




**RIDING
THROUGH
THE
PANDEMIC**



CONTENTS

1	About Children's Cancer Foundation	25	Strategic Alliance and Practice Research
2	Patron's Message	26	Strategic Alliance
3	Chairman's Message	27	Practice Research
4	Key Officers and Directors	28	Community Partnerships
6	Corporate Governance	29	Anthony Houlahan: <i>Meals on Wheels for a Cause</i>
7	CCF Integrated Service Model	30	Fundraising and Sponsorships
8	Year in Review	32	Volunteer Management
11	COVID-19 Impact Study: Riding Through The Pandemic	33	Public Education and Advocacy
12	Parenting a child with cancer during COVID-19	34	Major Donors and Sponsors
14	Heart Work: CCF Battles Against COVID-19	37	Code of Governance and Financial Report
15	Core Services	38	Code of Governance - Governance Evaluation Checklist
16	In the Hospitals	40	Statement of Financial Activities
18	Marianne Lam: <i>A Sunset That Makes a Difference</i>	42	Statement of Financial Position
19	Schooling Programme	43	Statement of Changes in Accumulated Fund / Statement of Cash Flows
20	Specialist Clinic	44	Notes to the Financial Statements
22	Survivorship		
23	Nazri Arshad: <i>The boy who bakes for good</i>		
24	Support for Affected Children		

RIDING THROUGH THE PANDEMIC

Paragliding requires two key skills – understanding of the weather and skilful techniques for a good launch, control in the skies and a safe landing. The joy from the sport lies in the experience of a brave new world that only the courageous get to see.

2020 felt like a lesson in paragliding for CCF. We had to size up the limitations and headwinds brought about by COVID-19 whilst finding strengths and opportunities that we could seize on. We navigated through the year with a clear focus on the increased needs of our beneficiaries as we safeguarded our resources to maintain meaningful service and support for them.

This annual report covers our ride through the pandemic and records our commitment to children and families affected by cancer. It also features inspirational stories of childhood cancer survivor, Nazri; bereaved caregiver, Marianne Lam and CCF fundraiser, Anthony Houlahan who chose to give back in their own unique ways.

About Children's Cancer Foundation

Founded in 1992, Children's Cancer Foundation (CCF) is a social service agency that provides children with cancer and their families the much needed support in their battle against the life-threatening illness. Over the years, CCF has helped more than 3,200 children and their families at different stages of the illness and recovery.

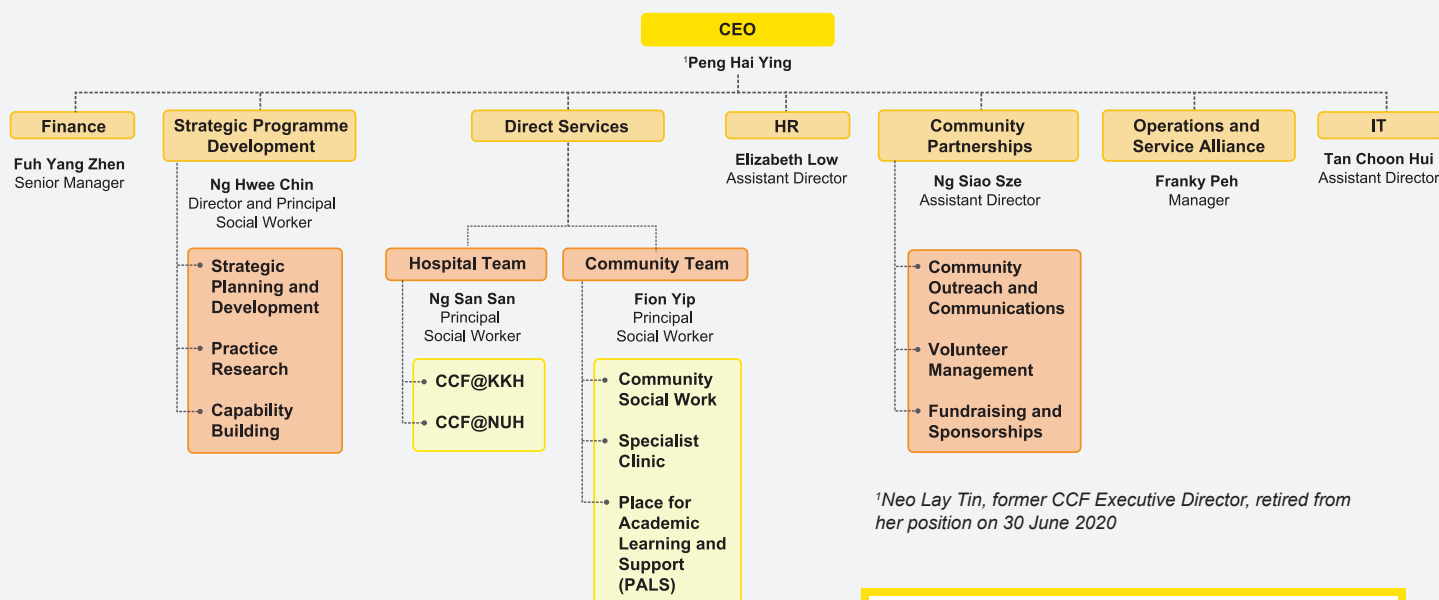
VISION

To become a leading provider of resources and psychosocial services to children and their families impacted by cancer.

MISSION

To improve the quality of life of children with cancer and their families and children impacted by cancer through enhancing their emotional, social and medical well-being.

ORGANISATION CHART



CHIEF EXECUTIVE OFFICER

Peng Hai Ying

Joined on 4 June 2020

Haiying is certified in social work and executive coaching. Specialising in family violence, addictions work as well as family therapy, her portfolio includes working as a Child Protection Officer, Senior Social Worker and Executive Director/ Chief Executive Officer at various organisations including Family Service Centres, Disability Homes and those serving children in need.

Haiying has successfully pioneered programmes to achieve real inclusion and a 'wall-less' concept of service delivery for the PwD community. In 2020, she left her role as Executive Director at SUN-DAC to undertake new leadership endeavours at CCF. She is passionate in journeying with leaders to facilitate transformation and accelerate individual development.

CCF – SOCIETY

January to March 2020

Date of Establishment: 9 November 1992

UEN: S92SS0103J

Registration Date: 2 December 1992

CCF – COMPANY LIMITED BY GUARANTEE

April to December 2020

Date of Incorporation: 14 October 2019

UEN: 201934434R

Registration Date: 21 February 2020



Patron's Message



“
CCF pressed on to refine and expand its integrated model of care to better meet the needs of our beneficiaries...”

When a child is diagnosed with cancer, family members find themselves in a life-changing journey. They have to navigate arduous clinical treatment pathways while coping with significant emotional and financial pressures. There can be no worse time for these families to do this even as they also confront the unprecedented challenges brought on by COVID-19.

As patron of CCF for more than two decades, it is my joy to have seen the team grow from a small outfit to a full-fledged social service agency with a clear focus on providing much needed support to ensure the best possible outcomes for the children and their families – medically, socially, emotionally and spiritually.

For CCF, 2020 has been a challenging year. CCF had to gear up on our programmes and services. Keeping true to its mission, CCF pressed on to refine and expand its integrated model of care to better meet the needs of our beneficiaries at different stages of their diagnosis, treatment and recovery.

This includes reinforcing the hospital teams' child life services as well as new survivorship programmes that reflect the high overall cure rate of childhood cancer, and the support needed for children and youths to reach their full potential in life after winning such a hard battle.

CCF will not be able to do the work it does without the generous support from donors, partners and volunteers. In 2020, this lifeline was vital not only to tide over the impact of the pandemic but also to ensure CCF's longer term sustainability within the childhood cancer eco-system.

During such unprecedented times, I would like to commend CCF staff for staying focused on their mission. I urge our partners, donors and supporters to please continue to work alongside our staff to give hope for a better future for our children who are stricken with cancer and their families.

**A/Prof Ho Peng Kee
CCF Patron**

Chairman's Message



When COVID-19 upended the world at the start of 2020, the hard stop to life we knew ran deep and wide. CCF was confronted with a multitude of operational challenges, from mandated safe distancing measures and workplace restrictions to the two-month “circuit breaker” in April.

Despite the uncertainties of a crisis situation that persist to this very day, we remained true to our mission as the only social service agency in Singapore, professionally staffed, and organised to provide holistic and integrated psychosocial services for those affected by childhood cancer.

Our keen awareness of additional stressors on children with cancer and their families helped us to focus on finding solutions. We are with these children and their families in every sense, even if not physically present.

CCF made several difficult and decisive paradigm shifts to ensure that we continued to provide timely, viable and meaningful services. The essence of what our social workers, therapists and teachers deliver is high touch and personal. Going digital to circumvent was counter-intuitive as we had to find new approaches to make things work for these children and their families.

We focused on what was important and impactful for our children and their families. We created safe virtual spaces and adopted new approaches to reach beyond the barrier of our digital screens and devices. Thankfully, our beneficiaries responded well to the “new normal”, providing a silver lining for children who were previously unable to attend activities on-site and can now do so online.

The continuing rally of our donors and supporters to stand by the work we do provided another silver lining that shone through the clouds of 2020. This was much needed when our funding sources were decimated by the economic fallout because of the halt in all physical fundraising activities.

The most visceral blow was the cancellation of Hair for Hope, our signature fundraising campaign. More than fundraising, the headshaving events of this campaign, public and corporate, served as our most visible and unique outreach to the community. Many missed the much-loved and eagerly anticipated events associated with this campaign.

The disruptions we faced in 2020 proved to be an inflection point for our Community Partnership Team as they made a pivot into uncharted territories

to launch “The Hope Train”, our first social media fundraising campaign. We are most grateful to various individuals and organisations who supported the inaugural virtual journey of this campaign to raise funds for and to increase awareness of childhood cancer.

It is often said that we see the best of us in the worst of times.

As always, we are inspired by the strength and resilience of children and their parents in their difficult and unexpected fight against cancer. We are moved by the grace of our past beneficiaries who chose to give back by helping those who are now in need. We are heartened by the fortitude and commitment shown by the CCF Team in overcoming any obstacles to deliver on our mission.

As always, a big thank you to our donors, partners and volunteers who stood with us in unwavering solidarity and support to help cushion the enormous impact of childhood cancer and the pandemic on the lives of the children and their families.

Keep healthy, stay safe!

Ho Cheng Huat
Chairman

Key Officers and Directors



PATRON **A/Prof Ho Peng Kee**

BOARD OF DIRECTORS

(L to R)

Ho Cheng Huat
Chairman

Caroline Lim
Vice-Chairman

Nancy Thio
Honorary Secretary

Stanley Lim
Honorary Treasurer

Benedict Leh*

Chong Tsung Wen (Dr)



(L to R)

Go Ashokh Menon
Moh Hon Meng
Joyce Sit
Arthur Lim
Kevin Tay (Dr)
Shawn Koh



ADVISORS

A/Prof Chan Mei Yoke
Head and Senior Consultant, Department of Paediatric Subspecialties, Haematology/Oncology Service, KK Women's and Children's Hospital

A/Prof Quah Thuan Chong
Senior Consultant, Division of Paediatric Haematology and Oncology, Khoo Teck Puat-National University Children's Medical Institute, National University Health System

Dr Tay Miah Hiang
Consultant Medical Oncologist, OncoCare Cancer Centre

Dr Rosaleen Ow
Editor, Social Service Research Centre, National University of Singapore

Prof Tan Ah Moy
Senior Consultant, Division of Paediatric Haematology and Oncology, KK Women's and Children's Hospital

Peng Hai Ying
Chief Executive Officer



BOARD OF DIRECTORS

Name/ Position	Designation/ Company	Date of Appointment on the Board**	Board Appointment Since	Attendance at Board Meetings	Reasons for 10 years or more
Ho Cheng Huat <i>Chairperson</i>	Senior Director, IP Management / Enterprise (A*STAR)	14.10.2019	1998	6/6	Provides institutional knowledge and experience which contribute to organisation's stability and continuity*
Caroline Lim <i>Vice-Chairman</i>	Senior Financial Consultant / Professional Investment Advisory Services Pte Ltd	14.10.2019	2012	5/6	NA
Nancy Thio <i>Honorary Secretary</i>	Advocate & Solicitor / Neo and Lim	14.10.2019	2013	5/6	NA
Stanley Lim <i>Honorary Treasurer</i>	Managing Director, Group Finance/ Sindicatum Sustainable Resources	14.10.2019	2017	6/6	NA
Benedict Leh* <i>Director</i>	Independent Director / Far East Hospitality Trust	14.10.2019	2016	5/6	NA
Chong Tsung Wen (Dr) <i>Director</i>	Urologist / Singapore General Hospital	14.10.2019	2005	6/6	Provides medical advice and inputs
Go Ashokh Menon <i>Director</i>	Director / One Synergy Global LLP	14.10.2019	2017	6/6	NA
Moh Hon Meng <i>Director</i>	Cofounder / iFAST Corporation Ltd	14.10.2019	2014	6/6	NA
Joyce Sit <i>Director</i>	Retiree	1.4.2020	2020	6/6	NA
Arthur Lim <i>Director</i>	Retiree	1.4.2020	2020	6/6	NA
Kevin Tay (Dr) <i>Director</i>	Senior Medical Oncologist/ OncoCare Cancer Centre	1.4.2020	2020	5/6	NA
Shawn Koh <i>Director</i>	General Manager/ Ministry of Social and Family Development	1.4.2020	2020	3/6	NA

