



Inspiring Fathers to
Strengthen Their Families
Since 2000



Inspiring Dads
Since 2009



Supporting Mums
Since 2021



ANNUAL REPORT 2022



COMPANY INFORMATION

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

Centre for Fathering
has a constitution as its
governing instrument

A non-profit organisation
registered in Singapore

Registration No:
200101825N;
IPC No: IPC000149



OUR VISION

Turning the hearts of fathers and children towards each other



OUR MISSION

Inspiring fathers to strengthen their families



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 fathers and children towards each other by inspiring fathers to be better role models and strengthen families. We 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
- Centre for Fathering in the nation and the region



Launched in 2009, DADs for Life seeks to inspire and mobilise fathers to become more involved with and a good influence to their children through ACT:

- Be **A**ware of the importance of a father's role
- **C**ommit to be good fathers and role models to their children
- Spend **T**ime, acquire **T**ools and bring **T**ransformation to lives



As mums and dads play irreplaceable and complementary roles in parenting, DADs for Life partnered with a group of mother volunteers in 2019 to launch a national movement - MUMs for Life - to complement the work of DADs for Life.

MUMs for Life celebrates a mum's unique identity as a woman and her multi-faceted 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 partner dads in building a stronger family in an increasingly complex world.

CHAIRMAN'S MESSAGE

Keith Magnus

Chairman

Centre for Fathering, DADs for Life and MUMs for Life



Dear friends,

A father's involvement is important at every stage of his children's lives. Research has shown the lifelong impact fathers have by being positively engaged in their children's lives. Our children will thrive physically and emotionally and become more sociable, resilient and positive towards life.

Being a father is not an easy role and is a lifelong commitment. Many men feel lost or alone in this journey. To support fathers, Centre for Fathering (CFF) was established in 2000 to turn the hearts of fathers and children towards each other by inspiring fathers to be better role models and mothers to partner fathers in strengthening their families. We equip men to be the fathers their children need.

Your support of and partnership with CFF have enabled us to engage over 300,000 families and equip more than 5,000 fathers and 2,500 mothers through four nationwide initiatives, five father-child experiential workshops and 30 programmes for dads and for mums across life stages in 2022.

CFF is privileged to have been awarded the Charity Transparency Award in 2022 – an award recognising charities that have adopted good transparency and governance standards. This provides additional confidence to our donors and stakeholders that their contributions to CFF are well stewarded.

Please continue to partner with us as we:

- Drive the nationwide DADs for Life and MUMs for Life movements
- Engage with corporates to adopt best practices to promote and equip their stakeholders to be great fathers
- Extend our curriculum and reach as we digitise our offerings and transform CFF for the digital future
- Continue to encourage active fathering through nationwide initiatives such as Eat With Your Family Day, Back to School with Dad, Celebrating Fathers and Great Companies for Dads Awards
- Support father and mother groups in schools, communities and organisations
- Expand outreach to dads of newborns and dads in marginalised circumstances

We need your continued trust and generous support to help us achieve the \$2.6M that we need annually to equip dads and mums to strengthen families in Singapore.



CEO'S MESSAGE

Bryan Tan
CEO

Centre for Fathering, DADs for Life and MUMs for Life

Dear friends,

As we came out of the COVID-19 season, we were able to resume many activities which had been on hold the past three years.

The Centre for Fathering Charity Golf returned on 3 March 2022 at the Laguna National Masters Course. This event took place in 2018 and 2019 but when we were planning for the next edition, we were hit by the COVID-19 pandemic and had to shelve our plans for the next two years. Despite the hiatus, we are heartened by the support of our generous donors who snapped up the 33 golf flights within weeks of launching the flight sales. We are also thankful for the support from our guest-of-honour Mr Edwin Tong, Minister for Culture, Community and Youth.

Dad's Day Out 2022 Challenge @ Sentosa was once again the key highlight and culminating point of the Celebrating Fathers series of activities this year, after a two-year hiatus due to COVID-19. Mr Chan Chun Sing, Minister for Education, was guest-of-honour for the event which saw over 2,700 families participating in the activities over the weekend.

