

**TOGETHER AS  
ONE  
BODY**  
**ANNUAL REPORT 2021**



**“FOR JUST AS THE  
BODY IS ONE AND HAS  
MANY MEMBERS, AND  
ALL THE MEMBERS OF  
THE BODY, THOUGH  
MANY, ARE ONE BODY,  
SO IT IS WITH CHRIST.”**

**1 CORINTHIANS 12:12**

# CONTENTS

## CARITAS SINGAPORE

About Caritas Singapore	5
Caritas Internationalis	6
Caritas Asia	6
Caritas Internationalis' four-year "Share the Journey" campaign comes to a close	7
Chairman's Message	8
Executive Director's Message	11
Board of Directors	14
Trustees of Caritas Singapore Agape Fund	19
Board Infrastructural Committees	22
Board Programme Committees	23
Terms of References & Functions of Respective Board Committees	25
Corporate Governance	27
Organisation Chart	31
Caritas Singapore - Agape Village	32
Highlights at a Glance	36
Financial Highlights	39

Fundraising	40
Finance	44
Information Technology	44
Volunteer Management	45
Building and enhancing capabilities!	47

## STORIES OF HOPE 48

Catholic Family Life

## CARITAS SINGAPORE FAMILY

About our Caritas Singapore Family	50
Catholic Architectural Guild	52
Catholic Family Life	52
Morning Star Community Services CareNights	53
Mamre Oaks	53
Jesuit Refugee Service Singapore	54
Mental Health Hotline	54
Canossa's 80th Anniversary	55
IJ Galilee	55
Mt Alvernia Smiles for Good Programme	56

## STORIES OF HOPE 57

Mamre Oaks



# CONTENTS

## CARITAS SINGAPORE COMMUNITY COUNCIL LIMITED FUND

About Caritas Singapore Community Council Limited Fund	58
Catholic200SG	58
Living Through the Pandemic with Eyes of Faith	61
Loving Our Common Home with St Francis	61
My Personal Moral Compass	61
Catholic Social Teaching: To Live Out the Catholic Faith	62
Camino de Singapore	62
From Stigma to Solidarity	63
Love in Little Ways	63
Ground Sensing Survey	63
Union of Prayer by Caritas Youth (International)	63
Agape Experience	64
Grants incurred from General Fund in 2021	65

Governance Checklist	66
Corporate Information	73
<b>STORIES OF HOPE</b>	<b>74</b>
Montfort Care	

## CARITAS SINGAPORE AGAPE FUND

About our Caritas Singapore Agape Fund	75
Leaders' Council	75
BRAVE Festival – Catholic Youth Mental Health Festival	76
Donation-in-Kind	77
Caritas Singapore Board Retreat	79
Research Study on Migrants' Mental Health by our Executive Director	79
Collaboration with Church of St Mary of the Angels	80
Caritas Singapore Corporate Video	82
Grants incurred from Caritas Singapore Agape Fund in 2021	84
Governance Checklist	85
Corporate Information	92



# CARITAS SINGAPORE

Caritas Singapore (previously known as the Catholic Social and Community Council) was established in 2006 to coordinate the Catholic Church's social mission in Singapore.

As the social and community arm of the archdiocese, Caritas Singapore is the umbrella body for 28 Catholic charities and organisations whose work has touched the lives of many regardless of race or religion.

The Caritas Singapore family's work serves the poor and destitute; families, children and youth; people with physical or mental challenges; those with terminal illnesses or HIV/Aids; the incarcerated; and migrants in Singapore.

## 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.

## VISION

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



## *God's Love in Action*

The Caritas logo comprises three elements – the Cross, the name, and the region, Singapore. The flaming cross symbolises Christ's burning love for His people. This expression forms the core of the work done by the Caritas Singapore Family.

## God's Love in Action

1 Corinthians 13:1–8 describes God's identity of love and what his love entails. The tagline follows from Jesus' command to love God and love neighbour (Mark 12:30–31). God's love compels us to love others too (1 John 3:11; 4:7–12) and love not in word or speech but in deed and truth (1 John 3:18), hence the action.





## CARITAS INTERNATIONALIS

We are a member of the Caritas Internationalis (CI) in Rome—a confederation of 162 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

Caritas Asia's 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.



Photo by Secours Catholique - Caritas France

## Caritas Internationalis' four-year long Share the Journey Campaign comes to a close

Caritas Singapore embarked on Caritas Internationalis' four-year "Share the Journey" campaign launched by Pope Francis on 27 September 2017. This campaign began with the aim of bringing migrants and the local community closer together.



In the press conference live-streamed on 15 June 2021 from the Holy See Press Office, Cardinal Luis Antonio Tagle, the President of Caritas Internationalis, said, "Four years later, I can say that the Share the Journey campaign has helped us to reach out to the migrants,

to embrace their poverty and suffering, to lift them up with the conviction that they are not numbers but persons with names, stories and dreams, and to see in them Jesus Christ..." He added, "...even if the campaign comes to a close, our mission towards the people on the move will continue and we invite the people of goodwill to live this mission with us."

In the days leading up to World Refugee Day on 20 June 2021, people all around the world were invited to show solidarity with those who have been forcibly displaced from their homes worldwide by lighting a virtual candle of hope.



<https://lightacandle.caritas.org/>



Photo by Caritas/Stefano Schirato

## CHAIRMAN'S MESSAGE

Prof Tan Cheng Han, SC  
Chairman of Caritas Singapore

I write this message as we draw close to the culmination of our year-long celebration of the 200th anniversary of the Catholic Church in Singapore. It has also been a year of reflection and prayer, and the giving of thanks to the Lord for his bounty that has allowed the Church to thrive despite sometimes difficult circumstances.

As we reflect on the past, I think many of us will be reminded that when the first missionaries came to Singapore 200 years ago, they must have had their share of uncertainties. Nevertheless, their mission gave them clarity and, no doubt, determination. They came to share the good news, and their message of love was accompanied by acts of love for “faith by itself, if it has no works, is dead” (*James 2:17*). They built schools, looked after the poor and took in abandoned children. The truth is that the message of salvation and the Church’s social mission are indivisible. For Caritas, our tagline of “God’s Love in Action” expresses this very nicely.

While every major anniversary is well spent on celebration and reflection of the past, it is also a time to think about the future. And so it has been for Caritas. Looking to, with God’s grace, the next 200 years and beyond, the Caritas family is inspired to galvanise the Catholic community to live their faith more fully through lives of care and compassion toward those who are more in need, whether in body, mind, or necessities.

“ It is my hope that Caritas can be a useful collaborator and platform for the entire Catholic community to fulfil our personal call to manifest God’s Love in Action in our lives. ”





The social mission of the Church is not meant to be fulfilled only by the Caritas family. The love of God made manifest in daily life is part of the faith journey of all Catholics.

Therefore, with the Church's bicentennial, Caritas has begun the next phase of our mission by journeying more fully with other Church stakeholders in fulfilling the Church's social mission. The Caritas family must not work in isolation but be a platform through which all stakeholders can play a part. These stakeholders may be parishes, archdiocesan organisations, priests, religious, laity, and all women and men of goodwill.

To this end, Caritas continued its collaboration with St Mary of the Angels in which Caritas supported St Mary's in building staff and volunteer capacity to assist people in need who approach this parish. Our Executive Director, Christine Wong, together with volunteers from the Catholic Social Workers Guild, conducted training sessions on basic case management, including information and referral services, for staff and volunteers from St Mary's in September 2020. Through these sessions, staff and volunteers were equipped with information

about social service agencies located in the West region and Caritas Member Organisations that support low-income and vulnerable individuals. In addition, the training helped staff and volunteers to identify those truly in need of assistance and how to refer them appropriately so that they can obtain the assistance they need.

Caritas also worked with St Mary's to identify and address gaps. To do so, we assigned a social worker since November 2020 to work at the St Mary's Outreach Office to understand their internal processes and workflow. The social worker conducted stakeholder discussions with staff and volunteers for feedback and, in consultation with Christine, proposed solutions to address the gaps. We also worked with St Mary's to formalise operations at their Outreach Office to ensure operational consistency and efficiency across the various groups under the Outreach Office. In addition, training on service etiquette was conducted for a group of staff and some volunteers. This included how to engage with walk-ins and callers and how to deal with challenging scenarios. The importance of being the face of St Mary's in delivering service to those seeking support from the community was emphasised.

This phase of our collaboration with St Mary's is now ending. We will enter a new MOU with St Mary's where we will provide advisory services, consultation, and assistance as necessary, usually if difficult cases are encountered. We will no longer assign a social worker to St Mary's as we hope to redeploy our resources to work with other Catholic organisations

to build similar capacity throughout the Church.

Some of these possibilities that we hope will begin in 2022 include collaborations with the Archdiocesan Commission for Migrant and Itinerant Workers (ACMI), Office for Catechesis (OFC) in collaboration with Catholic Family Life and Clarity Singapore, and the setting up of a Youth Lifeline. We also hope to work with other interested parishes who wish to do more for the poor and needy within their communities and to enhance our work in the mental wellness space.

An important aspect of the Church's social mission is the care for the world that God has created. The Genesis story tells us to "till and keep" the garden of the world (*Gen 2:15*) which means to care, protect, and preserve the world to ensure its fruitfulness for the coming generations. Our concern for future generations is a matter of our own dignity as Pope Francis reminds us in *Laudato Si'*. It is linked to the meaning of our temporary stay in this world. This is the kind of "dominion" over the world that we have been granted. Human beings do not own the land; we are strangers and foreigners, and it is God to whom the land belongs (*Lev 25:23*). Our responsibility for God's earth means that we must be responsible stewards and respect the laws of nature for "He commanded, and they were created; and He established them for ever and ever; He fixed their bounds and He set a law which cannot pass away" (*Psalms 148:5-6*).

Following Caritas Roundtable: Heal Our Home in August 2020, we intend to organise more events to sensitise Catholics (and others) to the importance of care for creation and what all of us as individuals can do. This is one of the



urgent calls of our generation and the Catholic community should not be found wanting. Caritas will continue to advocate for *Laudato Si'* and work collaboratively with parishes heeding the call from Caritas Internationalis and Pope Francis.

It is my hope that Caritas can be a useful collaborator and platform for the entire Catholic community to fulfil our personal call to manifest God's Love in Action in our lives. There is much work to do especially with all the uncertainty and disruption that has been and still is our reality. Please pray for my board members and staff who have worked so hard and without whom the Church's social mission would be so much poorer. On behalf of Caritas, I also want to thank our volunteers, partners, and all of you who have supported us in the past year. I know that your continued prayer and support will continue to sustain us.

May the good Lord bless each one of you abundantly.

# EXECUTIVE DIRECTOR'S MESSAGE

Christine Wong

Executive Director of Caritas Singapore

“ I pray that Caritas can continue to work closely with more parishes and other Catholic organisations in the years to come, to be a beacon of light to those who are in despair and seeking solace in God. ”



The year 2021 is a special year for Catholics in Singapore as we celebrate Catholic200SG. We celebrated this milestone with a successful Ignitus Conference held on 4 September 2021 in collaboration with CHARIS. The year-long celebration highlighted the challenging work of the missionary religious leaders who came from afar bringing faith, hope, and love to the community. They truly manifested God's love in action by their outreach work to the poor, the marginalised, as well as to those afflicted with psychological issues of the day.

The social mission of Caritas continues with the ardent support of His Grace Archbishop William Goh who often reminds us “that the good work we are doing will bring consolation and relief to so many who need our assistance”.

The pandemic has brought along evolving challenges that we must face and adapt to as we face restrictions and regulations to keep all safe. Mental health issues came to the forefront due to anxieties caused by fears of the unknown, psychological distress from having to cope with the hospitalisation or sudden death of family members from COVID-19, grieving over loved ones, separation, and isolation from family members. We also saw an increase in the number of cases of family or spousal violence, as well as child abuse cases reported. These resulted in many seeking help through the National Care Hotline, an initiative of the Ministry



of Social and Family Development, and other hotlines. The economic impact affected all business sectors, which resulted in unemployment and the need to adapt quickly with upskilling.

It is therefore important for us to continue to pray, keep our faith in God, trust Him, as well as find peace and strength in Him. “Come to me, all of you who labour and are overburdened, and I will give you rest”. (*Matthew 11:28*)

It has been a busy year for Caritas as we completed a review of our Constitution and finalising Standard Operating Procedures (SOPs) with an external consultant engaged to strengthen our governance. Caritas also adapted quickly to the need for increased digitalisation through various online social media platforms with funding from the National Council of Social Service.

I very much appreciate the collaboration with St Mary’s as their Outreach Office is doing much wonderful work in helping the community. Caritas collaborated with the members of the Catholic Social Workers Guild to conduct training for St Mary’s and the Church of the Immaculate Heart of Mary. Support was galvanised in collaboration with Clarity Singapore, Montfort Care and Boys’ Town by providing all our helplines on our Facebook page in response to the youth issues experienced in July 2021. Church of St Michael also asked Caritas to provide Caritas Helpline

for their outreach efforts to the community around the parish who may require support.

I pray that Caritas can continue to work closely with more parishes and other Catholic organisations in the years to come, to be a beacon of light to those who are in despair and seeking solace in God.

I am thankful to our Member Organisations for delivering much needed services to our beneficiaries during the pandemic, supporting, collaborating, and encouraging one another. I hope that we will continue to meet and pray together as a Caritas Singapore family, starting from our Annual Mass in 2022.

We are also thankful to our faithful donors for their generous donations, which allowed us to continue our support to our beneficiaries in the community. Let me share two heart-warming and inspiring stories with you. I witnessed two elderly gentlemen coming down to the Caritas office to hand in their donations personally. I found out from my staff that one of the elderly gentlemen would visit Caritas at the end of the month—every month without fail (we guessed it must be his payday) to donate a fixed sum of money. He has to travel quite far to our Caritas office as he stayed far away and yet he does this without fail.

The second gentleman came with a walking aid and informed a staff member that he was supposed to go for his knee surgery soon, and yet, he came with his donation. Praise the Lord for these donors and thank you for inspiring us all and for manifesting God’s love to us. I will continue to offer my prayers for each one of you.

Fundraising is incredibly challenging as we require dedicated and long-term donations to ensure our annual funds are adequate to meet the demands of services required from those who need additional support during the pandemic. Please continue to donate to support our services.

To the volunteers who lend a helping hand year after year, thank you for being “good Samaritans”.

I thank His Grace Archbishop William Goh, Msgr John-Paul, Msgr Ambrose Vaz and our Caritas Board Chairman Prof Tan Cheng Han for all their support, always offering a listening ear, providing their wisdom and reassurances when I encounter difficulties and challenges.

In Henri Nouwen’s book “Reaching Out”, he wrote, “We need someone who encourages us when we are tempted to give it all up, to forget it all, to just walk away in despair. We need a guide who helps us to distinguish between the voice of God and all the other voices coming from our own confusion or from dark powers far beyond our control.”

I would also like to thank all Board members, Trustees and Committee members for the support and understanding as we strive to do our best for the marginalised in our community.

To the staff, thank you for your dedication, patience, and tenacity as we faced tremendous challenges during the last two years in the midst of the pandemic. I would like to extend a warm welcome to Philip Ho, who joined us as Assistant Director helming the Community Engagement and Development Department which is of great support to me in doing God’s work in Caritas.

During these challenging times, I look to God’s promise in Isaiah 40:29 “He gives strength to the wearied, He strengthens the powerless”.

“But He said to me, my grace is enough for you: my power is at its best in weakness. So, I shall be very happy to make my weaknesses my special boast so that the power of Christ may stay over me.”  
(2 Corinthians 12:9)

I pray that all of us remain united as God’s family. “So give encouragement to each other, and keep strengthening one another, as you do already.”  
(1 Thessalonians 5:11)

## About our Executive Director

**Christine Wong, MSW & MSc  
Appointed on 1/8/2018**

Christine has been in the social service sector in Singapore for over 35 years, having worked in mental health, areas of crisis and suicide prevention. Christine is an accredited Social Worker and a member of the Singapore Association of Social Workers (SASW), a member of the American Association of Suicidology (AAS); certified as a Crisis Worker (AAS) and a member of the International Association of Suicide Prevention (IASP). She has also collaborated with other researchers on international research papers.



