



20
Years of
Empowering
Fathers

ANNUAL REPORT

2020



COMPANY INFORMATION

The Centre for Fathering was first incorporated in 1999 as a Private Limited, and subsequently converted in 17 March 2001 to a Company Limited by Guarantee and obtained IPC status on 19 September 2001 under the Charities Act.

Charity Registration No. :
01522

Registered Address :
1 Coleman Street #05-05 The Adelphi Singapore 179803

Banker :
The Development Bank of Singapore Ltd, Thomson Road

Auditor :
Fiducia LLP Certified Public Accountants, Singapore

Company Secretary :
Jansz Preston Charles

The Centre for Fathering has a constitution as its governing instrument.

A non-profit organisation registered in Singapore:
Registration No: 200101825N
IPC No: IPC000149



Support us at fathers.com.sg/donate

Contact Details

DADs Adventure Hub
1 Woodlands Road
#04-03
Singapore 677899
Tel: +65-67691238

Centre for Fathering
Blk 128A Lorong 1
Toa Payoh
Singapore 311128
Tel +65-62528428



OUR VISION

Turning the hearts of children towards their fathers



OUR MISSION

By empowering more fathers to be better role models and an enduring inspiration to their children

Centre for Fathering (CFF) is a non-profit organisation founded in 2000 to promote active and involved fathering and address issues caused by fatherlessness in Singapore. The organisation aims to turn the hearts of children towards their fathers by empowering more fathers to be better role models and an enduring inspiration to their children. We inspire and equip men to be the fathers their children need.

ENGAGE

CFF wants to actively engage schools, workplaces, community and special groups and be considered a Thought Leader and Policy Influencer in the fathering sphere.

EQUIP

CFF wants to equip all fathers through our fathering talks, workshops, conferences, father-child experiential programmes/camps.

ENABLE

CFF wants to enable father groups in the community.

The desired outcomes are:

- All Singaporeans to understand the important and expanded role of fathers
- All bottlenecks towards good fathering will be removed
- All fathers are equipped with the necessary fathering skills and afforded bonding opportunities
- All fathers will receive holistic support to succeed in their role

DADS FOR LIFE

Since 2015, CFF has been the driving force behind Singapore's nation-wide fathering movement - DADs for Life which seeks to inspire and mobilise fathers to become more involved with and a good influence to their children through ACT:

Be Aware of the importance of a father's role
Commit to be good fathers and role models to their children
Spend Time, acquire Tools and bring Transformation to lives

MUMS FOR LIFE

Marriage is a partnership and men can become even better fathers with their wives' support. Mums and Dads play irreplaceable and complementary roles in parenting. That is why DADs for Life partnered with a group of mother volunteers to launch a national ground-up movement – MUMs for Life, on Mother's Day 2019 to complement the work of DADs for Life.

MUMs for Life celebrates a Mum's unique identity as a woman and her irreplaceable roles as a daughter, wife and mother. When Mums are confident in their unique identity and multiple roles, they can better nurture our children and support Dads in building a stronger family in an increasingly complex world.

CHAIRMAN'S MESSAGE

RICHARD HOON

Chairman

Centre for Fathering, DADs for Life & MUMs for Life



This will be my last message as Chairman of the Centre for Fathering (CFF). In the blink of an eye, it has been 20 years since we were established and more than a decade since I have been serving on the board.

Over the past two decades, we have impacted and equipped a new generation of fathers to be more engaged and active. We have also helped change paternity leave laws and made it cool to be a Dad! Our grand vision and ultimate mission is still to eradicate fatherlessness in Singapore and that will continue to be our focus.

Each year, we conduct over 200 programmes in schools, prisons, communities, religious organisations and companies and reach out to over 4.7 million fathers and family members through campaigns such as Celebrating Fathers, Back to School with Dad and Eat With Your Family Day. But this is only the tip of the iceberg.

Since I joined the board in 2009 and later assumed the role as Chairman, there are many moments which have made us proud.

Firstly, we marked our 10th anniversary in 2011 with a fundraising gala dinner graced by President SR Nathan as our Guest of Honour. In 2013, we designed and launched a new logo for CFF to inspire and galvanise a younger generation of fathers and in 2014, we built DADs Adventure Hub - a multi-purpose all-weather facility to train fathers with their children which was opened by Mr Tan Chuan-Jin. I then felt we needed a unifying call to rally like-minded people and organisations to ignite our cause nationwide. I approached the Ministry of Social and Family Development to let us helm DADs for Life and I am glad they found us worthy and agreed. Since 2015, CFF has been the driving force behind the DADs for Life movement.

Having established our role in empowering fathers, CFF and DADs for Life partnered with a group of mother volunteers to launch MUMs for

Life on Mother's Day 2019 to help us dovetail with women in their multiple roles as mother, wife and daughter to complement the work of DADs for Life.

Recently, we planned to celebrate our 20th Anniversary in 2020 but this has to be postponed to next year due to Covid-19. We look forward to celebrating this special milestone with you, our esteemed guests, to thank you for your generous support in helping us raise over \$1M. This occasion will be graced by President Halimah Yacob as Guest of Honour. At the same time, President Halimah will also be presenting our inaugural Great Companies for Dads Award as we pivot our next lap's focus to work with companies to institute good family practices for parents.

Let me end with a quote by John C. Maxwell: "A leader's lasting value is measured by succession". It gives me immense satisfaction to announce that in my final act of duty, we have identified an excellent successor. I will be handling over the chairmanship of this organisation, after our 20th Anniversary celebrations next year, to a fine man and an outstanding father - Keith Magnus.