In conjunction with the Year of Celebrating SG Families, we also launched Ibu Sepanjang Hayat [MUMs for Life for the Malay Muslim Community], at MUM's Day Out on 8 May 2022 with Ms Sun Xueling, Minister of State for Social and Family Development, as guest-of-honour.

We have also resumed many physical workshops, while maintaining some of the digital programmes created during COVID-19. In 2022, we equipped more than 7,000 fathers and mothers with over 160 programmes.

Thank you for your support which has enabled us to do all these and more as we strengthen families in Singapore.

Board of Directors



Magnus Keith Yu-Jene
(Chairman)

- Chairman, Asia at Evercore and member of the firm's global management committee
- Additional appointments include Chairman of Kallang Alive Hold Co Pte Ltd, Chairman of Kallang Alive Sport Management (entities set up by the Government of Singapore to own, develop and manage the Kallang Alive precinct including the Singapore Sports Hub); Board Director of SportSG (statutory board under MCCY); Member of Families for Life Council (under Ministry of Social and Family Development); Chairman of Sport Cares; Board Director of Tech for Good Institute (under Grab Inc.); Board Director of The Anglo-Chinese Schools Foundation; and Chairman of Alpha Singapore
- Has previously served as Board Director of Sentosa Development Corporation and boards of other educational institutions and government committees



Chan Weng Yip Harris
(Vice Chairman)

- Currently Head Naval and Maritime Security Services at ST Engineering Marine
- Former Chief Digital Officer and Chief Technology Officer at ST Engineering Group
- Former Rear Admiral in the 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 multi-national coalition Combined Task Force 151 to conduct counter-piracy operations in the Gulf of Aden



Albert Lim Song Khiang

- International Trade Broker, Food Sector and Vice Chairman-Deputy CEO, ID and Development
- Set up El-Shaddai Resources in 2000 and SG Mecor Pte Ltd in 2021
- Past experiences 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

Board of Directors



Faye Ong Hui-Ming

- Head of Family Office Advisory, Asia, Citi Private Bank
- Fundraising Committee of Children's Aid Society, Melrose Home
- Bachelor of Laws, LLB, Hons, University of London, Kings College (Hons)



Koh Kok Niu Derrick

- More than 20 years of communications experience
- Most recently Director of Public & Corporate Affairs at Alliance to End Plastic Waste
- Previously East Asia & Japan Head of Communications at Schneider Electric and Director of Communications, APAC & LATAM at Lenovo as well as SVP, Deputy Managing Director at Porter Novelli
- Serves as youth sub-committee member of the National Council for Problem Gambling



Lawrence Teh Yew Kiat

- GM Human Resources of APRIL International Enterprise Pte Ltd
- Previously held leadership, business planning, partnership development, and diplomatic positions in Tanoto Foundation, Singapore International Foundation, Singapore Armed Forces and Ministry of Defence
- 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



Lena Soh-Ng

- Senior Advisor and Founder of Distilleri Group, a collection of strategic communications, production and media companies
- Editorial member of SilverStreak, a media platform (website, You Tube and Facebook) for active people above 50 years of age
- 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); and 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

Board of Directors



Lim Cheen Yee

- President, Food Technologies Asia, Kemin Industries (Asia) Pte Ltd
- 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



Muhamad Imaduddien Bin Abd Karim

- 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 Mount Faber
- School Advisory Committee Member of Gan Eng Seng School
- Member of The Law Society of Singapore and Singapore Academy of Law
- Board Member of Defence Collective Singapore



Sajen Aswani

- CEO, Tolaram
- Chairperson, B Lab Singapore
- Director, Family Business Network (FBN) International
- Former President, FBN Asia
- Member of the Board of Directors, Nanyang Business School Advisory Board
- BSc. University College of London and MSc. Imperial College



Seow Siew Ngo Serene

- Managing Director of DFI Retail Group
- Previously Managing Director of Eu Yan Sang (Singapore) Pte Ltd
- More than 25 years of experience in the health and wellness industry, helping business management and development, branding and omnichannel initiatives, as well as professional healthcare pharmacy practice management
- Master of Business Administration from the University of Stirling; Bachelor's degree in pharmacy from the National University of Singapore
- Councillor with Community Chapter of the Pharmaceutical Society of Singapore from 2009 to 2013
- Councillor with Singapore Retailers Association
- Management Committee of People's Association Project We Care