# BOARD OF DIRECTORS



**Prof Tan Cheng Han, SC**  
Chairman



**Rev Msgr John-Paul Tan,  
OFM, JCL**  
Member



**Rev Msgr Ambrose Vaz**  
Member



**Rev Fr Christopher Soh, SJ**  
Member



**Sr Wendy Ooi, FSP**  
Member



**Agnes Liew**  
Member



**Alan Lim**  
Member



**Francis Wan**  
Member



**Gerard Teo**  
Member

# BOARD OF DIRECTORS



**Jeremy Khoo**  
Member



**Lum Hon Fye**  
Member



**Ong Hoon Meng**  
Member



**Peggy Yee**  
Member



**Perlito Tiro**  
Member



**Pius Lee**  
Member



**Theresa Foo**  
Member



**Celeste Wee**  
Observer

# BOARD OF DIRECTORS

Name	Board Appointment	Appointment Date	Occupation	2021 Board Meeting Attendance
Prof Tan Cheng Han, SC	Chairman (effective 1 Jan 2019)	1 January 2013	<b>Dean &amp; Chair Professor of Commercial Law,</b> City University of Hong Kong	4/4
	Chairman Executive Committee			
	Chairman Nominations Committee			
Rev Msgr John-Paul Tan, OFM, JCL	Chairman Parish Engagement	1 January 2011	<b>Vicar-General / Chancellor,</b> Roman Catholic Archdiocese of Singapore	3/4
	Member Executive Committee			
	Member Nominations Committee			
Rev Msgr Ambrose Vaz	Member Executive Committee	20 September 2013	<b>Vicar-General</b> Roman Catholic Archdiocese of Singapore	2/4
	Member Nominations Committee			
Rev Fr Christopher Soh, SJ	Member Formation Committee	15 August 2014	<b>Regional Superior,</b> Region of Malaysia- Singapore, Society of Jesus	3/4
	Spiritual Director Young Adults Committee			
Sr Wendy Ooi, FSP	Member Communications Committee	1 January 2019	<b>Daughters of St Paul</b>	4/4
Agnes Liew	Chairman Finance and Grants Committee	1 January 2019	<b>Founder</b> of Oompf! Fitness	4/4
	Member Agape Village Committee			
	Member Programme Committee			

# BOARD OF DIRECTORS

Name	Board Appointment	Appointment Date	Occupation	2021 Board Meeting Attendance
<b>Alan Lim</b>	Chairman Communications Committee	1 January 2017	<b>Head,</b> FinTech Infrastructure Office at Monetary Authority of Singapore (MAS)	3/4
<b>Francis Wan</b>	Chairman Audit Committee	1 January 2021	<b>Partner,</b> PwC Singapore	3/3
<b>Gerard Teo</b>	Chairman Investment Committee  Member Finance and Grants Committee	1 January 2021	<b>Current:</b> Semi-retired <b>Previous:</b> Multi-Asset Fund Manager	3/3
<b>Jeremy Khoo</b>	Chairman Advocacy and Research Committee	1 January 2015	<b>Senior Programme Manager,</b> Dementia Singapore	4/4
<b>Lum Hon Fye</b>	Chairman IT Committee	1 January 2021	<b>Chairman,</b> Cheng San - Seletar Community Development & Welfare Fund (CDWF)	3/3
<b>Ong Hoon Meng</b>	Chairman Agape Village Committee  Chairman Programme Committee  Member IT Committee	1 January 2019	<b>Independent Advisor</b>	4/4

# BOARD OF DIRECTORS

Name	Board Appointment	Appointment Date	Occupation	2021 Board Meeting Attendance
<b>Peggy Yee</b>	Chairman Membership Committee	1 January 2021	<b>Director,</b> PY Legal LLC	3/4
<b>Perlita Tiro</b>	Member Fundraising Committee	1 January 2019	<b>Member,</b> Certification Board, Practicing Management Consultants (SBACC)  <b>Retired founder,</b> Tiro Consulting Services	3/3
<b>Pius Lee</b>	Chairman Formation Committee  Vice-Chairman Agape Village Committee	19 January 2017	<b>Instructor,</b> Singapore Management University	4/4
<b>Theresa Foo</b>	Chairman Fundraising Committee	1 January 2021	<b>Retired,</b> Past Chairwoman, Gardens by the Bay  <b>Past Chairwoman</b> Singapore Business Federation Foundation  <b>Retired CEO,</b> Standard Chartered Bank Singapore	2/3
<b>Celeste Wee</b>	Chairman Young Adults Committee	1 January 2021	<b>Implementation Specialist,</b> Ministry of Social and Family Development	3/3

# TRUSTEES OF CARITAS SINGAPORE AGAPE FUND



**Janet Ang**  
Chairman



**Laurence Lien**  
Deputy Chairman



**Rev Deacon Clement**  
Member



**Christina Ong**  
Member



**Prof Lily Kong**  
Member



**Ng Kee Choe**  
Member



**Raymundo Yu**  
Member



**Ronny Tan**  
Member



**Prof Tan Cheng Han, SC**  
Member



**Teo Swee Lian**  
Member



**Kwek Mean Luck, SC**  
Member



**Ng Kok Song**  
Member

# TRUSTEES OF CARITAS SINGAPORE AGAPE FUND

Name	Trustee Appointment	Appointment Date	Occupation	2021 Trustee Meeting Attendance
Janet Ang	Chairman (effective 1 January 2019)	1 January 2015	<b>Non-Resident Ambassador to the Holy See</b>	1/1
Laurence Lien	Deputy Chairman (effective 1 January 2019)	1 January 2015	<b>Chairman,</b> Lien Foundation	1/1
Rev Deacon Clement Chen	Member	1 January 2015	<b>Permanent Deacon,</b> Roman Catholic Archdiocese of Singapore	1/1
Christina Ong	Member	1 January 2015	<b>Founder,</b> COMO Group	1/1
Prof Lily Kong	Member	1 March 2021	<b>President,</b> Singapore Management University	NA
Ng Kee Choe	Member	1 January 2019	<b>Chairman,</b> CapitalLand	1/1
Raymundo Yu	Member	1 January 2018	<b>Chairman,</b> Asia Pacific for Bank Julius Baer and Columbia Threadneedle Investments	1/1
Ronny Tan	Member	1 March 2021	<b>Board Member,</b> Lombard Odier Asia	NA

# TRUSTEES OF CARITAS SINGAPORE AGAPE FUND

Name	Trustee Appointment	Appointment Date	Occupation	2021 Trustee Meeting Attendance
<b>Prof Tan Cheng Han, SC</b>	Member	1 January 2019	<b>Dean &amp; Chair Professor of Commercial Law,</b> City University of Hong Kong	1/1
<b>Teo Swee Lian</b>	Member	1 January 2019	<b>Chairman,</b> CapitalLand Integrated Commercial Trust Management Limited	1/1
<b>Kwek Mean Luck, SC</b>	Member	1 January 2019 (resigned 11 January 2021)	<b>Solicitor-General,</b> Attorney-General Chambers (AGC)	1/1
<b>Ng Kok Song</b>	Member	1 August 2013 (resigned 28 February 2021)	<b>Chairman,</b> Avanda Investment Management Pte Ltd	0/1

# BOARD INFRASTRUCTURAL COMMITTEES

## Audit Committee

**Francis Wan** Chairman  
**Benedict Cheong** Member  
**Nathalie Leung** Member  
**Dennis Yee** Secretariat

## Executive Committee

**Prof Tan Cheng Han, SC** Chairman  
**Rev Msgr Ambrose Vaz** Member  
**Rev Msgr John-Paul Tan, OFM, JCL** Member  
**Christine Wong** Secretariat  
**Adeline Chung** Secretariat

## Finance and Grants Committee

**Agnes Liew** Chairman  
**Belinda Young** Member  
**Gerard Teo** Member  
**Tan Kian Chew** Member  
**Tan Tee How** Member  
**Thomas Goh** Member  
**Dennis Yee** Secretariat

## Investment Committee

**Gerard Teo** Chairman  
**Jeffrey Tan** Member  
**Joachim Toh** Member  
**Dennis Yee** Secretariat  
**Kimbie Png** Secretariat

## Nominating Committee

**Prof Tan Cheng Han, SC** Chairman  
**Rev Msgr Ambrose Vaz** Member  
**Rev Msgr John-Paul Tan, OFM, JCL** Member  
**Christine Wong** Secretariat



# BOARD PROGRAMME COMMITTEES

## Agape Village Committee

**Ong Hoon Meng** Chairman

**Pius Lee** Vice-Chairman

**Agnes Liew** Member

**Augustine Tan** Member

**Esther Chia\*** Member

**George Lim** Member

**Irene Loi** Member

**Mark Wettasinghe** Member

**Paul Beh** Member

**Theodore Chan** Member

\*(co-opted member)

**Christine Wong** Staff in Attendance

**Gordon Pinto** Secretariat

## Advocacy and Research Committee

**Jeremy Khoo** Chairman

**Esther Chia\*** Member

**Ivan Yeo** Member

**Jeremy Yeo** Member

**Roland Yeow\*** Member

\*(co-opted member)

**Erwin Susanto** Secretariat

## Communications Committee

**Alan Lim** Chairman

**Alvin Neo** Member

**Jeanette Tan** Member

**Jerry Tan** Member

**Stephanie Yip** Member

**Sr Wendy Ooi, FSP** Member

**Venessa Lee** Member

**Mary Njo** Secretariat

## Formation Committee

**Pius Lee** Chairman

**Anthony Soo** Member

**Francis Tay** Member

**Goh Han Serm** Member

**Nicholas Chee** Member

**Rev Fr Christopher Soh, SJ** Member

**Rev Fr David Garcia, OP** Member

**Erwin Susanto** Secretariat

## Fundraising Committee

**Theresa Foo** Chairman

**Dr Charlotte Yung** Member

**Perlita Tiro** Member

**Philip Ho** Secretariat



# BOARD PROGRAMME COMMITTEES

## IT Committee

**Lum Hon Fye** Chairman  
**Ong Hoon Meng** Member  
**Philip Yeap** Member  
**Pius Lee** Member  
**Wang Wei-Lung** Member  
**Ian Loe** InfoSec Sub-Comm Lead  
**Gordon Pinto** Staff in Attendance  
**Manolo Fetalvero** Secretariat

## Membership Committee

**Peggy Yee** Chairman  
**Cheong Cheng Guan** Member  
**Damien Ooi** Member  
**Francis Mane** Member  
**Jennifer Lim** Member  
**Leong Seey Seey** Member  
**Patrick Chua** Member  
**Sabina Soh** Member  
**Jacob Soo** Secretariat  
(until 17 Sep 2021)  
**Kelvin Lim** Secretariat  
(from 18 Sep 2021)

## Parish Engagement Committee

**Rev Msgr John-Paul Tan, OFM, JCL**  
Chairman  
**Gabriel Fok** Member  
**Jean Zee** Member  
**Joel Er** Member  
**Joey Chan** Member  
**Maxine Mowe** Member  
**Eve Ong** Secretariat

## Programme Committee

**Ong Hoon Meng** Chairman  
**Agnes Liew** Member  
**Carol Pereira** Member  
**Damien Ooi** Member  
**Nicholas Netto** Member  
**Peggy Yee** Member  
(until August 2021)  
**Christine Wong** Staff in Attendance  
**Eve Ong** Staff in Attendance  
**Jorain Ng** Secretariat

## Young Adults Committee

**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  
**Erwin Susanto** Secretariat

# TERMS OF REFERENCES & FUNCTIONS OF RESPECTIVE BOARD COMMITTEES

The functions of the respective board committees that have been approved by the Board and are in effect.

## **Advocacy & Research Committee**

- Initiate forms of relief and schemes of social services so as to alleviate distress or poverty amongst people regardless of their race or religion.
- Provide a network and promote a community for various social and community organisations to facilitate an exchange of ideas, gathering of resources, and promoting research and development of strategies and actions to be undertaken to more effectively serve the poor, the needy and the community generally.

## **Agape Village Committee**

- To synergise resources and coordinate common activities of various social and community organisations based at Caritas Singapore-Agape Village including shared services and shared practices.
- Support Member Organisations based at Caritas Singapore-Agape Village to operationalise holistic and integrated care.
- Oversee operations of the building and its facilities to ensure compliance to statutory requirements.
- Implementation and review of the case management system at Caritas Singapore-Agape Village.
- Ensure efficient and effective utilisation of space at Caritas Singapore-Agape Village.

## **Audit Committee**

- Financial statement preparation and integrity
- Risk management and internal controls
- Internal audit
  - Adequacy of Resource
  - Performance and Scope of Work

- External audit
  - Attend to Qualifications
  - Ensure Independence
  - Recommend the engagement of auditors and audit fees

## **Communications Committee**

- To review communications policies and strategies.
- To ensure good practice for print and online communications.
- To recommend on new publications, policies, and implementation of communications plans.
- To ensure and maintain good public image for Caritas Singapore.
- To ensure that Caritas Singapore, as an organisation is portrayed accurately to its stakeholders including members, donors and the public.
- To ensure that there are documented communication policies on the release of information about the organisation and its activities to its stakeholders, including the media and the public, across all media platforms.
- To provide guidance to Member Organisations on communications matters, best practices, shared services and shared practices.

## **Executive Committee (EXCO)**

- To review, with management, and recommend to the Board the organisation's strategic matters and policies of Caritas Singapore, and monitor their implementation.
- To support the Board's governance role by reviewing and recommending governance-related process and policies, director nominations and board performance.
- To act on behalf of the Board in urgent situations, when it is not feasible to convene a meeting of the entire Board.

- To review and approve HR strategy, increment, annual wage supplement and performance bonus upon recommendations from HR/ED.
- Appointment of Executive Director, performance objectives and performance evaluation.
- Review and approve all major changes in Caritas Singapore's organisation structure as recommended by HR/ED.

### **Finance and Grants Committee**

- To review annual budget of Caritas Singapore and develop appropriate procedures for budget preparations.
- To ensure regular and accurate monitoring and accountability for funds and report to the Board on any financial irregularities and concerns.
- To recommend financial guidelines to the Board.
- To ensure financial reports presented to the Board are accurate and timely.
- To oversee short-term and long-term investments, unless there is a separate investment committee.
- To review grant funding requests from Member Organisations based on the recommendations of the Programmes Committee.
- To ensure the financial sustainability of Caritas Singapore through effective cost management.

### **Formation Committee**

- To encourage the proper formation of Singapore Catholics in their community work in accordance with the Church's social teachings.
- To plan, initiate, oversee, assist and monitor key training programmes for Member Organisations that would help build their capacity and improve their organisations.

### **Fundraising Committee**

- To identify and develop fundraising initiatives, including donor management.
- To synergise resources and coordinate donations-in-kind to Member Organisations.

### **Investment Committee**

- To recommend external Fund Managers to manage our investment fund according to our risk appetite and restrictions and subsequently evaluate their performance and undertake actions as needed (including termination).
- To recommend investment guidelines to the Board and propose changes to the Board for approval if needed.
- To update the Board on investment matters pertaining to performance, portfolio holding and matters involving the Fund Managers.

### **IT Committee**

- To develop digital strategies, policies and plans for Caritas Singapore
- To ensure that the IT systems and infrastructure of Caritas Singapore are robust and secure.
- To provide recommendation on IT acquisitions.
- To provide advice on IT-related matters, shared services and shared practices to Member Organisations of Caritas Singapore

### **Membership Committee**

- To develop and review criteria, guidelines and policies for membership of Caritas Singapore.
- To promote and grow membership for Caritas Singapore.
- To provide support for the Member Organisations to better serve the broader community.
- To provide a network and promote a community for various Member Organisations and Caritas Singapore to facilitate an exchange of ideas and foster a closer relationship between the Member Organisations and Caritas Singapore so as to serve the community better.
- To provide feedback from Member Organisations to the Board.

### **Nominating Committee**

- To develop and oversee the nomination process
- To solicit, identify and evaluate nominations of Board members

- To recommend to the Archbishop the reappointment of Board Members and the appointment of new Board members

### **Parish Engagement Committee**

- To promote social mission within the parishes.
- To collaborate and provide support to the parishes for its social mission work.
- To provide a network and promote a community for parishes and Caritas Singapore to facilitate an exchange of ideas and foster a closer relationship between the parishes and Caritas Singapore so as to serve the Catholic community better.
- To provide feedback from parishes to the Board.

### **Programme Committee**

- To develop initiatives by analysing needs to identify gaps in services so as to alleviate distress or poverty amongst people regardless of their race or religion;
- Develop a framework to evaluate funding priorities, programmes and services by the Member Organisations.
- Provide advice to the Finance & Grants Committee and the Board on matters relating to programmes and services that are delivered through the Member Organisations.

### **Young Adults Committee**

- To promote awareness of, provide perspective and create opportunities for social mission amongst young adults.
- Provide a network and promote a community for young adults to facilitate an exchange of ideas, gathering of resources, and promoting of strategies and actions to be undertaken to more effectively serve the poor, the needy and the community generally.

