

GOD'S LOVE IN ACTION

ANNUAL REPORT 2022



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ABOUT US



OUR PURPOSE

Caritas Singapore is the social and community arm of the Catholic Church in Singapore, providing leadership and support to the various Catholic social and community organisations involved in helping those in need, regardless of race or religion. Currently, Caritas Singapore has 25 member organisations which support a wide array of causes such as families and children, youth-at-risk, the poor, the elderly, persons who are sick or with life-limiting illnesses, persons with mental health conditions, persons with HIV/AIDS, persons with disabilities or special needs, migrant workers, persons who are incarcerated and persons in need of medical, legal or other professional assistance.

OUR LOGO



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

OUR VISION

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

OUR MISSION

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

AGAPE VILLAGE

Agape Village is an initiative of Caritas Singapore that is situated in the heartlands of Singapore at Toa Payoh. 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

Caritas Singapore developed the concept of Partnering the Poor based on these three approaches and it was the foundation on which Agape Village was built and it was officially opened and blessed by then Archbishop William Goh 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. Today, Agape Village is home to 13 Caritas member organisations, one CHARIS member organisation, and two socially inclusive organisations that serve the poor, vulnerable and marginalised.

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 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.

CARITAS INTERNATIONALIS

Caritas Singapore is 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 Catholic Church, Caritas reaches out to the poor, vulnerable, and marginalised, regardless of race or religion.



CHAIRMAN'S MESSAGE



TAN CHENG HAN SC
Chairman

I write this message as my term as Chair draws to an end on 31 December 2022, which also marks 10 years on the board of Caritas Singapore. It has been a singular blessing to have had this opportunity to serve the Catholic community in Singapore. As I said in my message in

last year's report, "faith by itself, if it has no works, is dead" (James 2:17) and this is why our tagline – "God's Love in Action" – is such an important understanding of what the essence of Caritas is, an essence that we must continually strive to make more perfect. I am grateful to have been part of this journey.

In the pages of this report, you will read about the many initiatives that have been undertaken in the previous year. While much has been done, the needs are many and it is my hope that the Catholic community can continue to rise to the challenge. In this regard, it is important to remember that Caritas is NOT just a social service organization. It is much more than this because it is the Singapore Catholic Church's social arm. The mission of Caritas is therefore to sensitise the entire local Church to the mission of serving the disadvantaged in Singapore and further, to

galvanise every member of our community to live their faith by showing care and compassion to those who are in greater need. The Parable of the Talents in Matthew 25:14-30 holds such a powerful lesson in this regard. It tells us that all of us have been given "talents" to do God's will. We need not worry that we are not able to do so; rather the question is whether we are willing to use what gifts have been bestowed upon us instead of burying our gifts. It is the hope of Caritas that the entire local body of Christ will use their gifts to work with us so that the Church's social mission may be better realized in our community.

It is therefore with great joy that during the term of this board, Caritas welcomed the Catholic Social Workers' Guild into the Caritas Family. There are many dedicated Catholics who serve those in need and we hope that the Guild can bring them together

for mutual support. At the same time, it is also our hope that they will bring their "talents" to Caritas so that the entire Caritas Family, together with parishes and other Church organizations, can be better empowered to serve those in need. In addition, as Caritas has identified mental well-being as being an important underserved area, we have worked with a team of committed Catholics who wanted to establish Youthline, an initiative that seeks to be a bridge to young people. It allows youths to reach out for help through a helpline, to receive counselling, and has a team of volunteers to provide peer support and friendship. It is a valuable complement to services provided by Caritas member organizations such as Catholic Family Life and Clarity.

I have been fortunate in the last 10 years, and especially the last 4, to work with many wonderful people and I want to take this opportunity to thank them. But first, I must thank Cardinal William Goh for his unstinting support to Caritas over the years. He has always been available to us when we need his spiritual guidance and wise counsel. Next, I wish to thank the many volunteers

who give of their "talents" to help Caritas fulfil our mission. Without you, it would be impossible for us to maximise the donations we receive to the use of our beneficiaries. This brings me to our generous donors who, year after year, continue to be very generous. There have been some years where, because of economic conditions, we expected a fall in donations but through God's grace the Catholic community continued to give generously. On behalf of our beneficiaries, you have our grateful thanks. I'm also thankful to the dedicated staff at Caritas led by Executive Director Christine Wong who constantly try to do more with what we have, and sometimes under difficult circumstances. I pray God will continue to sustain them in the important work that they do.

I must also thank my fellow board members who as volunteers have given Caritas the benefit of their collective wisdom and insights. These have guided the manner in which Caritas has approached its mission, and also improved our governance processes and policies. Board members also chair the many committees within Caritas that provide support

and guidance to staff. As part of board renewal, I want in particular to thank the board members who are retiring at the end of 2022. They are Monsignor John-Paul Tan, OFM, Father Christopher Soh, SJ, Theresa Foo and Pius Lee. They have all enriched board discussions and provided stellar leadership in the committees they led. I have no doubt they will continue to use their "talents" in the service of God.

Finally, I must thank my Deputy Chair and the incoming board Chair, Agnes Liew, for so generously accepting the call to serve. I have worked very closely with Agnes since 1 January 2022 when she was appointed Deputy Chair. I know her to be an objective, fair and caring person. Above all, she is a committed Catholic and Caritas is very fortunate that she is willing to take on this role. I have no doubt that the new board under her leadership will take the Caritas Family to new heights of service to the community. I will pray for their success and I hope all of you will join me in praying for them.

May all of you feel God's abundant blessings and love.

EXECUTIVE DIRECTOR'S MESSAGE



As I looked back at the last few years during the pandemic, 2022 had been a year of fear and hope. The pandemic years brought tremendous challenges to the world, including Singapore.

"I hereby command you: Be strong and courageous; do not be frightened or dismayed, for the Lord is with you wherever you go" (Joshua 1:9).

We were appreciative of the support given by our government in paying special attention to the needs of the local charities. This enabled Charities – including Caritas and our member organisations – to continue to reach out and support those in need of help in many areas, especially in the mental health aspects. The importance of good mental health is recognised as and publicity for a once-taboo subject became more open and transparent, and a

call for more support and services became the way forward.

Caritas continued to "shoulder on" knowing our responsibilities in touching people and showing God's love in the community. God provided the "seeds" (donations and dedicated volunteers), and we were never short of these even when we face competition in the charity sector fighting for precious donations too. Our Catholic community showed their generosity and gave with so much love. We were inspired and touched by the support for Caritas and the work of our member organisations. I want to remind our donors and volunteers that you have given us so many blessings so if at any time you need us, do reach out as since you "pass your love around, we want to pass our love to you too."

This year, I am sad that my current Chairman, Prof Tan Cheng Han will

be stepping down after completing two terms as Chairman of Caritas, and 10 years on the Board. During his second year of Chairmanship, COVID struck, and Caritas faced challenges on many fronts.

I thank Prof Tan Cheng Han for his leadership and courage to make difficult decisions and do what is right. I have great respect that he leads by example – humility, showing love and concern for those in need and how and what Caritas can do.

At times, I felt discouraged by the intricacies and challenges and wonder about the behaviours of some people. I wonder how often do we ask ourselves why we behave and do what we are doing? Is it because we are called by God to carry out his work to touch those who need love in a challenging world and are feeling hopeless? Alternatively, for reasons like a sense of feeling good, ego and a sense of power?

What kept me going is also the "angels" God placed in our midst to inspire us and keep us going during tough times. "So if you think you are standing, watch out that you do

not fall. No testing has overtaken you that is not common to everyone. God is faithful, and he will not let you be tested beyond your strength, but with the testing, he will also provide the way out so that you may be able to endure it" (1 Corinthians 10:12-4).

I also learnt to be patient and tolerant remembering that "For everything there is a season, and a time for every matter under heaven: a time to be born, and a time to die; a time to plant and a time to pluck up what is planted; a time to kill and a time to heal; a time to break down and a time to build up; a time to weep and a time to laugh; a time to mourn and a time to dance ..." (Ecclesiastes 3:1-4).

I thank His Eminence, Cardinal William Goh, Msgr John Paul and Msgr Ambrose Vaz for providing their wisdom and a listening ear. They have always made themselves available whenever I have encountered difficulties or challenges.

I would also like to thank all Board members, Trustees, Committee members and member organisations for their support and understanding,

journeying together, and doing our best for the marginalised in our community. I thank Agnes Liew (the incoming Chair) for agreeing to take on the challenge of leading Caritas in 2023. When God calls, it has a special meaning to do his work.

"Like good stewards of the manifold grace of God, serve one another with whatever gift each of you has received. Whoever speaks must do as one speaking the very words of God; whoever serves must do so with the strength that God supplies, so that God may be glorified in all things through Jesus Christ. To him belong the glory and the power for ever and ever. Amen" (1 Peter 4:10-11).

I thank all my staff for their additional support in doing God's work in Caritas. Without the dedication and commitment of the staff, much of the work would not happen and we would not be able to reach out to those in need.

I want to end off with this verse from Psalm 118:1 "O give thanks to the Lord, for he is good; his steadfast love endures forever!"



CHRISTINE WONG
Executive Director

OVERVIEW OF CHARITY & LEADERSHIP



Caritas Singapore Community Council Limited (formerly known as Catholic Social and Community Council Limited) (UEN: 200613504D) ("Caritas Singapore") was incorporated as a Company Limited by Guarantee on 13 September 2006 and its governing instrument is its Constitution. Caritas Singapore was registered as a charity under the Charities Act 1994 on 18 May 2007. Caritas Singapore is governed by a volunteer Board of Directors. Reporting to the Board of Directors are various Board Committees tasked with looking into specific areas such as audit and finance. Each Board Committee is chaired by a Director.

By way of a Declaration of Trust on 3 November 2006, Caritas Singapore set up The Caritas Singapore Agape Fund (UEN: T06CC2001K) ("Agape Fund"). The Agape Fund was registered as a charity under the Charities Act 1994 on 1 December 2006 and the Fund was accorded IPC status, most recently renewed from 1 February 2023 to 31 March 2025. The Agape Fund is governed by a volunteer Board of Trustees.

The management of Caritas Singapore is headed by an Executive Director (ED), who is not a member of the Board of Directors.

Caritas Singapore is the umbrella body for organisations carrying out the Catholic Church's social mission in Singapore.



Caritas Singapore engages and supports its member organisations in their organisational needs and development; and co-ordinates the work of all its member organisations in order to strategically allocate and provide sustainable funding for the Catholic Church's social mission in Singapore.

Catholic organisations which are registered with the Chancery and engaged in social mission work may apply to join Caritas Singapore. All applications for membership must be approved by the Board of Directors.

Each member organisation is governed by its own board of directors or equivalent governing body, which is responsible for ensuring that the member organisation is governed and managed responsibly and prudently to ensure its effectiveness, credibility and sustainability.

Member organisations may apply for funding from Caritas Singapore, and are encouraged to request funding for specific programmes. A grant to a

member organisation that is an IPC or that administers a trust that is an IPC will be disbursed from the Agape Fund. Except with the specific approval of the Commissioner of Charities, any other grants will be disbursed from the General Fund instead of the Agape Fund.



BOARD OF DIRECTORS



TRUSTEES OF AGAPE FUND



PROF TAN CHENG HAN, SC
Chairman

AGNES LIEW
Deputy Chairman

REV MSGR JOHN-PAUL TAN, OFM, JCL
Member

REV MSGR AMBROSE VAZ
Member

REV FR CHRISTOPHER SOH, SJ
Member

ALAN LIM
Member

CAROL PEREIRA
Member

FRANCIS WAN
Member

GERARD TEO
Member

LUM HON FYE
Member

PEGGY YEE
Member

PERLITA TIRO
Member

PIUS LEE
Member

THERESA FOO
Member

CELESTE WEE
Observer

ONG HOON MENG stepped down December 2021
JEREMY KHOO stepped down January 2022
SR WENDY OOI, SP stepped down July 2022

JANET ANG
Chairman

LAURENCE LIEN
Deputy Chairman

REV DCN CLEMENT CHEN
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





EXECUTIVE MANAGEMENT TEAM

EXECUTIVE DIRECTOR Appointed 1 Aug 2018

CHRISTINE WONG, MSW & MSC

Christine has been in the social service sector in Singapore for over 35 years, having worked in the mental health and areas of crisis/suicide prevention work. 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 on international research papers.

