

We Rise As One

Annual Report 2023

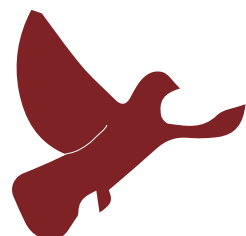


“

I give you a new commandment, that you love one another. Just as I have loved you, you also should love one another.

John 13:34

”



Annual Report 2023

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About Caritas Singapore



God's *Love* in Action

Our Purpose

Caritas Singapore is the social and community arm of the Catholic Church in Singapore, providing leadership and support to the various Catholic social and community organisations involved in helping those in need, regardless of race or religion.

Currently, Caritas Singapore has 24 member organisations which support a wide array of causes such as families and children, youth-at-risk, the poor, the elderly, persons who are sick or with life-limiting illnesses, persons with mental health conditions, persons with HIV/AIDS, persons with disabilities or special needs, migrant workers, persons who are incarcerated and persons in need of medical, legal or other professional assistance.

Our Mission

To collaborate and provide leadership within the Catholic community in Singapore in fulfilling the Catholic Church's social mission especially for the most vulnerable in society.

Our Vision

To be the visible sign of God's love for humanity demonstrated by Catholics living the principles and values of the Catholic Social Teaching (CST).



Caritas Internationalis

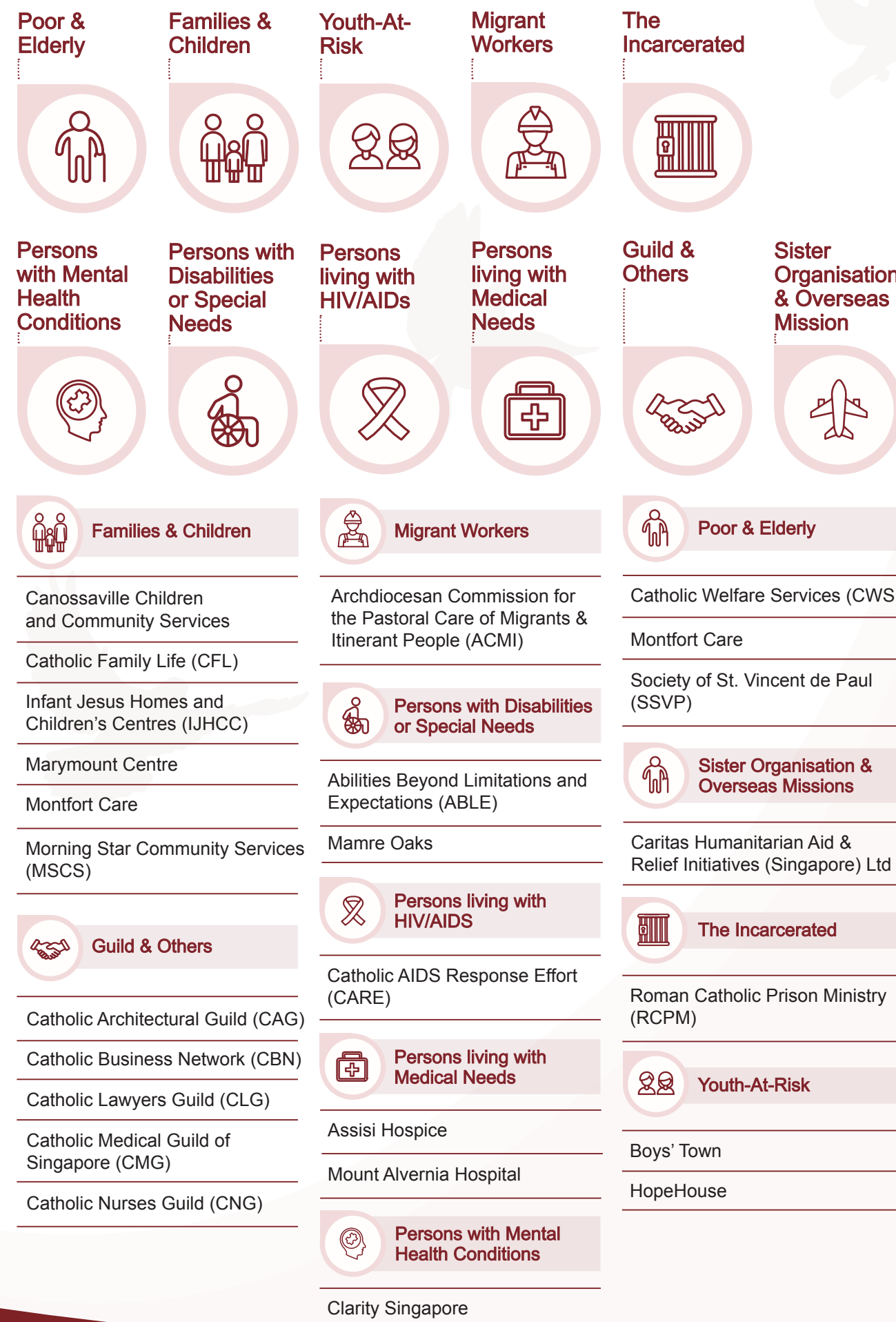
We are a member of Caritas Internationalis (CI) in Rome – a confederation of over 160 members worldwide operating in 200 countries that coordinates emergency operations, formulates development policy, and advocates a better world for everyone. As the mission arm of the Church, Caritas reaches out to the poor, vulnerable, and marginalised, regardless of race or religion.



Caritas Asia

We are a member of Caritas Asia, whose mission is to lead and build the capacities of Caritas organisations in Asia to address a range of programmatic issues from emergencies to advocacy for the most vulnerable communities. There are four Caritas Asia (CA) sub-regions: Central, East, South, and Southeast Asia (SEA). Caritas Singapore is in the SEA group together with teams from Cambodia, Indonesia (Karina KWI), Myanmar (KMSS), Malaysia, Philippines (NASSA), Thailand, Timor-Leste, and Vietnam.

Network of Care through Caritas Singapore Family





Chairman's Message

AGNES LIEW | Chairman

Dear Friends,

2023 marks a new season of change and renewal at Caritas Singapore. Half of our Directors were newly elected to the Board, and we welcomed a new Executive Director, Juliana Foo who joined us after 7 years at Catholic Foundation.

Since its inception in 2006, Caritas has served as the social mission arm of the Catholic Archdiocese in Singapore, providing support and care to the poor, lonely, needy, vulnerable, marginalised, regardless of their race or religion. Our journey has been remarkable; we have achieved a lot through our more than 20 member organisations, and more needs to be done even as we celebrate the 17th anniversary of Caritas Singapore. Indeed, Pope Francis' words resonate deeply with our calling: "Those who love do not stand idly by, but serve others. Those who love hasten to serve, hasten to dedicate themselves to the service of others."

Looking ahead, in the next lap for Caritas Singapore, we will focus on greater collaboration with and among our member organisations and parishes to expand our outreach in Singapore. Key strategic areas that will need continuous support are: (i) care for the elderly and their caregivers, as aging in Singapore increases, (ii) migrant workers who contribute so much to Singapore yet their needs and well-being are sometimes neglected, (iii) the mentally and emotionally challenged from all walks of life including our youths, as the number of troubled youths keep increasing in recent years.

The social mission landscape in Singapore is changing and Caritas Singapore recognises the importance of taking a leadership role in seeding or facilitating initiatives through our member organisations to address social mission gaps in Singapore and also to promote Pope Francis' call to Care for our Common Home in his 2015 encyclical, Laudato Si'.

Pope Francis' words resonate deeply with our calling:

"Those who love do not stand idly by, but serve others. Those who love hasten to serve, hasten to dedicate themselves to the service of others."

To support our member organisations in their outreach efforts, we aim to build on our infrastructure, both in terms of physical resources and support systems. One example of this is providing a platform for shared services, enabling our member organisations to optimise their resources and enhance their impact. Watch out also for changes at Agape Village as we spruce up and transform this into an even more vibrant one-stop social integration hub! Agape Village will also be renamed "Caritas Agape Village", reflecting our Caritas signature and heritage.

Continuous leadership renewal is key to strengthening our resilience and executing our strategic vision. This year marks the first year for the current Board, a transition year of change. We must not let up on good governance, and I am pleased to share that Caritas Singapore has been honoured as one of the winners of the Charity Transparency Award 2023. This recognition underscores our commitment to transparency and accountability.

I would like to express my deepest gratitude to all our Member Organisations, Donors, Board Of Directors, Board Of Trustees, Staff, and Volunteers who have tirelessly answered God's call to put love into action. It is through your dedication and unwavering support that we have been able to make a positive impact on the lives of those we serve.

As we move forward, let us continue to work hand in hand, united in our purpose and driven by our shared vision to put God's love in action. Together, we can make a difference and bring about lasting change in the lives of the most vulnerable in our society - with faith, hope, and love. "And now these three remain; faith, hope and love. But the greatest of these is love." 1 Corinthians 13:13.

With heartfelt appreciation,

Agnes Liew
Chairman



Impact

The Caritas Singapore Family reaches out
to over 75,000 beneficiaries across
24 member organisations.