## **CORPORATE GOVERNANCE**

### **Caritas Singapore & Board Establishment**

1. The Caritas Singapore Community Council Limited (“Caritas Singapore” or “the Council”) is a company limited by guarantee. It shall be governed by an effective board of volunteer directors (“the Council’s Board” or the Board), appointed by the Archbishop of the Catholic Archdiocese of Singapore.
2. The duties and responsibilities, powers, organisation and functions of the Board are provided in the Council’s Memorandum & Articles of Association and this Code of Governance (“the Caritas Singapore Code”), and subject to the Companies Act (Cap 50).
3. The Council is also a registered charity and shall operate within the rules and regulations of the Charities Act (Cap 37). As a registered charity, Caritas Singapore is exempt from tax.

### **CSCC Agape Fund & Trustees Establishment**

4. The Council has set up a trust fund, the CSCC Agape Fund (“the Fund”), through a declaration of trust (“the Trust Deed”). The Fund shall be governed by a board of trustees (“the Trustees”) appointed by the Council’s Board.
5. The duties and responsibilities, powers, organisation and functions of the Trustees are provided in the Trust Deed and subject to the Trustees Act (Cap 337).
6. The Fund is a registered charity and an Institution of Public Character (“IPC”), and it shall operate within the rules and regulations of the Charities Act (Cap 37) and the IPC rules and regulations administered by the National Council of Social Service. As an IPC, the Fund can issue tax-exempt donation receipts.

### **The Caritas Singapore Code of Governance**

7. Caritas Singapore recognises that it is accountable to all its stakeholders as all its members, under its umbrella, are charitable

organisations working for the benefit of the broader community. For Caritas Singapore and its members to be effective, there must be confidence and public trust in its works. Good governance is therefore paramount.

8. The Board and Trustees are fully committed to ensuring that Caritas Singapore practices the highest standard of governance.
9. The Caritas Singapore Code is established to articulate and communicate the governance standards and best practices that it wishes to uphold.
10. It is intended that the Caritas Singapore Code shall also provide a model of governance for the Member Organisations under its umbrella.
11. This Code has been developed for the full operation of Caritas Singapore, and about the Board and the Trustees' duties and responsibilities, they shall ensure that there shall be consistency and compliance with the principles and requirements of this Code.
12. Caritas Singapore, the Board and the Trustees shall develop appropriate policies, processes and structures to ensure that the spirit, and not just the letter of this Code, is fully complied with. Two such specific documents are:
  - (a) The Staff Manual which contains human resource policies and guidelines, as well as office matters
  - (b) The Finance and Accounting Policy Manual, which sets out the Council's financial and accounting guidelines.

### **Relationship to the Charity Council Code**

13. The Charity Council has produced a Code of Governance for Charities and IPCs ("the Charity Council Code"). In addition, the Charity Council has also produced an Evaluation Checklist for Submission on the Charity Portal for charities to regularly report on its compliance with the Charity Code.
14. The Charity Council Code guidelines are tiered into Basic<sup>1</sup>, Enhanced<sup>2</sup> and Advanced<sup>3</sup> sections according to the IPC status and size of the charity. Similarly,

there are different versions of the Evaluation Checklist, based on IPC status and size of the charity.

15. Caritas Singapore has developed its Code by adapting and building upon the Charity Council Code. For comparability, the numbering sequence of the Charity Council Code has been maintained, with new clauses shown as extensions, e.g., 1.1.2A will be added after 1.1.2. The main differences between the Charity Council Code and the Caritas Singapore Code are summarised in Appendix 1.
16. Although Caritas Singapore falls only under the Enhanced section (and not the Advanced section) of the Charity Council Code, the Board and Trustees have chosen to adopt all the sections, including the Advanced section, in establishing the Caritas Singapore Code.
17. In reporting to the authorities, the Board and Trustees shall submit the Evaluation Checklist applicable to Caritas Singapore, a sample of which is provided in Appendix 2.

### **Code of Ethics**

18. The Caritas Singapore Code has an additional section (Section 10 – Code of Ethics) over the Charity Council Code. The Code of Ethics recognises that it is, first and foremost, a Catholic organisation, and its conduct and values should thus reflect the Catholic ethos.

## **BOARD GOVERNANCE**

General Principle: Caritas Singapore is governed by a volunteer Board whose members are appointed by the Archbishop of the Catholic Archdiocese of Singapore in accordance with its Memorandum and Articles of Association. As the highest policy-making and decision-making body, the Board has the responsibility of ensuring that Caritas Singapore is governed and managed responsibly and prudently to ensure its effectiveness, credibility and sustainability.

### **Board Roles, Composition & Bye-laws**

#### *Basic*

#### **Board Roles:**

Board members are responsible for directing the affairs of Caritas Singapore, ensuring it is well-managed, and delivering the following charitable objectives:

- (a) To initiate, assist and organise such forms of relief and schemes of social services to alleviate distress or poverty amongst people regardless of their race or religion.
- (b) To better and more effectively serve the poor, the needy and all people by researching, analysing the needs and developing the strategies and activities of the various social and community organisations.
- (c) To provide leadership and direction and support for the various Catholic social and community organisations to better serve the broader community.
- (d) To synergise resources and co-ordinate common activities of various social and community organisations, including but not limited to fundraising, volunteer recruitment and matching, capacity building, governance practices, shared services and shared practices; and
- (e) To provide a network and promote a community for various social and community organisations to facilitate an exchange of ideas, gathering of resources, and promoting research and development of strategies and actions to be undertaken to more effectively serve the poor, the needy and the community generally.

The Board shall also have the powers set out in the Memorandum of Association of Caritas Singapore.

#### **Independence:**

All Board members shall exercise independent judgement and act in the best interest of Caritas Singapore. To ensure objectivity in decision-making, the Board shall comprise only of non-executive members. Non-executive members shall not receive any remuneration as members of the Board. Paid staff of Caritas Singapore shall not become members of the Board.

#### **Bye-Laws:**

The Board's composition, election or appointment, power, tenure and proceedings, including the maintenance of records, shall be in accordance with the Articles of Association of Caritas Singapore. The guidelines for its Board composition and appointments can be found in Appendix 3.

#### **Distinction of Duties:**

Board and committee members are expected to help with the work from time to time. Where Board members are directly involved in operational decisions and matters, those concerned should make a clear distinction between their Board role and their operational work.

#### **Staff attendance at Board meetings:**

The day-to-day operations of Caritas Singapore shall be managed by an Executive team led by a full-time Executive Director. The Executive Director and when appropriate, members of the Executive team may attend Board meetings, as ex-officio, to provide information and facilitate necessary discussions but they shall not take part in decision-making or have any vote.

#### **Term Limit:**

Term limits for board members and key appointments are set out in Appendix 3, "Guidelines for Board Composition and Appointments".

#### **Board Renewal:**

The Board shall have a strategy for its own renewal, with succession planning arrangements in place to ensure continuity and timely replacement of

Board members resigning or completing their terms of office. Particular attention shall be given to succession planning for key office bearers. Specific guidelines for renewal are provided in Appendix 3.

#### *Enhanced*

##### **Voting:**

Decisions of the Board should generally be made based on group consensus. However, where a vote is required, each Director shall have one vote. The Chairperson of the meeting shall have the casting vote.

##### **Qualifications & Training:**

The Board shall comprise members who possess suitable personal attributes, core skills/competencies and commitment. The Board shall work to achieve these competencies by attending structured training (e.g., courses in governance and core competencies) during their term of office. Orientation briefings and documents shall be given to each new Board member to properly induct and familiarise them about their responsibilities and the operations of Caritas Singapore. Board members are informed of relevant trainings for Board by NCSS, COC, NVPC, SID, etc.

#### *Advanced*

##### **Board Evaluation:**

The Board shall conduct a written self-evaluation survey at least once a year to assess the performance<sup>8</sup> and effectiveness of the Board as a whole. Based on this evaluation, the Board shall, where appropriate, consider process improvements, new board programmes and new members for appointment to the Board.

##### **Board Structure**

The Board shall establish infrastructural and programme committees, with documented terms of reference, to assist with the governance and programmes of Caritas Singapore. Infrastructural committees shall comprise:

- (a) Executive Committee
- (b) Audit Committee
- (c) Finance & Grants Committee
- (d) Investment Committee
- (e) Nominating Committee

The number and type of program committees may change from year to year, but would typically include the following functions:

- (a) Membership Committee
- (b) Formation Committee
- (c) Fundraising Committee
- (d) Communications Committee
- (e) Programme Committee
- (f) Agape Village Committee
- (g) Parish Engagement Committee
- (h) Advocacy & Research Committee
- (i) Young Adults Committee
- (j) IT Committee
- (k) Volunteer Management (no committee)

Each Board committee shall be chaired by a Board member. The chair of the Audit Committee shall not concurrently chair the Finance and/or Investment Committee.

The Board is empowered to establish other appropriate or necessary project committees or task forces for specific projects or sub-programmes, from time to time. Project committees need not be chaired by a Board member, but the Board shall establish the necessary representation and communications with the project committee or task force.

##### **Board Meetings**

###### *Basic*

Proceedings and decisions of the Board, Trustees and committee meetings should be minuted and circulated to all concerned within two weeks of the meeting.

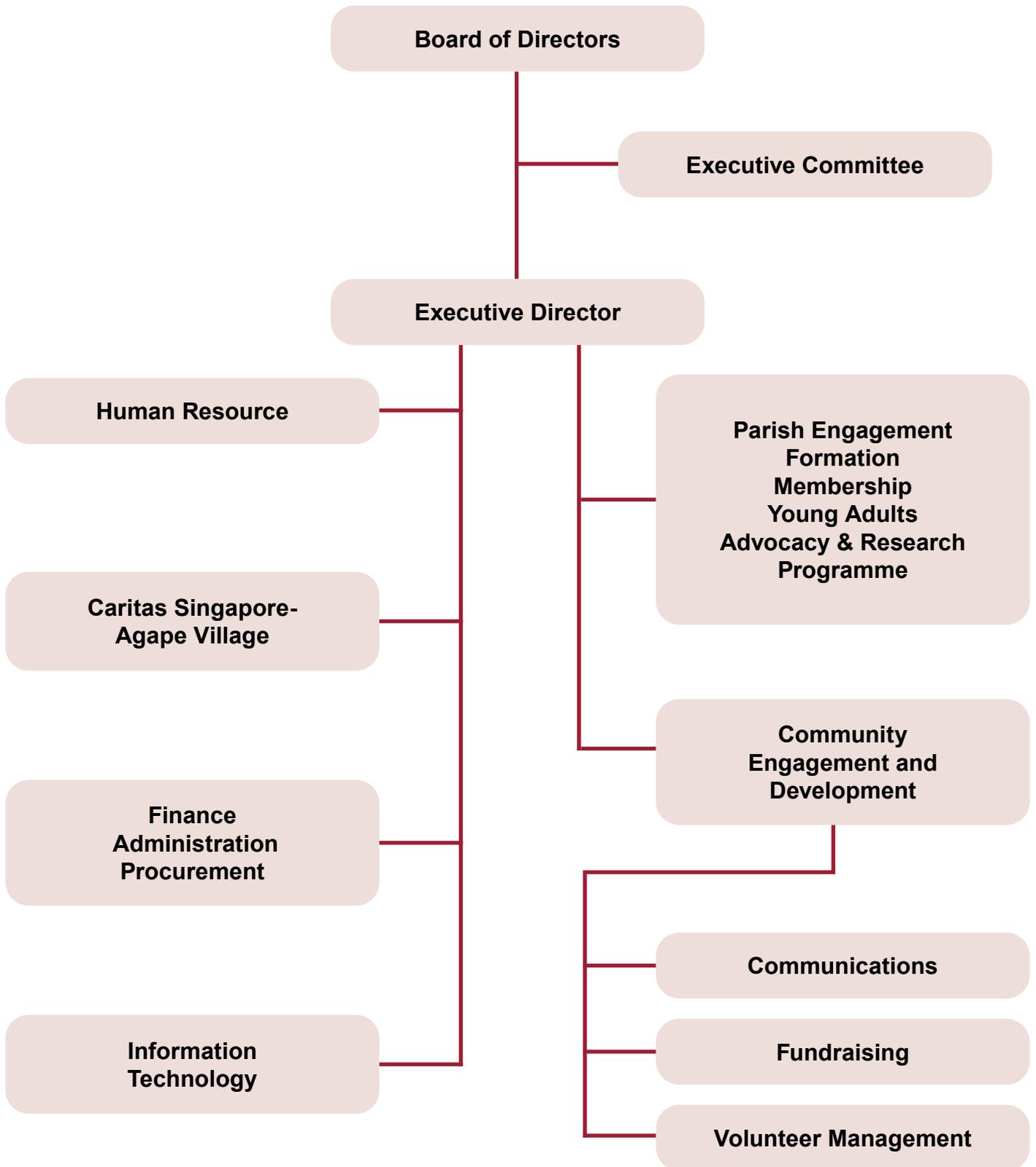
The Board shall meet at least once every quarter while the Trustees shall meet at least once a year to make effective use of the time, skills and knowledge of the members. The quorum required for a meeting is at least one-third of the Board as set out in the Articles of Association.

Board members shall make every effort to attend all Board meetings during their tenure.

[Click here for the full report](#)



# ORGANISATIONAL CHART



# CARITAS SINGAPORE-AGAPE VILLAGE

Caritas Singapore-Agape Village is our initiative situated in the heartlands of Singapore at Toa Payoh.

Singapore, is a bustling cosmopolitan city with low crime rates and an even lower chance of natural disasters such as earthquakes, hurricanes and droughts. Many consider our beautiful, green city an affluent, world-class city and a haven.

However, the vulnerable and marginalised still exist among us.

In 2011, we conducted a “Study of the Poor” together with Catholic Welfare Services and the Society of St Vincent de Paul and we identified three key approaches when

working with the poor.

Upstream help  
Holistic approach  
Integrated service

Based on this report, our Archbishop William Goh opened and blessed Caritas Singapore-Agape Village (Agape Village) in 2015.

With the co-location of Member Organisations within Agape Village, we have seen an increase in efficiency in responding to beneficiaries and clients, and enhanced quality of care. We are also happy to see the increased motivation of social workers and counsellors.



# INTEGRATED CASE MANAGEMENT

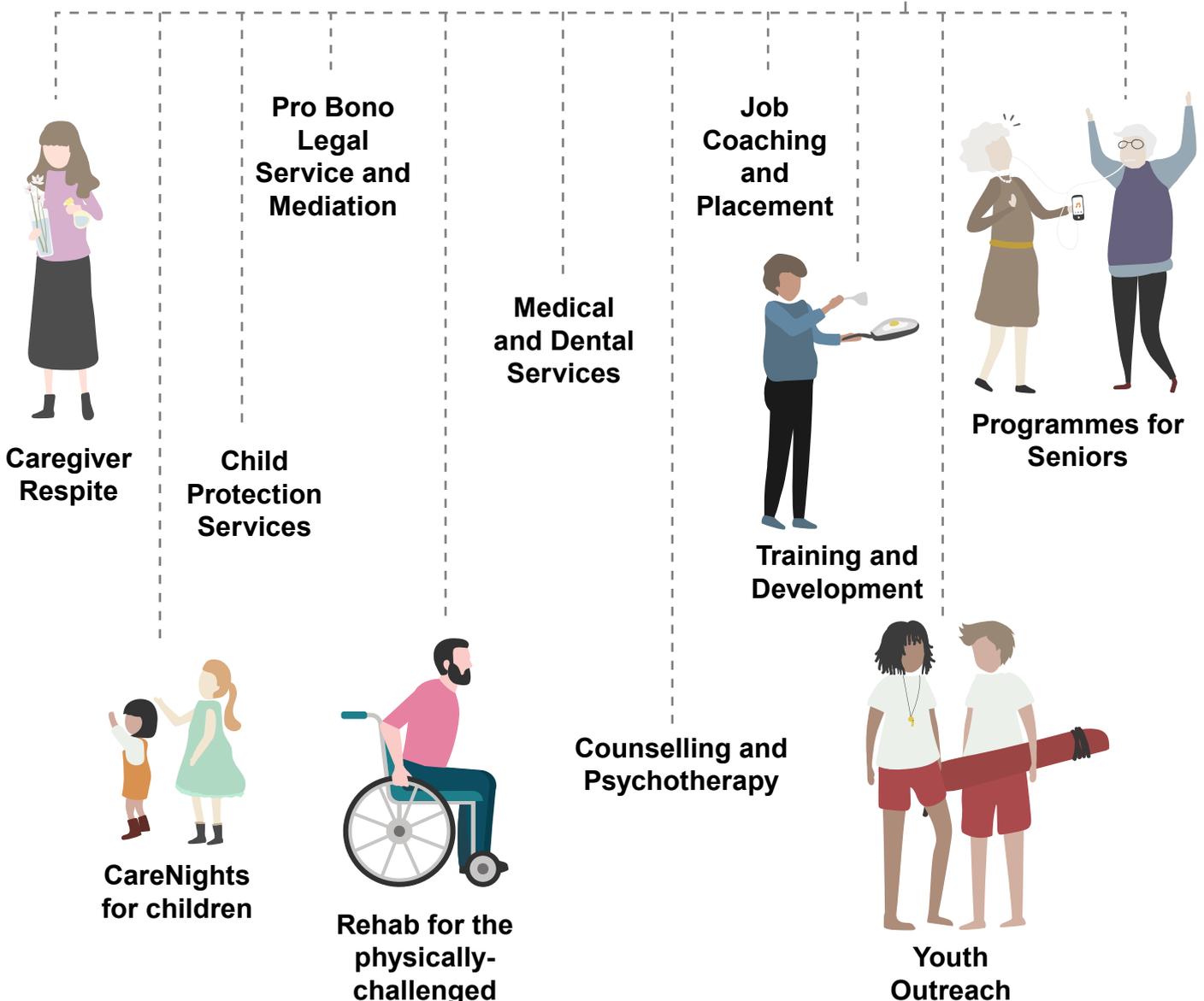
What we offer through Agape Village is the Integrated Case Management System for clients and beneficiaries. With the co-location of 13 of our Member Organisations on the premises, beneficiaries and clients can now have access to holistic care – from counselling, to legal and medical assistance – all under one roof. This also removes the need to repeat their difficult story over and over again at each place.

