platforms. \$70 million was dedicated to support projects implemented from 1 April 2020 to 31 March 2021.

In May 2020, MOF topped up an additional \$100 million to provide a further 60% of total sum raised, capped at \$150,000 per applicant.

The EFR Programme was extended in February 2021 for an additional year.



JUL 2020



REVIEW OF GRANTMAKING STRATEGY AND APPROACH

To better support our partners and beneficiaries, Tote Board modified its grantmaking strategy and approach in the midst of COVID-19. Tote Board modified its grantmaking strategy and approach in the midst of COVID-19, in line with our strategic outcomes and goals. We recognised the need to alleviate immediate cashflow needs while still ensuring proper governance. For example, Tote Board granted the early release of funds to key partners such as the National Arts Council and the National Council of Social Services.

As the longer-term implications of COVID-19 unfold, Tote Board will continue to review and refine our support for sustainable development in agencies, in line with identified focal areas.

MAJOR INITIATIVES

AUG 2020



DEVELOPMENT OF GRANT MANAGEMENT SYSTEM ON THE OurSG GRANTS (OSG) PORTAL

As part of our effort to serve our customers better and digitalise our workflow, Tote Board continues to leverage on the Whole-of-Government OSG Portal to develop our grant management system. In August 2020, Tote Board successfully launched the Enhanced Fund-Raising module on the OSG portal, to afford a better grant application experience for our grantees and also achieve time savings for our staff. Working with our stakeholders, we will continue to develop and onboard other Tote Board grants onto the OSG Portal. This is expected to be completed in Q3 of 2022.

OCT 2020



STREAMLINING OF DISABILITY SERVICES TO SG ENABLE (SGE)

Since its inception, SGE has provided information and referral services for persons with disabilities (PWDs), caregivers, employers and social service agencies.

Effective from 1 October 2020, SGE's role was expanded to include the management of all programmes and other operational functions for the disability sector.

All funding agreements pertaining to the disability sector by Tote Board will be streamlined under SGE, including related programmes under the Tote Board Social Service Fund (TBSSF), and the Tote Board Enabling Lives Initiative (TBELI) 2 – Public Education Campaigns.

TBELI 2 and the related TBSSF disability programmes have been rebranded as the Enabling Lives Initiative.



MAJOR INITIATIVES

NOV 2020



TOTE BOARD SOCIAL CAPITAL INITIATIVE (TBSCI)

Tote Board has curated a brand-new initiative, which aims to build greater social capital across the people, public and private sectors over the next five years. The four sub-strategies identified for TBSCI are:

1. Enhancing opportunities for youth giving and societal leadership;
2. Forging community partnerships to grow citizen participation and consensus building;
3. Developing a vibrant ground-up ecosystem; and
4. Inspiring the Singapore spirit and identity in a Volatile, Complex, Uncertain and Ambiguous world.

To enable this initiative, research and youth development programmes will be explored in partnership with the National Volunteer and Philanthropy Centre and Singapore Management University.



TOTE BOARD-NON-PROFIT TRANSFORMATION INITIATIVE: DIGITAL CAPABILITY FUND

In FY2020, Tote Board approached partners and convened cross-agency workstreams for new digital initiatives to help the non-profit sector overcome the COVID-19 pandemic, through the following strategies:

- Level up digital capabilities for the entire non-profit sector and push new digital frontiers to redesign service delivery;
- Right-site the digital initiatives with suitable entities in the long run for sustainable growth; and
- Sustain digital transformation over the medium to long-term.

In line with the key strategies, Tote Board set aside about \$14 million to fund initiatives which transform digital capabilities, including a Technology Hub for NPOs.



“Tote Board set aside about \$14 million to fund initiatives which transform digital capabilities, including a Technology Hub for NPOs.”

MAJOR INITIATIVES

SINGAPORE POOLS

NOV 2020



ITE X SINGAPORE POOLS FOR PRESIDENT'S CHALLENGE 2020

In support of the President's Challenge, Singapore Pools collaborated with the Institute of Technical Education (ITE) College Central to pioneer a series of initiatives that benefit the community.

The students created a face shield with an innovative, movable visor that enables eating or drinking without removing the shield, providing greater comfort to the elderly and frontline workers. They also created a smart walking crane, designed for the elderly to minimise slipping during rainy seasons.

5,000 face shields and 100 smart walking canes will be produced for the beneficiaries of President's Challenge, such as Home Nursing Foundation and St Luke's Elder Care.

JAN 2021



HONOURING OUR SOCIAL WORKERS

Singapore Pools is proud to partner the Ministry of Social and Family Development in honouring our social service workers for their unwavering devotion towards the community through a video production.

Singapore Pools' Chief Executive Officer, Lam Chee Weng said, 'As a close partner of the social service sector, we have seen the tireless dedication and contributions made by these amazing everyday heroes. We hope that all of us will recognise the importance of their work and show our appreciation to them. Supporting and uplifting the community is part of Singapore Pools' ethos, and we are proud to offer our social service workers our continued support.'

MAJOR INITIATIVES

MAR 2021



SGPOOLS ACADEMY – SP CONNEXION

Singapore Pools' Academy and Singapore Polytechnic partnered SkillsFuture Singapore to launch SgPools Academy-SP Connexion under the SGUnited Skills Programme.

SgPools Academy-SP Connexion offers three full-time training courses to equip interested candidates with the skills they need to be job-ready for three emerging roles in the social service sector: Business Process Management, Business Analytics, and Programme Management.

Selected applicants will go through six months of structured learning, project work and an industry attachment with a social service organisation. During the training period, they will also receive \$1,200 per month for the duration of the course.



MAJOR INITIATIVES

SINGAPORE TURF CLUB

JUL 2020



COMMUNITY RECOVERY FACILITIES (CRFs) AT STC AND STC RIDING CENTRE

Amidst unprecedented challenges, Tote Board and STC came together to provide safe and healthy housing for our migrant workers during this COVID-19 pandemic.

The CRFs project at STC and STC Riding Centre supported the national strategy in managing COVID-19. Construction lasted from May to July 2020, driven by Ministry of National Development, Urban Redevelopment Authority, Ministry of Manpower and the pro bono team from Ong & Ong Consultants.

The CRFs were later converted for use as homes for migrant workers. Over 2,800 beds, fans and lockers were provided, as well as other amenities, welfare services, and care packs.



CORPORATE SOCIAL RESPONSIBILITY

TOTE BOARD GROUP

MAY 2020



SOLIDARITY PAYMENT VOLUNTEERISM (SPV) PROJECT

From 4 to 16 May 2020, the Tote Board Group took part in the SPV Project to facilitate Solidarity Payment cheque encashment at various Community Clubs.

In this groupwide CSR effort, 22 Tote Board staff assisted in the management of queues of citizens who came to encash their cheques. STC's call for volunteers garnered support from 27 staff. Singapore Pools rallied over 470 staff volunteers.

In total, staff volunteers from the Tote Board Group committed more than 7,000 volunteering hours for this exercise, helping to minimise queues at UOB branches, and enabling more than 4,000 recipients to encash their cheques closer to home.



CORPORATE SOCIAL RESPONSIBILITY

TOTE BOARD

JUL 2020

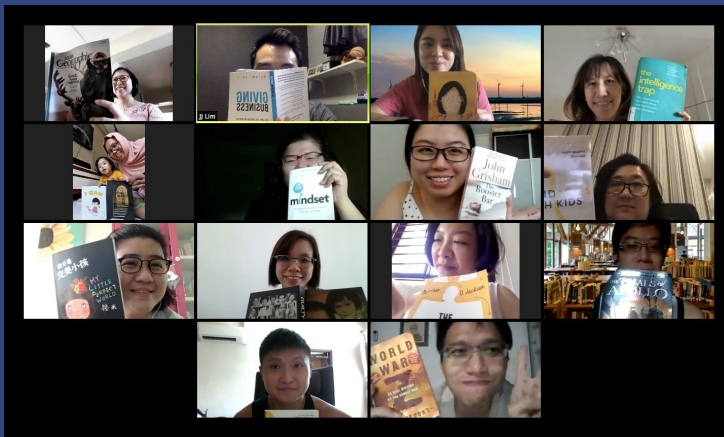


READ FOR BOOKS 2020

The annual Read for Books took place virtually this year as all Tote Board staff were working from home!

