The background of the entire page is a vertical strip of stained glass. The central strip is the most vibrant, featuring a grid of rectangular panes in shades of red, orange, yellow, and green, separated by dark, thick lead lines. This central strip is flanked by two lighter, semi-transparent panels that show a faded version of the same stained glass pattern. The overall effect is a textured, colorful backdrop.

**BUILDING
THE CHURCH**
TODAY FOR TOMORROW

**CATHOLIC
FOUNDATION**

Advent 2019
(1 December 2019)

**"LET US KEEP
OUR FLAME ABLAZE,
SO THAT WE CAN
CONTINUE TO BRING HOPE
AND SHINE HIS LIGHT
ON THE WORLD."**



MESSAGE FROM OUR ARCHBISHOP

Keeping Our Flame of Hope Ablaze

Dear brothers and sisters in Christ,

The world is going through radical changes, both in terms of technology and values. Those with little or no faith will be swept away by the individualistic and materialistic values of the world. Those who carry within us the fire of faith, but leave it untended, risk it being extinguished by the winds of secularism and individualism. Advent is a season of hope. It behoves us to keep the flame burning within us, and to set our communities aflame, for this is why Christ came into the world.

This is why, at the beginning of my episcopate, I had proposed building a more vibrant, evangelising and missionary Church as a proactive way to keep our faith alive and to lead the world to Christ the Way, the Truth and the Life. With four more years to go in our ten-year pastoral plan, it is timely to reflect on our journey of tending to this fire of faith as persons belonging to the Body of Christ.

Through God's providence, many of our archdiocesan organisations have sparked hope in the lives of the faithful, especially for our youth, Catholic schools and families. We have beefed up formation programmes for our faithful, both spiritual and doctrinal. These efforts need to be expanded and emboldened with new initiatives to keep the flames burning.

To enable them to do even greater works, we need staff who are themselves fired up, to rekindle the Church in Singapore with the fire of the Gospel. But the reality is that our organisations are unable to attract and retain people with both zeal and talent. While these people desire to serve the Church, they also have needs like the rest of society. We need to enable our Church organisations to pay them a decent wage, so that they can remain focused on the work of building the Kingdom of God without having to worry about temporal needs for themselves and those who depend on them.

Let us heed St Paul's exhortation to "fan into a flame the gift of God that you possess" (2 Tim 1:6). We need to continue ramping up our programmes, especially for those whose flames are waning. Additionally, we have to continue improving our infrastructure, one of which is the Catholic Hub, so that our organisations can work together in line with the pastoral vision.

Every Catholic bears the love and light of Christ and is responsible for keeping it lit. Let us pray for the grace to expand our hearts in love for Christ and His Church, shaping the future of our archdiocese by resourcing the vision. Let us keep our flame ablaze. Instead of cursing the darkness and lamenting the pathetic and bewildering cultural and technological changes in the world, let us light up the world with our faith in Christ and the Gospel. Let us pool all our resources together and use them for the greater good of the Church and humanity. May Advent be truly a season of hope for the world.

Yours in Christ,
Most Reverend William Goh
Archbishop of Singapore

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1. THE GIFT CALL

Vision of the Archdiocese

Progress to Date

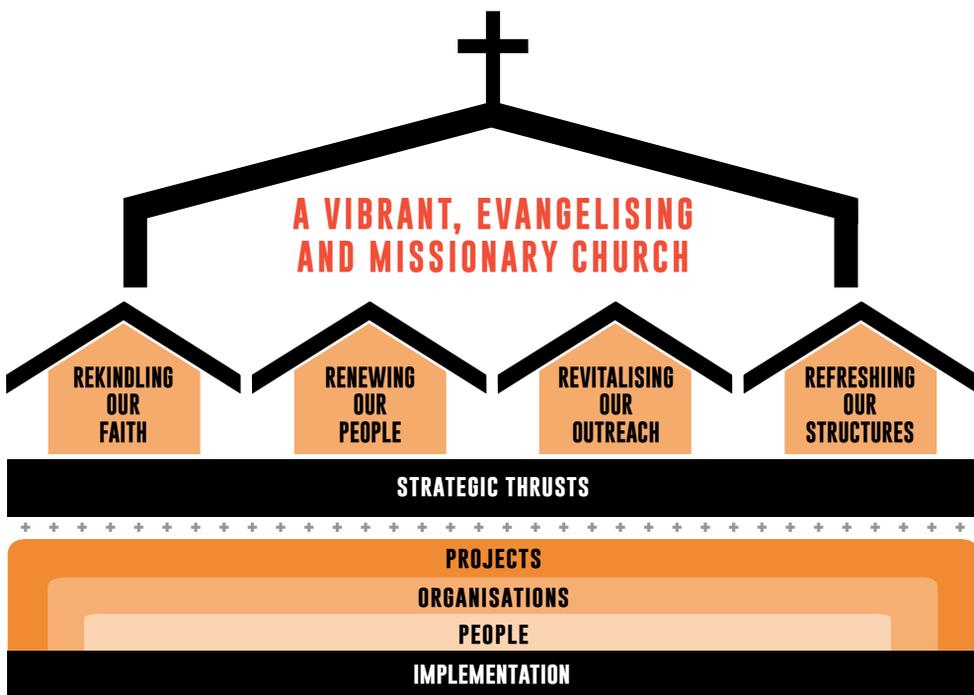
Plans for the Next Four Years

Financing the Vision

Playing Your Part



VISION OF THE ARCHDIOCESE



The vision of “a more vibrant, evangelising and missionary Church in Singapore” has been the rallying call for Catholics and Catholic organisations in the archdiocese’s ten-year pastoral plan since Archbishop William Goh took office in 2013.



