



ANNUAL REPORT

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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*



OUR VISION

Turning the hearts of children towards their fathers



OUR MISSION

Empowering 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.

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:

- Awareness of the importance of a father's role.
- Commitment to be good fathers and role models to their children.
- Spending Time, acquiring Tools and Transforming to lives.



RICHARD HOON

Chairman

Centre for Fathering & DADs for Life

CHAIRMAN'S MESSAGE

In a blink of an eye, it has been nearly 20 years since the beginning of the Centre for Fathering.

Though we are encouraged to have impacted a new generation of younger fathers who are now more active, engaged and committed in the lives of their families and children, we are still a long way from our end mission - to eradicate fatherlessness in Singapore.

We have organised a wide variety of fathering activities and given countless parenting talks and fathering workshops in schools, prisons, community, religious organisations and companies. However, if our impact has not taken deep roots and become self-sustaining and recurring, we still have our work cut out for us!

Until every new father looks into the eyes of his new born child and says, "I want to be the best Dad every day", and looks at his spouse and says, "I want to be the best husband so that together, we can be the best parents to our child every day", our work is far from over!

The Centre for Fathering engaged over 21,000 families and equipped more than 5,600 fathers with 215 programmes such as 'Adventure Camp with Dad', 'Breakfast with Dad', ICAN workshops and other parenting workshops in 2019. Our national iconic event, 'Celebrating Fathers', reached 4.7 million people nationwide and our 'Eat With Your Family Day' attracted participation from 629 companies involving 260,159 families in 2019. But much work still lies up ahead!

We are proud to have reached out to families with newborns, fathers in ethnic groups, including the Malay-Muslim and Indian communities, as well as the often overlooked groups such as ex-convicts, families in distress and youths at risk - benefitting 900 underprivileged and incarcerated fathers with our programmes since 2017. But our work is still embryonic!

The last two decades has been a launch pad for us. We now need to embrace the next decade with more vigour and focus.

In anticipation, we wanted to mark our 20th anniversary milestone with a fundraising gala dinner in 2020. However, due to COVID-19, this is now postponed to 5 March, 2021 and we will have President Madam Halimah Yacob as our Guest of Honour.

Looking ahead, our focus will be on serving the needs of underprivileged fathers and strengthening our outreach to ethnic communities. We will embark on these initiatives this coming year with our twin focus:

1. The DADs for Life movement was launched 10 years ago by the Ministry of Community Development, Youth and Sports (MCYS). In 2015, the Ministry of Social & Family Development (MSF) entrusted the total management of this national movement to the Centre for Fathering. CFF has since been helming these efforts and is the driving force for this fathering movement nationwide. We would like to facilitate the creation of strong fathering organisations across different segments and strata of societies under this common banner.
2. In 2019, we co-launched MUMS for Life to help mothers in their journey. We will be working synergistically with MUMs for Life to encourage couples to parent together because the foundation of a steady family is a strong marriage.

I would like to thank our tireless Board for their sterling service, our hardworking staff led by our CEO Bryan Tan, our fervent volunteers, our strategic partners and our generous sponsors for your unwavering commitments and support in order to help us eradicate fatherlessness and build stronger families in Singapore.



BRYAN TAN
CEO

Centre for Fathering & DADs for Life

CEO'S MESSAGE

It was very encouraging to witness the phenomenal growth of DADs for Life, and its positive impact on our society in the past 10 years. We have grown into a national movement engaging over 300,000 families each year with initiatives such as Eat with Your Family Day, Back to School with Dad and Celebrating Fathers.

We have also reached out to underserved community groups such as parents of new-borns, ex-convicts, families in distress and youths at risk. Our programmes benefited more than 900 underprivileged and incarcerated fathers since 2017. This is made possible only through the hard work and commitment of our volunteers, sponsors and partners, who are passionate about seeing families thrive in Singapore. They have journeyed with us to reach deeper into the various ethnic communities, so as to strengthen the support for fathers, and serve the families in need.

Over the years, I have also met many fathers who want to do a good job as a Dad and are always looking for ways to improve their fathering skills and the way they connect with their children. I have come to realise that the ones who make better and faster progress are the ones who have the full support of their wives constantly cheering them on. I am sure many of you know that fathering is not an easy journey and we cannot always be sure that we are doing the right thing. There are many fathers who have done a good job alone such as Dads from single families. However, for those who are married, this journey can be made much easier with the support of our wives.