Audrey Tung

Director of Operations

Philip Ho

Assistant Director

Adeline Chung

Senior Manager, Human Resource

Dennis Yee, CA (Singapore)

Senior Manager, Finance

Eve Ong

Senior Manager, Parish Engagement

Jeremy Khoo

Senior Manager, Community Engagement and Development

Gail Ng

Manager, Special Projects

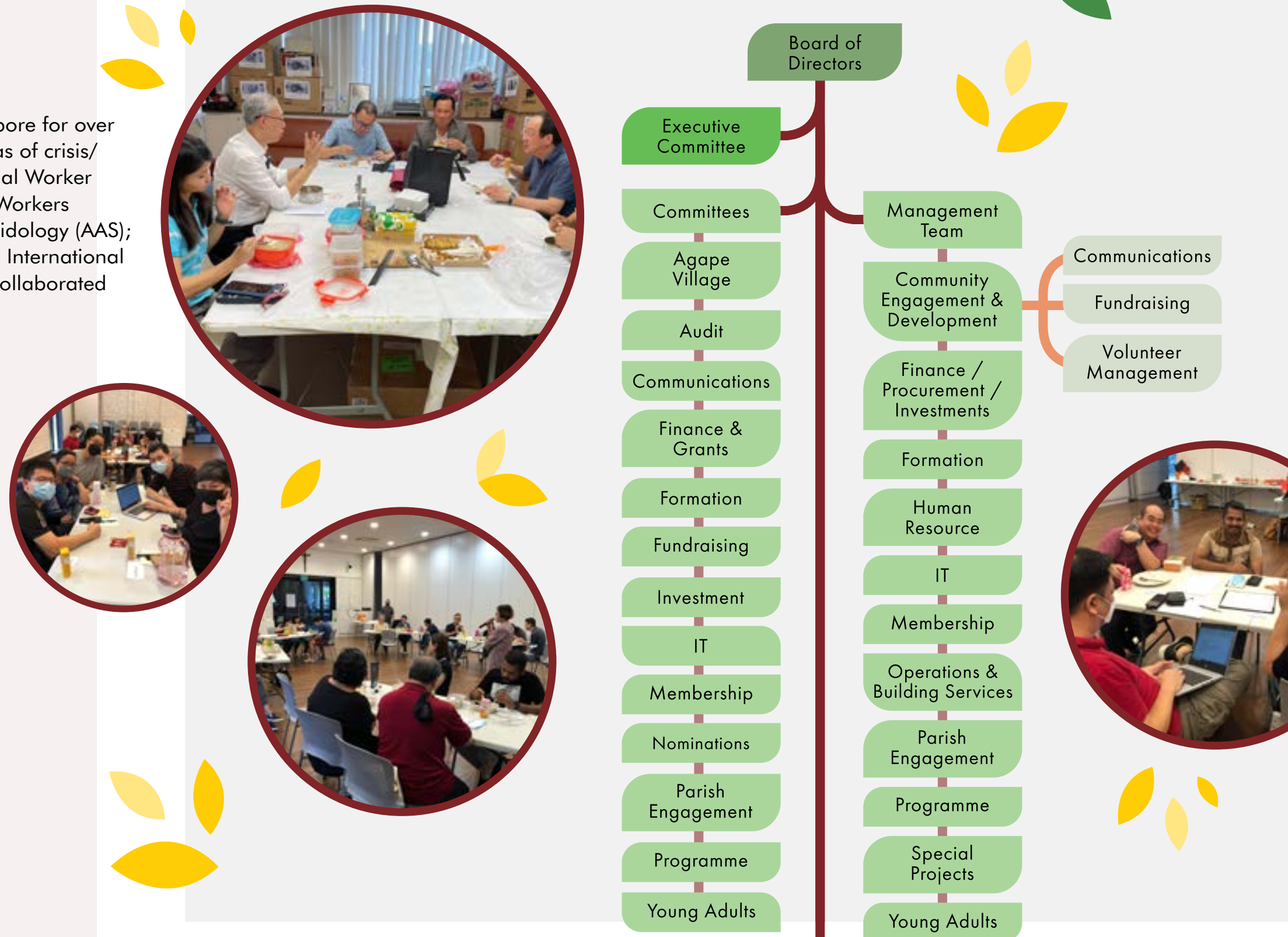
Henry Yang

Manager, Operations and Building Services

Manolo Fetalvero

Manager, Information and Technology

ORGANISATIONAL CHART



OUR STAFF

Caritas Singapore had a staff event held in April, first time since the pandemic where all staff gathered physically at Agape Village. Gail facilitated Catholic Social Teaching reflections followed by a farewell for Gordon, our General Manager who retired in April.



ABOVE: Staff discussing our future strategy and goals. LEFT: Staff in interactive discussion with facilitator.



On 8 June, Caritas Singapore held a Strategic Planning Workshop, a full day event where all staff put their heads together to do a SWOT analysis, brainstorm and come up with ideas to move the organisation forward in the coming years. This was followed by a Townhall on 1 July where Philip facilitated a session to continue the Caritas strategy discussion with staff.



Staff enjoying their away day in Sentosa.



Christine presenting farewell gift to Gordon.



Staff group photo at the end of the retreat.



Staff enjoying their away day in Sentosa.

On 12 August, we held an Away Day where staff were split into teams, had an 'Amazing Race' around Sentosa island and Sea Aquarium. Staff had a fun time getting to know each other better in an informal setting, great memories to take away and the day ended with cheers and presentation to the winning teams.



Staff reflecting and developing their understanding of Catholic Social Teaching.

We had a full day Staff Retreat on 3 June with bonding activities focused on listening, conversation/communication and understanding amongst staff. Spiritual elements were also included.



Philip facilitating the Strategic Planning Workshop.



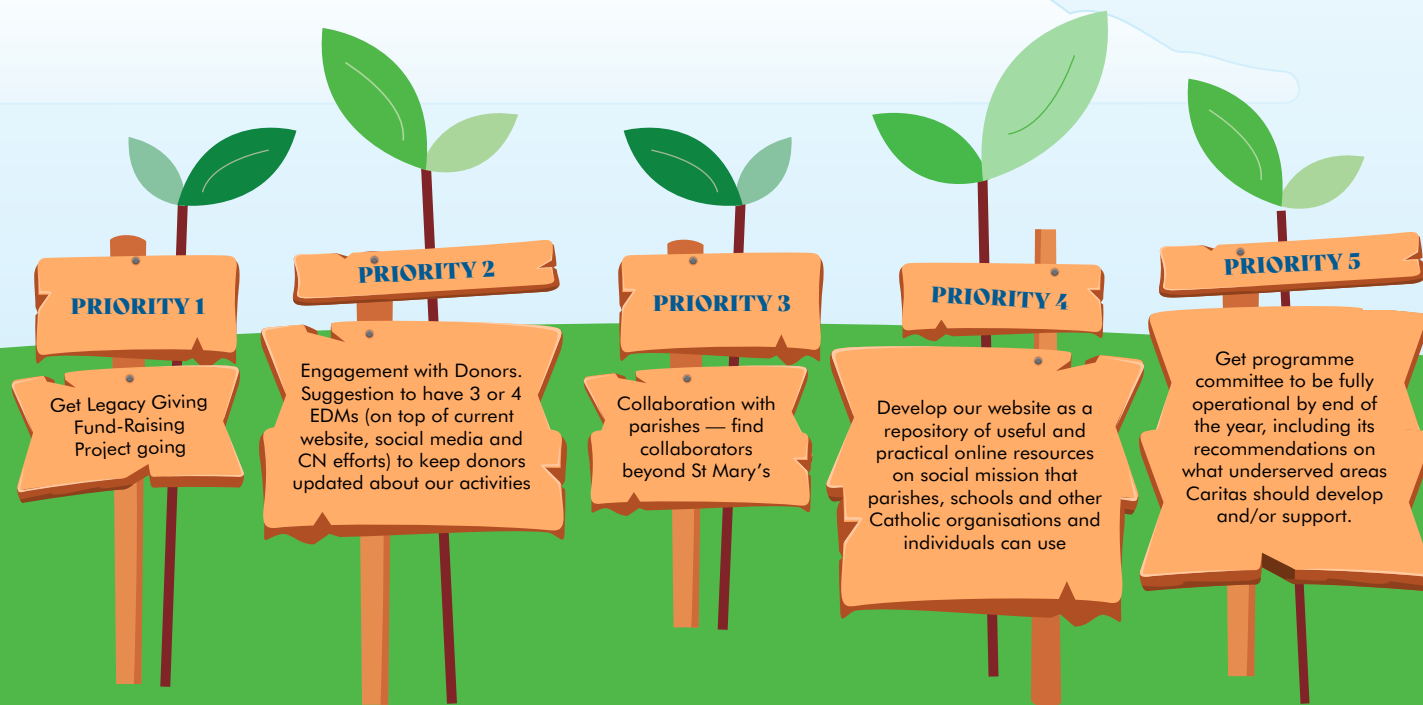
ABOVE, LEFT: Group dance session facilitated by CK and Beverly. ABOVE, RIGHT: Staff group picture at the end of the hot but fun day.





STRATEGIC PLANS

CARITAS SINGAPORE STRATEGY

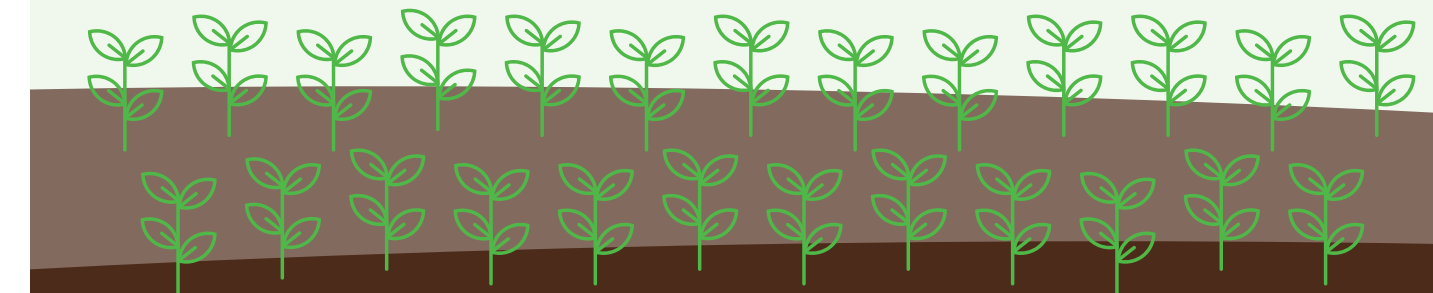


RESEARCH ON PRIORITY AREAS FOR CARITAS SINGAPORE'S STRATEGIC PLANNING

In response to Priority 5, Caritas Singapore conducted an environmental scan to gather data on the needs of vulnerable individuals and families, as well as existing and new initiatives to address those needs. We also consulted social service practitioners for their inputs on needs and gaps. Doing so enabled us to identify priority areas on which to focus our finite resources.