Management Team

Bryan Tan
Norman Tan
Yuen Chee Onn
Kevin Goh
Cheryl Ng
Kevin Chum
Michele Soon
Joseph Chia

CEO (Appointed 2 August 2016)
 Group Head, Volunteer Resource and Governance
 Group Head, Engagement and Programmes
 Deputy Group Head, Engagement and Programmes
 Head, Women's Engagement and Outreach
 Head, Strategic Partnerships
 Head, Digital Media and Communications
 Manager, Finance and HR



Programmes and Initiatives



Each year, Centre for Fathering engages over 300,000 families and equips more than 5,000 fathers and 2,500 mothers through nationwide initiatives, programmes and talks.



Just for Mums

Calm Over Chaos Series

Mothers can influence the emotional climate at home. While we may not always be able to control our circumstances or even what we feel, we can learn how to better cope with them. By understanding and managing our emotions first, we can then model healthy ways to ride the emotional waves from day to day and guide our families through theirs.

Heart Of A Mother Experience

Heart Of A Mother Experience (HOME) 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 be affirmed and empowered through the W.I.S.D.O.M Approach.

Personal Leadership

Discover how you can develop your personal leadership capability to achieve your full potential and realise your goals. When you make the choice and commitment to design your personal leadership plan to improve your personal, family and professional life, you can become a role model for your loved ones and your community.

Redefined Series

The Redefined Series sets out to empower mums to redefine who they are beyond past experiences, cultural, social and self-imposed expectations. It also gives mums an opportunity to broaden their understanding of matters that affect their sense of worth, self-care, and mental resilience. Through the sessions, we hope that mums will get back on the right track internally so they can better manage or cope with the external challenges.





Just for Dads

Adventure With Dad

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

Breakfast With Dad

In this experiential workshop, fathers will prepare and share a breakfast with their children while expressing love and warmth and engaging them in meaningful conversations. The session enables fathers to foster better communication and closer bonds with their child.

Coaching For Fathers

Our coaching 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.



Father-Child Experiential Workshop

This workshop utilises experiential learning methods to coach fathers to relate to their children. We create an experience that is fun and impactful for father and child.

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.

Navigating The Teen Years

With a focus on highlighting the importance of fathers in developing emotionally healthy teens, the workshop equips fathers to guide their teens into young adulthood. Fathers will learn that their role goes beyond setting boundaries to being a nurturer and how to build confidence and resilience in their teens.

Raising Sons

Boys learn what it means to be a man first from their fathers before they learn from other male role models. Join in conversations that will help fathers examine their own perceptions of masculinity and then equip them to raise their sons in the new masculinity.

Marriage and Family Life

Living & Loving In The Digital Age

Be a tech-enabled family rather than a tech-enslaved one. Explore ways to navigate marriage and parenting in this digitally connected world by identifying potential pitfalls, setting boundaries as a family, and discovering opportunities to better manage our lives – online and offline.

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.

Marriage: Thriving Through The Seasons

Feel better prepared and equipped to transition and grow well together through the changes and challenges faced within marriage.

WiseJourneys

WiseJourneys programme was created from research findings and tips to equip parents in a constructive and science-based manner. Three different WiseJourneys programmes are available for parents and caregivers of children from birth to 36 months old. Experience the power of collective learning and problem-solving among parents and caregivers journeying together.

Parenting The Teen 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 teens, and manage conflict effectively.

Talks

Centre for Fathering offers talks on a range of topics related to marriage, family, and fathering. They are usually an hour in duration (45-minute presentation with a 15-minute Q&A) and are suitable for organisation and community events.

- At Your Best Everyday: Setting Your Mind On Wellness
- Father Awareness Talk: Bringing The Importance Of Fathers To The Forefront
- Hold On To Your Child
- Keep Calm; It's Just The Exams
- Let's Play
- Plugged In: Connecting With Your Gaming Child
- Positive Attitudes Every Day: Building Self-Esteem Through Interactions
- Raising Courageous Children
- Setting Rules And Boundaries Like An Authoritative Parent And Others...