* With effect from 6 February 2021, Benedict Leh is no longer serving on the Board of Directors at CCF

**Board of Directors was formed when CCF was incorporated as CLG

Table 1.1

MANAGEMENT COMMITTEES

AUDIT

Chairperson Caroline Lim
Members Nancy Thio
Hu Weisheng
Tay Hanwei

STRATEGIC PARTNERSHIPS

Chairperson (Medical) Chong Tsung Wen (Dr)
Chairperson (Non Medical) Benedict Leh*
Members Kevin Tay (Dr)
Lisa Ooi (Dr)

SPECIAL PROJECTS

Chairperson Ho Cheng Huat
Members Joyce Sit
Nancy Thio

DIRECT SERVICES/PROGRAMME

Chairperson Shawn Koh
Members Gilbert Fan (Dr)
Terence Yow (Dr)
Arthur Lim

COMMUNITY PARTNERSHIPS/ VOLUNTEER MANAGEMENT

Chairperson Go Ashokh Menon
Members Arthur Lim
Joyce Sit
Barathan Pasupathi

INVESTMENTS

Chairperson Moh Hon Meng
Members Benedict Leh*

FINANCE

Chairperson Stanley Lim
Members Emily Sim
Quak See Ten

HUMAN RESOURCE

Chairperson Ho Cheng Huat
Members Joyce Sit
Gilbert Fan (Dr)

LEGAL ADVISOR

Nancy Thio

CORPORATE GOVERNANCE

Conduct of Affairs

The Board of Directors (“Board”) conduct its affairs as set out in the CCF Constitution and the Terms of Reference.

The Board provides guidance to the Chief Executive Officer (CEO) in overseeing the smooth day-to-day operations of CCF. The Board also provides consultative, networking and resource support to the CCF Management Team to ensure smooth service delivery, compliance with all relevant laws and regulations and sustainability of CCF.

To assist the Board in the execution of its duties, the Board has delegated specific functions to various committees. These committees operate within the Terms of Reference approved by the Board.

The Board’s decision and approval is required for the following matters:

- Corporate and services strategies and policies;
- Annual budget;
- Strategic alliances;
- Annual report and accounts;
- Interested person transactions and matters involving conflict of interest for a Director;
- Any material and significant matters.

The Board meets at least six times a year and more than half of the Board must be present for proceedings to be valid. The Board can also participate in decision-making via electronic communications and in writing. The number of meetings attended by the Board during the financial year can be found in Table 1.1.

Appointment as Director of the Board

All potential Directors of the Board will be invited to first serve in one of CCF’s management committees. They are also required to attend three Board meetings as observers before they can be co-opted as a Board Director. This is to familiarise them with the strategic directions and operations of the organisation, including the governance framework and Board responsibilities.

Besides briefing at meetings and email circulars, Board Directors are encouraged to attend training programmes when necessary, to keep apprised of relevant new laws, regulations and changes in the charity landscape.

Board of Directors Composition and Membership

All Directors of the Board are independent and do not receive any remuneration for the services to the organisation. New Directors are selected based on:

- Knowledge of and/or specific skill sets
- Management experience
- Diversity
- Alignment to CCF’s vision, mission and core values

Directors are elected yearly at the annual general meeting. There is a term limit of two years for the office bearer role of Honorary Treasurer.

Risk Management and Internal Controls

The Board has overall responsibility of the charity’s key risks to safeguard the charity’s interests and its assets. They have an oversight function, ensuring that processes are in place, and are adequate and effective in fulfilling the mission of CCF. The audit committee assists the Board in providing risk management oversight while the ownership of day-to-day management and monitoring of existing internal control systems are delegated to the Management Team. To manage risks, CCF conducts an internal and external audit annually to manage and monitor the internal control systems. CCF also adopts an Enterprise Risk Management (ERM) framework to monitor strategic, operational, compliance, reputational and financial risks.

CCF Integrated Service Model

CCF adopts an integrated hospital-community-home service model to offer a spectrum of critical services to our beneficiaries.

IN THE HOSPITALS

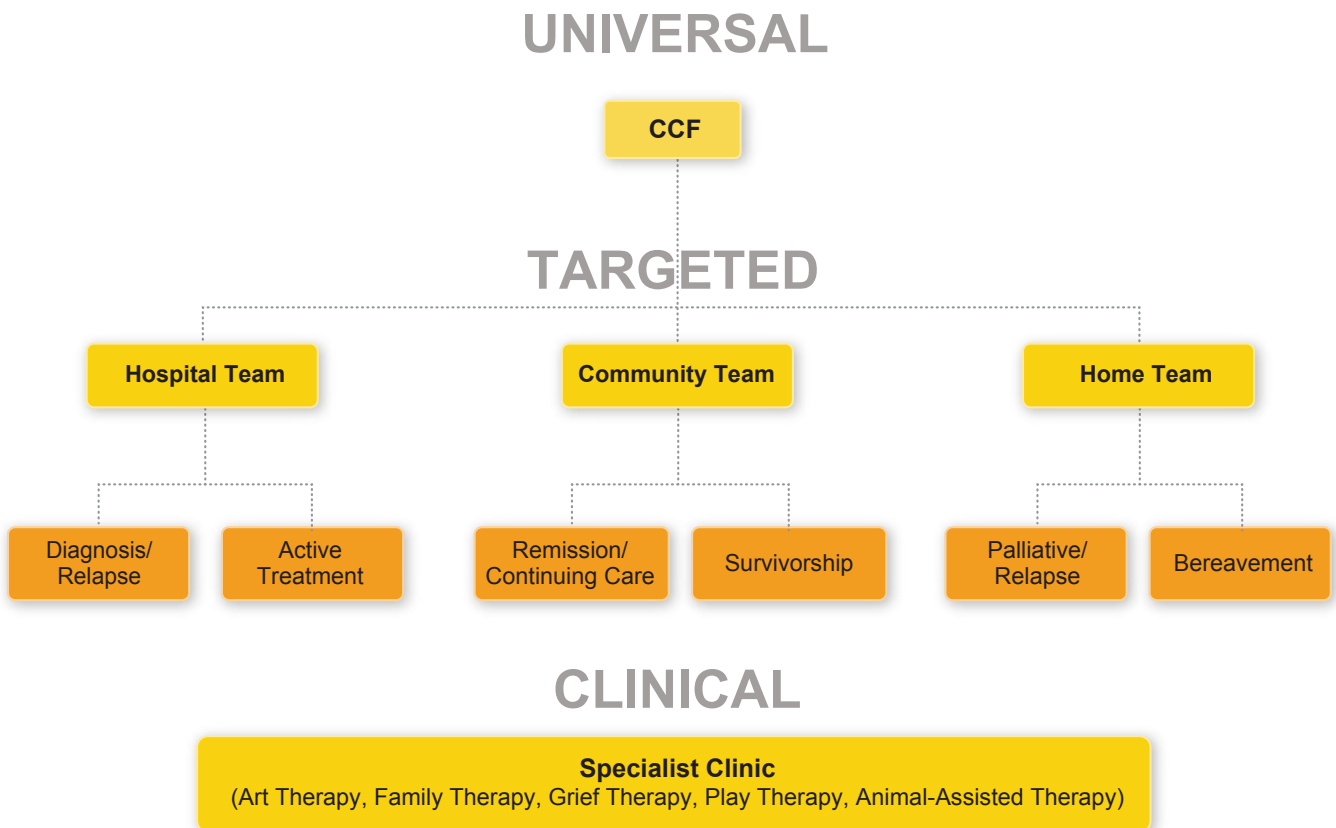
CCF helps children who are newly diagnosed with cancer and undergoing active treatment with their hospital experience. We offer emotional, financial and social support, with a focus on therapeutic play and psychotherapy for the children and support activities for their caregivers. Our caseworkers and counsellors are sited in KK Women's and Children's Hospital (KKH) and the National University Hospital (NUH) to work alongside our medical partners in the paediatric oncology wards.

IN THE COMMUNITY

With more children surviving childhood cancer, the CCF Community Social Work Team provides continual care to help enhance the quality of life for survivors. We help children return to school and support children affected by a family member who is diagnosed with cancer. In collaboration with corporate partners, we offer social and recreational activities for the children and their families. We continue to monitor and support survivors who have to cope with long-term side-effects due to the treatment of cancer.

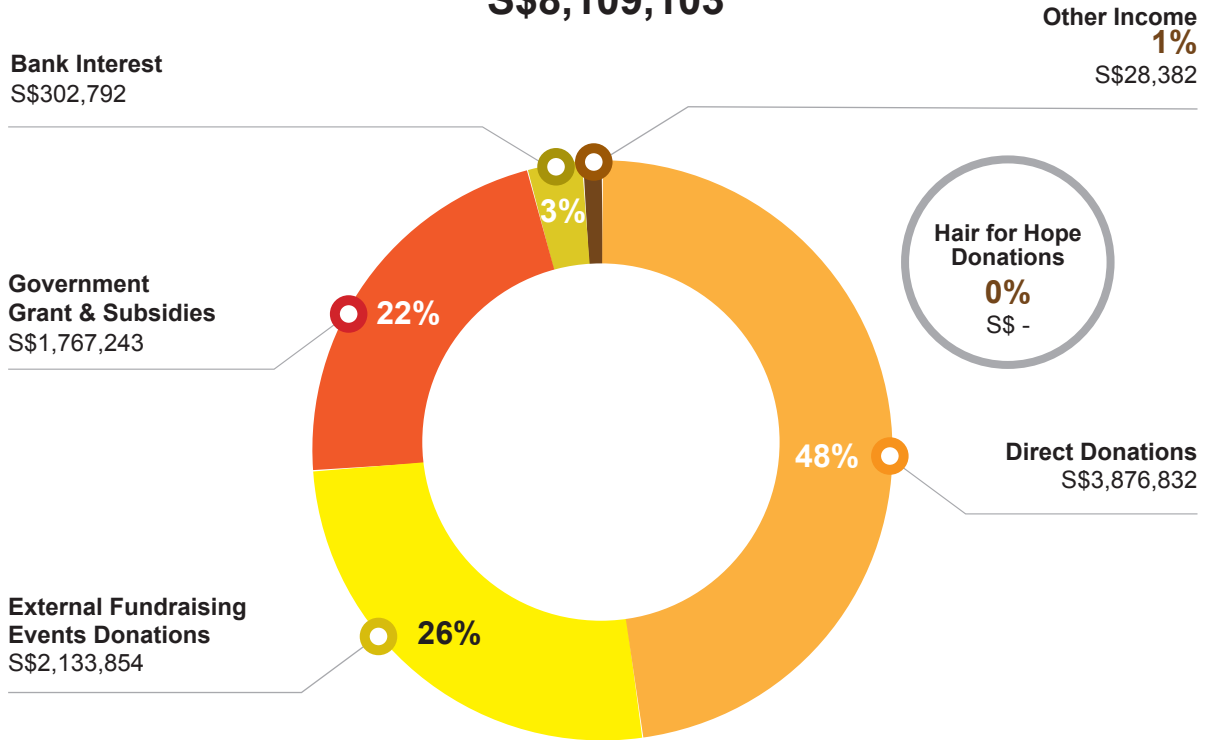
IN THE HOMES OF THE CHILDREN

When a child is at the end stage of his/her life, it is a tremendously challenging time for the dying child and the family members. CCF professionals provide palliative and bereavement support to improve the quality of life of the affected families.