Keith, who is younger than me, will have a better grasp of the needs of younger fathers. More importantly, he is an honourable man who possesses strong passion for the cause and exemplifies great family values and ethos. We could not have found a better person to helm CFF and take it to the next level.

Thank you all for your sterling support and encouragement over the years. Remember, it is not about us but you and CFF working together to fulfil this worthy cause. Your continued support will enable us to build stronger families.

My best wishes to the CFF board, management team, supporters and volunteers as they work together to fulfil the ultimate goal of eradicating fatherlessness in Singapore. Cheers!

CEO'S MESSAGE

BRYAN TAN

CEO

*Centre for Fathering,
DADs for Life and MUMs for Life*



2020 has been a particularly challenging year. I would like to salute all Dads for overcoming the challenges posed by Covid-19. In addition to adjusting to new situations at work, Dads have worked hard to protect and provide for their families.

During this season, I am heartened to see many fathers more engaged with shared parenting in the home, through greater involvement in household chores and the children's home-based learning. Regardless of the circumstances faced by every family, Dads are seizing every teachable moment to help their children learn about resilience in adverse situations.

To engage families who are spending more time at home during Covid-19, we organised more than 60 online programmes on various platforms for fathers and children between March and December 2020. The sessions garnered more than 230,000 views! These include Facebook Live for fathers discussing topics close to their hearts such as conflict management at home and storytelling for parents and children, as well as Zoom sessions where fathers could connect to share experiences and encourage each other.

We also designed various resources such as conversation starters from the "DADs for Life Knowing Me Knowing You" family card game, as well as DADs Guides with useful tips for fathers to communicate to their children about Covid-19.

Our work at Centre for Fathering continued despite the challenges as we strive to inspire and mobilise fathers to get more involved with and be a good influence to their children. We need your continued support as we engage fathers virtually and move some of our fathering programmes online this season. Together, we can help eradicate fatherlessness and strengthen families in Singapore!

BOARD OF DIRECTORS



Richard Hoon Thye Woei

Chairman

- CEO, I Search Worldwide
- Chairman, Cru Asia Ltd
- Chairman, Board of Presidency, The Methodist Church of Singapore CAC
- President, Palm Island Club
- Fellow, Singapore Institute of Directors

- Currently Head Naval and Maritime Security Services at ST Engineering
- Former Chief Digital Officer and Chief Technology Officer at ST Engineering
- Former Rear Admiral and Future Systems & Technology Architect, Singapore Armed Forces
- Held the appointment of Future System and Technology Architect in the Ministry of Defence and Commander of the Maritime Security Task Force in the Republic of Singapore Navy
- Led the Combined Task Force 151 to conduct counter-piracy operations in the Gulf of Aden

Chan Weng Yip Harris

- Country Head of Tanoto Foundation Singapore and Head Corporate Social Responsibility of Royal Golden Eagle Pte Ltd
- Previously held leadership, business planning, partnership development, and diplomatic positions in the Singapore Armed Forces, Ministry of Defence, and the Singapore International Foundation
- Commendation Medal (Military) 2005; and Public Administration Medal - Bronze (Military) 2011
- B.Eng (First Class Hons) in Aeronautical Engineering, Imperial College, London; M.Sc in International Political Economy, RSIS-Nanyang Technological University; and MBA, Singapore Management University

Lawrence Teh Yew Kiat

- Deputy Public Prosecutor with the Attorney-General's Chambers (AGC)
- Admitted as an Advocate and Solicitor of the Supreme Court of Singapore in 2003
- Previously held legal and/or compliance related roles with the Monetary Authority of Singapore (MAS) and UBS AG (Wealth Management)
- Formation NSman of the Year Award and Friend of MCCY Award 2015
- 9th Division Commander's Coin Awardee in 2019
- Executive Committee Member of SAFRA Punggol
- School Advisory Committee Member of Gan Eng Seng School
- Member of The Law Society of Singapore and the Singapore Academy of Law

Muhamad Imaduddin Bin Abd Karim



Albert Lim Song Kiang

- International Trade Broker, Food Sector
- Set up El-Shaddai Resources in 2000
- Past experience in senior management in corporations spearheading the regionalisation and expansion of the companies into various countries like Australia, China, Hong Kong, Malaysia, Mauritania, Myanmar, Philippines and Switzerland
- Master of Social Sciences, Counselling, University of South Australia, Adelaide



Faye Ong Hui-Ming

- Head of Family Office Advisory, Asia, Citi Private Bank
- Fundraising Committee of Children's Aid Society, Melrose Home
- Post Graduate Professional Diploma in International Trade and Commerce, University of California, Berkeley; Bachelor of Laws, LLB, Hons, University of London, Kings College (Hons)



Lena Soh-Ng

- Senior Advisor and Founder of Distilleri, a strategic communications consultancy
- Co-founder of Huntington Communications and led the company to win many communications industry accolades, including Best Crisis Management, PRISM Award for Outstanding Campaign by Institute of PR of Singapore, Gold SABRE Award (Retail), Gold SABRE Award (Crisis/Issues Management)
- Past President of the Institute of Public Relations Singapore (IPRS); Recognised by the industry with a Lifetime Achievement Award
- Global Board Member and APAC Co-Chair of PROI, the world's most ambitious entrepreneurial firms with over 80 offices (until June 2021)
- Singapore Board Member of the PRCA, a global PR professional body





Ramlee Bin Buang

Vice-Chairman (until 28 Aug 2020)