It is with this in mind that Celebrating Fathers 2019 turned its focus to Mums and their role in supporting a Dad's fathering journey. Marriage is a partnership and men can become even better fathers with their wives' support and encouragement. Mums cannot do it alone and neither can Dads. Mums and Dads need to support each other. Therefore, in Celebrating Fathers 2019, we aimed to encourage Mums to take the time and effort to show appreciation to Dads for all the things that they do for the family. Fathers need the encouragement and motivation to keep us going in the very challenging role of fathering!

It is also timely that a national ground-up movement - MUMs for Life, was launched on Mothers' Day 2019 to complement the work of DADs for Life. MUMs for Life celebrates a Mum's identity as daughter, woman, wife and mother, and is very much in line with our theme for this year. 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.

With your continued support, we can eradicate fatherlessness and make Singapore recognised globally for good Fathering, strong marriages and joyful children who will fulfil their aspirations and destinies in life.

BOARD OF DIRECTORS



Richard Hoon Thye Woei
Chairman

- CEO, I Search Worldwide
 - Chairman, Cru Asia
- Chairman, Board of Presidency (CAC), The Methodist Church of Singapore
- Chairman, Young President's Organisation Gold
- Chancellor, Confrérie de la Chaîne des Rôtisseurs
- Fellow, Singapore Institute of Directors



Magnus Keith Yu-Jene

- Chairman, Asia, and a member of the Global Committee of Evercore.
- Recognised as a leading investment banker in the region having won over 25 awards including the award of Best M&A Adviser in Singapore for four out of the last 5 years. Advised on over \$120 billion of transactions.
- Currently serves as Chairman of Alpha Singapore, as a board member of The Anglo-Chinese Schools Foundation, the NTU Business School Council, NUS Medicine International Council, and other government committees.
- Served for 11 years on Sentosa Development Corporation as board member and Chair of Finance and Investments Committee.
- 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.



Tan Cheng Lin Laura Mrs Laura Hwang Cheng Lin

- Chairman, ASEAN Commission on the Promotion and Protection on 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.



Muhamad Imaduddin 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 Punggol.
- School Advisory Committee Member of Gan Eng Seng School.
- Member of The Law Society of Singapore and the Singapore Academy of Law.



Albert Lim Song Kiang

- International Trade Broker, Food sector.
- Set up El-Shaddai Resources in 2000.
- 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, Australia; Bachelor of Arts/Social Sciences (majored in Economics and Political Sciences), National University of Singapore; Post-graduate Diploma in Marketing.



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.



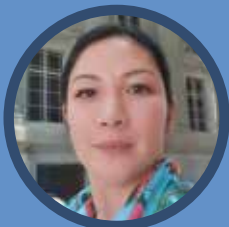
Chan Weng Yip Harris

- Chief Digital Officer and Chief Technology Officer at ST Engineering.
- Previously 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.



Ramlee Bin Buang
Vice-Chairman

- 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.



Faye Ong Hui-Ming

- South Asia Head of Wealth Planning, Union Bancaire Privée.
- Previously with EFG Wealth Solutions, Singapore; Rothschild Trust Singapore; COUTTS Private Bank; Citi Private Bank Singapore and Hong Kong; and Bear Stearns Private Client Services.
- Fundraising Committee of Children's Aid Society, Melrose Home.
- Previously Honorary Secretary, United Development Fund for Women, Singapore Chapter (UNIFEM).
- 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 industry accolades including Best B2B campaign, Excellence Overall Corporate Reputation, Best PR Campaign for Public Service, Gold SABRE award for Crisis Communications.
- Past President of the Institute of PR Singapore. 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 78 offices.
- Singapore Board member of the PRCA, a global PR professional body.



Nahata Vikas

- Executive Chairman 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.



Sipierv Virginia Christine

- 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.



Lawrence Teh Yew Kiat

- 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.



Wong Seng Yoong

- Board Chairman of Focus on the Family Singapore.
- 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.

