

ANNUAL REPORT 2018



COMPANY INFORMATION



The Centre for Fathering was first incorporated in 1999 as a Private Limited, and subsequently converted on 17 Mar 2001 to a Company Limited by Guarantee, and obtained IPC status on 19 Sep 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

OUR VISION

TURNING THE HEARTS OF CHILDREN
TOWARDS THEIR FATHERS

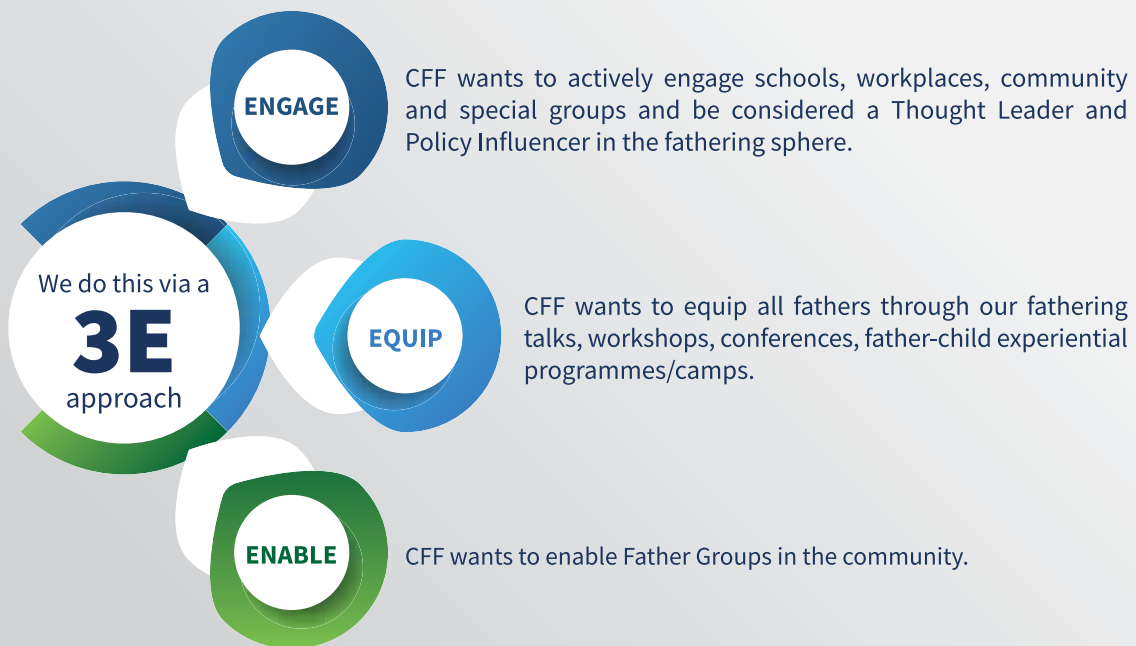


OUR MISSION

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.



The desired outcomes are:

- All Singaporeans to understand the important & expanded role of fathers
- All bottlenecks towards good fathering will be removed
- All fathers are equipped with the necessary fathering skills & 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:

- 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

CHAIRMAN'S MESSAGE

Dear friends,

It had been a busy and exciting year for the Centre for Fathering and DADs for Life. In 2018, we reached more than 18,000 families through 150 programmes such as Adventure Camp with DAD, Breakfast with DAD, ICAN workshops and other parenting workshops.

Another area I would like to highlight is the extensive reach DADs for Life has gained into the school community. The DADs@School Forum 2018 drew nearly 200 school leaders, educators, Parent Support Group and Father Group members as well as parents, while the Back to School with DAD campaign, where Dads are encouraged to write a note of encouragement for their children at the beginning of the school year, was adopted by 43 schools reaching 43,762 families. Paktor with Mummy, which encouraged Dads to date Mums, was another initiative adopted by 11 schools reaching 1,250 families.

DADs for Life has supported the formation of over 40 and growing number of Father Groups as well as facilitated numerous outreach programmes to encourage bonding between father and child.

We have also reached out to underserved community groups such as parents of new-borns, ex-convicts, families in distress and youths at risk, benefitting 500 underprivileged and 120 incarcerated fathers with our programmes.