- Independent Director of various companies and charities, Life & Executive Coach
- More than 35 years of experience in international business and finance
- Member of the Chartered Association of Certified Accountants (UK), CPA (Australia) and a non-practising member of the Institute of Singapore Chartered Accountants
- Certified Professional Co-Active Coach with the Coaches Training Institute and an Associated Certified Coach with International Coaching Federation
- Graduate Diploma in Marketing; Graduate Diploma in Positive Psychology; Attended the Harvard Business School Advanced Management Program in 2011

Magnus Keith Yu-Jene

Vice-Chairman

- Co-Chairman, Asia of the world's largest independent investment bank and member of the bank's global management committee in 2019. Also the first Asian to serve on the firm's top management body and one of only a few Singaporeans to serve on the global management committee of a top Wall Street investment bank
- Recognised as a leading investment banker in the region having advised on over \$250 billion worth of transactions and is the youngest Singaporean to have headed an investment banking business nationally for a major top tier investment bank. Has been named Best M&A adviser in Singapore for four out of the last five years and has garnered over 25 industry awards for leadership and thought execution
- Currently serves as Board Director of Sports Singapore (statutory board), Chairman of Alpha Singapore, and board member of The Anglo-Chinese Schools Foundation and the NTU Business School Council. Has served as Board Director of Sentosa Development Corporation and Chairman of Finance and Investments committee; and on other Government committees
- Previously Country Head of Investment Banking at Deutsche Bank, Regional MD at Bank of America Merrill Lynch and Chairman of UBS Investment Bank in Singapore and Malaysia



Lim Cheen Yee

- President, Food Technologies Asia, of Kemin Industries (Asia) Pte Ltd, and board member of Chinese JV between Kemin and its China partner
- Previously with Arthur Andersen LLP in the Singapore and San Jose offices and other US multinationals
- Bachelor of Accountancy (Hons) from Nanyang Technological University of Singapore



- Previously ASEAN head of Public Affairs and Marcom, Hewlett-Packard
- Previously Head of Business Development and Marcom, Citi Private Bank
- MBA from American Graduate School of International Management, USA



Nahata Vikas

- Executive Director and Co-founder, Validus Capital
- Previously Joint Managing Director of Urbana Bengal NRI (BNRI)
- Co-founded four different start-ups in the financial services, telco and manufacturing sectors
- Founding member of Singapore FinTech Association's Marketplace Lending Committee; of which he is currently the Co-Chair
- Bachelor of Sciences in Strategic Management & Economics, University of Pennsylvania's Wharton School



Sipiervirginia Christine

- Founded DADs for Life and Yellow Ribbon Project in 2009 and 2004 respectively
- Previously Deputy Director of Singapore Prison Services and CEO of Singapore Corporation of Rehabilitative Enterprises (SCORE)
- Previously Senior Director at Ministry of Social and Family Development where he oversaw the work with abused children and youth-at-risk



Tan Cheng Lin Laura Mrs Laura Hwang Cheng Lin

- Immediate Past Chairman, ASEAN Commission on the Promotion and Protection of the Rights of Women and Children
- Singapore Representative of the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children in 2014, Vice-Chairman in 2019
- First Singaporean and woman to head an international financial company in Singapore
- President of the Singapore Council of Women's Organisations from 2010 to 2014
- Past President, International Women's Forum Singapore
- Awarded National Day honours for services to the community
- BBM Public Service Star nominated by the Ministry of Social and Family Development and PBM, Public Service Medal nominated by Ministry of Communications and Information



Wong Seng Yoong

MANAGEMENT TEAM



BRYAN TAN
CEO (Appointed 2 August 2016)

YUEN CHEE ONN
Group Head,
Engagement and Programmes

NORMAN TAN
Group Head,
Volunteer Resource and Governance

PETER QUEK
Head,
Governance and Research

KEVIN CHUM
Head
Fundraising and Partnerships

MICHELE SOON
Head,
Media and Communications

JOSEPH CHIA
Manager,
Finance and HR

PROGRAMMES AND ACTIVITIES

Each year, Centre for Fathering engages over 300,000 fathers and families and equips more than 5,000 fathers through nation-wide initiatives, father-child programmes, fathering workshops and talks.

ADVENTURE@DAH

Featuring thrilling highlights such as rock climbing, high elements, a dark maze as well as a special time of affirmation, this one-day session provides a platform to foster dad-child interaction and communication to form cherished memories!

BREAKFAST WITH DAD

This experiential workshop comprises activities that will enable fathers to foster better communication, closer bonds, and greater awareness with their child. Fathers will prepare and share a breakfast with their child while expressing love and warmth and engaging them with meaningful conversations.

COACHING FOR FATHERS

Coaching for Fathers empowers fathers to engage in their children's lives personally, effectively and responsibly, with a focus on how to build long-lasting, healthy and nurturing relationships.

EMOTION COACHING WORKSHOP

Based on the book "Raising an Emotionally Intelligent Child" by Dr. John Gottman, this workshop helps parents connect with and guide their children's positive social and emotional development, turning emotions into bonding and teachable moments.

FATHER-CHILD EXPERIENTIAL WORKSHOP

Through experiential learning methods to coach fathers to relate to their children, as well as fun activities, each father-child pair will have an unforgettable experience while building a stronger relationship.

SEVEN PRINCIPLES FOR MAKING MARRIAGE WORK

This workshop will help couples strengthen the foundation of their marriage and teach different ways to foster friendship, trust and intimacy with each other for lasting and joy-filled marriages.



SIGNATURE ICAN WORKSHOPS

Involvement, Consistency, Awareness, and Nurturance
These are the core functions of an effective father, according to a nationwide survey by the National Centre for Fathering in the US of more than 10,000 fathers. Our ICAN workshops are built on these core functions to help participants at all life stages to become more effective dads and parents.