PROGRAMMES AND ACTIVITIES

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

Management Team

BRYAN TAN

CEO (Appointed 2 August 2016)

YUEN CHEE ONN

Group Head, Engagement and Programmes

ERUANDEE PRAYITNA

Head, Engagement and Outreach

PARCSEN LOKE

Head, Programmes and Development

PETER QUEK

Head, Governance and Research

MICHELE SOON

Head, Media and Communications

JOSEPH CHIA

Manager, Finance and Operations

ADVENTURE@DAH

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

BREAKFAST WITH DAD

In this experiential workshop, fathers and their children will get the chance to share breakfast together over meaningful conversations, and explore other engaging activities to express love and warmth.

COACHING FOR FATHERS

In this programme, fathers will be empowered through one-to-one coaching to engage in their children's lives personally, effectively and responsibly, with a focus on how to build long-lasting, healthy and nurturing relationships.

EMOTIONAL 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 and fun activities, fathers will learn to relate to their children. Each father-child pair will have an unforgettable experience while building stronger bonds.

UNDERSTANDING EFFECTIVE FATHERS

This workshop aims to equip professionals in social work with the confidence and competence to engage fathers on a deeper level, aiding in future engagement with families.

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 for lasting and joy-filled marriages.



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.



Paktor with Mummy

is an initiative which encourages Dads to date Mums, because a happy family begins with a strong marriage.



Eat With Your Family Day

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



SIGNATURE ICAN WORKSHOPS

Involvement, Consistency, Awareness, 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 upon these core functions to help participants at all life stages to become more effective dads and parents.

ICAN Beginning Parenting Workshop

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.



ICAN Parenting Workshop

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.



ICAN Parenting Teens Workshop

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.



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.



WANT TO SIGN UP / FIND OUT MORE?

Website: fathers.com.sg/programmes

Email: programmes@fathers.com.sg

Tel: 6769 1238



2019 HIGHLIGHTS



WIVES APPRECIATE HUSBANDS – SHARING KISSES THIS DAD'S DAY OUT

Dad's Day Out was celebrated differently on Father's Day this year, with greater focus placed on Mums showing appreciation for Dads. Dad's Day Out is the flagship event and culminating point of the yearly Celebrating Fathers movement's month-long series of activities. Deputy Prime Minister and Minister for Finance Heng Swee Keat and his wife graced the event, held at the OCBC Square of the Singapore Sports Hub on 16 June, 2019.

As the Guest-of-Honour, DPM Heng also delivered the opening remarks where he expressed that raising children should be a close partnership between Dads and Mums. He added "It takes a village to raise a child and at the centre of that village is a family. None of us can be Dads without Mums and none of the kids can be here without Dad and Mum." DPM Heng also shared his regret that he and his wife decided to stop at two children and encouraged younger couples to please have more!

Mrs Heng and three mothers among the event attendees shared what they appreciate about their husbands at the opening ceremony. Mrs Heng shared how DPM Heng was a good father, "From taking a stroll together when I was carrying the children, to being right there by my side when I delivered, to bathing the children when they were a few days old just out of hospital after delivery, to teaching them how to read and ride a bicycle, how to become a better person. It's always been a very close partnership, right from the beginning, and I am very thankful for that."

Another Mum on stage excitedly proclaimed to her husband, "You're the sambal to my nasi lemak, the curry to my roti prata and the sesame oil to my chee cheong fun!" The Dads and Mums then shared a kiss which symbolised the importance of partnership between husbands and wives in the parenting journey.

Reflecting the theme of this year's Celebrating Fathers, "Fathers. For all the things you do, we love you.", Dad's Day Out put the spotlight on how Mums can support Dads to be the best fathers that they can be to their children and parenting is best experienced when Dads and Mums share the responsibilities.

DADS@SCHOOL FORUM ADDRESSED FATHERING CHALLENGES

DADs@School Forum 2019 gathered nearly 200 school leaders, parent support group and father group leaders as well as interested parents to discuss issues pertaining to fathering in schools on 11 May, 2019. The Guest of Honour for the event was Mr Desmond Lee, Minister for Social and Family Development and Second Minister for National Development.

In conjunction with DADs for Life's 10th Anniversary, the forum was themed *Fathering In The Next Decade* and discussed the challenges of fathering in the next 10 years. The forum also featured two speakers: Mr Peter Tan, Principal of Queensway Secondary School and former member of Father's Action Network; and Mr Yuen Chee Onn, Group Head, Engagement & Partnerships, Centre for Fathering.