VIBRANT

A Church where every Catholic is joyous in daily living, constantly growing in faith and engaged with fellow Catholics as well as the broader community to build the Kingdom of God on earth.



EVANGELISING

Every Catholic is called to a conversion or renewal of heart with Jesus as Lord and Saviour, to offer the Good News of salvation and to pave the way, by word and deed, for others to encounter Him.



MISSIONARY

Every Catholic is a missionary by virtue of baptism, sent to make disciples of all nations. This is accomplished with every Catholic belonging to communities rooted in the Word of God, Sacred Tradition and Church teachings.

IMPLEMENTATION

In line with this vision, the priests, religious and lay leaders, working through parishes, archdiocesan organisations and strategic projects, are engaging the Catholic community through four strategic thrusts:

- **Rekindling Our Faith**

"Increase our faith" (Lk 17:5) was the apostles' prayer to Jesus. Faith moves mountains, and leads anyone to proclaim the Gospel. Thus, the first step to truly becoming a vibrant Church is for every Catholic to have a deep and personal relationship with Christ.

- **Renewing Our People**

Faith and reason are like two wings on which the human spirit rises to the contemplation of truth (Pope St John Paul II, *Fides et Ratio*). All Catholics, whether laity, priests or religious, must constantly renew their knowledge and understanding of God, especially those who serve or are employed in the Church.

- **Revitalising Our Outreach**

We are called to love our neighbour, especially the poor and the marginalised among us. In Singapore, they do not necessarily hold up tin cans. To be more missionary and evangelising in its work, the Church needs to find better ways to reach out to them.

- **Refreshing Our Structures**

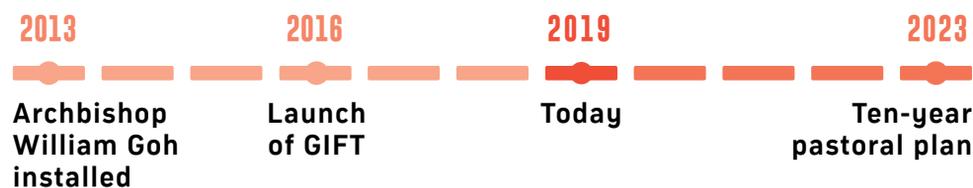
To be more effective in carrying out its mission, the Church needs operating procedures, good management, governance, as well as physical structures to provide a space to gather, worship and serve God.

THE GIFT CAMPAIGN

The Giving in Faith & Thankfulness (GIFT) campaign was launched in November 2016 to urge every Catholic to participate in making the vision of the archdiocese a reality.

As the fundraising arm of the Archdiocese of Singapore, Catholic Foundation (CF) had sought to mobilise the needed resources to support the remaining years of the archdiocese's ten-year pastoral plan through GIFT.

Three years into GIFT, and with four years till the end of the ten-year pastoral plan, where are we now and how far have we to go?



PROGRESS TO DATE

PEOPLE AND ORGANISATIONS

The Archdiocese of Singapore consists of over 150 Catholic groups, commissions, councils, offices, institutes, parishes and other organisations.

In the last six years, many organisations have been established, rejuvenated or restructured, and their specific ministries and work aligned towards a common vision.

GIFT funding had been focused on the operations of several key organisations, most of which had been set up in the last few years:



The Archdiocesan Commission for Catholic Schools (ACCS) seeks to strengthen Catholic ethos and support the provision of religious, civic and moral education of students in local Catholic schools.



The Archdiocesan Commission for the Family (ACF) leads, supports and synergises the efforts of 13 family affiliates, and promotes programmes to address the pastoral needs of families.



The Catholic Theological Institute of Singapore (CTIS) provides systematic formation in Catholic theology through Certificate, Diploma, Advanced Diploma and Baccalaureate courses in theology.



The Office for Catechesis (OFC) provides training and formation for catechists as well as those involved in catechetical ministries, which enables them to develop missionary disciples.



The Office for the New Evangelisation (ONE) catalyses evangelisation in the archdiocese through facilitating alignment between parishes, archdiocesan organisations, and other stakeholders.



The Office for Young People (OYP) builds the next generation for Christ through its pastoral charge of 34 archdiocesan young adult communities and Catholic groups in polytechnics, junior colleges and tertiary institutions in Singapore.

Details of these organisations, their mission and work, and their plans for the future can be found in Section 2 of this booklet.

BUILDING INFRASTRUCTURE

The Church has to ensure everyone has a place to worship and serve God, as well as find care, love and community. More than a dozen Church properties sit on leasehold land, and all require renovations over time.

Sinking funds were established for the first time in 2017 to provide for the renewal of leases and buildings of archdiocesan and parish properties. The effort was, however, small, and further fundraising will still be needed when major renovations and renewal of land leases take place.

Two new buildings were constructed in the past three years:



The SFX Seminary Building at 618 Upper Bukit Timah Road, in front of St Joseph's Church (Bukit Timah), provides for the formation and training of future priests and laity. It houses CTIS and the SFX Major Seminary.



Bethany East at 576 Changi Road, next to the Church of Our Lady of Perpetual Succour, is a renovated detached house optimally designed to be elderly friendly with eight bedrooms to cater to the needs of retired priests.

STRATEGIC PROJECTS AND INITIATIVES

Some of the strategic projects and initiatives introduced in the past few years include:

- **Governance and Finance:** Several governance-related committees and projects were initiated to improve governance structures and accountability. The archdiocese and parishes adopted the Charities Accounting Standard with the first statutory audit performed for financial year 2018. An Archdiocesan Audit Committee and an Internal Audit function have also been established.
- **Strategy:** CF and ONE have conducted strategy retreats, conferences and periodic communion meetings for key organisations, so that their plans and actions are aligned with one another and the overall vision.
- **CF Scholarship:** Scholarships and bursaries were introduced to support lay Catholics to pursue pastoral and theological studies, locally and overseas. Scholars are bonded to serve in the archdiocese upon completion of their studies.
- **Clergy Welfare and Retirement:** Our priests dedicate their whole lives to working for the Church. A fund was set up to provide for the expected expenses of caring for the well-being of our priests, including when they have retired.