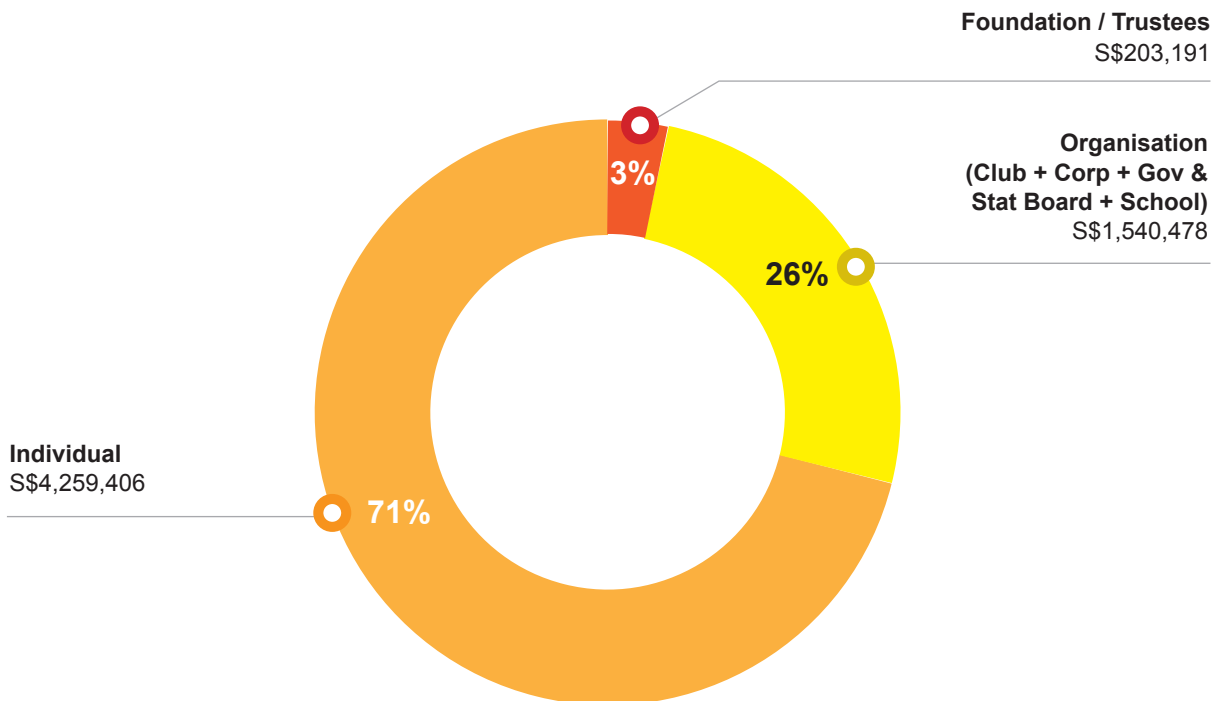


Year In Review Financials

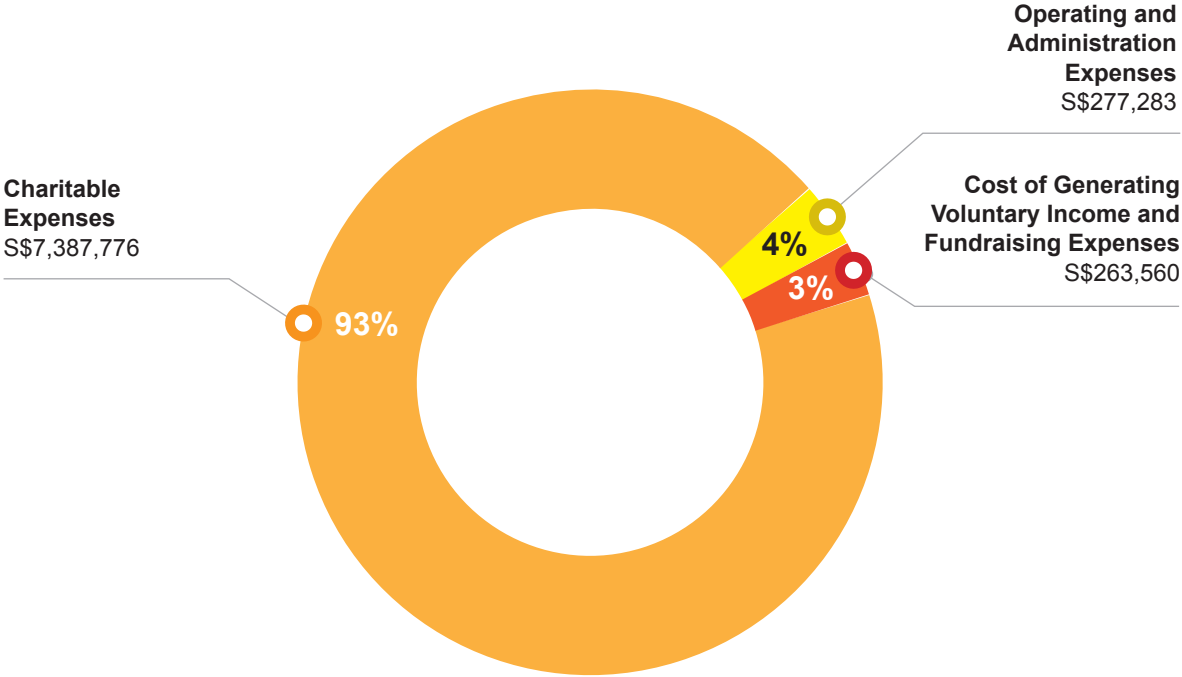
Breakdown of Total Income:
S\$8,109,103



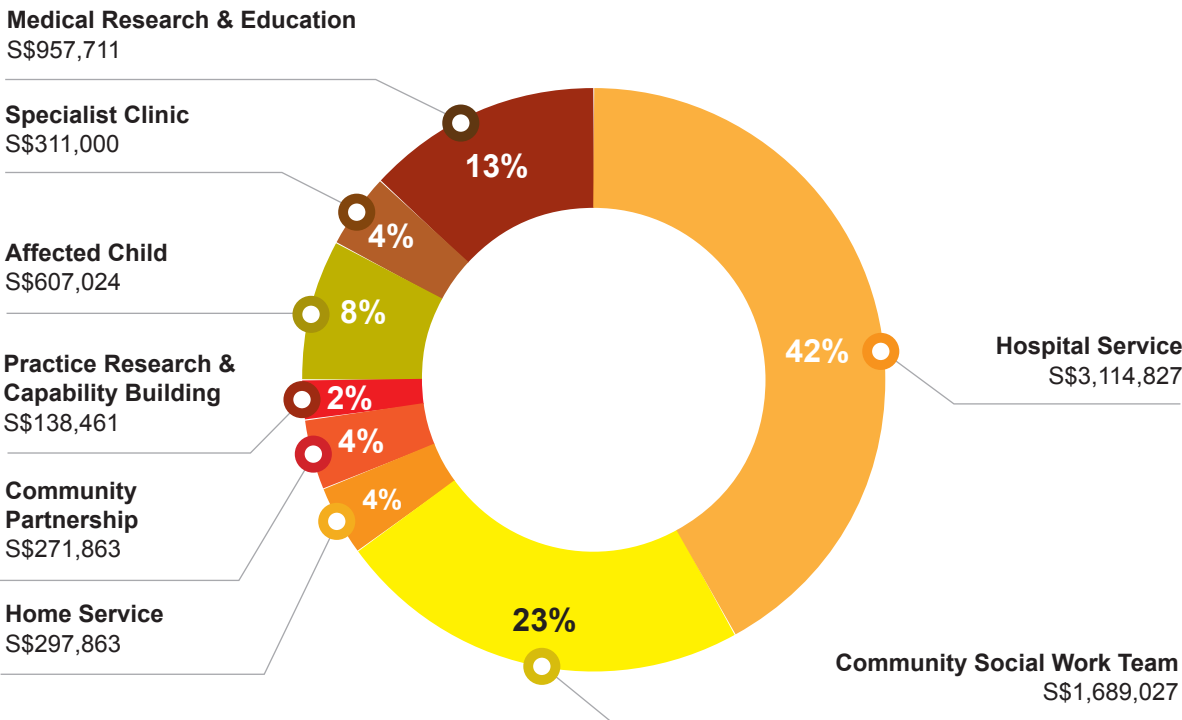
Breakdown of Donation by Sector:
S\$6,003,075



Breakdown of Total Expenses:
S\$7,928,619



Breakdown of Charitable Expenses:
S\$7,387,776



Year In Review Programmes



CASEWORK AND COUNSELLING

Caseload

- Families supported 510
- Newly diagnosed 121
- Bereaved 18

Casework

- Casework sessions 7645
- Counselling sessions 2168
- Home visits 85

FINANCIAL ASSISTANCE

82 Families supported

183 Approved Applications



THERAPEUTIC PLAY SESSIONS

- Medical Play 202
- Expressive Play 68
- Developmental-supportive Play 260
- Other Therapeutic Play 48

HOSPITAL PLAY SERVICE



- Supervised Play sessions 1,600
- Bedside Play sessions 467
- Enrichment and Entertainment 15
- Festive and Birthday Celebrations 38
- Loan of resources 3,056

CHILD LIFE SERVICE



No. of sessions
2,129



CAREPACKS AND MEALS

- No. of CCF carepacks 135
- No. of admission packs 113
- Caregiver resource packs 111
- Festive packs 42
- Bento Meals 143



SPECIALIST CLINIC SESSIONS

- Art Therapy 284
- Play Therapy 132
- Open Art Studio 15
- Animal-Assisted Therapy 47
- Grief Therapy 9
- Family Therapy 4
- Art & Play Therapy Kits 180



PALLIATIVE AND BEREAVEMENT SERVICE

- Wishlink Projects 6
- Love Continues (Bereavement Open Supprot Group) sessions 5

CAREGIVERS SUPPORT SERVICE



- TCC No. of Sessions 11
- TCC No. of Participants 41

CCF EDUCATION AWARDS

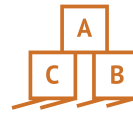
Value	No. of awards	Total
Bursaries	9	\$3,400
Scholarships	33	\$14,600
Achievement Awards	36	\$27,500
Perseverance Award	14	\$4,600

Total Amount **\$50,100**



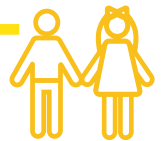
Total No. of Awards **92**

PLACE FOR ACADEMIC LEARNING AND SUPPORT (PALS)



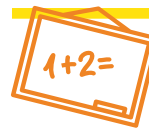
47 Students supported

23 Students transited to mainstream schools



SIBLINGS SUPPORT SERVICE

- Beneficiaries 71
- Casework sessions 554
- Counselling sessions 305
- Therapeutic Play sessions 232
- Home visits 278



SCHOOLING PROGRAMME

- Beneficiaries received schooling support 171
- Classroom talks conducted 11
- Sessions with school personnel 150

CHILDREN IMPACTED BY CANCER



- Beneficiaries 77
- Casework sessions 803
- Counselling sessions 385
- Therapeutic Play sessions 319
- Home visits 405



SURVIVORSHIP

Opportunity Fund No. of Recipients

2

MANPOWER

69 Staff



Riding Through the Pandemic

The buzzword for 2020 is inevitably COVID-19. Globally, the pandemic swept countries, governments, businesses and individuals off their feet, leaving a profound trail of fallout in its wake.

In Singapore, no one was spared from the significant changes to daily routines and social interaction as a result of government interventions to curb the spread of the virus.

Our beneficiaries and their caregivers faced added pressures on top of existing stressors associated with the childhood cancer journey. The strains from hefty bills, access to medical supplies, interruptions to daily lives and caregiving duties deepened as personal finances were impacted by the economic climate and social support systems were curtailed by safe distancing measures.

CCF had to step up and develop more concerted efforts to identify areas of distress where our social work teams could intervene.



Parenting a Child with Cancer During COVID-19

Two category of stressors – **financial and psychological** – were most prevalent amongst CCF caregivers¹ because of the pandemic. Preliminary findings indicated that CCF caregivers who were more impacted by COVID-19 faced greater caregiving demands and had greater concerns about the dangers of the virus.

¹CCF Caregivers refers to parents who are main caregivers of the child with cancer



IMPACT OF COVID-19

Financial Impacts

- On top of their child's treatment fees, CCF caregivers were also facing additional financial strains caused by income loss or lack of job security as a result of the pandemic fallout.
- The constant worries and potential sacrifices caregivers had to make in response to their new financial circumstances can impact the caregivers' well-being.

Psychological Impacts

- Due to their child's weakened health, CCF caregivers had more worries because contracting COVID-19 meant greater implications i.e. dangers to their child's health and being unable to continue providing care for their child with cancer.
- The constant changes in regulations were also mentally taxing for parents to keep up and adjust.



CCF Battles Against COVID-19

When the first case of COVID-19 arrived at our shores in late January, CCF activated our crisis response and took immediate measures to safeguard our stakeholders, especially of those located at the frontlines. Non-essential activities were halted and business contingency plans kicked in to ensure that our beneficiaries continued to be served and supported.