Minister Lee also shared from his heart about his parenting journey, saying, "It's for me a constant reminder that I must play my part as a father, I must make time, I must set aside time, I must prioritise and not give leftover time. And I must find quality time."

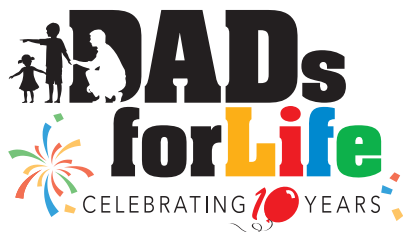




2019 HIGHLIGHTS



Jason Wong, co-founder of DADs for Life (centre), shares a light hearted moment with Peter Tan (right), former member of Father's Action Network.



DADS FOR LIFE TURNS 10

19th of November 2009 was a day to remember. Yes, it was International Men's Day, and also when our lion city saw the beginning of its own Fathers' movement, DADs for Life! On this day, more than 100 fathers and children were mobilised across the island to distribute "Toolkit Packs" for dads.

The national fathering movement began with a vision by Mr Jason Wong to inspire and involve fathers to be good influencers in their children's lives for LIFE. It was launched in 2009 by Dr Vivian Balakrishnan, who was then the Minister for Community Development, Youth and Sports.

Since 2015, the Centre for Fathering has been the driving force behind DADs for Life. Mr Richard Hoon, Chairman, Centre for Fathering and DADs for Life, who led the transition of DADs for Life from the Ministry of Social and Family Services to CFF, was keenly aware of the synergy between CFF and the fathering movement.

He said, "With our focus on equipping and engaging fathers to be more active fathers in the family, it was natural for me to approach MSF and say, 'Give this to us and we will be responsible for it.'"

DADs for Life seeks to inspire and mobilise fathers to become more involved with and a good influence to their children. Under the DADs for Life umbrella are initiatives such as DADs@School Forum, Back to School with DAD, Eat With Your Family Day and Celebrating Fathers – to encourage fathers to spend time with their families and create a culture that promotes active fathering.

2019 HIGHLIGHTS



FAMILIES BOND THROUGH PRISON OUTREACH

In 2019, DADs for Life engaged over 120 incarcerated fathers and their families through equipping classes and outreach activities that were held in the Singapore prisons. These fathers were equipped through classes such as ICAN Fathering and Navigating the Teens Years workshops as well as father-child bonding activities during open visit sessions.

During the visit, the incarcerated fathers and their families engaged in activities such as cake decoration, writing words of commitment and affirmation as well as games. One special game for the father-child pair was the 'Blindfold' game where the blindfolded children identified their fathers through the fathers' voice shouting 'I Love You' and the children guided their blindfolded Dads through an obstacle course.

A father shared, "The blindfold obstacle course allowed me to see a different side of my daughter. The words she used to guide me along the way made me realise how fast she has grown up." He added that the 'Blindfold I Love You' game was touching for him: "The minute my daughter recognised my voice shouting 'I love you' and started moving onto my arms, my tears started to drop. This made me realise how important I am in her life. From then, I realise that my daughter is an inseparable figure in my life."

These activities during open visit sessions have proven invaluable to strengthening father-child bonding for the incarcerated fathers and their children. Another father said, "The activities were fun, enjoyable and engaging as they helped to increase communication level and build trust between me and my child."



DEEPENING OUTREACH TO THE INDIAN COMMUNITY

DADs for Life kicked off Appa Valnaal Uravu (AVU) to better engage the local Indian community early this year. Appa Valnaal Uravu, which translates to "Dads life-long relationship" aims to boost bonding between Indian fathers and children as well as families.

