



# Family Matters

A Report of the  
Public Education Committee  
on Family (Abridged Version)

Cover:

Mdm Seet Meng Kiaw holds her pupils in rapt attention during story telling at the Children Learning Centre in MCDS, a family-friendly organisation that provides childcare facilities for its staff.

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January 2002





Risk Manager Leonard Chuah shares a precious moment of joy with wife Audra on the arrival of their second child, Ethan, at the KK Women's and Children's Hospital.

## Family matters

*Family matters because family brings love, joy and warmth.  
It is our anchor in an ever-changing, fast paced world.*

*Some may perceive that marriage and family are private matters, and that choices should be left to the individual. However, these can have collective impact on our nation. When families break down and fail to provide support for their members, the effects reverberate across society. Therefore it is important for the entire community to support the formation and strengthening of families.*

*When the community and the government work together to create an environment that is conducive to marriage, families and raising children – by shaping values, attitudes and life choices – it is because family matters. To each of us. To Singapore.*

**Mr. and Mrs. Goh Tee Soon,  
retirees and married for over  
30 years, share a quiet  
moment at a park.**



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Legal Officer Janice Song teases her son, Jared, as she changes his diapers at Great World City, one of many family-friendly public places with Parent Rooms complete with diaper-changing facilities.



# 1

## Introduction

Do we know how our young think today or what worries them?

If you are still wondering, here is a possible peek into their minds:

- A 2000 Singapore Press Holdings study on the attitudes and lifestyles of children aged 10 to 12 showed that more feared ‘failing tests and examinations’ (36%) than ‘parents or guardians dying’ (17%).
- In a 2000 National Youth Council (NYC) survey on Singapore’s Youth Values, Beliefs and Concerns, the respondents’ top wish was ‘to lead a lifestyle that I desire’ (39%). Ranked lowly were ‘to set up a family’ (7%), ‘to help the needy’ (2%), and ‘to contribute to the growth of our society’ (2%).
- In the same NYC survey, 34% said ‘ok to pre-marital sex’, while 26% felt that divorce was all right. Some 32% said that living together as a couple before getting married was a good idea while 27% felt that marriage was not necessarily a key to happiness.

- In a Social Development Unit (SDU) survey done in 2000 on Singles’ Attitudes towards Courtship and Marriage, working single adults said that financial security, success in career and owning a home were the top three life goals in the next five years. Marriage and parenthood took a backseat.

All the above are indeed worrying; yet, they are merely symptoms of a larger concern.

### Singapore’s progress: benefits and costs

Singapore today has changed much, compared to over 20 years ago, thanks to globalisation, advances in new technology and the explosion of the Internet.

These changes have resulted in many benefits. Singaporeans are more cosmopolitan and open to different ideas and views; job opportunities are no longer confined to just the island city but increasingly, Singaporeans are going overseas to study and work for long periods of time. They become more internationalised, and more marketable globally.

These changes have also opened up Singapore and created more choices in every aspect of life: from a more vibrant arts scene, to a greater variety of food and entertainment, not to mention more opportunities

to work harder and make more money and lead the lifestyles we all hope for. The quick and easy access to information also means that business deals can be clinched – or lost – in minutes.

There is no doubt that today's new economy has changed the way we live and work, think and relate to others. In many ways, this has been for the better. In other ways, however, this comes with a price.

**Evolving an alternative lifestyle.** For young Singaporeans, marriage these days is no longer seen as lifelong, nor is it necessary for them to get married before having sex. Commitment to marriage does not gel with the rising individualism and freedom in a 'me-first' society, where self-gratification is more important.

These observations are obvious in the alternative marriage practices and ideologies that are depicted on television these days, e.g., sitcoms and movies depict couples staying together without getting married. Increasingly, couples are re-defining their marriages to suit their lifestyles and needs.

Sociologists overseas have observed a growing trend of 'serial monogamy', where couples are dedicated to their marriage for as long as it benefits them. When their needs are not met, however, the relationship becomes a throwaway item.

There are no hard numbers to suggest that such 'sitcom lifestyles' are prevalent here. Yet, anecdotal evidence indicates that there is a rising number of such cases.