The hard stop to the way of life that we knew before did not stop childhood cancer. Instead, the stressors and needs of our children and their families intensified. From our teachers and therapists to our fundraisers and management office, we emerged from this trying year with a greater conviction of our mission.

We dedicate this publication to celebrate our collective achievements in an unprecedented year, and put on record our gratitude for the efforts of every individual, group and organisation that has helped us in *Riding Through the Pandemic*.



Core Services



CASEWORK AND COUNSELLING

Casework and counselling saw a 20% increase, reflecting the heightened anxieties of our beneficiaries in a pandemic year. During the circuit breaker, the need for safe distancing posed a huge challenge for our social workers and therapists who had always been physically present when rendering counselling support.

To circumvent the challenges, they prepared digital resources and maintained a connection with beneficiaries through phone calls, video calls and text messages. Where needed, special exemptions were also applied so they could visit the children at the hospital or at home.



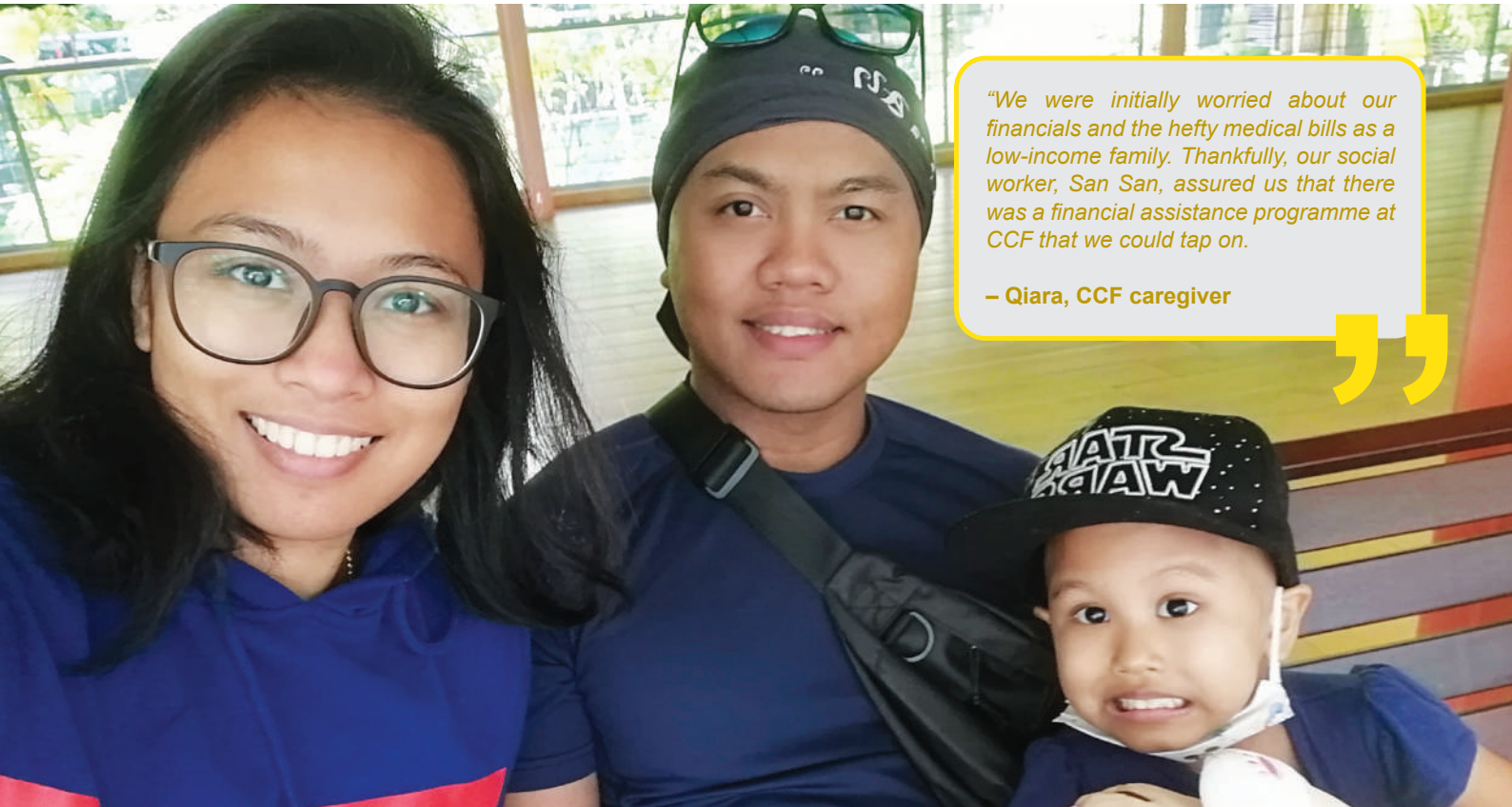
THERAPEUTIC PLAY

Therapeutic Play is a vital component of our service delivery to help improve a child’s emotional, psychological, developmental and social well-being. Conducted via tele-conferencing when face-to-face sessions were not possible, play is used as a tool to enable a more constructive response to the experiences associated with cancer diagnosis. To cope with increased demands for therapeutic play services, all CCF child life specialists and social workers had to learn to conduct therapeutic play with the children.



FINANCIAL ASSISTANCE

Loss of income, difficulties coping with daily expenses, rising costs of medical resource and fear of public commute due to the children’s low immunity are some of the financial assistance-linked challenges arising from the pandemic. CCF Financial Assistance (FA) scheme helps to alleviate the financial burdens of affected families through food and maintenance support, disbursement of transport vouchers, medical costs and special school assistance.



“We were initially worried about our financials and the hefty medical bills as a low-income family. Thankfully, our social worker, San San, assured us that there was a financial assistance programme at CCF that we could tap on.”
– Qiara, CCF caregiver

In the Hospital



The hard battles during the pandemic took place at the hospitals where CCF's social work teams are sited. At KK Women's and Children's Hospital (CCF@KKH) and National University Hospital (CCF@NUH), our social workers and therapists remained with the paediatric oncology medical teams at the frontlines, delivering holistic and multi-disciplinary support for children and families affected by cancer.

CHILD LIFE SERVICES

The role of a Child Life Specialist is to help reduce the stress and anxiety experienced by children with cancer and families over healthcare and hospitalisation. CCF's team of child life specialists tapped on the power of technology to prepare them for their medical procedures. From share screen functions to the use of age appropriate e-books, our team also curated a list of online resources and activities to equip parents with the know-how in supporting their child during this difficult period.

CREATIVE INTERVENTION KITS

To increase our children's coping abilities at the hospital, various types of creative intervention kits such as Comfort Kits, Art Kits and Play Kits were put together to help them engage in distraction play during their waits between blood tests, doctors' consult and chemotherapy. These kits also provided opportunities for parent-child bonding.



Art Kit
Consists of craft packs and materials for children above three years old to promote self-expression



Play Kit
Consists of a storybook on courage, doctor's kit, emotions playdoh mat, and related distraction activities such as "I spy" and "Hospital Snakes and Ladder" for children under 12 years old



TIME FOR A CARING CHAT

Facilitated by social workers and healthcare professionals, Time for a Caring Chat (TCC) is an open parent support group where caregivers share their experiences and exchange caregiving tips. Some of the broad topics discussed in 2020 included engaging children through play as well as food and nutrition. With more caregivers working from home due to the pandemic, these discussions helped to equip caregivers with ideas to better care for a child with cancer at home.

CARE PACKS AND MEALS

“The bento meals were really helpful and delicious. My child is very active so I usually have to wait for her to fall asleep before I can leave her side to pack my meals. I didn’t know about CCF before my child was diagnosed, but I’m so thankful for all the support I’ve received from the CCF social work team.

– CCF@KKH Caregiver, Mother of beneficiary O.N.



CCF Care Packs

Due to their compromised immunity, it is essential for children with cancer to have ready access to personal protection items such as hand sanitisers and alcohol wipes. As it was difficult for our beneficiaries to purchase these supplies due to rising costs and global shortage in the early days of the pandemic, CCF prepared and distributed care packs to our beneficiaries at the hospitals and at home.

Festive Packs

With the circuit breaker measures still in place during Hari Raya, CCF prepared Hari Raya Festive Packs to bring cheer to our Muslim beneficiaries and their families. The packs consisted of daily necessities, snacks and festive decorations for the little ones to spruce up their homes.

Meals and refreshments

As hospitals tightened visitation policies to only one guardian at the wards during the circuit breaker, many caregivers found it difficult to leave their children for their meals. To encourage them in practising self-care, CCF@KKH surprised our caregivers with bento meals on special occasions while CCF@NUH prepared weekly refreshments.



FEATURE

Marianne Lam

A Sunset That Makes a Difference

For 15 years, Marianne Lam dedicated her life to care for and protect her son, Joel Lim, who was diagnosed with Acute Lymphoblastic Leukaemia (ALL) at the tender age of seven.

However, in January 2020, Joel's condition deteriorated quickly. Marianne was acquiescent to the hard truth that Joel's prognosis was not good. "It's very difficult when you come to that point. Which route should I take?" she recollected. "Of course, we chose one where he doesn't need to suffer so much."

Joel, 22, succumbed to his cancer in September 2020 but not before he assured his mother that he was ready to go. He told her, "I've been to all the places I wanted to go, I've eaten everything I wanted to eat. I am ready to leave."

Marianne credits CCF for making her caregiving journey an easier one.

"The demands on a caregiver is mentally, physically, emotionally and financially draining. It does feel like we were walking through a minefield. CCF was like our safe place – one where there was always someone to listen, provide comfort and solutions which were so critically needed by a caregiver."

She was especially thankful to Senior Social Worker, Jaslyn and Principal Social Worker and Certified Thanatologist, San San, for being her pillars of strength.

"I remember when Joel relapsed for the fourth time in 2016, Jaslyn helped to apply for subsidies we qualified for so we did not have to resort to selling our house to secure part of the funding for the treatment. In the last months before Joel departed, San San helped create memories for us as a family and prepare Joel's funeral arrangements, working with the casket services to display his art pieces at the wake. It was so beautiful," shares Marianne.

Before Joel passed on, he had one of his art pieces printed on a tote bag and was so excited to organise a fundraiser to thank CCF for all the help he had received. Marianne was initially apprehensive that she could not fulfill his last wish.

With San San's encouragement, Marianne successfully organised a three-month fundraiser, 'A Sunset That Makes a Difference' raising \$54,681.50 for CCF. The process comforted her as she knew that she had completed her mission to continue Joel's legacy.



PALLIATIVE AND BEREAVEMENT SUPPORT

When a child is at the end stage of life, it is emotionally challenging and stressful for both the child and family as they struggle to deal with the end-of-life issues. CCF's palliative and bereavement team helps children with poor prognosis and their families cope with medical, emotional, social and financial challenges.

Some of the programmes that continued during the pandemic included the **Wishlink Programme** that helps to fulfill wishes of children with poor prognosis and **Love Continues**, an open support group for bereaved caregivers.

Schooling Programme

PLACE FOR ACADEMIC LEARNING AND SUPPORT (PALS)



CCF's interim learning centre, Place for Academic Learning and Support (PALS), suspended physical lessons in early February to avoid any risk of transmission to our students who had lower immunity as a result of their treatments.

The centre switched to home-based learning (HBL) with daily lessons conducted via tele-conferencing. Curriculums for primary and secondary students were supported by generous online learning partners who provided free online accounts while pre-schoolers connected over storytelling sessions and virtual craft activities.

The wall-less classroom concept proved a hit as children and youths who were still receiving treatments in the hospitals could now also participate in lessons online. Parents of the pre-schoolers also benefited from HBL as they could observe their child's learning progress.



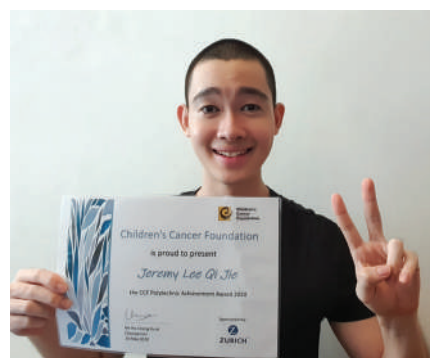
My six-year-old daughter, Isabel, has been attending online lessons at PALS for English, Mathematics and Chinese. Her interest and development in learning was kindled through a myriad of topical learnings and she actually looks forward to each session with her teachers. We are grateful to PALS and their teachers, especially Teacher Sophie, who tries to engage Isabel in creative ways."