SIGNIFICANT MILESTONES

25 MEMBER ORGANISATIONS



RAISED OVER
\$11.96M



DISBURSED
\$7.26M
TO OUR MEMBER
ORGANISATIONS
AND PARISHES



ENGAGED 21 PARISHES

VIA AGAPE EXPERIENCE AND
INTRODUCED THE CHURCH'S
SOCIAL MISSION
TO 1,300
PARTICIPANTS

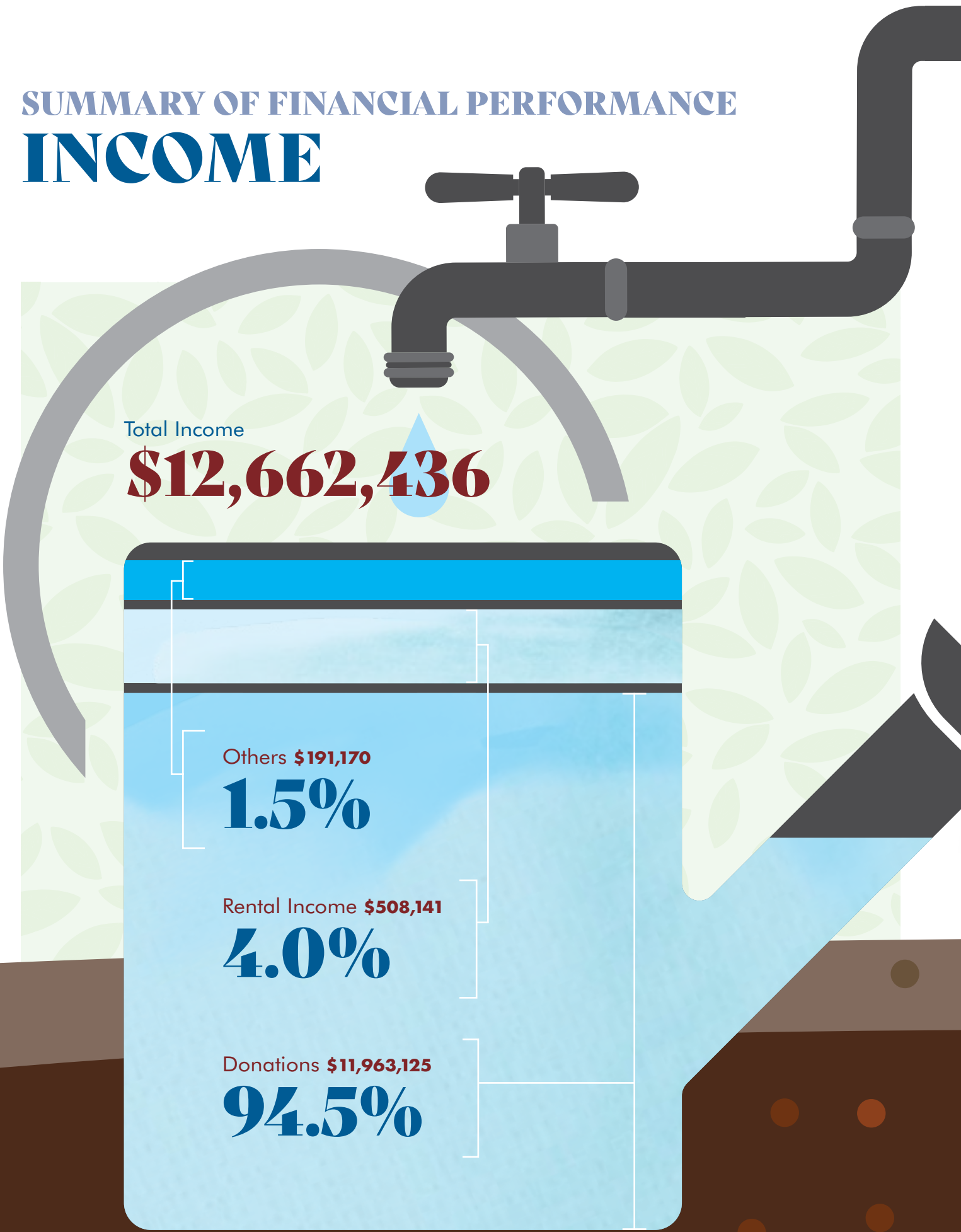


CONDUCTED FORMATION TALKS/COURSES

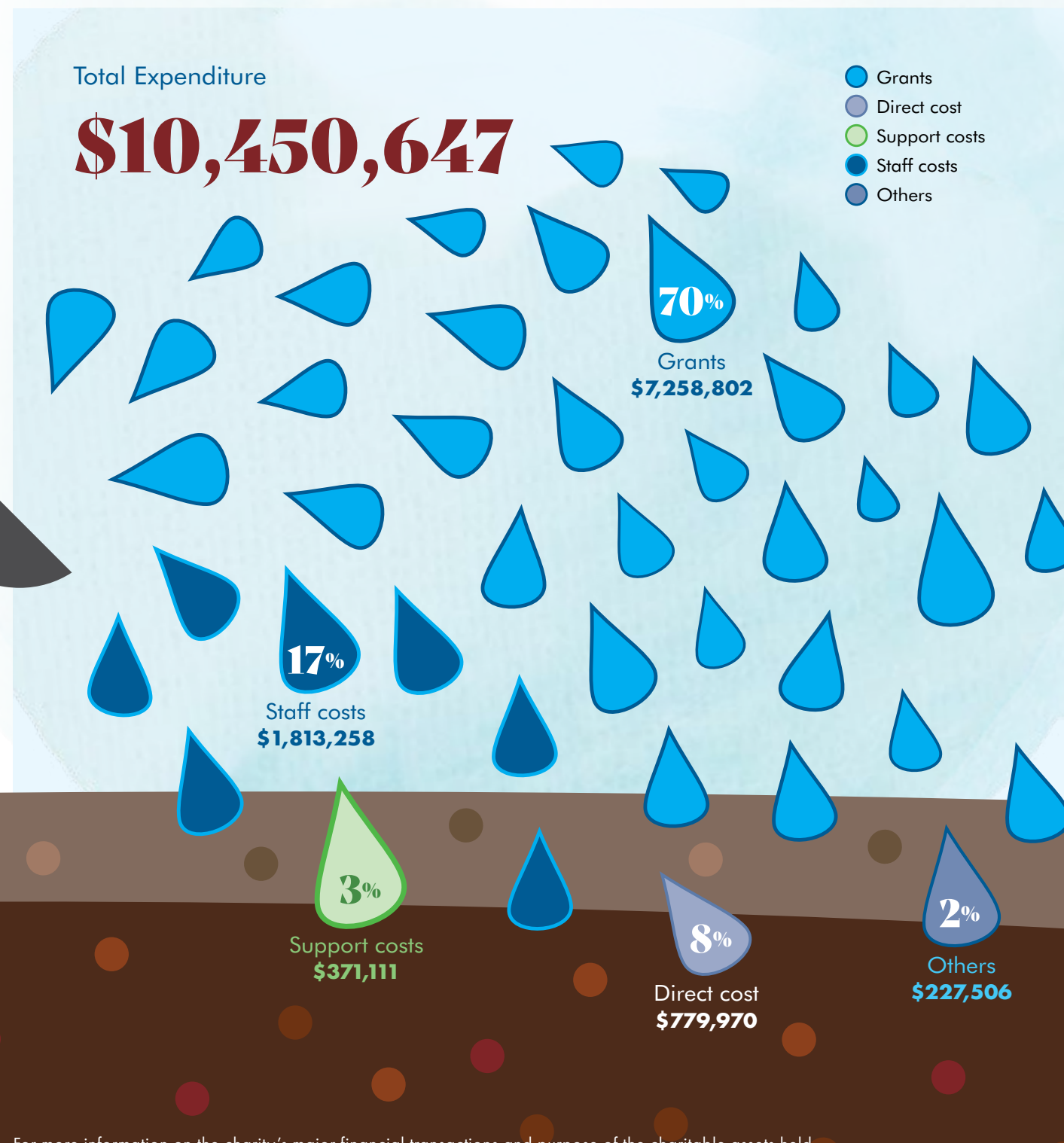
on Catholic Social Teaching
that reached out to more than

380
PARTICIPANTS

SUMMARY OF FINANCIAL PERFORMANCE INCOME



SUMMARY OF FINANCIAL PERFORMANCE EXPENDITURE



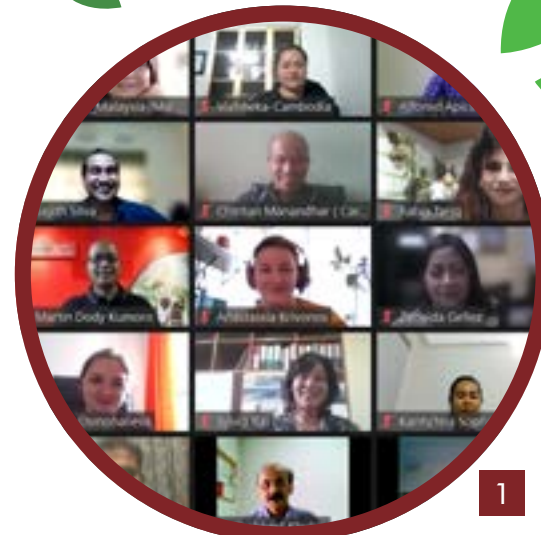
For more information on the charity's major financial transactions and purpose of the charitable assets held, please refer to Note 20 (page 41 to 44) of the charity's Financial Statements.



PROGRAMMES & ACTIVITIES

CARITAS INTERNATIONALIS

As a member of the global Caritas confederation, Caritas Singapore must comply with the Caritas Internationalis Management Standards. These standards, based on accepted principles within the international humanitarian community, were introduced to ensure that every Caritas organisation has the professional competence to do its work, good governance and accountability process. Assessment of a Caritas organisation's compliance with the standards must take place every four years. In June, Caritas Singapore has been assessed as fully compliant with all the latest management standards of Caritas Internationalis.



1



3

1, 2: First regional workshop for Together We campaign by Caritas Asia.

CARITAS ASIA

As part of Caritas Internationalis's push for the global four-year Together We campaign, aimed at promoting care for creation and the protection of vulnerable communities, Caritas Asia organised a virtual, regional workshop to encourage various Caritas organisations in Asia to participate in the campaign and take action at grassroots level. On 31 May, 46 participants from the diverse regions of Asia met to pray, reflect and share ideas on how we can care for the environment and the affected communities at the local and national level. Both challenges and reasons for hope were also considered. Since the team successfully planned and executed the first regional workshop for the campaign in the world, Caritas staff members from other continents also participated to learn from it before conducting workshops for their own regions.



2



4



5



6



7



TALKS & CONFERENCES IN THE COMMUNITY

3. Christine shares about social mission at the Teens Conference at Holy Innocents High School on 23 July; 4. Christine shares about the importance of community support at the "Can I ask you something? ... about Mental Wellbeing" talk on 28 March; 5. Christine gives a keynote address at the 8th PSY Studies Student Conference, Temasek Polytechnic on 18 February; 6. Christine welcomes Catholic200SG festival participants to the talk "God's Love in Action" on 8 December; 7. Screenshot of the regional webinar on 7 December; 8. Christine encourages collaboration among members of Caritas Internationalis at the regional webinar on 7 December; 9. Christine was one of the speakers at the "Called to Love Festival" organised by the Church of Our Lady Queen of Peace on 16 October. She shared her experiences working in the mental health sector and some useful tips on mental wellness for caregivers; 10. Christine was invited to be a speaker at the two-day virtual conference organised by Silver Ribbon, from 7 to 8 October.



8

9

Called to Love Festival



10



CASEWORK

Agnes joined Caritas in May after our ED, Christine, and the Board decided we should be more proactive and do more for our community. Agnes has close to 20 years of experience in the social service field and worked with migrant and community-based organisations dealing with diverse populations such as foreign workers and spouses, families and single parents.



Agnes is under the direct supervision of Christine and was assigned to Caritas community-based initiatives which include:

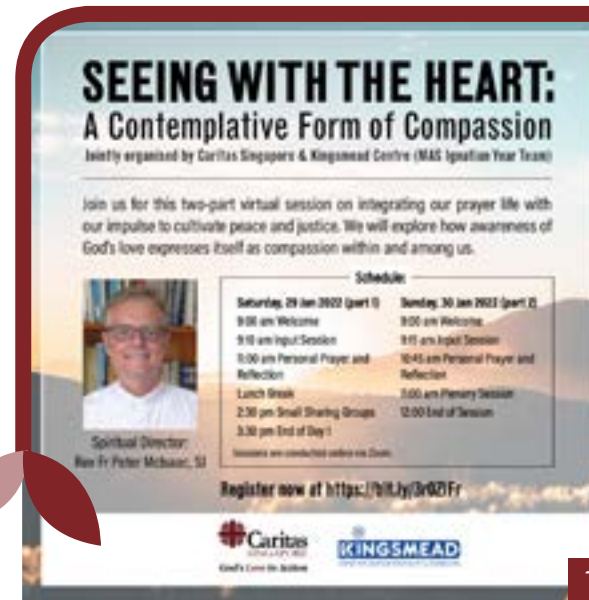
- 'Smiles For Good' a dental programme in partnership with Mount Alvernia Hospital's Outreach team where social screening is done to determine eligibility of candidates. To date, 17 individuals have been recommended to the programme, and two candidates who were assessed to have other needs were successfully referred to other external organisations for further support.
- Share A Pot, a community-based and volunteer-run project in partnership with Yishun Health. Held in Agape Village, it provides an environment for seniors to develop a sense of belonging through social activities, meals, and fitness activities among others. The SAP

volunteers referred two participants who needed counselling support and after assessment they were given information and referred to external agencies for support as appropriate services were not available in Caritas member organisations.