Between 11 to 26 July 2020, 58 staff picked up books to read for 15 minutes. Since we were reading at home, many of us got our family members involved too.

Through the collective effort of the Tote Board Group staff, more than 15 books were donated to charities benefitting children from underprivileged families.



JUL – AUG 2020



NATIONAL DAY PARADE (NDP) PACK DISTRIBUTION

Recognising that fewer people could watch the NDP live due to the COVID-19 pandemic, organisers spread the cheer by making the popular NDP packs available to all residents. Seventeen Tote Board staff volunteered at Community Clubs across Singapore to help distribute the NDP packs between 20 July to 2 August 2020.



CORPORATE SOCIAL RESPONSIBILITY

OCT 2020 – FEB 2021



FOOD PACKING AT FOOD FROM THE HEART (FFTH)

While physical interactions with beneficiaries had to be halted due to safe management measures, we were still able to serve at FFTH's warehouse.

Between October 2020 to February 2021, groups of not more than 10 staff took turns to spend half a day at FFTH, packing food packs containing non-perishable essentials — like noodles, rice, beverages, canned mushrooms, baked beans, and cereals — for distribution to less privileged families. We hope our efforts in sorting and packing would, in turn, help the less fortunate put food on the table, especially during these difficult times.



DEC 2020 – JAN 2021



COLLECTION OF GROCERY VOUCHERS

As part of the Government's efforts to support Singaporeans during the COVID-19 pandemic, 150,000 citizens received grocery vouchers. To aid in the distribution of vouchers, 11 staff volunteered at Post Offices between 15 December 2020 to 9 January 2021, alongside staff from other MOF family colleagues to manage enquiries and queues.

CORPORATE SOCIAL RESPONSIBILITY

SINGAPORE POOLS

NOV 2020



OUR TAMPINES HUB (OTH) BAREFOOT RUN 2020

The OTH Barefoot Run 2020 was co-organised by OTH and proudly supported by Singapore Pools. Through the event, OTH collected more than 4,000 pairs of pre-loved shoes, which would be donated to Sport Singapore and recycled into materials for jogging tracks and playground surfaces.

Singapore Pools has pledged \$20 for every pair of donated shoes, up to a total of \$10,000, and the amount raised would go directly to Kheng Chiu Loke Tin Kee Home.



DEC 2020



PROJECT SUNSHINE

In support of Buona Vista Citizens' Consultative Committee, Singapore Pools' iShine volunteers got busy wrapping and distributing almost 700 care hampers to various households within the Buona Vista Division over two weekends in December.

Together with Minister for Trade and Industry, Mr Chan Chun Sing, more than 30 Singapore Pools staff volunteers packed and delivered daily necessities for families in need to enjoy during the festive season.



RESPONSIBLE GAMING

SINGAPORE POOLS

OCT 2020



CREATING A SAFER AND RESPONSIBLE GAMING ENVIRONMENT WITH WANG LEI

To kick off Singapore Pools' Responsible Gaming Refresher Training, our frontline supervisors attended an exclusive e-meet with the National Council on Problem Gambling Ambassador, Wang Lei, 王雷.

Wang Lei shared useful Responsible Gaming tips and answered questions from our colleagues on how to assist a customer seeking help to "kick" his gambling habit.

Every year, the Refresher Training is conducted to ensure all employees and retailers are conversant with Singapore Pools' Responsible Gaming and Anti-Money Laundering policies, measures and practices. This year, we included a new topic – the Personal Data Protection Act.



AWARDS AND ACCOLADES

TOTE BOARD

OCT 2020

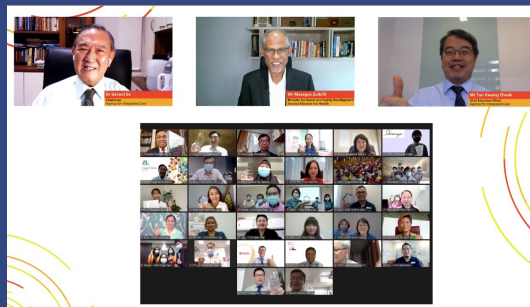
DEC 2020



FRIENDS OF COMMUNITY CARE (FOCC) AWARD

Tote Board received the inaugural FOCC Award by the Agency for Integrated Care in recognition of our contributions to the Community Care sector. Tote Board was one of 12 winners to receive this award, held virtually. Staff were invited to join in the celebration via Facebook Live.

Tote Board has been supporting the Community Care sector since FY2009, committing over \$220 million of funding over four tranches (FY2009 to FY2024) through the Tote Board Community Health Fund.



COMMUNITY CHEST AWARD CHARITY SILVER

Tote Board received the Community Chest Award Charity Silver for our donation to *Fu Dai* in 2019.



AWARDS AND ACCOLADES

SINGAPORE POOLS

DEC 2020

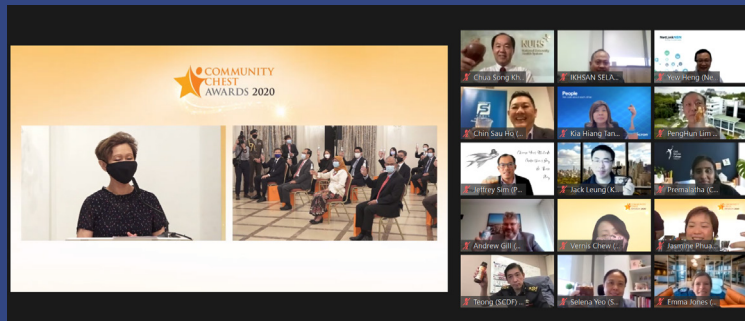


COMCHEST SHARE SILVER AND COMMUNITY SPIRIT GOLD AWARDS

Singapore Pools received two awards at the Community Chest Awards 2020 for outstanding contributions towards Community Chest. This was the first-ever virtual Community Chest Awards held over Zoom.

Attended by President Halimah Yacob and Mr Masagos Zulkifli, Minister for Social and Family Development and Second Minister for Health, the ceremony brought together distinguished corporate and individuals, recognising their contributions towards the building of a caring and inclusive society.

Serving the community has always been part of Singapore Pools' DNA, and we are proud to be the recipient of these awards.



JAN 2021



SKILLSFUTURE EMPLOYER AWARD 2020

Singapore Pools is honoured to receive the SkillsFuture Employer Award 2020, in recognition of our efforts in building a culture of lifelong learning at the workplace, and championing employees' skills and career development.

This prestigious award distinguishes Singapore Pools as an outstanding employer and is a symbol of workplace excellence. It was presented by Minister for Education and Second Minister for Finance Lawrence Wong to Ms Evelyn Goh, Senior Director of People & Culture, on 20 January 2021 at the SkillsFuture Fellowships and SkillsFuture Employer Awards Ceremonies.



AWARDS AND ACCOLADES

SINGAPORE TURF CLUB

FEB 2021



SCDF COMMENDATION & RECOGNITION AWARD CEREMONY

Three STC security officers received national recognition for saving the life of fellow security officer, Anthonisamy David.

David suffered a heart attack at work on 23 December 2020 but survived thanks to the quick action of As'ari Bin Awi, Lawrence Nathan and Christopher Ramasamy. Lawrence called in the incident and As'ari, assisted by Christopher, administered cardiopulmonary resuscitation (CPR) compression technique on David while they waited for paramedics to arrive.

It was a proud moment for the officers and STC when they were presented with awards at the SCDF Commendation & Recognition Award Ceremony on 1 February 2021. As'ari received the Community Lifesaver Award while Lawrence and Christopher received Community First Responder Awards.



ILLUMINATING LIVES

Overview of Grantmaking

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

Funding Approach

- Hybrid of proactive and demand-led grantmaking
- Enhance, accelerate and experiment with worthwhile programmes and initiatives
- Co-funding policy

Approach to Governance, Accountability and Risk

- Stewardship of public funds and risk-sharing with grantees
- Risk-based approach to grant administration
- Enabling while ensuring accountability
- Simplifying grant administration for better compliance

Strategic Outcomes

- Equitable opportunities for vulnerable groups
- Cohesive and caring community
- A vibrant and liveable home

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



ILLUMINATING LIVES

Strategic Outcomes

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

Guided by our SOs, we identify and curate programmes, and evaluate the impact of these programmes on the community.