– Agnes, Mother of Isabel



CCF EDUCATION AWARDS

To recognise the academic achievements of our survivors at national examinations, CCF Education Awards are awarded to beneficiaries annually. In 2020, CCF introduced a new Perseverance Award to recognise students who demonstrated determination in overcoming school-related challenges despite their medical conditions. Due to the pandemic, the award ceremony had to be cancelled and special arrangements were made for all 92 recipients to receive their certificates and prizes digitally.



Ariqah Nur U'fairah Binte Muhd Azhar, winner of CCF Perseverance Award 2020

"Ariqah took on many platforms to share with her peers and school about her battle with cancer and shared her lesson with candour and optimism. Her experience with cancer has made her a patient, loving and grateful person who takes life as it comes while living it to the fullest. I strongly recommend Ariqah to receive the CCF Perseverance Award for braving adversity and displaying a strong sense of resilience."

– Ms Kumar Nithiyaa (Ms), Ariqah's Form Teacher



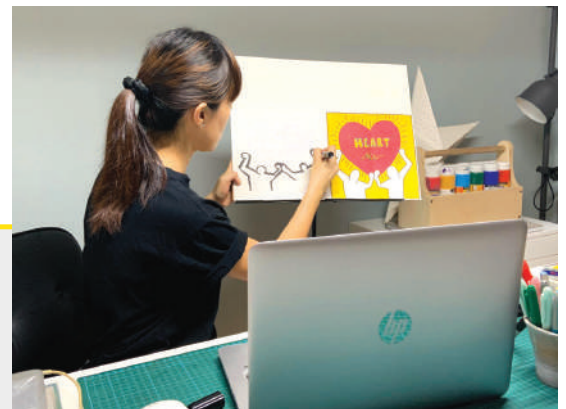
Specialist Clinic

ART AND PLAY GOES ONLINE

Creativity empowers our children by tapping on their inner source of wisdom to express their feelings and ideas. During the circuit breaker, CCF beneficiaries enjoyed their art and play therapy sessions online.



CCF’s play therapist told the story of “The Colour Monster” who was having a difficult time because of the mixed emotions represented by tangled coloured lines. The child was invited to create her “Colour Monster”, help untangle her feelings and isolate any triggers.



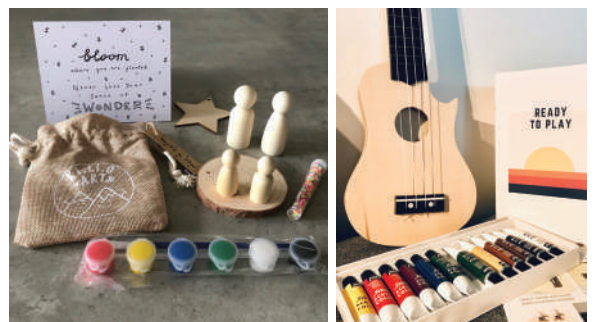
“One of the challenges with tele-art therapy is the physical distance during a session. I remember a beneficiary who was initially too shy to turn on her video as she felt conscious about her appearance. As online sessions continued over the weeks, she gained confidence and assurance to “meet” her therapist.

– Yenn Ang, CCF Art Therapist



THERAPEUTIC KITS

These kits were prepared when in-person therapy services and home visits were suspended, affecting community reinforcement approaches for children with cancer at home. Designed by CCF Art and Play therapists to address feelings arising from isolation and reinstate sense of renewal and connection, the kits serve two different age groups – five to 12 years old and 13 years and above.





SPECIAL ART THERAPY PROJECT: TIME ON OUR HANDS



Organised by Co:Creation, “Time on Our Hands” is a digital showcase of collaborative works and creative processes between Singapore artists with community partners. CCF had the opportunity to team up with embroidery artist Izziyana Suhaimi who guided our children in creating a collaborative community woven textile that was incorporated with the artist’s installation within Facebook offices. In a follow up project “Open Studio Artist’s Edition – Weaving with Izziyana”, the artist also held a personal workshop for CCF beneficiary Rabia to learn latch hooking.

ANIMAL-ASSISTED THERAPY

For children resistant to treatment or have difficulties accessing their emotions or expressing themselves in talk therapy, Animal Assisted Therapy (AAT) could make a difference. While AAT group work had to be cancelled last year due to safe distancing rules, one-to-one physical sessions continued with stringent precautionary measures such as mask wearing and frequent sanitising.



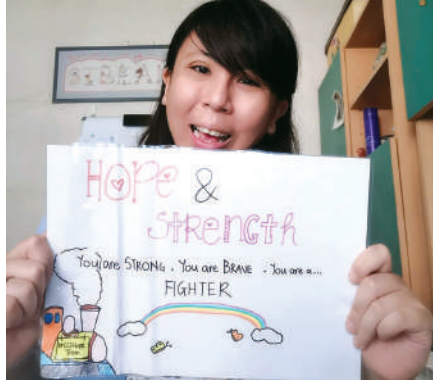
“AAT has been amazing in helping my child cope with his anxiety. He loves animals so it was wonderful how he took well to his therapy dog, after getting over some initial worries, and was able to pick up valuable life skills to help him in the process. He looked forward to every session!”

– Mother of CCF Beneficiary, Lucas





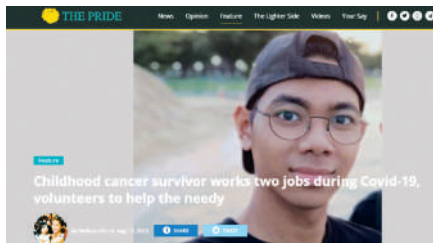
Survivorship



CCF YOUTHS GIVES BACK

The survivorship programmes at CCF help our childhood cancer survivors to regain a sense of normalcy by providing them with opportunities to realise their fullest potential. Many CCF youths overcame their early adversities in life to become confident individuals who feel empowered to give back.

In 2020, we were heartened to see many of our youth survivors stepping up as CCF volunteer speakers to give our fundraising campaigns and virtual events a boost! Besides participating in campaign activities, they also fronted media interviews to raise childhood cancer awareness.



SPOTTED! STORY SERIES BY OUR YOUTHS

“Spotted! Story Series by Our Youths” is a digital newsletter featuring inspiring stories and insights by CCF youths. The e-publication was birthed as a platform to help our youths stay connected and encourage each other during the circuit breaker.

One inspiring story by Nazri Arshad, 23, was spotlighted by various media agencies such as Berita Harian, The Royal Singapore and The Pride by Singapore Kindness Movement. During the circuit breaker, he baked cookies for low-income families affected by the pandemic so they could still enjoy the Raya festivities at home. *Read more on Page 23.*

EVENTS GO ONLINE!

For the first time, all survivorship events were held remotely due to COVID-19 safe distancing measures.

The silver lining was that these celebrations could extend for longer periods and more survivors could participate in the initiatives.



Survivors' Day

CCF commemorated Childhood Cancer Survivors' Day from 1 to 28 June 2020 with an inaugural virtual event themed “Dreams: Celebration of Life After Cancer”.



Annual Family Retreat

On 7 December 2020, CCF beneficiaries and their families embarked on a virtual “Family Road Trip Around the World” to make some memories!

OPPORTUNITY FUND

The CCF Opportunity Fund seeks to enable youth survivors with new skills/equipment for self-development. Nabillah Aniq Tan, 16, tapped on the fund to explore her interest in Classical Piano while Nur Rabiatutadawiah Md Rafi, 30, purchased a laptop so she could attend online short courses at home.



I am really happy to be able to learn the piano as my interest is in music. It also helps me to relax and de-stress. Someday, I hope to be able to perform for the community. For now, I am sharing my newfound piano skills with another fellow CCF beneficiary who is also keen in music.”

– Nabillah Aniq Tan, Recipient of CCF Opportunity Fund

FEATURE

Nazri Arshad

The boy who bakes for good

In 2013, Nazri Arshad, was diagnosed with Leukaemia. He was only 16.

Both his parents lost their cleaning jobs trying to stay by his side. After a two-year ordeal undergoing multiple surgeries, chemotherapy and a bone marrow transplant, Nazri was cancer-free in 2015 and returned to school.

“To be honest, some people would be crying and upset about this,” said Nazri. “But for me, I didn’t feel anything. I just feel that this is just a test from God, and that I just need to respect what He is asking me to go through. I believe that if God wants to take you through this experience, He will guide you. It is important to think positive!”

His optimism played a big part in helping him beat the illness. Despite hurtful comments from a fair share of his friends, Nazri’s indomitable spirit allowed him to look past their ignorance.

“I had a friend tell me, ‘Go away, I’m scared you’ll pass your virus to me’ while another said, ‘Oh, I thought you died already’. But I ignored them. I refuse to allow their words to get into my head.”

Fast forward to 2020: Nazri and his family’s financial situation was hit hard once again by the COVID-19 pandemic as his parents lost their jobs one after another. Nazri stepped up during the circuit breaker to help his family make ends meet, working as a food delivery rider by day and packer by night.

Despite his hardships, Nazri found time to give back during the recent Hari Raya festivities. With what little he had, he baked and sent Raya cookies to low-income families who were also going through a tough time during the pandemic. He even got his delivery rider friends who had lost their jobs during the circuit breaker to deliver the cookies.

He explained: “A few families asked if they could pay me but I told them to donate directly to CCF instead. I refused their money because my aim is to help people. Many of my friends said I was wasting my money but I told them that I didn’t think of it that way.”

Nazri encouraged others to reciprocate his goodwill with a donation to CCF because he appreciated CCF’s support at every step of his childhood cancer journey. Nazri used to visit the Family Resource Centre at CCF@KKH, a playroom with games and books, when he felt well enough. CCF volunteers would always be there if he needed someone to talk to or play with, something he is incredibly grateful for.

Besides emotional support, CCF helped Nazri financially with his medical, transport, school, food and maintenance needs. As part of its Back-to-School programme, CCF also organised sessions with Nazri’s school to discuss his learning and schooling needs due to his medical condition. Nazri also received various CCF Education Awards for three years.

Till today, Nazri still calls CCF his “second family”.



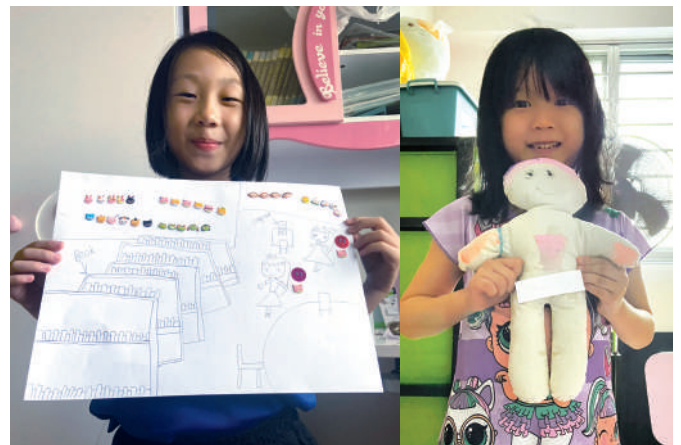
Support for Affected Children



With knowledge and expertise in providing psychosocial care tailored for children, a small but important part of CCF's casework has been carved out to support children affected by cancer.

This group consists of siblings of children with cancer as well as children impacted by cancer (their caregivers have been diagnosed with cancer) who may be facing tremendous stress at home due to sudden changes in their family because of a cancer diagnosis.

VERY IMPORTANT BROTHERS AND SISTERS PROGRAMME (VIBS)



SibsConnect

SibsConnect aims to strengthen the bond between patients and sibling amidst the impacts of cancer by providing opportunities for them to interact with one another and work together as a sibling unit.

On 24 June 2020, nine sibling units gathered online for a session of BINGO at home where they had to complete activities together to form a winning BINGO line.

Art Amigos

Launched in August 2020, Art Amigos is an art-based pen pal programme to foster connections among the siblings

Between August and December 2020, three pairs of siblings shared 'pieces' of their lives and experiences with each other, and later reunited over a Treasure Hunt-themed virtual zoom session.

Strategic Alliance and Practice Research



Strategic Alliance

PARTNERSHIP WITH KK WOMEN'S AND CHILDREN'S HOSPITAL (KKH)

CCF Psychosocial and Supportive Care Programme for Paediatric Oncology (PSCP)

CCF established the PSCP partnership with KKH in 2016 to develop holistic paediatric oncology and supportive care for children with cancer. Phase one of the programme focused on neuro-psychosocial support, rehabilitation and dietetics and nutritional care. In 2020, we continued our support with phase two of PSCP, diving deeper in-depth into the areas of neuro-psychological support and dietetics and nutritional care.