Details of these projects and initiatives can be found in Section 3 of this booklet.

PLANS FOR THE NEXT FOUR YEARS

PEOPLE AND ORGANISATIONS

Across the board, the Catholic community has become more vibrant. Many people have since rediscovered their faith with renewed vigour. Priests, religious and laity are working in greater communion through more programmes and outreach.

Yet, there is much to be done and improved on. Of the 373,000 Catholics in Singapore, only about a third go to Church regularly. The net growth of new Catholics has been flat. Messages on the pastoral plan and GIFT have not reached everyone.

Over the next four years, Church organisations, especially ACCS, CTIS, OFC, ONE and OYP, will be scaling up their programmes and initiatives to increase the missionary momentum of the Church (see Section 2). This will require building up their capabilities and human resources. More funding will be directed towards the capacity building of these key Church organisations.

The periodic strategic reviews of organisations and structures have resulted in the restructuring of existing organisations and establishment of new ones from 2020:

- **Family Ministries:** The operations of the Archdiocesan Commission of the Family (ACF) and the Family Life Society (FLS) will be merged under a single umbrella body called Catholic Family Life (CFL). CFL and affiliated family ministries will provide an integrated platform for more effective outreach to strengthen Catholic and non-Catholic families and uphold the dignity of life.
- **Preschools:** The rapidly changing national preschool landscape necessitates that the 12 preschool centres run by parishes be upgraded to remain relevant. A new organisation, Catholic Preschool Education (Singapore) Limited (CPES), is being set up to improve and operate Catholic preschools, so that there will be quality childcare centres and kindergartens with a Catholic identity and ethos.
- **Christian Leadership:** A Catholic Leadership Centre (CLC) is being proposed to train and develop current and future leaders for the Catholic Church in Singapore. The initial focus will be on the lay faithful who come forward to serve and lead in the Church.



BUILDING INFRASTRUCTURE



The major building project for the next four years is the Catholic Hub. It will be located on freehold land at 49 Upper Thomson Road.

The Hub will be designed as a key centre for the archdiocese's activities. Features include multipurpose halls, a residential training and retreat centre, an adoration chapel, intercessory rooms, a heritage centre, office space for many of the archdiocesan organisations, a centre for the youth, and a home for retired priests.

The project had stalled due to the governmental study on the Cross Island MRT Line and its impact on the site. Approval by the authorities is expected by end 2019.

However, the archdiocese does not have enough financial resources to fully fund the project. As such, the Hub will be built in stages as funds become available. Phase 1 construction is expected to begin in late 2020 and will take three years.

STRATEGIC PROJECTS AND INITIATIVES

The strategic projects and initiatives described on page 5 (namely, Governance and Finance, Strategy, CF Scholarship, and Clergy Welfare and Retirement) will continue in the next four years.

A new key initiative over the next four years is the digitisation of the Church. Led by the Archbishop's Communications Office (ArchComms), this builds upon existing implementations of media and information technology (IT), including Catholic.sg website, CatholicSG mobile, and CatholicSG Radio.

The next stage will be to create archdiocese-wide platforms for Church organisations to use common back-end services, and to provide front-end services such as e-learning, booking of facilities and registration for events.

Details of these projects and initiatives can be found in Section 3 of this booklet.

FINANCING THE VISION

	POOLS OF FUNDS	FUNDRAISING BODIES
FOR CHURCH'S USE	PARISH	PARISHES
	ARCHDIOCESE	CATHOLIC FOUNDATION
	RELIGIOUS	RELIGIOUS CONGREGATIONS
FOR SOCIAL MISSION	SINGAPORE	CARITAS SINGAPORE & AFFILIATES
	OVERSEAS	CHARIS & AFFILIATES

RESOURCES AVAILABLE

The Church is one body made of many parts. Thus, the funding for various aspects of the archdiocese is split into different pools of funds, each managed by an independent fundraising body.

Donations to Catholic charities (Caritas Singapore, CHARIS and their affiliates) and to the religious congregations, for instance, are collected and used solely for their particular purposes, and do not go towards funding other organisations in the archdiocese or the parishes.

The 32 parishes and numerous archdiocesan organisations (apart from charities and affiliates of Caritas and CHARIS) are funded by weekly offertories and other collections made during Masses. A share of parish collections (tiered between 8 and 24 per cent depending upon the level of parish collections) goes to the archdiocese, the rest of which are kept for the respective parish's own needs.

In November 2016, Catholic Foundation launched the GIFT campaign to support the added expenditure for the ten-year pastoral plan.



RESOURCES NEEDED

Since the launch of GIFT on 27 November 2016 when Advent began, an estimated \$50.2 million would have been collected by end November 2019.

In the last three and a half years, CF has funded about \$46.2 million for the operations of several key archdiocesan organisations, the construction of two buildings (Bethany East and SFX Seminary Building) and several strategic projects and initiatives (see table below).

The funding needs over the next four years are estimated as below.