In areas where more support is needed, caseworkers will collaborate with other

NGOs, VWOs, government bodies, as well as community partners to complete the care cycle.



**Case Worker**





This is Michael, preparing a cup of Teh Tarik!

“ I learn how to make Nasi Goreng, how to make Mee Siam and how to make different types of drink. Examples, Teh Tarik, Masala Tea, Halia drink. And also learn how to pack curry and papadum. First time I came to the Agape outlet, I felt very scared and worried. Now I feel very good working at Agape. ”

- Michael Ang

Michael has Mild Intellectual Disability (MID) but has been able to learn new skills at the outlet. Michael now helps to train other employees with disabilities and further empower them.



## Café with a good cause opens at Caritas Singapore-Agape Village!

The Social Kitchen, a social enterprise cloud kitchen, was started with the intention of providing jobs for vulnerable groups while helping local food brands survive the COVID-19 pandemic. It partnered Springleaf Prata's Pronto Prata to launch a café at Caritas Singapore-Agape Village (Agape Village). Launched on 23 April 2021, the café, The Social Kitchen @ Agape Village, is committed to employing and training up to 12 persons with disabilities yearly. It currently has employed 8 adults with special needs on a full-time and part-time basis at Caritas Singapore-Agape Village.

The Member Organisations housed at Agape Village can make a referral for their clients who require employment. The Social Kitchen @Agape Village has both dine-in and online ordering options.

## A visit of our Blessed Mother of Perpetual Help Icon at Caritas Singapore-Agape Village!

Due to COVID-19 restrictions, only a restricted number of people would be able to attend the Annual Novena Procession on 5 December 2021, so the team at Novena Church decided to allow Catholics who are not registered parishioners of the Church to be a part of this year's Procession in a different but very meaningful way.

On 19 August 2021, Caritas Singapore-Agape Village (Agape Village) was honoured to be one of the stops for a visit of the Our Lady of Perpetual Help Icon. Caritas Singapore's Board of Directors, staff, representatives from Member Organisations and volunteers could visit and ask our Lady for her intercession.

The team at Agape Village conducted a prayer service which allowed the individuals to come before our Mother to pray and spend some quiet time in reflection. Five 30-minute sessions were held at Agape Village's multi-purpose hall with 50 attendees at each session, in compliance with the safe management measures. The first session comprised a short procession of our Blessed Mother icon into the multi-purpose hall with attendees following the icon with roses and candles. After the last session, there was a short procession out of the multi-purpose hall before the icon departed Agape Village.

An attendee shared her thoughts on the session, saying "...thanks for sharing this meaningful session with me. Mother knows I miss the Novena...."

It was truly a prayerful time for all who attended!

“...thanks for sharing this meaningful session with me. Mother knows I miss the Novena....”

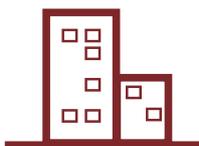


## HIGHLIGHTS AT A GLANCE

28

Member  
Organisations

### New Initiatives



**New Addition to the Family**  
Catholic Architectural Guild joins  
the Caritas Singapore family!



**Catholic Family Life**  
Catholic Family Life is a new  
entity formed in 2021 integrating  
the operations of Family Life  
Society and Archdiocesan  
Commission for Family.



**CareNights@Agape Village**  
Morning Star Community  
Services opened a new outlet of  
their CareNights programme in  
Caritas Singapore-Agape Village.



**Mamre Oaks blessed with a  
new home!**  
Mamre Oaks has moved from  
Agape Village to a new location  
at St Patrick's School.

# HIGHLIGHTS AT A GLANCE

## Organisation



### Catholic200SG Events

We jointly organised Ignitus! Social Mission with Love with CHARIS and also conducted micro events with the Caritas Singapore family.



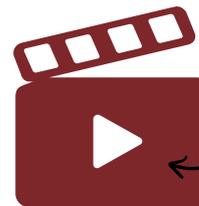
### Caritas Young Adults and CST

The Caritas Singapore Young Adults had conducted online discussions within their communities to talk about mental health, Catholic Social Teaching (CST) and more.



### Support from the government

We tapped on various programmes offered by Youth Corps, Workforce Singapore and National Council of Social Service (NCSS) to build and enhance capabilities within the organisation.



Click to watch the video!

### Corporate Video

We took on the task of creating a brand-new corporate video, which would help us in conveying what Caritas Singapore does and what we aim to achieve in the future.



### BRAVE Festival

Caritas Singapore and Clarity Singapore organised BRAVE Festival to raise awareness about the challenges, issues and stigma faced by persons with mental health conditions, as well as to highlight the support and care available for their wellbeing.



### Catholic Social Teaching (CST)

Our first major collaboration with Catholic News to provide Catholics a regular column on CST that gives pointers on how everyone can live out the faith with love in the society.

# HIGHLIGHTS AT A GLANCE

## Volunteer



### Volunteers

We have more than 320 Individual Volunteers that include skill-based volunteers and programme-based volunteers



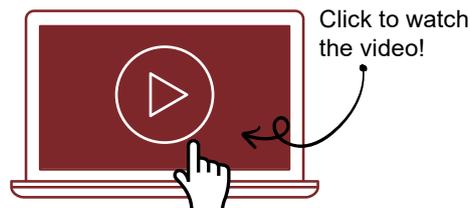
### School Values In Action

We had partnerships with CHIJ St Joseph's Convent, Holy Innocents High School, together with the Caritas Singapore family.



### Long Service Award

67 of our volunteers will be receiving their Long Service Awards. 7 of them have been with Caritas Singapore as volunteers since we started 15 years ago.



### Volunteer Appreciation

We moved our volunteer appreciation online due to the pandemic and we created a video to show the memories and our appreciation on International Volunteer Day.



### Caritas Volunteer Management Survey with NCSS tools

To understand where Caritas Singapore stands in the industry based on the sector benchmark.



### Volunteers Induction

Due to the uncertain COVID-19 situation, Caritas Singapore Volunteer Induction Programme moved online in 2021 via Zoom.

# FINANCIAL HIGHLIGHTS

Financials	FY2021 (\$)	FY2020 (\$)
Donations	11,243,998	11,713,919
Donations from Fundraising Events	-	-
Other income	1,176,730	948,094
<b>Total Incoming Resources</b>	<b>12,420,728</b>	<b>12,662,013</b>
Cost of Charitable Activities	9,352,850	11,119,319
Fundraising Costs	205,016	236,805
Governance Costs	368,427	368,616
Other Expenditure	95,904	90,646
<b>Total Resources Expended</b>	<b>10,022,197</b>	<b>11,815,386</b>
<b>Net Incoming Resources</b>	<b>2,398,531</b>	<b>846,627</b>
Ratios	FY2021 (\$)	FY2020 (\$)
<b>Fundraising Ratio<sup>1</sup></b>	<b>1.82%</b>	<b>2.02%</b>
- Fundraising Costs	205,016	236,805
- Total Funds Raised	11,243,998	11,713,919
<b>Programme Ratio<sup>2</sup></b>	<b>93.32%</b>	<b>94.11%</b>
- Cost of Charitable Activities	9,352,850	11,119,319
- Total Expenditure	10,022,197	11,815,386
<b>Reserves Ratio<sup>3</sup></b>	<b>2.4 years</b>	<b>1.8 years</b>
- Reserves	23,602,058	21,203,527
- Expenditure (excluding Fundraising Costs)	9,817,181	11,578,581

<sup>1</sup> Measures fundraising efficiency. Computed based on the formula: Fundraising Costs ÷ Total Funds Raised.

<sup>2</sup> Measures funds deployed on charity programmes versus fundraising and overheads. Computed based on the formula: Cost of Charitable Activities ÷ Total Expenditure.

<sup>3</sup> Measures number of years of reserves. Computed based on the formulas: Reserves ÷ Total Expenditure (excluding Fundraising Costs.)

[Click here for the full report](#)



# FUNDRAISING EFFORTS



## Responding as One Body in this time of uncertainty

The spirit of solidarity from our donors shone through during Charities Week 2021 and we were truly humbled by the generous blessing. While the COVID-19 pandemic has hit the global economy hard and continues to bring about unprecedented challenges, the outpouring of support enabled the Caritas Singapore family to continue to deliver relevant and critical services to meet the emerging needs of the vulnerable in the community.



Our dedicated volunteers getting ready to count the donations, with safe distance measures in place.

Charities Week remains our flagship annual fundraising event during Lent where appeal envelopes are distributed to parishes, Catholic schools and businesses to help ensure that we have funds to disburse to those who need it most.

**“For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ.”**

**(1 Corinthians 12:12)**



This year, we also embarked on a new effort during Charities Week to engage Catholics by launching four short reflection videos on the Charities Week's theme #OneBody. The video featured sharings by Msgr Ambrose Vaz, Friar Aiden Peter Jr, OFM, and Fr Stanley Goh, SJ, and aimed to encourage Catholics to grow in their faith, by understanding the Catholic Social Teaching that forms the foundation of the Church's social mission.



In 2021, we raised



Parishes

**\$ 6,348,253**



Schools

**\$ 91,917**



Business and others

**\$ 741,012**



## Advent 2020

During our Advent 2020 fundraiser, we were encouraged by the generosity of the Catholic community. The joy and love of the season was all around! Through their contributions, we were able to raise a total of \$1,002,027 to aid our vulnerable brothers and sisters.



### Why donate to Caritas Singapore?

Your support helps a diverse group of marginalised brothers and sisters including low-income families, children, youths-at-risk, elderly, the incarcerated, people with life-limiting illnesses, those with physical disabilities, people with mental health conditions, migrant workers, and those with legal and medical needs.

### Methods to donate:



Cash and Cheques



Online via Giving.sg



GIRO monthly donations



Start a fundraiser



Legacy Giving



**\$7,181,182**

Charities Week 2021



**\$1,002,027**

Advent 2020



**\$3,060,789**

Regular Donations



**2021 FUNDRAISING**

**Total \$11,243,998**

## FINANCE

The Finance team ensured they were kept up to date with the relevant accounting standards, treatments and compliances, regulated by the Financial Reporting Standards in Singapore (FRSs), Company Act, Chapter 50, the Charities Act, Chapter 37 and other relevant regulations, via relevant courses and webinars.

A formal procurement process was instituted in 2020, and since then, the

Procurement team has been working hard to improve the efficiency and timeliness of obtaining goods and services for the organisation.

Not only have both teams worked hard to ensure statutory requirements are adhered to, but they have also strived to enhance processes by applying knowledge gained and implementing best practices learnt.

---

## INFORMATION TECHNOLOGY

The pandemic has increased the need, and the urgency, for strong digital infrastructure so the organisation can continue its operations with minimal disruptions. Fortunately, we completed our cloud migration in the fourth quarter of 2019. This is why we were able to start working from home when COVID restrictions were implemented. Furthermore, this has also allowed us to use significantly less paper, which helps us care for our common home better.

However, an organisation is only truly digitalised when all aspects of the organisation are integrated into the digital infrastructure. As such, the IT department focused on fine-tuning our cloud infrastructure in fiscal year 2021. For example, we spent time training all staff members so that our digital facilities can be used effectively. We also enhanced our security because a more connected

world is also increasingly vulnerable to cyberattacks.

In the coming fiscal year, by leveraging on our established cloud infrastructure, we will be focusing on automating repetitive operational tasks to increase the productivity of each department. It is hoped that this will allow our staff to complete more tasks with less time, thereby increasing available time for recreation and God.



# VOLUNTEER ACTIVITIES

## Engaging our volunteers through the pandemic

Caritas Singapore is blessed to have more than 320 skills-based and programme-based volunteers as well as the partnership of CHIJ St Joseph's Convent (CHIJ SJC) and Holy Innocents' High School (HIHS).

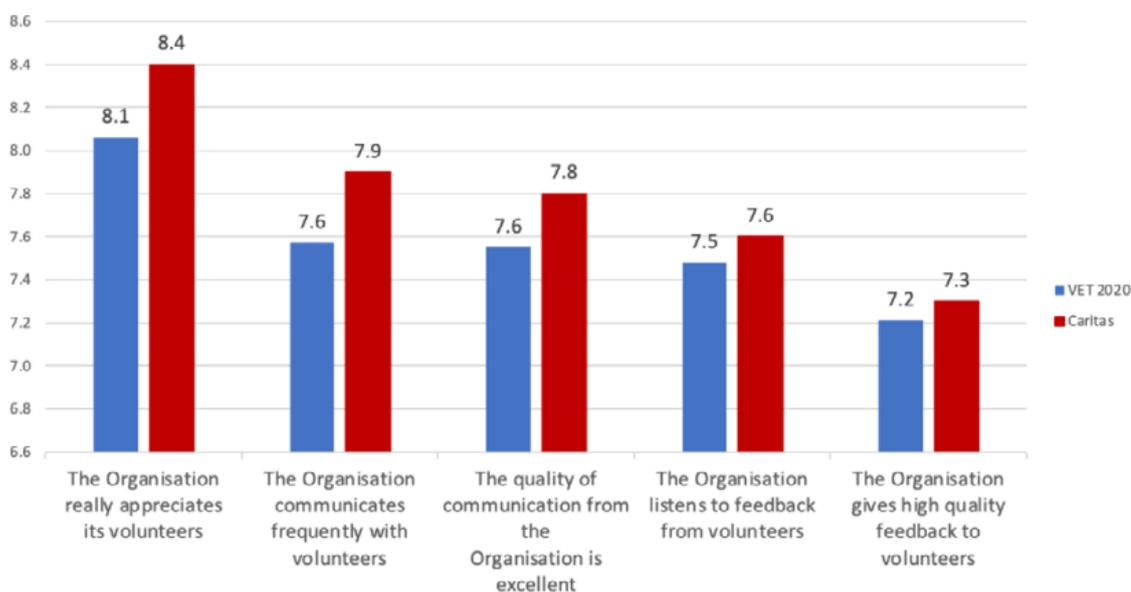
There have been limited volunteering activities and volunteer engagement in FY2020 due to the Circuit Breaker, and the Safe Management Measures have restricted the possibility of physical volunteer activities. To overcome this, Caritas Singapore has adapted and pivoted our activities and engagements but continued to serve the community



with our volunteers through the Share-A-Pot Zoom-ba and e-Agape Experience for confirmands. Rooftop Farming at Agape Village continues with safe management measures in place for fully vaccinated volunteers.

To understand how well Caritas Singapore is engaging with its volunteers and where we stand based on the NCSS sector benchmark for

2020, we conducted a survey with our volunteers in Dec 2020. It was heartening to learn that our volunteers have rated Caritas Singapore favourably.



## Long Service Awards

This year, 67 of our volunteers will be receiving their Long Service Awards, 7 of them have been with Caritas Singapore as volunteers since we started 15 years ago.

This is Madeleine!



Madeleine Quek, one of our Volunteer Leaders since Advent 2006 Fundraising campaign, shares the 3 things that keeps her coming back to support the social mission of the church through Caritas Singapore.

**“The ability to play a small role and contribute to the Caritas cause; being able to work with a team of enthused, dedicated, self-sacrificing, supportive and joyful volunteers, all of whom find their contribution fulfilling; treating this as my annual Lenten duty and a way of giving thanks to God for all His Blessings.”**

Michael Wong, one of our volunteers receiving his 15 Years Long Service Award, shares why he volunteers with us and the 3 words that sum up his volunteering with Caritas.