\$300,235

Committed funding in 2020

\$300,235

Total committed funding to date in 2020

\$900,705

Total committed programme funding

PARTNERSHIP WITH NATIONAL UNIVERSITY HEALTH SYSTEM

NUHS Paediatrics Blood/ Marrow Transplant Programme

CCF renewed our support towards the programme, committing \$310,000 over three years from 1 June 2018 to support the better coordination of patient care. The programme consists of three major components:

1. Clinical Programme
2. Translational Research Programme
3. Survivorship Programme

\$105,018

Committed funding in 2020

\$274,735

Total committed funding to date in 2020

\$310,000

Total committed programme funding

PARTNERSHIP WITH NATIONAL UNIVERSITY OF SINGAPORE

Centre for Translational Research in Acute Leukaemia (CENTRAL)

As part of our efforts to improve cure in Singapore children with haematological malignancies, CCF furthered our collaboration with NUS Centre for Translational Research in Acute Leukaemia with a \$3.05 million gift in the name of Children's Cancer Foundation Paediatric Oncology Fund for Research and Education. The fund, which was previously established in 2018 at the University, will be used to defray the cost of medical diagnostic tests required by local (Singaporeans and PR) patients seeking subsidised treatment for Leukaemia at KKH and NUH.

\$637,500

Committed funding in 2020

\$637,500

Total committed funding to date in 2020

\$3,050,000

Total committed programme

CAR-T Cell Immunotherapy Programme

Since 2018, CCF has committed a funding of \$2,500,000 to support CAR-T Cell Immunotherapy to improve the survival rates of children who suffered from relapsed or high-risk Acute Lymphoblastic Leukaemia.

\$250,000

Committed funding in 2020

\$1,250,000

Total committed funding to date in 2020

\$2,500,000

Total committed programme funding

Practice Research



As part of our efforts to deliver meaningful impact to children and families affected by cancer, our team of researchers conduct evidence-based practice research and programme evaluation to ensure the relevance of CCF services.

COMPLETED PROJECTS

Rehabilitation needs and associated challenges of childhood cancer survivors in Singapore

In collaboration with students from NUS Chua Tian Poh Community Leadership Centre, a research study was conducted with 71 caregivers and allied health professionals to understand childhood cancer survivors' rehabilitation needs and challenges.

About one in three required rehabilitation at the hospital, and the main challenges were time constraints and transportation issues. At home, the leading issues faced by parents were the child's unwillingness to do the rehabilitation exercises, discomfort and lack of time.

Do you know? Awareness and perception of childhood cancer in Singapore

Findings from this study showed that there is generally good knowledge about childhood cancer in Singapore. Compassion for children with cancer was also high.

However, knowledge and awareness appeared to be independent of direct support for children with cancer.

A sizeable number of respondents were unsure how they could interact with or help children with cancer. It highlighted the need to provide practical tips to the public on the roles they could play in the lives of children with cancer and their families.

Needs assessment for siblings affected by childhood cancer: Parents' Perspectives

This study was conducted to investigate the psychosocial impact on siblings from the parents' perspective. It included a review of their coping strategies and the sources of support they deemed necessary and helpful.

Spending quality time together and engaging immediate family members to provide caregiving support were the coping strategies adopted by most parents.

Negative impacts detected were diverse but for the majority of siblings observed, positive impacts were more apparent. However, these acts of maturity should not be assumed as signs that they were coping well. Parents and support services should also be attentive to the needs of siblings at different developmental stages and provide age-appropriate intervention.

IN PROGRESS

Standards of psychosocial care for children with cancer across the illness trajectory in CCF

This study aims at benchmarking the psychosocial care provided by CCF against established psychosocial standards of care for children with cancer. Initial findings have highlighted areas where we have done well and areas of improvements in programmes and services across the illness trajectory.

Riding through the pandemic: Parenting a child with cancer during COVID-19

78 parents of children with cancer took part in the study conducted in October 2020 to investigate the changes in their stressors and support factors during COVID-19. It aims at identifying socio-demographic and clinical predictors of parents who faced higher levels of stress by understanding how they were affected and the attempts they made to adapt. This will inform how we can better support these parents during such unprecedented times.

COVID-19 related study on the impact of new work arrangements for CCF staff

This study seeks to investigate the impact of the changes in work arrangements on CCF staff, how they are coping and the types of support they require. It also serves as an internal evaluation of our response to the COVID-19 outbreak from the staff perspective. Results from this study will help us to better support employees in workplace health and productivity.



Community **Partnerships**

FEATURE

Anthony Houlahan

Meals on Wheels for a Cause

When the Singapore government announced in April that the circuit breaker was going to be extended till June, Anthony Houlahan knew he needed to do something to stay fit and deal with his feelings of isolation. His wife and daughters had returned to the United Kingdom and he was alone in Singapore.

“

I wanted to do something active. If I was going to go out on my bike, I thought about how I could make that meaningful.”

The very next day, Anthony signed on as a food delivery rider as he felt that food was very much still a necessity during the lockdown. He resolved to make his efforts worthwhile and committed to raise \$100,000 for CCF.

“Children in need, cancer and heart disease are three issues that mean a lot to me. CCF covers two of those. It also has excellent credentials and testimonials from people it has helped.”

He also added that his mother had died of cancer: “When you lose a parent that way, it stays with you and you can always feel the pain other people are going through.”

For more than two months, Anthony made his bicycle deliveries in the evenings and during weekends, after he was done with his day job as Vice-president of Strategy at Ericsson Telecommunications.

While delivering meals, Anthony took time to explain his fundraising efforts to customers via the delivery app’s messaging function. He also provided customers with information leaflets encouraging them to donate. His hard work garnered not only the attention of the media who played a big role in amplifying his efforts, but also the support of corporate sponsors.

By the end of the fundraiser, Anthony had managed to clock more than 2,000km on his bicycle and raised \$118,964 in total. He credits his fellow delivery riders for sharing ‘insider’ information such as which areas were the busiest and how to avoid long waits at certain establishments so he could maximise the daily number of deliveries he could make.

Besides donating his entire food delivery earnings, Anthony had also encouraged others to pledge either voluntary donations via his Giving.sg page or match contributions in accordance with the distance he rode.

“I am happy that what I did has had such a positive effect but, for me, it was a no-brainer. It was a chance to be a part of society and doing it made me happier and more balanced.”



Fundraising and Sponsorships

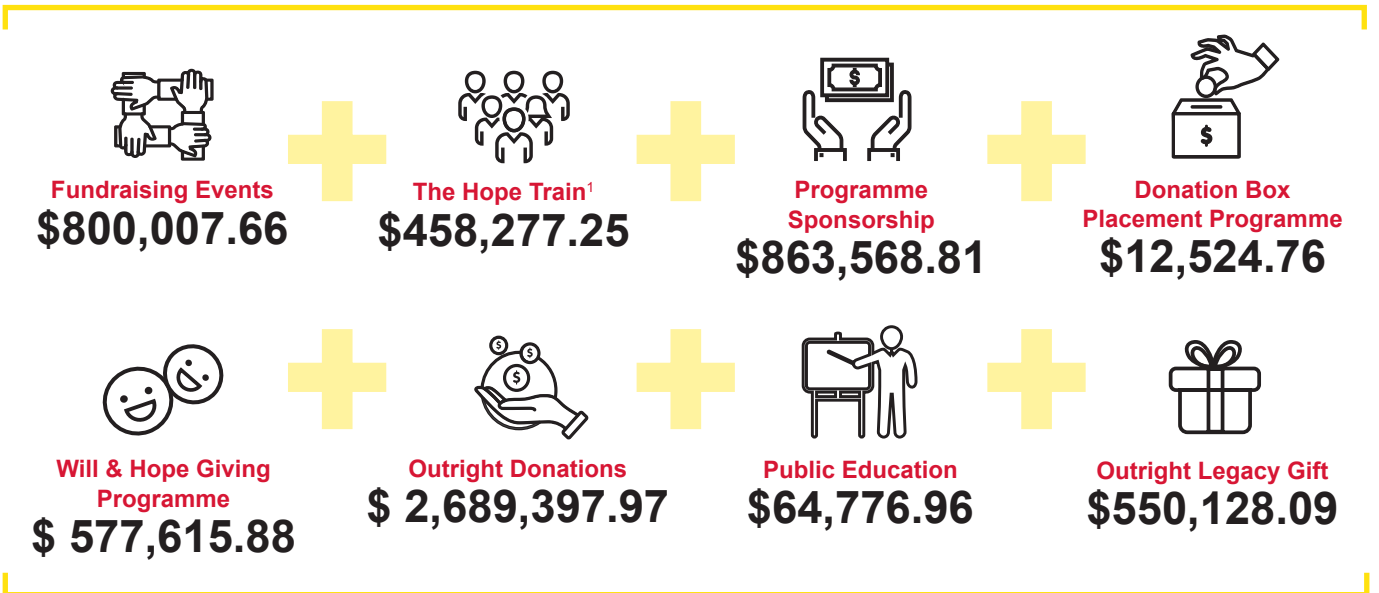
HARD PIVOTS IN FUNDRAISING STRATEGIES

Fundraising amidst a global pandemic has definitely not been a walk in the park. Besides halting all large-scale events, local authorities also stopped the issuance of public fundraising licenses as part of safe distancing measures. Essentially, this meant that all fundraisers have to be held digitally and donors were required to be digitally savvy.

CCF was not spared and our flagship fundraiser, Hair for Hope, which accounts for close to 40% of our annual donations, had to be cancelled.

In anticipation of the shortfall, we stepped up our engagement with sponsors and regular donors on our mission and the difference we make to families dealing with childhood cancer. We also made a hard pivot in our fundraising strategies by going online with more targeted campaigns reaching different donor groups.

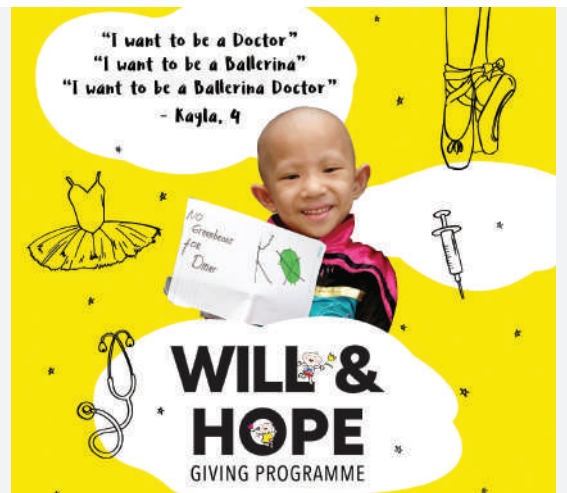
CCF is immensely thankful for the generosity of our donors and partners for their unwavering support despite the difficult economic landscape, and helping us to cushion the double impact of childhood cancer and COVID-19 fallout on our beneficiaries.



¹ Excludes Tote Board Matching

WILL & HOPE (W&H) GIVING PROGRAMME

As part of our efforts to build a meaningful giving journey for CCF regular donors, CCF's W&H Giving programme shared the hopes and dreams of four PALS pre-schoolers – Kayla, Immanuel, Yang Kai and Jonas. In appreciation, new W&H Givers who gift \$10 and above every month were each given an exclusive magnetic collar pin.





THE HOPE TRAIN

“We simply want to add sparks to light up smiles and hope in the hearts of the children, their families and caregivers.”

– The Hope & Beyond team @ Sparks of Life, Friend of The Hope Train

In lieu of Hair for Hope, CCF organised The Hope Train, our inaugural social media fundraising campaign to raise funds and childhood cancer awareness.

Between 23 July and 30 September 2020, more than 3,000 online participants and 11 Friends of The Hope Train participated in four activities – Memoryville, Stillville, Smileville and ARville – to help raise more than \$700,000² for CCF.

Close to 100 key opinion leaders and influencers also lent their platforms to help us appeal for support from their followers. To bring The Hope Train closer to the community, we held our first Facebook live-stream ‘Conversations of Change’ in August. We also collect smiles from the Singaporean community in September for a video to encourage our beneficiaries.