The work done by Centre for Fathering and DADs for Life has not only been gaining recognition in Singapore, with 26 countries approaching us to learn how they can kick-start a Fathering movement in their countries.

Although we have achieved some traction in 2018, there is more to be done. In the days ahead, we will be focusing our efforts on deepening our reach into the Malay, Indian and

Chinese communities through the formation of dedicated Father Groups and provision of materials and programmes in these languages. This allows more fathers who prefer to converse in their mother tongues to be involved.

DADs for Life has traditionally focused on the fathering role in families. With the understanding and appreciation of the role Mums play in their husbands' success as fathers, MUMs for Life would be launched as a ground up initiative on Mother's Day 2019 to complement the emphasis and efforts of DADs for Life, and to enhance support for mothers as well as to build stronger families in Singapore.

You, our passionate volunteers, generous sponsors and invaluable partners, have made all these initiatives possible so that we can help give our next generation of fathers and families a better chance to succeed. We look forward to your continued support in 2019 so that we can build stronger families in Singapore.



Richard Hoon

Chairman, Centre for Fathering & DADs for Life

CEO'S MESSAGE

Greetings from the Centre for Fathering and DADs for Life!

In 2018, we witnessed a greater emphasis of the intergenerational message that fathers at all life-cycle stages still remained a source of inspiration and influence to their children, and a deeper level of adoption of the fathering message in the ethnic communities. The theme for our month-long national Celebrating Fathers campaign in June was "Honouring Fathers from Generation to Generation", and we encouraged fathers to honour their own fathers, so as to demonstrate to our children what good sonship should be. We have also activated and mobilised a generation of older fathers to continue supporting their children, to be the best parents that they could be for their grandchildren. Mr Tan Chuan-Jin, Speaker of Parliament, reinforced that point, when he applauded fathers who turned up during the DAD's Day Out carnival on Father's Day with their parents and children. Mr Lim Biow Chuan, Deputy Speaker of Parliament, also highlighted the importance of active and involved fathering to Dads and their children during the annual DADs for Life Camp at the Singapore Sports Hub.

In September, we partnered many Malay Muslim organisations to organise another Fathering month, with activities every weekend to engage their community. The celebrations culminated in a Fathering Seminar for our Malay Muslim Dads, where Madam Halimah Yacob, President of Singapore, provided the keynote speech to encourage more Dads to form Father Groups in the community, for better support and accountability to one another. Associate Professor Muhammad Faishal Ibrahim, Senior Parliamentary Secretary for the Ministry of Education and the Ministry of Social and Family Development, also encouraged more Dads to form or join Father Groups in their children's schools, during the annual DADs@School Forum, so as to strengthen the partnership between parents and educators, and also because our children really appreciated our interest and presence in their academic journey.

Dr Vivian Balakrishnan, Minister for Foreign Affairs, continued to advocate for more support for the active Fathering movement, DADs for Life, during our annual Charity Golf Tournament. As the Minister for Community Development, Youth and Sports in 2009, Dr Balakrishnan launched the national DADs for Life movement, and also initiated Fathers@Schools to encourage father volunteers to form Father Groups, so as to organise father-focused programmes for the fathers and children in their school. These groups are formed only with the support of their schools, and are typically part of the schools' Parent Support Groups (PSG), or run in close collaboration with the PSG.

As we prepare to enter the 10th year of DADs for Life as a national Fathering movement in Singapore, and almost two decades of the operation of Centre for Fathering to equip and support fathers, we aim to deepen our engagement in the various ethnic communities, so as to strengthen the support for fathers and serve the families in need. 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.



Bryan Tan

CEO, Centre for Fathering & DADs for Life

BOARD OF DIRECTORS



Richard Hoon Thye Woei | *Chairman*

- CEO, I Search Worldwide Private Limited; and MD, Alchemy Executive Network
- Chairman of Advisory Board, Validus Capital Pte Ltd
- Chairman, Cru Asia Ltd
- Chairman, Board of Presidency - Chinese Annual Conference, The Methodist Church of Singapore
- Chapter Gold Chair, Young President's Organisation
- Chargé de Missions, Confrérie de la Chaîne des Rôtisseurs
- Immediate Past President, Circumnavigators Club; and Fellow, Singapore Institute of Directors