For more information, please visit www.fathers.com.sg/programmes or scan the QR code below.





- **Back to School With Dad** encourages fathers to commit to accompany their children to school at the beginning of the new 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.



- **Connecting the Generations** initiates flavourful interaction to build extended family relationships as essential resources for families.



- **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.



- **Mum's Day Out** invites the family to celebrate mum together as they take time out to participate in fun activities that encourage family bonding and appreciation.



- **Mum's Wellness** provides a platform to encourage mums to give attention to their personal well-being even as they give so much in their roles as wife and mother.



- **SPARK Couple Conversations** draw married couples to cast their focus on important conversations through seminars and workshops to scaffold their couple and family life.

Highlights

Celebrating Courage and Resilience of Fathers through Pandemic

Celebrating Fathers heralded Father's Day 2022 with a line-up of events to spotlight fathers' contributions as they supported their families through the pandemic. Into its seventh year, Celebrating Fathers 2022 was themed *Fathers Make A Difference* and recognised and encouraged dads to continue all the good work they have done in becoming more involved fathers.

Celebrating Fathers, which ran from 4 June to 19 June 2022, is a nationwide initiative that aims to recognise the efforts and contributions of Singapore's Dads.

Dad's Day Out 2022 Challenge @ Sentosa was once again the key highlight and culminating point of the Celebrating Fathers series of activities this year, after a two-year hiatus due to COVID-19. Dad's Day Out 2022 was organised in partnership with Sentosa Development Corporation's Sentosa Fest with Mr Chan Chun Sing, Minister for Education, as guest-of-honour.

Kicking off the Celebrating Fathers line up of events was the National Family Week @ Suntec with Families for Life on 4 and 5 June 2022. Prime Minister Lee Hsien Loong, who was the guest-of-honour for the event, showed his support by stopping by the Centre for Fathering booth (pictured below).



New Support Group for Malay Muslim Mothers Launched

In conjunction with the Year of Celebrating SG Families, Centre for Fathering and MUMs for Life (MFL) launched Ibu Sepanjang Hayat (ISH) [MUMs for Life for the Malay Muslim Community], at MUMs Day Out on Sunday, 8 May 2022 at Gardens by the Bay (pictured above). Minister of State for Social and Family Development, Ms Sun Xueling, witnessed the launch as guest-of-honour and took part in craft activities alongside families.

Founded by Malay Muslim mums, ISH hopes to connect fellow Malay Muslim mums over shared cultural and religious experiences. ISH complements MFL's ongoing efforts to celebrate the inspiring role a mother plays in empowering her family in partnership with her husband, while at the same time being a positive influence in her children's life.



ONE FRIDAY EVERY QUARTER,
YOUR FAMILY GETS MORE OF YOU!

BROUGHT TO YOU BY



IN PARTNERSHIP WITH



IN SUPPORT OF



Eat With Your Family Day's First-Ever Picnic Event

About 400 family members enjoyed a fun-filled Made For Families evening with a picnic and family-bonding activities at the Eat With Your Family Day (EWYFD) event held at Bishan Park on 18 November 2022. This picnic event marked the last EWYFD of the year with participation from 42 companies.



Guest-of-honour Minister of State for Manpower and Education, Ms Gan Siow Huang, joined in the event with a walk in the park. Along the walking route, families participated in activities like soccer, volleyball, baseball and archery held at various stations. Thereafter, families bonded over picnic at the park and participated in stage games and a photo contest.