S/N	Description	2016 - 2019 ¹ (S\$'000)	2020 - 2023 ² (S\$'000)
1	Archdiocesan organisations (ACCS, ACF, CTIS, OFC, ONE, OYP, CLC, CPES) ³	9,785	22,073
2	Bethany East Clergy Residence	2,714	-
3	SFX Seminary Building	17,130	-
4	Catholic Hub	10,000	40,000
5	Sinking Funds ⁴	4,603	9,560
6	CFS & Clergy Welfare & Retirement ⁴	1,998	4,400
7	Other Strategic Projects & Initiatives ⁴	-	2,000
	Total	46,230	78,033

¹ For the period: 1 July 2016 to 31 December 2019 (numbers for the period up to 31 December 2018 are based on actuals, and for the last calendar year to 31 December 2019 are forecasted).

² For the period: 1 January 2020 to 31 December 2023.

³ For the detailed funding for each archdiocesan organisation, see Section 2.

⁴ For the detailed funding for these funds and projects, see Section 3.

\$78 million, or nearly \$20 million annually, is needed for the next four years.

These financing requirements can be a stretch but are within the reach of the Catholic community. Expenditures have been scaled down particularly for contributions to the sinking funds and in the phasing of the development of the Catholic Hub.

To meet the needs of the archdiocese over the next four years, every Catholic should consider pledging a regular monthly contribution to the Church. GIFT provides online and offline means to facilitate contributions (see back pages).

This is encouraged in addition to any contributions made to other fundraising bodies in the Church, such as the social mission organisations and parishes.

Every person is encouraged to “give as you have made up your mind, not reluctantly or under compulsion, for God loves a cheerful giver” (2 Cor 9:7). Any amount will be received with gratitude.

PLAYING YOUR PART

OUR ROLE

Every Catholic is called to play a part in the vision and mission of the Church in three ways:



Pray

First and foremost is prayer. Praying is a faithful response to the Church's needs, trusting in Jesus when He says, "Ask, and it will be given you; search, and you will find; knock, and the door will be opened for you" (Mt 7:7).



Act

As disciples, we have been called to the same mission to be "salt of the earth... light of the world" (Mt 5:13-14). Each of us is responsible for and capable of taking part in the mission of the Church.



Give

Integral to the Church's mission is having the necessary resources to support and extend her work. Just as Christ had fed thousands with just five loaves and two fish, we are called to give in faith and thankfulness that God will multiply our gifts for the good of others.

WHY GIVE?

While the Church is divine, she also exists in this world and requires resources to carry out her mission. The labourers need to be paid fairly, and tools need to be acquired.

One of the five precepts of the Catholic Church, alongside the call to attend Mass, receive the Eucharist, go for confession, and observe days of fasting, is to provide for the "material needs of the Church, each according to his own ability" (CCC 2043).

The Church challenges everyone to regard their external goods as "not merely as exclusive" to oneself, but "common to others also, in the sense that they can benefit others as well" (CCC 2404). All created things are gifts from God, given to be shared for the good of all.

This attitude of generosity is encouraged in every aspect of life, including towards the Church, so that she may always have what is necessary to truly make disciples of all nations.

By giving to the Church, Catholics reflect more truly that we, "though many, are one body" (1 Cor 12:12). Each of us is challenged to pledge a regular contribution to the Church.

Please refer to the last page for the different ways that you can contribute.



2. PEOPLE & ORGANISATIONS

Archdiocesan Commission for Catholic Schools

Archdiocesan Commission for the Family

Catholic Family Life

Catholic Theological Institute of Singapore

Office for Catechesis

Office for the New Evangelisation

Office for Young People

Catholic Preschool Education (Singapore)

Catholic Leadership Centre



ARCHDIOCESAN COMMISSION FOR CATHOLIC SCHOOLS

The Archdiocesan Commission for Catholic Schools (ACCS) works with Catholic schools to develop whole persons who will grow to be men and women for God and for society.

It provides a range of programmes to support Catholic educators and institutions from preschool¹ to secondary level. One key event is its biennial Catholic Education Conference, bringing educators and partners together to celebrate, reflect and exchange ideas, and build communion, so that our schools may continue to provide Catholic education.

Acknowledging the importance of school leadership in strengthening the Catholic ethos of our schools, the Council of Catholic Schools' Principals and the Vice-Principals' Circle were formed. Every January, newly appointed principals are commissioned by the Archbishop during the Commencement of School Year Mass.

Outreach efforts involving schools, parishes and homes have also begun. One such example is Catholic Education Sunday, where students serve at parishes as lectors, greeters and choir members. Furthermore, *Sowers*, a monthly e-newsletter for Catholic educators, helps in publicising how Catholic schools live out their identity.

ACCS has also begun developing a presence in The Catholic News and engaging Catholic educators in non-Catholic schools. It is looking to build up its chaplaincy service and organise retreats for school leaders and educators.

¹From 2020 onwards, the scope of preschools will come under Catholic Preschool Education (Singapore). See page 18.



ACCS

Established: 2005

Mission

To work with Catholic schools to strengthen the Catholic ethos in their communities, and support the religious, civic and moral education these schools provide.

Chair

Koh Thiam Seng

Executive Director (Ad Interim)

Rev Fr Edward Seah

CF Funding

2016-2019: \$1,190,000

2020-2023: \$1,860,200



ARCHDIOCESAN COMMISSION FOR THE FAMILY

CATHOLIC FAMILY LIFE

The Archdiocesan Commission for the Family (ACF) was established to serve and build marriages and families with Catholic values and ethos.

ACF leads, supports and synergises the outreach efforts of 13 family partners. It provides them with ongoing formation, networking and appreciation events, as well as awareness and advocacy efforts through articles in The Catholic News and social media. It also assists parishes by providing support and formation for those involved in family life ministries.

In response to changing needs, ACF introduced new programmes, such as Couple Mentor Journey and Surviving Divorce, as well as support groups for those experiencing same sex attraction (COURAGE) and their family members (EnCOURAGE).