Chan Weng Yip Harris

- Chief Digital Officer and Chief Technology Officer at ST Engineering
- Previously held the rank of 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 Combined Task Force 151 to conduct counter-piracy operations in the Gulf of Aden



Tan Cheng Lin Laura
Mrs Laura Hwang Cheng Lin

- Appointed as Singapore Representative of the ASEAN Commission on the Promotion and Protection of the rights of Women and Children in 2014 and 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 Ministry of Social and Family Development and PBM, Public Service Medal nominated by Ministry of Communications and Information



Muhamad Imaduddin Bin Abd Karim

- Admitted as an Advocate and Solicitor of the Supreme Court of Singapore in 2003
- Currently a Deputy Public Prosecutor with the Attorney-General's Chambers (AGC)
- 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 in 2015
- 9th Division Commander's Coin Awardee in 2019
- School Advisory Committee Member of Gan Eng Seng School and Board Member of *SCAPE
- Member of The Law Society of Singapore and the Singapore Academy of Law



Albert Lim Song Kiang

- International Trade broker
- 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

- Vice President, Finance, Kemin Industries Inc and appointed Board Member of a China joint venture between Kemin and its Chinese 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



Magnus Keith Yu-Jene

- Chairman, Asia, and Global Partner at Evercore
- Previously Country Head of Global Investment Banking Division at Deutsche Bank, Singapore
- Previously Chairman and Head of UBS' Investment Bank in Singapore and Malaysia
- Previously Managing Director and Head of Singapore and Malaysia Investment Banking at Bank of America Merrill Lynch
- Best M&A Adviser in Singapore for the Asset Triple A Awards 2015, 2016 and 2017

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

Ramlee Bin Buang | *Vice-Chairman*

- Life and executive coach, a consultant and an independent director
- 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; Attended the Harvard Business School Advanced Management Program in 2011



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



Soh Lena

- Co-founder of Huntington Communications
- Grew Huntington team from a staff of two persons to over 15 persons today
- Led Huntington Communications 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 of PROI, an organisation representing more than 76 independent PR agencies around the world



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)
- Community leader and PAP activist
- Post Graduate Professional Diploma in International Trade and Commerce, University of California, Berkeley; Bachelor of Laws, LLB, Hons, University of London, Kings College (Hons)



Sipiervirginia 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
- Previously held leadership, business planning, partnership development, and diplomatic positions in the Singapore Armed Forces, Ministry of Defence, and the Singapore International Foundation
- Top foreign student graduate of the Indonesia Army Command and Staff College in 2000, and the Indonesia National Resilience Institute in 2012
- Commendation Medal (Military) 2005; and Public Administration Medal - Bronze (Military) 2011
- Bachelor of Engineering (First Class Hons) in Aeronautical Engineering, Imperial College, London; Master of Science in International Political Economy, RSIS-Nanyang Technological University; and MBA, Singapore Management University



Wong Seng Yoong

- 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 (MSF) where he oversaw the work with abused children and youth-at-risk
- Board Chairman of Focus on the Family Singapore

PATRON

Tan Chuan-Jin

Speaker of Parliament, Singapore

HONORARY CHAIRMAN

Lim Soon Hock

JP, PBM, BBM

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.

Nahata Vikas (Chairperson) & Faye Ong Hui-Ming

*Magnus Keith Yu-Jene (Chairperson),
Lawrence Teh Yew Kiat & Albert Lim Song Khiang*

FUNDRAISING

The Fundraising Committee assists the Board in steering all fundraising activities to support 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.

*Ramlee Bin Buang (Chairperson),
Muhamad Imaduddin Bin Abd Karim & Lim Cheen Yee*

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.

*Tan Cheng Lin Laura
Mrs Laura Hwang Cheng Lin (Chairperson),
Chan Weng Yip Harris & Richard Hoon Thye Woei*

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.

*Chan Weng Yip Harris (Chairperson),
Soh Lena & Nahata Vikas*

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.

*Lawrence Teh Yew Kiat (Chairperson),
Sipiere Virginia Christine &
Muhamad Imaduddin Bin Abd Karim*

EQUIP

The Equip Committee positions Centre for Fathering as the centre of excellence for equipping of 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.

Albert Lim Song Khiang (Chairperson) & Wong Seng Yoong

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 the schools, community and workplaces; and policies for collaboration with local and regional partners on programmes, initiatives and research.