ICAN FATHERING WORKSHOP

In this instructional, inspiring, and interactive workshop catered to fathers in all life stages, discover your fathering style and strengths for greater fathering success and satisfaction.

PARENTING: THE FIRST YEAR

The arrival of a new child is often accompanied by a myriad of joy, worry and wonder. This transition into parenthood may be stressful, but you can count on this workshop to help you start your parenting journey on the right foot.

PARENTING: THE GROWING YEARS

To help parents succeed in parenting in an increasingly complex world, this workshop presents parents with a renewed mindset and new approaches in relating to their children while equipping them with principles and strategies to help their children thrive. It is ideal for parents of children up to 12 years old.

PARENTING: THE TEENS YEARS

This workshop will provide parents with a roadmap to navigate these crucial and challenging teenage years. Learn why teenagers behave the way they do, how to communicate and connect with your teen, and manage conflict effectively.

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WANT TO SIGN UP OR FIND OUT MORE?

Website: www.fathers.com.sg/programmes
Email: programmes@fathers.com.sg
Tel: 67691238



DADS FOR LIFE INITIATIVES



BACK TO SCHOOL WITH DAD

encourages fathers to commit to accompany their children to school on the first day of each school year.



CELEBRATING FATHERS

spans the month of June, with exciting activities planned to celebrate the role of fathers and raise awareness of the importance of active fatherhood.



EAT WITH YOUR FAMILY DAY

encourages organisations to release employees from work early to enjoy a meal with their families on the last Friday of every school term.



GREAT COMPANIES FOR DADS AWARDS

is Singapore's first award to recognise outstanding organisations with policies and practices that support fathers and help them thrive in the workplace.

MUMS FOR LIFE PROGRAMME



HEART OF A MOTHER EXPERIENCE (HOME)

is a programme which aims to build safe spaces for mothers to come together and share their joys and struggles, so they can seek wholeness and fulfilment. This is a journey to speak to the hearts of mothers and bring out the best in them and their families. Under HOME, mums will affirm and empower mums through the W.I.S.D.O.M approach.

Find out more at fathers.com.sg/mumsforlife.

2020 HIGHLIGHTS



CELEBRATING FATHERS 2020 GOES ONLINE

In light of the Covid-19 situation in Singapore, the Celebrating Fathers movement took place entirely online – featuring a campaign to appreciate Dads for everything they are doing for their families and our community, especially how they engage their children and help them thrive in this challenging season.

Themed *Voices of Children*, Celebrating Fathers 2020 encouraged children to show appreciation to Dads as they continue to do all the things that matter for their families and our community. The campaign aimed to encourage fathers through the voices of their children, and with support from their spouses, to be the best father and husband they can be.

As a show of appreciation for Dads, Mums and children were invited to contribute messages, photos or videos with a Father's Day message for Dads on Instagram with hashtag #THANKYOU DADSG2020. The first 2000 submissions received a Celebrating Fathers Family Pack in return. The Celebrating Fathers Family Pack contained exclusive items including materials for the Design A Tee for Dad contest with prizes up to \$200 to be won. This year's campaign ran from June 8 to July 11.

Initiated in 2016, the Celebrating Fathers movement seeks to raise awareness of the importance of active fathering with a line-up of exciting activities celebrating Father's Day each year. The Celebrating Fathers 2020

campaign is jointly organised by Centre for Fathering, DADs for Life, Families for Life and Mediacorp, in support of the Made For Families initiative.

A Day With Dad was one of the main highlights of Celebrating Fathers 2020. It featured a series of online father-child bonding activities on Facebook conducted by Centre for Fathering and several partners. These included cooking adventures by a DADs for Life volunteer; craft sessions where fathers and children can create a faux stained glass, a disco ball that reflects light and a robotic arm as well as a music and movement workshop with instruments made of things you find at home! The online sessions took place on the DADs for Life Facebook page.

2020 HIGHLIGHTS

EAT WITH YOUR FAMILY DAY DRAWS PARTICIPATION OF OVER 600 ORGANISATIONS AMIDST COVID-19



Despite the more challenging times of the Covid-19 season, the Eat With Your Family Day (EWYFD) initiative has drawn the participation of over 600 organisations such as City Developments Ltd, Etiqa Insurance Pte Ltd and Eu Yan Sang International Ltd who encouraged their employees to end work earlier and gather with their families for meals in 2020.

During this time, most organisations were still in a work-from-home mode and employees often grappled with the blurred boundaries of work and life, at times working beyond normal working hours although they were at home. To encourage employees to be present for their families, and bond over meals and activities, the organisers of EWYFD tied-up special deals with over 50 merchant partners for the EWYFDs in September and November to offer food, retail and fun options for family activities.

During EWYFD on 4 September 2020, the organisers of EWYFD worked with over 40 organisations to plan a special programme for their employees. The 150 families nominated by their organisations received a family meal delivered to their homes and participated in a photo contest and movie trivia to win prizes and goodie bags. For both events in September and November, special movie screenings of "Happy Feet 2" and "Despicable Me 2" were also broadcasted on Mediacorp Channel 5 so families could bond over movie time. In addition, the Centre for Fathering offered complimentary online fathering and parenting workshops to further strengthen family bonding.

Mr Tan Chuan-Jin, Speaker of Parliament and Patron for Centre for Fathering, DADs for Life and MUMs for Life said, "Family-friendly initiatives such

as Eat With Your Family Day may seem only beneficial to employees but this practice can benefit the company in the long run. Organisations who put their employees first by helping them prioritise their families tend to have employees who are more productive and committed. As such, I would like to encourage companies to embrace EWYFD as part of their efforts to nurture a family-friendly work culture."