**Singaporeans are marrying late (if at all).** According to Dr. Stella R. Quah's 1999 'Study on the Singapore Family', younger and well-educated couples are close, and married Singaporeans are very satisfied with married life. But that is only if they get married in the first place.

Increasingly, Singaporeans are marrying later and/or remaining single. The Census 2000 revealed that singlehood rates are significant and they continue to rise. Many Singaporeans delay marriage to build up their careers. Some are simply put off by high wedding expenses.

Men and women are sometimes faced with mismatched expectations. In some cases, the lack of dating opportunities and interpersonal skills worsen the problem. Marriage is also increasingly seen in practical terms, where couples may marry early just to buy a Housing & Development Board flat.

And the cracks have started to show. The average age at first marriage for men and women have increased by 2.5 years between 1980 and 2000 to 29.8 and 26.8, respectively. The number of divorces has also gone up. From 1988 to 1998, the number of divorces under the Women's Charter rose 140% from 1,643 to 3,924; and that under the Muslim Law Act rose 64%, from 893 to 1,465 cases. At the same time, the 2000 marriage rate at 47.1 per 1,000 unmarried residents was the lowest recorded in 20 years.

**The work-family balancing act.** Increasingly, parents find themselves burning the candle at both ends as they struggle to balance work and family. Many are in dual-income families and, as a result, they don't have enough time for their children.

These working parents instead become dependent on foreign maids and childcare centres to do the job. Often, out of guilt, they give in to their children's demands, only to raise children who take the good things in life for granted. This reinforces the wrong values and affects the children's overall development.

Growing up, these children pay attention only to academic and materialistic pursuits. They are disinterested and unconcerned about other aspects of development like building healthy relationships with others. In Japan, some schools now teach communication skills to counter the one-child family trend that is producing children who are socially inept.

These challenges raise a major concern: What kind of persons will Singapore's young become in the future? What kind of values will they embody?

Student Denise Hoe guides her younger sister, Shirley, on the piano.



## 2

# Back to basics

Even as the government embraces the benefits of progress, it also has to grapple with its social costs. The government knows that it cannot do this alone but requires the effort of all concerned – the individual, families, and the community at large.

This is not to say that the government has not done anything. In fact, there are many pro-family incentives already in place; for example, tax rebates and the Baby Bonus Scheme. But these incentives alone are not enough. Besides, the government cannot continue to use money to tackle the issue. Financial incentives should form part of a wider approach, one that helps cope with issues concerning values, attitudes, behaviour and life choices.

Why focus on the family, some may ask. After all, there are many who think that whatever happens in the family is personal and should remain private. However, when a marriage breaks down or a family gets into trouble, the effects reverberate across society. There is not only private grief, but also larger social consequences, e.g., the well-being of children in divorce cases usually suffers. Although the individual may get over his personal struggle, the wider and longer-term impact on society must be managed.

# 3

## Family values

Values are important for a person's well-being and the society he lives in. Values act as a moral compass to guide a person in his decisions on relationships, work and life, and help him be responsible for the decisions he makes. Just as the family is the basic building block of a society, values form the foundation that supports the family.

When it comes to family values, all of us have a part to play – you, the government and the larger community.

Here is a brief account of the government's efforts to promote family and family values, right up to the setting up of the Public Education Committee on Family (PEC). Read on to find out more about the PEC's work and its many suggestions to improve family life and the imparting of values.

### **Taking family happiness seriously**

Since 1994, the Singapore Family Values – love, care and concern, mutual respect, filial responsibility, commitment, and communication – have been strongly promoted. 'Responsibility to family' is also clearly stated as a desired outcome of the Singapore education system, and there are many school programmes that emphasise the teaching of values.

The Ministry of Community Development and Sports (MCDS) has a Family Education Department that helps to promote family life and the skills needed for healthy and happy families. Its many efforts include programmes to raise awareness of the importance of parental involvement in the development of children. The annual National Family Week is held during the mid-year school holidays to celebrate the family and to reinforce the importance of family life.

In 1999, the Committee on the Family reviewed policies and programmes that affect families and concluded that more public education was needed. Such efforts must be year-round and comprehensive to tackle different needs, it emphasised.