Equitable Opportunities for Vulnerable Groups

We believe in an inclusive society that supports different pathways for members of society to fulfil their potential and make meaningful contributions.

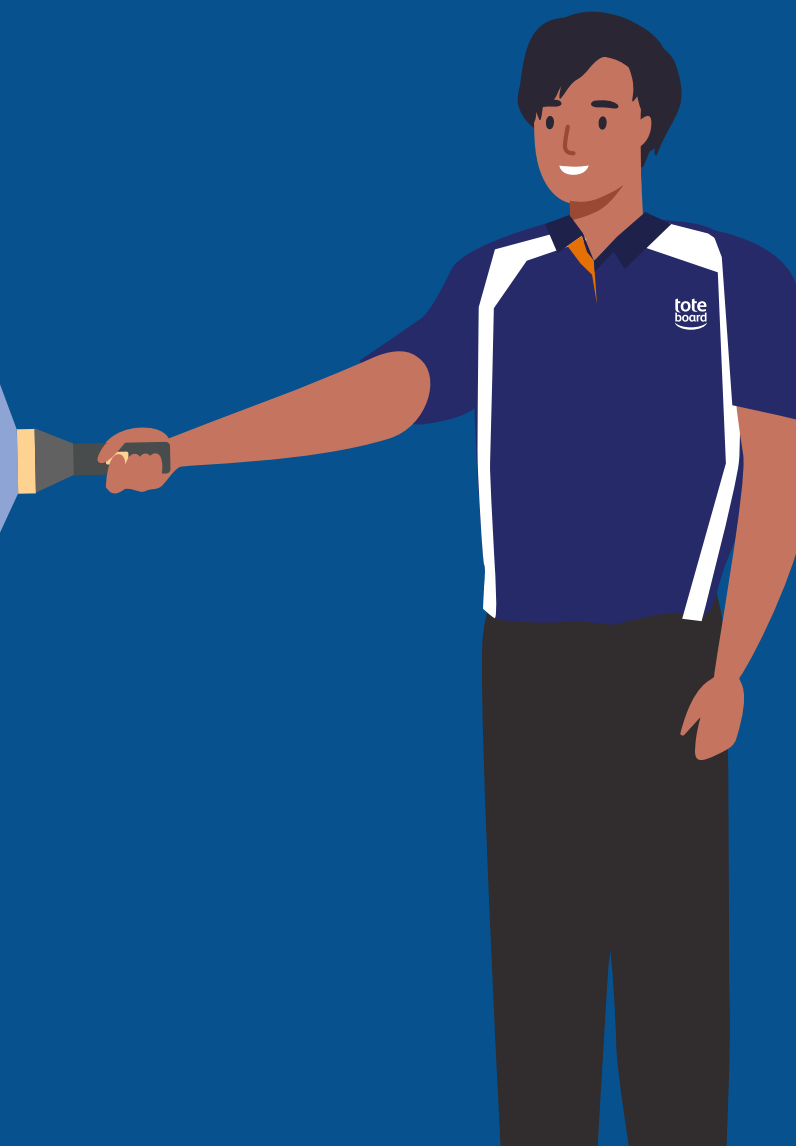
Cohesive and Caring Community

We believe in forging a common identity that we can aspire towards, developing our ability to thrive together, and caring for each other, despite adversity and change.

A Vibrant and Liveable Home

We believe in building a nation home with vibrant community spaces and programmes that inspire a sense of belonging. A home where avenues are provided to enjoy arts and culture, and to lead an active and healthy lifestyle, enhancing the quality of life for all.

The three SOs are supported by **Capability and Capacity Building (C&C) of non-profit organisations (NPOs)** – the enabler which supports the growth of sustainable and effective NPOs in the long run.



ILLUMINATING LIVES

Key Focus Areas of Our Grantmaking

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 members of society

2. Support mental wellness and create opportunities for Persons with Mental Health Conditions (PMHCs) to lead dignified lives 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

3. Develop the potential of vulnerable children and youth

- 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

ILLUMINATING LIVES

Key Focus Areas of Our Grantmaking

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

4. Building the capability and capacity of the non-profit sector

- Future-proof the non-profit sector ecosystem and improve sustainability of the NPOs by investing in people development, and innovation and technology adoption for effective and professional service delivery

5. Tote Board Social Capital Initiative Social Capital Initiative (TBSCI)

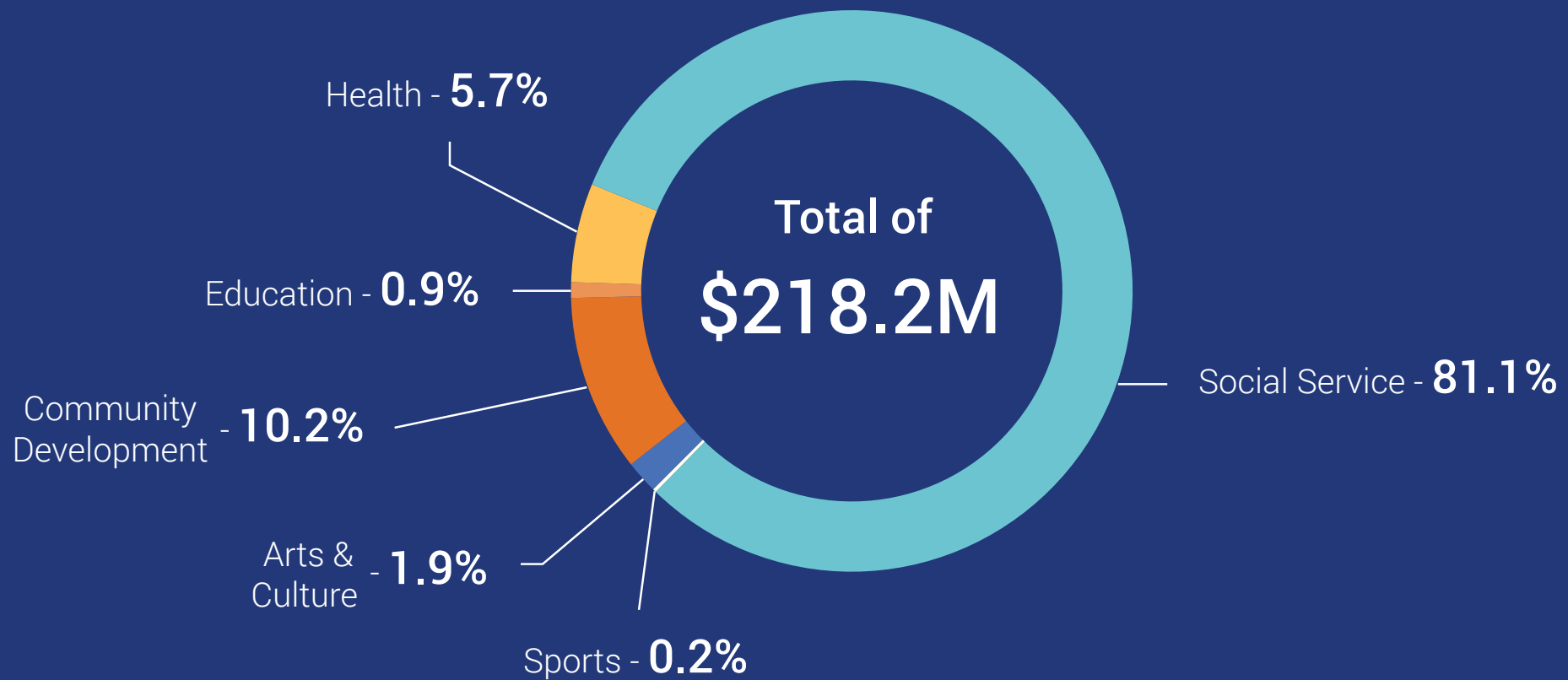
Tote Board has approved a brand-new initiative, which aims to build greater social capital across the people, public and private sectors over the next five years. The four sub-strategies identified for TBSCI are:

- Enhancing opportunities for youth giving and societal leadership
- Forging community partnerships to grow citizen participation and consensus building
- Developing a vibrant ground-up ecosystem
- Inspiring the Singapore spirit and identity in a Volatile, Complex, Uncertain and Ambiguous world

To enable this initiative, research and youth development programmes will be explored in partnership with the National Volunteer and Philanthropy Centre and Singapore Management University

ILLUMINATING LIVES

Overview of Grants Approved for FY2020/21



ILLUMINATING LIVES

Journeying Ahead

- 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 our Strategic Outcomes, in order to keep up with the changing grant landscape.
- 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.
- 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.