MEMBERS OF CENTRE FOR FATHERING

Edwin Choy
Tan Cheng Lin Laura
Mrs Laura Hwang Cheng Lin
Lau Tat Chuan
Lim Soon Hock

Raj Mitta
Seah Kian Peng
Wong Seng Yoong
Wong Suen Kwong

BOARD OF DIRECTORS APPOINTMENT AND ATTENDANCE

BOARD DIRECTOR	DATE APPOINTED	ATTENDANCE
Richard Hoon Thye Woei <i>Board Chairman</i>	12 May 2009 25 June 2014 – Appointed Chairman	● ● ● ● ●
Albert Lim Song Kiang <i>Director and Enable Committee Chairman</i>	13 June 2018 13 June 2018 – Appointed Enable Committee Chairman	● ● ● ● ○
Faye Ong Hui-Ming <i>Director</i>	1 January 2018	● ○ ○ ○ ○
Chan Weng Yip Harris <i>Director and Engage Committee Chairman</i>	13 June 2018 13 June 2018 – Appointed Engage Committee Chairman	● ● ● ● ○
Wong Seng Yoong <i>Director</i>	1 October 2013	● ● ● ● ○
Magnus Keith Yu-Jene <i>Director and Fundraising Committee Chairman</i>	1 January 2018 15 May 2018 – Appointed Fundraising Committee Chairman	● ● ● ● ○
Lawrence Teh Yew Kiat <i>Director and Equip Committee Chairman</i>	1 January 2018 15 May 2018 – Appointed Equip Committee Chairman	● ● ● ● ○
Tan Cheng Lin Laura Mrs Laura Hwang Cheng Lin <i>Director and Nominations, Remuneration & Establishment Committee Chairman</i>	6 July 2004 15 May 2018 – Appointed Nominations, Remuneration & Establishment Committee Chairman	● ● ● ● ○
Soh Lena <i>Director</i>	9 July 2015	● ● ● ● ○
Lim Cheen Yee <i>Director</i>	10 June 2019	N/A
Muhamad Imaduddin Bin Abd Karim <i>Director</i>	1 January 2018	● ○ ○ ○ ○
Ong Sim Ho (resigned on 1/2/19) <i>Director</i>	18 January 2017	● ○ ○ ○ ○
Ramlee Bin Buang <i>Board Vice-Chairman and Finance Committee Chairman</i>	1 March 2007 15 May 2018 – Appointed Finance Committee Chairman	● ● ● ● ○
Nahata Vikas <i>Director and Audit & Risk Management Committee Chairman</i>	13 June 2018 12 March 2019 – Appointed Audit & Risk Management Committee Chairman	● ● ● ● ●
Sipiere Virginia Christine <i>Director</i>	1 October 2009	● ● ● ○ ○

The following Board Directors have served the Board for 10 consecutive years or more:

- Tan Cheng Lin Laura Mrs Laura Hwang Cheng Lin, Nominations, Remuneration & Establishment Committee Chairman
- Ramlee Bin Buang, Board Vice-Chairman and Finance Committee Chairman
- Richard Hoon Thye Woei, Board Chairman

Centre for Fathering is in the process of recruiting new Board Directors. The Board Directors who have served more than 10 years are staying on until 2020 to ensure continuity and smoother handover of their portfolios to new Directors.

WHISTLEBLOWING POLICY

CFF has put in place a whistleblowing 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.

Management Team

Bryan Tan
CEO (Appointed 2 August 2016)

Yuen Chee Onn
Group Head, Engagement and Partnerships

Lee Teck Hong
Group Head, Programmes and Operations

Eruandee Prayitna
Head, Community Engagement and Outreach

Parcsen Loke
Head, Programmes and Development

Rae Mok
Head, Events and Partnerships

Peter Quek
Head, Governance and Research



IMPACT TO COMMUNITY

SINCE 2000



42,000
fathers equipped



26
nations inspired by
DADs for Life

CHILDREN'S DAY 2018



6300
engagements on social media

DADS FOR LIFE CAMP 2018



400
fathers and children
attendees

SERVING FATHERS IN NEED IN 2018

500
underprivileged
fathers

120
incarcerated
fathers

151 PROGRAMMES AND ACTIVITIES IN 2018

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

18,709
families engaged

5,000
fathers equipped

REACHING SCHOOLS (DADs@School)