Prime Minister Goh Chok Tong added impetus to these efforts when he announced at his 2000 National Day Rally the creation of a Ministerial Committee on Marriage and Procreation, helped by a Working Committee. Both committees endorsed the recommendation for enhanced public education efforts on the family.

# 4

## Public education on family

The Public Education Committee (PEC) was formed in September 2000 to support the work of the different committees. The composition of the PEC is in the *Annex*. The PEC aims to strengthen the family by making it an important life goal. It also hopes to promote positive attitudes towards marriage and parenthood among Singaporeans.

The PEC also helps married couples prepare for the different stages of a person's life like marriage, parenthood and family life, including living with one's parents and grandparents. It encourages couples to share family responsibilities and bring up their children together.

Finally, it aims to reduce the number of obstacles to marriage, raising children, and the teaching of values to the young.

Towards this end, the PEC is motivated by four main goals:

- Imbuing the young with positive values towards the family.
- Reinforcing marriage as a lifelong commitment.
- Promoting family life and Family Life Education (FLE) for all.
- Creating a family-friendly environment.

**Mr. and Mrs. Toh Chen Puar,  
enjoying a family meal  
together with their  
mother and children.**



# 5

## Imbuing the young with positive values towards the family

### A stake in young minds

School-family co-operation is important to pass positive values towards the family onto children. School activities can have a family focus and involve parent participation where possible. Parent-Teacher Associations (PTAs) and Parent Support Groups (PSGs) can organise family and life skills programmes in schools to promote parental involvement.

Current programmes like Civics and Moral Education (CME), Pastoral Care and Career Guidance (PCCG) and the Community Involvement Programme (CIP) should be enhanced with resources for family and youth programmes to be conducted in schools.

The mass media also has a strong influence on young minds and it forms a critical part of the overall effort to promote positive values. Regular dialogues between

broadcasters, advertising agencies, advertisers, parents and educators to discuss concerns and raise parents' awareness of the effects of the media on their children are good first steps.

At the individual level, there should be mentors and role models to act as additional channels for positive values to become part of a youngster's instinctive and spontaneous behaviour. Values 'are caught, not taught'.

Another effective way to raise youths' awareness of family and community issues is for the government to involve young Singaporeans in the debate of such issues. They must realise that they have a stake in the well-being of society and the country, and not just in themselves.

## Summary of PEC recommendations

<b>Institute school-based educational programmes</b>	<ol style="list-style-type: none"> <li>1. Work through network of School Family Educators (SFEs).</li> <li>2. Raise awareness and provide resources for family and youth programmes to schools to support values and life skills education.</li> <li>3. Reinforce Civics and Moral Education (CME) and Pastoral Care &amp; Career Guidance (PCCG) with resources and materials for values and life skills education.</li> <li>4. Introduce more pro-family elements in the Community Involvement Programme (CIP).</li> </ol>
<b>Strengthen school-family co-operation</b>	<ol style="list-style-type: none"> <li>5. Encourage family focus and family participation in school events and activities.</li> <li>6. Enable Parent-Teacher Associations (PTAs) and Parent Support Groups (PSGs) to conduct Family Life Education (FLE) and life skills programmes in schools.</li> </ol>
<b>Promote life skills training</b>	<ol style="list-style-type: none"> <li>7. Initiate ‘Social Trust And Relationship Training’ (START).</li> <li>8. Leverage on partners to promote and provide life skills training.</li> </ol>
<b>Extend beyond families and schools</b>	<ol style="list-style-type: none"> <li>9. Engage the media in the promotion of positive values through a co-operative strategy.</li> <li>10. Organise a regional media conference.</li> <li>11. Raise parents’ awareness on the media’s effect on children and their responsibility in guiding them in their TV viewing habits and Internet usage.</li> <li>12. Develop mentoring and role-modelling as additional conduits for value transmission to youth.</li> </ol>
<b>Promote youth involvement</b>	<ol style="list-style-type: none"> <li>13. Promote youth engagement in community affairs and policy-making.</li> <li>14. Create a website on teen issues for youth developed by youth.</li> </ol>
<b>Research</b>	<ol style="list-style-type: none"> <li>15. Conduct a study on parenting and the transmission of values to children.</li> </ol>

A photograph of a woman, Mrs. Michele Seth, sitting on a wooden chair and reading a large book to two children, Galissa and Ashwyn. She is wearing a white shirt and sunglasses on her head. The boy, Ashwyn, is wearing a light blue shirt and dark pants, and the girl, Galissa, is wearing a white shirt and blue jeans. They are all smiling and looking at the book. The background shows a library setting with bookshelves and a large tree.