Journey together
with our grantees



Enable communities through
(a) convening and collaboration and
(b) building capability and capacity



Anticipate and identify
potential areas to drive
greater social impact



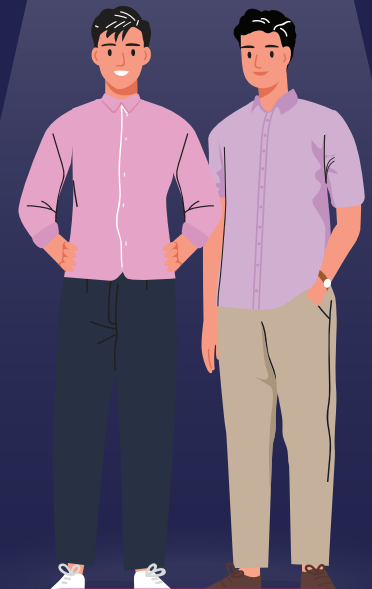
OUR GRANTMAKING STORIES



Zhuo Ying & Aisyah



Mr. Christian Chao & Dr. Roland Yeow



Stanley & Kenneth

SUSTAINING SUPPORT FOR CHARITIES

Children from disadvantaged families begin life on an unequal playing field.

Their families may not be able to afford their basic needs for food, clothing, and shelter due to financial hardships, illnesses or difficult home situations.

Unfortunately, the COVID-19 pandemic has widened this gap further.

Disadvantaged families, who were already struggling to stay afloat, bore the brunt of the pandemic as some of them may have lost their main source of income. Yet, their needs continued to increase as their children required additional support to meet day-to-day necessities for groceries, digital devices for home-based learning, and more.

Similarly, the charity sector was not spared. Many charities were hit by a drop in donations due to the cancellation of physical fund-raising events as a result of safe distancing measures. Charities also faced mounting pressures since disadvantaged families now had greater and more pressing needs.

IMPROVING THE LIVES OF VULNERABLE COMMUNITIES

As a broad-based grantmaker, Tote Board is committed to uplifting vulnerable communities through its grants. In 2006, it introduced the Fund-Raising Programme to support the needs of underserved communities. To date, the Programme has supported more than 3,000 fund-raising projects in the non-profit sector.

To help charities, Tote Board increased its funding through the Enhanced Fund-Raising (EFR) Programme in April 2020, and the Government stepped in to provide additional funding in May 2020.

Zhuo Ying
12 years old
Joined CCW
since 2019

Aisyah
11 years old
Joined CCW
since 2018



SUSTAINING SUPPORT FOR CHARITIES

Additionally, Tote Board expanded its matching contributions to cover digital fund-raising projects on approved platforms, namely, Give.Asia, Giving.sg, RayofHope.sg, Simplygiving.com and charities' corporate websites. This has helped charities maximise their returns with significantly fewer resources, as digital fund-raising projects are 2.5 times more cost effective than physical ones.

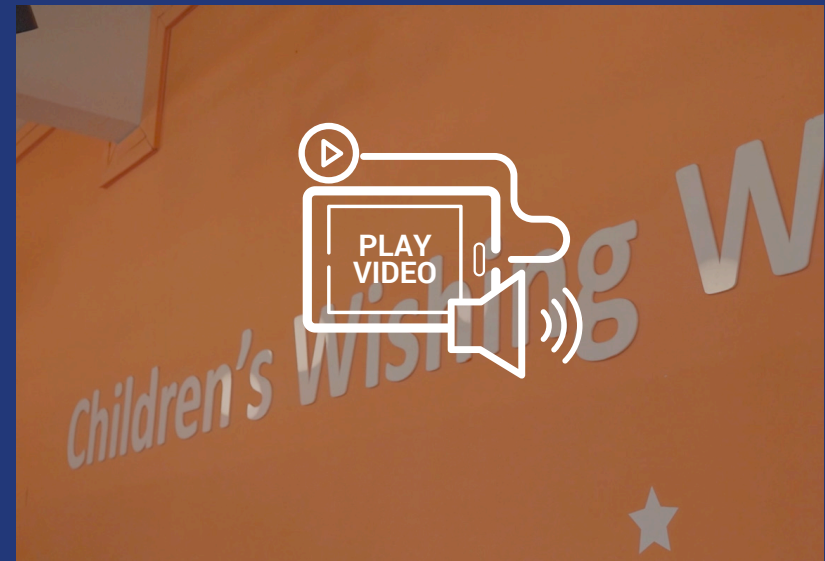
In the new normal, digitalisation has become a pivotal capability that helps to improve the resilience of the charity sector, so that its funding and operations are comparatively less affected during unforeseen situations such as the pandemic.

As of March 2021, more than 80% of EFR applications received focused on digital fund-raising or tap on a hybrid model – showing that many charities recognise the benefits of digital fund-raising.

MAXIMISING EVERY CHILD'S POTENTIAL

Children's Wishing Well (CWW) is one of the charities that received support through the EFR Programme. CWW provides a range of academic and non-academic programmes to support the holistic development of children and youths. For example, CWW gives their beneficiaries tuition and supports their interests and talents in areas such as sports, the arts and information technology.

Explaining the work that CWW does, Ms Joanna Tan, the charity's Chief Executive Officer, says, 'I think the common narrative in the social sector is to portray the beneficiaries as being needy. But at CWW, we focus on every child's potential, so all our programmes are along the empowering narrative.'



Scan this QR code
to watch their story

SUSTAINING SUPPORT FOR CHARITIES

As a charity, CWW has witnessed first-hand how the pandemic affected its beneficiaries. It was forced to halt some of its ongoing programmes such as FRESH (Fresh gRoceries for Every Student's Home), where volunteers bring the beneficiaries to the supermarket to teach them how to select nutritious food, do budgeting and buy groceries. The programme was stopped when safe-distancing measures kicked in, restricting volunteers from interacting with the beneficiaries.

Explaining how discontinuing FRESH affected its beneficiaries, Ms Tan says, 'When the circuit breaker began, there was a huge rush to the supermarket to stock up on food, but our beneficiaries did not have the money or the ability to do the same.'

Since FRESH could not be continued in its usual format, Ms Tan and her team came up with a creative solution – by turning CWW into a “mini-mart”.

They converted FRESH into the Groceries-for-All programme, where supplies were ordered from the supermarkets and placed at CWW's premises for the beneficiaries to select what they needed. This ensured that their beneficiaries had access to the daily necessities such as rice and oil, and even supplies not usually found in grocery care packs, such as fruits and vegetables, eggs, bread, household detergent, and shampoo that they were unable to afford. The programme ran from March to December 2020 and helped close to 1,500 beneficiaries.

Beyond that, the shift from studying in the classroom to home-based learning during the pandemic also meant that their beneficiaries did not have the resources to learn remotely.

To tackle this issue, CWW started their Laptops and Broadband Access for Home-Based Learning (HBL) programme, which provides the children with new laptops.

The centre was also allowed to stay open during the pandemic to provide the beneficiaries with a conducive environment to study, along with trained teachers who can guide them.

COPING WITH THE PANDEMIC

Besides affecting their operations, the pandemic also posed another thorny issue to CWW – donor fatigue.

'As COVID-19 drags on, donors are restricted in their ability to continue giving over such a prolonged period,' Ms Tan explained.

'Seeing how COVID-19 has stretched on for more than a year and the needs of our beneficiaries keep increasing, we are very grateful for this funding to keep supporting our beneficiaries and empower them to eventually get out of the poverty trap.'