**“We volunteer for the love of God and for the Church, for the Glory of God... I feel the pleasure and joy of helping people as well as the Joy, Camaraderie and Fellowship”**



Individual volunteering opportunities with Caritas, click **HERE**.

Corporate/ school partnership, click **HERE**.



Michelle Lee, volunteer since 2012 with Young Adults Committee, Volunteer Resources Committee, our Member Organisations, e.g., CWS, SSVP.

**“Joining Caritas has really given me a whole different perspective on how I view social mission. I had the exposure of meeting different groups ... that opened my eyes that Singapore indeed does have people in need.”**



# BUILDING AND ENHANCING CAPABILITIES!

Caritas Singapore tapped on various programmes offered by Youth Corps, Workforce Singapore and National Council of Social Service (NCSS) to build and enhance capabilities within the organisation.



## Transformation Support Scheme (TSS)

The Transformation Support Scheme (TSS) by NCSS is a programme with funding support to help the social service sector implement transformation projects, build resilience, and adapt effectively beyond COVID-19. Philip Ho, our new Assistant Director, was engaged under this scheme, and he helms the Community Engagement and Development Department. Legacy giving is one of the projects that Philip is overseeing, working closely with Fundraising Committee to bring Caritas Singapore's fundraising efforts to the next level.



## Youth Corps Internship Programme

Interns engaged through the Youth Corps Internship programme undergo traineeship in both Digital Marketing and IT. Through this programme, youths are encouraged to continue their development through on-the-job training, develop empathy for the social and community sector, and be given the opportunity to explore alternative fields that empower them to make informed choices about their career. We have an intern who joined us on 23 August 2021.



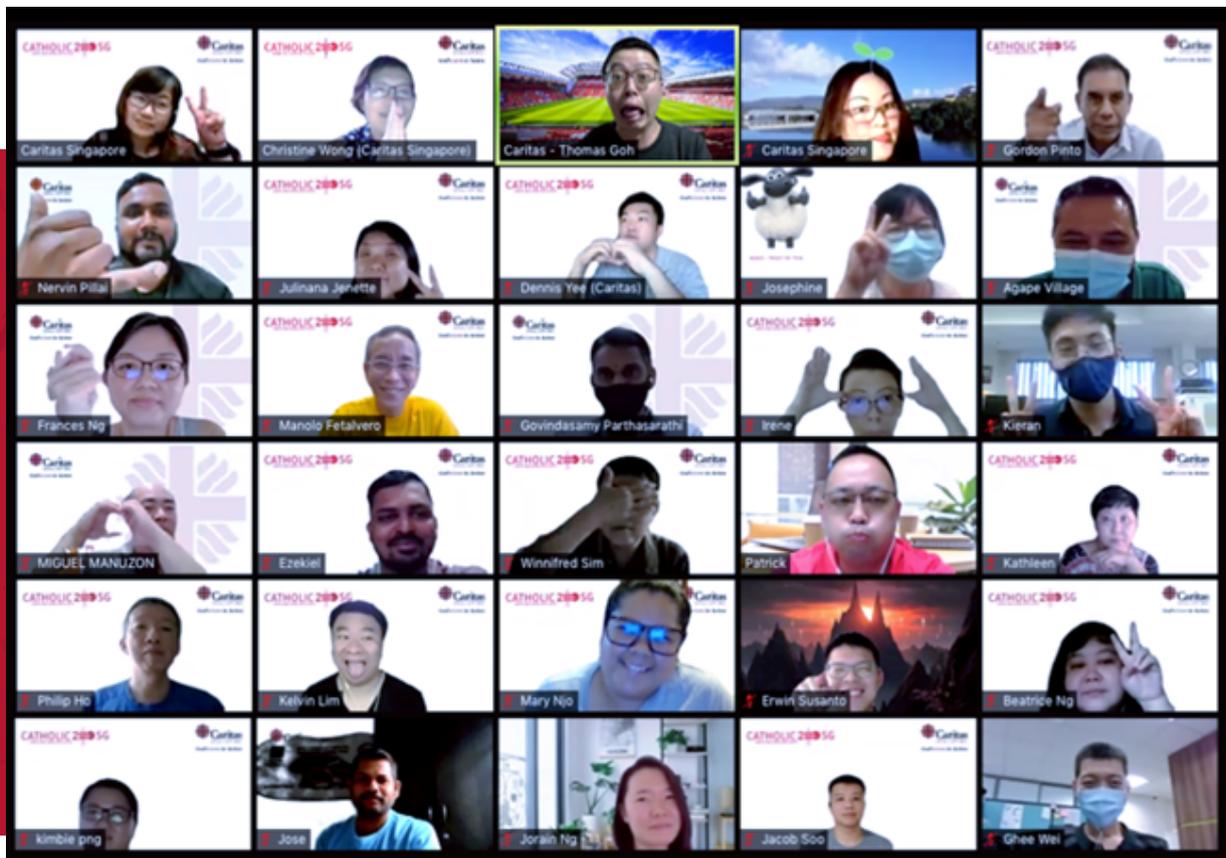
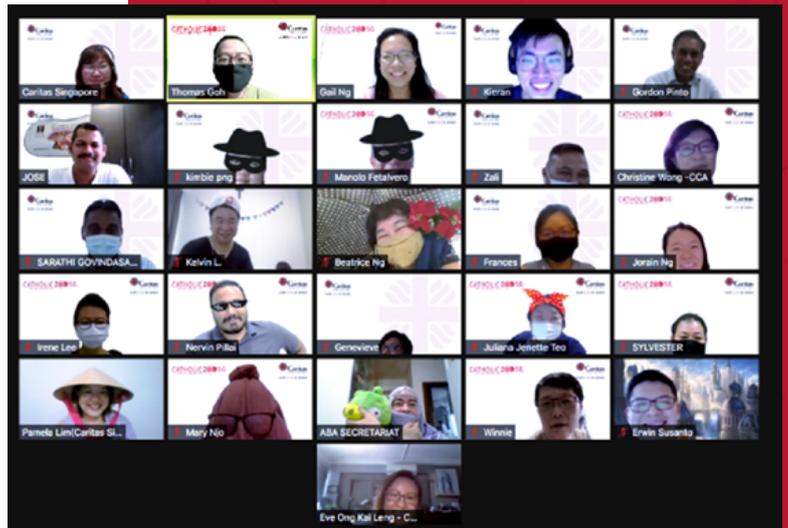
## Professional Conversion Programme

The Professional Conversion Programme (PCP) is a career conversion programme by Workforce Singapore for mid-career PMETs (Professionals, Managers, Executive and Technicians) to undergo skills conversion and move into new occupations. Our first PCP hire, Kelvin Lim, joined us as a social work associate and is currently undergoing an 18-month training and work attachment and he is working towards completing his training in December 2022.

## Strengthening team spirit!

Although COVID-19 restrictions were extended to this year, it did not stop us from building and strengthening the team spirit. The safe management measures continued, and rightly so, for the safety of the Caritas Singapore team. However, this did not stop the bubbling enthusiasm of the staff during the monthly team bonding sessions.

This was part of the efforts by Human Resources to help the team maintain a sense of connection and camaraderie. While nothing beats a physical bonding session, the team did have meaningful fellowship and reflections and took away fond memories during the bonding games and check-ins.



# STORIES OF HOPE



***“We no longer talk with each other and have conversations. Now, we only speak to one another when necessary like housemates.”***

***“You don’t even notice me anymore.”***

***“I cannot stand your constant picking.”***

Jack\* and Jill\* (not their real names) a mature couple in their 40s, met our therapist online for their counselling session, a last resort to save their marriage before filing for divorce. During the Circuit Breaker, work-from-home arrangements with the lack of space and freedom in the home, brought out deep-seated issues to the forefront and put a strain on their marriage. They struggled to see eye to eye, and poor communication of expectations resulted in a lack of understanding between both.

Through therapy, they came to understand their own unmet needs, that they were both grieving in their own ways – Jack due to the job insecurity and change of work routine caused by the pandemic and Jill due to disappointment rising from the lack of couple time even though they both saw each other more often. Jack, who is the working spouse, felt guilty when he simply wanted to relax during lunch time. He also felt frustration and stress as he found himself having to meet his wife’s and children’s demands for his time and attention.

The situation was exacerbated by the ways they communicate and approach conflict differently. Counselling, therefore, gave them a safe space to share and gain a better understanding of each other’s needs and desires. Over the

course of therapy, they rekindled their love and common dream – a happy family. Building on this common desire, they committed to establish steps together to resolve their problems lovingly and cope with changes as a united front. Even though the process of rebuilding their marriage is still ongoing, things have improved drastically for Jack and Jill, who have since learnt better communication and conflict resolution skills.

The struggles that Jack and Jill faced are not isolated incidents. Since moving counselling and therapy services to the online realm, our therapists have noticed an increase in clients presenting marital and familial issues, as COVID-19 pandemic brought about job losses, isolation at home and lack of work-life balance as online work blurred working hours. Living constantly in close quarters makes it hard to unwind, and the frustrations are taken out on each other. Catholic Family Life Marital and Family Therapy continues to provide a listening ear to couples, who desire a safe space to be heard and guidance to find a solution to move forward. We persist in our mission to form, empower and restore individuals, couples, and families at every stage of life, especially during these unprecedented times, so that no one is left alone and all can find the strength and courage to flourish again in the intimate love of God.

*\*Not their real names*

Sharing by Catholic Family Life

## About Catholic Family Life

Catholic Family Life’s (CFL) mission is to form, empower and restore individuals, married couples and families



in every stage of life so all may flourish in the intimate love of God. CFL’s main programmes/services are available to all, regardless of race, language and religion.



# CARITAS SINGAPORE FAMILY

The organisations within the Caritas Singapore Family support a wide array of causes such as the poor, children, youth-at-risk, families, prisoners, the elderly, the

sick, people with life-limiting illnesses, people with mental health conditions, people with HIV/AIDS, those with disabilities, migrant workers, and people with legal and medical needs.





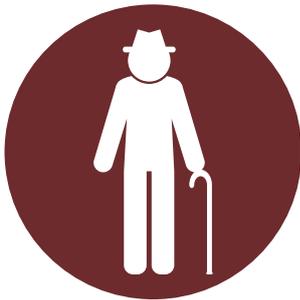
Families and Children



Youth



Persons with Disabilities or Special Needs



Poor and Elderly



Persons with Mental Health Issues



Persons living with HIV/AIDS



Migrants



Persons with Medical Needs



The Incarcerated



Guilds



Overseas Mission

Click on each icon to find out more about the Member Organisations in each category.



## Catholic Architectural Guild joins the Caritas Singapore family!

We warmly welcome Catholic Architectural Guild (CAG) to the Caritas Singapore family!

CAG was launched on 1 March 2021 and is a lay apostolate that consists of Catholics in the Architectural industry. Under the guidance of the Catholic Archdiocese of Singapore, CAG promotes the Catholic ethos in the work ethics of the architectural community and supports members in living out their faith at work.

Through appreciation of the architecture of Catholic churches, they hope to shed more light on the faith. They will also work with the Archdiocese to provide architectural guidance to the church community.

They are looking to develop two publications in the future — “Discover the Beauty of Singapore Catholic Church Architecture” and “Catholic Church Architecture - Guidance for Architectural Community”



## Catholic Family Life integrates operations of Family Life Society and the Archdiocesan Commission for the Family

Catholic Family Life was launched on 1 January 2021 with the mission to form, empower, and restore individuals, couples and families at every stage of life, through creation and delivery of family-centric services and programmes. Programmes, events and talks on common family topics like parenting, sexuality, and relationships are delivered by well-qualified speakers, as well as the various affiliates under the Catholic Family Life umbrella. It also provides therapy and counselling services; a hotline and befriending service for ladies faced with an unplanned pregnancy.



## Morning Star Community Services launches CareNights @ Agape Village

Morning Star Community Services launched its 4th CareNights centre at Agape Village on 1 February 2021. CareNights provides night-time caregiving services for children from families in need. By providing children of such families with a safe, supportive and structured environment in the evenings, it allows their parents to undertake work-related upgrading courses, overtime work, shift work, or to manage challenging familial circumstances. Other beneficiaries include single parents and grandparents who are the main caregivers as they may need respite in the evenings. Overall, the aim is to help families improve their social and financial mobility.

The CareNights programme seeks to boost children's social and emotional development and to help them develop



skills such as critical thinking. Activities such as art and dance are also offered. CareNights also works closely with parents to understand their challenges and provide support. Besides conducting monthly parent-child bonding sessions, it also seeks to enhance their parenting skills through training workshops and counselling.

[Click to read more about CareNights.](#)



## Mamre Oaks moves to new home

On 1 January 2021, Mamre Oaks opened the doors to its new home. Tucked away on the grounds of St Patrick's School, the new space features a quiet barrier-free and safe environment where members can move around independently with minimal assistance from staff and volunteers. To mark its official opening, Fr. Edward Seah blessed the new facility and Friar Vernon



Chua, OFM, Mamre Oaks' spiritual director, planted a trumpet tree.

## Jesuit Refugee Service Singapore partners with The Social Kitchen

To commemorate World Environment Day on 5 June 2021, Jesuit Refugee Service Singapore partnered with The Social Kitchen to provide over 3,500 vegetarian burgers to migrant workers in Singapore.



JRS also worked with The Social Kitchen to provide over 10,000 donuts and 5,000 muffins to migrant workers at the Homestay Lodge.

## Mental Health hotline

COVID-19 has had a devastating impact on the lives of so many people here in Singapore. There are those of us who have been infected or even succumbed to the virus. And their loved ones have been living with the fear of being infected too. The mental health challenges from COVID-19

**How are you feeling?**

If you need support or know of someone who may need a listening ear, our Caritas Singapore family is here to provide support.

**Office Hours:**  
**Caritas Singapore:** 8375 3125 (9am-6pm, Mon-Fri)  
**Clarity Singapore:** 67577990 (9am-5.30pm, Mon-Fri)  
**Montfort Care:** 96972414 (9am-5.30pm, Mon-Fri)  
**Boys' Town:** 66905420 (10am-6pm), Mon-Fri

**If you need help after office hours:**  
**National Care Hotline:** 1800-202-6868

**Caritas SINGAPORE**  
 God's Love in Action

have been equally devastating with income losses, job losses, working and studying at home in close quarters, and constant worrying about loved ones' health. Recognising the unchecked impact of mental health conditions, we collaborated with Clarity Singapore, Boys'

Town and Montfort Care to reach out and provide a listening ear to those who might need support.

## Canossa's 80th Anniversary

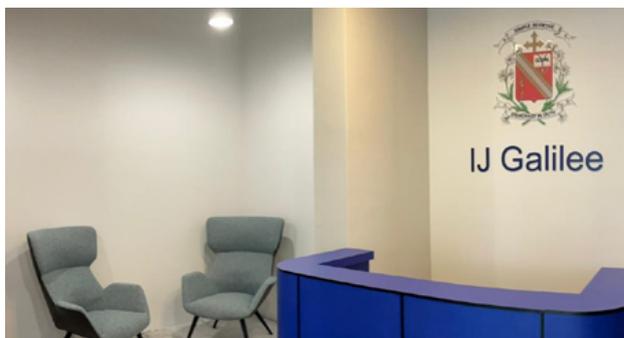
The beautiful Feast of the Assumption of the Blessed Virgin Mary in 1941 heralded a new era for the Canossian Daughters of Charity in Singapore. 47 years after the Sisters first stepped onto the shores of Singapore, the blessing and official opening of Canossa at Sallim Road was indeed a special moment in time. The doors at Sallim Road opened to the poorest children, the orphaned and those who needed an education. Soon, the Sisters were looking after the neediest of the children, just as our Foundress St Magdalene of Canossa had desired.

Canossa Catholic Primary School put up 12 installations as a countdown to the 80th Anniversary. The series of 12 mini stories record God's fidelity and His unwavering love through the 80-year journey.



## IJ Galilee Renovation

After much hard work and anticipation, the doors to IJ Galilee were finally reopened. Now fully air-conditioned, there is a welcoming reception area, a well-equipped kitchen with a large island counter, spacious dining and learning areas, an art room, a cosy reading corner, a dedicated counselling room and a generous-sized multi-purpose room. With the completion of the renovation, the team is excited to welcome more children, youth, and their families to the warm and inviting premises that is now better equipped to run more programmes to help those in need.



## The Smiles for Good Programme

When the Mount Alvernia Hospital Outreach team was approached by Caritas Singapore with the idea of a kind donor to give a beautiful set of teeth to people who are without it, the Mount Alvernia Hospital Outreach team readily jumped on board and Smiles for Good was born. As a programme partner to this initiative, Caritas Singapore's contribution is in engaging candidates, who are referred to the team by various sources, to understand their social circumstances and determine the suitability of the programme for them. The Mount Alvernia Hospital Outreach team, on the other hand, managed the appointments between the candidates and dentists, and in some cases, even arranged transport for those who had mobility issues.