Mrs. Michele Seth with her children, Galissa and Ashwyn, laugh and bond during the National Library's 'Born to Read, Read to Bond' programme which encourages life-long learning and bonding through reading.

# 6

## Reinforcing marriage as a lifelong commitment

### Learning to stay married – and enjoying it

Getting married is one of the most important decisions in life, yet many do not invest time and energy to learn to build a happy and lasting marriage. Couples must view marriage as lifelong and work towards keeping this commitment. The environment should be conducive for this to occur.

While most Singaporeans still desire marriage as ‘part and parcel of life’, some have problems getting a life partner. Dating opportunities should be provided for such singles through the Internet, and with the help of major sources of influence such as tertiary institutions and employers. To strengthen these efforts, matchmaking should be re-positioned as socially acceptable and made available to the willing.

Marriage preparation programmes are important to help newly-weds get used to married life. Such programmes should be made easily available in the community, such as through religious groups and

family service centres. These organisations must be identified and supported with resources and expertise to conduct the programmes. To encourage couples to attend, community groups can work with wedding-related businesses to give suitable incentives and packages.

Marriage enrichment should continue throughout the different stages of a marriage. Different enrichment schemes can be developed, for example, milestone ‘marriage renewal celebrations’, and ‘couples only’ community work. Older couples should not be left out – there should be programmes designed to help them face the added challenges in their golden years. These programmes and activities will equip couples with skills and a positive mindset to manage different types of stress throughout their married life.

Special events and efforts in the mass media can help to promote and celebrate marriage as an institution.

## Summary of PEC recommendations

<b>Facilitate socialisation and interaction among singles</b>	<ol style="list-style-type: none"><li>16. Set up a 1900-ROMANCE hotline and a Romance.net website.</li><li>17. Organise a Valentine Gala/National Matchmaking Day.</li><li>18. Set up a network of 'People Connectors'.</li><li>19. Hold a Romancing Singapore Festival.</li></ol>
<b>Promote marriage preparation</b>	<ol style="list-style-type: none"><li>20. Design a pre-marriage resource kit.</li><li>21. Promote marriage preparation programmes by partners.</li><li>22. Promote mentoring programmes for newly-weds.</li><li>23. Engage wedding-related businesses to encourage marriage preparation.</li></ol>
<b>Promote marriage enrichment</b>	<ol style="list-style-type: none"><li>24. Promote continuous marriage enrichment.</li><li>25. Develop marriage enrichment programmes specially for older couples.</li></ol>
<b>Promote the institution of marriage</b>	<ol style="list-style-type: none"><li>26. Expand Marriage Specials.</li><li>27. Engage media to promote the idea of 'Power of Two' in marriages.</li><li>28. Set up a Marriage Exhibition.</li><li>29. Customise marriage certificates and marriage vows.</li></ol>
<b>Research</b>	<ol style="list-style-type: none"><li>30. Conduct a study on divorce in Singapore.</li><li>31. Conduct a survey on marriage preparation and marriage enrichment.</li></ol>



Singapore Armed  
Forces Officer  
Anil Sankar,  
helps his son, Naren,  
who is physically  
disabled, get into a  
dinghy for his sailing  
lesson at Changi  
Sailing Club.

# 7

## Promoting family life and Family Life Education (FLE) for all

### Good families equal strong society

A good family does not happen overnight but takes a lot of time and effort to cultivate. Individuals need all the help they can get to nurture and grow family relations. One form of help is by way of FLE, a process that aims to strengthen family ties. FLE programmes are like the vitamins and physical exercise that families need to stay healthy.