Ms Tan revealed that CWW does not receive any government subvention. It relies on corporates to provide 60% of its funding and individuals to donate the remaining 40%. With the ongoing pandemic, CWW has seen its donations dip by 50% as compared to the same period last year.

In fact, for three months since the start of 2021, the donations received were insufficient to cover operating costs. Despite this, CWW continued to assist the families in need by dipping into their reserves.

SUSTAINING SUPPORT FOR CHARITIES

In the past, CWW depended on physical fund-raising events such as flag days, hosting children's bake sales and organising sports-related fund-raising events. However, the yield for such events was low and it was labour intensive.

In contrast, Ms Tan shared that digital fund-raising was much more effective than physical fund-raising. Not only is it able to operate with relatively lower manpower, but it can also capture a wider pool of donors.

Ms Tan also noted that donors are increasingly more discerning. They want greater transparency in how their donation is spent, a benefit that digital fund-raising provides.

The pandemic might have curtailed traditional fund-raising methods, but the resulting digitalisation efforts initiated greater innovation and long-term remedies. In the future, Ms Tan foresees that CWW will be leveraging more digital fund-raising to further their causes and carry on shining a light of hope for their beneficiaries.

“ Ms Tan foresees that CWW will be leveraging more digital fund-raising to further their causes and carry on shining a light of hope for their beneficiaries.”



COLLABORATIVE APPROACH TO DIGITALISATION

Mr. Christian Chao

Senior Director
(Corporate Development
and Operations)
Care Corner Singapore

Dr. Roland Yeow

Executive Director
Boys' Town



Tote Board was one of the early entrants to the Capability and Capacity Building (C&C) space in the non-profit sector. Since 2007, Tote Board's C&C initiatives have aimed to build a future-ready and sustainable non-profit sector by improving key leadership capabilities, and accelerating the adoption of organisational development tools to improve the effectiveness of non-profit organisations (NPOs).

Over the years, this fundamental aim has not changed. Tote Board has been curating and funding initiatives that enhance the non-profit sector's capabilities to deliver services to their clients effectively.

ENGAGING THE NPOS AND SECTOR DEVELOPERS

When the COVID-19 pandemic struck in 2020, it affected NPOs' abilities to conduct their services face-to-face due to safe distancing measures. NPOs were forced to consider going digital so that they could continue serving their clients. It was at this point that Tote Board seized the opportunity to accelerate digitalisation in the non-profit sector. As a strategic grantmaker, Tote Board understands that effective strategies cannot be formulated in a vacuum. As such, its team proactively approached NPOs to find out their needs after safe distancing measures were implemented.

Through engagement sessions with NPO leaders and sector developers like the NCSS, MSF and MCCY, Tote Board identified some knowledge and skills gaps. For instance, it found that NPOs were keen to embark on their digitalisation journey but did not know how to start.

COLLABORATIVE APPROACH TO DIGITALISATION

As a result of these engagement sessions, and subsequent co-curation of solutions and ideas with the sector developers, Tote Board set aside \$14 million for its newly created Digital Capability Fund in 2020 to speed up the sector's digital transformation.

The Fund has three key aims – to encourage the NPOs to enhance their digital capabilities and redesign their service delivery for greater efficiency; to support digital initiatives to help NPOs achieve sustainable growth; and to fund their digital transformation over the medium to long term.

According to Ms Lee Siok Koon, the Assistant Director of the C&C team, Tote Board must continue engaging the NPO sector to solve issues on the ground.

She explained, "Tote Board does not have the answers to all the issues. We trust that the NPOs know the ground well."

With that in mind, Tote Board works closely with the NPOs and sector developers by consulting them and helping them to close gaps within the sector.

FORMING THE NPO TECHNOLOGY HUB

A result of this close working relationship is the NPO Technology Hub (Tech Hub). The idea for the Tech Hub arose during one of many consultation sessions with various NPOs. Ms Lee credits Mr Christian Chao, Senior Director of Corporate Development and Operations at Care Corner Singapore, for first mooted the idea during one of their conversations about supporting the sector.

When Ms Lee approached Mr Chao to get feedback on the ground and how Tote Board could help, Mr Chao explained that NPOs were hesitant to embark on



**Scan this QR code
to watch their story**

COLLABORATIVE APPROACH TO DIGITALISATION

digitalisation because they did not know where to start. They also had no idea how to ensure a worthwhile and sustainable investment.

“The idea behind this was ‘How might we make it easier for NPOs to get started on a sustainable digitalisation journey?’” Mr Chao explained.

To get feedback on Mr Chao’s idea, Ms Lee began engaging NPO leaders and the sector developers.

Concurrently, she also sought Dr Roland Yeow’s help to build on Mr Chao’s idea. Dr Yeow is the Executive Director of Boys’ Town, a charity providing services such as residential care, fostering service, youth outreach, adventure therapy for disadvantaged children and young adults.

Leveraging his extensive network of NPO leaders, Dr Yeow sought their feedback on the type of digitalisation support needed and any other assistance required during the pandemic. He also found that NPO leaders appreciated the value of the Tech Hub.

As an NPO leader, Mr Chao treasured the experience of working with Tote Board on the Tech Hub.

“Our experience with Tote Board has been very positive. I value Tote Board’s proactiveness in listening to the NPOs’ views. Tote Board is also progressive in responding to the NPOs’ needs and opportunities. They demonstrated a sincere desire to collaborate with the NPOs,” said Mr Chao.

Similarly, Dr Yeow sees the benefits of such collaborations.

“Our experience with Tote Board has been very positive. I value Tote Board’s proactiveness in listening to the NPOs’ views. Tote Board is also progressive in responding to the NPOs’ needs and opportunities. They demonstrated a sincere desire to collaborate with the NPOs.”



COLLABORATIVE APPROACH TO DIGITALISATION

“ This is a centralised effort where we can also learn from each other’s developmental needs and to seek expertise, and consultations when required. It is also a good platform for us to encourage each other towards digitalisation and work towards a common interest to serve our clients better. ”

“This is a centralised effort where we can also learn from each other’s developmental needs and to seek expertise, and consultations when required. It is also a good platform for us to encourage each other towards digitalisation and work towards a common interest to serve our clients better,” he said.

In 2021, together with NCSS, MSF and MCCY, the Tech Hub was successfully launched.

MEETING THE INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) NEEDS OF NPOS

Driven by the NCSS, the Tech Hub houses a group of Chief Technology Officers (CTOs) who advise and provide triaging services for about 50 medium to large social service agencies (SSAs) based on their ICT needs. Tote Board will also co-fund up to 90% of the cost.

Based on Ms Lee’s observations, NPOs face a few common challenges with ICT. Firstly, NPOs need to figure out how to deliver their services on digital platforms without losing the human touch.

Citing the example of counsellors, Ms Lee said, “Counselling involves observing verbal and non-verbal cues. However, when it is conducted online, we need to consider factors beyond equipment needs. For instance, some clients may not have a safe space to talk to the counsellors, unlike at an SSA.”

Secondly, Ms Lee noted that NPO leaders need to develop digital transformation plans and implement change management. However, this requires support from their organisations. They must also be prepared for a transitional period to iron out the kinks upon implementation.

Thirdly, NPOs need to support their clients to embark on the digitalisation journey together. Elaborating, Ms Lee said, “This issue goes beyond giving laptops to clients. For instance, we also need to consider how we can help the clients gain access to the Internet.”

Given the complexity of these challenges, Tote Board will continue working closely with NPOs and sector developers to create a flourishing social sector ecosystem that benefits the community.

FUTURE-READY GRANTMAKING



FUTURE-READY GRANTMAKING

PIONEERING CHANGES FOR GRANT MANAGEMENT

The development of our grant management system on the OurSG Grants (OSG) Portal marks a milestone in Tote Board's journey to be Digital to the Core. To achieve this ambitious goal, the Grant Management Team (consisting of Amy Lim, Kelvin Chia, Kenneth Tan, Stanley Low, Marylin Tan, Mavis Ong, Soh Sai Khoon, Chan Shi Min, and Koh Wei Yee) worked closely with the Ministry of Culture, Community and Youth (MCCY), System Owner of the OSG Portal, and the Government Technology Agency (GovTech), which supported the development of the OSG Portal, to onboard Tote Board's first programme on the OSG, achieving greater operational efficiency for staff, and a streamlined grant process for grantees.