After a strategic review of the family ministries within the archdiocese in 2019, it was decided that the activities of these ministries would be brought under one umbrella for greater synergy.

From 2020, the operations of ACF and Family Life Society (FLS) will be merged into a new entity, Catholic Family Life (CFL). (FLS is a social mission organisation that offers professional services and support to families in need, regardless of race, religion and background.)

CFL and its affiliated family ministries will provide an integrated platform for more effective outreach to strengthen families, whether Catholic or non-Catholic, and uphold the dignity of life. In this new context, ACF will focus on providing Church advocacy of the family.



ACF

Established: 2014

Mission

To help families be fully alive in loving as God loves, becoming intimate communities and witnesses of life and love sharing in the life and mission of the Church.

Spiritual Director

Rev Msgr Ambrose Vaz

Chair

Roderick Theseira

CF Funding

2016-2019: \$1,500,000

2020-2023: \$200,000



CATHOLIC THEOLOGICAL INSTITUTE OF SINGAPORE

The Catholic Theological Institute of Singapore (CTIS) aspires to be a premier institute of theology, preparing students for the new evangelisation amidst the pluralistic cultures and religions of the region. Its purpose is to empower its students to serve the Church and society.

CTIS' curriculum is structured for both the laity and candidates preparing for priesthood or religious life.

Operating from the St Francis Xavier Seminary Building at 618 Upper Bukit Timah Road, it currently offers over 60 courses, including the Certificate and Diploma programmes in Theology (English and Mandarin) and seminary training programmes. CTIS also works with various archdiocesan organisations to cater to their specific formation requirements, such as courses on the Catechism of the Catholic Church in Mandarin and the Family Formation Programme.

Since it started, hundreds of Catholics have graduated from CTIS programmes. It hopes that their appreciation of the faith has grown, especially in their response to the evangelical command of Christ to make His Gospel known to all.

As at October 2019, there were 275 lay students and 27 seminarian students (13 diocesan and 14 religious) studying at CTIS. Lay students were predominantly working adults who attended classes in the evening.

Moving forward, CTIS will continue to form Catholics in the light of God's Word, and support the local Church in its apostolic activities. It will also continue to work towards getting its programmes accredited with established universities and expanding its outreach.



CTIS

Established: 2013

Mission

To provide systematic formation in Catholic theology, in faithfulness to Holy Scripture and the Magisterium of the Catholic Church.

Rector

Rev Fr James Yeo

Chair

Anthony Seah

Academic Director

Arthur Goh

CF Funding

2016-2019: \$1,826,000

2020-2023: \$2,393,200



OFFICE FOR CATECHESIS

The Office for Catechesis (OFC) became an independent office at the end of 2015, separating its functions from that of ONE, so that both can focus on their particular ministries.

OFC provides training and formation for catechists and those involved in catechetical ministries, including parish-based Children's and Youth Catechesis, Special Needs Catechesis, RCIA (Rite of Christian Initiation for Adults), and Liturgy of the Word with Children.

Various courses as well as the annual Archdiocesan Catechists' Retreat cater to the formation needs of those involved in catechesis. OFC now supports some 2,000 catechists and assistants who in turn serve about 20,000 children and youth across the parishes. Each year, it organises over 30 modular courses that are collectively attended by more than 3,000 participants.

To reach out to more catechists throughout the archdiocese, emphasis was placed on the training and certification of catechetical trainers equipped to provide targeted formation for catechists at the parish level. In addition, OFC plans to introduce an e-learning platform to assist with catechesis. Focus will also be on recruiting and equipping new trainers, catechists and facilitators to support parishes' catechetical ministries.

To keep the syllabus up-to-date, curriculum development for catechesis of all ages and needs remains a priority on an ongoing basis. Working with various theologians, OFC will continue its efforts to obtain the *imprimatur* and *nihil obstat* declarations for its publications for children and youth catechetical curricula.



OFC

Established: 2015

Mission

To equip and empower catechetical ministries to nurture and develop missionary disciples.

Catechetical Director

Rev Fr Terence Kesavan

Associate Director

Wendy Loe

CF Funding

2016-2019: \$2,715,000

2020-2023: \$4,560,800



OFFICE FOR THE NEW EVANGELISATION

The Office for the New Evangelisation (ONE) aims to align the clergy, religious, laity and archdiocesan organisations to the pastoral vision. It advocates a change of culture, and provides formation and resources for the faithful to be witnesses.

In its early years, ONE actively engaged parishes in pastoral dialogues and held follow-up formation and training based on each parish's needs. ONE also brought parishes and organisations across the archdiocese together to share in the four tenets of the New Evangelisation: Word, Worship, Communion and Witness.

ONE has been organising an increasing number of events and talks to awaken within various Catholic communities the desire to follow Jesus. In 2019, ONE expects to have over 4,000 participants at its events that aim to excite, facilitate encounter, energise and evangelise.

ONE holds regular strategic communion sessions for all the offices and commissions of the archdiocese. It also publishes reflection booklets for the Lenten, Easter and Advent seasons, and on topics such as Communion, Mission and Formation.

Over the next four years, ONE is planning to expand its outreach efforts to children (4-6 and 7-12 years old) and younger youths (13-16 years old). It will first build up its capacity by training teams to specifically minister to these respective age bands. By reaching out to a younger audience, ONE hopes to simultaneously strengthen the faith of parents who are present at the various events.



ONE

Established: 2013

Mission

To catalyse the baptised faithful to live out our mission to evangelise.