\$7,445,585
DISBURSED

29
PROGRAMMES
FUNDED

24,679
PARTICIPANTS
IN ACTIVITIES
FOR SENIORS

426 ACTIVITY SESSIONS
HELD FOR AT-RISK YOUTHS



1,352

FORMATION
SESSIONS
CONDUCTED
FOR INMATES

324
HOMEBATHING
SESSIONS
FOR SENIORS

5,624
MENTAL
HEALTH
SERVICES
SESSIONS
CONDUCTED

OUTREACH
AND
EDUCATION
EFFORTS
REACHED OUT TO

1,080
CHILDREN
AND YOUTH

750
FAMILIES
HELPED
—THROUGH—
OUTREACH
PROGRAMMES

3,302 HOURS
OF
COUNSELLING
AND
THERAPY

9,775

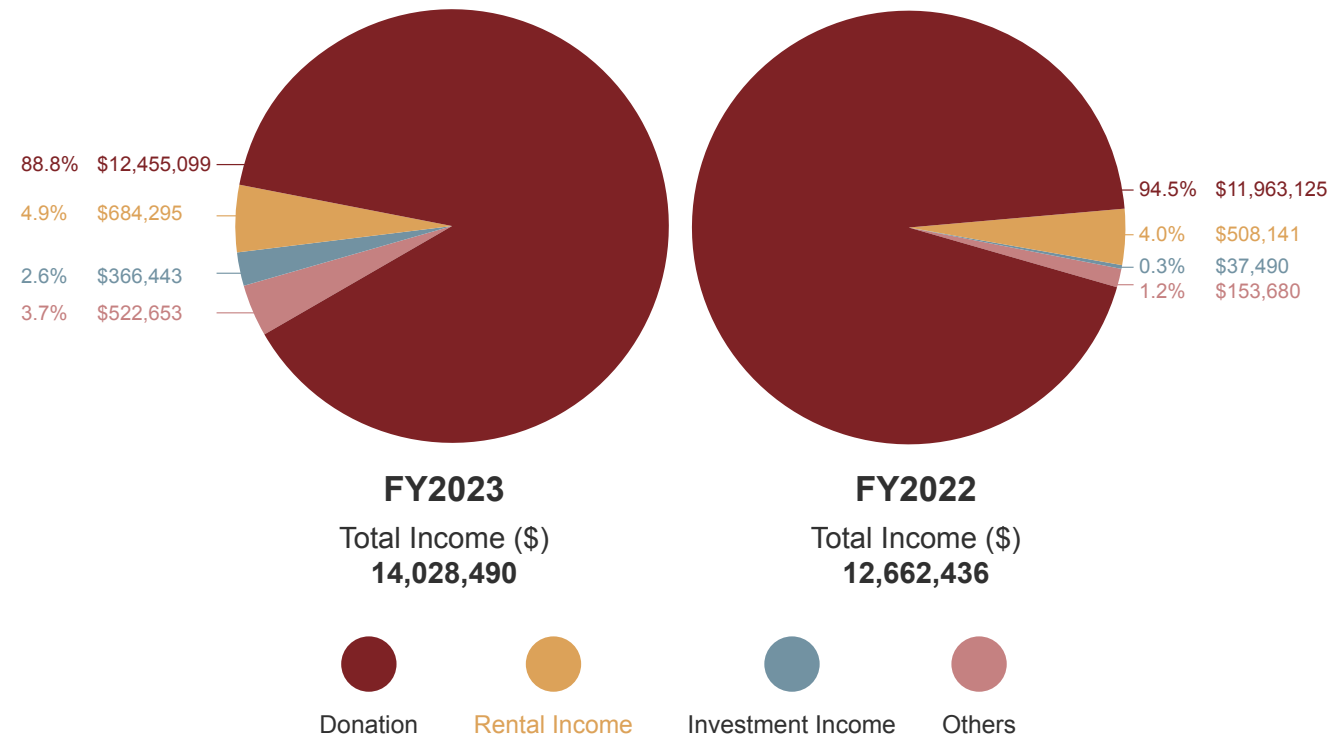
MIGRANT WORKER PARTICIPANTS
FOR ACTIVITIES & TRAINING

206 ACQUIRED
DISABILITIES
SERVED
CLIENTS WITH

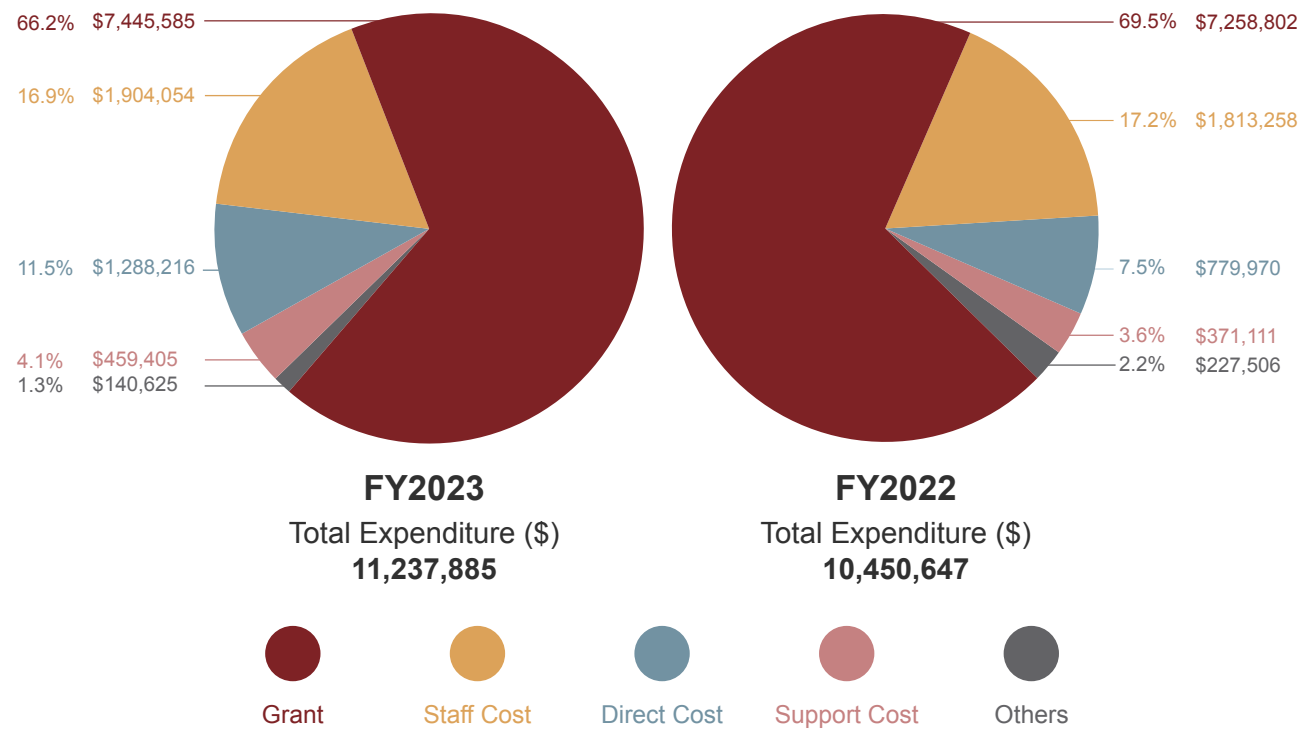
\$12,455,099 RAISED

Financial Highlights Of The Year

Income



Expenditure



Net Income

FY2023
\$2,790,605

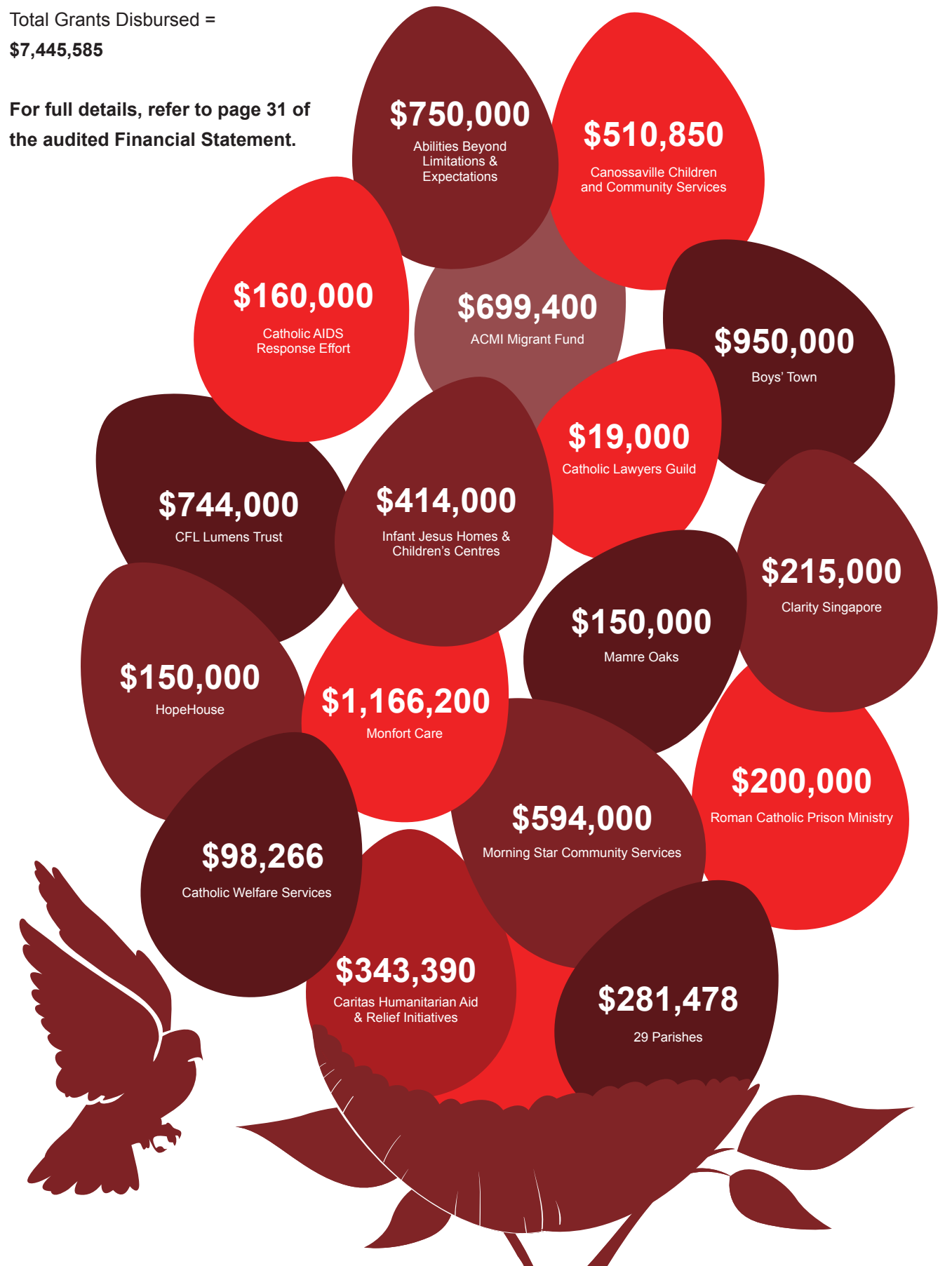
FY2022
\$2,211,789

Grants Disbursed to Member Organisations

Caritas Singapore conducts evaluations of grant applications made by our member organisations and parishes. The evaluations ensure that grants are allocated to social service programmes that are efficient and effective in addressing a need or service gap.

Total Grants Disbursed =
\$7,445,585

For full details, refer to page 31 of the audited Financial Statement.



Board of Directors



Agnes Liew
Chairman



Fr Ambrose Vaz
Member



Sr Theresa Scow, FDCC
Member



Gerard Teo
Member



Jacqueline Woo
Member



Lum Hon Fye
Member



Alan Lim
Member



Benedict Cheong
Member



Mark Wettasinghe
Member



Peggy Sarah Yee
Member



Carol Pereira
Member



Eugene Yang
Member



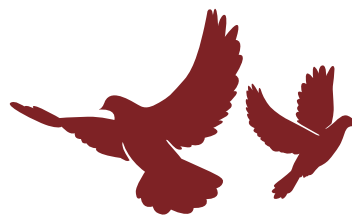
Francis Wan
Member



Roland Yeow
Member



Susanna Lee
Member



Trustees Of Agape Fund



Laurence Lien
Chairman



Ronny Tan
Deputy Chairman



Agnes Liew
Member



Christina Ong
Member



Gerard Lee
Member



Ng Kee Choe
Member



Prof Lily Kong
Member



Prof Tan Cheng Han
Member



Raymundo Yu
Member



Teo Swee Lian
Member

Executive Management Team

Juliana Foo
Executive Director
Appointed: 22 May 2023

Glendon Wee
Manager
Programme & Grant Management

Manolo Fetalvero
Manager
Information And Technology

Audrey Tung
Director of AV Operations

Henry Yang
Manager
Operations And Building Services

Susan Kho
Senior Manager
Finance

Chua Lay Lian
Senior Manager
Corporate Services & Compliance

Jeremy Khoo
Senior Manager
Community Engagement And Development

Gail Ng
Manager
Formation

Kelvin Lim
Manager
Membership

Staff

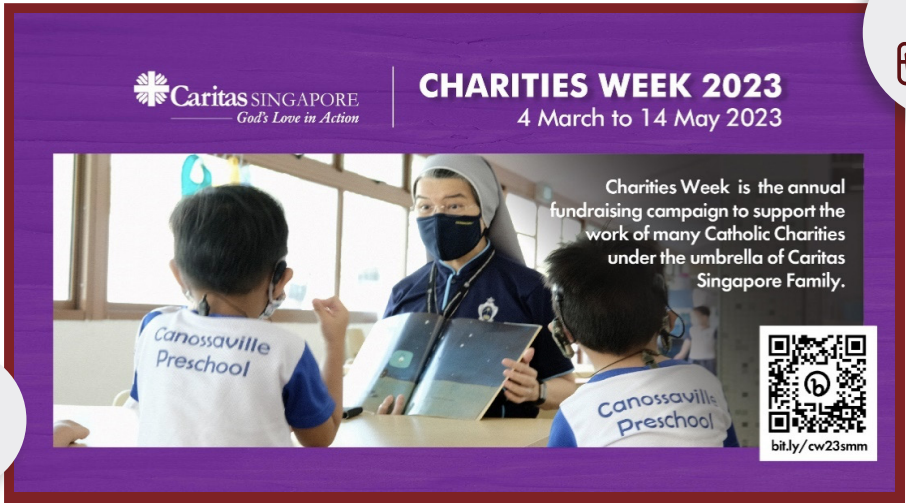


Top row from left to right : Michael Teng, Kelvin Lim, Wong Ghee Wei, Krisha Vishinpir, Glendon Wee, Manolo Fetalvero, Jeremy Khoo, Daryl Seah.
Middle row from left to right : Henry Yang, Erwin Susanto, Lina Rodriguez, Michelle Tan, Juliana Foo, Doreen Kwan, Juliana Teo, Susan Kho, Clarissa Goh, Airi Rusli.
First row from left to right : Miguel Manuzon, Sheelah John, Audrey Tung, Rachel Koh, Gail Ng, Cindy Lim, Kathleen Sim, Karen Anne Wei.
Not pictured : Chua Lay Lian, Jose Parnabas