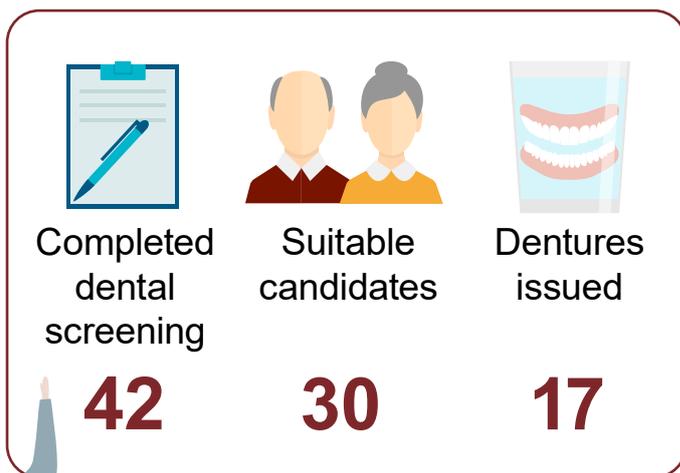
By the joining of hands between the donor, Caritas Singapore and the Mount Alvernia Hospital Outreach team, the partnership has enabled the programme to reach out to 17 persons with new dentures.

The social impact to the lives of the people who underwent the programme is immeasurable. One of our beneficiaries of the Smile for Good programme, Mr Ng Suay Huat (58 years old), had never worn dentures and faced difficulties eating hard and tough foods. He had full upper and partial lower dentures made after going through seven pre-denture appointments consisting of screening and treatment. The excitement and anticipation on his face was so real when he was finally able to feast on his favourite fried chicken, which he had not been able to savour in a long while.



This is Mdm Julia Ng!

Yet another beneficiary, Mdm Julia Ng (90 years old), after being finally fitted with her new dentures, the frail, reticent lady suddenly became alive and smiled widely at her reflection in the mirror, exuding such confidence and joy! Noticing the change, we asked if she felt that she looked better with her new set of pearlys. She beamed her widest smile and said, "Yes, I look better!"



Beyond the Smiles for Good programme, Mt Alvernia also referred 117 (with 24 pending) individuals to Caritas Singapore for social screening.

# STORIES OF HOPE



Photo by <https://unsplash.com/@unitednations>

## Kindness in the little things

It has been a joy having Teddy\* in our Centre. As we get to know him more and more, we see his depth of emotion and ability to care for the people around him.

Teddy has taught me so many things! He displays such great responsibility and takes pride in every little task that he does.

All we had to do was to ask for Teddy's help to sweep the classroom twice and he took it as his personal responsibility without us having to assign the task formally to him. Now, at the end of each day, Teddy would automatically pick up the broom and dustpan, and give the floor a good sweep before he sits down and relaxes for the day.

There are days when sweeping is a struggle for Teddy, especially when he has difficulty getting a piece of paper into the dustpan. It is also through this activity that you see Teddy's persevering spirit! He doesn't give up; he picks the broom and goes back to attempt getting the paper into the dustpan. Together with Teddy, we would eventually enjoy a good laugh at the end of the whole process!

Just a few months ago, something happened that left a deep impression on us at the Centre. Mel\*, another member at Mamre Oaks, was about to dispose of what's left of her lunch but

there was still some soup left in the bowl. Mel who struggles with balance was trying to dispose the bowl in the dustbin and she accidentally spilt some soup on the floor. At this point, Teddy was walking slowly from the back of the class towards the bin. Initially, I thought he was about to head to the washroom and I was about to take the mop to clean up the spillage. But, to my surprise, Teddy took some tissues and started to clean up for his friend, Mel. It was incredibly sweet of Teddy to go out of the way to help a friend in need!

Through the various incidents, we see a glimpse of Teddy's kind heart, his willingness to offer help even before one asks for it. What is also amazing is his consistency and dedication to mundane, everyday tasks.

He also helps with delivery of documents to the office and refills the water container daily! As he becomes more comfortable and sees Mamre Oaks as a part of him, he displays these wonderful qualities that are already instilled in him.

In our mission, we celebrate every member, and we want it to be a place of hospitality, welcome and acceptance for adult with intellectual and developmental disability.

We are so proud of Teddy, and today, he continues to serve as a role model to those around him!

*\*Not their real names*

Sharing by Mamre Oaks

### About Mamre Oaks

Mamre Oaks' vision and mission is to empower persons with intellectual and developmental disabilities (namely the Special Persons or SPs) to lead lives of meaning, dignity and fulfilment through engaging activities at its day activity centre.



# CARITAS SINGAPORE COMMUNITY COUNCIL LIMITED

The Caritas Singapore Community Council Limited (“Caritas Singapore” or “the Council”) is a company limited by guarantee. It shall be governed by an effective board of volunteer directors (“the Council’s Board” or the Board), appointed by the Archbishop of the Catholic Archdiocese of Singapore.

The duties and responsibilities, powers, organisation and functions of the Board are

provided in the Council’s Memorandum & Articles of Association and this Code of Governance (“the Caritas Singapore Code”), and subject to the Companies Act (Cap 50).

The Council is also a registered charity and shall operate within the rules and regulations of the Charities Act (Cap 37). As a registered charity, Caritas Singapore is exempt from tax.

---

## CATHOLIC200SG

Caritas Singapore is delighted to join in the Archdiocesan celebrations of our 200th year of Catholicism in Singapore. In this joyous year, we also joined in and co-organised the various celebratory activities, events and initiatives, showing our strong support for the archdiocese and His Grace Archbishop William Goh’s theme and direction of ‘Ignite and Shine with Faith’.

**CATHOLIC200SG**  
IGNITE AND SHINE WITH FAITH

### Ignitus! Social Mission with Love

Our missionary forefathers came to Singapore to serve the small Catholic population and to serve the poor and vulnerable. It was apt that we celebrated Catholic200SG with a reaffirmation of the Church’s social mission. Together with Caritas Humanitarian Aid & Relief Initiatives Singapore [CHARIS], we jointly organised Ignitus! Social Mission with Love. This one-and-a-half-month-long series of online micro-events started in



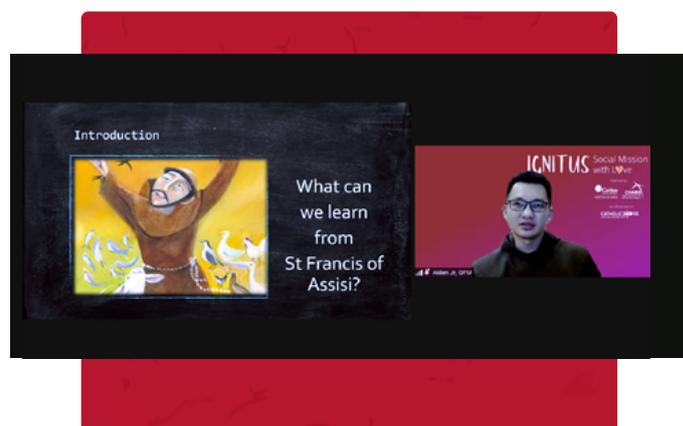
mid-July and culminated with the main event on 4 September 2021 that was broadcast online from Agape Village.

The aim of this event was to come together as one united body in social mission in our Archdiocese to:

- celebrate the love of God in the history of Singapore
- raise awareness of the current challenging situation of those in need and the good works of our member organisations in helping them
- encourage those who have served for the Church's social mission to continue their efforts with passion
- inspire others to join in the social mission efforts of the Archdiocese and reach out to those in need

### Micro-events

Twelve micro-events were organised to raise awareness of the challenges faced by those in need, how COVID-19 has amplified their difficulties and the inspirational stories of volunteers and staff in service of others. Representatives and speakers also shared stories of outreach, hope and faith.



About 800 persons participated in these micro-events and many more continued to visit and watch the online recording of these events. Participants gained greater insight into the situation of those in need. Hopefully from these, they are inspired to put their faith into action and to help support the social mission of the church in their own lives. More importantly, the faith sharing inspired participants and speakers alike in their relationship with God and others.

Services of these organisations also highlighted the extent of our Church's social mission within Singapore and the region. These tell of the love of God to all persons, especially the most vulnerable and marginalised in our midst.

## Virtual exhibition

A total of 40 organisations from the Caritas Singapore and CHARIS families came together online to present our first-ever virtual exhibition. Each organisation presented stories of hope and mercy within their virtual exhibition booth. These included information on their services, contact information should anyone needs assistance, and messages to encourage others to reach out to them to support the social mission efforts of our Church. The exhibition ran from late-July to end of November 2021.

## Caritas Singapore's involvement in other Catholic200SG activities

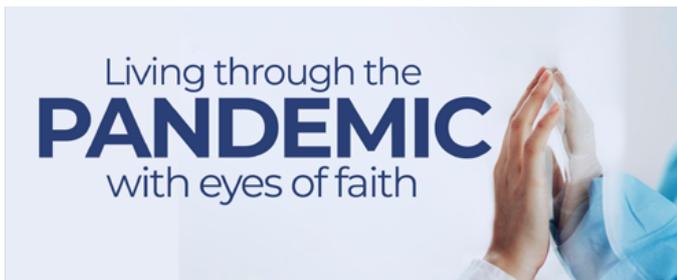
- Intercessory Prayer Session
- Collective Discernment Exercise
- Works of Charity contribution on Catholic200SG website
- Prayer Marathon
- Festival Week: Festival Talks and Open House at Caritas Waterloo office

## Ignitus! Social Mission with Love main day event

This was a full-day online event that was broadcast 'live' from 9am to 6pm on 4 September 2021. Over 20 distinguished speakers from our Catholic community, parishes, Member Organisations in Singapore and around the region came together for a day of inspirational messages, sharing of personal encounters with God in their work and outreach to those in need.



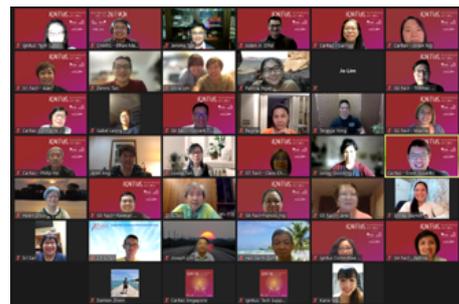
We gained over 7,000 views both on the CHARIS Youtube and Caritas Singapore Facebook channels.



## Living through the pandemic with eyes of faith

On Friday, 27 August 2020, Caritas Singapore provided a platform for staff and volunteers of the Caritas Singapore family to reflect on the impact of pandemic on their lives and their loved ones. Facilitators helped participants to SEE what has been happening, JUDGE them based on our faith, and consider how one can ACT as a response to those issues caused by the pandemic.

## Loving Our Common Home with St Francis



On 22 Jul 2021, Friar Aiden Peter gave a talk to share with Catholics a Franciscan perspective of the necessity to care for creation based on our Catholic faith. The talk attracted Catholics who are passionate about caring for creation. Following Friar Aiden's talk, the participants had a lively conversation in their respective breakout groups and were interested in working together for future Care for Creation activities, including activities at their respective parishes.

## My Personal Moral Compass

My Personal Moral Compass was conducted over 6 modules from January to November 2021. Taught by Fr. David Garcia, OP, it aims to provide formation to Catholics in the areas of moral theology and ethics so they can use it to make moral decisions. In a world challenged by relativism and individualism, moral theology can become an important guide for Catholics on society's moral issues and dilemmas.

- Who decides what is right or wrong?
- Becoming Persons
- Christian Morality
- Ethics of Love, Sex and Marriage

Caritas SINGAPORE  
God's Love In Action

**MY PERSONAL MORAL COMPASS 2021**

Module 6  
Stewards of Life

**7 Oct – 25 Nov (Thurs), 7.30pm**

Sessions are conducted via Zoom Live.  
Scan the QR code or visit  
<https://bit.ly/396NZCT> to register  
Contribution: \$60.00

- Christians in the Social Community
- Stewards of Life

Each module consisted of 6-7 sessions and 2 Q&A sessions and it was conducted online.



## Catholic Social Teaching: To live out the Catholic faith

Launched through the 21 February 2021 issue of Catholic News, this is a biweekly column designed to give pointers on how Catholics can live out their faith with love in society. And how they can, from a faith perspective, advocate for vulnerable persons. A total of 16 topics were covered:

- Is almsgiving only about giving donations?
- The dignity of every human person
- Solidarity with all God's children
- Solidarity and the resurrection

- From common ownership to the common good
- The indignity of overwork
- Participation through good communication
- Trinitarian love and hope during COVID-19
- Applying CST: returning trays
- Accompanying the isolated
- Closing the generation gap
- Being a Catholic in Singapore
- The Olympics, fulfilment and the common good
- The principle of caring for creation
- Spirituality and care for God's creation
- Human dignity and mental distress

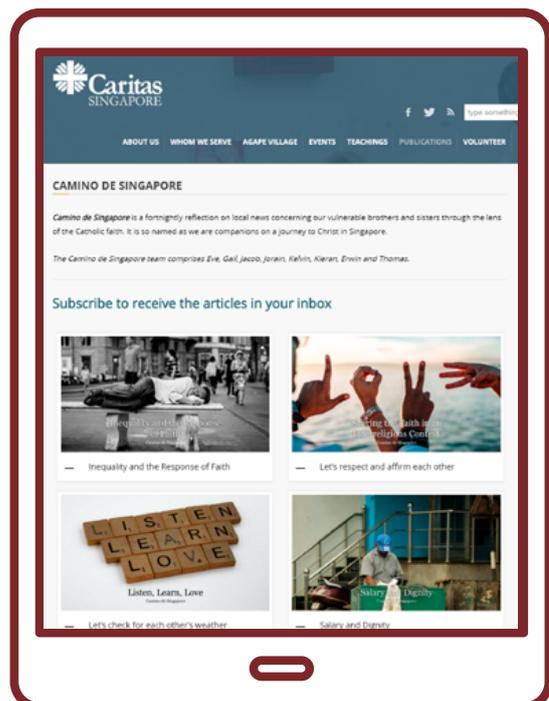
Click to read these  
articles online



## Camino de Singapore

Camino de Singapore is a series of reflections by Caritas Singapore staff on current social issues through lens of faith. Some of the topical social issues that the team members have reflected on include the struggles and challenges of caregiving, inequality and the response of faith, climate change, the dignity of low-wage workers, amongst many others.

The entire series can be  
read here.





From  
*Stigma*  
 To  
**SOLIDARITY**

### From Stigma to Solidarity

Organised by the Young Adults on 13 October 2020, From Stigma to Solidarity was designed to provide safe space for young adults to talk about stigma and mental health issues with Catholic Social Teaching as the guide. This online event was attended by more than 50 participants. It started with a talk on the mental health landscape and stigma suffered by those with mental health challenges. Sharing in breakout groups allowed participants to discuss case studies of stigmatisation and how CST principles of solidarity could serve as a guide for society. The session ended with the breakout groups sharing with all the participants their discussion points.

### Love in Little Ways

Launched in November 2020, Love in Little Ways seeks to encourage young adults to share publicly how they live out CST in their daily lives. Selected young adults post how they live out CST on Caritas social media and encourage other young adults in these platforms to share their own ways.

### Ground Sensing Survey

Launched in July 2021, we surveyed young adults to understand the issues that they are concerned about



and the extent to which they are willing to volunteer. The survey identified three key sectors that the young adults are keen to participate in: mental health, migrants, children. This will now guide the Young Adult Committee in mapping out their future plans.

### Union of Prayer by Caritas Youth (International)

On 1 May 2021, Catholic young adults from Singapore joined other youths from around the world to pray the rosary together in many different languages.