2020 HIGHLIGHTS

BUILDING STRONGER FATHER-CHILD BONDING IN PRISON

The Centre for Fathering and DADs for Life have been partnering Singapore Prison Service to organise fathering workshops and father-child bonding programmes for incarcerated fathers and their children. On 6 November 2020, several incarcerated fathers and their children took part in an online Children's Day celebration over Zoom where the Dads read books to their children and played games with them. These Dads also surprised the children with hand-made cards.

Minister of State for Home Affairs and National Development, Associate Professor Dr Muhammad Faishal Ibrahim, who witnessed the session at the Prison Link Center, commented that the absence of a father will leave an impact on the child. As such, the Singapore Prison Service is working with community partners to provide that connection and at the same time provide support to these children.

CFF's prison outreach programmes help incarcerated fathers build stronger relationships with their children and minimise the negative impact of their absence on their children's lives while they are in prison. Since 2017, CFF has reached out to and supported more than 1,000 incarcerated fathers and fathers of underprivileged families.



SUPPORTING FAMILIES DURING COVID-19

To engage families who are spending more time at home during Covid-19, we have organised more than 60 online programmes on various platforms for fathers and children since March. The sessions garnered more than 230,000 views! These include Facebook Live for fathers discussing topics close to their hearts such as conflict management at home and storytelling for parents and children, as well as Zoom sessions where fathers shared experiences and encouraged each other. We also designed various resources such as conversation starters from the "DADs for Life Knowing Me Knowing You" family card game as well as DADs Guides with useful tips for fathers on Covid-19.



DADs to COVID-19 Guide
Useful resources to help our children understand the virus.

A New Virus Has Arrived
Read this children's book in English and Chinese at: bit.ly/CFF-resource-COVID19-1

A Guide to Meaningful Discussions with your Child
Explain Covid-19 to your child: bit.ly/CFF-resource-COVID19-3

Are Surgical and N95 Masks Effective for Children? Find out here: bit.ly/CFF-resource-COVID19-2

FATHERING DADs for Life

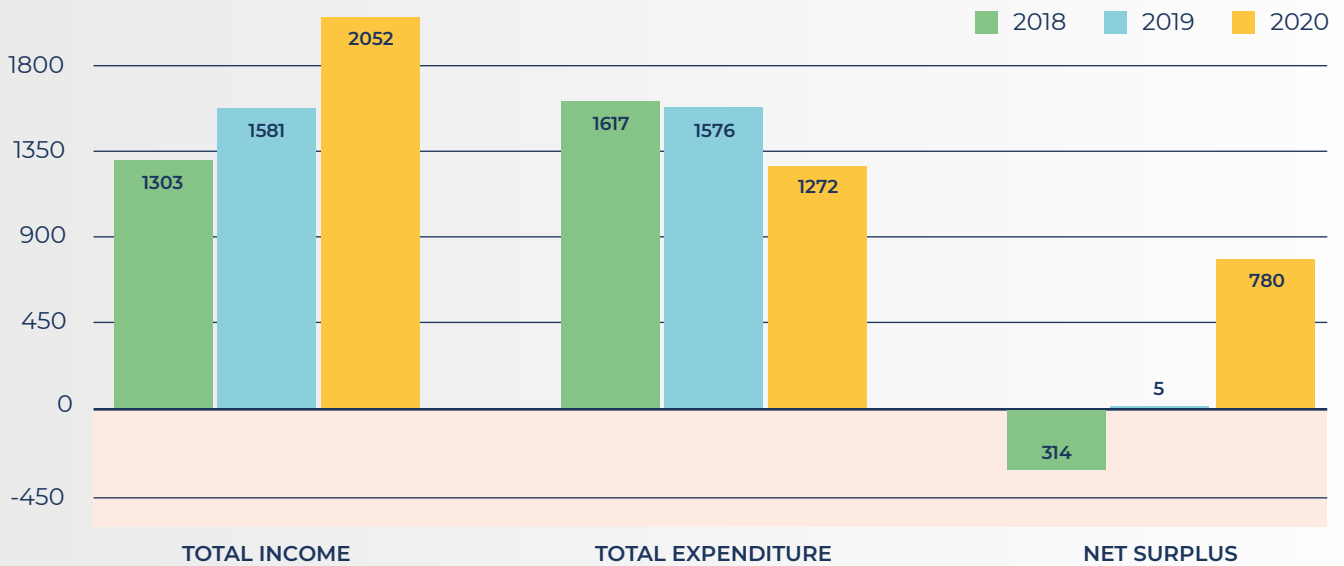
DADs Guide 5 Ways to Bond with Your Child

- 1. Read Together**
Take a trip to the library to choose your child's favourite books and read them to him or her.
- 2. Bring Your Kid on a Date**
Bring your child for some exercise at the park or take a stroll there together!!
- 3. Prepare a Meal Together**
Ask your child to help in dinner prep. Rolling meatballs, peeling hard-boiled eggs and cutting vegetables together can be fun!
- 4. Share Stories**
Take turns sharing stories. Pick topics like "my favourite toy when I was a child!"
- 5. Watch a Movie**
Curl on your sofa with your family's favourite movie along with popcorn and chips!