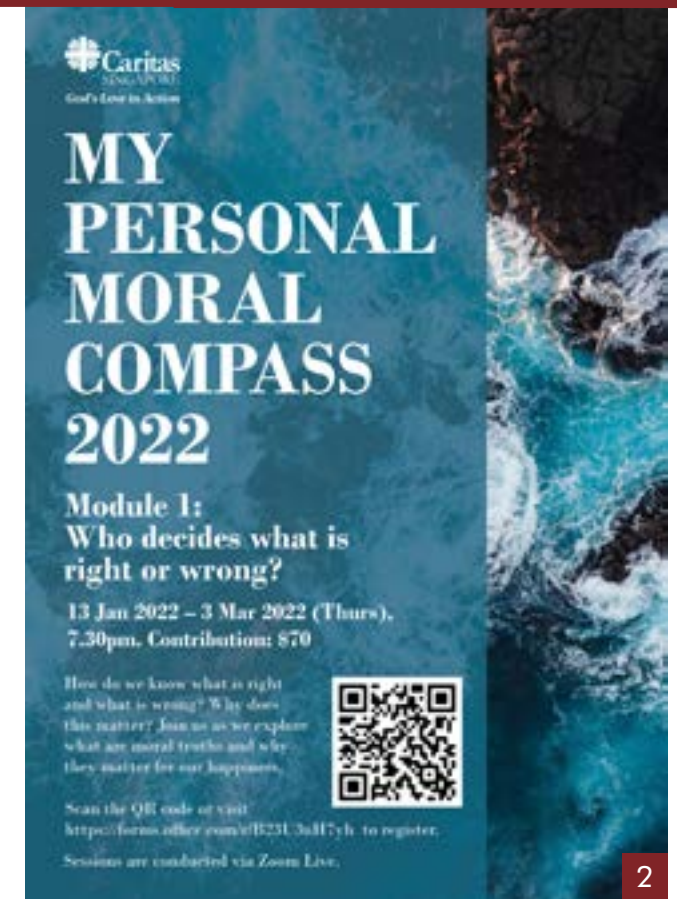
- To live out our faith through social works in the community, casework intervention is also offered to those who call the Caritas helpline which was set up at the height of the pandemic. To date, nine people have been attended to and referred to external agencies.

Caritas Singapore proactively looks at the ever-changing landscape of support required by the community and strives to meet some of the gaps.

FORMATION IN CATHOLIC SOCIAL TEACHING



1. Seeing with the Heart: A Contemplative Form of Compassion; 2. My Personal Moral Compass 2022



In celebration of the Ignatian Year, Caritas Singapore collaborated with Kingsmead Centre to offer a virtual weekend retreat to over 50 participants on 29 and 30 January. Fr Peter McIsaac, a Jesuit priest based in the Caribbean, was the retreat master. Familiar with Singapore, he offered his thoughts for reflection on how prayer life can be integrated with "impulse" to cultivate peace and justice in the world.

The long-running series My Personal Moral Compass by Fr David Garcia, O.P. continued in 2022 in virtual format from January to October. Five modules were offered to all Catholics so as to equip them to think ethically from the perspective of faith. An average of 50 to 80 participants signed up for each module to learn topics as diverse as virtues, sexuality, medical ethics, etc. It is hoped that participants would learn to live the faith more intentionally and encourage others to do the same.

FORMATION IN CATHOLIC SOCIAL TEACHING

Since Catholic Social Teaching (CST) is the guiding vision for Caritas Singapore, a new course focused on CST was offered by Fr David Garcia, O.P. in July and August. This course was offered multiple times in both physical and virtual versions to cater to the different needs of Catholics. The inaugural iteration was offered virtually with 99 participants signing up for it. Over a period of five weeks, participants learned the versatility of CST principles and how they are applied to daily life.



3

3. Catholic Social Teaching: Versatile Tools;
4. Anthony Soo presenting on Catholic Social Teaching in Catechism at St Anne's.

As part of Formation Committee's ongoing effort to promote CST in Singapore, we collaborated with St Anne's Church. Anthony Soo, a member of the Formation Committee, presented CST principles to catechism participants in St Anne's over two Saturdays. A follow-up session with the catechists took place on another Saturday.



4

CARE FOR CREATION

The Care for Creation (CFC) Project was launched to create awareness within the Catholic Community of our CST principle, Dignity of Creation which is in line with Pope Francis' encyclical Laudato Si'. Caritas Singapore leads by example through raising awareness, encouraging and supporting the Caritas Singapore family towards eco-friendly practices and mobilising the community to be effective stewards of the Earth through collaboration and providing resources and guidance.

"Being thankful for the earthly gifts given by God is not enough. We are required as Catholics to be stewards of all of His Creation. Happy to be part of this upcycling journey with Caritas!"

– Cherlene, a participant of our Care for Creation workshop

Due to the restrictions caused by the pandemic, we created awareness through our social media via Facebook, Instagram, Camino articles and website to the general public. In addition, we:

- Conducted a CFC Talk with youths aged 12 to 14 attending catechism of the Church of the Holy Trinity on 7 November.
- Collaborated with Church of St Ignatius on a Climate Action Conference on 6 November online and 20 November in person in the parish. More than 20 parishes sent representatives to attend the event and more than 1,000 viewed the YouTube recordings.
- Conducted a physical mini-Upcycling workshop on 13 August to share simple techniques to make a stationery holder using everyday household items. 11 participants attended the event.

Caritas Singapore will continue its work on Caring for Creation and hopes to partner more organisations and churches towards ecological conversion in our community and beyond.



Participants Lilian and Cherlene designing and painting their own upcycled stationery holder.

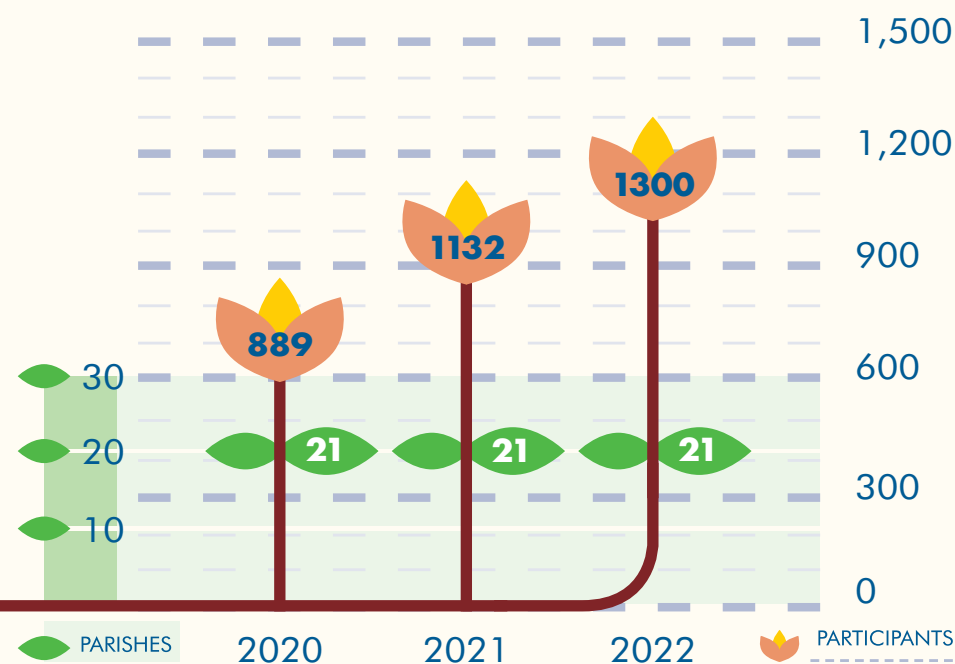


AGAPE EXPERIENCE AND E-AGAPE EXPERIENCE

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. Due to the COVID pandemic

restrictions, Caritas Singapore re-designed a two-hour online e-Agape Experience (e-AE) and launched it on 11 July 2020.



"There are so many other Catholic organisations which I have not heard of before. I also get to meet and make new friends from another Church (parish)."

– Confirmand from Church of the Holy Trinity

"Each time I have attended AE, I have seen my youth give their rapturous attention. It's also apparent that hearing about the various social organisations under Caritas leaves a deep impression on them. It is my hope that Agape Village continues to sustain and deepen their engagement with our parishes' confirmands, given our young people's growing passion for social justice and contemporary issues."

– Catechist from Church of Holy Cross



ABOVE: Roof top farming... Agape Village tour for confirmands, led by Agape Experience Volunteer.



1, 2, 3 SMILE... Catechists & Confirmands from Church of Risen Christ.



Caritas Singapore and St Mary's sign a new MOU in January.

COLLABORATION WITH CHURCH OF ST MARY OF THE ANGELS

From September 2020 to December 2021, Caritas Singapore collaborated with the Church of St Mary of the Angels to help set up an Outreach Office in the parish. On 4 January, Caritas Singapore signed a new Memorandum of Understanding (MOU) with the parish to express our commitment to provide continued support to the Outreach Office. A Caritas Social Worker provided consultation, conducted home visits, and wrote social reports on cases with higher complexity of needs.

ARCHDIOCESAN ASSEMBLY

As part of our Catholic Church's efforts to journey together as a synodal Church, Caritas Singapore held 7 conversational sessions (December to April) with 80 persons from our board, trustees, staff, committees and member organisations. The intent of the Church is to "plant dreams, draw forth prophecies and visions, allow hope to flourish, inspire trust, bind up wounds, weave together relationships, awaken a dawn of hope, learn from one another and create a bright resourcefulness that will enlighten minds, warm hearts, give strength to our hands."

The sessions we held covered a range of synodal suggested themes such as: Journeying Together, Dialogue in Church and Society, Listening, Forming Ourselves



1. Staff of Caritas Singapore and member organisations and Agape Village Spirituality Team members engaged in a synodal conversation on 13 December. This was facilitated by Valerie Siew, member of the Archdiocesan Synodal Committee; 2. Board Member Lum Hon Fye in discussion with his group members at the Archdiocesan Assembly on 10 and 11 June.



2

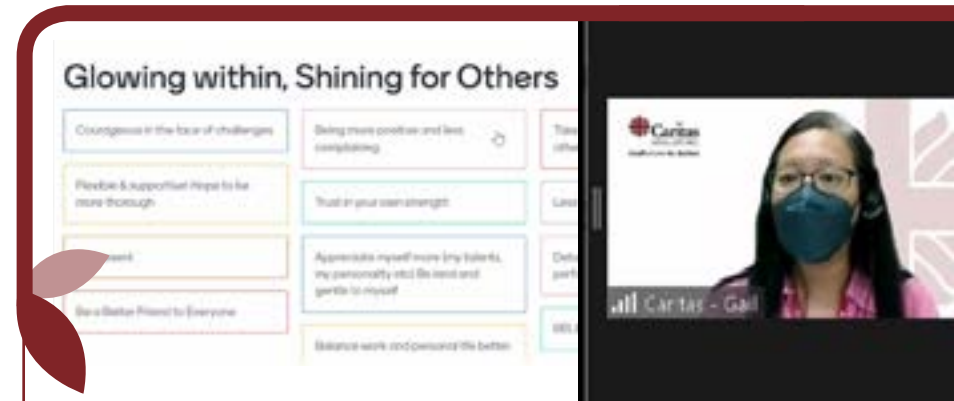
in Synodality and Co-responsibility in Mission. These sessions brought the participants together to reflect, listen and share their experiences, joys, challenges and faith as a church journeying together in the world today.

The synodal conversations culminated in a two-day gathering on 10 and 11 June called the Archdiocesan Assembly. Five representatives (Lum Hon Fye, Christine Wong, Eve Ong, Erwin Susanto and Gail Ng) from Caritas Singapore attended. The theme of the Assembly was 'Journeying, Growing and Witness Together' and it was a time for those attending to be part of a collective discernment process, sharing the responsibility with Archbishop, to build a more vibrant, evangelising and missionary Church in Singapore.

CATHOLIC SOCIAL TEACHING (CST) FOR SCHOOLS

Half day Reflection Session for CHIJ – Our Lady of the Nativity

Held on the morning of 22 November for all school staff, this session was titled: 'Called to Glow - Glowing Within, Shining for Others'. It was about understanding one's worth and calling and how CST relates to these. The session aimed to encourage the teachers in their vocation and to help deepen their application of their school's mission in education.



Gail gathering teachers' reflections and responses during the CST Reflection Session.

CST Sessions for MJS Teachers

Session 1:
Our Work is Holy – Dignity of Work
5 July 2022



6-Part CST session for Montfort Junior School

12 Catholic teachers attended six reflective sessions from July to September on the principles of CST. In these sessions, teachers were briefly introduced to the principles of CST. Time was provided for reflection and sharing among the teachers and they shared their reflections, challenges and how they can apply these in their lives and work.