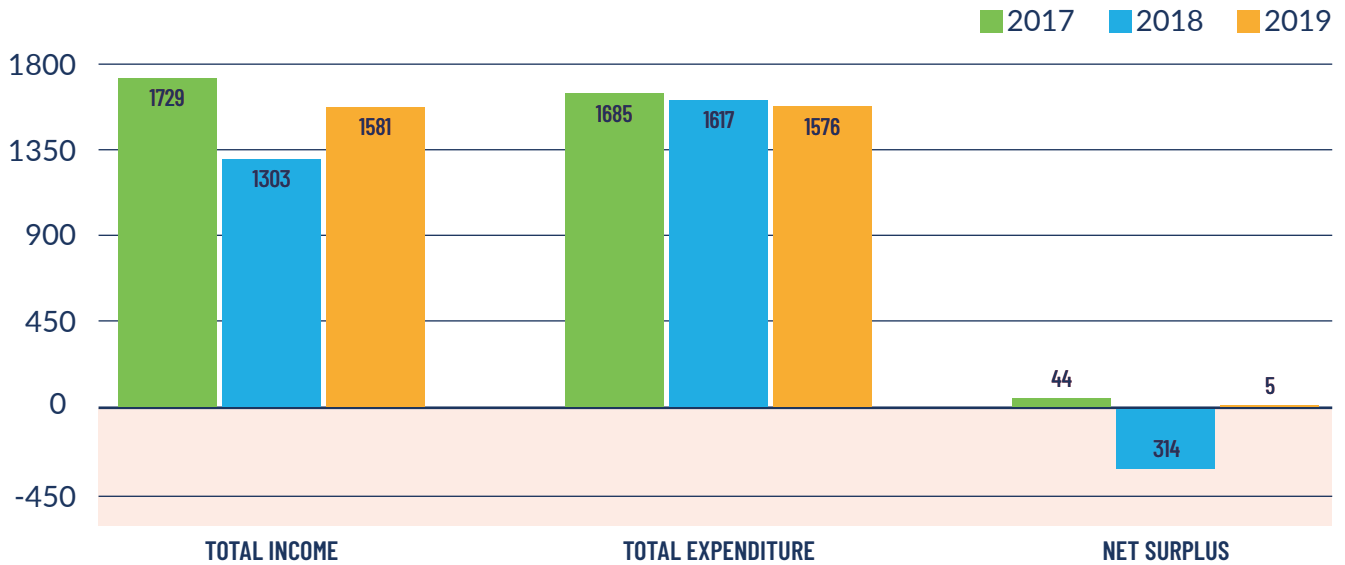
A group of dedicated volunteers from AVU organised Holi with Dad which gathered fifty Indian families at Yishun Town Square on 7 March, 2019 for a day of colour and fun bonding activities. The event celebrated the role of a father in the family through cultural activities. Holi, also known as the festival of colours and love, is widely celebrated in the Indian community.

Associate Professor Muhammad Faishal Ibrahim, Senior Parliamentary Secretary for Ministry of Social and Family Services and Ministry of Education was the Guest of Honour for the event. He said, "This event ties in a cultural element with the role of a father and how fathers can play a part in the development of a child and the family." He added, "I am very happy to have fathers coming on board as this recognises the role of the father in a child's life and looks at how the presence of a father can help in the social and emotional development of a child."

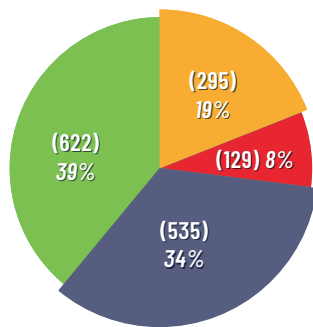
In conjunction with Father's Day on 16 June, 2019, AVU also took part in the Narpani Community Festival at Jurong Bird Park which was graced by Indranee Thurai Rajah, Minister, Prime Minister's Office and Second Minister for Finance and Education. At the DADs for Life booth, while fathers found out more about how to connect with their families, children designed special Father's Day cards for their beloved Dads. AVU trainers also conducted several ICAN fathering workshops for Indian fathers – signifying a growing interest in learning to become better fathers among the Indian community.

FINANCIAL SUMMARY

INCOME & EXPENDITURE (\$'000)

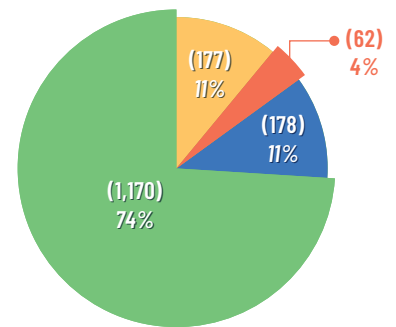


BREAKDOWN OF INCOME 2019 (\$'000)