Fundraising

Charities Week 2023



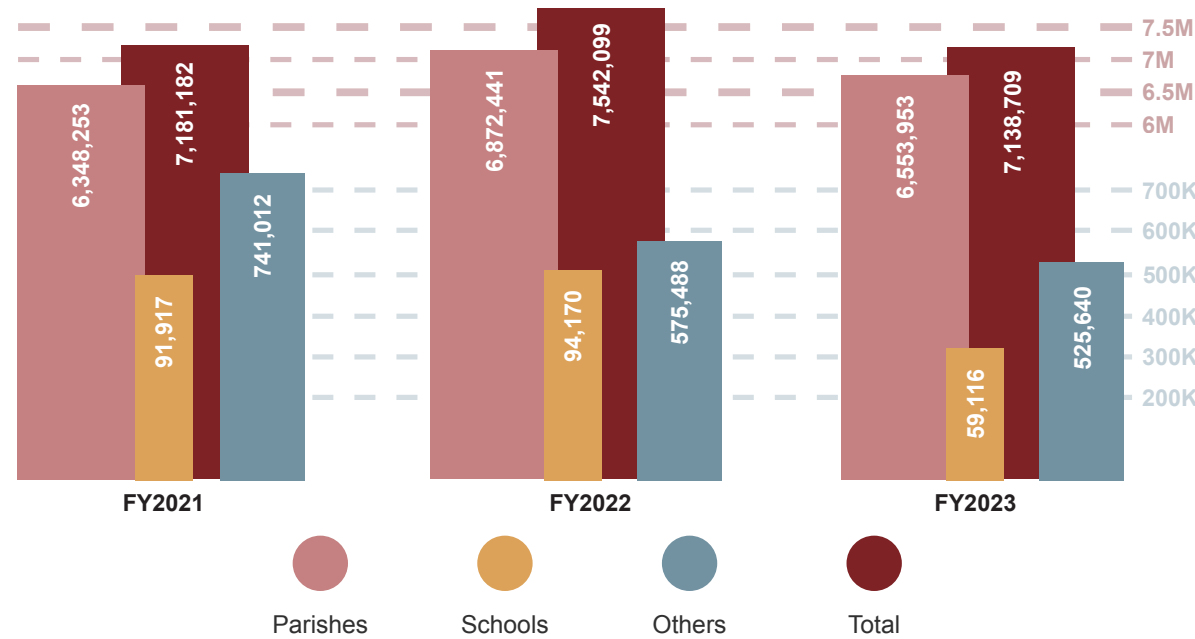
This year, our annual Charities Week fundraiser was themed “Rise As One”, and was launched at the start of Lent. Lent is ultimately about looking forward to the resurrection of our Lord, who died in love for us. We encouraged Catholics to return that love by coming together to help fellow brothers and sisters in need, to allow the light of God’s love to shine through them, and to rise above the darkness of our times.

Over 3 months, we shared narratives of hope and resilience from clients and beneficiaries of our member organisations. These stories were testimonies to the human spirit and the power of community. We also showcased the variety of services available that support

different marginalised groups across our Caritas Singapore family.

Thanks to our donors’ unwavering support, we raised \$7.1m from Charities Week 2023. This amount raised will sustain programmes spearheaded by Caritas Singapore’s member organisations such as care outreach programmes, crisis support for pregnant women, a learning lab for seniors, pro-bono legal services, and more.

As we reflect on this Charities Week, let it be a testament to the spirit of unity, the power of faith, and the enduring warmth of our community. Together, we truly rise as one.



Thanksgiving Mass



Chairman, Agnes Liew, giving her thank you speech to donors present.



Donors at St Ignatius Church for the Thanksgiving Mass.

On 22 September 2023, we held a Thanksgiving Mass for Charities Week at the Church of St. Ignatius. Rev Fr Colin Tan led the celebration, where our Chairman, Agnes Liew, delivered a thank you speech to donors who attended the Eucharistic celebration.

After the mass, a reception was held at St Ignatius Hall. Sister Theresa from Canossaville Children & Community Services played a video and shared about how the funds from Charities Week supports various programmes within the organisation. Donors also got a chance to socialise with each other and enjoy some light refreshments.



Donors enjoying some light bites during the reception.

Legacy Giving

On 5 November 2022, Caritas Singapore and Catholic Foundation jointly organised “Love is My Legacy”, held at CANA The Catholic Centre. The talk discussed legacy giving, and how leaving a legacy behind can help to build the Church and continue Her mission. Programme highlights included a keynote address by then-Rev Msgr John-Paul Tan, OFM, Chancellor and Vicar-General on “Generative Giving: Why We Give”; a personal sharing by lawyer Lawrence Foo on “Journeying with a Legacy Giver”; and an informative segment by lawyer Vivienne Lim on the “Nuts and Bolts of Will Writing”. Our then-Fundraising Chair, Theresa Foo, also shared about why she was inspired by the Holy Spirit to share a legacy gift to Caritas Singapore in her will.



Anniversary Campaign

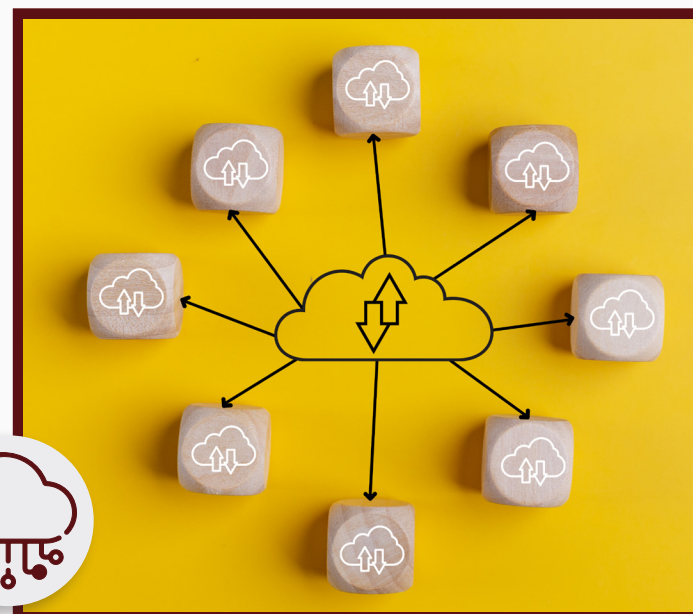


In celebration of 16 years of dedicated service to the disadvantaged and underserved in our community, Caritas Singapore embarked on our inaugural Anniversary campaign that ran from 10 November to 31 December 2022.

Through outreach to our donors via email and social media, \$1.6m was raised. We are gratified by the overwhelming support. These generous contributions will play a pivotal role in sustaining essential programmes and services for marginalised communities in Singapore.



Enhanced Communication Platforms



As part of efforts to continuously enhance our fundraising capabilities, Caritas Singapore upgraded our communication capabilities with tools to more effectively engage donors with personalised interactions and updates on impact of contributions made.

PROGRAMMES & ACTIVITIES

Formation

The Gospels tell us that the two greatest commandments are to love God and to love our neighbour. Then, the First Letter of John tells us that these two are tied together because God is love, and we cannot love God without loving our neighbour.

But what does it mean to love our neighbour today? This is answered by the Church's Catholic Social Teaching (CST), which is always a response to the challenges in society today in the light of the Gospel. It is this CST that guides formation efforts in Caritas Singapore. We seek to deepen awareness and application of CST among Catholics in Singapore as well as enable all in the Caritas Singapore Family to understand CST and live it in their context.





Live the Gospel Retreat and Follow-Up Sessions

On 5 and 6 November 2022, 17 participants came together for a weekend retreat to learn, reflect, and share on CST. The retreat was conducted by Rev Fr David Garcia, OP, and facilitated by members of the Formation Committee. 2 follow-up sessions were organised virtually via Zoom on 16 and 23 November 2022.



Catholic Social Teaching (CST): Versatile Tools

3 iterations of "CST: Versatile Tools" by Rev Fr David Garcia, OP, were conducted between July 2022 and August 2023. The first session was held virtually and reached the maximum capacity of 100 participants, while the other sessions were held in-person. Participants learned about the importance of CST for Christian living and why it is even more urgent today. The sessions covered various topics such as the key principles of CST, and the spirituality of work and money, among others.



"CST: Versatile Tools" participants at CANA.



Review of Life (ROL) Workshops and Follow-Up Sessions

5 ROL workshops and 2 follow-up sessions were conducted between April to November 2023. These sessions impacted over 75 participants including Catholics, young parish leaders, and catechists from various Parishes. These participants showed deep interest in learning the ROL method and the desire to impart the practice to their communities.



My Personal Compass

The My Personal Compass course (MPC) is open to all Catholics and people of goodwill who are interested in the foundations of Ethics and Moral Theology. The objective of this course is for participants to understand and articulate the fundamentals of moral thinking with greater clarity. In 2022, virtual sessions were conducted, while sessions in 2023 were conducted in-person.

Monthly Mass at Agape Village

Mass continues to be an important sacrament at Agape Village, and serves as a time for gathering to deepen our relationship with God and with each other. Once a month, Caritas Singapore invites priests to Agape Village to celebrate Mass for staff, visitors, and beneficiaries. This past year, we were blessed to have Rev Msgr Ambrose Vaz, Rev Fr Joseph Zhang, CDD, Rev Fr Kamelus Kamus, CICM, Rev Fr Arun Bellarmin, Rev Fr Valerian Cheong, Rev Fr Jerome Leon, SJ, and Rev Fr John Chen celebrate masses with us. Their homilies gave us much to reflect on and the encouragement and hope needed in our lives and work.



Community & Outreach

Volunteers In Action

Our cheerful and generous volunteers contribute their time and energy to the meaningful work we do at Caritas Singapore. They are a blessing to us and our beneficiaries. Here are some photos showcasing their dedication!

Charities Week



Collection of donation envelopes from Parishes.



The Charities Week counting team hard at work during the campaign.

Share a Pot (SAP)

SAP champions 4Bs: Bones, Brawn, Brains, and Bonds, through fitness exercises, nutritious soup, cognitively stimulating activities, and meaningful interactions between SAP seniors, volunteers, and staff. Through SAP, the community uplifts seniors living in the Toa Payoh vicinity by alleviating loneliness, and reducing isolation and frailty. Our SAP volunteers also had quarterly debriefs to share their learnings, insights, and feedback.



