

DREAMING FORWARD

Daughters Of Tomorrow | Annual Report 2022





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ABOUT US

Daughters Of Tomorrow (DOT) is an IPC charity (UEN 201425430M) empowering women from low-income communities into sustained employment, thus enabling their



families towards social mobility. DOT complements existing training and workforce-related agencies by connecting volunteers and community resources to enable each woman on an individual level.

DOT's beneficiaries are women aged 16-70 from low-income families (surviving on S\$200 to less than S\$650 per capita per month), most of whom reside in government-subsidised rental flats. Many face multiple internal and external stressors that affect their job prospects and their ability to break out of poverty. Since its incorporation in August 2014, DOT has positively impacted more than 1400 women through their skills-training, job-bridging and support programmes.

MISSION

To facilitate livelihood opportunities for women from low-income backgrounds and support them in achieving financial independence and enable social mobility for their families.

VISION

Empowering women, enabling families.



VALUES

Enabling

We build agency in the women and the community, striving to contribute and build positive collaborations with our partners.

Mindful

We value reflection, self-awareness and practice respect for everyone we work with.

People-focused

We value and celebrate each individual for who they are, and prioritise people above procedures.

Open

We are open-minded, curious, collaborative in our approach, and practice transparency in our governance and partnerships.

Willing to lead

We serve with passion and take ownership for creating and advocating positive change.

Enterprising

We approach problems and challenges with innovation and are open to experimentation.

Responsive

We strive to address real challenges in a timely manner and are adaptable to changing needs in the community.



DREAMING FORWARD

2022 Annual Report Theme

Novelist and activist, Alice Walker, once said, “The most common way people give up their power is by thinking they don’t have any”. When your work is centred around empowering women, one of the most important aspects of our work is creating a safe enough space where women can seize their own power and dream forward.

Dreaming forward means being bold enough to imagine and forge a better future for you and your loved ones, with the support of structures (**Aspiration**) and advocates (**Community**) behind you.

At DOT, we build **Aspirations** through our job readiness and employment bridging programmes, to facilitate women into upward social mobility. Bolstered by the support of the **Community** (made up of our team of staff, passionate volunteers, and fellow peers), we hope that women are able to pursue and create the futures that they’ve always dreamt about.



A NOTE FROM THE PRESIDENT



Taking over the reins of Board President from Kim Underhill signifies the accomplishment of one loop and the beginning of a new one.

Not only have we broadened our programs to support more women, we have also evolved to be the enabling voice for a more inclusive society. As we step into a new loop, we strive to deepen our core mission of empowering and inspiring more women to Dream Forward.

Personally, it has been a very humbling six years of service with DOT. I started out as a befriender and to be honest, it wasn't a very successful start. While I was provided training, I had very little exposure to the unique situations our women face and had fallen into a perception-bias trap. While my intentions were good, I often gave misplaced advice, which didn't take into full consideration the circumstances they were facing.

This is why we make it a point to involve our volunteers and donors in our poverty sensitisation workshops, which aim to raise awareness on the lived experiences women from low-income backgrounds face. Attending it myself was sobering.

Relaunching in-person poverty sensitisation workshops in October 2022 was thus a highlight of the past year, as we were able to expand the outreach of this programme to a larger audience and reconnect with advocates and allies in the scene.

In my years of service, I've also had the privilege of joining our women during their stint at DOT's Confidence Curriculum (DCC), a cornerstone programme that aims to prepare and facilitate women into their back-to-work journey.

At DCC, I hear their hopes and dreams – simple, heartwarming, and, at times, heart-wrenching. I recall vividly my interaction with a young woman, who was the primary caregiver to her bedridden parent. She had given up her studies and career to take care of her parent and felt lost when her parent eventually passed on. She would bide her time at a bus stop, watching buses go by, not knowing where to go. She found support in the DOT community and while the journey was arduous and testing, she found a way to live for herself – and is now prepared to “board a bus”.

Every woman has their story. Every story expresses their strength – courage, resilience, perseverance, love and energy! My dream is for DOT to be the special place of morphosis for our women. Like water dripping on a boulder, little by little, our women are creating a difference in their own lives and those of others.

I look forward to supporting more women to dream forward and am excited to work with you, and other partners in the community, to make their aspirations a reality.

Warm wishes,

Chin Lee Yen
President

(APPOINTED 1 DECEMBER 2022)

A NOTE FROM THE EXECUTIVE DIRECTOR



It brings me great relief to write this message as 2022 was a year of regaining normalcy and catching up with time that was lost as COVID-19 restrictions continued easing for Singapore.