FLE programmes are well-established in countries like the United States. These programmes address different aspects of family life to empower the individual in his role and responsibilities as a family member, e.g., father, wife, son, daughter-in-law, or even grandchildren.

Experts agree that each member of a family needs to be aware of the big picture of the different stages of family life to perform his roles well. Increased awareness of what is needed at various stages is important to develop new and healthier patterns for growth.

In Singapore, FLE programmes are conducted by different organisations, e.g., Voluntary Welfare Organisations, Family Service Centres, religious groups such as churches and the Majlis Ugama Islam Singapura (MUIS) etc. The Ministry of Education also conducts character development programmes for students in schools.

There is a need for a framework to be in place to ensure that such programmes are readily available to the people through different delivery channels like the Internet.

One focus of FLE programmes is to improve the knowledge of parents in child-bearing and to encourage parental involvement in child-raising. Opportunities can be created for experts to give advice and for parents to share information.

Homemakers like mothers play a significant role in their children's growth and development. They should be supported in these responsibilities, such as through the setting up of a support group. Their needs and concerns should be highlighted, for example, retraining, re-joining the work force etc. FLE programmes should be practical and tailored to meet such needs and concerns.

Finally, the nurturing work of grandparents must also be recognised, as they form a pillar to support their families.

Ultimately, such FLE efforts must result in individuals who can relate life choices to priorities and responsibilities, and families that pass on positive values to the young.

## Summary of PEC recommendations

<b>Construct a Family Life Education (FLE) framework</b>	<ul style="list-style-type: none"> <li>32. Set up a Family Life Education (FLE) Resource Bank.</li> <li>33. Develop an on-line Family Life portal.</li> <li>34. Set up Family Life Education (FLE) Resource Centres/Corners.</li> <li>35. Codify expertise and develop content for Family Life Education (FLE).</li> <li>36. Promote Family Life Education (FLE) Resource Bank and Family Life portal amongst content developers, deliverers and users.</li> </ul>
<b>Impart parenting knowledge and skills</b>	<ul style="list-style-type: none"> <li>37. Create awareness and understanding of fertility issues.</li> <li>38. Parenting eTalk: enhance the Family Life portal with electronic forums for parents.</li> <li>39. Promote paternal involvement in childcare and household responsibilities.</li> <li>40. Provide would-be parents with ready information.</li> </ul>
<b>Support and recognise homemakers</b>	<ul style="list-style-type: none"> <li>41. Homemakers' network: set up a support group for homemakers.</li> <li>42. Raise the public profile of homemakers.</li> <li>43. Create an interactive website for homemakers.</li> <li>44. Increase homemaker involvement and consultation.</li> </ul>
<b>Highlight the joys of parenthood</b>	<ul style="list-style-type: none"> <li>45. Celebrate the arrival of newborns and having children.</li> <li>46. Organise annual national baby shows/events for children.</li> <li>47. Customise birth certificates.</li> </ul>
<b>Promote the family and extended family</b>	<ul style="list-style-type: none"> <li>48. Strengthen the Family Life Ambassador (FLA) programme to promote the values of marriage, having children and the extended family.</li> <li>49. Promote and recognise the extended family.</li> </ul>
<b>Promote family life and activities</b>	<ul style="list-style-type: none"> <li>50. Formalise a babysitter network at the community level through the Community Development Councils (CDCs).</li> <li>51. Create directories for government policies impacting on families and available community services for families.</li> <li>52. Work with Association of Singapore Attractions to provide family packages.</li> <li>53. Encourage family packages in the tourism industry to make it more affordable for families to travel together.</li> <li>54. Incorporate 'Family-Friendliness' as a criterion for Excellent Service Award (EXSA) to encourage service staff to be more family-friendly.</li> </ul>
<b>Research</b>	<ul style="list-style-type: none"> <li>55. Conduct a survey on Family Life Education (FLE) in Singapore.</li> <li>56. Hold an Asia-Pacific family conference.</li> </ul>



Mrs. Alice Chew, a retiree, dishes out cooking tips to her daughter-in-law, Tracy.