Within the project team, each member played different roles. As the project champion, Amy provided the strategic guidance and direction. Kenneth and Stanley, as Product Owners, played critical roles to establish the key requirements and to work with the developers. The rest of the team also pulled their weight to ensure testing was done with the highest quality in mind.

IMAGINING A USER-CENTRIC PORTAL

In 2019, the team began with a thorough evaluation of the existing grant management system, with the objective of improving user experience. The decision to embark upon an integration with OSG then kickstarted a three-month discovery period. During this period, together with GovTech colleagues, the team conducted focus group interviews to gather the requirements of different key stakeholders. Through addressing the pain points of internal and external users, a user-centric portal was conceptualised.

Development started from 1 February 2020 with the Fund-Raising (FR) Programme as Tote Board's Minimum Viable Product (MVP). Being a structured grant scheme that benefit a large group of charities, the FR Programme was a perfect starting point to pivot Tote Board onto the OSG Portal. Deploying the Agile methodology, the team went through numerous sprints. They rigorously tested prototypes, collected feedback, and made enhancements to ensure the final product received sufficient input at every step of the process.



FUTURE-READY GRANTMAKING

ADAPTING TO DISRUPTIONS

In April 2020, the FR Programme quickly morphed into the Enhanced FR (EFR) Programme with new grant parameters and intents. With the dip in donation dollars in the aftermath of COVID-19 pandemic, the charity sector was badly hit. Tote Board pivoted to help charities accelerate their digitalisation efforts and tide through the torrents of COVID-19. Committed to the original implementation timeline, the team raced alongside their policy counterparts to swiftly adapt original system workflows to meet the new requirements of EFR.

COVID-19 also further increased the project challenges as safe distancing measures limited face-to-face meeting opportunities between the team and other working parties. When faced with adversity, the team leveraged technology and their own ingenuity to communicate with different stakeholders. Through frequent video calls, drawings, and even virtual whiteboard sharing sessions, the team distilled the best ideas from different stakeholders and designed impactful features for the OSG Portal.

ENABLING DIGITAL TO THE CORE SERVICES

On 31 August 2020, the team's resilience finally paid off! The EFR Programme was successfully launched as Tote Board's MVP on the OSG Portal. It was positively received by both grantees and officers.

For grantees, a harmonised one-stop portal meant they could browse grants across various government agencies. They could submit applications and claims, track applications, access key documentations, and receive notifications via the OSG Portal, an intuitive digital platform. For Tote Board

officers, the elimination of manual processes resulted in valuable time savings, which, in turn, allowed them to focus on higher value-adding work to enhance the entire grantmaking process.

By mounting on the existing infrastructure of OSG, the team managed to minimise development time to provide grantees and officers with a much-improved grant experience.

A FUTURE-READY GRANTMAKING JOURNEY

Onboarding the EFR Programme onto the OSG Portal has given the team a better understanding of how to prioritise needs, manage stakeholders, and implement grants with widespread impact. At the end of the day, it was about balancing trade-offs – between the speed to launch and needs of different stakeholders,' said Kenneth. While it was no mean feat, the team succeeded



FUTURE-READY GRANTMAKING

because they worked as a team to ensure impact in the long run. According to Stanley, 'As a Whole-of-Government system, our role involves looking at how can we align requirements to create something that can be shared by other agencies too.' The role of Tote Board in the larger grant landscape has likewise been reinforced.

The team is driven, and continues to be inspired by, Tote board's Vision: To uplift our community by Giving Hope to vulnerable groups and Improving Lives of all in Singapore.

“ As a Whole-of-Government system, our role involves looking at how can we align requirements to create something that can be shared by other agencies too. ”

“ At the end of the day, it was about balancing trade-offs – between the speed to launch and needs of different stakeholders. ”

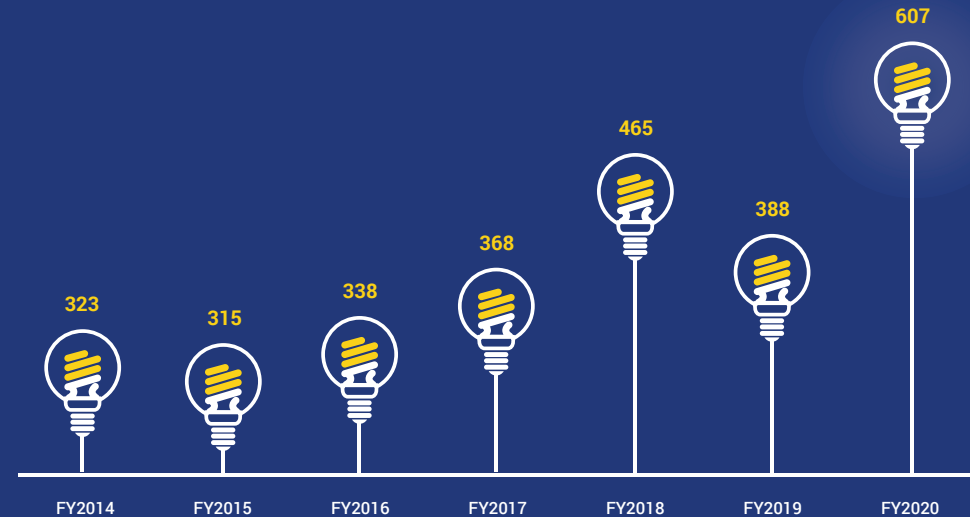


FUND-RAISING

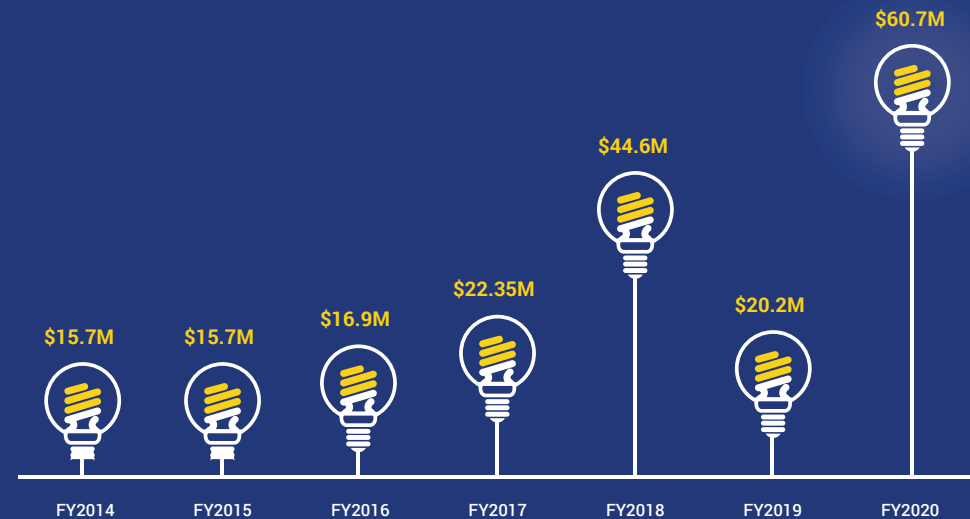
“ Tote Board has supported more than 3,000 fund-raising projects, with more than \$900 million raised for beneficiaries in the sectors of Arts & Culture, Community Development, Education, Health, Social Service and Sports. ”

To complement its broad-based grantmaking vision, Tote Board started the Fund-Raising Programme in 2006 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, 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.

NUMBER OF APPROVED FUND-RAISING PROJECTS



AMOUNT COMMITTED



FUND-RAISING

Enhanced Fund-Raising (EFR) Programme

In April 2020, Tote Board doubled its matching contributions from 20% to 40% of funds raised to better support charities during COVID-19. Capped at \$100,000 per project for projects implemented between 1 April 2020 and 31 March 2021, the Programme was also expanded to include projects on approved digital platforms, in addition to physical events.