Being able to hold in-person events allowed us to organize a social workers appreciation event in April, a Mother's Day Carnival for women and families, resuming our in-person "Living On The Edge" poverty sensitization workshops and Employer Appreciation Awards which achieved the goal of reconnecting with the whole of DOT community.

While 2022 saw a drop in donations due to reshuffling of priorities amongst corporate donors and foundations amidst pressing needs such as climate-fueled extreme weather events and geopolitical conflicts, the leadership recognised the need to mitigate future risks by strengthening our fundraising capabilities in this season of increased volatility. Hence we brought in a seasoned corporate professional in Q3, 2022 to lead our fundraising and communications efforts.

Our work at DOT is future-oriented – after all, the overall goal of supporting women into sustainable employment and financial upliftment culminates to an ideal future for all. Hence it was a perfect time to envision the future with the community for the community, which is where the theme, *Dreaming Forward*, came from.

Facilitating women in their journey towards upward social mobility requires us to advocate for structures that are supportive of their needs, and reinforcing a community of support made up of passionate advocates and allies. As Desmond Tutu said "We need to stop just pulling people out of the river. We need to go upstream and find out why they're falling in."

Thank you to my amazing team of staff and volunteers, fundraisers and corporate and community partners that have worked with us through the good and sometimes challenging years. We look forward to strengthening efforts in creating a stable and cohesive support network for communities in need. Let us move forward, stronger, together.

Fannie Lim
Executive Director

2022 MILESTONES

2022 saw the return of in-person events and opportunities to reconnect with the community!



International Women's Day Roundtable

MARCH 2022

Our very first roundtable comprised of speakers from the DOT community, partner organisations, and thought leaders speaking on the issues that women face, such as living wages, caregiving, and digital inclusion.

Thank you to everyone who supported this event!

Social Workers' Appreciation

APRIL 2022

Social workers are instrumental to the work we do at DOT — they are the first people to refer potential beneficiaries to our organisation! In April, we decided to pay tribute to the tireless work of social workers, by hosting an appreciation and outreach event at our office. Thank you to MOS Tan Kiat How who graced our event in support of social workers!



Mother's Day Carnival

MAY 2022

On the 29th of May, the DOT community came together to give the mummies we know a chance to rest, relax and recuperate during our Mother's Day Carnival!

Mummies got a chance to enjoy chiropractor services, manicures, massage and laughter therapy — all while giving the kids a day to have fun at a wide range of carnival games!



DOTTER's Cup 2022

JUNE 2022

Our second annual charity golf tournament, aimed at equalising the playing field for our beneficiaries, was a tremendous success thanks to the support of our donors and sponsors alike.

Altogether, we raised \$74, 722, so our heartfelt gratitude to all who joined us for this meaningful event!

Living on the Edge (Community Run)

AUG/SEP 2022

For the longest time due to the pandemic, we had to move our programmes online. This meant suspending the full, interactive version of our poverty sensitisation workshop, *Living on the Edge* (LOTE), The loosening of pandemic guidelines allowed us to finally host two in-person, public iterations of LOTE for the community! This was an excellent opportunity for us to not only touch base with partners and new volunteers but to also raise awareness on the lived experiences of low-income mothers amongst the general public.



Employer Awards & Job Fair

OCTOBER 2022

In collaboration with Agape, and with supporting partners from Qualtrics, Domino's, Image Mission and Career Socius, we hosted our very first employer awards and job fair, post-COVID pandemic.

Our core work involves bridging women into longterm and sustainable employment and through this job fair, we hope to connect the women in our community to empathetic and supportive employers.

The employer awards in the afternoon also gave us an opportunity to appreciate the employer partners who have tirelessly supported our cause and provided flexible structures that are cognizant of caregivers' dynamic schedules.

2022 AT A GLANCE

What went on at
DOT and what
milestones did we
achieve in 2022?

413

women were
referred to
DOT

130

bridged to
accessible
livelihood
opportunities

63%

of women bridged into
employment stayed at
a job for more than 6
months

Participants of our
Savvy Saver
programme saw total
average savings of

\$1,676

We saw a decrease
in debt of

50%

between 6 months
and 12 months post-
employment

38

women participated in
higher impact programmes
such as Step Up and
Transformation Fund





We build
Aspirations
through
DOT's job
readiness
and
employment
bridging
programmes,
to facilitate
their own
upward
social
mobility
journeys.