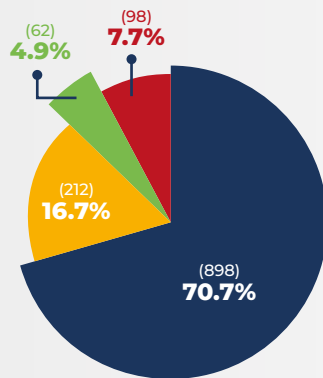
FATHERING DADs for Life

FINANCIAL SUMMARY

INCOME & EXPENDITURE (\$'000)

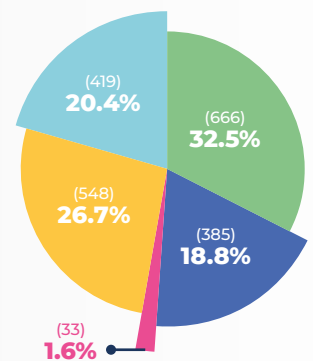


BREAKDOWN OF EXPENSES 2020 (\$'000)



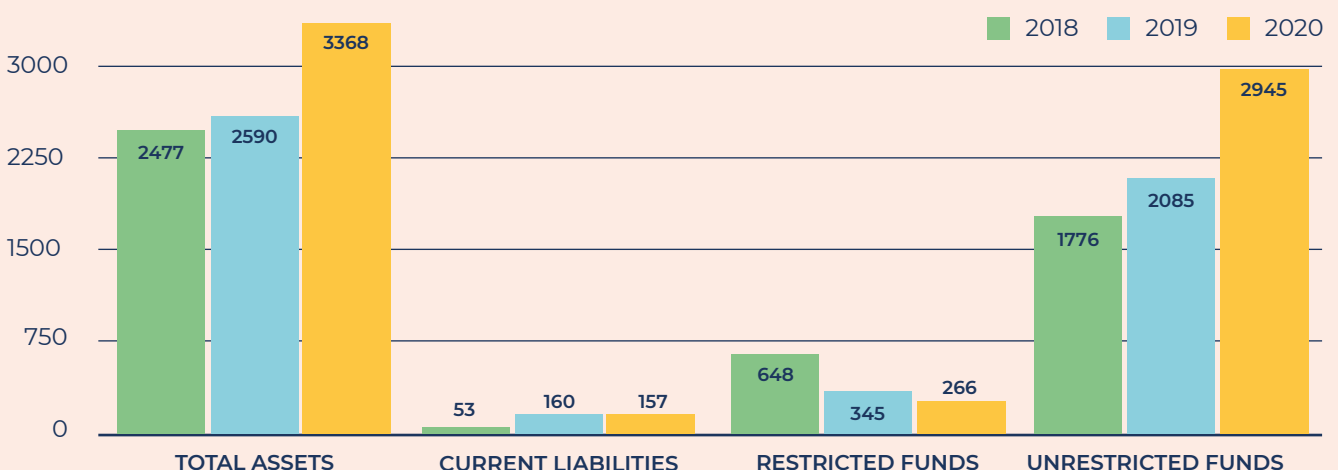
- DADs for Life, Outreach and Training Initiatives
- Salaries and Staff Welfare (General)
- Depreciation
- Governance and Admin

BREAKDOWN OF INCOME 2020 (\$'000)



- Fundraising, Donations, Programme Fees and Others
- National Population and Talent Division Fund
- National Council of Social Service
- Ministry of Social and Family Development Grant - DADs for Life
- Other Funds - SG Care, Central Singapore Community Development Council, Bicentennial Community Fund

BALANCE SHEET (\$'000)



FN: Total Funds = Restricted Funds + Unrestricted Funds + Current Liabilities

IMPACT TO COMMUNITY

SINCE 2017

OVER **1,000**

underprivileged and incarcerated fathers served

SINCE 2000

OVER **50,000**

fathers equipped

26

nations inspired by DADs for Life

REACHING SCHOOLS



SINCE 2010

MORE THAN **120**

Father Groups set up

BACK TO SCHOOL WITH DAD 2020

51

schools

64,260

families

ONLINE ENGAGEMENTS DURING COVID-19

(Between March and December 2020)

MORE THAN **230,000**

views

MORE THAN

60

online engagements / programmes



One FRIDAY every quarter, your family gets more of you!

EAT WITH YOUR FAMILY DAY 2020

300,000

video views / reach

OVER **50**

merchant partners

CELEBRATING FATHERS 2020



3.6 Million

fathers and family members reached in June 2020

2,000

families received goodie bags

300,000

fathers and family members reached in September 2020 through the Malay Muslim Fathering Month

FUNDRAISING

1 FUNDRAISING IN 2020 AND THE YEAR AHEAD

To mark the 20th anniversary of Centre for Fathering, fundraising efforts were centred on the Centre for Fathering 20th Anniversary Gala Dinner. The event, originally slated for March 6, 2020, was postponed to 2021 due to Covid-19. As a result, only \$401,600 out of \$1M target was raised.

The Centre for Fathering will also tap on national initiatives such as Celebrating Fathers, Eat With Your Family Day and the Malay Muslim Fathering Month to garner support and awareness for retail-giving and donation. Funds raised in 2020 will go towards the following areas delivering programmes for:

Incarcerated fathers

Families of children with special needs

Marginalised families in various ethnic communities

Strengthening families in Singapore through the Families for Life, MUMs for Life and DADs for Life partnership focusing on campaigns such as Back to School with Dad, Eat with Your Family Day and Celebrating Fathers