"Going through Catholic Social teaching gives clarity to how the church wants us to be happy and lead our life. I appreciate what was shared with us although it may not be easy to carry out but I will try my best to make the right choices in life." – Monfort Junior School teacher

CATHOLIC SOCIAL TEACHING (CST) FOR SCHOOLS

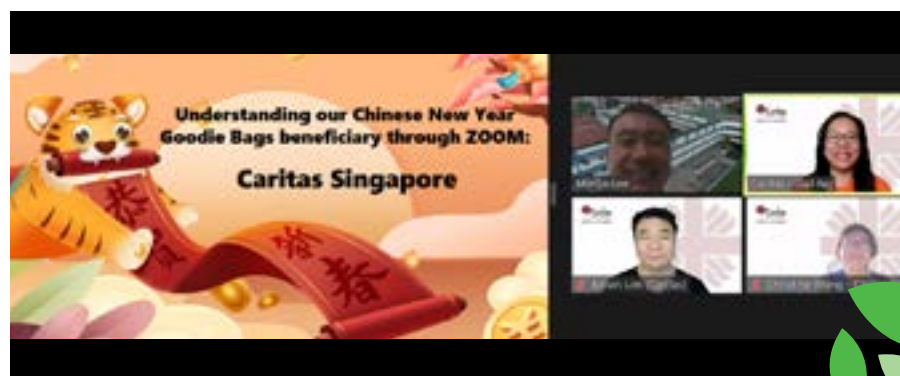


ABOVE: HIHS Teachers Martin Lee and Clement Chua presenting the CNY card and Gift Packs to Gail. These were distributed to staff of Caritas Singapore and member organisations working at Agape Village as well as those at Waterloo Office; RIGHT: Christine, Kelvin and Gail having a photo moment with HIHS Teacher Martin Lee before the start of the Sharing Session to the Sec 3-5 students.

Talk to Holy Innocents' High School students

On 24 January we conducted a sharing session over Zoom on the mission and work of Caritas Singapore. We shared with the HIHS Sec 3 to Sec 5 students the work of the Caritas Singapore family and how God is at the centre of why we do, what we do as the social mission arm of the Catholic Church in Singapore.

This sharing led to a gifting by the students over the CNY festivities where they packed goodie bags as a token of appreciation for those working in the social mission efforts of the Church. They hoped that with these gifts, they could continue to bring encouragement to the staff in the work that they do.



Half day Social Mission and CST Reflection retreat for Holy Innocents' High School

15 Catholic and Christian staff gathered for a Spirituality Retreat on 20 June in Agape Village. The retreat was themed: 'Called to Life, Called to Love' and was intended to create space and time for teachers to recollect their relationship with God, deepen their understanding of God's love for them and others in the context of the Church's social mission and the social teachings of the Church.

Holy Innocents' High School Volunteering with Morning Star, Marymount Centre and Share A Pot programme at Agape Village

The Secondary 2 classes of Holy Innocents' High School (HIHS) took time off their busy academic schedules to volunteer with our member organisations Morning Star Community Services, Marymount Centre (Good Shepherd Student Care) and Caritas Singapore's Share A Pot (SAP) programme at Agape Village.

The students spent time doing enrichment activities with the children at the Good Shepherd Student Care and Morning Star Centres. These included making biscuits, playing ball games, doing craft and drawing and also performing a skit for them. At SAP, the students shared on the theme of Father's Day with the elderly seniors, led an exercise dance routine, served the seniors their lunch and spent time interacting with them.



CLIENT STORY INFANT JESUS HOMES AND CHILDREN'S CENTRES (IJHCC)

SADRIAH IS AN INDONESIAN FOREIGN SPOUSE who has been married to a Singaporean for over 18 years and they have six children aged between 4 and 17 years of age. They live in a two room rental flat and her husband is the sole bread winner, working hard as a Grab driver to provide for his family.

During the pandemic Sadriah's husband faced challenges supporting his family and recently, he suffered a heart attack and was hospitalised in the Intensive Care Unit. Concerned about her family's tight living expenses, Sadriah approached the staff at IJHCC Student Centre where five of her children attend after school. Fortunately, IJHCC and a few other welfare organisations were able to provide food aid and other daily necessities for her family, for which she is very grateful.

Sadriah is also happy that her children are enrolled in IJHCC to expand their academic knowledge. "Initially, I felt uneasy to talk about my family issues with IJHCC staff. However, after I got to know them for several years, I realised they are nice people, friendly, caring and always showing concern to my family situation. Thus, I feel comfortable to talk about my family issues and grateful for the help given, but I don't know how to repay them for their kindness."



FUNDRAISING

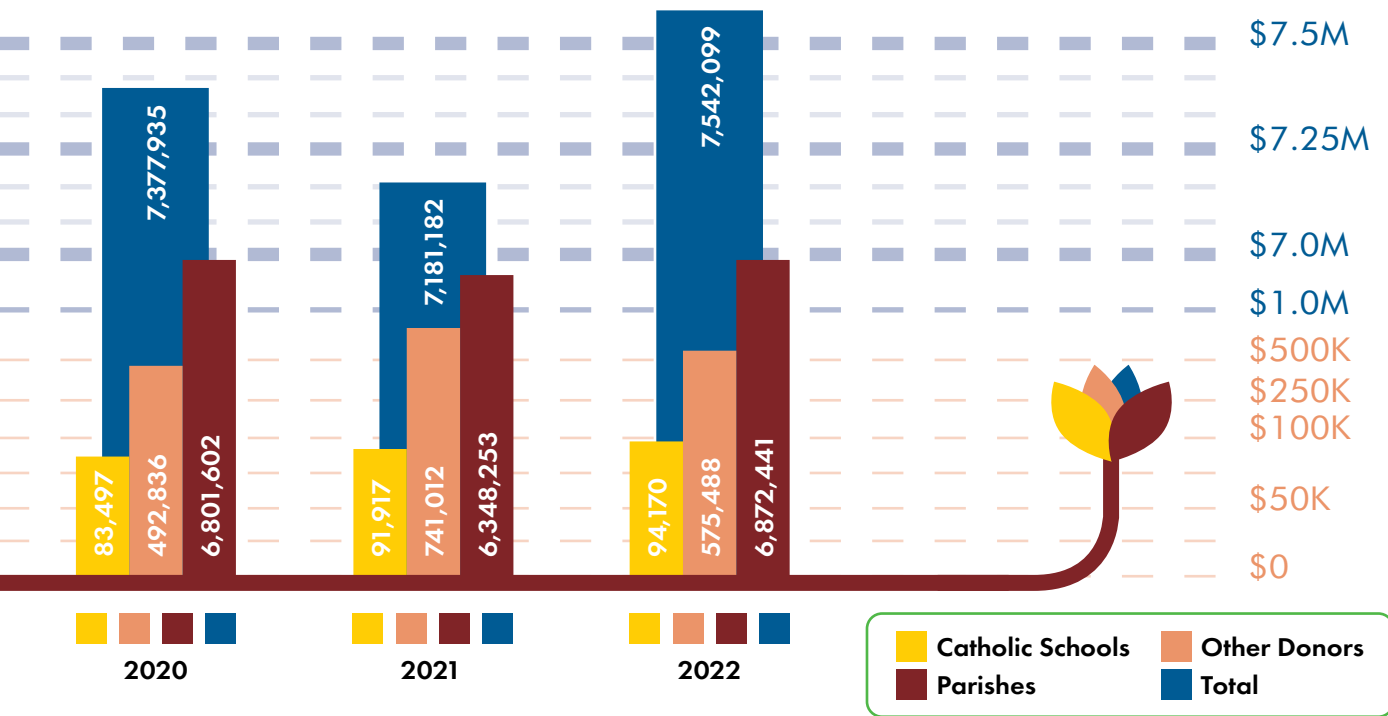
Advent Email Newsletter Campaign

During our Advent fundraiser, we were encouraged by the generosity of the Catholic community. We conducted an email campaign to our donor database and through their contributions, we were able to raise a total of \$1,442,477 in donations.

Charities Week

When we launched Charities Week at the beginning of Lent, the COVID pandemic was still raging and the unrest in Ukraine had just started, resulting in a rise in the cost of food and other essentials. By God’s providence, as our parishes slowly reopened with the relaxation of COVID regulations, Catholics likewise opened

their hearts and donated generously to our cause. While we did not hit our intended target of \$8 million, we achieved a new fund-raising record of more than \$7.5 million for this year’s Charities Week. We are grateful to all our donors for their generous contributions, particularly during these challenging times.



Donor Thanksgiving Mass @ St Joseph’s Church

On 16 September, we had a first special thanksgiving Mass with our Charities Week donors at St Joseph’s Church celebrated by Father Joe Lopez Carpio. At the end of the Mass, Caritas Board Member and Chair of the Fundraising Committee, Ms Theresa Foo, thanked donors for their continued support over the years and solidarity in our Church’s mission to reach out to the vulnerable and marginalised in our society. It is indeed a blessing that we had this beautiful opportunity to celebrate our thanksgiving Mass for our donors in the newly renovated church.

Our donor referring to the results of Charities Week 2022 before Mass.



A bird's eye view of the congregation during Mass at St Joseph's Church.



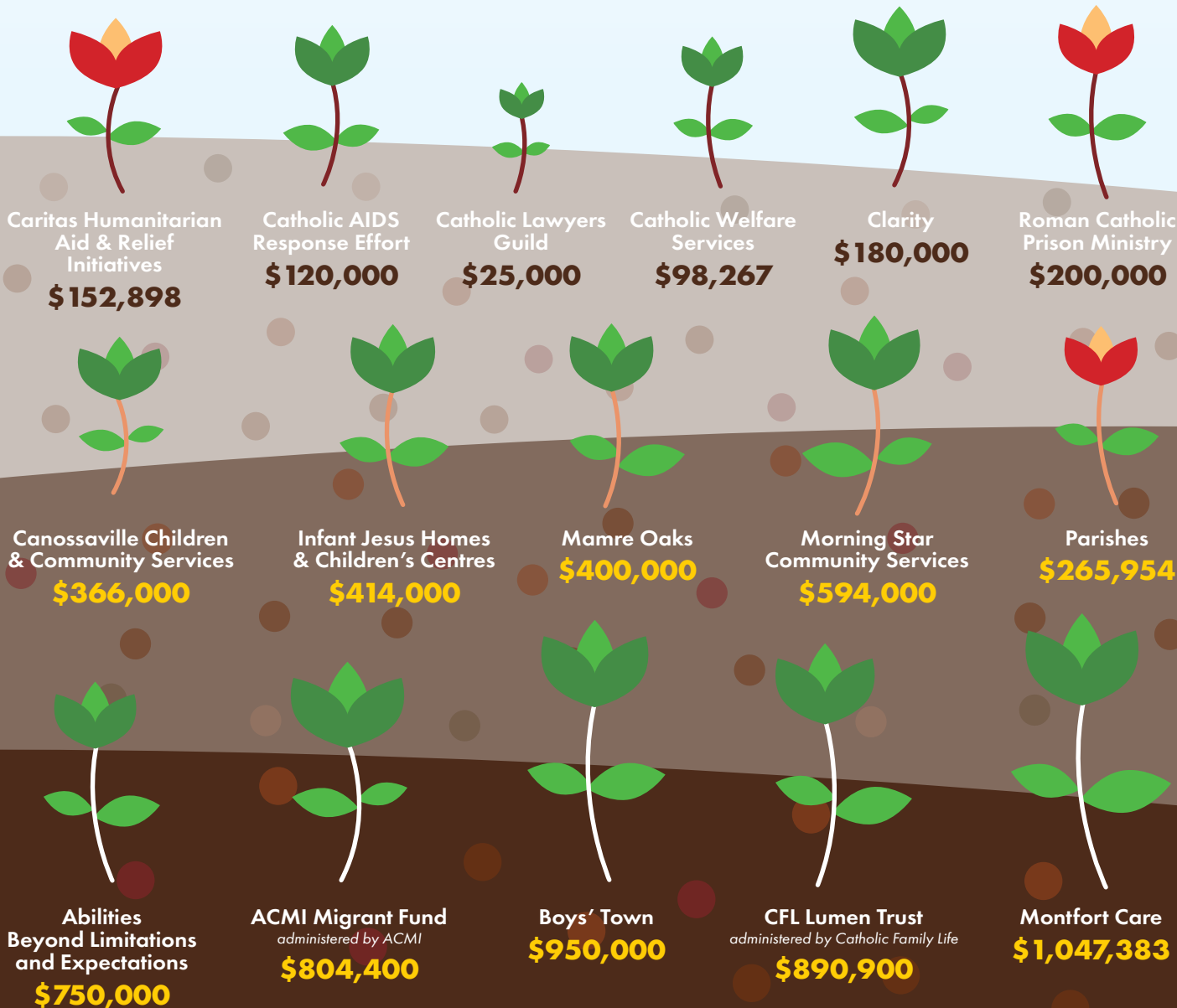
Ms Theresa Foo, Board member and Chair of the Fundraising Committee giving her thanks and prayers to all donors of Charities Week.