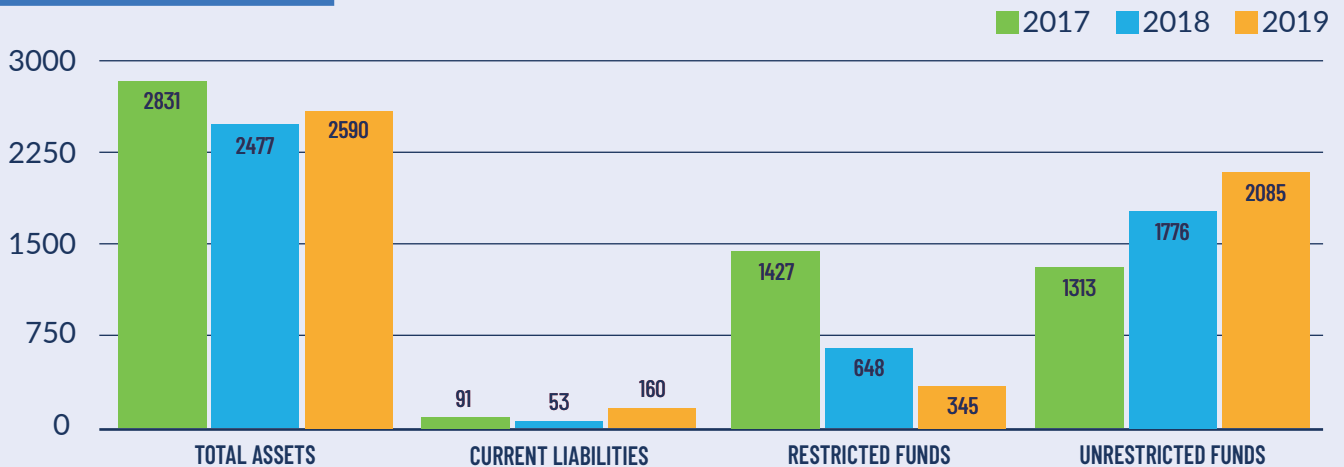
- Fundraising, Donations, Programme Fees and Others
- National Population and Talent Division Fund
- NCSS: Community Chest and Research
- Ministry of Social and Family Development Grant - DADs for Life

BREAKDOWN OF EXPENDITURES 2019 (\$'000)



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

BALANCE SHEET (\$'000)



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

IMPACT TO COMMUNITY

SINCE 2017

932

underprivileged and incarcerated fathers served

SINCE 2000

47,643

fathers equipped

26

nations inspired by DADs for Life

215 PROGRAMMES AND ACTIVITIES IN 2019

- DADs for Life Football Club
- Malay Muslim outreach: Jamming with DAD, Malay Muslim Fathering Seminar
- ICAN Fathering Workshops
- Parenting Talks
- Father-child Bonding Workshops
- Celebrating Fathers DAD's Day Out
- DADs@School Forum

21,022

families engaged

5,610

fathers equipped

REACHING SCHOOLS (DADS@SCHOOL)



SINCE 2010

100

Father Groups set up

DADs@School Forum 2019

70

schools

200

attendees

Back to School with DAD 2019

46

schools

56,148

families

EAT WITH YOUR FAMILY DAY 2019



EAT WITH YOUR FAMILY DAY

ONE FRIDAY EACH QUARTER YOUR FAMILY GETS MORE OF YOU!

629

organisations

260,159

families

CELEBRATING FATHERS 2019



4.7

million

fathers and family members reached

12,000

attendees at Dad's Day Out

MALAY MUSLIM FATHERING MONTH 2019

500,000

reached



DADS FOR LIFE 10TH ANNIVERSARY CAMPAIGN

7,200

engagements on social media

FUNDRAISING



The Centre for Fathering's fundraising efforts in 2019 raised \$432,683. Expenses for fundraising activities amounted to \$77,780.

SWINGING FOR CHARITY

DADs for Life celebrated our 10th Anniversary Charity Golf Game at the site of Singapore's most prestigious golf tournaments – The Serapong Course at Sentosa Golf Club on 5 September, 2019. With so many committed dads out on the course for the golf game, the course provided a tough challenge to everyone's golf skills. However, accompanied by fair weather, a fresh breeze, and plenty of scenic holes made our hours in the sun more than worth their while. After the game, the Charity Golf dinner followed, with special guest dad-daughter musicians Mohd Ali and Silmi Afiqah entertaining our esteemed guests with familiar pop tunes.