Fathers Pledged to be More Involved

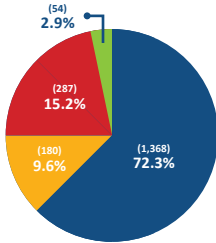
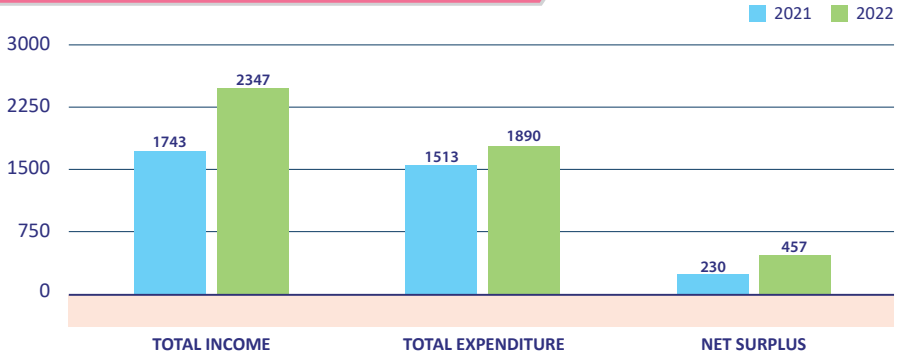
Themed *Rekindling The Hearts of Fathers*, this year's DADs for Life conference rallied fathers with school going children and inspired them to be the best dad they can be. Besides dads such as Mr Tan Chuan-Jin, Patron of Centre for Fathering, Mr Keith Magnus, Chairman of Centre for Fathering and Mr Bruce Mathieu, a former incarcerated father who shared from their own experiences, an intergenerational panel consisting of a grandfather, mother and young adult brought further insights on how important dads are to families.



Held in conjunction with International Men's Day and the 13th anniversary of DADs for Life on 13 November 2022, the event ended on a high note with fathers reciting the Dad's Promise to become a more involved father to their children.

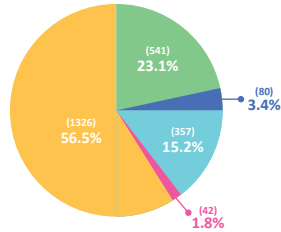
Financial Summary

INCOME & EXPENDITURE (\$'000)



BREAKDOWN OF EXPENSES 2022 (\$'000)

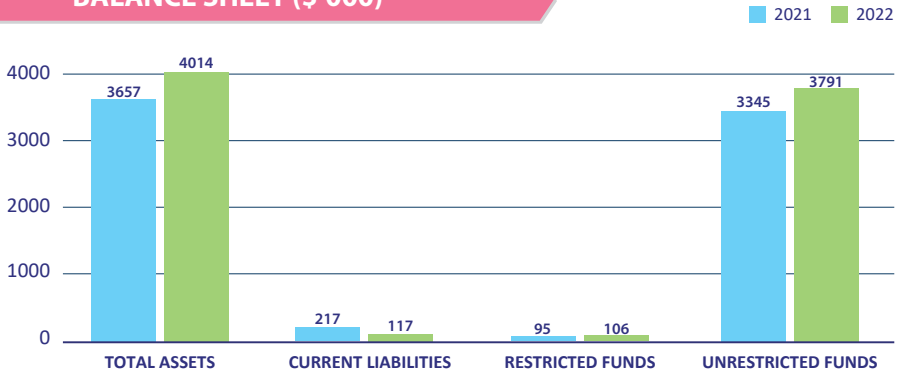
- DADs for Life and MUMs for Life Outreach and Training Initiatives
- Salaries and Staff Welfare (General)
- Depreciation
- Governance and Admin



BREAKDOWN OF INCOME 2022 (\$'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, MUMs for Life
- Other Funds

BALANCE SHEET (\$'000)



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

Impact to Community

Since 2017

Served over

1,700

underprivileged and incarcerated fathers



27

nations inspired by DADs for Life

Since 2000

over

60,000

fathers equipped

Back to School With Dad 2022

120

pre-schools, primary and secondary schools and institutes of higher learning participated

Since 2021

over

3,000

mothers equipped

In 2022

over

160 programmes

more than

5,000 dads equipped

and

2,500 mums equipped

Celebrating Fathers 2022

3.5 Million

Fathers and family members reached

over

2,700

families at Dad's Day Out Challenge @ Sentosa

Supporting Dads and Mums groups in schools, organisations and communities

over

170

father groups

30

mother groups



Eat With Your Family Day 2022

over

600

participating organisations



Malay Muslim Outreach 2022

Launch Of

Reached

300,000

Malay Muslim fathers and family members during Malay Muslim Fathering Month



Formed National Malay Muslim Task Force to end fatherlessness in Singapore

Fundraising

The Centre for Fathering's fundraising efforts through general donations, Centre for Fathering Charity Golf, Malay Muslim Fathering Month and others in 2022 raised \$519,179.