2 MAJOR DONORS AND PARTNERS

AMANDA MARIE TEO

CROCODILE INTERNATIONAL PTE LTD

DESMOND TAN KOK MING

GRACE SHUA, JACOB BALLAS II
CHARITABLE TRUST

KAM TSE TSUEN AUBECK

LI-HO HOLDINGS (PTE) LTD

LIM DESMOND PANG BOON

LIM SONG KHIANG

LINYI INVESTMENTS PRIVATE LIMITED

MARK SYN LI-MIN

MEDIACORP PTE LTD

NEW CREATION CHURCH

NG YEE HOON

OOI THEAN YAT RONALD ANTHONY

SHARON TOCK TSU-LIN

SINGAPORE POOLS (PRIVATE) LIMITED

TEO TONG HOW DANIEL

TIMOTHY CHIA

ZAP PILING PTE LTD

GOVERNANCE

1 ROLE OF THE GOVERNING BOARD

The Directors of the Centre for Fathering Board of Directors are collectively responsible for the governance of the Centre for Fathering. The Board reviews and regularly monitors the effectiveness of the organisation's fundamental operating, financial

plans, policies and decisions, including the execution of its strategies and objectives. It also seeks to enhance long-term value to Centre for Fathering's beneficiaries by promoting and sustaining the active Fathering movement in Singapore.

2 TERM LIMIT OF BOARD

To enable succession planning and steady renewal in the spirit of sustainability of the Centre for Fathering, the Board has a term limit of ten years. In particular, the Board Chairman and Finance Committee Chairman have a term limit of four years.

The following board members have served the board for 10 consecutive years or more:

- **Richard Hoon Thye Woei, Board Chairman**
- **Ramlee Bin Buang, Board Vice-Chairman and Finance Committee Chairman**

- **Sipiere Virginia Christine, Director**

Tan Cheng Lin Laura Mrs Laura Hwang Cheng Lin, Nominations, Remuneration & Establishment Committee Chairman

Centre for Fathering is in the process of renewing the Board. The Board Directors who have served more than 10 years are staying on till 2020 and 2021 to ensure continuity and a smooth handover of their portfolios to new directors.

3 BOARD MEETINGS AND ATTENDANCE

A total of three Board meetings were held during the financial year.

BOARD MEMBER	DATE APPOINTED		BOARD MEETING ATTENDANCE
RICHARD HOON THYE WOEI <i>Director and Board Chairman</i>	12 May 2009 27 Aug 2013 30 Apr 2014	Appointed Audit Committee Chairman Appointed Chairman	■ ■ ■
RAMLEE BIN BUANG <i>Director and Board Vice-Chairman (until 28 Aug 2020)</i>	1 Mar 2007 27 Aug 2013 30 Apr 2014 15 May 2018	Appointed Business Development & Fundraising Committee Chairman Appointed Board Vice-Chairman Appointed Finance Committee Chairman	■ ■ □
MAGNUS KEITH YU-JENE <i>Director, Board Vice-Chairman and Fundraising Committee Chairman</i>	1 Jan 2018 15 May 2018 27 Feb 2020	Appointed Fundraising Committee Chairman Appointed Board Vice-Chairman	■ ■ ■
ALBERT LIM SONG KHIANG <i>Director and Enable Committee Chairman</i>	13 Jun 2018 13 Jun 2018	Appointed Enable Committee Chairman	■ ■ ■
CHAN WENG YIP HARRIS <i>Director, Audit & Risk Management Committee Chairman and Engage Committee Chairman</i>	13 Jun 2018 13 Jun 2018 27 Feb 2020	Appointed Engage Committee Chairman Appointed Audit Committee Chairman	■ ■ ■
FAYE ONG HUI-MING <i>Director</i>	1 Jan 2018		■ ■ □
LAWRENCE TEH YEW KIAT <i>Director and Equip Committee Chairman</i>	1 Jan 2018 15 May 2018	Appointed Equip Committee Chairman	■ ■ ■
LENA SOH-NG <i>Director</i>	9 Jul 2015 7 Dec 2016	Appointed Engage Committee Chairman	■ ■ ■
LIM CHEEN YEE <i>Director and Finance Committee Chairman</i>	10 Jun 2019 27 Feb 2020	Appointed Finance Committee Chairman	■ ■ □
MUHAMAD IMADUDDIEN BIN ABD KARIM <i>Director</i>	1 Jan 2018		■ ■ □
NAHATA VIKAS <i>Director and Audit & Risk Management Committee Chairman (until 28 Aug 2020)</i>	13 Jun 2018 12 Mar 2019	Appointed Audit & Risk Management Committee Chairman	■ □ □
SIPIERE VIRGINIA CHRISTINE <i>Director (until 28 Aug 2020)</i>	1 Oct 2009		■ □ □
TAN CHENG LIN LAURA MRS LAURA HWANG CHENG LIN <i>Director and Nominations, Remuneration & Establishment Committee Chairman</i>	6 Jul 2004 27 Aug 2013 15 May 2018	Appointed Finance & Establishment Committee Chairman Appointed Nominations, Remuneration & Establishment Committee Chairman	■ ■ □
WONG SENG YOONG <i>Director</i>	1 Oct 2013 7 Dec 2016	Appointed Enable Committee Chairman	■ □ □

GOVERNANCE

4 DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD DIRECTORS

No Board Directors are remunerated for their Board services in the financial year.

5 COMMITTEES

AUDIT & RISK MANAGEMENT

The Audit & Risk Management Committee assists the Board and Management to establish internal control concepts and objectives that safeguard and protect Centre for Fathering's assets. It also establishes the audit plan and scope of both internal and external audit at the beginning of each financial year and reviews the audited financial statements for endorsement by the Board and approval by the members at the Annual General Meeting.

**CHAN WENG YIP HARRIS (CHAIRMAN),
LENA SOH-NG & FAYE ONG HUI-MING**

FUNDRAISING

The Fundraising Committee assists the Board in steering all fundraising activities to support of the programmes, projects and activities of Centre for Fathering. It also develops fundraising strategies and executes effective fundraising activities according to the organisation's prioritised needs.