Episcopal Vicar

Rev Fr Terence Pereira

Executive Director

Rofina Tham

CF Funding

2018-2019: \$780,000*

2020-2023: \$5,514,600

**CF started funding ONE in 2018.*



OFFICE FOR YOUNG PEOPLE

The Office for Young People (OYP) facilitates young people's encounter with Jesus Christ, drawing them into greater communion with the Church and harnessing their energy for God's Kingdom. As the youth arm of the archdiocese for post-confirmation aged 16 to 35, OYP has pastoral charge over Catholics in institutes of higher learning, ITEs, polytechnics and junior colleges, as well as full-time national servicemen (NSFs) and archdiocesan young adult communities.

OYP's work falls under two categories: evangelising and pastoring Christian communities, and delivering programmes that equip participants for Christian living. Currently overseeing 34 communities across the various stages of life that span its mission field, OYP supports about 1,400 young people in their discipleship journeys. These OYP communities generally meet on a weekly basis to pray, share their life experiences and encourage members in their walk with Jesus.

OYP organises a variety of programmes to equip the young people for Christian life, ranging from one-on-one ministry to four-day encounter retreats (Treasure) to an eight-week live-in discipleship school (School of Witness). Nox Gaudii is held bi-monthly, bringing the Gospel to up to 700 young people each run. Once every three years, to coincide with World Youth Day, OYP also organises Catholic Youth Day for over 2,500 young people to celebrate our faith.

OYP looks forward to gathering young people for the Archdiocesan Youth Conference in October 2020 to hear the Gospel, and to excite and equip them for mission.



OYP

Established: 2013

Mission

To raise up a generation of young people passionately in love with Jesus and His Church, committed to a lifestyle of discipleship and communion.

Chaplains

Rev Fr Brian D'Souza
Rev Fr Jude David

Manager

Juliana Aloysius

CF Funding

2017-2019: \$1,750,000
2020-2023: \$5,344,400



CATHOLIC PRESCHOOL EDUCATION (SINGAPORE)

Due to government efforts to upgrade the quality of preschool education, the archdiocese had conducted strategic reviews in consultation with existing Catholic preschools and parishes. To centrally and professionally manage our Catholic preschools, a not-for-profit entity Catholic Preschool Education (Singapore) Limited (CPES) is being established.

CPES is being incorporated in the last quarter of 2019. Staff are being hired, existing centres have been assessed on the changes needed, and a common Catholic preschool curriculum is being developed.

The initial focus is on helping the existing 12 parish preschool centres upgrade. Coverage will later be extended to parishes without preschools, and preschools run by the Catholic religious congregations.

CATHOLIC LEADERSHIP CENTRE

For the laity to step up and take on roles and duties in the Church, they need to be properly formed in the faith as well as in leadership concepts which are driven by Catholic values. There are many spiritual formation programmes across the Church. In contrast, there is only the occasional faith-based leadership session.

The plan is to establish a Catholic Leadership Centre to train and develop current and future lay leaders for the Catholic Church in Singapore. The initial focus will be the lay faithful who come forward to serve and lead in the Church. Initial courses will cover topics such as servant leadership, pastoral leadership, and leadership and discipleship in a secular world.

CPES

Established: 2019

Mission

To provide affordable high-quality Catholic early childhood education and care for all children regardless of faith tradition.

Spiritual Director

Rev Msgr Philip Heng, SJ

Chair

Tan Tee How

Executive Director

Shirley Tan

CF Funding

2020-2023: \$1,800,000

CLC

To Be Established: 2020

Mission

To accompany and develop Catholics in their journeys as servant leaders in the Church and as marketplace shepherds in a changing world.

CF Funding

2020-2023: \$400,000



3. PROJECTS & INITIATIVES

St Francis Xavier Seminary Building

Bethany East Clergy Residence

Catholic Hub

Sinking Funds

Catholic Foundation Scholarship

Clergy Welfare and Retirement

Digitisation

Strategy & Governance

ST FRANCIS XAVIER SEMINARY BUILDING

The St Francis Xavier (SFX) Seminary Building provides for the formation of future priests and laity. It houses the Catholic Theological Institute of Singapore and SFX Major Seminary.

Built on freehold land in front of St Joseph's Church (Bukit Timah), the four-storey building is equipped with a library, multi-purpose hall, classrooms, chapel and residential facilities for the seminarians and faculty members.

A ground-breaking ceremony for the construction of the seminary building was held on 26 October 2016. Archbishop William Goh blessed the completed building on 22 August 2018. Since then, the archdiocese has been providing better facilities for the formation of future priests, religious and laity.

CF funded the development cost of \$17,130,000 for the building.

BETHANY EAST CLERGY RESIDENCE

There are currently over 150 priests in our archdiocese, of whom nearly a third have been priests for more than 30 years.

As the number of retired priests is expected to rise, priority was placed on the renovation of Bethany East Clergy Residence for those who have devoted their lives to the care of others.

Bethany East is a 7,000 sq ft, two-storey detached house with an attic and eight bedrooms that have been optimally designed to be elderly-friendly. A short walk from the Church of Our Lady of Perpetual Succour, the resident priests can continue to play an active role in the community.

Renovation began in January 2017 and was completed in September 2018. Currently, four senior priests reside at Bethany East.

CF funded the development cost of \$2,714,000 for the home.



The St Francis Xavier Seminary Building (left) and the Bethany East Clergy Residence (right) have been completed thanks to the support for the GIFT campaign.

CATHOLIC HUB

As part of the archdiocese's long-term plan of optimal land use for its various needs such as communal places of worship, retreat centres and offices for the numerous organisations, a decision for an integrated space in the form of a Catholic Hub was made.