CELEBRATING FATHERS 2018



1.5 million
fathers and family
members reached

10,000
attendees at DAD's Day Out



EAT WITH YOUR FAMILY DAY 2018



629
organisations



260,159
families

SINCE 2010



40
Father Groups
set up

DADs@School Forum 2018



70
schools



200
attendees

Back to School with DAD 2018



43
schools



43,762
families

Paktor with Mummy 2018



11
schools



1,250
families

2018 HIGHLIGHTS

CELEBRATING FATHERS AND GRANDFATHERS



Celebrating Fathers 2018, organised by Centre for Fathering and DADs for Life, in partnership with Mediacorp, continued a tradition of month-long celebratory activities over June, which culminated in a DAD's Day Out carnival on Father's Day.

The theme for the movement explored one area of raising strong families that deserved more attention: the role of grandfathers. The theme "A Dad is for Life – Honouring Fathers from Generation to Generation," highlighted the importance of values and value transmission across generations. DAD's Day Out 2018 saw over 10,000 grandfathers, fathers and their families turn up at the OCBC Square, Singapore Sports Hub to celebrate Father's Day on June 17, 2018.

Speaker of Parliament and Patron of Centre for Fathering, Mr Tan Chuan-Jin, graced the event as guest of honour. During his opening address, Mr Tan encouraged fathers to honour their own fathers, so as to demonstrate good sonship to their children. He also applauded fathers who turned up for DAD's Day Out with their parents and children.



FATHER-CHILD BONDING AT OVERNIGHT CAMP

Mr Lim Biow Chuan, Deputy Speaker of Parliament, also highlighted the importance of active and involved fathering to Dads and their children during the annual DADs for Life Camp which took place from June 16 to 17, 2018, at the Singapore Sports Hub. The camp was a highlight of Celebrating Fathers' series of activities.

Coinciding with the 2018 FIFA World Cup, the overnight camp was filled with activities to facilitate father-child interaction and conversation. These included the national launch of the DFL Family Trail @ Kallang on the Locomole App; a Parkour Challenge; friendly futsal matches between the DFL Football Team, guests, and celebrities; as well as 'LIVE' screening of World Cup matches.



SUPPORTING DADS FROM PRIMARY TO SECONDARY SCHOOL



Into its third year, the DADs@School Forum at Queensway Secondary School on 7 April, 2018, was attended by nearly 200 parents, Father Group leaders, Parent Support Group leaders, and educators from over 70 schools. To encourage the continuity of their involvement in Father Groups from primary to secondary school, the theme was: "Who's Shaping Our Teens: Do Fathers Matter?"

The event was graced by Associate Professor Muhammad Faishal Ibrahim, Senior Parliamentary Secretary, Ministry of Education and Ministry of Social and Family Development, and Chairperson,



COMPASS (COMmunity and PARENTS in Support of Schools). Dr Faishal encouraged more Dads to form or join Father Groups in their children's schools so as to strengthen the partnership between parents and educators, and also because our children really appreciated our interest and presence in their academic journey. The event also saw the launch of the Dads' MediaTech Resource Kit, a quick starter's reference guide jointly developed by Centre for Fathering, DADs for Life and Media Literacy Council to encourage fathers to take a more active role in guiding their children's adoption of technology.

SWINGING FOR CHARITY

Over 140 golfers put aside their work on 14 September, 2018, to help raise funds through DADs on the Green 2018 as a strong show of support for the work of promoting active fathering in Singapore. This was the first charity golf event organised by Centre for Fathering and DADs for Life and it raised over \$350,000 through sales of golf flights and direct donations.



Participants played a great game on the green amidst clear skies, lush greenery, plenty of laughs and conversations about life, golf and fatherhood followed by an after-golf dinner graced by Dr Vivian Balakrishnan, Minister for Foreign Affairs. Dr Balakrishnan, who launched the national DADs for Life movement in 2009 as Minister for Community Development, Youth and Sports, advocated for greater support of the active fathering movement.

MALAY MUSLIM COMMUNITY COMMITTED TO BUILDING FAMILIES

Some 100 Malay couples turned up at Holiday Inn, well dressed and spritely, eagerly awaiting the start of the third annual parenting seminar jointly organised by the Association of Muslim Professionals (AMP) and the Centre for Fathering on the morning of 16 September 2018.