GRANTS DISBURSED

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

Total Disbursed
\$7,258,802



Grant funding drawn from Caritas Singapore Agape Fund Grant funding drawn from General Fund

VOLUNTEER MANAGEMENT

We are beyond blessed to have volunteer partners who contribute generously, readily responding to the call of love even amidst the pandemic. With Singapore becoming more COVID-resilient and announcements on the further easing of Safe Management Measures, our volunteers were able to gradually resume more in-person activities. Here's looking back fondly at past times when everyone united to overcome challenges, and looking ahead with renewed hope to continue engaging the community.

Working hand in hand with our volunteers, everybody delighted in the chance to be present together as more onsite activities became possible.

"I enjoy meeting teens and catechists from different parishes, and the many volunteers who help out for Agape Experience (AE). I personally feel blessed to be able to contribute this little bit for Caritas Singapore since I can't go on mission trips, etc."

- Petrina Lim, an AE volunteer on what keeps her coming back to support the programme



1. Our dedicated team of Charities Week volunteers gather for a closing prayer after the campaign's conclusion in June. We thank our Charities Week counting volunteers for their hard work behind the scenes, enabling a successful Charities Week;
2. Share a Pot (SAP) sessions were still held virtually. In November, we had the pleasure of having four Primary 6 classes from CHIJ Our Lady of Good Counsel (Compassion, Humility, Integrity and Perseverance) participate in a Deepavali themed SAP Zoom-ba session. As part of their Values in Action (VIA) experience, the students created video resources for Caritas Singapore's use in future Zoom-ba sessions;
3. Physical SAP sessions were able to resume at Agape Village in June, through the concerted effort and dedication of SAP volunteers.



NEW FRIENDS FROM KPMG



This year, we were heartened to be selected by KPMG for their Make A Difference Everyday (MADE) programme which saw the Urban Farm @ Agape Village proposal selected as one of the MADE 2022

winners. Beyond providing volunteer manpower, KPMG kindly donated \$10,000 to support the project of revitalising the rooftop garden.

With a shared passion for greens, the volunteers will help us to cultivate healthy and organic vegetables, caring for creation and providing a space for community engagement at the same time.

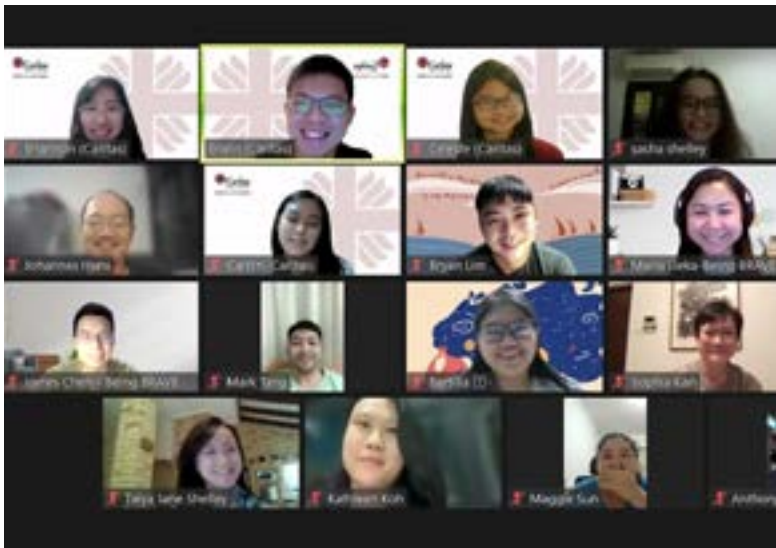


1. In collaboration with NParks, KPMG arranged a workshop that covered basic gardening skills, growing edible plants and garden structures in September; 2. Friendships abound as individuals from NParks, KPMG and Caritas Singapore tend to the garden.

YOUNG ADULTS OUTREACH

Creed on the Street — Mental Health in Pandemic Times

Mental health has become an increasing concern in Singapore, especially after the emergence of COVID that led to social restrictions placed on the society. Recognising this, Caritas Singapore Young Adults Committee collaborated with Clarity Singapore to organise a night of discussion on mental health virtually. This is the latest iteration of a long-running series: Creed on the Street. Taking place on 9 November, 24 young adults came together to discuss the mental health landscape in Singapore and how their Catholic faith informed their perspectives.



Young adults came together in November to discuss the mental health landscape in Singapore.

A Visit to Cochrane Recreation Centre

The pandemic restrictions, especially those placed on worker dormitories, had made interaction with migrant workers more difficult. Nevertheless, members of the Young Adults Committee were able to meet and converse with migrant workers as part of an initiative by Archdiocesan Commission for the Pastoral Care of Migrants and Itinerant People (ACMI). As many migrant workers were Muslims and the fasting period of Ramadan was coming to an end, ACMI organised a dinner event in Cochrane Recreation Centre that began once Muslim workers were able to break their fast. Young adult participants helped to distribute food and thank you cards, after which they had dinner together with participating migrant workers.

Project Funpack

The Caritas Singapore Young Adults Committee collaborated with Canossaville Children and Community Services and their partner, Thye Hua Kwan Family Service Centre, to launch an innovative initiative for children and their families in the MacPherson neighbourhood. Every month for six months, 40 households under their care would receive a different board game free of charge for their use. The goal was to promote interaction between family members while having fun in their own homes to alleviate some of the stress caused by pandemic restrictions. To help facilitate this process, 23 young adult volunteers demonstrated to the kids how to play these games and also checked in with them every month over a period of six months.

MEMBER ORGANISATIONS

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.



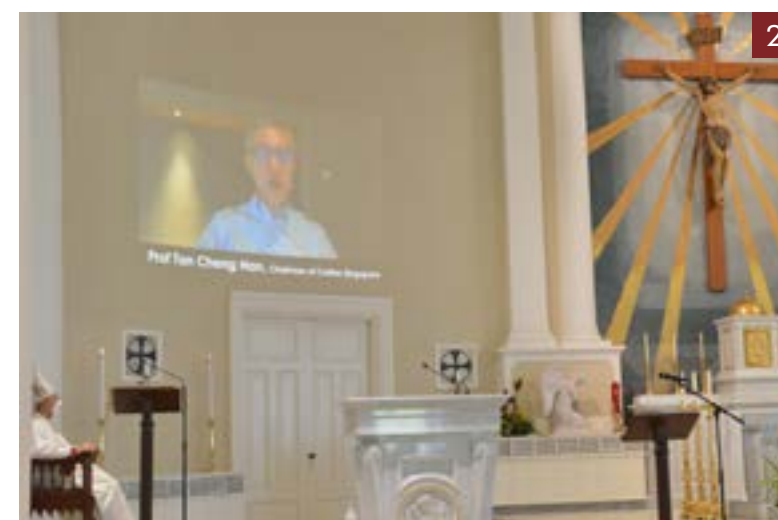
Social Mission Mass

This year's Social Mission Mass was held on 15 January at the Cathedral of the Good Shepherd. It was jointly organised by Caritas Singapore and Caritas Humanitarian Aid and Relief Initiatives, bringing together all the member organisations of the social mission efforts of our Church. The Mass was celebrated by His Grace, then Archbishop William Goh and it was a time of togetherness, prayer, thanksgiving and renewal for the new year. Over 120 representatives from over 40 organisations attended this Mass celebration.

During the Mass, Archbishop spoke at length about being leaders in mercy and compassion. He encouraged all to be united as one, to empower each other, and to be inclusive in our efforts and service,



especially since Jesus came for those who are marginalised, the vulnerable, the weak and those whom society considers 'nobody in society'. During the intercessory prayers segment, we prayed for all in the Caritas and CHARIS family and those whom we serve. To continue to encourage all in our organisations, Archbishop blessed the organisational candles. All present also expressed their commitment to the social mission efforts of our Church in the Rite of Commissioning.



1. Montfort Care's CEO Samuel Ng and Katherine Baptist, Director of Kreta Ayer Family Services having a photo moment with our ED Christine Wong; 2. Our Chairman Prof Tan Cheng Han delivering his speech online at the end of the Mass.

At the end of the Mass, Caritas Singapore Chairman Prof Tan Cheng Han and CHARIS Chairman Mr Stephen Raj both expressed their thanks to all member organisations for the year that had passed and wished them continued blessings and well-wishes for the new year. Prof Tan also encouraged all to be the 'catalyst' in pushing forward the expansion of the social mission efforts of our Church and to be a 'stirrer' of good works which stem from the love of God for all. May we continue to support each other in our efforts to reach out to the needy and vulnerable in our society.

Visit to Mamre Oaks

Caritas Singapore organized a visit to Mamre Oaks on 16 June for the Trustees of the Agape Fund as well as the Caritas Board of Directors.

The Trustees and Board Members were given a tour of Mamre Oaks' home at St. Patrick's School, and also watched Mamre Oaks' Special Persons engaging in their physical exercise activity. Timothy Ng, Mamre Oaks' Executive Director gave a sharing on Mamre Oaks' programmes, services, and future plans. The visit concluded with a dialogue session between Caritas Singapore and Mamre Oaks.

Celebrating with our Caritas family members

Caritas continues to support our Caritas family members and share in their celebrations. This year, we were invited to attend several events including the Boys' Town's YouthReach Launch Anniversary Mass, Christian Family & Social Movement's 60th Anniversary, and Canossaville Children and Community Services' Partner Ceremony Appreciation.



Members of the Caritas Board of Directors, Mamre Oaks' Board of Directors, Caritas staff and Mamre Oaks staff outside Mamre Oaks' main office.



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CLIENT STORY CATHOLIC LAWYER'S GUILD

ALI (NOT HIS REAL NAME) IS ARTICULATE and does not appear to have any physical disabilities. Ali has Asperger's Syndrome, a form of high functioning autism. He stopped school since Primary 3 because he did not have the minimum social skills to get along with his peers. By the time he enlisted for National Service, his social shortcomings culminated in his being discharged. Life was extremely challenging. At the root of it all, he was just unable to cope and function in a world that was moving faster than he could comprehend or cope with.

In 2019, he was slapped with six charges, and later a further three charges. He did not have the funds to engage a lawyer to represent him.

Fortuitously, he connected with a lawyer from the Catholic Lawyers Guild, Peggy Yee, who acted for him in respect of his legal matters in Court. Whilst Peggy waived her professional fees, the grant from Caritas enabled the disbursements for his Court proceedings to be paid. This provided much relief for Ali, even as he tried to get his life in order.

Ali shares, "I am very grateful to Miss Peggy Yee who acted for me in my matters before the Court, for a period spanning more than two years. Just when I thought no one would understand enough to help, she stood by me and guided me throughout."

1. Boys' Town's YouthReach Launch Anniversary; 2. Assisi Hospice Thanksgiving; 3. ABLE Feast of St Giles Mass; 4. Canossaville Partner Ceremony; 5. ACMI Mass for Migrants

CLIENT STORY BOYS' TOWN

BOYS' TOWN RESIDENT, BOEY (not his real name), came from a family that used harsh physical punishments to discipline a child.

Boey and his two siblings were often left in the care of their grandparents. While the grandparents did care for the child, they often resorted to harsh physical punishments. Boey was removed from his home by the Child Protection Services and was sent to Boys' Town.

Boey had multiple issues when he first entered Boys' Town. He suffered from trauma and symptoms of Autism Spectrum Disorder. Family work was done to help Boey's situation by imparting parenting skills to the grandparents and mother. His grandparents are now better able to spend quality time with Boey. With the family's understanding of trauma, they are also able to better understand Boey's behaviour. Consequently, the family could work with Boey by following the safety plans provided by Boys' Town.

Boey also followed the safety plans provided by Boys' Town. He attended the Boys' Town Alternative Schooling system and was able to adapt and benefited from the new and safe environment.