SAP volunteers distributing soup to seniors.



SAP participants engaging in fitness exercises.

Volunteers' Spotlight

I started volunteering with the RCIA ministry shortly after I was baptised in 2017, as I knew I was fully charged and embraced by his Grace. I felt that I have a strong calling to do more for the community. Around the same time I joined Caritas, I also joined Assisi Hospice as a NODA volunteer, and broadened my network to include AWWA Dementia and HCA Hospice.

Near the end of November 2018, I was introduced to an SAP volunteer, who shared a lot about SAP activities with me. I decided to join SAP in January 2019, until the pandemic outbreak. I had the passion to cook and joined the cooking team. I was extremely happy whenever I saw the happy faces of the seniors as they enjoyed the soup served by us. Since the programme resumed in June 2022, I have been volunteering with the assessment team and later took on the role of leader in early January 2023.

This SAP journey helped me to **grow spiritually and to become a better person with a more dedicated discipline towards the Lord**. When Caritas Singapore announced that the rooftop garden was opening and that they needed volunteers, I decided to join the team. I hope to get the resources, tools, finances, and expertise to rebuild the garden so we can bring leafy vegetables to the kitchen team, and the beauty of flowers to the community.



Sam Ho,
SAP Volunteer and Rooftop Garden
Volunteer Leader

Collaborations

We were glad to have partnered with Maris Stella High School and Singapore Chinese Girls' School for their Values in Action project with SAP, on 9 November 2022 and 24 May 2023 respectively.



Maris Stella High School students assisting the kitchen team in serving soup to seniors, after engaging them through fun games about communication.



Singapore Chinese Girls' School students hosting a Guess-the-Park activity and sharing facts about arthritis. They also did a demonstration of simple exercises for alleviating arthritis.



On 27 September 2023, we also had the wonderful support of Radisson Hotel Group, who did their Corporate Social Responsibility initiative in support of World Heart Day. Their enthusiastic corporate volunteers joined our fitness trainer AJ on stage to hype up the seniors during their Zumba segment!

Rooftop Garden Volunteers



Our rooftop garden volunteers helping to maintain the condition of the plots by removing weeds.



On 18 August 2023, the rooftop garden volunteers attended the 14th Asia Pacific Orchid Conference at the Singapore Expo. Hosted by a guide from National Parks Board, they learned about trends in orchid development and saw the region's award-winning orchid varieties.



Volunteers' Spotlight

My husband Dil Devaser and I have been serving in the Share A Pot programme since early 2016, even during its development before it launched on 15th June 2016. Dil & I have been serving for 7 years now!

We have to thank Gordon Pinto, who was the GM of AV at the time, for that. He invited us, along with a few other parishioners and friends, to observe the SAP programme at the Church of Our Lady Star of the Sea in Yishun.

Every weekly SAP session is always memorable – as everything comes together like magic where everyone, be it the seniors or the volunteers, have an absolutely amazing time consisting of dance, exercise, fun, fellowship, happiness and hospitality.

A special memory would be our unforgettable outing to Bollywood Veggies in August 2018. Over 200 of us visited and enjoyed the farm and nature immensely. We exercised in the fresh air and tucked into a healthy meal prepared by the Bollywood Team. The singalong session and music by SAP volunteers, the AV team, and Bollywood staff, was an added thrill!

Anyone who volunteers will receive way more than one gives! You will learn more about who you are as a person, and discover your gifts and depth of capacity. Most importantly, when all comes together in the right spirit of giving, you will see the face of God (of love) in those whom you meet.

In short, go for it, as volunteerism is certainly one way of bringing this scripture verse from John 10:10 to life – **"I have come that they may have life, and that they may have it more abundantly."**



Lesley Goonting,
SAP Volunteer Leader

PROGRAMMES & ACTIVITIES

Laudato Si'



Caritas Care for Creation (C4C) Efforts



a Beach Cleanups

A total of 55 participants from different Parishes, member organisations, our Care for Creation (C4C) network, and the public gathered for 2 beach cleanup sessions held on 18 June and 1 July 2023. They learned about the effects of plastics on marine and terrestrial life, and how regular beach cleanup activities benefit the environment and marine life.

With the tools provided, participants were able to collect and segregate waste according to the International Coastal Cleanup Singapore data card. Despite harsh weather conditions, the participants pushed through and enjoyed the experience.



b Tree Planting Event

On 16 September 2023, we held our first-ever Caritas Tree Planting event. 65 participants gathered, showing their stewardship and commitment to caring for creation. Together, they planted 70 trees native to Asia and Singapore, with a focus on Mangosteen, Island Lychee and Butterfly Host trees.

We express our thanks to our sponsor, National Parks Board, for providing the trees and supporting our volunteers during the event. This event contributed to their OneMillionTrees movement, and member organisations, families, parishioners, and representatives from various Laudato Si' parish ministries dug, planted, and watered new trees, which will bring cleaner air and temperature regulation in the future.



c Washing Ministry

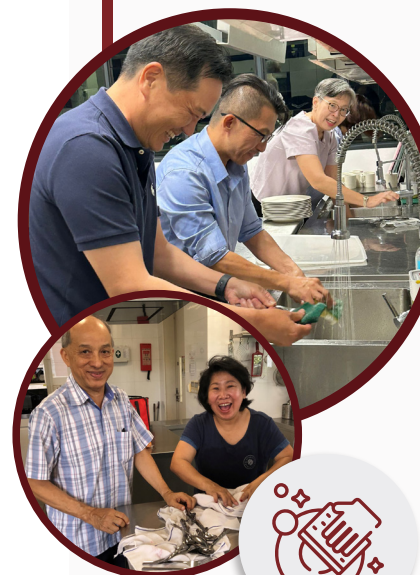
To reduce excessive use of disposable materials and to minimise our carbon footprint, the washing ministry was formed in 2019.

The ministry is able to provide up to 300 full sets of utensils and cutlery to member organisations, Parishes, and other institutions that require catering services for their events. After each event, our dedicated volunteers wash and dry the cutlery so that they are ready for the next event!

Events supported by the Washing Ministry in 2023:

- 7 January** - Caritas-CHARIS Social Mission Mass
- 14 & 15 July** - Office for the New Evangelisation's (ONE) Catholyst Conference
- 5 August** - Archdiocesan Pastoral Council (APC) Engagement Session
- 22 September** - Charities Week Thanksgiving Mass
- 23 September** - Archdiocesan Pastoral Council Engagement Session

Some Board Members from Caritas Singapore also joined in washing sessions in support of our care for creation efforts. These served as an opportunity to bond and spend quality time together.



d Rooftop Gardening and Edible plants at Agape Village

Since July 2013, Caritas Singapore and Agritisan Pte. Ltd. have been collaborating on a rooftop project at Agape Village. With 6 “Food-Pod” towers, we have the potential to produce about 27 kilograms of diverse vegetables.

In the first 2 harvests in September 2023, 2.5 kilograms of red spinach and bak choy, and 579 grams of Brazilian spinach were collected. Our staff had the opportunity to bring these vegetables home and to use them to prepare nutritious meals.

Agritisan also organised lessons, workshops and bonding activities about sustainable agriculture. Many schools, members of Caritas staff, member organisations, and other groups have benefitted from these sessions.

This project will continue to expand, with plans to implement 2 more big “Food-Pod” units and 4 soil towers with the capacity to grow an additional 20 kilograms of vegetables.



Catholic Radio Interview

Caritas Singapore was invited to the “Faith Perspective” show at Catholic Radio for the Season of Creation 2023. Caritas Singapore Executive Director, Juliana Foo, and a C4C Committee member, Dr Maxine Mowe, shared about the purpose of Pope Francis’ calling through his Laudato Si’ encyclical and the role Caritas Singapore plays in supporting the Catholic community in their efforts for caring for our common home.

Juliana and Maxine together with the hosts of “Faith Perspective”.

Season of Creation (SOC) 2023

During SOC 2023, we dedicated weekly social media posts to spotlight efforts from Parishes, schools and member organisations who were focusing on Caring for our Common Home. These stories served as an inspiration for others to join the Laudato Si’ movement and to do their part in being stewards of the creation, just as God created us to be. These updates were also published on our website.

The last day of the Season of Creation ended with the celebration of the Feast of St. Francis of Assisi, the patron Saint of ecologists and nature. To culminate our advocacy efforts and unite the Catholic community, we invited all the Parishes to join us in prayer during the Sunday mass on 1 October, where we recited the Cantic of Creation authored by St Francis of Assisi.



Care For Creation Awareness Talks & Networking

As part of our awareness efforts, we conducted talks related to Laudato Si’ and climate change to Parishes, schools, and organisations. As a result, some Parishes such as Saint Bernadette and Saint Vincent de Paul have formed their own Laudato Si’ ministries.

Caritas Singapore also participated in the Global Awareness closing event organised by Caritas Internationalis at the Integral Ecology Initiative session. During our online participation, we shared about Caritas Singapore’s efforts on Laudato Si’ which include our rooftop gardening project, the washing ministry, the Agape Experience and our social media advocacy. We also reflected on how to play a part in caring for creation.

PROGRAMMES & ACTIVITIES

Parish & Other Engagement

The main objective of Caritas Singapore’s Parish Engagement efforts is to engage, collaborate with, and support Parish groups in living out their social mission, to reach out to the most vulnerable in society.

In doing so, we also raise awareness of the good work done by our Catholic Charities and encourage Catholics to join these efforts.

Agape Experience Sessions



Agape Experience Sessions are an outreach effort targeted at the Confirmation batches which include confirmands, their parents and Catechists, as well as RCIA participants, leaders and facilitators.

In 2023, 8 groups with a total of 289 participants attended awareness sessions on the social mission efforts of the church at Agape Village. We engaged with participants through empathy-building activities, an introduction to the Catholic Social Teaching, as well as a tour around the premises of Agape Village for a better understanding of the work and collaborations among our member organisations serving those in need.

Parish Social Mission Talks

We also raised awareness of the social mission efforts of the church through Parish Social Mission Talks. One such session was a faith formation session for a group from the Church of Our Lady Queen of Peace. Participants were given a brief introduction to Caritas and Agape Village, and the works of various social mission organisations under the Caritas umbrella. The event shed light on how these efforts bring God’s love to those in need. Participants were also given an introduction to the social teachings of the church, with time allocated to reflecting on the works of charity organisations.



Another session was held with Level 9 Catechism youth from the Church of St. Teresa. We shared about the social mission of the church and the various efforts of the Caritas Singapore Family with them. We also emphasised how our efforts are all about restoring dignity to those in need, the vulnerable, and the outcast and marginalised, and how Agape Village provides a one-stop centre to bring holistic, integrated and upstream care to these groups.

Smiles For Good

Without a complete set of teeth, one can experience adverse nutritional and health issues. Since 2018, we have been privileged to be a part of 'Smiles For Good', a collaborative effort we have with the Mount Alvernia Hospital Outreach Team.

This year, we provided social screenings for 27 individuals through the Smiles For Good programme. This programme is dedicated to offering complimentary dentures to individuals with limited financial means, ensuring that they can lead healthier and more confident lives.



Archdiocesan Office for Human Development Visit



On 21 July 2023, 13 members of the Archdiocesan Office for Human Development (AOHD), Caritas Malaysia, visited Agape Village. During the learning trip, staff from Caritas Singapore shared about our operations as an umbrella organisation, various services of our member organisations, and the concept of Agape Village as a one-stop integrated social service hub to help those in need.