# 8

## Creating a family-friendly environment

### Happy families, healthy society, strong nation

We must recognise the influence that families and society have on each other. The right external environment can support the family and improve family life. Therefore, external environments like the workplace and places of gathering like shopping centres and parks should be as family-friendly as possible to support families, e.g., families with young children with prams, those with elderly members in wheelchairs. Family-friendly features should also be provided in public transport.

Feedback from the public shows that such support systems and facilities are lacking. Many feel that more can be done to make Singapore more family-friendly.

Facilities such as safety features for children and pregnant mothers, diaper-changing stations and nursing rooms, can be provided in public places like shopping centres, eating places and parks. Businesses, service providers and even government bodies must be encouraged to provide these facilities

in their premises, particularly when many of these facilities for families are equally useful to the elderly and the disabled.

Many parents find it increasingly hard to cope with work and family without additional help at work. Although a number of companies in Singapore have implemented family-friendly work practices like flexi-schemes and telecommuting, such practices are not widespread.

A clearer definition of roles among the different groups involved, namely, MCDS' Work-Life Unit, the Tripartite Committee, and the Employer Alliance, will provide an effective arrangement for promoting family-friendly work practices.

Much work remains to be done before Singapore becomes a family-friendly society. The current awareness level for a family-friendly environment is low. Public awareness for family-friendly facilities and features must be increased.

## Summary of PEC recommendations

<b>Build awareness</b>	<ul style="list-style-type: none"> <li>57. Create public awareness of families' need for a family-friendly environment.</li> <li>58. Leverage on Singapore Kindness Movement's campaigns using 'Family-Friendly Society' as a theme.</li> <li>59. Present 'Most Family-Friendly' TV commercial and production awards.</li> </ul>
<b>Build a family-friendly physical environment</b>	<ul style="list-style-type: none"> <li>60. Conduct an annual 'Family-Friendly Shopping Centres' Contest.</li> <li>61. Grade family-friendliness of eateries.</li> <li>62. Hold promotional programmes for public places.</li> <li>63. Encourage family-friendly public transport.</li> <li>64. Feature a family-friendly bus as a pilot project.</li> <li>65. Introduce a family ticket for buses and MRT/LRT to make public transport more affordable for families to travel together.</li> <li>66. Partner the Inter-Ministerial Committee (IMC) on Ageing Population.</li> </ul>
<b>Foster a family-friendly work environment</b>	<ul style="list-style-type: none"> <li>67. MCDS' Work-Life Unit to raise awareness of family-friendly work practices amongst employers.</li> <li>68. The Tripartite Committee to facilitate implementation of family-friendly work practices through formal structures at workplaces and to organise the biennial Family Friendly Firm (FFF) Award.</li> <li>69. Employer Alliance to organise talks/exhibitions/seminars at least once a year in their companies and provide resources on family life programmes for employees.</li> </ul>
<b>Research</b>	<ul style="list-style-type: none"> <li>70. Conduct a survey on Family-Friendly Singapore.</li> </ul>



Mr. Lim Gem Seng, a Service Assistant from TIBS, shows a passenger with a baby in a pram to the in-bus pram area.

# 9

## Family matters

It bears repeating that happy families do not happen in a vacuum. They rely on strong family values that take years to inculcate. In turn, the transmission of such values cannot be a solo effort on the part of parents and other family members alone. Neither can it be achieved by government efforts alone. It requires a supportive society and the help of the whole community.

Remember: a happy family does not happen overnight. You cannot expect to do nothing and have a happy family. A strong and sound family requires all of us to do our part. Let us all play our role to create a better Singapore society. Your family is like a tree...it grows only when watered. Don't wait – shower your family with love today.

**Note:** If you have some ideas on how to improve family life in Singapore, do email us at [mclds\\_about\\_family\\_life@mclds.gov.sg](mailto:mclds_about_family_life@mclds.gov.sg). You may want to visit [www.AboutFamilyLife.org.sg](http://www.AboutFamilyLife.org.sg) for ideas on how to make your family life more meaningful and exciting or to get a copy of 'Family Matters'. Alternatively, please visit [www.familytown.gov.sg](http://www.familytown.gov.sg) for family-related services and resources.