Boey aspires to become a musician, and inspire the next generation with his music. Boey looks to Freddie Mercury as his inspiration. In Boys' Town, Boey enjoys singing and listening to music as part of his enjoyment and safe activity.

When choosing his new school environment, one of his main concerns was whether he could continue with O-level Music (a necessary condition if he had to change to another school). His family supported him by enrolling him in piano classes.

Meanwhile, Boey remains hopeful that his father will change and that the pair will one day reconcile.

During his stay with Boys' Town, Boey felt comforted and safe. His family has also taken steps in a positive direction.

Catholic Welfare Services – Night Mission and Shelters for the Homeless

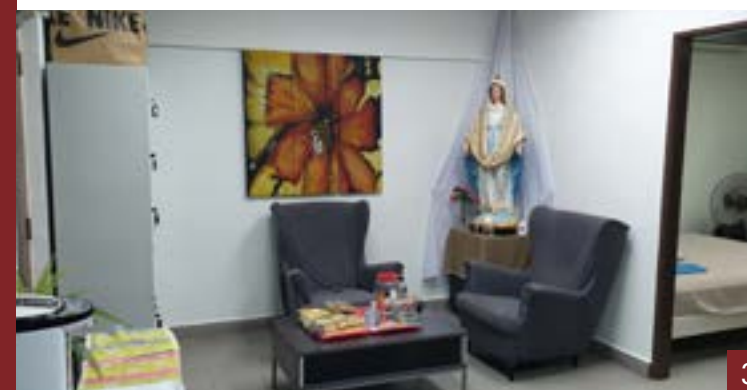
In 2014, Catholic Welfare Services (CWS) launched the CWS Night Mission - an outreach programme aimed at supporting rough sleepers and the homeless in the Bras Basah community and gaining a better understanding of their needs. Each week, staff and volunteers of CWS set out into the streets at night to seek out rough sleepers, distributing food and drinks, engaging them in conversation, and, where possible, linking them up with social assistance services that they may need.

Over the years, the Night Mission has grown to include new outreach routes in neighbourhoods such as Toa Payoh, Ang Mo Kio and Bedok, and has also expanded to provide shelters and support services for rough sleepers and the homeless in need. In 2018, CWS launched the Safe, Sound Sleeping Places (S3P) initiative, partnering with organisations such as the Church of St Mary of the Angels to set up shelters in their premises in the evenings, providing rough sleepers with a safe and sound place of rest.

MEMBER ORGANISATIONS



CWS launched their latest S3P in 2021, in partnership with the Ministry of Social and Family Development (MSF), who have provided a dedicated space to serve as a full-time shelter. CWS also launched the Bethlehem Emergency Shelter, a first-of-its-kind facility that provides immediate short-term accommodation support for persons and families on the brink of homelessness, while their social workers work with them to find long-term accommodations. This year, CWS launched the Gift of Joy Shelter, a collaborative project with Willing Hearts which provides accommodation support for individuals in the final stages of attaining permanent housing.



1. MSF shelter; 2. Gift of Joy Shelter; 3. Bethlehem Emergency Shelter



Montfort Care's Heart to Love campaign:

Taking inspiration from the touching stories in Montfort Care's Founder and CEO, Samuel Ng's book, 《老媽教會我的事》, the team at Montfort Care launched a campaign titled 'Heart to Love' in July to highlight the realities of a dementia caregiving journey, to share resources available for caregivers, and to rally the community to offer greater support for the caregivers in our midst.

The 'Heart to Love' campaign took place mostly online, with a campaign microsite and social media content to reach out to as wide an audience as possible. Through animated videos and illustrations that

depict what a dementia caregiver might face, the campaign explored the multifaceted caregiving experience, including the sense of loss as their loved one changes, the everyday challenges and frustrations that caregivers cope with, and the complexity of caregivers' emotional journeys. Posters and tissue packets containing the 'Heart to Love' message were also distributed to Montfort Care's partners and beneficiaries, and this outreach ensured that more caregivers were made aware of the help and resources that they can tap on.

The campaign also included articles and posts by media partners,

LEFT: Montfort Care's Founder and CEO, Samuel Ng's book;
ABOVE: Artwork from the Heart to Love poster

including Mothership, Our Grandfather Story and RICE Media. These articles presented real stories by caregivers of parents and loved ones living with dementia, highlighting the sacrifices, challenges and joys that these caregivers have experienced. These articles and posts were very well received by members of the public, as they actively engaged on the posts to share their own caregiving experiences as well, and to express support for other dementia caregivers.



Agape Village

Agape Village is home to 14 Catholic charities serving the poor, vulnerable and marginalised as well as two organisations that create work opportunities for clients. COVID necessitated a shift towards online counselling and services. The easing of COVID restrictions was very much welcomed by clients and the organisations serving them at Agape Village. The following services have returned to Agape Village:

CARITAS MEMBER ORGANISATIONS

Abilities Beyond Limitations & Expectations Limited

S Respite Care, Rehabilitation & Training
C Caregivers, Physically challenged

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

S Casework, Skills Training & Community Development
C Migrants

Boys' Town

S Youth Outreach C Youth

Catholic Business Network (CBN)

S Career Counselling, Networking
C All, Business Owners & Professionals

Catholic Lawyers Guild (CLG)

S Free basic legal advice and information C Poor

Catholic Welfare Services, Singapore

S Counselling & Case Management C Poor



Clarity Singapore Limited

S Counselling, Group Therapy & Psychotherapy C Persons with mental health conditions

Christian Family and Social Movement

S Programmes for Families C Families

Infant Jesus Homes & Children's Centres (IJHCC)

S After school student care C Children & Youth

Montfort Care

S Child Protection Services (Big Love) C Children

Morning Star Community Services Ltd

S Evening Care Support Programme for Children
C Children

Mount Alvernia Hospital

S Dental Service C All

Society of St. Vincent De Paul (National Council of Singapore)

S Counselling & Case Management
C Poor; Friends-in-need

CHARIS MEMBER ORGANISATION

Jesuit Refugee Service (JRS) Singapore

S Anti-human Trafficking
C Refugees & Trafficked Persons

ORGANISATIONS THAT CREATE EMPLOYMENT OPPORTUNITIES FOR THE VULNERABLE

ABLE SEAS LTD

S Accounting & Payroll Services C Physically challenged (through job creation)

Pronto Prata

S Food & beverages C Special needs adults (through job creation)

S Services C Client



THE YEAR AHEAD



In the coming year, we will continue to promote co-responsibility in the Church's mission within the Caritas family and the wider Catholic community in the tradition of Catholic Social Teaching. As we read the signs of the times and recognise the many ways society has changed, not least due to the pandemic, we intend to

find new ways to engage Catholics and the society at large.

We will look at more effective use of scalable tools such as digital media and database marketing. At the same time, we want to accelerate our outreach to the poor, vulnerable and marginalised through the parish churches.

UPGRADE OF DIGITAL TOOLS



Personalise donor/volunteer engagement with Salesforce Marketing Cloud



Revamped Website



Online Payment Gateway



Online Room Booking

MAJOR FUNDRAISING ACTIVITIES



Annual Charities Week



Fundraising Gala Dinner



17th Anniversary Celebration

GOVERNANCE AND STATUTORY INFORMATION



BOARD OF DIRECTORS

1 Professor Tan Cheng Han, SC M 4/4

A Chairman (effective 1 Jan 2019); Chairman, Executive Committee; Chairman, Nominations Committee

D 1 Jan 2013 O Professor of Law, National University of Singapore

P Member, Communications Committee; Chairman, Fundraising Committee

2 Agnes Liew M 4/4

A Deputy Chairman; Chairman, Finance and Grants Committee; Acting Chairman, Agape Village Committee; Member, Programme Committee D 5 Jan 2019

O Independent Director, Standard Chartered Bank Singapore Limited P Nil

3 Rev Msgr John-Paul Tan, OFM, JCL M 1/4

A Chairman, Parish Engagement; Member, Executive Committee; Member, Nominations Committee

D 1 Jan 2011 O Vicar-General / Chancellor, Roman Catholic Archdiocese of Singapore

P Spiritual Director, Young Adults Committee

Rev Msgr John-Paul Tan, OFM, JCL has served for more than 10 consecutive years and continues to serve as a Director as he is the Chancellor of the Catholic Archdiocese of Singapore and also, one of the three members of Caritas Singapore.

4 Rev Msgr Ambrose Vaz M 2/4

A Member, Executive Committee; Member, Nominations Committee D 20 Sep 2013

O Vicar-General, Roman Catholic Archdiocese of Singapore P Nil

5 Rev Fr Christopher Soh, SJ M 4/4

A Member, Formation Committee; Spiritual Director, Young Adults Committee D 15 Aug 2014

O Regional Superior, Region of Malaysia-Singapore, Society of Jesus P Nil

6 Alan Lim M 3/4

A Chairman, Communications Committee D 1 Jan 2017

O Head, FinTech Infrastructure Office at Monetary Authority of Singapore (MAS) P Member, Agape Village Committee; Member, Fundraising Committee; Chairman, Young Adults Committee

7 Carol Pereira M 3/3

A Chairman, Programme Committee D 20 Jan 2022

O Senior Lecturer, S R Nathan School of Human Development, Singapore University of Social Sciences P Nil

A Appointment D Date of Appointment M Record of Board Meetings O Occupation P Past Appointments



8 **Francis Wan** **M** 3/4
A Chairman, Audit Committee **D** 1 Jan 2021 **O** Partner, PwC Singapore **P** Member, Audit Committee

9 **Gerard Teo** **M** 4/4
A Chairman, Investment Committee; Member, Finance and Grants Committee **D** 1 Jan 2021 **O** Retired
P Nil

10 **Lum Hon Fye** **M** 4/4
A Chairman, IT Committee **D** 1 Jan 2021
O Chairman, Cheng San - Seletar Community Development & Welfare Fund (CDWF) **P** Nil

11 **Peggy Yee** **M** 4/4
A Chairman, Membership Committee **D** 5 Jan 2019
O Director, PY Legal LLC **P** Member, Programme Committee

12 **Perlita Tiro** **M** 3/4
A Member, Fundraising Committee **D** 1 Jan 2021 **O** Retired **P** Nil

13 **Pius Lee** **M** 4/4
A Chairman, Formation Committee; Vice-Chairman, Agape Village Committee **D** 3 Feb 2017
O Instructor, Singapore Management University **P** Member, Agape Village Committee; Member, Parish Engagement Committee; Vice-Chairman, Young Adults Committee

14 **Theresa Foo** **M** 1/4
A Chairman, Fundraising Committee **D** 1 Jan 2021 **O** Retired **P** Member, Fundraising Committee

15 **Celeste Wee** (Observer) **M** 3/4
A Chairman, Young Adults Committee **D** 1 Jan 2021 **O** Associate Director, Behavioural Insights Team
P Member, Young Adults Committee

ONG HOON MENG stepped down December 2021
JEREMY KHOO stepped down January 2022
SR WENDY OOI, SP stepped down July 2022

A Appointment **D** Date of Appointment **M** Record of Board Meetings **O** Occupation **P** Past Appointments

BOARD OF TRUSTEES OF AGAPE FUND

1 **Janet Ang** **M** 1/1
A Chairman (effective 1 Jan 2019) **D** 1 Jan 2015 **O** Non-Resident Ambassador to the Holy See; Nominated Member of Parliament, Chairman, Public Transport Council **P** Chairman, Agape Village Committee

2 **Laurence Lien** **M** 1/1
A Deputy Chairman (effective 1 Jan 2019) **D** 1 Jan 2015 **O** Chairman, Lien Foundation **P** Vice-Chairman, Caritas Singapore

3 **Rev Dcn. Clement Chen** **M** 0/1
A Member **D** 1 Jan 2015 **O** Permanent Deacon, Catholic Archdiocese of Singapore **P** Nil

4 **Christina Ong** **M** 0/1
A Member **D** 1 Jan 2015 **O** Founder, COMO Group **P** Nil

5 **Prof Lily Kong** **M** 1/1
A Member **D** 1 Mar 2021
O President, Singapore Management University (SMU), and Lee Kong Chian Chair Professor of Social Sciences **P** Nil

6 **Ng Kee Choe** **M** 1/1
A Member **D** 1 Jan 2019 **O** Company Director **P** Nil

7 **Raymundo Yu** **M** 1/1
A Member **D** 1 Jan 2018
O Chairman, Asia Pacific for Bank Julius Baer and Columbia Threadneedle Investments **P** Nil

8 **Ronny Tan** **M** 1/1
A Member **D** 1 Mar 2021 **O** Chairman, Tri-sector Associates Ltd **P** Nil

9 **Prof Tan Cheng Han, SC** **M** 1/1
A Member **D** 1 Jan 2019 **O** Professor of Law, National University of Singapore
P Member, Communications Committee; Chairman, Fundraising Committee

10 **Teo Swee Lian** **M** 1/1
A Member **D** 1 Jan 2019 **O** Chairman, CapitaLand Integrated Commercial Trust Management Limited
P Nil

BOARD INFRASTRUCTURAL COMMITTEES

AUDIT COMMITTEE

Provides oversight on the preparation of financial statements, risk management and internal controls, and audit.