Staff from other organisations, such as Catholic Welfare Services (CWS), Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People (ACMI), and Abilities Beyond Limitations and Expectations (ABLE) also joined the session to share about the work of their organisations. The guests learned about CWS' outreach to rough sleepers and the homeless in Singapore, ACMI's support towards migrant communities, and ABLE's Physiotherapy and Caregiver Respite Centres.



Staff members of ACMI, Caritas Singapore and guests from AOHD, Malaysia.

PROGRAMMES & ACTIVITIES

Member Organisations' Engagement

Social Mission Mass



Since 2020, Caritas Singapore and CHARIS have united annually for Social Mission Masses. On 7 January 2023, over 150 attendees from affiliated organisations gathered at Agape Village for the mass celebrated by Cardinal William Goh and Friar Francisco Jude Basnayaka, OFM. Representatives from member organisations actively participated, with highlights including Karen Poon leading prayers, and several members assisting in offertory and communion rites.

In his homily, Cardinal Goh emphasised God's preferential option to the poor and outcast of society and outlined 6 reflections on serving them: attentiveness, respect for their dignity, collaborative work, relying on God's grace, proactive outreach, and sharing spiritual guidance. He concluded by stressing obedience to authority and leaders' accountability to God.

A poignant moment was the blessing of the organisations' candles, and the Rite of Commission and Blessing. Cardinal Goh commissioned everyone to be faithful witnesses in communion with the church. Caritas Chairman Agnes Liew expressed gratitude and outlined goals for better connectivity, communication, and collaboration among member organisations.



Leaders' Council Meeting

On 15 October 2022 and 29 April 2023, Leaders' Council Meetings were held at Agape Village. These meetings allow members of the Caritas Singapore family to network, dialogue, and connect meaningfully with one another, opening doors to potential collaborations.

On the first meeting, 56 attendees benefitted from a sharing by Catholic Family Life on its history and services. Catholic Family Life also shared about a research study, "Building Strong Families in Singapore", which was funded by the National Council of Social Service. It explored realities of families at different life stages and their circumstances.

On the second meeting, 58 attendees formed an audience to learn about various topics, including the structure of the Church and the



work of ABLE. Attendees also had the opportunity to visit ABLE's facilities in Agape Village.

Attendees commented that these meetings were helpful for raising awareness about the work of other organisations, and allowed them to reflect and connect deeply with others.

Overseas Leaders' Retreat

After a 5-year hiatus, Caritas Singapore organised a Caritas Family Leaders' Overseas Retreat from 28 to 30 July 2023 at HARRIS Resort Barelang Batam. It was a memorable and fruitful time where 36 participants were able to forge new friendships, deepen existing relationships, and strengthen their faith together as a family.



Themed "Between Water & Web: Clericalism, Conversion, and the Church", Rev Fr Christopher Soh, SJ, led participants through book studies, reflections, and other refreshing activities. The closing plenary session had many participants surfacing a desire for more connection and collaboration within the Caritas Singapore Family.

The retreat sparked many new ideas, and we hope to engage more participants in new initiatives resulting from these sessions in the future.



Our Social Mission Family



Celebrating with our Caritas Family Members

Caritas is proud to support our Caritas family members and to share in their celebrations.

This year, we were invited to attend several events, including:

— Mt Alvernia Hospital Blessing of St. Anne Mother & Child Centre

— Boys' Town Family Fiesta

— Montfort Care Big Love 10th Anniversary Party

— CHARIS – Humanitarian Forum and Fair 2023



— Boys' Town 75th Anniversary Mass



— Migrant Sunday Celebrations and Mass



Joint Initiatives with Member Organisations & Stakeholders

Caritas aims to facilitate, support, and empower a collaborative network of Member Organisations, Parish Churches & Social Missionaries. Throughout the year, Caritas also facilitates collaboration opportunities between its MOs and other organisations.

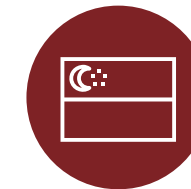
Montfort Care



Deepavali Celebrations

21 October 2022

St Joseph's Institution's Indian Cultural Club performed an Indian Dance for the GoodLife! Makan's Deepavali celebration for their elderly clients.



National Day Celebrations at CHIJ Our Lady Queen of Peace (CHIJ OLQP)

August 2023

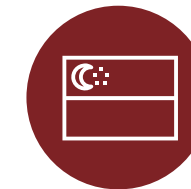
Seniors from GoodLife! Telok Blangah participated in CHIJ OLQP's National Day Celebrations.



GoodLife! Marine Parade Anniversary

4 November 2022

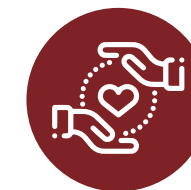
2 Primary 6 classes from CHIJ Our Lady of Queen of Peace conducted a Values-in-Action activity by co-organising the GoodLife! Marine Parade Anniversary celebrations. Students were involved in Befriending, Performances, Food Stalls, and Activity Stalls.



National Day Celebrations at Holy Innocents High School (HIHS)

August 2023

20 seniors from GoodLife! Marine Parade were invited to participate in HIHS's National Day Celebrations.



Affirmation Care Packs for staff of Big Love Child Protection Specialist Centre

24 August 2023

Secondary 3 Catechism Youth from Church of the Holy Spirit provided 100 affirmation care packs for the staff of Montfort Care's Big Love Child Protection Specialist Centre.



Community Outreach

31 May 2023

Secondary 3 Student Leaders participating in the Lasallian Leadership Training Camp visited GoodLife! Makan to bring cheer to the elderly.

Mamre Oaks

Marymount Centre

Community Outreach
31 May 2023

Secondary 3 Student Leaders participating in the Lasallian Leadership Training Camp visited Mamre Oaks' Day Activity Centre, and folded origami butterflies with Mamre Oaks' members for an art piece.

Made For More Workshops

Catholic Family Life conducted its Made For More workshops for residents of Ahuva Good Shepherd.

Catholic Welfare Services

Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People (ACMI)

Community Outreach
31 May 2023

Secondary 3 Student Leaders participating in the Lasallian Leadership Training Camp visited Hearts@Work and guided the trainees in a Fathers' Day card-making activity.

Collaborations

Collaboration with CHIJ St. Nicholas Girls School – Care Packs for Migrant Workers.

August 2023
Collaboration with nEbO – Sneaker Painting workshop.

Abilities Beyond Limitations and Expectations (ABLE)

HopeHouse

Carepacks for Caregivers
24 August 2023

Secondary 3 Catechism Youth from Church of the Holy Spirit provided 30 carepacks for caregivers of Abilities Beyond Limitations and Expectations (ABLE)'s beneficiaries.

Collaboration
August 2023

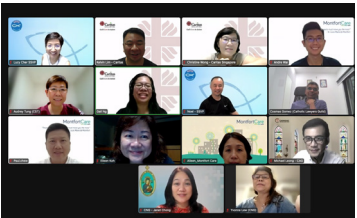
Collaboration with nEbO – Sneaker Painting workshop.

Caritas Singapore is always excited to explore new collaboration opportunities. We welcome interested parties to contact us!

info@caritas-singapore.org

Induction for New Leaders in the Caritas Singapore Family

On 4 Oct 2022, 10 leaders from 6 organisations participated in an induction to learn about Caritas Singapore and Catholic Social Teaching.



Donations-In-Kind Coordination

Caritas successfully coordinated the following offers of donations-in-kind:

DECEMBER 2022

THE COCOA TREES SECRET SANTA GIFT BAG

155 GIFT BAGS

IJHCC | ABLE | CARE | MARYMOUNT CENTRE

JANUARY 2023

457 REUSABLE CUTLERY SETS

MORNING STAR COMMUNITY SERVICES | IJHCC | MARYMOUNT CENTRE | CANOSSAVILLE | ACMI

JANUARY 2023

LUNAR NEW YEAR GIFT BAG FROM HOLY INNOCENTS HIGH SCHOOL

20 GIFT BAGS

MOUNT ALVERNIA HOSPITAL SMILES FOR GOOD BENEFICIARIES

REUSABLE STRAW SETS

MARCH 2023

1 ACOUSTIC GUITAR

CATHOLIC WELFARE SERVICES

SEPTEMBER 2023

LADIES SLEEVELESS PU LEATHER JACKETS

23 JACKETS

SOCIETY OF ST. VINCENT DE PAUL (NATIONAL COUNCIL)



Humanitarian Forum & Fair 2023

Caritas Singapore was invited to set up an organisation booth and to support our sister organisation CHARIS in their 2023 Humanitarian Fair and Forum event on 24 June 2023.

Several of CHARIS' member organisations showcased their commendable efforts and initiatives that help overseas marginalised groups.



Our completed booth set up for the event.

The Humanitarian Forum & Fair brought together eminent local and international speakers to share their insights and experience on various humanitarian topics. A series of breakout tracks further supplemented the main agenda, allowing participants to delve deeper into specific topics and encouraging proactive responses to humanitarian challenges.

Visitors of our Caritas Singapore booth took photos with handheld props and shared them on social media platforms. In doing so, they have helped us gain a wider reach and raised awareness to the work of Caritas Singapore and our member organisations.



Juliana Foo, our Executive Director, with CHARIS HFF's Organising Committee Chairman Thomas Low at the Caritas Singapore booth.

Stories Of Hope



Roman Catholic Prison Ministry (RCPM)

James

As a young boy, James was exposed to gangsterism, drug abuse, drinking, and gambling. What he witnessed left a strong impression on his young mind, leading him to associate glamour and adulthood with these activities. This was the catalyst for his run-ins with the law in the years to come, that resulted in him serving 4 jail terms from the age of 18.

James felt deep shame because of his repeated incarcerations, and declined to pay his last respects when his mother passed away. The shame extended to his wife and 4 children, whom he instructed not to visit him in prison. However, imprisonment did not help with his drug addiction. Instead, he began mixing medication given by the prison doctors to satiate his needs.

The pivotal moment in his life was when he first attended sessions conducted by RCPM. There, he met volunteer Jimmy Yuen, who would become his mentor to this day. Another moment he recalls with deep gratitude and fondness was when he met Canossian Sister Enrica at a Christmas celebration in the prison. He remembers her kind words and love towards him that ignited a curiosity to find out more about Jesus. It eventually led him to

cut ties with his former gangs and unhealthy associations. James' interactions with volunteers would impact him greatly. He recalls another volunteer, Mack, who asked him during Lent: "What have you sacrificed for Lent?". These words moved James, and sparked the moment he completely cut off taking any form of medication given to him by the prison doctors. James turned his heart to the Lord. He said, "He was the only person I could talk to. There was nobody else in that prison who could understand me".

James was baptised in prison in 2007 on Easter Sunday and released in 2018 after serving 20 years and receiving 24 strokes of the cane. The first thing he did upon his release was to register for the Conversion Experience Retreat. He now serves as a minister of hospitality in his parish and as a prison volunteer with RCPM, visiting the prisons every Sunday afternoon.

James' journey is a powerful testament to the positive impact that counselling and faith can have on individuals seeking to turn their lives around, even from behind bars. He said, **"Jesus gave me hope when I had none, and saved my life and countless others"**.

— From A
Troubled Youth
to A
Man Of Faith —

Stories Of Hope



Abilities Beyond
Limitations and
Expectations
(ABLE)

Jun Da

At 26 years of age, Jun Da suffered a Traumatic Brain Injury (TBI), leading to new challenges. In 2022, he joined ABLE's sociABLE programme, where he was introduced to leisure exploration activities including swimming, music therapy, art therapy and ABLE Chef. At these regular sessions, Jun Da socialised with other clients, forming friendships and building his confidence.