Titled 'Membina Keluarga Yang Berkelakan' (Building Families That Last), the seminar was graced by President Halimah Yacob as the guest of honour whose presence emphasised the importance of the occasion. Her warmth and approachability made her a hit with the predominantly Malay audience, establishing an open and positive atmosphere at the event where the participants discussed parenting issues close to heart.

During Madam Halimah's keynote speech, she encouraged more Dads to form Father Groups in the community for better support and accountability to one another.



ICAN WORKSHOPS FOR EFFECTIVE FATHERING AND PARENTING



Involvement, Consistency, Awareness, and Nurture (ICAN) – these are the core functions of an effective father, according to a nationwide survey conducted by the National Centre for Fathering in the United States on more than ten thousand fathers. Centre for Fathering's ICAN Fathering workshop is built upon these four core functions and is designed to help participants at all life stages to become more effective Dads. CFF ran a total of 35 ICAN fathering workshops attended by 158 fathers in 2018.

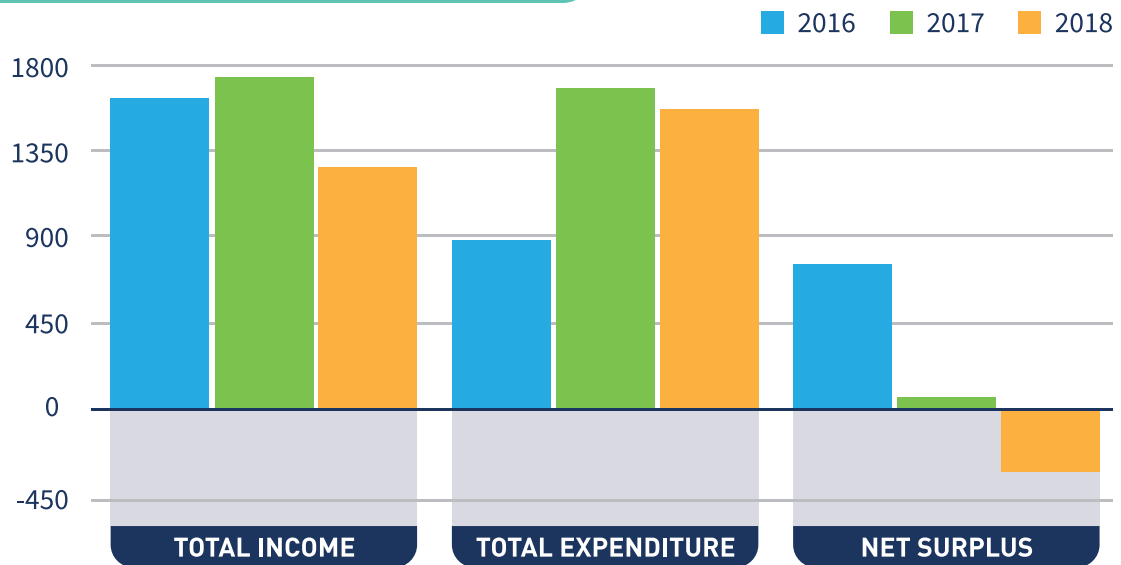
Attending the ICAN Fathering workshop was a life-changing experience for Mr Mohamed Jamaluddin Abdullah. It helped him understand the importance of communicating well with his four children who are between four to nine years old as well as the impact of his childhood on his parenting style.

Through the workshop, Mr Jamaluddin learnt to be less critical and more communicative as a dad as well as how to give attention to each of his children. He was also inspired to be more active as a parent volunteer in his children's primary school so that he can give to other children as well. Other participants also benefitted from the workshops. For Mr Adrian G., the workshop helped him think about how to be a good father, while Mr Gary K. shared that the workshop was useful as it provided a community where he could share with other fathers.