ASPIRATIONS

a hope or ambition of achieving something.



JOB READINESS

DOT CONFIDENCE CURRICULUM

DOT Confidence Curriculum (DCC) is DOT's flagship programme that has been running since 2015. This programme aims to to curate an environment for women to gain confidence, soft skills, friendships and self discovery that are essential in every person's journey back to work through a series of workshops across 8 weeks. A befriender is also assigned to each participant during the course to offer additional emotional and practical support.

In 2022, we conducted 10 runs of DCC, supporting women into their first forays/re-entry into the workforce.

FINANCIAL LITERACY



Since 2018, DOT has been partnering with Aidha in the creation of a comprehensive 10-session financial literacy programme. This program spans 7 months: the first month focuses on empowering women with the knowledge and skill sets to start their savings while the next 6 months focus on monitoring their progress and addressing any challenges met. Additionally, a 1:1 savings match in the form of grocery vouchers is provided to the participants to help them speed up their savings progress, up to a maximum of \$600 per participant.

As there are still gaps for families and individuals who are currently relying on financial assistance and are still looking for employment opportunities, DOT initiated shorter-duration workshops on money lending issues and budgeting for those who are keen to pick up these skills, with the support of ANZ bank.

Maybank also provided 1-for-1 savings match for the FinLit participants in the form of vouchers to facilitate these families into upward social mobility and financial stability.

TRAIN-AND-PLACE

DOT recognises the difficulties that low-income women have while accessing government subsidised upgrading courses to increase their employability. While there are many courses and initiatives available, women from low-income backgrounds often face difficulties participating in such programmes as they often need to find alternative caregiving arrangements, may have to put up with a drop in income and accommodate for additional transportation costs and more to access these courses.

Hence, DOT works directly with training providers and employers to provide shorter, more modular training programs and on-the-job training in a range of industries so that beneficiaries can better access these trainings and be directly bridged to a relevant employer.

Our Train-and-Place programme offers high-quality training and placement services to individuals seeking to improve their skills and secure employment in industries such as childcare, eldercare, postnatal massage, spa masseuse, call centre, customer service, and digital marketing. Longer programs may also have training allowance.

35

women benefited from
Train-and-Place
programmes in 2022.



HOME-BASED CHILDMINDING

In April 2022, DOT partnered with the Ministry of Social and Family Development (MSF) to pilot a Home Based Childminding Programme for low income families. Parents and guardians of young children from economically challenged families face limited employment options and opportunities due to irregular and long working hours. This program aims to provide flexible, low-cost childminding services within their community to supplement institutionalised childcare services.

DOT serves as an intermediary to recruit, train, onboard and match childminders to users. Started in Punggol and Bedok, the programme could potentially expand islandwide in 2023 to serve a larger community and ensuring that more parents and guardians from low-income families have greater access to stable employment opportunities.

In 2022...

12

new community
childminders were
assessed, trained and
ready to be deployed
in 2022.

2

families were
successfully matched
to childminding
services.



WOMEN'S DEVELOPMENT & BRIDGING

In 2022...

DOT enabled 130 women into new job opportunities in 2022. A significant proportion of women chose administrative jobs (30%), F&B (10%) and childcare (9%) jobs.

EMPLOYER ENGAGEMENT

To ensure greater inclusivity and understanding at the workplace, we require all DOT employer partners to attend our poverty sensitisation workshops.



I had the privilege of attending a poverty sensitisation workshop conducted by DOT where fellow industry leaders and HR practitioners walk in the steps of our women from low income families. It was eye-opening and a very humbling experience. I wish more people could experience what it takes and the grit, determination and perseverance one needs to be able to keep it all together. Any one of these women given a bit of training could be in our boardrooms and on our leadership teams with the qualities they demonstrate in their daily lives under tremendous pressure.

VIVIEN (CHIEF OPERATING OFFICER), AIRSERVE GROUP



Through the team's efforts, we onboarded 55 new employer partners who are offering Core and Stable Schedule (CSS) jobs to our beneficiaries in 2022. CSS provides fixed-shift work during office hours to mothers with family responsibilities, allowing them to access services by childcare centres and avoid late pick-up fees. This enables them to increase chances of sustaining employment for the longer term.



The current DOT is very different from the past as they manage to partner with a lot of [new] employers to offer a flexible working arrangement for caregivers - single parents. This allow them to own a financial support to oneself, childs and parents, allow us able to cope between the work and take care a childs when needed in the same time.