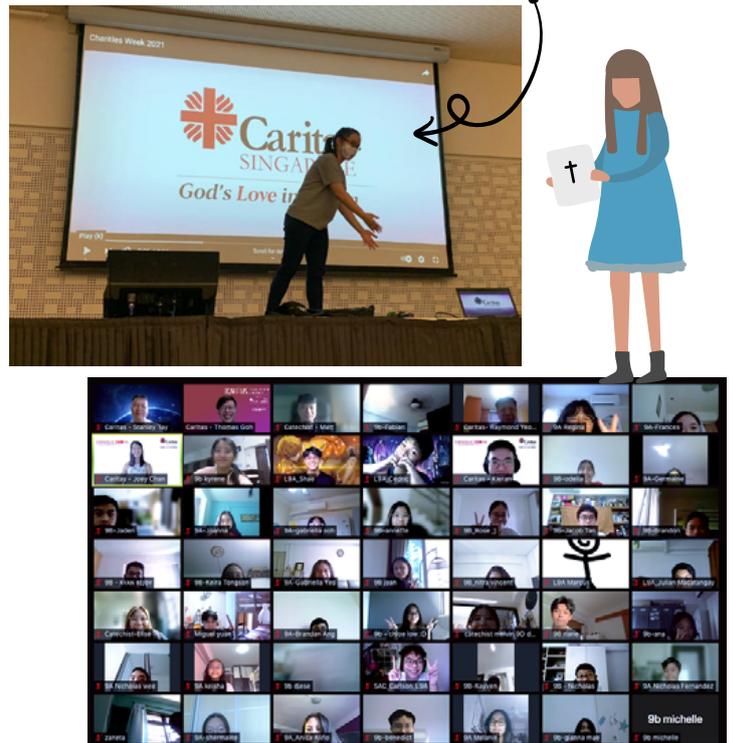
## Reaching out and introducing the Catholic Church's Social Mission to more!

Since the birth of the Agape Experience (AE) programme in 2016, AE has introduced thousands of participants to the Catholic Church's social mission, the work of Caritas Singapore and our Member Organisations.

AE is open to all confirmands, and participants from the Rite of Christian Initiation of Adults (RCIA) and the Rite of Christian Initiation of Youth (RCIY).

In previous years, AE participants attended the half-day programme at Agape Village engaging in drama, experiential learning activities, prayer, and reflection. Since the COVID-19 pandemic, along with the Government restrictions, Caritas Singapore re-designed a two-hour online e-Agape Experience (e-AE) and it was launched on 11 July 2020.

A Confirmand participating in a game of Charades during Agape Experience!



Confirmands, catechists, AE volunteers and staff at an e-Agape Experience session with St Anne's Church.

In the past year, the Parish Engagement team has reached out to a total of over 1,000 participants from 21 parishes, conducted a total of four physical sessions and 24 online sessions!

Due to the current situation, the team will continue with the e-AE until further notice in compliance with the COVID-19 measures and Archdiocesan instructions.

**“Agape experience was an eye-opener for the youth to see the many catholic organisations in Singapore. These organisations give us a chance to put our faith into action. Despite the challenges to share it on Zoom, presenters (staff & volunteers) from diverse backgrounds with different voices helped the delivering of the messages across to the youth. Thank you very much Caritas Singapore.”**

– Catechist of Church of the Holy Cross

**“It’s good to learn about the different organisations catering towards the different needs of the community. I now know better which organisations I can ask help from/volunteer at.”**

– Confirmand from the Church of St Francis Xavier

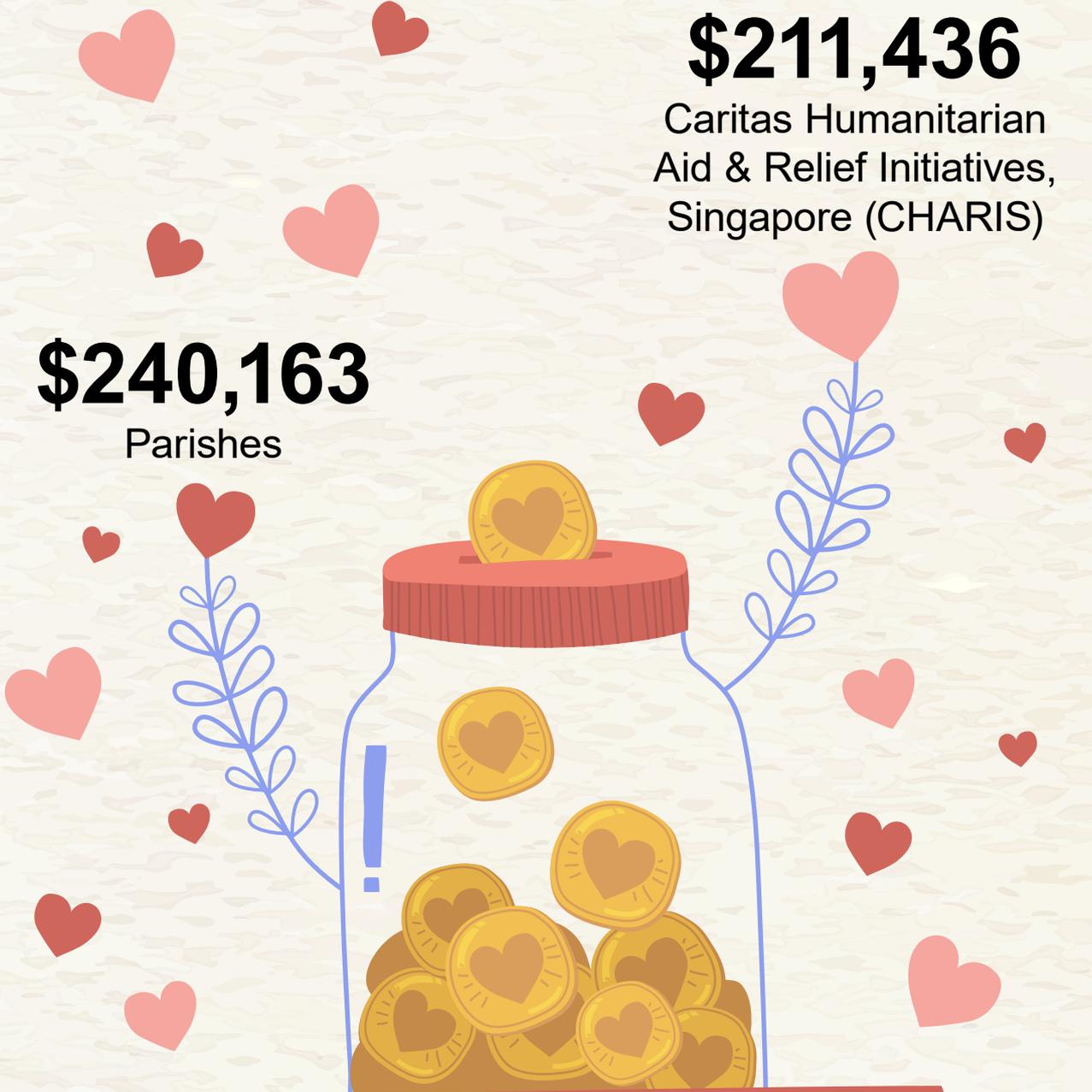
# GRANTS INCURRED FROM GENERAL FUND IN 2021

**\$211,436**

Caritas Humanitarian  
Aid & Relief Initiatives,  
Singapore (CHARIS)

**\$240,163**

Parishes



**Total Grants incurred  
for 2021**

**\$451,599**

# SUBMISSION FORM FOR GOVERNANCE EVALUATION CHECKLIST (ADVANCED TIER)

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1		1.1.2	Complied	
	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.			
	<b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</b>		No	
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	-	
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	-	
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) <b>can only serve a maximum of 4 consecutive years.</b>  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied	

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	<b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</b>		Yes	Rev Msgr John-Paul Tan, OFM, JCL is appointed by the Archbishop of the Roman Catholic Archdiocese of Singapore and is one of the 3 members of the Company of Limited Guarantee.
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13	Complied	
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	

Strategic Planning				
--------------------	--	--	--	--

11	The Board periodically <b>reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
----	--	-------	----------	--

S/N	Code ID	Code guideline	Response <i>(select whichever is applicable)</i>	Explanation <i>(if Code guideline is not complied with)</i>
-----	---------	----------------	---	--

Strategic Planning				
--------------------	--	--	--	--

12	There is a documented plan to <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
----	--	-------	----------	--

Human Resource and Volunteer <sup>2</sup> Management				
--	--	--	--	--

13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
----	---	-----	----------	--

14	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
----	---	-----	----------	--

15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
----	---	-----	----------	--

	<b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>		Yes	
--	--	--	-----	--

16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
----	---	-----	----------	--

Financial Management and Internal Controls				
--	--	--	--	--

17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
----	--	-------	----------	--

## Financial Management and Internal Controls

18	The Board ensures that internal controls for <b>financial matters in key areas</b> are in place with <b>documented procedures</b> .	6.1.2	Complied	
----	---	-------	----------	--

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
-----	---------	----------------	--	---

## Financial Management and Internal Controls

19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
----	--	-------	----------	--

20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
----	--	-------	----------	--

21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
----	--	-------	----------	--

	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")</b>		Yes	
--	--	--	-----	--

22	The charity has a <b>documented investment policy</b> approved by the Board.	5.7	Complied	
----	--	-----	----------	--

## Fundraising Practices

	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>		Yes	
--	--	--	-----	--

23	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
----	---	-------	----------	--

## Fundraising Practices

	<b>Did the charity receive donations in kind during the financial year? (skip item 24 if “No”)</b>		Yes	
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
-----	---------	----------------	--	---

## Disclosure and Transparency

25	The charity discloses in its annual report —  (a) the number of Board meetings in the financial year; and  (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	<b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)</b>		No	
26	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	-	
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	-	
	<b>Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)</b>		Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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. <u>OR</u> 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 the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Public Image</b>				
31	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

**Notes:**

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

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

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

- (a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
- (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member.
- (d) the dependant of the Executive Head's or governing board member's spouse.

<sup>4</sup> Executive Head: The most senior staff member in charge of the charity's staff.

# CORPORATE INFORMATION

## **Caritas Singapore Community Council Limited**

is a Company Limited by Guarantee and a registered Charity

### **ACRA / Charity**

UEN 200613504D

### **Company Secretary**

Eileen Khoo

### **Legal Counsel**

Genesis Law Corporation

### **Auditors**

Ernst & Young

One Raffles Quay Tower, Level 18

Singapore 048583

### **Bankers**

DBS Bank Ltd 12 Marina Boulevard,

Level 3 MBFC Tower 3

Singapore 018982

### **Registered Office**

55 Waterloo Street

#08-01 Catholic Centre

Singapore 187954



# STORIES OF HOPE



Mdm T\* is a fiercely independent and strong-willed person, having managed her family's convenience shop from the age of 19. Over the years, she had become accustomed to being "tough" and exacting, because she had to deal with challenging customers in her line of work. Unfortunately, this also made her seem impatient and overbearing, even to those closest and dearest to her.

When COVID-19 struck, the communication with her loved ones worsened. During the Circuit Breaker period, Mdm T and her husband were cooped up at home every day. The lack of personal space and increased frequency of contact between the two led to conflict and a great deal of unhappiness between them. Mdm T shared that things got so bad that the couple even contemplated divorce.

One day, Mdm T was listening to Mr Samuel Ng's talk show on CAPITAL 958, and chanced upon the Happy 50! course offered by YAH!, Montfort Care's programme for seniors. HAPPY 50! is a course to encourage adopting a positive outlook on ageing and is for those aged 50 and above. Mdm T felt intrigued by the communication skills component of the course and decided to enroll as a participant. While she was unsure about how much the course would benefit her, she really hoped for a positive change in her familial relationships.

After attending the course, Mdm T decided to apply what she had learnt. For the first time in her life, Mdm T asked her children to identify and point out her flaws. While being open and listening were initially difficult for her, it helped her to realise the changes she could make to enhance her own communication. By listening more and being receptive to differing opinions and ideas, Mdm T found herself being better able to understand those around her. With time, her relationship with her husband improved, and they began treasuring their marriage once again.

"It is amazing how these few weeks of class have changed me so much! I have become a happier person with positive energy," Mdm T exclaimed.

*\*Name has been changed to protect the client's identity*

*Sharing by Montfort Care*

## About Montfort Care

Montfort Care is a network of programmes committed to improving the lives of individuals, families and the community facing transitional challenges. Montfort Care's team of social service professionals provide community-based social services to empower lives and strengthen communities. Services offered by Montfort Care include Family Service Centres, child protection services by its Big Love Child Protection Specialist Centre, bereavement support through Grief Matters as well as GoodLife! and YAH! programmes to support and empower active and frail seniors to age-in-place.

MontfortCare



# CARITAS SINGAPORE AGAPE FUND

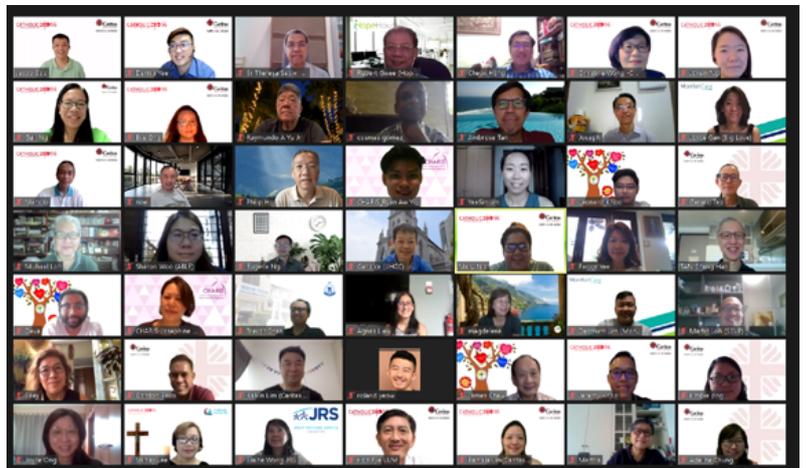
The Council has set up a trust fund, the CSCC Agape Fund (‘the Fund’), through a declaration of trust (‘the Trust Deed’). The Fund shall be governed by a board of trustees (‘the Trustees’) appointed by the Council’s Board.

The duties and responsibilities, powers, organisation and functions of the Trustees are provided in the Trust Deed and subject to the Trustees Act (Cap 337).

The Fund is a registered charity and an Institution of Public Character (‘IPC’), and it shall operate within the rules and regulations of the Charities Act (Cap 37) and the IPC rules and regulations administered by the National Council of Social Service. As an IPC, the Fund can issue tax-exempt donation receipts.

## Sharing and networking with members of the Caritas Singapore family!

Held virtually on 24 April 2021, the Leaders’ Council Meeting saw members of the Caritas Singapore family from 24 Member Organisations gathered to network, share updates, and explore possible collaboration opportunities.



Caritas Singapore shared updates on the collaboration with the Church of St Mary of the Angels, the Catholic200SG celebrations, and the Caritas-CHARIS joint event titled ‘Ignitus! Social Mission with Love’. Members were informed of the various ways in which they could participate in the Catholic200SG celebrations.

Canossaville Children and Community Services gave a sharing on the Canossian

Village’s mission, vision, services, and programmes. The Catholic Business Network gave a presentation on its leadership programme, ‘Journey with Christ’.

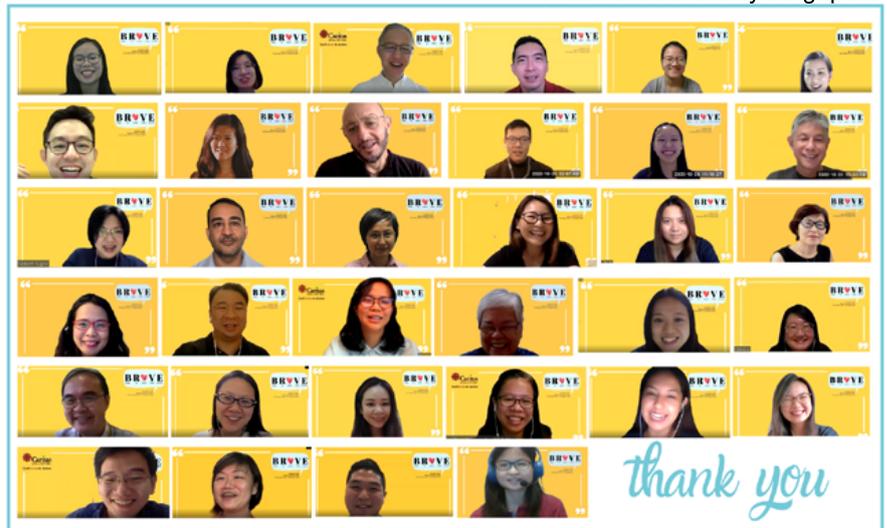
The good turnout and active participation at the Leaders’ Council Meeting point to the strengthening of relationships within the Caritas Singapore family!

## BRAVE Festival – Catholic Youth Mental Health Festival

In response to the impact that COVID-19 had on the mental health of our youth, Caritas Singapore and Clarity Singapore organised the BRAVE Festival that took place from 10 to 31 October 2020. Our goal was to raise awareness about the challenges, issues and stigma faced by persons with mental health conditions, as well as to highlight the support and care available for their well-being.

Besides the Chairman and staff of Clarity Singapore, the festival saw speakers from the religious community, Boys' Town, as well as Community Psychology Hub and the Institute of Mental Health. Fourteen zoom sessions were held to share a wide variety of mental health topics, services and programmes to empower the participants to better support their friends and loved ones who are facing mental health challenges.