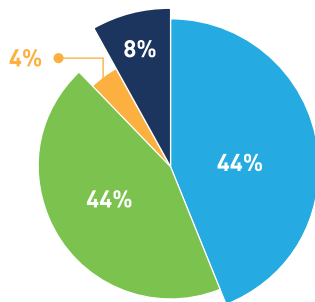


FINANCIAL SUMMARY

INCOME & EXPENDITURE (\$'000)

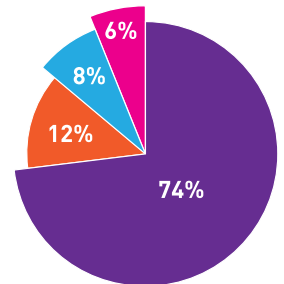


BREAKDOWN OF INCOME 2018



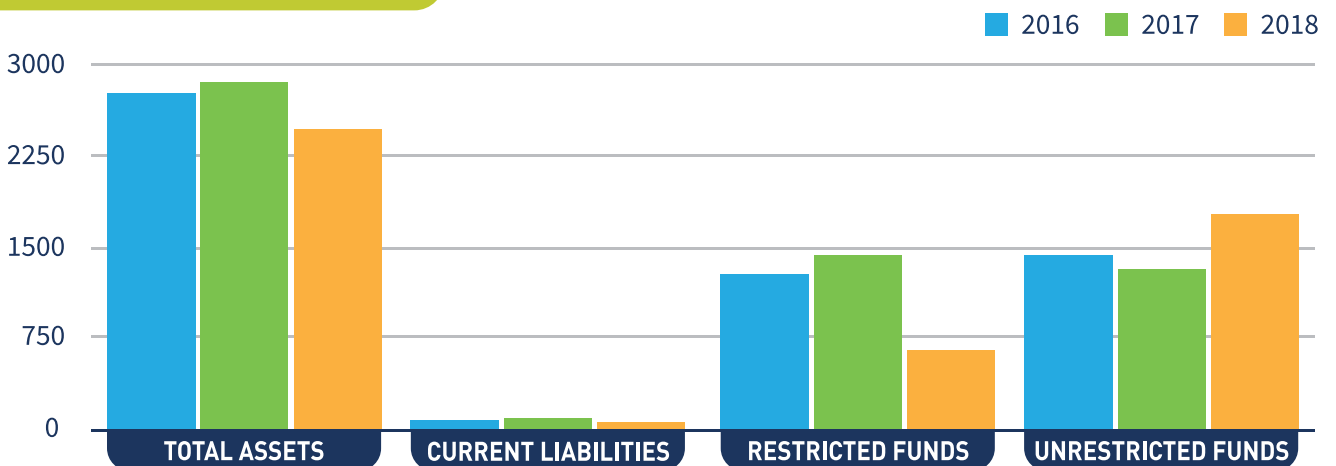
- Fundraising, Donations, Programme Fees and Others
- National Population and Talent Division Fund
- Community Chest
- Ministry of Social and Family Development Grant – DADs for Life

BREAKDOWN OF EXPENDITURE 2018



- 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

DIRECTORS' AND STAFF REMUNERATION AND BENEFITS

No Board Directors received remuneration for their Board services.
 For the financial year ended 31 December, 2018, only one executive received remuneration more than \$100,000.
 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)
\$S100,000 to \$S200,000	1	No
Below \$100,000	2	No

In 2018, CFF did not employ any paid staff who is a close family member of the CEO or Board Director.

CFF will endeavour to maintain a reserve of three years' operating expenses, to be kept as fixed deposits and cash-on-hand. This fund will be tapped on subject to the approval of the Board, when the need arises.

All Board Directors are required to declare potential conflicts of interest at the start of each Board term. When such situation of conflict arises, the Board Director concerned is abstained from decision-making. Documentations on the declaration and the decision-making process are put in place.

We invite our stakeholders and friends to contact us if they wish to receive a copy of our 2018 audited accounts.

LOOKING AHEAD

Deliver programmes to empower fathers and families in need focusing on:

- Incarcerated fathers
- Underprivileged families with youths at risk
- Families with special needs children
- Ethnic communities such as the Malay, Tamil and Chinese speaking fathers
- Mum's role in supporting fathers

Grow Awareness through National Campaigns:

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

MAJOR DONORS AND PARTNERS





CONTACT DETAILS

DADs Adventure Hub

1 Woodlands Road #04-03
Singapore 677899
Tel: +65 6769 1238

Centre for Fathering

Blk 128A Lorong 1 Toa Payoh
Singapore 311128
Tel: +65 6252 8428

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