JEANNIE, DOT COMMUNITY MEMBER



CAREGIVING SUPPORT FUND

The main barrier to starting and sustaining work is caregiving responsibilities (Daughters Of Tomorrow Needs Assessment, 2020). In 2022, DOT launched the Caregiving Support Fund for women who recently rejoined the workforce.

\$200 was disbursed each month (up to 3 months) to recipients of the fund to pay caregivers so that they could continue to go to work even if their child was unable to attend formal childcare. 20 women utilized this Fund between April and December. The need for caregiving support in terms of monetary resources may continue to increase as more women rejoin the workforce.



JOB FAIR

In November, we hosted our first job fair, with the support of 16 employer partners across various industries to support 40 over participants into long-term employment!

The Job Fair was held in conjunction with the Employer Awards, a yearly ceremony aimed at commending employer partners who have worked tirelessly with us to support women into employment. From this job fair, 10 women attended interviews, 6 were bridged successfully and 1 secured a job on her own.

Recipients of the Employer Awards were:



Sparkletots @ Radin Mas



PINK PARLOUR
HAIR REMOVAL SINCE 2005



BEFRIENDERS

Befrienders are invaluable to our work at DOT. They journey with the women into sustainable employment and provide avenues of support.

DOT's volunteer befrienders continued to provide support throughout the job readiness journey and once they started work. Over 100 befrienders support new beneficiaries in 2022, bringing the total number of active DOT befrienders to more than 200.



Thank you for all the sharing sessions we had together. Your advice, care, and concern. No words can sum up the beauty in what you do. You not only check on me, you check on my family members too.

KOMATHI, DOT COMMUNITY MEMBER



MOTHER'S DAY CARNIVAL

On 29th May 2022, we celebrated mothers being amazing caregivers with a day of pampering and wellness, while their children were engaged with games, art and craft and movies, supported by our corporate partners.

DOT was very excited to give mums their well deserved 'me time' in the Pampering Room with manicures, massages and chiropractic care; and wellness classes engaging the mothers in mindfulness, yoga and laughter therapy. They also received styling tips from Image Mission, taking home a set of corporate clothing and lovely accessories to match.



TRANSFORMATION FUND (UPSKILL)

Here at Daughters Of Tomorrow, we recognise education and upskilling as key pillars to economic empowerment for women. This is why we developed the Transformation Fund.

Launched in 2022, the fund covers the tuition fees and any loss of income women face as they change their working hours to take on the course. This helps beneficiaries to focus on their studies without making difficult sacrifices that impact their families' quality of life. 3 successful applicants are studying childcare, business administration and psychology to further their careers in their chosen fields, with a pipeline of 7 more applicants being developed for the following year.



STEP UP PROGRAMME

Step Up is a year-long holistic support program that helps DOT women who have been in stable work improve their lives through the pillars of finance, wellness, and coaching.

In 2022, we saw 38 participants in the Step Up programme and launched Savvy Savers, a savings match and debt reduction programme to provide additional spaces to women who were unable to participate in Methodist Welfare Services' Family Development Programme.

Thank you to Maybank, Blackrock, Cisco, Advanced Pain Centre, Readable, and Prolearn, for supporting Step Up and the 65 volunteers who contributed to its success!



SUPPORT GROUPS

Our online support groups allow accessible connectivity with others, where women share valuable insights and encouragement facilitated by qualified professionals.

Our Talk Therapy and Divorce support groups provides a safe space for community members to seek advice and solace regarding work and family matters. In October we launched a Parenting Circle to support overwhelmed mothers with, communication tips and ways to build happier relationships with their children. 36 women regularly attended our online support groups in 2022. 19 women were able to work through their past trauma by attending the BeComing Me program.



Its always good to hear experiences and sharing from other mums. Tips that we can use in our daily life. 1 big tip I learnt from Iva is this:

"Our childrens' emotions are not them. Its just an expression of feelings from them."

So now whenever my kids throw tantrums or anger, I take a step back and breathe or go into my room. I do not counter attack them with my words that might hurt both of us.

Only when we have cool down, we come back and address each others issues that need to be heard.

LIZA (NOT HER REAL NAME), PARTICIPANT OF PARENTING CIRCLE



Norlia's journey towards social mobility

WOMEN'S STORIES

Norlia is a graduate from the Step Up programme and worked hand-in-hand with her mentors to eradicate debt and put savings towards her very first purchase home!