Centre for Fathering Charity Golf Returns in 2022

The Centre for Fathering Charity Golf returned on 3 March 2022 at the Laguna National Masters Course! This event took place in 2018 and 2019 but when we were planning for the next edition, we were hit by the COVID-19 pandemic and had to shelve our plans for the next two years.

Despite the hiatus, we are heartened by the support of our generous donors who snapped up the 33 golf flights within weeks of launching the flight sales. We are also thankful for the support from our guest-of-honour Mr Edwin Tong, Minister for Culture, Community and Youth.

Thank you to our hole-in-one prize sponsor, Cycle & Carriage Industries Pte Ltd, for sponsoring the Mercedes Benz E200 Avantgarde; and our many prizes, event bag and charity draw items sponsors for their generous contributions. The charity draw featured attractive prizes such as dinners with wine pairing worth over \$1,000, shopping and dining vouchers, exclusive wines from Wine Mansion, Eu Yan Sang hampers and MSW durians. The tickets, priced at \$100 each, were snapped up by our generous guests. A total of \$132,020 was raised.



Looking Ahead

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 2022 will go towards the following areas delivering programmes to:

- Drive the nationwide DADs for Life and MUMs for Life movements
- Engage with corporates to adopt best practices to promote and equip their stakeholders to be great fathers
- Extend curriculum and reach to digitise offerings and transform CFF for the digital future
- Continue to encourage active fathering through nationwide initiatives such as Eat with Your Family Day, Back to School with Dad, Celebrating Fathers and Great Companies for Dads Awards
- Support father and mother groups in schools, communities and organisations
- Expand outreach to new dads of newborns and dads in marginalised circumstances

Major Donors and Partners

Individuals

Organisations

Daniel Chong	Atbara Holdings Pte Ltd
Harris Chan Weng Yip	Bee Fit Pte Ltd
Kam Tse Tsuen Aubeck	CCIC Singapore Pte Ltd
Keith Magnus	Chang Ding Engineering Pte Ltd
Kun Kin Lam	Far East Organization
Lawrence Teh Yew Kiat	Mediacorp Pte Ltd
Lim Swee Ewe, Joshua	Melford Pte Ltd (TCT)
Melvin Wong Jin Hui	NTUC FairPrice Foundation
Michael Koh Ann Kheng	Singapore Pools (Private) Limited
Muhamad Imaduddin Bin Abd Karim	The Silent Foundation
Ng Chiew Leng	Yitac (S) Pte Ltd
Rahayu Binte Mahzam	
Rick Chong	
Tan Chuan-Jin	
Tung Yui Fai	

Governance

Role of the Governing Board

The Directors of Centre for Fathering Board are collectively responsible for the governance of 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.

Term Limit of Board

To enable succession planning and steady renewal in the spirit of sustainability of Centre for Fathering, the Board has a term limit of 10 years. In particular, the Board Chairman and Finance Committee Chairman have a term limit of four years.

Board Meetings and Attendance

A total of four meetings were held during the financial year.