**MAGNUS KEITH YU-JENE (CHAIRMAN), LAWRENCE
TEH YEW KIAT & ALBERT LIM SONG KHIANG**

FINANCE

The Finance Committee endorses the annual budget for the Board's approval, establishes financial authority limits and implement controls in compliance with proper accounting and fiduciary practice in accordance to regulations for not-for-profit organisations.

**LIM CHEEN YEE (CHAIRMAN) AND MUHAMAD
IMADUDDIEN BIN ABD KARIM**

NOMINATIONS, REMUNERATION & ESTABLISHMENT

The Nominations, Remuneration & Establishment Committee reviews the annual headcount and associated budget relating to compensation and benefits as well as promotions for Board's approval. It also reviews the tenure of Board Directors and Members and makes recommendations for change for the Board's and Members' endorsement and Members' approval during the Annual General Meeting.

**TAN CHENG LIN LAURA MRS LAURA HWANG
CHENG LIN (CHAIRMAN), CHAN WENG YIP HARRIS
& RICHARD HOON THYE WOEI**

ENGAGE

The Engage Committee increases the awareness of DADs for Life and MUMs for Life in order to enhance outreach to fathers and mothers in Singapore and collaborates with local and regional partners on events and outreach.

**CHAN WENG YIP HARRIS (CHAIRMAN),
LENA SOH-NG & NAHATA VIKAS**

EQUIP

The Equip Committee positions Centre for Fathering as the centre of excellence for equipping of fathers and mothers, oversees the development of new programmes and collaborates with partners to bring in new programmes. It is also responsible for raising and sustaining a pool of competent and committed associate trainers and coaches.

**LAWRENCE TEH YEW KIAT (CHAIRMAN), SIPIERE
VIRGINIA CHRISTINE & MUHAMAD IMADUDDIEN
BIN ABD KARIM**

ENABLE

The Enable Committee helps fathers and mothers who are engaged in Centre for Fathering programmes and events to become ambassadors, develops strategies to better support fathers and mothers in the schools, community and workplaces; and policies for collaboration with local and regional partners on programmes, initiatives and research.

**ALBERT LIM SONG KHIANG (CHAIRMAN) &
WONG SENG YOONG**

MEMBERS

Edwin Choy
Tan Cheng Lin Laura Mrs Laura Hwang Cheng Lin
Lau Tat Chuan
Lim Soon Hock
Raj Mitta
Ramlee Bin Buang
Seah Kian Peng
Wong Seng Yoong
Wong Suen Kwong

HONORARY CHAIRMAN

Lim Soon Hock

PATRON

Tan Chuan-Jin
Speaker of Parliament, Singapore

GOVERNANCE

6 DISCLOSURE OF REMUNERATION

For the financial year ended 31 December 2020, the remuneration of key management personnel during the financial year was as follows:

REMUNERATION BAND (S\$)	NO. OF KEY MANAGEMENT PERSONNEL	SERVED AS BOARD MEMBER? (YES/NO)
Above \$100,000	1	No
Below \$100,000	4	No

In 2020, CFF did not employ any paid staff who is a close family member of the CEO or Board Director.

7 RESERVES POLICY

The Centre for Fathering has a reserve policy for long-term stability of our operations and we ensure that there are sufficient resources to support our work in the event of unforeseen circumstances. The Centre for Fathering will endeavour to maintain 2

years of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfil the Centre for Fathering's continuing obligations.

<i>The company's reserve position for the financial year ended 31 December 2020 was as follows:</i>		2020	2019	Increase (Decrease)
		S\$'000	S\$'000	%
A	Unrestricted Funds			
	Accumulated general funds	2,945	2,089	40.98
B	Restricted or Designated Funds			
	Restricted Funds	266	341	(21.99)
C	Total Funds	3,211	2,430	32.14
D	Total Annual Operating Expenditure	1,272	1,576	(19.29)
E	Ratio of Funds to Annual Operating Expenditure (A/E)	2.32	1.32	

For more information on the Centre for Fathering's reserves policy, please refer to Note 17 (page 33) of the 2020 Audited Financial Statements.

8 CONFLICT OF INTEREST POLICY

All Board Directors and staff are required to comply with the Centre for Fathering's conflict of interest policy.

The Board has put in place documented procedures for Board Directors and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

Board Directors also abstain and do not participate in decision-making on matters where they have a conflict of interest.

9 WHISTLEBLOWING POLICY

CFF has put in place a whistle blowing policy that affords staff and external parties many avenues to raise concerns on irregularities within the organisation. They can report to the CEO or the Chairman of the Audit & Risk Management Committee without fear of unfair treatment or any adverse consequences.

10 AUDITED FINANCIAL STATEMENTS AND GOVERNANCE EVALUATION CHECKLIST

To view the 2020 audited financial statements and governance evaluation checklist, please scan the following QR codes:



2020 Audited Financial Statements



2020 Governance Evaluation Checklist

2011

CFF 10th Anniversary Gala Dinner

2000

Launch of
Centre for Fathering



since **2003**

Eat With Your Family Day

since
2006



Back to School With Dad



**2012 &
2017** Charity
Concerts

Prisons Outreach Programmes

2010



Father-Children's Camp



since
2013

2017-2019

DADs at School Forum



since **2016**

Celebrating Fathers



DADs for Life Camp



2017 & 2018

2019

Launch of MUMs for Life

2018 & 2019



Charity Golf

2019



Opening of DADs Adventure Hub



Driving Force Behind DADs for Life



since **2015**