Norlia was referred to DOT about 5 years ago. At 38, she was keen to start a new career. She had been working previously as a lead cleaner and didn't know what other job options were available to someone with limited formal education.

She wanted to find a meaningful job that could help her provide for her growing family of 7. She was open to exploring Eldercare and after completing her industry training with DOT she successfully found an entry level position at Vanguard, our award winning employer partner.

A strong work ethic, being open to learning and a supportive workplace enabled Norlia to thrive at Vanguard. She became a valued member of the team and was even given the role to mentor other new hires (including incoming DOT women). Over the years she had a pay increase of \$1300 to \$1900 as she moved into the role of Residential Care Associate.

With job security in hand, she had hopes of achieving other milestones: savings, seeing her children thrive and a larger flat (2 rooms was not enough space) were some of those aspirations. Hence, when we shared our Step UP pilot with her she was motivated to join.

Norlia received 1-1 support in two areas:

1. She joined the one year savings program, getting 2:1 matching which enabled her to start building towards financial security. When she started the program she had NO savings. With the support of her volunteer she completed the year and decided to sign up for another year. She currently has saved more than \$6,200.

2. She connected with our Life Coaching volunteer Su-Chzeng and journeyed with her for a year. Through conversations with Su-Chzeng, she became aware that further education was a priority for her. She wanted to become a registered nurse and progress further in the healthcare industry. DOT is excited to work alongside her with our Transformation Fund to make that dream a reality.

5 years on, Norlia and her family are still moving towards social mobility. We continue to be excited to celebrate the milestones alongside her. Most recently she got approval to move into a 3 room BTO flat.

Renovation plans are starting and her children are overjoyed to finally have a room of their own.

Norlia is so proud:

“Today after 43 years of living, I am now holding on to my keys to a home that I bought. This feeling is one of the best that I have ever experienced in my life.”





At DOT, our vibrant community is made up of community members, volunteers, staff, and partners, all with the same mission to support women as they reach and attain their aspirations.



Funders/Donors

Listed below are Companies, Foundations and Individuals who donated \$10k and above over the duration of one year. Our sincere thanks and appreciation to ALL our supporters for their donations, fundraising efforts, volunteering hours, and/or donations in kind.

BlackRock Fund
BNP Paribas
Capital International Inc
Chanel Fondation
Chanel Pte Ltd
Community Foundation of Singapore
Digital for Life Fund
Dow Chemical Pacific (Singapore) Ptd Ltd
Great Eastern
Great Eastern Women's Run
H&M Hennes & Mauritz Pte Ltd
Khaw Wai Meng
LinkedIn
Love, Bonito
National Council of Social Services (NCSS)
Ogilvy Singapore Pte Ltd
Otis International Asia Pacific Pte Ltd
Singapore Business Federation Foundation
Singapore International Chamber of Commerce
The Body Shop
The Majority Trust Limited
The Missing Piece Clothing Ptd Ltd

Community Partnerships

Listed below are organisations and charities that have made the work we do at DOT possible.

AGAPE Connecting People	MyFirstSkool
Agency for Integrated Care	New Hope Community Services
Ang Mo Kio FSC (Ang Mo Kio)	National University Hospital
Ang Mo Kio FSC (Cheng San)	PPIS FSC (East)
Ang Mo Kio FSC (Punggol)	PPIS FSC (West)
Ang Mo Kio FSC (Sengkang)	Reach FSC
AWARE	REACH Youth Services
Care Corner FSC (Admiralty)	Rotary FSC
Care Corner FSC (Queenstown)	Safe Place
Care Corner FSC (Tampines)	Sembawang FSC
Care Corner FSC (Toa Payoh)	Sengkang FSC
Care Corner (Woodlands)	Serangoon Moral FSC
Casa Raudha Women's Home	SINDA FSC
Children's Wishing Well	Singapore Anglican Community Services
Club HEAL	Singapore Children's Society FSC (Yishun)
Club Rainbow	St Andrew's Autism Centre
Covenant FSC	THK EIPIC @ CCK
Daybreak FSC	Shine Children & Youth Services
Fei Yue FSC (Bukit Batok)	Singhealth Polyclinics
Fei Yue FSC (Champions Way)	Social Service Office @ Ang Mo Kio
Fei Yue FSC (Choa Chu Kang)	Social Service Office @ Bedok
Fei Yue Prison Care Division	Social Service Office @ Bukit Batok
Fei Yue FSC (Taman Jurong SSO)	Social Service Office @ Bukit Merah
Fei Yue FSC (Yew Tee)	Social Service Office @ Kreta Ayer
Fei Yue Youth GO!	Social Service Office @ Pasir Ris
Good Shepherd Centre	Social Service Office @ Sembawang
Hougang Sheng Hong FSC	Social Service Office @ Serangoon
Impart Mental Health Care	Social Service Office @ Tampines
Kampong Kapor FSC	Social Service Office @ Toa Payoh
Kreta Ayer Family Services	Social Service Office @ Woodlands
KK Women's and Children's Hospital	Social Service Office @ Yishun
Lakeside Family Centre - Jurong East	South Central Community FSC
Lakeside Family Centre - Jurong West	The SBL Vision FSC
Macpherson Moral FSC	Thye Hua Kwan FSC @ Bedok North
MINDS IEDC	Thye Hua Kwan FSC @ Bukit Panjang
Montfort Care - @27 Family Service Centre	Thye Hua Kwan FSC @ Jurong
Montfort Care - Kreta Ayer Family Services	Thye Hua Kwan FSC @ MacPherson
Montfort Care - Marine Parade Family Service	Thye Hua Kwan FSC @ Tanjong Pagar
MPS Yishun NSS	TRANS FSC (Bedok)
MWS Family Service Centre - Yishun	Whampoa FSC
MWS Family Service Centre - Tampines	Whispering Hearts FSC