The Hub will serve as a one-stop centre for the discovery and deepening of faith, where Catholics and those interested in learning about the faith can learn and grow. Key organisations such as ONE, OYP and the Catholic Spirituality Centre are slated to relocate to the Hub which will be better equipped to accommodate their various needs. Such co-location will include shared services and facilities, thus optimising space requirements while strengthening operations for offices and the running of retreats, talks, workshops, courses and other programmes.

In addition to premises for the various archdiocesan organisations, features at the Hub will include a residential training retreat centre, multipurpose halls and function rooms, an adoration chapel, intercessory rooms, a heritage centre and a home for retired priests (in addition to Bethany East).

The Hub will be built on freehold land at 49 Upper Thomson Road. (St Theresa's Home, which is currently located there, will be moving to new premises with upgraded facilities.) There have been delays to the project as the authorities had asked the Church to put this project on hold, pending the outcome of the study on the alignment and route of the future Cross Island MRT Line.

Planning for the Hub had commenced, with design plans and construction to proceed when the authorities have concluded on the MRT Line study. Given the financial constraints, the Hub development will be undertaken in phases.

A restricted fund had been set up to raise funds to develop the Hub. To date, CF has provided \$10 million in funding to the Hub with another \$40 million expected over the next four years for the first phase of its development.



The proposed site of the future Catholic Hub.

SINKING FUNDS

In land-scarce Singapore, the optimal use of buildings or properties is crucial in allowing the Church to grow unhindered by physical limitations, to enable it to fulfil its mission of announcing the Good News to all.

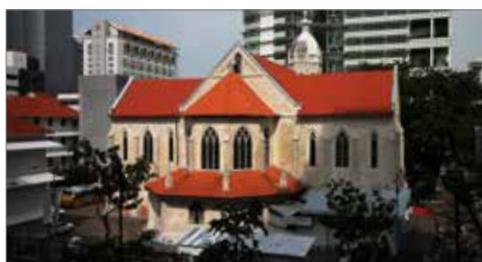
The Catholic Church owns a number of properties on which the respective parishes and other archdiocesan organisations are located. Those sited on leasehold land face a risk of being lost if the archdiocese has insufficient funds to renew their leases. Furthermore, all buildings need to be renovated from time to time.

Traditionally, the Church has undertaken major fundraising only when each lease is renewed or building renovated. In 2017, based on the recommendations of the Archdiocesan Land and Properties Singapore, the property arm of the Church, sinking funds were set up for the longer-term needs of the Church’s land and buildings:

- **Parishes’ Building Sinking Funds:** Each parish has a sinking fund for significant renovations and maintenance.
- **Common Parish Lease Renewal Sinking Fund:** As 11 of the 32 parishes are on leasehold land, the archdiocese manages a common fund for their lease renewal.
- **Archdiocesan Building Sinking Fund:** This is for future renovations required for buildings owned and managed by the archdiocese, such as the Catholic Archdiocesan Education Centre.
- **Archdiocesan Lease Renewal Sinking Fund:** This is for the lease renewal of archdiocesan properties (other than parish churches) that are on leasehold land, such as the Catholic Centre at Waterloo Street.

CF has provided seed funding and will continue to contribute to these funds. As available funds are generally limited, it will take time for these sinking funds to be built up to adequately provide for future renovations and lease renewals. In the interim, major projects will still require their own fundraising exercises.

CF Contributions to Sinking Funds		
Sinking Funds	2017 to 2019	2020 to 2023
Parishes’ Building SFs	\$1,603,600	\$1,760,000
Common Parish Lease Renewal SF	\$1,600,000	\$3,800,000
Archdiocesan Building SF	\$1,100,000	\$3,200,000
Archdiocesan Lease Renewal SF	\$300,000	\$800,000



CATHOLIC FOUNDATION SCHOLARSHIP

In its initial years of focus on the capacity building of the Church, CF received several applications for scholarships for the staff of parishes and archdiocesan organisations.

In 2016, the Foundation decided to establish a centralised CF Scholarship Fund. Applications and awards for bursaries and scholarships are processed and decided by an independent CF Scholarship Board.

CFS' current priority is on supporting lay Catholics who can contribute to the Church for pastoral or theological courses overseas or locally. Scholars are generally bonded to serve in the archdiocese for a number of years upon graduation.

To date, CF has supported five students to study overseas at the University of Divinity (Melbourne, Australia), Pontifical University of St Thomas Aquinas (Rome), Pontifical Biblical University (Rome) and Furen University (Taiwan). In addition, bursaries have been given to 17 students for CTIS' Diploma and Certificate in Theology in 2019.

CF has contributed \$1,298,062 to the CFS Fund since it was established. In January 2019, CTIS injected a further \$750,000 to the CFS Fund. With an available balance (after commitments) of about \$1.45 million at end-December 2019, there is scope for several more scholarships and bursaries in the coming years. CF estimates a further injection of about \$400,000 over the next four years to the Fund.

CLERGY WELFARE AND RETIREMENT

There are currently more than 150 priests in our archdiocese. Nearly a third of them have been a priest for over 30 years. As our priests age, their projected needs will continue to increase significantly over the years, particularly due to rising medical costs. Paying attention to their welfare, keeping them healthy, ensuring their continual development and providing them with a dignified and comfortable retirement are an important part of the pastoral vision.

A Clergy Welfare and Retirement Fund was set up in 2017 to help provide for the expected expenses of caring for the well-being of our priests. It will also support the operations and maintenance of Bethany East, the residence for senior clergy after a life of service.

As of end-December 2019, CF would have contributed \$700,000 to the archdiocese for clergy welfare and retirement. Over the next four years, it expects to contribute \$4 million to this fund.



DIGITISATION



Information and communications technologies have become an integral part of our personal lives. While technology can be disruptive, it affords opportunities for productivity, innovation and outreach to everyone, especially to the millennials.