Our Chairman, Prof Tan Cheng Han, in his opening day address, reminded everyone of the healing ministry of Jesus which brings the love of God for all. He stressed the importance of addressing the stigmas faced by youths with mental health challenges as their condition should not create distances between people. As Catholics, we should continue to bear witness to the tender love of God for them. He also mentioned our Pope's counsel that youth need to be supported while they discover God's plan for them.



The talk about suicide by our Executive Director, Christine Wong, was well attended. She shared myths about suicide and information about youth issues, crises, warning signs and risk factors. She also gave a broad overview on the steps taken in suicide prevention and care planning. Rev Fr David Garcia, OP contributed to the session by addressing faith-related questions on suicide.

Caritas Singapore Young Adults Committee members led a conversation about addressing the stigma of mental health through the Catholic Social Teaching principles of the 'Dignity of the Human Person' and 'Solidarity'. The session ended with a call to respect the dignity of all persons, to be in solidarity with those facing mental health challenges, to have a culture of encounter and to take on small acts of love, compassion, understanding and friendship to build a stronger and inclusive society for all.

During the BRAVE Festival, we also led in a rosary session to pray for those facing challenging situations in their lives. In particular, we prayed for the youth who are facing mental health issues, and their families.

## Coordinating in-kind contributions to our Caritas Singapore family!

Through the generosity of our donors, Caritas Singapore was able to provide essential items like food and household essentials, milk powder for nursing mothers and care packs to the beneficiaries at our Member Organisations.

Donors also contributed items like Lego Playsets, office stationery and colouring books.

Caritas Singapore studies the needs of both our donors and Member



Ms. Eleana Tan, Senior Teacher of Good Shepherd Student Care, receiving a care pack from our Membership Executive, Kelvin.

Organisations and then coordinates how the items are distributed to the Member Organisations.

Here is the list of items which our donors very kindly contributed from October 2020 to September 2021:

Donation-in-kind made in:	Item	Member Organisations who received the items
October 2020	Over 600 Lego playsets	<ul style="list-style-type: none"> <li>● ACMI</li> <li>● Montfort Care Big Love Child Protection Specialist Centre</li> <li>● Canossaville Children and Community Services</li> <li>● Family Life Society</li> <li>● Infant Jesus Homes and Children's Centres</li> <li>● Marymount Centre</li> <li>● Society of St Vincent de Paul</li> </ul>
March 2021	Over 1,200 colouring books	<ul style="list-style-type: none"> <li>● ABLE</li> <li>● Canossaville Children and Community Services</li> <li>● Morning Star Community Services</li> <li>● Marymount Centre</li> <li>● Society of St Vincent de Paul</li> </ul>

Donation-in-kind made in:	Item	MOs who received the items
July 2021	<p>Milk powder for nursing mothers</p> <p>Food and Household Essentials</p>	<ul style="list-style-type: none"> <li>● HopeHouse</li> <li>● Montfort Care</li> <li>● Montfort Care Big Love Child Protection Specialist Centre</li> <li>● Catholic AIDS Response Effort</li> <li>● Canossaville Children and Community Services</li> <li>● HopeHouse</li> <li>● Infant Jesus Homes and Children's Centres</li> </ul>
September 2021	Through Caritas, students from St Nicholas Girls' School donated 1,570 care packs	<ul style="list-style-type: none"> <li>● Morning Star Community Services</li> <li>● Catholic Welfare Services</li> <li>● Marymount Centre</li> <li>● Jesuit Refugee Service Singapore</li> <li>● Catholic AIDS Response Effort</li> <li>● Roman Catholic Prison Ministry</li> <li>● Infant Jesus Homes and Children's Centres</li> </ul>

To make a donation-in-kind or for any enquiries, click here! 



## Paving the way forward

Due to the COVID-19 restrictions, the Caritas Singapore Board Retreat was held online on 22 May 2021. The Retreat was a time for both the Board of Directors and the Department Leaders to come together to review past areas of work and chart the new strategic objectives for the next year. It also provided the team a time to get together to reflect and pray.

Guiding the reflections were extracts from Pope Francis' Apostolic Exhortation titled 'Evangelii Gaudium' or 'The Joy of the Gospel'. Everyone present reflected on how every person is called to be an instrument of God in the caring of those in need in our society. All were also invited to contemplate how all of us should have "loving attentiveness" for those in need.

Going back to the mission of Caritas Singapore, we reflected on how we need to be close to the poor and be creative in the way we serve the vulnerable. Following our reflection and sharing, board members and staff had an active discussion on the needs of the organisation and the way forward in the coming two years.

With the emerging needs of the community, we will focus on enhancing fundraising efforts and engagement to enable better outreach and help those in need. Other areas that would be of high importance in the coming year would be collaborations with parishes on the social mission outreach efforts, gathering and building up of resources and raising awareness of the Catholic Social Teaching, and strengthening services within our Caritas Singapore family, especially in areas of underserved needs.

---

## Dying in a foreign land: A study of completed suicides among foreign workers in Singapore

Our Executive Director, Christine Wong, was one of the experts who published a research study on suicides among foreign workers in Singapore.

The current study examined the case materials of all 303 non-resident completed suicides in Singapore in the period of January 2011 to December 2014. Their basic profiles were compared with those of the 1,507 resident cases in the same period. A sample of 30 death notes written by non-residents was randomly



selected and thematically analysed to supplement the descriptive findings and discussion.

Click here to read  
the full research study!



## A collaboration between Caritas Singapore and Church of St Mary of the Angels!

With the MoU signed in September 2020, the collaboration between Caritas Singapore and Church of St Mary of the Angels (St Mary's) was formalised and ready for take-off! Caritas Singapore's main role in this collaborative project is to be a resource to St Mary's in their outreach work to the vulnerable individuals and families in the community. The purpose



of the Outreach Office is to be a one-stop point to support parishioners or walk-in visitors who are seeking help.

Caritas Singapore supported St Mary's in the following ways:

### 1. Building Capability and Empowerment

Our Executive Director, Christine Wong, worked with volunteers from the Catholic Social Workers Guild (CSWG) to conduct two training sessions on basic case management, including information and referral service, to St Mary's staff and volunteers on 4 July and 19 September 2020.

Caritas Singapore created and equipped St Mary's staff and volunteers with a resource list of social service agencies located in the West region and Caritas' Member Organisations who support low-income or vulnerable individuals affected by the COVID-19 situation.

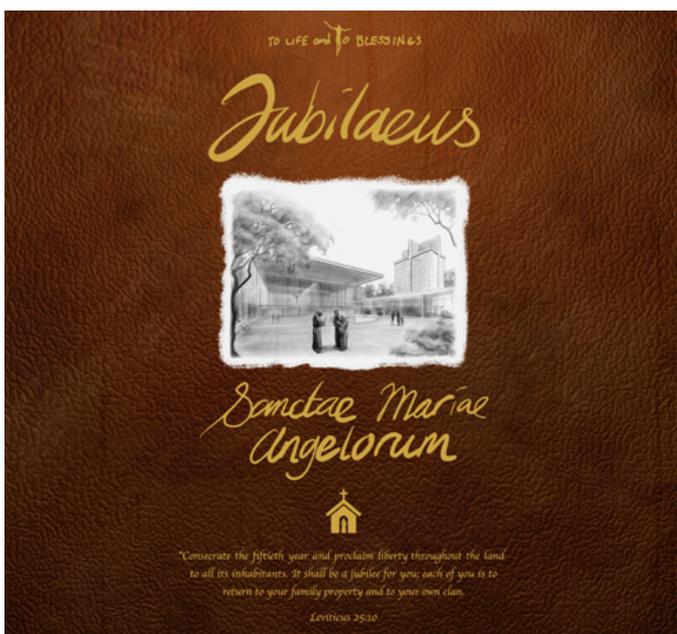
Altogether, the skills and knowledge from the training sessions and resources enabled St Mary's staff and volunteers to identify those who truly required assistance and, where necessary, make a referral to the appropriate social service



agency or St Mary's interventive outreach group in a warm and hospitable way.

### 2. Plugging gaps

Caritas Singapore collaborated with St Mary's to identify and address gaps. To do so, Caritas Singapore assigned a social worker to work at St Mary's Outreach Office to understand their internal processes and workflow since November 2020. The social worker conducted stakeholder discussions with staff and volunteers for feedback and, in consultation with our Executive Director, Christine, proposed solutions to address the gaps.



Office. Caritas Singapore held discussions with St Mary's staff and volunteers on existing processes and drafted standard operating procedures (SOPs). The SOPs ensured operational consistency and efficiency across the various groups under the Outreach Office.

The social worker from Caritas Singapore also provided on-the-ground support to kickstart the Outreach Office's daily operations. Some examples included providing information and referral service, conducting home visits, and linking up groups to work together on initiatives.

### ● Jubilee Solidarity Fund (JSF)

An initiative by St Mary's to provide one-off financial assistance to individuals or families who do not qualify for government's financial aid schemes. Caritas Singapore assisted St Mary's to review the JSF's framework, processes, and forms to ensure the initiative does not overlap with existing resources in the community and that the parish serves the most vulnerable and underserved individuals and families.

### ● St Mary's one-off interim aid initiative

Caritas Singapore worked with St Mary's to review and implement the one-off interim aid initiative to ensure that walk-in visitors seeking assistance are assessed and referred to the appropriate resources. Where necessary, the staff would also provide grocery vouchers and an EZ-Link card if the walk-in visitor requires transport and meal support for travelling to a Social Service Office or any other social service agency.

## 3. Formalising operations

Caritas Singapore also helped St Mary's to formalise operations at their Outreach

We hope to partner and journey with other interested parishes so that together, we can reach out to more people in need in the community!



**“Outreach offices in our parishes where many come together can be a bridge connecting people in need in our midst to professional care and assistance. At Caritas, we hope that we can increase these touchpoints if more parishes are similarly interested to work with us, thus enabling the Church to work towards empowering even more people, especially in these difficult times.”**

Prof Tan Cheng Han, SC  
Chairman,  
Caritas Singapore

## Charting the way forward through visual communication!

This year, we took on the task of creating a brand-new corporate video which would help us in conveying what Caritas Singapore does and what we aim to achieve in the future.

In the video, our Chairman Prof Tan Cheng Han, SC, said, “The time has come for Caritas [Singapore] to play a much larger role, to work closely together as a family with other parts of the Church, so that the Church’s social mission goes beyond Caritas [Singapore] but to the

entire church in Singapore as much as possible. We’re now ready to move to the next phase, which is how can we engage the entire parish community more effectively so that the role of the Church’s social mission is shared by all.”

Featured in the video are also stories of the beneficiaries from our Member Organisations and our collaboration with Church of St Mary of the Angels on the Outreach Office.

Here’re a few behind-the-scene moments captured on camera!



Our Chairman, Prof Tan Cheng Han, SC, during his interview at the studio!

Friar Mike from Church of St Mary of the Angels, during his interview in St Mary’s!



## Encountering the love of God and giving back to the community!

My name is Da Ge\* and after I was diagnosed with Human Immunodeficiency Virus (HIV), I was determined to continue with my shipping business, but I had to end the business when the people at my workplace got to know my illness. The business was also not doing very well.

My lifestyle was causing me to accumulate debts. I borrowed heavily from the banks. I also borrowed money from my mother. Due to this, I had to seek employment as a Grab driver but an incident one day caused me to fracture my spine and I couldn't work anymore. I owed so much money and I already had 2 failed marriages.

I moved in with my mother, but I sensed that my family was unsure on how to interact with me due to my condition and had wanted me to leave the house. I was in such despair and had attempted suicide. When I was hospitalised, I was referred to a psychiatrist and the Social Worker from National Centre for Infectious Diseases (NCID) recommended me to Catholic AIDS Response Effort (CARE).

When I first joined CARE, I was quiet and reserved. Through the programmes that CARE has provided, I grew to like them although the communal living is still a challenge. I was relieved that all my needs were seen to in CARE who helped me through the darkest period of my life. I decided that I need to make a



change in my life. I stopped associating with my friends from before, as I realised that they were not good influences in my life. Instead, I got to know the other residents at CARE and now they are my good friends.

In CARE, everyone must participate in chores unless the person is very ill. There were many “firsts” that I experienced in CARE and one of them was holding a broom. I also volunteered to cook for everyone once when the cook was on leave. When the cook left CARE, I took his place to cook and go out to do grocery shopping. My days at CARE are now filled with purpose!

*\*not his real name*



# GRANTS INCURRED FROM CARITAS SINGAPORE AGAPE FUND IN 2021

- ♥ Abilities Beyond Limitations & Expectations (ABLE) **\$850,000**
- ♥ Archdiocesan Commission for the Pastoral Care of Migrants and Itinerant People (ACMI) **\$550,000** ♥
- ♥ Boys' Town Singapore **\$950,000**
- ♥ Canossaville Children & Community Services (CCCS) **\$366,000**
- ♥ Catholic AIDS Response Effort (CARE) **\$575,000**
- ♥ Catholic Lawyers Guild (CLG) **\$25,680**
- ♥ Catholic Welfare Services (CWS) **\$83,207** ♥ ♥
- ♥ Catholic Family Life (CFL) **\$867,000**
- ♥ Clarity Singapore **\$100,000**
- ♥ Infant Jesus Homes & Children's Centre (IJHCC) **\$414,000**
- ♥ Mamre Oaks **\$400,000**
- ♥ Montfort Care **\$799,000**
- ♥ Morning Star Community Services (MSCS) **\$594,000**



# SUBMISSION FORM FOR GOVERNANCE EVALUATION CHECKLIST (ADVANCED TIER)

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1		1.1.2	Complied	
	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.			
	<b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</b>		No	
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	-	
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	-	
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) <b>can only serve a maximum of 4 consecutive years.</b>  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied	

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	<b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</b>		Yes	Rev Msgr John-Paul Tan, OFM, JCL is appointed by the Archbishop of the Roman Catholic Archdiocese of Singapore and is one of the 3 members of the Company of Limited Guarantee.
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13	Complied	
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	

Strategic Planning				
--------------------	--	--	--	--

11	The Board periodically <b>reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
----	--	-------	----------	--

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
-----	---------	----------------	--	---

Strategic Planning				
--------------------	--	--	--	--

12	There is a documented plan to <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
----	--	-------	----------	--

Human Resource and Volunteer <sup>2</sup> Management				
--	--	--	--	--

13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
----	---	-----	----------	--

14	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
----	---	-----	----------	--

15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
----	---	-----	----------	--

	<b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>		Yes	
--	--	--	-----	--

16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
----	---	-----	----------	--

Financial Management and Internal Controls				
--	--	--	--	--

17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
----	--	-------	----------	--

## Financial Management and Internal Controls

18	The Board ensures that internal controls for <b>financial matters in key areas</b> are in place with <b>documented procedures</b> .	6.1.2	Complied	
----	---	-------	----------	--

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
-----	---------	----------------	--	---

## Financial Management and Internal Controls

19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
----	--	-------	----------	--

20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
----	--	-------	----------	--

21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
----	--	-------	----------	--

	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")</b>		Yes	
--	--	--	-----	--

22	The charity has a <b>documented investment policy</b> approved by the Board.	5.7	Complied	
----	--	-----	----------	--

## Fundraising Practices

	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>		Yes	
--	--	--	-----	--

23	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
----	---	-------	----------	--

## Fundraising Practices

	<b>Did the charity receive donations in kind during the financial year? (skip item 24 if “No”)</b>		Yes	
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
-----	---------	----------------	--	---

## Disclosure and Transparency

25	The charity discloses in its annual report —  (a) the number of Board meetings in the financial year; and  (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	<b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)</b>		No	
26	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	-	
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	-	
	<b>Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)</b>		Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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. <u>OR</u> 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 the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	

S/N	Code ID	Code guideline	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Public Image</b>				
31	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

**Notes:**

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

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

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

- (a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
- (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member.
- (d) the dependant of the Executive Head's or governing board member's spouse.

<sup>4</sup> Executive Head: The most senior staff member in charge of the charity's staff.

# CORPORATE INFORMATION

The **Caritas Singapore Agape Fund** is a charitable trust with Institution of a Public Character (IPC) status and a registered Charity

**Charity UEN**  
T06CC2001K

**Company Secretary**  
Eileen Khoo

**Legal Counsel**  
Genesis Law Corporation

**Auditors**  
Ernst & Young  
One Raffles Quay Tower, Level 18  
Singapore 048583

**Bankers**  
DBS Bank Ltd 12 Marina Boulevard,  
Level 3 MBFC Tower 3  
Singapore 018982

**Registered Office**  
55 Waterloo Street  
#08-01 Catholic Centre  
Singapore 187954





---

*God's Love in Action*

Copyright 2021