How you can give back

Create a better tomorrow for all women and be part of our community today!



Corporate social responsibility

Partner us for your corporate social responsibility programmes.

Drop us an email at:

✉ cheryl@daughtersoftomorrow.org



Become a volunteer!

Contribute your time and expertise in various ways that enable our work. [Sign up here](#) and we will be in touch when suitable opportunities for your help comes up.



Become an employer partner!

Provide accessible and sustainable livelihood opportunities for DOT women, drop us an email at:

✉ jobsupport@daughtersoftomorrow.org



Become a befriender!

A Befriender provides one on one connection to each beneficiary, acting as a source of support, a helping hand, and pointing to relevant resources and opportunities. To sign up or find out more, click [here](#).



Fundraising and events

Share awareness amongst your personal networks about struggling families and poverty in Singapore and help to raise much-needed fund to enable our work. Dedicate a birthday, host a charity dinner at home or organize a mini fundraising drive at your office – share with us your idea(s) and get in touch with:

✉ donorrelations@daughtersoftomorrow.org

Onwards to 2023!

As we journey into the new year, here is what the DOT team has in store for 2023:

IWD Book Launch

At DOT, we always aim to elevate and uplift the voices of the women in our community and one way we wish to do that in 2023 is by publishing a book of their written stories. This way, we hope to memorialise their lived experiences and raise awareness on the structural issues they face on the daily to the general public.



Mother's Day Carnival & Inaugural Fundraising Gala

In 2022, we hosted our first Mother's Day carnival which was a resounding success and an excellent way to honour the mothers in the DOT community!

Given its success, we're looking forward to hosting it again in 2023 (and expanding it this time!) to invite more partners and stakeholders to celebrate with us this special day.



Expansion & continuation of programmes

Sustaining our core programmes include:

- Expanding the Transformation Fund to serve a larger community, namely the younger generation of women in our community (aged 16 years old and above)
- Further consolidating the success and effectiveness of the Step Up programme,
- Offering our cornerstone programmes such as DCC, Financial and IT Literacy to new partners including Singapore Prison Services.



Finance, Governance and Policies

DOT has been accorded IPC (Institution of a Public Character) status from 09/10/2022 To 08/01/2024. DOT was registered as a charity under the Charities Act (Chapter 37) until January 2024. DOT has a Memorandum of Articles and Association as its governing instrument.

Financial Reports

See the 2022 Audited Financial Statements for full information [here](#).

Statutory Information & Governance Compliance

DOT consistently works towards improving its transparency, governance, HR, IT and risk-management practices.

DOT is compliant with the Code of Governance (2017). Refer to our Statutory Information and Governance Evaluation Checklist.



Corporate Governance Policy

Whistleblowing Policy

This policy is intended to encourage Board members, staff (paid and volunteer) and others to report suspected or actual occurrence(s) of illegal, unethical or inappropriate events (behaviors or practices) without retribution.