Determined to secure sustainable employment, Jun Da worked with ABLE's job coach, Henry, and focused on upgrading his skills. He said, "I wanted a job so I can be financially independent. I want to be able to care for myself and contribute to my family's expenses without worrying my parents". Through regular coaching, he learned interview skills and communication techniques to help him ace his job interviews.

Initially, Jun Da was nervous that employers may not be understanding towards his medical condition and physical challenges. He trained to build up his stamina for longer work hours, and learned essential skills such as navigating Microsoft 365. Eventually, he found employment with SBS Transit, where he currently performs administrative HR duties. With a huge smile on his face, Jun Da proudly stuck his nameplate onto his cubicle on his first day of work.

He shared, "I always wanted to work in HR, and I am so happy to have found a job in this field!".

Thank you for supporting him on his journey. We are so proud of you, Jun Da!

– Building
Confidence,
Achieving
Independence –

Stories Of Hope



HopeHouse
Lucas

Lucus (not his real name) lost both his parents at a young age. As his extended family was unable to provide consistent, long-term care, he had a lack of stability growing up, and this led to feelings of rejection and abandonment.

Due to the precarious nature of the care provided for him and fear of neglect by the caregivers, Lucas was referred to Child Protection Services. He was subsequently placed at HopeHouse, where he worked on building his independent living skills and fostering a robust support network.

Upon his arrival at HopeHouse, Lucas formed positive relationships with the staff and fellow residents. He maintained an optimistic outlook on his

future and aspires to contribute positively to society. To pursue this goal, he enrolled in the Community Care & Social Services course, which deepened his understanding of societal issues and fuelled his passion to assist and support individuals in need.

During his stay at HopeHouse, Lucas improved his social skills, became more independent, and started to give back to society by volunteering for various events, such as the National Day Parade. He has demonstrated great growth while maintaining a strong connection with his relatives.

Lucas is currently focusing on his studies in pursuit of a career in the social service sector.

– Finding
A Home,
Discovering a
Purpose –

The Year Ahead

Board Retreat

24 members of the Board of Directors and Caritas staff gathered for a 2-day working retreat at the Montfort Centre from 11 to 12 February 2023. The retreat served as a time for renewal, repositioning, and charting the next stage of Caritas Singapore’s mission, especially after coming out of the Covid-19 pandemic.

At the retreat, the Board conducted a self-evaluation, discussed plans, priorities, and strategic objectives, formulating action items for developing capacity and capability in the upcoming years.



To be the visible
sign of God’s love
for humanity

COLLABORATION

Facilitate, support & empower a collaborative network of Member Organisations, Parish Churches & Social Missionaries.

OUTREACH THROUGH PARISHES

Work with all parishes to introduce and replicate programmes to reach more “Poor” Missionaries.

SUSTAINABLE FUNDING

Build a solid, sustainable funding ecosystem so that we can fund more programmes and increase our reach to the “Poor”.

Embed Catholic Social Teaching in all our initiatives (CST Leadership).

Help develop talent & leadership bench strength across Caritas family.

Strong governance.



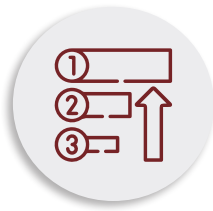
Social Mission Conference

After its last run in 2018, the Social Mission Conference is making its return in 2024! The Social Mission Conference is our flagship event that seeks to elevate awareness of the Church’s social teachings within the context of Singapore’s ever-evolving societal landscape.

The conference plays an important role in enhancing the capacities of the Caritas Singapore family. It strengthens our

efforts by serving as an opportunity for members to network, and for Catholics who are interested in the social mission to convene, establish connections, and cultivate relationships.

Through this event, we hope to actively engage the Catholic community in Singapore to live out their faith by extending Christ’s love and support to those in need, especially the marginalised segments of our society.



Priority Paper

In 2021, Caritas Singapore took a strategic step: we outlined key areas we wanted to help in, aiming to serve those most in need. This research led to the inception of the “Proposed Priority Areas for Caritas Singapore” paper.

Since 2021, the social needs have evolved. Recognising this, Caritas Singapore will be updating the Priority paper to revalidate the previous identified areas of need as well as delve further into the issues for the key areas of need identified.

Instead of focusing narrowly on specific groups, we are zooming out to address broader challenges many face, like job struggles. This refined focus will allow us to provide assistance more holistically and

to a broader spectrum of individuals.

Through collaborative efforts involving top-down research, middle-tier insights from Member Organisations, and ground-up feedback from community members, the refreshed priority paper aims to maximise Caritas’ impact, ensuring that resources are optimally allocated, and efforts are not duplicated but synergised for maximum community benefit.

In essence, our evolved strategy is a commitment to better understanding, more effective collaboration, and greater impact. Through these changes, Caritas Singapore aims to extend its reach and deepen its positive influence in the community.



Enhanced Governance

In response to the increasingly complex operating environments for charities and the imperative to build trust with donors, Caritas Singapore is proactively enhancing its governance in cybersecurity

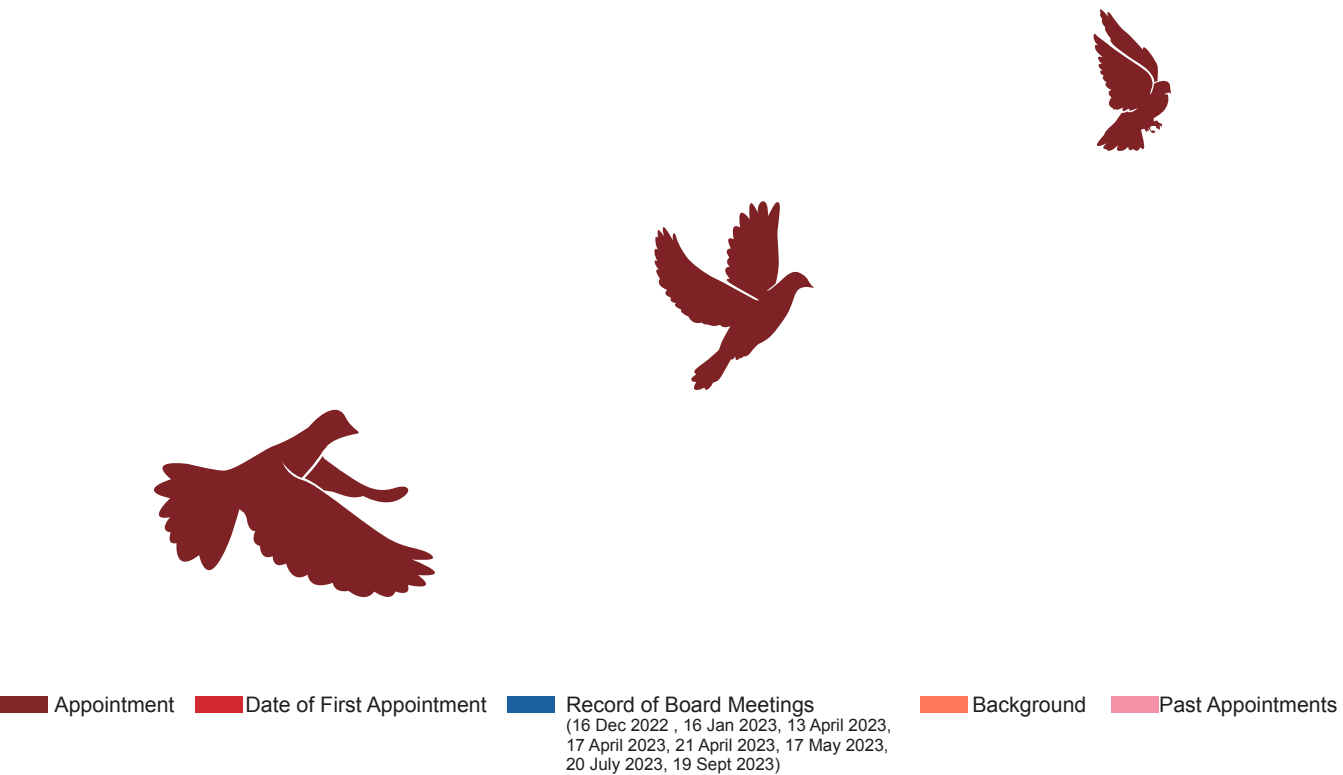
and data protection. The organisation will undertake initiatives for Cyber Essentials and Data Protection Trust Mark, while also reinforcing anti-money laundering procedures.

GOVERNANCE AND STATUTORY INFORMATION

Board Of Directors

<div>Agnes Liew</div> <div><div>Chairman / EXCO</div><div>1 Jan 2019</div><div>8/8</div><div>Independent Director, Standard Chartered Bank Singapore Limited</div><div>Chair of Finance & Grants Committee</div></div>	<div>Eugene Yang</div> <div><div>Board Member / Chair of Fundraising</div><div>1 April 2023</div><div>2/6</div><div>Managing Director of the Ultra High Net Worth (UHNW) Group at EFG Bank</div><div>Nil</div></div>
<div>Rev Fr Ambrose Vaz</div> <div><div>Board Member / EXCO</div><div>1 Jan 2013</div><div>6/8</div><div>Spiritual Director of Catholic Engaged Encounter, Catholic Family Life Limited, and Marriage Preparation Course.</div><div>Nil</div></div>	<div>Francis Wan</div> <div><div>Board Member / Chair of Audit & Risk Committee</div><div>1 Jan 2021</div><div>7/8</div><div>Partner, PwC Singapore</div><div>Nil</div></div>
<div>Alan Lim</div> <div><div>Board Member / Chair of Communications Committee / Chair of Formation Committee</div><div>1 Jan 2017</div><div>6/8</div><div>Head, FinTech Infrastructure Office at Monetary Authority of Singapore (MAS)</div><div>Nil</div></div>	<div>Gerard Teo</div> <div><div>Board Member / EXCO/ Chair of Finance & Grants Committee / Chair of Investment Committee</div><div>1 Jan 2021</div><div>6/8</div><div>Former Co-Head, Multi-Asset</div><div>Nil</div></div>
<div>Benedict Cheong</div> <div><div>Board Member</div><div>1 Jan 2023</div><div>6/7</div><div>Deputy CEO, Temasek Foundation</div><div>Nil</div></div>	<div>Jacqueline Woo</div> <div><div>Board Member</div><div>1 Jan 2023</div><div>7/7</div><div>Senior Advisor at Singapore Consultancy</div><div>Nil</div></div>
<div>Carol Pereira</div> <div><div>Board Member / Chair of Programme Committee</div><div>20 Jan 2022</div><div>7/8</div><div>Senior Lecturer, S R Nathan School of Human Development, Singapore University of Social Sciences</div><div>Nil</div></div>	<div>Lum Hon Fye</div> <div><div>Board Member / Chair of IT Committee / Chair of Care for Creation Committee</div><div>1 Jan 2021</div><div>5/5</div><div>Chairman, Bukit Batok Driving Centre</div><div>Nil</div></div>