Guest of Honour, Dr Vivian Balakrishnan was then invited to speak. He quipped that he had been "in politics for too many years", but the two things relating to his career that made him proud were seeing old, fading DADs for Life car decals displayed on car windows, as well as each time he was referred to as "the one who co-founded DADs for Life".

Organising Chairman, Albert Lim, prepared us for the next great event, which would see the ladies bringing their special touch in organising an upcoming golf event for MUMs for Life. CEO Bryan Tan took the stage to cap off the evening, thanking sponsors for their generous support and announcing that this memorable golf charity event had raised \$256,960.

"A TORTOISE AND THE MOUNTAIN" FUND-RAISING BOOK LAUNCH



Mr. Lim Soon Hock's fifth charity book, *A Tortoise and The Mountain*, is based on his experience climbing Mount Fuji, hiking up Tiger Nest in Bhutan and trekking in the forest of Pahang in search of the rare Rafflesia plant. The allegory is also coloured in with lessons from over 20 years of military training, and nuggets of wisdom shared by Mr Lim's friends who are avid mountaineers and trekkers.

The book was launched at a fundraising event on 12 November, 2019 with Dr Ang Hak Seng, Deputy Secretary for Ministry of Culture, Community and Youth, Commissioner of Charities and Deputy Secretary of Singapore Cares as a special guest. Donations of \$20 per book and \$50 for the autographed version support the Centre for Fathering, Halogen Foundation Singapore and Honour (Singapore). A total of \$23,490 was raised for Centre for Fathering.



FUNDRAISING

FUNDRAISING IN 2020 AND THE YEAR AHEAD

To mark the 20th anniversary of Centre for Fathering, fundraising efforts were centred on Centre for Fathering 20th Anniversary Gala Dinner. The dinner, originally slated for March 6, 2020 was postponed to 2021 due to COVID-19. 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:

**DELIVER
EMPOWERING PROGRAMMES
TO HELP FATHERS AND FAMILIES
IN NEED FOCUSING ON:**

- Incarcerated fathers
- Families with children with special needs
- Ethnic communities such as Malay, Tamil and Chinese speaking fathers

Strengthening families in Singapore through the Families for Life, MUMs for Life and DADs for Life partnership

**GROW AWARENESS THROUGH
NATIONAL CAMPAIGNS:**

- Back to School with DAD
- Paktor with Mummy
- Celebrating Fathers
- Eat with Your Family Day

MAJOR DONORS AND PARTNERS

WE WILL LIKE TO EXTEND OUR
HEARTFELT THANKS TO OUR
DONORS FOR THEIR
UNWAVERING
SUPPORT:

		ANDY CHUA KOK HONG	CHIA NGIANG HONG	GOH CHIAT JIN
	GOLDEN DEVELOPMENT PTE LTD	GRACE SHUA JACOB BALLAS II CHARITABLE TRUST	JU-I PROPERTIES PTE LTD	KAM TSE TSUEN AUBECK
KWA KIM LI	LASER PRINTING INDUSTRIES PTE LTD	NTUC FAIRPRICE FOUNDATION LTD	RAINBOW COVENANT CHURCH	ROBERT NG
SINGAPORE POOLS (PRIVATE) LIMITED	SYMASIA SINGAPORE FUND	TANOTO FOUNDATION	TRANSURBAN PROPERTIES PTE LTD	VIKAS NAHATA

GOVERNANCE

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.

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
- Sipiery 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 to ensure continuity and a smooth handover of their portfolios to new directors.