- The Whistleblower should promptly report the suspected or actual event to his/her supervisor, the Executive Director, or any Board member.
- All reports involving fraud or illegal activities must be immediately informed to the DOT President and the Chair of the Audit Committee who will promptly act to investigate the report. For all other reports, supervisors, managers and/or Board members who receive the reports must ensure the prompt investigation and/or resolution of the issue.
- The Whistleblower can report the event with his/her identity or anonymously.
- The Whistle blower shall receive no retaliation or retribution for a report that was provided in good faith – that was not done primarily with malice to damage another or the organization.
- A Whistleblower who makes a report that is not done in good faith is subject to discipline, including termination of the Board or employee relationship, or other legal means to protect the reputation of the organization and members of its Board and staff.
- Anyone who retaliates against the Whistleblower (who reported an event in good faith) will be subject to discipline, including termination of Board or employee status.
- Crimes against person or property, such as assault, rape, burglary, etc., should immediately be reported to local law enforcement personnel.
- The Whistleblower shall receive a report within five business days of the initial report, regarding the investigation, disposition or resolution of the issue.
- If the investigation of a report, that was done in good faith and investigated by internal personnel, is not to the Whistleblower's satisfaction, then he/she has the right to report the event to the appropriate legal or investigative agency.

- The identity of the Whistleblower, if known, shall remain confidential to those persons directly involved in applying this policy, unless the issue requires investigation by law enforcement, in which case members of the organization are subject to subpoena.

Media and Communications

As a public-facing organisation, Daughters Of Tomorrow (DOT) recognises the benefit of media as an important tool of engagement, to communicate with and rally stakeholders and supporters in achieving its mission. It is important that the reputation of DOT, as well as that of its beneficiaries, staff (including employees and contractors, hereafter referred to as "staff") and Board members, volunteers and partners, are not tarnished in any way by anyone using media tools inappropriately, particularly in relation to any content that directly references DOT.

The DOT Board, staff, and volunteers, therefore, are expected to behave and express themselves appropriately and in a manner that is consistent with DOT media communications guidelines. The aim of this guideline is to spell out the policy that the Board and the staff of DOT must strictly adhere to in the area of communications with the media, both traditional and online media platforms.

Reserves, Funds, and Investment Policy

DOT has a Reserves, Funds & Investment Policy to provide clarity in the management of our reserves and to assure stakeholders that we are well-managed and have a strategy for building up reserves of up to two years that is, the unrestricted funds that are freely available for operating expenses, in order to ensure long-term sustainability.

DOT has in place processes and practices to ensure that all fundraising activities are honest, ethical and uphold the public's confidence in fundraising and charities. The Board ensures that all materials used for fundraising contain relevant and accurate information and do not contain any misrepresentation or material omission. DOT ensures that funds and donations are used in accordance with donors' intentions and the specific purpose as communicated when soliciting for donations. Processes are in place to ensure that donors' confidentiality is respected. Any information or records of donors are kept strictly confidential at all times.

DOT does not make loans or donations to any party, and has a conservative investor risk profile. DOT only invests in investment instruments that are principal guaranteed or assured, in the form of bank deposits.

Conflict of Interest

There are documented procedures for Board members and staff to declare actual or potential conflicts of interest. Board members and staff are expected to avoid actual and perceived conflicts of interest, where they have personal interest in business transactions or contracts that DOT may enter into, or have vested interest in other organisations that DOT has dealings with. They are expected to declare such interests as soon as possible, abstain from decision-making and not vote or participate in matters where they have a conflict of interest.

Volunteer Management

As a non-profit organisation, volunteers play an integral role in uplifting the lives of the vulnerable while enhancing resilience in our community. DOT keeps track of their contribution of time, resource and expertise to advance DOT's cause. DOT strives to empower our volunteers with the knowledge and skills sets to make a positive difference in their areas of interest.

Disclosures

None of the paid staff received more than \$100,000 annual remuneration. No staff is involved in setting their own remuneration. No board members received any remuneration from the charity. The charity discloses that there are no paid staff who are close members of the family of the Executive Director or Board Member.

The Board

DOT's Board is committed to maintaining high standards of corporate governance and accountability to its stakeholders. Our stakeholders include the regulators, the clients we serve, our supporters (donors, members and volunteers), our partners, staff and the community at large. The Board decides on the major strategic directions of DOT, allocates financial resources, provides legal and financial oversight, reviews the performance of management, and ensures that the organisation serves its mission in accordance with its values.

The Board meets every month to carry out its functions. No Board members are remunerated for their Board services.

Current Board Members



CHIN LEE YEN (PRESIDENT)

Lee Yen is the President of the Board since December 2022. She also chairs the fundraising committee and has been a member of the board since August 2016. Outside of DOT, Lee Yen is an Associate Client Partner at Korn Ferry.