<div>Mark Wettasinghe</div> <div><div>Board Member / EXCO / Chair of Agape Village Committee</div><div>1 Jan 2023</div><div>4/4</div><div>Chairman, La Salle House Board Member of Marriage Encounter until 31 Dec 2023</div><div>Nil</div></div>	<div>Susanna Lee</div> <div><div>Board Member</div><div>1 Jun 2023</div><div>2/2</div><div>HR Director, Monetary Authority of Singapore</div><div>Nil</div></div>
<div>Peggy Sarah Yee</div> <div><div>Board Member / Chair of Membership Committee</div><div>1 Jan 2019</div><div>4/5</div><div>Director, PY Legal LLC</div><div>Nil</div></div>	<div>Sr Theresa Seow</div> <div><div>Board Member</div><div>1 Jan 2023</div><div>1/4</div><div>Supervisor of the Canossian Village</div><div>Nil</div></div>
<div>Roland Yeow</div> <div><div>Board Member</div><div>1 Jun 2023</div><div>1/2</div><div>Executive Director, Boys' Town</div><div>Nil</div></div>	<div>Celeste Wee</div> <div><div>Observer / Chair of Young Adults Committee</div><div>1 Jan 2021</div><div>4/5</div><div>Advisor, Behavioural Insights Team</div><div>Nil</div></div>



GOVERNANCE AND STATUTORY INFORMATION

Board Of Trustees Of Agape Fund

Laurence Lien	Prof Lily Kong
<div>Chairman</div> <div>1 Jan 2015</div> <div>3/3</div> <div>Chairman and Acting CEO of Asia Philanthropy Circle Chairman, Lien Foundation</div> <div>Nil</div>	<div>Member</div> <div>1 Jan 2021</div> <div>1/3</div> <div>President, Singapore Management University (SMU), and Lee Kong Chian Chair Professor of Social Sciences</div> <div>Nil</div>
Ronny Tan	Ng Kee Choe
<div>Deputy Chairman</div> <div>1 Jan 2021</div> <div>3/3</div> <div>Chairman, Tri-sector Associates Ltd</div> <div>Nil</div>	<div>Member</div> <div>1 Jan 2019</div> <div>1/3</div> <div>Deputy Chairman of PIL Ltd and Director of Fullerton Financial Holdings.</div> <div>Nil</div>
Agnes Liew	Raymundo Yu
<div>Member</div> <div>1 Jan 2023</div> <div>2/2</div> <div>Independent Director, Standard Chartered Bank Singapore Limited</div> <div>Nil</div>	<div>Member</div> <div>1 Jan 2018</div> <div>2/3</div> <div>Chairman of Asia Pacific, Bank Julius Baer</div> <div>Nil</div>
Christina Ong	Prof Tan Cheng Han
<div>Member</div> <div>1 Jan 2015</div> <div>0/3</div> <div>Founder, COMO Group</div> <div>Nil</div>	<div>Member</div> <div>1 Jan 2019</div> <div>2/3</div> <div>Professor of Law, National University of Singapore</div> <div>Chairman of Caritas Singapore Board of Directors</div>
Gerard Lee	Teo Swee Lian
<div>Member</div> <div>1 Jan 2023</div> <div>2/2</div> <div>Chairman, Arabesque Singapore</div> <div>Nil</div>	<div>Member</div> <div>1 Jan 2019</div> <div>3/3</div> <div>Chairman, CapitaLand Integrated Commercial Trust Management Limited</div> <div>Nil</div>

GOVERNANCE AND STATUTORY INFORMATION

Board Committees

AGAPE VILLAGE COMMITTEE	EXECUTIVE COMMITTEE
<div>Provides guidance and oversight on all Agape Village matters to the Board of Caritas Singapore.</div> <div><div>Mark Wettasinghe</div><div>Chairman</div></div> <div><div>Augustine Tan</div><div>Member</div></div> <div><div>Irene Loi</div><div>Member</div></div> <div><div>Paul Beh</div><div>Member</div></div> <div><div>Theodore Chan</div><div>Member</div></div>	<div>Oversees the implementation of strategy and policies and governance standards, and reviews and approves the organisational structure, HR strategy and remuneration and the appointment and performance appraisal of the Executive Director.</div> <div><div>Agnes Liew</div><div>Chairman</div></div> <div><div>Rev Fr Ambrose Vaz</div><div>Member</div></div> <div><div>Gerard Teo</div><div>Member</div></div> <div><div>Mark Wettasinghe</div><div>Member</div></div>
AUDIT & RISK COMMITTEE	FINANCE AND GRANTS COMMITTEE
<div>Provides oversight on the preparation of financial statements, risk management and internal controls, and audit.</div> <div><div>Francis Wan</div><div>Chairman</div></div> <div><div>Benedict Cheong</div><div>Member</div></div> <div><div>Nathalie Leung</div><div>Member</div></div>	<div>Provides oversight on financial management and reviews grant applications from member organisations based on recommendations from the Programme Committee.</div> <div><div>Gerard Teo</div><div>Chairman*</div></div> <div><div>Dennis Tang</div><div>Member</div></div> <div><div>Jacqueline Woo</div><div>Member</div></div> <div><div>Lilian Lee</div><div>Member</div></div> <div><div>Tan Kian Chew</div><div>Member</div></div> <div><div>Yong Char Kar</div><div>Member</div></div> <div><div>* The term of office of the Chairman of the Finance and Grants Committee is limited to four consecutive years.</div></div>
CARE FOR CREATION (C4C) COMMITTEE	FORMATION COMMITTEE
<div>To develop a C4C network among member organisations, parishes, and Caritas Singapore, enhancing collaboration and idea exchange to better serve the community.</div> <div><div>Lum Hon Fye</div><div>Chairman</div></div> <div><div>Bernadette Ng</div><div>Member</div></div> <div><div>Eve Ong</div><div>Member</div></div> <div><div>Joseph Teo</div><div>Member</div></div> <div><div>Lu-Ann Ong</div><div>Member</div></div> <div><div>Maxine Mowe</div><div>Member</div></div> <div><div>Michael Leong</div><div>Member</div></div>	<div>To deepen awareness and application of Catholic Social Teaching (CST) among Catholics in Singapore as well as enable all in the Caritas Singapore Family to understand and live it in their own context.</div> <div><div>Alan Lim</div><div>Chairman</div></div> <div><div>Anthony Soo</div><div>Member</div></div> <div><div>Rev Fr Christopher Soh, SJ</div><div>Member</div></div> <div><div>Clare Chua</div><div>Member</div></div> <div><div>Daphne Leong</div><div>Member</div></div> <div><div>Rev Fr David Garcia, OP</div><div>Member</div></div> <div><div>Francis Tay</div><div>Member</div></div> <div><div>Goh Han Serm</div><div>Member</div></div> <div><div>Keenan Tan</div><div>Member</div></div> <div><div>Nicholas Chee</div><div>Member</div></div> <div><div>Sherlyn Khong</div><div>Member</div></div> <div><div>Shirley Lim</div><div>Member</div></div>
COMMUNICATIONS COMMITTEE	
<div>Recommends and reviews communications strategies, policies and practices.</div> <div><div>Alan Lim</div><div>Chairman</div></div> <div><div>Alvin Neo</div><div>Member</div></div> <div><div>Jeanette Tan</div><div>Member</div></div> <div><div>Jerry Tan</div><div>Member</div></div> <div><div>Stephanie Yip</div><div>Member</div></div> <div><div>Venessa Lee</div><div>Member</div></div>	

FUNDRAISING COMMITTEE

Identifies and develops fundraising initiatives.

Eugene Yang	Chairman
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INVESTMENT COMMITTEE

Recommends and reviews the investment guidelines, and recommends and oversees the performance of external fund managers.

Gerard Teo	Chairman
Jeffrey Tan	Member
Joachim Toh	Member

IT COMMITTEE

Develops digital strategies, policies and plans to safeguard the robustness and security of the IT systems and infrastructure.

Lum Hon Fye	Chairman
Ian Loe	InfoSec Sub-Comm Lead
Philip Yeap	Member
Wang Wei-Lung	Member

MEMBERSHIP COMMITTEE

Promotes and grows the membership, develops and reviews the membership criteria and policies, provides support and a collaborative network community for member organisations, and provides feedback from member organisations to the Board of Directors.

Peggy Sarah Yee	Chairman
Damien Ooi	Member
Francis Mane	Member
Jacqueline Woo	Member
Roland Yeow	Member

PROGRAMME COMMITTEE

Provides recommendation to the Board of Directors and Finance and Grants Committee on matters relating to new or existing programmes by member organisations.

Carol Pereira	Chairman
Antony Lee	Member
Bernadette Ng	Member
Cynthia Cheong	Member
Damian Ooi	Member
Gerard Teo	Member
Nicholas Netto	Member

YOUNG ADULTS COMMITTEE

To promote awareness of, provide perspective and create opportunities for social mission amongst young adults.

Celeste Wee	Chairman
Rev Fr Christopher Soh, SJ	Spiritual Director
Amanda Lee	Member
Arjan Singh	Member
Caitlin Yeo	Member
Delphine Lu	Member
Grace Ong	Member
Izaac Foo	Member
Jessica Yeo	Member
Kacie Yap	Member
Marissa Yee	Member
Shannon Leong	Member
Stuart Peter	Member
Tan Dong Xing	Member
Violet Liow	Member
Keira Kwek	Member
Jadyn Ng	Member

GOVERNANCE AND STATUTORY INFORMATION

Member Organisations

Families, Children, and Youth-At-Risk

- Boys' Town
- Canossaville Children and Community Services
- Catholic Family Life Ltd.
- HopeHouse Ltd.
- Infant Jesus Homes & Children's Centres
- Marymount Centre
- Montfort Care
- Morning Star Community Services Ltd

Poor and Elderly

- Catholic Welfare Services, Singapore
- Society of St. Vincent de Paul
(National Council of Singapore)

Persons with Medical Needs

- Assisi Hospice
- Mount Alvernia Hospital

Persons with HIV/AIDS

- Catholic AIDS Response Effort

Persons with Disabilities or Special Needs

- Abilities Beyond Limitations and Expectations Ltd.
- Clarity Singapore Ltd.
- Mamre Oaks Ltd.

Migrant Workers

- Archdiocesan Commission for the Pastoral Care of Migrants and Itinerant People

Persons who are Incarcerated

- Roman Catholic Prison Ministry

Persons in Need of Medical, Legal, or Other Professional Assistance

- Catholic Architectural Guild Ltd.
- Catholic Business Network
- Catholic Lawyers Guild (Singapore)
- Catholic Medical Guild of Singapore
- The Catholic Nurses' Guild of Singapore

Sister Organisation and Overseas Missions

- Caritas Humanitarian Aid & Relief Initiatives (Singapore) Ltd.

*Parish Engagement Committee closed effective 31 May 2023.

GOVERNANCE AND STATUTORY INFORMATION

Overview Of Charity And Corporate Governance

CHARITY SETUP AND REGULATORY COMPLIANCE

Caritas Singapore Community Council Limited(UEN: 200613504D)(“Caritas Singapore”) was incorporated as a Company Limited by Guarantee (CLG) on 13 September 2006. It was registered as a Charity under the Charities Act 1994 on 18 May 2007. Caritas Singapore is governed by its Constitution and a volunteer Board of Directors and abides by the regulations of (i) the Accounting and Corporate Regulatory Authority (ACRA) and (ii) the Commissioner of Charities (CoC).

Caritas Singapore setup the Caritas Singapore Agape Fund (UEN: T06CC2001K) (“Agape Fund”) by way of a declaration of Trust on 3 November 2006. The Agape Fund was registered as a charity under the Charities Act 1994 on 01 December 2006 and was accorded Institution of a Public Character (IPC) status in the most recent application from 1 February 2023 to 31 March 2025. The Agape Fund is governed by a volunteer Board of Trustees and adheres to the regulations of the CoC.