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

EXECUTIVE COMMITTEE

Oversees the implementation of strategy and policies and governance standards, and reviews and approves the organisational structure, HR strategy and remuneration and the appointment and performance appraisal of the Executive Director.

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

Provides oversight on financial management and reviews grant applications from member organisations based on recommendations from the Programme Committee.

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

* The term of office of the Chairman of the Finance and Grants Committee is limited to four consecutive years.

INVESTMENT COMMITTEE

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

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

NOMINATIONS COMMITTEE

Develops and oversees the nomination process for Board members, and makes recommendations on the persons to be appointed or re-appointed as Board members to the Archbishop of the Catholic Archdiocese of Singapore.

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

Provides guidance and oversight on all Agape Village matters to the Board of Caritas Singapore.

Agnes Liew *Acting Chairman*
Pius Lee *Vice Chairman*
Augustine Tan *Member*
George Lim *Member*
Irene Loi *Member*
Mark Wettasinghe *Member*
Paul Beh *Member*
Theodore Chan *Member*
Philip Ho *Secretariat*

COMMUNICATIONS COMMITTEE

Recommends and reviews communications strategies, policies and practices.

Alan Lim *Chairman*
Alvin Neo *Member*
Jeanette Tan *Member*
Jerry Tan *Member*
Stephanie Yip *Member*
Sr Wendy Ooi, FSP *Member*
Venessa Lee *Member*
Jeremy Khoo *Secretariat*

FORMATION COMMITTEE

Encourages the formation of Catholics in their social mission work in accordance with the Catholic Social Teaching.

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

Identifies and develops fundraising initiatives.

Theresa Foo *Chairman*
Dr Charlotte Yung *Member*
Perlita Tiro *Member*
Jeremy Khoo *Secretariat*

IT COMMITTEE

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

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

ADVOCACY AND RESEARCH COMMITTEE*

Promote research into, and collaborate in developing effective initiatives to help those in need.

Jeremy Khoo *Chairman*
Esther Chia *Member (co-opted)*
Ivan Yeo *Member*
Jeremy Yeo *Member*
Roland Yeow *Member (co-opted)*
Erwin Susanto *Secretariat*

*Closed effective August 2022

BOARD PROGRAMME COMMITTEES

MEMBERSHIP COMMITTEE

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

Peggy 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*
 Kelvin Lim *Secretariat*

YOUNG ADULTS COMMITTEE

Promotes social mission work among young adults, and provides support and a collaborative network community for young adults in their social mission work.

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

PARISH ENGAGEMENT COMMITTEE

Promotes social mission work within the parishes, provides support and a collaborative network community for parishes in their social mission work, and provides feedback from parishes to the Board of Directors.

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

PROGRAMME COMMITTEE

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

Carol Pereira *Chairman*
 Agnes Liew *Member*
 Damien Ooi *Member*
 Nicholas Netto *Member*
 Antony Lee *Member*
 Bernadette Ng *Member*
 Jorain Ng *Secretariat*

MEMBER ORGANISATIONS

■ FAMILIES, CHILDREN AND YOUTH-AT-RISK

- IPC Boys' Town
- IPC Canossaville Children and Community Services
- IPC CFL Lumens Trust (administered by the Catholic Family Life Limited)
- IPC HopeHouse Ltd
- IPC Infant Jesus Homes & Children's Centres
- IPC Mamre Oaks Limited
- IPC Marymount Centre
- IPC Montfort Care
- IPC Morning Star Community Services Ltd.
- Othr Christian Family and Social Movement

■ POOR AND ELDERLY

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

■ PERSONS WITH MEDICAL NEEDS

- IPC Assisi Hospice
- RC Mount Alvernia Hospital

■ PERSONS WITH HIV/AIDS

- IPC Catholic AIDS Response Effort

■ PERSONS WITH DISABILITIES OR SPECIAL NEEDS

- IPC Abilities Beyond Limitations & Expectations Limited
- IPC Clarity Singapore Limited

■ MIGRANT WORKERS

- IPC ACMI Migrant Fund (administered by the Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People)

■ PERSONS WHO ARE INCARCERATED

- Othr Roman Catholic Prison Ministry

■ PERSONS IN NEED OF MEDICAL, LEGAL OR OTHER PROFESSIONAL ASSISTANCE

- Othr Catholic Architectural Guild
- Othr Catholic Business Network
- Othr Catholic Lawyers Guild
- Othr Catholic Medical Guild
- Othr Catholic Nurses Guild

■ SISTER ORGANISATION AND OVERSEAS MISSIONS

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

■ IPC Institutions of Public Character ■ RC Registered or Exempt Charity ■ Othr Others

CORPORATE GOVERNANCE

We comply with the requirements of the Code of Governance for Charities and Institutions of a Public Character. We have a Code of Governance dealing with the following matters:

Board Governance

Caritas Singapore is governed by a volunteer Board of Directors appointed by the Archbishop of the Catholic Archdiocese of Singapore. The Board of Directors is responsible for ensuring that Caritas Singapore is governed and managed responsibly and prudently to ensure its effectiveness, credibility and sustainability.

Strategic Planning

The Board of Directors periodically reviews Caritas Singapore's vision and mission to ensure their continued relevance to the changing environment and needs. Plans to achieve Caritas Singapore's vision and mission are reviewed and approved by the Board of Directors.

Conflicts of Interest

Board members and staff are required to disclose any interests, relationships or holdings that could potentially result in a conflict of interest upon appointment/commencement and promptly when any changes occur. In the event of a conflict, the conflicted person must make full disclosure and not participate in any discussion or decision on the matter. In addition to the standard human resource procedures, no direct family member of any Director or Trustee or existing staff may be engaged as paid staff without the approval of the Board of Directors. As many member organisations function within the framework of the Catholic Church, Directors and Trustees of Caritas Singapore may also be members of the board of directors or equivalent governing body of member organisations. Caritas

Singapore has an established grant-making process to ensure the proper evaluation of grant applications by such related parties.

Programme Management

The programmes and activities conducted by Caritas Singapore are carefully planned, tracked and reviewed to ensure that they are relevant to its vision and mission.

Human Resource Management

Staff and volunteers are important assets of Caritas Singapore. The Board of Directors approves human resource policies for staff and volunteers. The appointment of the Executive Director is approved by the Board of Directors.

Financial Management and Controls

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

Fund-raising Practices

The Board of Directors is responsible for ensuring that fund-raising activities are conducted in a transparent and ethical manner that upholds the public's confidence in the causes of Caritas Singapore. All donations are properly accounted for. Caritas Singapore respects donors' confidentiality and no

information on donors is shared without their consent.

Disclosure and Transparency

Caritas Singapore makes available to the public its annual audited financial statements and an annual report that includes information on Caritas Singapore's programmes and activities, Board members and executive management, and remuneration of its 3 highest paid staff who received annual remuneration exceeding \$100,000 in bands of \$100,000, and also, whether any related paid staff received annual remuneration exceeding \$50,000, in incremental bands of \$100,000.

Public Relations and Corporate Communications

The Board of Directors is responsible for ensuring that all press releases, promotional materials or other public statements are duly approved. The Board of Directors has designated the Chairman, Deputy Chairman and the Executive Director as the official spokespersons for Caritas Singapore.

Code of Ethics

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

- the sanctity and dignity of human life created by God, from the moment of its conception until death;
- the value and integrity of the human person;
- the sacredness of the union of man and woman in marriage and the central role of the family in human life and in society; and

- seeking conditions that enhance the common good and promotes peace and goodwill amongst all men.

Whistle-blowing Policy

Any person can report in confidence to whistle-blowing@caritas-singapore.sg or to the Chairman of the Audit Committee any wrong-doing or malpractice by any director, management, staff member, volunteer, vendor or supplier, or other person connected to Caritas Singapore. Each report will be dealt with in accordance with a well-defined protocol.

Remuneration

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

Of its 3 highest paid staff, one received a total annual remuneration in the band of \$100,000 to \$199,999, and none received a total annual remuneration in the band of \$200,000 or more.

There was no paid staff receiving remuneration in excess of \$50,000 who are close family members of the Executive Director or any member of the Board of Directors or Board of Trustees.

Reserves Policy and Restricted and Endowment Funds

Caritas Singapore has a reserves policy to ensure that there are sufficient resources to sustain its operations in the event of unforeseen circumstances. As a general rule of thumb, Caritas Singapore aims to keep two years of operational expenses as reserves.

The reserves level is regularly reviewed by the Board of Directors.

(A) Total Unrestricted Funds	\$25,169,671
(B) Total Restricted Funds	\$12,928,402
• Agape Village Building Fund	\$10,633,472
• Capacity Building Fund	\$ 569,176
• Sinking Fund	\$ 1,650,754
• St. Jude Fund	\$ 75,000
(C) Total Operating Expenditure	\$10,450,647
Reserve ratio (A)/(C)	2.41

For more information on Caritas Singapore's Restricted and Endowment Funds, please refer to Note 20 of the Audited Financial Statements.

Related party transactions

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

GOVERNANCE EVALUATION CHECKLIST FOR CARITAS SINGAPORE

S/N	GUIDELINE	CODE ID	RESPONSE
BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	
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) can only serve a maximum of 4 consecutive years.	1.1.7	Complied
	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.		
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
CONFLICT OF INTEREST			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
STRATEGIC PLANNING			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

S/N	GUIDELINE	CODE ID	RESPONSE
HUMAN RESOURCE AND VOLUNTEER MANAGEMENT			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 16 if "No")		Yes
16	There are volunteer management policies 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
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
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 annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")		Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
FUNDRAISING PRACTICES			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 24 if "No")		No
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	
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



GOVERNANCE EVALUATION
CHECKLIST FOR CARITAS SINGAPORE

S/N	GUIDELINE	CODE ID	RESPONSE
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)		No
26	No 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. OR The charity discloses that no governing board member is remunerated.	8.3	
	Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)		Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	The charity discloses in its annual report — 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 b. whether any of the 3 highest paid staff also serves as a governing board member of the charity.	8.4	Complied
	The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.		
30	The charity discloses the number of paid staff who satisfies all of the following criteria: a. the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; b. the staff has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
	The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.		
PUBLIC IMAGE			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

GOVERNANCE EVALUATION
CHECKLIST FOR AGAPE FUND

S/N	GUIDELINE	CODE ID	RESPONSE
BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff appointments? (skip items 2 and 3 if “No”)		No
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	
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) can only serve a maximum of 4 consecutive years.	1.1.7	Complied
	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.		
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
CONFLICT OF INTEREST			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
STRATEGIC PLANNING			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity’s activities are in line with the charity’s objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

GOVERNANCE EVALUATION CHECKLIST FOR AGAPE FUND

S/N	GUIDELINE	CODE ID	RESPONSE
HUMAN RESOURCE AND VOLUNTEER MANAGEMENT			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 16 if "No")		Yes
16	There are volunteer management policies 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
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
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 annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")		Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
FUNDRAISING PRACTICES			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 24 if "No")		No
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	

S/N	GUIDELINE	CODE ID	RESPONSE
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
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")		No
26	No 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. OR The charity discloses that no governing board member is remunerated.	8.3	
	Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")		Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	The charity discloses in its annual report — 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 b. whether any of the 3 highest paid staff also serves as a governing board member of the charity.	8.4	Complied
	The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.		
30	The charity discloses the number of paid staff who satisfies all of the following criteria: a. the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; b. the staff has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
	The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.		
PUBLIC IMAGE			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied



CORPORATE INFORMATION

Registered Address

7A Lorong 8 Toa Payoh
#04-01 Agape Village
Singapore 319264

Bankers

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

Auditors

Ernst & Young
One Raffles Quay Tower Level 18
Singapore 048583

Corporate Secretary

Genesis Law Corporation
1 Coleman Street #07-02
The Adelphi
Singapore 179803



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