SCHUTZ LEE (SECRETARY)

Schutz is one of the newest members of the board, having joined us in October 2022. She straddles the dual roles of secretary and fundraising committee vice-chair. Outside of DOT, Schutz is a Chief Consultant and Director at Investment Marketing Asia Pte Ltd, and is a member of the fundraising committee at PPIS, the Singapore Muslim Women's Association.



DANIEL CAMPION (TREASURER)

Daniel has been a member of DOT's board since April 2019. Besides being the treasurer, Daniel also chairs the finance committee. Outside of DOT, he is the Sustainability Lead for APMEA at Kerry.



JENNY WIEGLEB (HUMAN RESOURCE COMMITTEE CHAIR)

Jenny has been a member of DOT's board since 2016. Outside of DOT, she is the Senior Vice President, Human Resources, for Dole Asia Holdings Pte. Ltd.



JOSEPH SEE (PROGRAMMES & IMPACT COMMITTEE CHAIR)

Joseph joined DOT's board in 2022. DOT's work aligns with Joseph's role outside as Chief Executive Officer of Agape Connecting People Pte Ltd, which has a social mission element aimed at supporting people into employment and reskilling opportunities.



EMILY CHIN (AUDIT & RISK COMMITTEE CHAIR)

Emily has been a member of DOT's board since 2017. Outside of DOT, she's the Managing Director at CCR Partners.

Board of Directors

The Board's role is to provide strategic direction and oversight of DOT's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require Board's approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve quarterly financial statements;
- Regularly monitor the progress of the charity's programmes;
- Amongst other roles and responsibilities.

List of Board Meetings (2022)

20th January 2022	All present except Lee Yen Chin, Emily Chin & Anurag Banerjee
31st March 2022	All present except Kim Underhill & Emily Chin
25th May 2022	All present except Emily Chin
22nd June 2022 (AGM)	All present except Jagdeep Kaur
21st September 2022	All present except Kim Underhill & Jagdeep Kaur
2nd November 2022	All present except Emily Chin
13th December 2022	All present

Senior Management



FANNIE LIM

EXECUTIVE DIRECTOR

Fannie is the Executive Director and chief driver of DOT's missions. She oversees the overall strategy for DOT's programmes, staff, expansion, and execution of its mission. She also oversees the delivery of all DOT programs and services, working to maintain and improve quality. Fannie was appointed as ED on the 1st of September 2020.



AARATHI ARUMUGAM

FINANCIAL CONTROLLER

Aarathi works closely with the Executive Director and the team to shape the finance function to service DOT's strategy, and aims to future proof our growth. She also oversees impact measurement where we measure how well we are servicing our beneficiaries across the various services and programs that we run, including DCC, Employment Bridging, Broaden Horizons, and other transformational programs.



KAYLEE KUA

SYSTEMS & INTEGRATED PROJECTS

Kaylee oversees all the systems being implemented in DOT to ensure seamless integration to the day to day operational processes while at the same time, working to improve on it, alongside volunteers, to enhance the team's productivity and efficiency. She also helms projects that are jointly executed in partnership with other agencies and to ensure its smooth running with the intention to scale it in the longer term.



KANAK MUCHHAL

PROGRAMMES

Kanak undertakes initiatives that help the organization to develop the potential and talents of DOT women, enabling them to achieve financial independence through job readiness preparation and building social mobility for their families when they're in employment. Using her skills and experience as a trained counsellor and hands-on Befriender herself, she educates volunteers, community partners and relevant stakeholders with her experience and insight into the lives of the women and serves as an advocate to further the cause of empowering women.



YVONNE LEE

FUNDRAISING AND COMMUNICATIONS

Yvonne oversees the fundraising and communications teams to develop and execute strategy, increase and diversify fundraising revenue, and deliver annual fundraising growth to support the growth of the organisation. Yvonne's role requires her to tap on her strength of cultivating a strong network of donors, corporate sponsors, and volunteers to support our cause.



CHERYL CHEN

FUNDRAISING AND EVENTS MANAGEMENT

Cheryl works with corporate partners, donors and community fundraisers in campaign and event management. These partnerships help raise awareness and financial support to ensure DOT's work and impact are sustainable. She also oversees many of DOT's activities/ events planned to ensure everything is smooth running and people coming for it would have a good time being a part of DOT's community.



Thank you for joining your efforts with us in 2022!