BOARD MEETINGS AND ATTENDANCE

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

BOARD MEMBER	DATE APPOINTED	BOARD MEETING ATTENDANCE
Richard Hoon Thye Woei Board Chairman	12 May 2009 27 August 2013 - Appointed Audit Committee Chairman 30 April 2014 - Appointed Chairman	● ● ● ●
Ramlee Bin Buang Board Vice-Chairman and Finance Committee Chairman	1 March 2007 27 August 2013 - Appointed Business Development & Fundraising Committee Chairman 15 May 2018 - Appointed Finance Committee Chairman	● ● ● ○
Albert Lim Song Khiang Director and Enable Committee Chairman	13 June 2018 13 June 2018 - Appointed Enable Committee Chairman	● ● ● ●
Faye Ong Hui-Ming Director	1 January 2018	● ○ ○ ○
Chan Weng Yip Harris Director and Engage Committee Chairman	13 June 2018 13 June 2018 - Appointed Engage Committee Chairman	● ● ○ ○
Wong Seng Yoong Director	1 October 2013 7 December 2016 - Appointed Enable Committee Chairman	● ● ● ○
Magnus Keith Yu-Jene Director and Fundraising Committee Chairman	1 January 2018 15 May 2018 - Appointed Fundraising Committee Chairman	● ● ● ●
Lawrence Teh Yew Kiat Director and Equip Committee Chairman	1 January 2018 15 May 2018 - Appointed Equip Committee Chairman	● ● ○ ○
Tan Cheng Lin Laura Mrs Laura Hwang Cheng Lin Director and Nominations, Remuneration & Establishment Committee Chairman	6 July 2004 27 August 2013 - Appointed Finance & Establishment Committee Chairman 15 May 2018 - Appointed Nominations, Remuneration & Establishment Committee Chairman	● ● ○ ○
Lena Soh-Ng Director	9 July 2015 7 December 2016 - Appointed Engage Committee Chairman	● ● ○ ○
Lim Cheen Yee Director	10 June 2019	● ● ● ○
Muhamad Imaduddin Bin Abd Karim Director	1 January 2018	● ● ● ○
Nahata Vikas Director and Audit & Risk Management Committee Chairman	13 June 2018 12 March 2019 - Appointed Audit & Risk Management Committee Chairman	○ ○ ○ ○
Sipiery Virginia Christine Director	1 October 2009	○ ○ ○ ○

GOVERNANCE

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD DIRECTORS

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

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 audits 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.

**NAHATA VIKAS (CHAIRPERSON) &
FAYE ONG HUI-MING**

FUNDRAISING

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

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

ENABLE

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

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

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 (CHAIRPERSON),
CHAN WENG YIP HARRIS
& RICHARD HOON THYE WOEI**

ENGAGE

The Engage Committee increases the awareness of DADs for Life in order to help fathers realise their need for equipping, enhances outreach to fathers in Singapore and collaborates with local and regional partners on events and outreach.

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

EQUIP

The Equip Committee positions Centre for Fathering as the centre of excellence for equipping fathers, 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 (CHAIRPERSON),
SIPIERE VIRGINIA CHRISTINE &
MUHAMAD IMADUDDIEN BIN ABD KARIM**

FINANCE

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

**RAMLEE BIN BUANG (CHAIRPERSON),
MUHAMAD IMADUDDIEN BIN ABD KARIM & LIM CHEEN YEE**

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
JP, PBM, BBM

PATRON

TAN CHUAN-JIN
Speaker of Parliament, Singapore

DISCLOSURE OF REMUNERATION

The remuneration of key management personnel during the financial year was as follows:

REMUNERATION BAND (\$\$)	NUMBER OF KEY MANAGEMENT PERSONNEL	SERVED AS BOARD MEMBER? (YES / NO)
\$S\$100,000 to \$S\$200,000	1	No
Below \$100,000	3	No

In 2019, CFF did not employ any paid staff who is a close family member of the CEO or Board Director.

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.

THE COMPANY'S RESERVE POSITION FOR FINANCIAL YEAR ENDED 31 DECEMBER 2019 WAS AS FOLLOWS:

		2019	2018	Increase (Decrease)
		\$S'\$000	\$S'\$000	%
A	Unrestricted Funds			
	Accumulated general funds	\$2,089	1,777	17.56
B	Restricted or Designated Funds			
	Restricted Funds	341	648	(47.38)
C	Total Funds	2,430	2,425	0.21
D	Total Annual Operating Expenditure	1,576	1,618	(2.60)
E	Ratio of Funds to Annual Operating Expenditure (A/E)	1.32	1.10	

For more information on the Centre for Fathering's reserves policy, please refer to Note 17 (page 33) of the 2019 Audited Financial Statements.

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.

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.

AUDITED FINANCIAL STATEMENTS AND GOVERNANCE EVALUATION CHECKLIST

To view the 2019 audited financial statements and governance evaluation checklist, please scan the following QR codes:



2019 Audited Financial Statements



2019 Governance Evaluation Checklist



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