A requirement by the CoC is the compliance with the Code of Governance for Charities and Institutions of Public Character. As an IPC, Caritas Singapore and Agape Fund falls under the Enhanced Tier of the Code’s Governance Evaluation Checklist.

BOARD SELECTION & APPOINTMENT

The members of the Caritas Singapore Board of Directors and the Trustees of the Agape Fund Board of Trustees are appointed by the Archbishop of the Catholic Archdiocese of Singapore.

During the financial year, Agnes Liew was appointed Chairman of Caritas Singapore Board of Directors on 01 January 2023 after serving as the Deputy Chairman since 01 January 2022. Agnes was also appointed on the Board of Trustees on 01 January 2023.

6 Directors retired from the Board while 7 new Directors, Benedict Cheong, Eugene Yang, Jacqueline Woo, Mark Wettasinghe, Roland Yeow, Susanna Lee and Sr Theresa Seow were appointed based on their professional and sector background to ensure Board continuity with a diverse range of skill sets required to fulfil Caritas’ future plans through its Board Committees.

Caritas thanks Directors Rev Fr Christopher Soh, SJ, Rev Msgr John Paul Tan, OFM, Prof Tan Cheng Han, Theresa Foo, Pius Lee and Perlita Tiro for their services.

2 Board of Trustees retired on 31 Dec 2022 and 2 new Trustees joined on 1 Jan 2023. The 2 who retired are

Janet Ang and Deacon Clement Chen. The 2 new Trustees are Gerard Lee and Agnes Liew.

The 7 new Directors and 1 new Trustee were all inducted via a half day programme that covered the mission and vision of Caritas the expectations of Directors, the values and ethos of the organisation, its member organisations and Catholic Social Teaching.

To ensure Board stability and continuity, Fr Ambrose Vaz served more than 10 years as more than half the Board of Directors is new.

No member of the Board of Directors or Board of Trustees received any remuneration or benefits for their Board services.

BOARD COMMITTEES

Each Board Committee is headed by a Caritas Singapore Director and is made up of volunteer members with the relevant professional background according to the requirements of the relevant Committees, approved by the EXCO.

Guided by the respective Committee Terms of Reference and supported by a staff as Committee Secretariat, the 13 Board Committees assist the Board of Directors in the implementation of the plans for Caritas and make recommendations for the Board’s approval. (See page 45 for details of the Board Committees)

MANAGEMENT TEAM

Caritas Singapore and the Agape Fund are managed by a management team headed by an Executive Director, with the two Boards working closely to provide oversight. The Executive Director is not a member of the Board.

During the financial year, Juliana Foo was appointed as the Executive Director on 22 May 2023, with Christine Wong stepping down as Executive Director on 21 May 2023.

The management team works closely with the Boards and the 13 Board Committees to oversee the daily operations to fulfil the mission of Caritas Singapore as the umbrella body for organisations carrying out the Catholic Church’s social mission in Singapore.

None of the staff of Caritas Singapore is a close family member of either the Executive Director or to any Directors or Trustees. 1 paid staff received a total annual remuneration in the band of \$100,000 to \$199,999.

The EXCO approves human resource policies for staff and volunteers. The appointment of the Executive Director is approved by the Board of Directors.

STRATEGIC PLANNING

During the financial year, as an alignment exercise with 7 new appointed Directors, a stayover Board of Directors’ retreat involving management and committee secretariat staff were conducted from 11 to 12 February 2023. (Refer to page 40 for details of the Board retreat)

From the retreat, issues related to programmes and governance of Caritas Singapore were discussed and planned. The programmes and activities conducted by Caritas Singapore were carefully planned, tracked and reviewed to ensure that they are relevant to its vision and mission.

GOVERNANCE AND STATUTORY INFORMATION

Governance

CODE OF ETHICS

In carrying out its mission, Caritas Singapore conforms with the Canon law of the Catholic Church and is guided by the Catholic Social Teachings which emphasize:

- the sanctity and dignity of human life created by God, from the moment of its conception until death;
- the value and integrity of the human person;
- the sacredness of the union of man and woman in marriage and the central role of the family in human life and in society; and seeking conditions that enhance the common good and promotes peace and goodwill amongst all men.

CONFLICTS OF INTEREST

Board Members and staff are required to disclose any interests, relationships or holdings that could potentially result in a conflict of interest upon appointment/commencement and promptly when any changes occur. In the event of a conflict, the conflicted person must make full disclosure and not participate in any discussion or decision on the matter. In addition to the standard human resource procedures, no direct family member of any Director or Trustee or existing staff may be engaged as paid staff without the approval of the EXCO. All our Board Members and staff have signed the annual declaration for period covering October 2022 to September 2023 on conflict of interest.

As many member organisations function within the framework of the Catholic Church, Directors and Trustees of Caritas Singapore may also be members of the Board of Directors or equivalent governing body of member organisations. Caritas Singapore has an established grant-making process to ensure the proper evaluation of grant applications.

RELATED PARTY TRANSACTIONS

As many member organisations function within the framework of the Catholic Church, a member of the Board of Directors or Board of Trustees of Caritas Singapore may also sit on the Board of Directors or equivalent governing body of a member organisation. Where this is the case, the Director/ Trustee will make disclosure and abstain from voting on or participating in any discussion relating to a grant application by that member organisation. For more information on such related party transactions, please refer to Note 24 of the Audited Financial Statements.

FINANCIAL MANAGEMENT AND CONTROLS

The Board of Directors approves an annual budget and updates are provided to the Board of Directors, with analysis and explanations provided for any major variances from the budget. The Board of Directors ensures that internal control systems including the proper accounting of donations are in place with documented procedures in the Finance and Accounting Policy Manual approved by the Board of Directors. Reserves are invested in accordance with a Board-approved investment policy.

RESERVES POLICY AND RESTRICTED AND ENDOWMENT FUNDS

Caritas Singapore has a reserves policy to ensure that there are sufficient resources to sustain its operations in the event of unforeseen circumstances. As a general rule of thumb, Caritas Singapore aims to keep two years of operational expenses as reserves. The reserves level is regularly reviewed by the Board of Directors. For more information on Caritas Singapore's Restricted and Endowment Funds, please refer to Note 20 of the Audited Financial Statements.

TOTAL FUNDS

FY2023		
Reserve ratio		
Total Unrestricted Funds	A	\$28,156,076
Total Restricted Funds*	B	\$12,197,205
Total Operating Expenditure	C	\$11,237,885
Reserve Ratio	A/C	2.5 years
Fundraising Ratio		
Total Donation	D	\$12,455,099
Cost of Generating Fund	E	\$493,431
Fundraising Ratio	E/D	4.0%

*Restricted funds consisted of:	FY2023
Agape Village Building Fund	\$10,098,075
Capacity Building Fund	\$569,176
Sinking Fund	\$1,454,954
St. Jude Fund	\$75,000
Total	\$12,197,205

PUBLIC RELATIONS AND CORPORATE COMMUNICATIONS

The Board of Directors is responsible for ensuring that all press releases, promotional materials or other public statements are duly approved. The Board of Directors has designated the Chairman, Deputy Chairman and the Executive Director as the official spokespersons for Caritas Singapore. Caritas Singapore respects donors' confidentiality and no information on donors is shared without their consent.

WHISTLE-BLOWING POLICY

Any person can report in confidence to whistle-blowing@caritas-singapore.sg or to the Chairman of the Audit & Risk Committee any wrong-doing or malpractice by any Director, Management, Staff Member, Volunteer, Vendor or Supplier, or other person connected to Caritas Singapore. Each report will be dealt with in accordance with a well-defined protocol.

DATA PRIVACY POLICY

At Caritas Singapore, we respect our stakeholder's privacy and take the protection of all personal data seriously. When dealing with any personal information, we observe our obligations under the Personal Data Protection Act (PDPA) and other relevant legislation. Caritas Singapore's Data Protection Policy aims to help all to understand how we will collect, use, disclose, and protect your personal data.

If you have any queries or wish to report a data breach, please contact our Data Protection Office by writing to us at dpo@caritas-singapore.org.



Governance Evaluation Checklist

S/ N	Description	Code ID	Management Response	Explanation (if compliance is in progress, not complied or not applicable)
Board Governance				
1	Induction and orientation are provided to incoming Board Members on joining the Board.	1.1.2	Complied	
	Are there Board Members holding staff appointments? (Skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	N/A	
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	N/A	
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 4 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	The Chairman of the Finance Committee was appointed 1 January 2023
5	All Board Members submit themselves for re-nomination and re-appointment, at least once every two years.	1.1.8	Complied	All governing Board Members are nominated and re-appointed every 2 years.
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter. Are there Board Member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")	1.1.12	Complied	Yes One director has served more than 10 years to ensure a stable transition of new Board comprising more than 50% new Directors.
7	The charity discloses in its annual report the reasons for retaining Board Member(s) who have serves for more than 10 consecutive years.	1.1.13	Complied	The reasons for retaining one director who has served more than 10 consecutive years is disclosed in the annual report.
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	There are Terms of Reference for its 13 Board Committees.
Conflict of interest				
9	There are documented procedures for Board Members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	There is a Board approved Conflict of Interest Policy and Procedure.
10	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 a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	The Board has an annual strategy retreat to review and approve a strategic plan.
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	3.2.4	Complied	There are clear objectives to build capacity and capability based on the strategic plan.
Human Resource and Volunteer Management				
13	The Board approves documented human resource policies for staff.	5.1	Complied	Caritas follows the Archdiocesan Human Resource policy and supplements with its own Human Resource Manual.
14	There is a documented Code of Conduct for Board Members, Staff and Volunteers (where applicable) which is approved by the Board.	5.3	Complied	There is a Board approved Code of Conduct.

S/ N	Description	Code ID	Management Response	Explanation (if compliance is in progress, not complied or not applicable)
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	Staff appraisal and professional development is reviewed on an annual basis.
	Are there volunteers serving in the charity? (Skip item 16 if "No")		Yes	
16	There are volunteer management policies in place for the volunteers.	5.7	Complied	There is a Board approved Volunteer Management Policy.
Financial Management and Internal Controls				
17	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
18	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	There is a Board approved Finance & Accounting Policy Manual and Procurement Standard.
19	The Board ensures reviews on the charity's controls, processes, key programs and events.	6.1.3	Complied	The Audit & Risk Committee reviews the key risks.
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	The Audit & Risk Committee reviews the key risks.
21	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits? (Skip item 22 if "No")		Yes	
22	The charity has 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 23 if "No")		Yes	
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during they year? (Skip item 24 if "No").		No	
24	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	N/A	
Disclosure and Transparency				
25	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board Member's attendance.	8.2	Complied	
	Are Board Members remunerated for their Board services?(Skip items 26 and 27 of "No")		No	
26	No Board Member is involved in setting his or her own remuneration.	2.2	N/A	
27	The charity discloses the exact remuneration and benefits received by each Board Member in its annual report. OR The charity discloses that no Board Members are remunerated.	8.3	N/A	
	Does the charity employ paid staff? (Skip item 28, 29 and 30 if "No")		Yes	
28	No staff is involved in setting his or her own remuneration.	2.2	Yes	The remuneration of the staff is approved by the EXCO.

S/ N	Description	Code ID	Management Response	Explanation (if compliance is in progress, not complied or not applicable)
29	<p>The charity discloses in its annual report</p> <p>(a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing Board Member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied	
30	<p>The charity discloses that the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000</p> <p>OR</p> <p>The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Members, who receives more than \$50,000 during the year.</p>	8.5	Complied	
Public image				
31	The charity has documented a communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	There is a Board approved Communications policy.

CORPORATE INFORMATION

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Lawyer

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