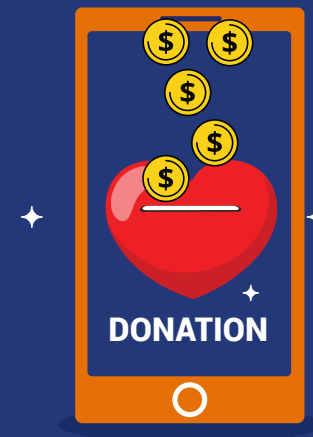
In May 2020, Deputy Prime Minister and Minister for Finance Heng Swee Keat announced in his Fortitude Budget speech that the Government will increase the EFR matching amount to provide a further 60% of the total funds raised, capped at \$150,000 per applicant.

Charities can apply to receive dollar-for-dollar matching on eligible donations, up to a cap of \$250,000 per applicant. Upon maximising the Government's 60% (or \$150,000) cap per applicant, charities can continue to qualify for Tote Board's 40% matching, capped at \$100,000 per project.

To continue support for the charity sector during these uncertain economic times, Tote Board and the Government has extended their contributions for the EFR Programme for an additional year, till 31 March 2022.

“ In April 2020, Tote Board doubled its matching contributions from 20% to 40% of funds raised to better support charities during COVID-19. ”


40%
Tote Board
matching, capped at
\$100,000
per project




60%
Government
matching, capped at
\$150,000
per applicant

FUND-RAISING



BLOSSOM WORLD SOCIETY (BWS)

'BWS is very grateful for Tote Board's generous support via the Enhanced Fund-Raising Programme, especially in the current COVID-19 pandemic. With Tote Board's support, BWS is able to develop youths equipped with gratitude and kindness through character building programmes, and empower youths to take care of the elderly and vulnerable in our community in projects, for example, Blossom Home Refresh.'

Mr Yen Sheng Xiang

General Manager
Blossom World Society



FUND-RAISING



REN CI HOSPITAL

'The year 2020 has truly been unprecedented for the world, and the impact has been keenly felt at Ren Ci on many levels, including our fund-raising efforts. We are therefore very thankful for the additional dollar-for-dollar matching via digital platforms given by the Government and Tote Board's Enhanced Fund-Raising Programme. With Tote Board's continuous support all these years, we have been able to deliver, and even grow, our spectrum of services for our patients, nursing home residents and day care clients. Thank you for your partnership on our care journey to serve the community with heart and hope.'

Mr Joe Hau

Chief Executive Officer
Ren Ci Hospital



FUND-RAISING



SHINE CHILDREN AND YOUTH SERVICES

'2020 brought about a change in the fund-raising landscape with most events either cancelled or going digital. For many charities, including SHINE, fund-raising became increasingly difficult when COVID-19 unexpectedly and regrettably hit Singapore and the world in the first quarter of 2020. SHINE is encouraged and heartened by the support of Tote Board in extending the Fund-Raising Programme to online fund-raising initiatives. The matching grant allows us to stay the course of serving the children and youth of Singapore and the community-at-large during these challenging times. The Tote Board Enhanced Fund-Raising Programme motivates us to aim higher and remains a key contributor to all our fund-raising efforts. Furthermore, the matching grant also encourages more donors to donate, knowing that their dollar is stretched further.'

Mr Lee Seng Meng

Executive Director
SHINE Children and Youth Services



FINANCIAL HIGHLIGHTS

The Financial Highlights as set out in pages 54 to 57 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 2021.



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

The Group recorded a surplus after tax and contribution to Consolidated Fund of \$443 million in FY20/21, as compared to a deficit after tax and contribution to Consolidated Fund of \$101 million in FY19/20. The positive variance was due largely to net finance income from changes in carrying values of financial assets at fair value, which was partially offset by lower income from Lotteries, Sports Betting and Totalisator.

REVIEW OF FINANCIAL PERFORMANCE

SINGAPORE TOTALISATOR BOARD (GROUP) Income and Expenditure

	Year ended 31 March 2021 (\$M)	Year ended 31 March 2020 (\$M)
INCOME FROM BETTING AND GAMING ACTIVITIES		
Lotteries and Sports Betting		
Turnover	6,578	7,899
Prizes Paid	(4,706)	(5,470)
Betting Tax Paid To Government	(1,405)	(1,837)
Commission Paid	(33)	(46)
	434	546
Totalisator		
Turnover	496	997
Dividends Paid	(393)	(789)
Betting Tax Paid To Government	(25)	(55)
	78	153
OTHER INCOME		
Finance (costs)/income (net)	596	(70)
Casino Entry Levy	114	117
Other Operating and Non-Operating Income	62	51
	772	98
Total Income	1,284	797
Total Expenditure	(347)	(400)
Grants Disbursements/ Donations		
Arts and Culture	(46)	(69)
Charity (Social Service)	(188)	(211)
Community Development	(55)	(50)
Education	(9)	(35)
Health	(23)	(20)
Sports	(105)	(108)
	(426)	(493)
(Deficit)/Surplus Before Tax and Contribution To Consolidated Fund	511	(96)
Tax and Contribution To Consolidated Fund	(68)	(5)
(Deficit)/Surplus After Tax and Contribution To Consolidated Fund	443	(101)

REVIEW OF FINANCIAL PERFORMANCE

SINGAPORE TOTALISATOR BOARD (GROUP) Statements of Financial Position

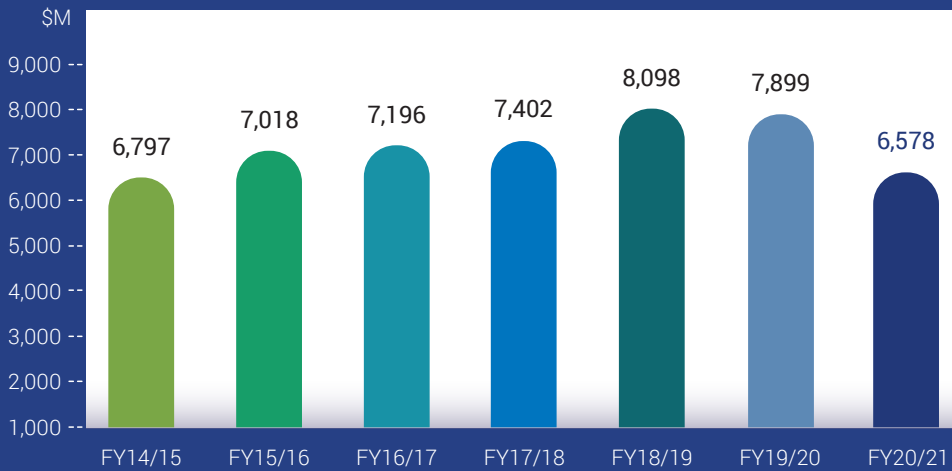
	As at 31 March 2021 (\$M)	As at 31 March 2020 (\$M)
ASSETS		
Non-Current Assets	595	638
Financial Assets At Fair Value Through Profit or Loss	4,230	3,370
Other Current Assets	1,065	1,291
Total Assets	5,890	5,299
CAPITAL, RESERVES AND LIABILITIES		
Capital and Reserves	5,200	4,756
Non-Current Liabilities	214	236
Current Liabilities	476	307
Total Capital, Reserve and Liabilities	5,890	5,299

SINGAPORE TOTALISATOR BOARD (GROUP) Outstanding Grants/Donations Commitments

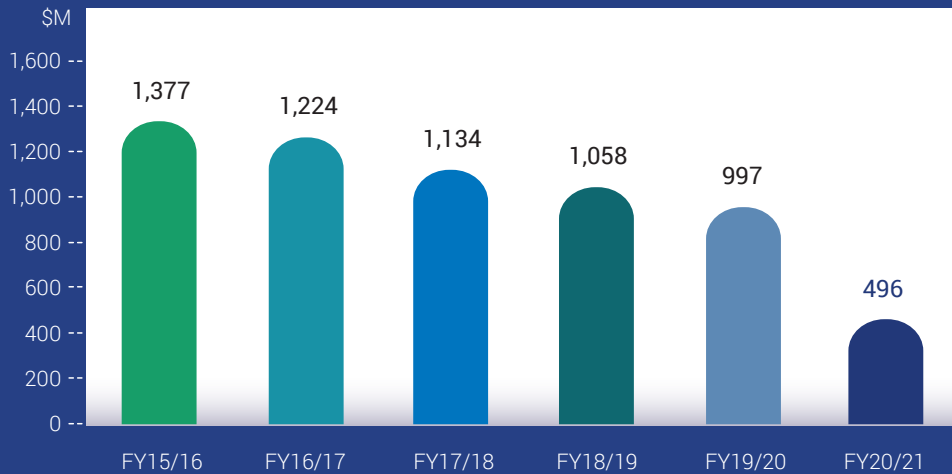
	As at 31 March 2021 (\$M)	As at 31 March 2020 (\$M)
Arts and Culture	203	252
Social Service	1,142	1,187
Community Development	531	589
Education	145	155
Health	164	225
Sports	271	376
Total	2,456	2,784