Board of Directors Appointment and Attendance

Board Member	Date Appointed	Board Meeting Attendance
Magnus Keith Yu-Jene Director and Chairman	1 Jan 2018 15 May 2018 – Appointed Fundraising Committee Chairman 28 Aug 2020 – Appointed Board Vice Chairman 17 May 2021 – Appointed Chairman	
Chan Weng Yip Harris Director, Vice Chairman and Audit Committee Chairman	13 Jun 2018 13 Jun 2018 – Appointed Engage Committee Chairman 27 Feb 2020 – Appointed Audit Committee Chairman 17 May 2021 – Appointed Vice Chairman	
Albert Lim Song Khiang Director and Nominations, Remuneration & Establishment Committee Chairman	13 Jun 2018 13 Jun 2018 – Appointed Enable Committee Chairman 18 Aug 2021 – Appointed Nominations, Remuneration & Establishment Committee Chairman	
Faye Ong Hui-Ming Director	1 Jan 2018	
Koh Kok Niu Derrick Director and Public Relations & Engagement Committee Chairman	1 Nov 2021 8 Nov 2022 – Appointed Public Relations and Engagement Committee Chairman	
Lawrence Teh Yew Kiat Director and Strategic Partnerships Committee Chairman	1 Jan 2018 15 May 2018 – Appointed Equip Committee Chairman 18 Aug 2021 – Appointed Strategic Partnerships Committee Chairman	
Lena Soh-Ng Director and Public Relations & Engagement Committee Chairman	9 Jul 2015 7 Dec 2016 – Appointed Engage Committee Chairman	
Lim Cheen Yee Director and Finance Committee Chairman	10 Jun 2019 27 Feb 2020 – Appointed Finance Committee Chairman	
Muhamad Imaduddin Bin Abd Karim Director	1 Jan 2018	
Sajen Aswani Director	1 Nov 2021	
Seow Siew Ngo Serene Director	22 Jan 2021	

1 Disclosure of Remuneration and Benefits Received by Board Directors

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

2 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) and Lena Soh-Ng

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), Muhamad Imaduddin Bin Abd Karim and Seow Siew Ngo Serene

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 the 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.

Albert Lim Song Kiang (Chairman), Chan Weng Yip Harris and Magnus Keith Yu-Jene

Public Relations & Engagement

The Public Relations & Engagement Committee increases the awareness of Centre for Fathering, DADs for Life and MUMs for Life to help fathers and mothers realise their need for equipping, enhances outreach to fathers and mothers in Singapore and collaborates with local and regional partners on events and outreach. The committee also helps fathers and mothers who are engaged with DADs for Life and MUMs for Life to become ambassadors as well as develops strategies to better support fathers and mothers in schools, communities and organisations.

Lena Soh-Ng (Chairman), Faye Ong Hui-Ming and Koh Kok Niu Derrick

Strategic Partnerships

The Strategic Partnership Committee sources and evaluates new strategic partnerships and monitors the progress of existing partnerships between Centre for Fathering and other organisations and develops policies for collaboration with local and regional partners on programmes, initiatives and research. It also 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.

Lawrence Teh Yew Kiat (Chairman), Albert Lim Song Kiang and Seow Siew Ngo Serene

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
Richard Hoon

Patron

Tan Chuan-Jin
Speaker of the Parliament of Singapore

3 Disclosure of Remuneration

For the financial year ended 31 December 2022, the remuneration of key management personnel during the financial year was as follows:

REMUNERATION BAND (\$)	NO. OF KEY MANAGEMENT PERSONNEL	SERVED AS BOARD MEMBER? (YES/NO)
Above \$100,000	1	NO
Below \$100,000	3	NO

In 2022, CFF did not employ any paid staff who is a close family member of the CEO or Board Director.

4 Reserves Policy

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

The company's reserve position for the financial year ended 31 December 2022 was as follows:	2022	2021	Increase (Decrease)
	S\$'000	S\$'000	%
A Accumulated General Funds	3,791	3,345	13.33
B Restricted Funds	106	95	11.58
C Total Funds	3,897	3,440	13.28
D Total Annual Operating Expenditure	1,890	1,514	24.83
E Ratio of Funds to Annual Operating Expenditure	2.01	2.21	

For more information on the Centre for Fathering's reserves policy, please refer to Note 18 (page 34) of the 2022 Audited Financial Statements.

Conflict of Interest Policy

All Board Directors and staff are required to comply with 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.

Whistleblowing Policy

Centre for Fathering 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 Chairman of the Audit & Risk Management Committee without fear of unfair treatment or any adverse consequences.

Corporate Policies

To view Centre for Fathering's corporate policies on financial management & internal controls and volunteer management, please scan the following QR code:



Audited Financial Statements and Governance Evaluation Checklist

To view the 2022 audited financial statements and governance evaluation checklist, please scan the following QR codes:



2022 Audited Financial
Statements



2022 Governance
Evaluation Checklist





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