²Includes Tote Board matching to be received in 2021

Friends of The Hope Train

- Brickland Sunshine Residents’ Network
- GLOBALFOUNDRIES Singapore Pte Ltd
- Government Technology Agency
- Jabil Circuit (Singapore) Pte Ltd
- Page Group
- Rolling Stock Engineers
- Sparks of Life Pte Ltd
- St. Joseph’s Institution International (Singapore)
- Sunflower Childcare Group Pte Ltd
- Temasek Polytechnic
- Zurich Insurance Company Ltd (Singapore Branch)

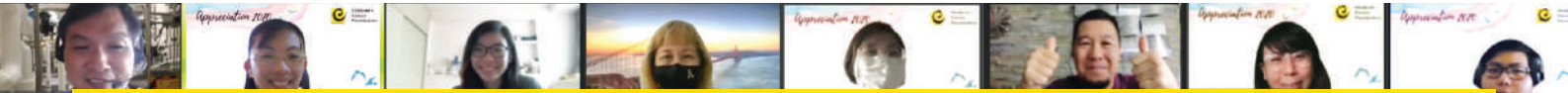
Major Cash Sponsors
Tote Board Apelles Poh Hong Pang
Cash Sponsors
Low Eng Chew CWT Pte. Limited GLOBALFOUNDRIES Singapore Pte Ltd and Silicon Manufacturing Partners Pte Ltd
Official Radio Sponsor
Power 98FM and 88.3JIA FM
Official Augmented Reality Sponsor
MOTHERS & SONS
Creative Partner
Make The Change

“I always have a compassion for children with cancer and have been a long-time supporter of CCF. So when the Hope Train came along, I just hopped onto it! We make a living by what we get; we make a life by what we give.”

– Apelles Poh Hong Pang, Major Cash Sponsor



Volunteer Management



2020 was a challenging year for volunteering, exacerbated by the fact that our immunocompromised beneficiaries were at greater risk. In line with the government guidelines, we suspended almost all of our physical service-based volunteering programmes in tandem with CCF programmes and services going virtual.

The first volunteer programmes to transit online were the Volunteer Tutor and Befriender initiatives. To ensure the safety of CCF volunteers, they were oriented on the revised guidelines for virtual volunteering and kept updated on latest developments via our volunteer newsletter, *VNews*.

Despite the low volume of CCF activities across the year, a pronounced number of skilled-based volunteers supported us behind the scenes and took up new roles as designers, emcees as well as photographers at virtual events. We were also supported by several corporate and community partners who organised online events such as the Children's Day celebration for our beneficiaries.



VOLUNTEER ENGAGEMENT



189
Volunteers Deployed

8
Corporate & Community S&R Partners

21
Volunteerism Awardees
(contributed in total >2,000 hrs in 2019)

23
New Volunteers Recruited



Volunteering with CCF left a positive impact on me. Seeing how resilient the young beneficiaries were inspired me to persevere through challenging events in my personal life. Thank you little ones for showing me happiness and love, and I hope all of you continue to stay strong and positive! You can do this!"

– Angelique Chia, CCF volunteer and recipient of CCF Exemplary Award for Volunteerism

SOAR: APPRECIATION 2020

Themed 'Soar', CCF's Appreciation 2020 was held virtually on 27 November 2020 to thank our top donors and volunteers for their contributions in 2019 that enabled our beneficiaries to soar to new heights above all adversities.

CCF survivors, Stefanie and Khidir shared how CCF's Opportunity Fund had enabled them to pursue their passions post-cancer.

The event closed with a total of 54 Philanthropy Awards and 21 Volunteerism Awards presented. A beautiful graphic recording of the session was also gifted to all attendees as a memento of CCF's first online appreciation event.



Public Education and Advocacy

INTERNATIONAL CHILDHOOD CANCER DAY (ICCD)

A global collaborative campaign to raise childhood cancer awareness, ICCD is commemorated on 15 February annually to support children and adolescents with cancer, the survivors and their families. CCF organised our third edition of #myGOLDpledge campaign from January to mid-February 2020 before the coronavirus was named COVID-19. Despite the challenges and uncertainties at the time, we were heartened to receive 44 photos of partners and supporters donning the gold ribbon to show their solidarity for children with cancer.



47
Public Education Talks
and Workshops



1,850,128
Outreach



CHILDHOOD CANCER AWARENESS MONTH

Childhood Cancer Awareness Month falls on September each year. In 2020, we invited CCF survivors Jeremy and Qin Han to front the second edition of #AskUsAnything, an online video interview where members of the public can literally ask our interviewees anything related to their experience.

YOUTH FOR CAUSES (YFC)

CCF partnered with seven groups of students in 2020 for the Citi-YMCA YFC programme funded by the CITI Foundation.

The teams hit a roadblock when physical fundraisers were not permitted. Instead of backing down, the students conceptualised innovative fundraising formats such as virtual escape rooms, remote walk-a-thons and online concerts which were a hit among their peers.

CCF was also awarded the YFC 2020 Supportive SSA award.



Major Donors and Sponsors

CCF would like to express our deepest appreciation to all donors and sponsors for their generous giving and support. Donors and sponsors listed below (in alphabetical order) have donated or organised events that raised \$5,000 and above. While we have taken great care to ensure accuracy of the list, we seek your kind understanding for any inadvertent omission on our part.

Organiser of Events
FUNDRAISING

\$100,000 and above

Anthony John Houlahan
The Private Museum Ltd

\$50,000 and above

AbbVie Pte Ltd

\$30,000 and above

Artistes Marketing Asia Pte Ltd
Jason Cai

\$5,000 to \$29,999

Amorepacific Singapore Pte Ltd
Bey Yew Ling
Cambridge CDC@Tanglin Pte Ltd
Lim Han Seong
Ng Kee Wee
NUTEK Pte. Ltd.
Pan Ocean Singapore Pte Ltd
Performance Focused Alliance
Real Yoga Pte Ltd
Sanmina Corporation
Skool4Kidz Pte Ltd
Supreme Cars Pte Ltd
The Toronto-Dominion Bank
Wee Junyi
Wells Fargo Bank N.A.,
Singapore Branch

Organiser of Events
**FRIENDS OF
THE HOPE TRAIN**

\$30,000 and above

Sparks of Life Pte Ltd
Sunflower Childcare Group Pte Ltd
Government Technology Agency of
Singapore
GLOBALFOUNDRIES
Singapore Pte Ltd

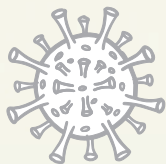
\$5,000 to \$29,999

Jabil Circuit (Singapore) Pte Ltd
Rolling Stock Engineers

Organiser of Events
YOUTH FOR CAUSES

\$5,000 to \$29,999

Project Astralis
Project Catalyst
Project Ethereal
Team Horizon
Team Sunflower



CORPORATE DONORS

\$300,000 and above

Zurich Insurance Company Ltd
(Singapore Branch) via
Zurich Foundation

\$50,000 and above

AbbVie Pte. Ltd.
Chew How Teck Foundation
Credit Suisse Trust Limited
Edwards Lifesciences Foundation
Fox-Chem Pte Ltd
Qualcomm Foundation Fund
@ Give2Asia

\$30,000 and above

MFS International Singapore Pte Ltd

\$5,000 to \$29,999

Aastar Pte Ltd
Amber Electronics Pte Ltd
Amorepacific Singapore Pte Ltd
Arc Energy Trading Pte Ltd
Artistes Marketing Asia Pte Ltd
Aspen Insurance UK Limited
Singapore Branch
Aspen Singapore Pte Ltd
Aviva Financial Advisers Pte Ltd

BHP
Cambridge Pre-School in Singapore
Cittabase Solutions Pte Ltd
CSK-BIO Pte Ltd
CWT Pte Ltd
Deutsche Bank AG
Drew & Napier LLC
Eisen Resources Pte Ltd
Fairfield Chemical Carriers Pte Ltd
FIL Investment Management
(Singapore) Limited
GLOBALFOUNDRIES Singapore
Pte Ltd
GLOBALFOUNDRIES Singapore
Pte Ltd and Silicon Manufacturing
Partners Pte Ltd
GT San Engineering Pte Ltd
iFast Corporation Ltd
Isaac Manasseh Meyer Trust Fund
Karexparts Pte Ltd
Lee Kim Tah Foundation
Li Teck Chuan Cin Tong
Lim's Uniform
Ngoi Surgery Pte Ltd &
Dr Lim May Er Grace
Nutek Pte Ltd
Pan Ocean Singapore Pte Ltd

Pat's Schoolhouse
(Claymore, Prinsep, Tanglin,
Jubilee)
Phillips 66 International Trading
Pte Ltd
Redtec Industries Pte Ltd
Regent Law LLC
Roquette Asia Pacific Pte Ltd
RSM Chio Lim LLP
Semnet Pte Ltd
Sin Chew Woodpaq Pte Ltd
Singora Pte Ltd
Skool4Kidz Pte Ltd
St Joseph's International Institution
Elementary School
Supreme Cars Pte Ltd
TD Ameritrade
The Private Museum Ltd
Thekchen Choling (Singapore)
Thome Ship Management Pte Ltd
Trailblazer Foundation Ltd
U9 Golf
Wells Fargo Bank N.A.
Wing Ship Marine Services Pte Ltd
Yardi Singapore Pte Ltd



INDIVIDUAL DONORS

\$300,000 and above

In Memory of Mdm Chu Chook Yee

\$30,000 and above

Winarto P Kurniawan

\$5,000 to \$29,999

Alfred Thomas Duculan Torres

Anand Gnanasekaran

Ang Kay Chai

Anthony John Houlahan

Apelles Poh Hong Pang

Arthur Lee King Chi

Baxani Vijay Lakhi

Carlos Testa

Chan Hian Siang

Chia Teck Hwee

Chong Teck Yion

Chua Ming Lee

Chua Siao Leng

Chua Ting

Chung Aram

Elisa Ding Kit Yeng

Foo Jun Kai

Gerald William White

Goh Pei Shan Melissa

Han Li Ann

Hendricks Sutiono

Ho Ya Wei Jace

Huei Ping Diong

In memory of Ms Catherine
Magdelene Goh Jee Sien

In Memory of Mr Poh Ling Choo

In Memory of Mr Shahril Fazly

James Teo

JinDao Tai

Kang Khiaw Ming

Kao Chien Chien

Karolina Lestiadi

Kevin Fitzpatrick

Koo Shi Hui

Lai Jane

Lai Soon Goh

Lawrence Lua Gek Pong

Li Wai Wing

Liau Chiang Sioe

Lim Ah Kie

Lim Bee Kwan

Lim Chee Kian

Lim Eng Hong

Lim Eng Khiang

Loh Kwok Kong Jason

Low Eng Chew

Magdalene Low

Malar Palaiyan

Nigel Wong Hai Tor

Nomanbhoy Daniel Khaizar

Ow Fook Choi

Pham Thu Thuy

Phua Kia How

Quek Xilin, Anne

Reza Shokri

Roger Tan Soon Huat

Serene Lim Kim Luang

Soong Tuck Kan

Soong Wei San

Suresh Kumar Sarad

Tan Hoe San

Tan Kok Liang

Tan Sze Wee

Teik Kheong Tan

Teng Lin Fong

Teo Soon Ann Spencer

The Matla Family

Tian En Care

Willy Lee

Wong Hong Ching

Wong Pui Ying

Yeap Lam Hong

Yeap Lam Yang

Zheng Wenqiang



Code of Governance and Financial Report



Code of Governance – Governance Evaluation Checklist for CCF (1 Jan 2020 to 31 Dec 2020): Enhanced Tier

S/N	Code guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board. Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if “No”)	1.1.2	Complied No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	Complied	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of four consecutive years . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every three years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every three years, whichever is shorter. Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)	1.1.12	Complied Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years .	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity’s activities are in line with the charity’s objectives.	3.2.2	Complied	
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff. Are there volunteers serving in the charity? (skip item 15 if “No”)	5.5	Complied Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity’s core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
18	The Board ensures that reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity’s key risks .	6.1.4	Complied	
20	The Board approves an annual budget for the charity’s plans and regularly monitors the charity’s expenditure. Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if “No”)	6.2.1	Complied Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. Did the charity receive donations in kind during the financial year? (skip item 23 if “No”)	7.2.2	Complied Yes	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	

Code of Governance – Governance Evaluation Checklist for CCF

(1 Jan 2020 to 31 Dec 2020): Enhanced Tier

S/N	Code guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
Disclosure and Transparency				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings. Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)	8.2	Complied	
25	No governing board member is involved in setting his own remuneration.	2.2	Complied	
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated. Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)	8.3	Complied	
27	No staff is involved in setting their own remuneration.	2.2	Complied	Yes
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its three highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the three highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

In compliance with Code 8.4 of the Code of Governance, in terms of remuneration band, the breakdown shows a two-year comparison by headcount.

Remuneration Band:	FY 2020	FY 2019	Remarks
S\$ 100,001 to S\$ 200,000	4	4	None of the remunerated staff is a governing board member.

In compliance with Code of Governance:

- No staff is involved in setting their own remuneration (Code 2.2)
- No governing board member is remunerated (Code 8.3)
- No staff is a close member of the family belonging to the Chief Executive Officer or a governing board member of the charity (Code 8.5)

Notes:

¹Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

²Volunteer: A person who willingly serves the charity without expectation of any remuneration.

³Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

(a) who may be expected to influence the Executive Head’s or governing board member’s (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member’s dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head’s or governing board member’s spouse.

⁴Executive Head: The most senior staff member in charge of the charity’s staff.

Statement of Financial Activities

Reporting Period Ended 31 December 2020

2020	Unrestricted fund General fund			Restricted fund Care and Share fund			Total
	January to March	April to December	Total	January to March	April to December	Total	
	Society	CLG		Society	CLG		
	\$	\$	\$	\$	\$	\$	
<u>Incoming resources</u>							
Donations	708,876	4,024,034	4,732,910	–	–	–	4,732,910
Gifts in kind	2,196	5,415	7,611	–	–	–	7,611
Income from fundraising activities	88,709	1,181,510	1,270,219	–	–	–	1,270,219
Interest income	121,139	181,653	302,792	–	–	–	302,792
Grant income	60,024	1,580,416	1,640,440	–	126,803	126,803	1,767,243
Other incoming resources	1,385	26,943	28,328	–	–	–	28,328
Total incoming resources	982,329	6,999,971	7,982,300	–	126,803	126,803	8,109,103
<u>Resources expended</u>							
Costs of generating voluntary income	55,328	152,546	207,874	–	–	–	207,874
Fundraising expenses	54,413	1,273	55,686	–	–	–	55,686
Charitable activities expenses	1,179,165	6,081,808	7,260,973	–	126,803	126,803	7,387,776
Governance costs	38	27,988	28,026	–	–	–	28,026
Other operating and administration expenses	56,369	192,888	249,257	–	–	–	249,257
Total resources expended	1,345,313	6,456,503	7,801,816	–	126,803	126,803	7,928,619
Net surplus for the year	(362,984)	543,468	180,484	–	–	–	180,484
Balance as at 1 January 2020	32,593,269	–	32,593,269	–	–	–	32,593,269
Transfer fund from society	(32,230,285)	32,230,285	–	–	–	–	–
Balance as at 31 December 2020	–	32,773,753	32,773,753	–	–	–	32,773,753

Audited by RSM Chio Lim LLP

For the full audited financial statement, please visit CCF website at <https://www.ccf.org.sg/about-ccf/annual-reports/>

Statement of Financial Activities (Cont'd)

Reporting Period Ended 31 December 2019

2019	Unrestricted fund General fund	Restricted fund Care and Share fund	Total
	\$	\$	\$
<u>Incoming resources</u>			
Donations	3,734,611	–	3,734,611
Gifts in kind	1,785	–	1,785
Income from fundraising activities	5,516,253	–	5,516,253
Interest income	521,438	–	521,438
Grant income	220,902	743,197	964,099
Other incoming resources	146,969	–	146,969
Total incoming resources	10,141,958	743,197	10,885,155
<u>Resources expended</u>			
Costs of generating voluntary income	224,886	–	224,886
Fundraising expenses	295,631	–	295,631
Charitable activities expenses	6,250,496	743,197	6,993,693
Governance costs	45,592	–	45,592
Other operating and administration expenses	283,253	–	283,253
Total resources expended	7,099,858	743,197	7,843,055
Net surplus for the year	3,042,100	–	3,042,100
Balance as at 1 January 2019	29,551,169	–	29,551,169
Balance as at 31 December 2019	32,593,269	–	32,593,269

Audited by RSM Chio Lim LLP

For the full audited financial statement, please visit CCF website at <https://www.ccf.org.sg/about-ccf/annual-reports/>

Statement of Financial Position

As at 31 December 2020

	2020	2019
	\$	\$
ASSETS		
<u>Non-current asset</u>		
Plant and equipment	81,508	154,896
<u>Current assets</u>		
Other receivables	593,201	106,973
Other assets	147,102	53,304
Cash and cash equivalents	34,060,195	33,150,924
Total current assets	34,800,498	33,311,201
Total assets	34,882,006	33,466,097
FUND AND LIABILITIES		
<u>Unrestricted fund</u>		
General fund	32,773,753	32,593,269
<u>Non-current liabilities</u>		
Provision, non-current	–	74,365
<u>Current liabilities</u>		
Provision, current	74,365	–
Other payables	1,924,764	798,463
Other liabilities	109,124	–
Total current liabilities	2,108,253	798,463
Total liabilities	2,108,253	872,828
Total fund and liabilities	34,882,006	33,466,097

Statement of Cash Flow

Reporting Period Ended 31 December 2020

	2020	2019
	\$	\$
<u>Cash flows from operating activities</u>		
Net surplus for the year	180,484	3,042,100
Adjustments for:		
Depreciation of plant and equipment	124,176	156,332
Interest income	(302,792)	(521,438)
Operating surplus before changes in working capital	1,868	2,676,994
Other receivables	(469,884)	339,266
Other assets	(93,798)	(7,855)
Other payables	1,126,301	37,096
Other liabilities	109,124	–
Net cash flows from operating activities	673,611	3,045,501
<u>Cash flows from investing activities</u>		
Purchase of plant and equipment	(50,788)	(104,455)
Interest income	302,792	521,438
Movement in interest received	(16,344)	–
Net Interest income received	286,448	521,438
Net movements in cash restricted in use	(17,000)	–
Net cash flows from investing activities	218,660	416,983
Net increase in cash and cash equivalents	892,271	3,462,484
Cash and cash equivalents, beginning balance	33,150,924	29,688,440
Cash and cash equivalents, ending balance	34,043,195	33,150,924

Notes to the Financial Statements

31 December 2020

1. Related party relationships and transactions

The financial reporting standard on related party disclosures requires the company to disclose: (a) transactions with its related parties; and (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

A related party includes the members and key management of the company. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons; members of the key management personnel or close members of the family of any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, any such individual.

All members, directors and key management of the company are required to read and understand the conflict of interest policy in place and make full disclosure of interests and relationships that could potentially result in a conflict of interests. When a conflict of interest situation arises, the members or staff shall abstain from participating in the discussion, decision making and voting on the matter.

The members of the board of management committee and sub-committees are volunteers and receive no monetary remuneration for their contribution, except for reimbursement of out-of-pocket expenses, if claimed.

Significant related party transactions:

	<u>Related party</u>	
	2020	2019
	\$	\$
Annual funding to Singapore Cord Blood Bank Limited that has a common director with the company.	—	100,000

A total of S\$300,000 has been committed to Singapore Cord Blood Bank from FY 2021 to FY 2023 (Note 17A).

1A. Key management compensation

	2020		2019	
	January to <u>March</u> Society	April to <u>December</u> CLG	Total	
	\$	\$	\$	\$
Salaries and other short-term employee benefits	248,625	707,003	955,628	675,504

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the company, directly or indirectly. Key management personnel comprise of the Chief Executive Officer and the direct reporting senior officers.

Number of key management in compensation bands:

	2020	2019
	\$	\$
\$100,000 and below	6	2
\$100,001 to \$200,000	4	4

The above amounts are included under employee benefits expense.

The board of directors, or people connected with them, have not received remuneration, or other benefits, from the company for which they are responsible, or from institutions connected with the company.

There is no claim by the board of directors for services provided to the company, either by reimbursement to the Board or by providing the board members with an allowance or by direct payment to a third party.

Notes to the Financial Statements

31 December 2020

2. Employee benefits expense

	2020			2019
	January to March Society	April to December CLG	Total	
	\$	\$	\$	\$
Short term employee benefits expense	765,214	3,164,076	3,929,290	3,611,218
Contributions to defined contribution plan	122,459	466,943	589,402	593,561
Other benefits	32,129	114,338	146,467	148,015
Total employee benefits expense	919,802	3,745,357	4,665,159	4,352,794

Included in the Statement of Financial Activities as follows:

	2020			2019
	January to March Society	April to December CLG	Total	
	\$	\$	\$	\$
Costs of generating voluntary income	29,655	113,579	143,234	138,516
Charitable activities expenses	841,169	3,443,507	4,284,676	3,963,877
Other operating and administration expenses	48,978	188,271	237,249	250,401
Total employee benefits expense	919,802	3,745,357	4,665,159	4,352,794

3. Reserve policy

	2020	2019	Increase
	\$	\$	%
<u>Unrestricted fund</u>			
Accumulated fund ("Reserve")	32,773,753	32,593,269	0.55
Ratio of Reserve to Annual Operating Expenditure	4.13:1	4.16:1	

The company shall maintain a reserve that is equivalent to at least three years of its operating expenses. This is to ensure continuity in providing the necessary services to its beneficiaries.

With the unanimous approval of the board of directors, the company is able to draw down from its reserve to meet its operating expenses to ensure ongoing services are not disrupted.

On a yearly basis, the board of directors reviews the amount of reserve that is required to ensure that the reserve is adequate to fulfil the continuing obligations of the company.

Notes to the Financial Statements

31 December 2020

4. Commitments

4A. Funding to partners

	2020		2019
	January to March Society	April to December CLG	Total
	\$	\$	\$
Funding expense	19,175	1,273,578	1,292,753
			1,345,028

The funding expense arose out of the following commitments made by the company to its partners:

- The company has committed a 3-year funding of \$310,000 to NUH for the Paediatrics Blood/Marrow Transplant Programme on terms agreed by both parties. A total of \$274,735 has been disbursed as of 2020. Remaining funds of \$35,265 are expected to be disbursed in 2021.
- The company has committed funding of \$450,000 to SingHealth Duke-NUS Paediatrics Academic Clinical Programme for the purpose of establishing the CCF Paediatric Oncology Survivorship Programme on terms agreed by both parties. A total of \$340,000 has been disbursed as of 2020. Remaining funds of \$110,000 are expected to be disbursed in 2022.
- The company has committed a funding of \$300,000 to Singapore Cord Blood Bank Limited for the purpose of building community (hybrid) cord blood banking on terms agreed by both parties from FY2021 to FY 2023. Remaining funds of \$300,000 are expected to be disbursed in 2021 to 2023.
- The company has committed funding of \$2,500,000 to National University of Singapore for the CAR-T cell immunotherapy programme on terms agreed by both parties. A total of \$1,000,000 has been disbursed as of 2020. Remaining funds of \$1,500,000 will be disbursed in 3 yearly tranches ending in 2023.
- The company has committed funding of \$1,000,000 to KKH Fund, part of SingHealth Fund for the expansion of the Tan Cheng Lim – CCF Professorship in Paediatric Oncology on terms agreed by both parties. A total of \$500,000 has been disbursed as of 2020. Remaining funds of \$500,000 are expected to be disbursed in 2022.
- The company has committed funding of \$3,050,000 to National University of Singapore for the Translational Research in Acute Leukaemia (CenTRAL) on terms agreed by both parties. The funds are expected to be disbursed in 2021 to 2024.
- The company has committed funding of \$900,705 to KKH Fund, part of SingHealth Fund for the CCF Psychosocial and Supportive Care Programme for Paediatric Oncology on terms agreed by both parties. The funds are expected to be disbursed in 2021 to 2022.

Notes to the Financial Statements

31 December 2020

5. Comparative

The financial statements cover the reporting period since incorporation on 14 October 2019 to 31 December 2020. The company was newly incorporated as a Public Company Limited by Guarantee (the “company”) on 14 October 2019, and was dormant from 14 October 2019 to 31 March 2020. Prior to 31 March 2020, the company operated under the name of Children’s Cancer Foundation, registered as a Society (the “Foundation”).

On 1 April 2020, the company took over the business operations, assets and liabilities of the Society. The transfer of the business operations, assets and liabilities of the Foundation to the company was completed on 30 April 2020. The following table summarises the carrying amounts of the assets and liabilities transferred from Foundation to the company as at 30 April 2020.

	<u>30.04.2020</u>
	\$
Plant and equipment	148,765
Other receivables	72,054
Other assets	71,817
Cash and cash equivalents	32,683,803
Provision	(74,365)
Other payables	(249,690)
Other liabilities	(422,099)
Net assets	<u>32,230,285</u>

As the Foundation and the company are managed by the same parties both before and after 30 April 2020, management has presented the following:

- a) the aggregated financial performance of the Society from 31 January 2020 to 31 March 2020 and the financial performance of the company from 1 April 2020 to 31 December 2020 in the 2020 Statement of Financial Activities and related notes, and the 2020 Statement of Cash Flows for a complete presentation of the business operations of the two entities in 2020; and
- b) the Statement of Financial Activities, Statement of Financial Position, Statement of Cash Flows and related notes of the Society in 2019 for comparative purpose.

UEN Number: 201934434R

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