REVIEW OF FINANCIAL PERFORMANCE

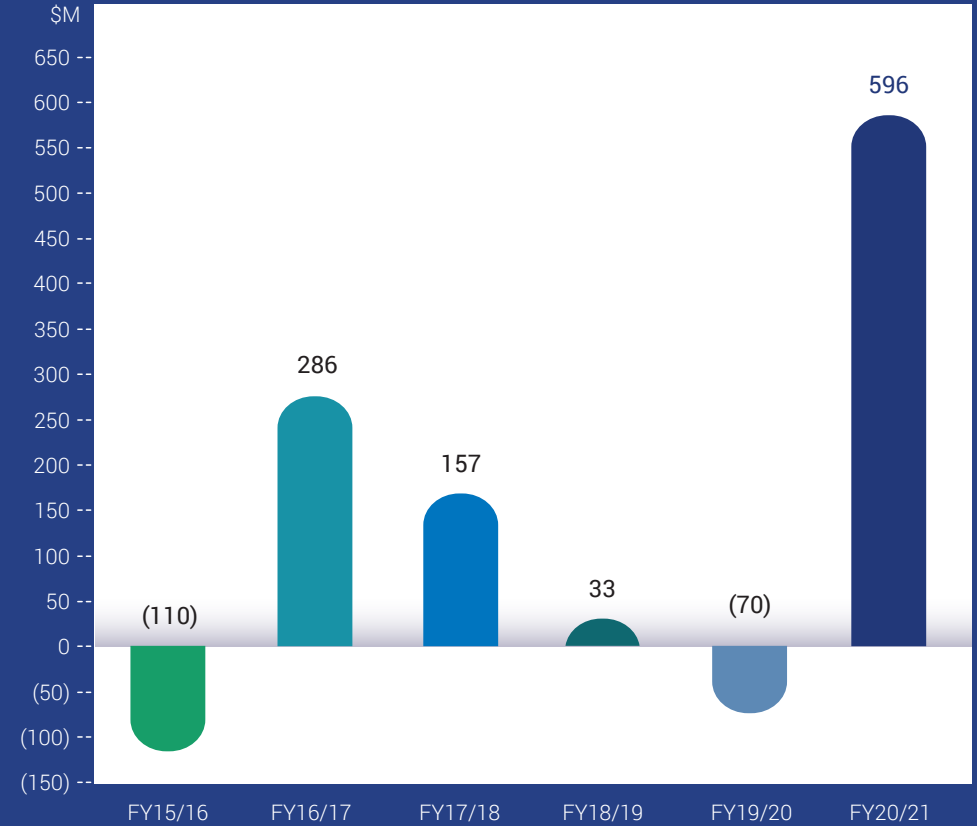
Lotteries and Sports Betting Turnover



Totalisator Turnover

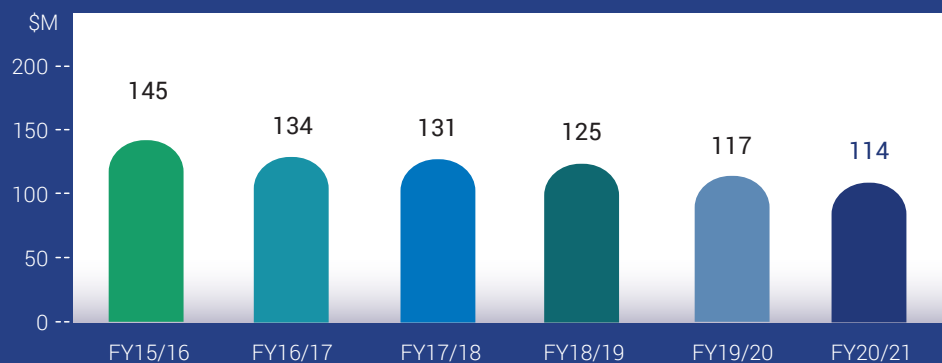


Investment Income/(Loss)

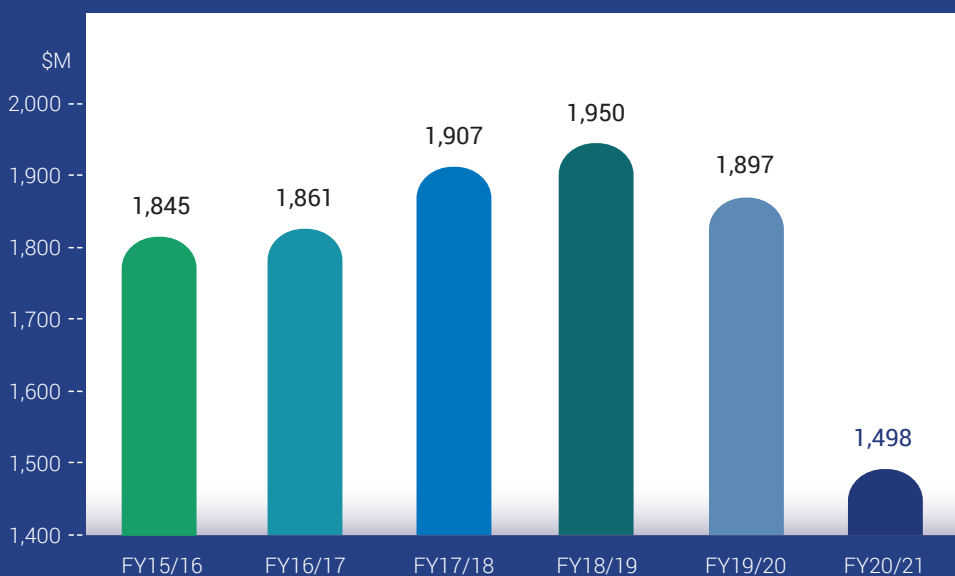


REVIEW OF FINANCIAL PERFORMANCE

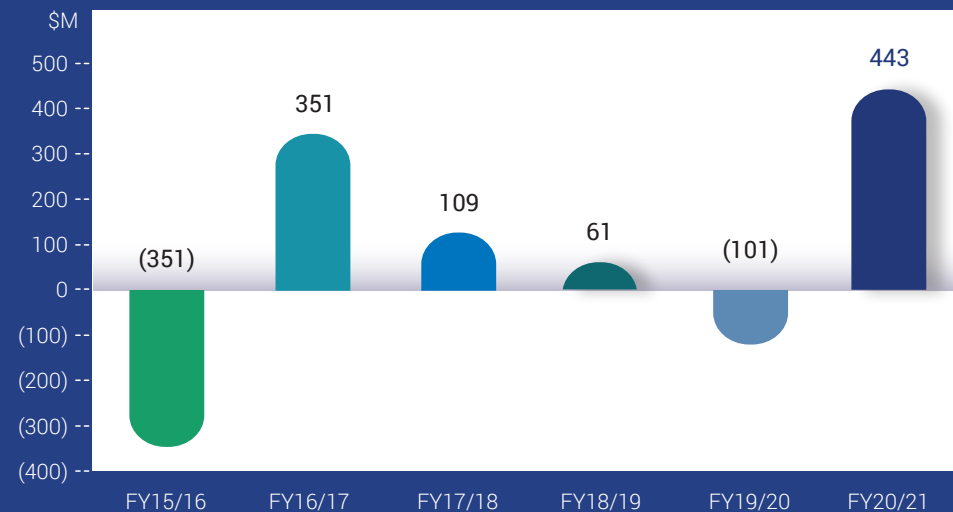
Casino Entry Levy



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



Annual Net Surplus/(Deficit)



Grants Disbursements/Donations