## Annex

### Public Education Committee on Family (PEC) (as at 31 December 2001)

#### Chairman

**Mrs. Yu-Foo Yee Shoon**

Member of Parliament

Jurong GRC

Mayor of South West Community

Development Council District

[Senior Parliamentary Secretary

Ministry of Community Development

and Sports (till 22 Nov 2001)]

#### Co-Chairman

**Mr. Chan Soo Sen**

Minister of State

Prime Minister's Office and

Ministry of Community

Development and Sports

[Senior Parliamentary Secretary

Prime Minister's Office and Ministry

of Health (till 22 Nov 2001)]

#### Members

**Dr. Lily Neo**

Member of Parliament

Jalan Besar GRC

[Member of Parliament

Kreta Ayer-Tanglin GRC

(till 17 Oct 2001)]

**Dr. S. Vasoo**

[Member of Parliament

Tanjong Pagar GRC

(till 17 Oct 2001)]

Member of the Advisory Panel

Central Singapore Community

Development Council

Associate Professor

Department of Social Work and

Psychology

National University of Singapore

**Ms. Claire Chiang**

[Nominated Member of Parliament

(till 30 Sept 2001)]

Executive Director

Banyan Tree Gallery (Singapore) Pte Ltd

**Mr. Gerard Ee**

[Nominated Member of Parliament

(till 30 Sept 2001)]

Partner

Ernst and Young

**Dr. Jennifer Lee**

[Nominated Member of Parliament

(till 17 Oct 2001)]

Chief Executive Officer

KK Women's and Children's Hospital

**Mr. Ameer Ali Abdeali**

Honorary Assistant Secretary

Inter-Religious Organisation,

Singapore

**Mr. Chew Keng Juea**

Senior Executive Vice-President

Chinese Newspapers/Newspaper

Services Division

Singapore Press Holdings

**Mr. David Gerald J.**

President/Chief Executive Officer

Securities Investors Association

(Singapore)

**Mr. Han Tan Juan**

Director

Youth Division

People's Association

**Ms. Ho Peng**

Director

Education Programmes Division

Ministry of Education

**Mr. Noel Hon**

Chairman,

Committee on the Family

Managing Director

NEC Singapore Private Limited

**Mr. Koh Juan Kiat**

Executive Director

Singapore National Employers

Federation

**Mr. Koh Tin Fook**

Deputy Chief Executive Officer

Singapore Broadcasting Authority

**Mr. Patrick Kwan**

Sociologist/Lecturer

School of Health Sciences

Nanyang Polytechnic

**Ms. Melissa Aratani Kwee**

Director (Development)

United World College of

South East Asia

**Mr. Kwek Leng Joo**

President

Singapore Federation of Chambers of

Commerce and Industry

**Mr. Stephen Lee**

President

Singapore National Employers

Federation

**Dr. Lee Tsao Yuan**

Director

Skills Development Centre Pte Ltd

**Dr. Shirley Lim**

President

Singapore Council of Women's

Organisations

**Ms. Lim Soo Hoon**

Permanent Secretary

Ministry of Community Development

and Sports

**Ms. Lim Suat Jien**

Homemaker

**Mr. Lin Cheng Ton**

Principal and Chief Executive Officer

Nanyang Polytechnic

**Dr. Sheryn Mah**

Director

SHC Technology Pte Ltd

**Mr. Ong Keng Yong**

Chief Executive Director

People's Association

**Mr. Sia Cheong Yew**

Executive Editor

The Straits Times

Singapore Press Holdings

**Mdm Suriati bte Abdullah**

Head

Family Development

Majlis Ugama Islam Singapura

**Professor Bernard Tan**

Dean of Students

National University of Singapore

**Dr. Tan Chi Chiu**

Executive Director

Singapore International Foundation

**Mr. Tan Kee Boo**

General Manager

SAFRA National Service Association

**Mr. Tan Kin Lian**

Chief Executive Officer

NTUC Income

**Mr. Tan Soon Yam**

Vice-President

National Trades Union Congress

General Secretary

Food Drinks & Allied Workers' Union

**Mr. David Tay**

General Manager

Times Periodicals Pte Ltd

**Mr. Franklin Wong**

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