Many Church organisations have been automating aspects of their operations and leveraging on communication technologies. ArchComms has led the way in the last five years through the introduction and use of digital media in a variety of social and messaging platforms. It developed an integrated Catholic.sg website, the CatholicSG mobile app and recently, Catholic.sg Radio. There has been an increasing amount of content pushed to inform, inspire and engage Catholics.

ArchComms is now working with other organisations on a digitisation masterplan to take automation to the next level. The masterplan hopes to bring together key stakeholders from the parishes and archdiocesan offices and organisations to develop a digital roadmap to build the Church for tomorrow.

This initiative will involve creating standards and working towards common and unified systems for greater cost savings and other efficiencies. The plan includes creating archdiocese-wide platforms for backend services such as accounting, payments and human resources.

It will build upon the current Catholic.sg implementations. Ideally, parishioners will be able to access onetouch services via their personal devices on Church facilities and services, personalisation of spiritual content and media, online marketing and booking of all events and activities across the archdiocese. Enabled by a digital Catholic registry with attention to user-centric design, the young and old can access these digital services at their convenience.

The digitisation initiative will call upon the Catholic community to volunteer its talents to help build with our hearts and hands the new “brickwork” for this digital foundation. It will need people with experience in project management, design thinking, user interface design, creative writing, graphic design, programming and agile development to realise this ambitious vision.

The funding to realise the digital masterplan over the next four years is estimated at \$2 million, in addition to the volunteer effort.

STRATEGY & GOVERNANCE

With the size of the archdiocese and the large number of organisations, there is a need for proper structure, governance and coordination to ensure alignment and smooth operations. Aspects of these include:

- **Strategy Retreats and Communion Symposiums**

Many of the organisations conduct strategy reviews annually as they plan for each year. A group of Catholic professionals have assisted and facilitated several of these sessions pro bono.

Following the strategy retreats of key archdiocesan organisations held in 2015, CF and ONE have organised regular communion meetings for the organisations to share on their work and to collaborate and ensure alignment to the pastoral vision. A major session was held with the archbishop in August 2019 to review the mid-point progress and plan for the remaining four years of the ten-year pastoral plan.

- **Structure and Governance**

The Church Governance and Structure Committee was set up in 2017 to strengthen the structure, governance and accountability of Church organisations across the archdiocese.

The Committee has reviewed the legal and organisational constructs of more than 200 groups and organisations within the archdiocese. Focus reviews and recommendations have been made and are being effected in areas such as family ministries, Catholic schools and social mission organisations.

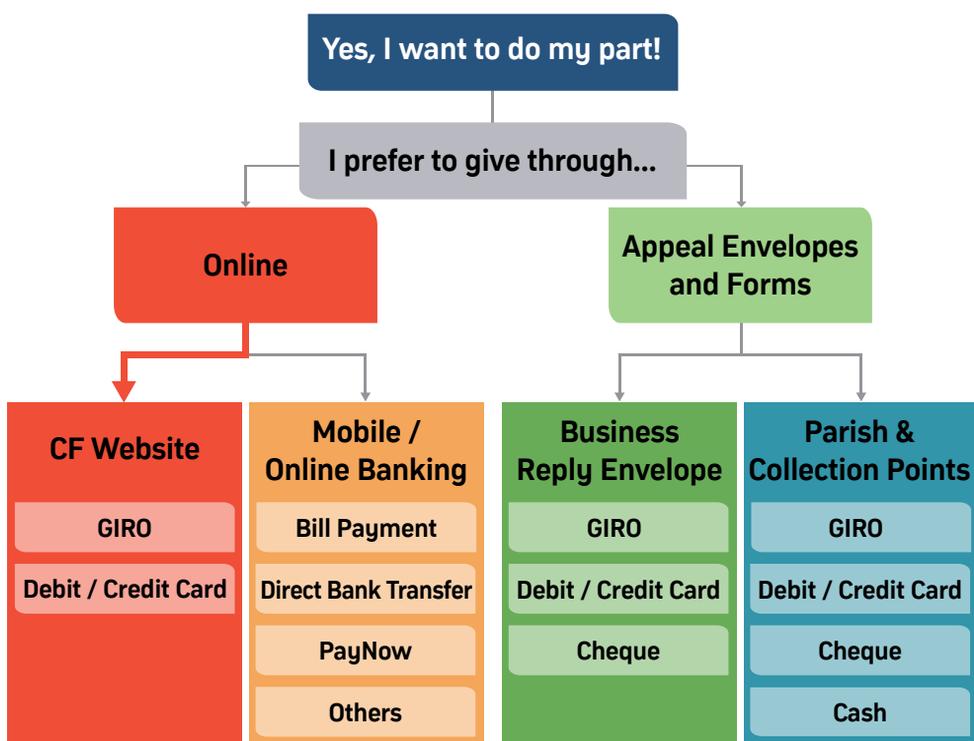
- **Audit and Finance**

In 2016, the Archdiocesan Finance Office began and led the implementation of common accounting guidelines and processes across all parishes and the archdiocese based on the Charities Accounting Standard. The first statutory audit of the accounts of the archdiocese including all parishes was completed by EY for financial year 2018.

In November 2017, an Archdiocesan Audit Committee, directly reporting to the archbishop, was established. In 2019, an archdiocesan internal audit function has been created. Prior to this, internal audit reviews were conducted by external accounting firms and pro bono professionals.



HOW YOU CAN GIVE



* GIRO is the preferred method.

There are two ways to give to Catholic Foundation:

1. ONLINE

While all the above methods of giving are available, GIRO is preferred and encouraged as it is the most cost effective and ensures optimal data accuracy. Going online also allows contributors to easily track and monitor their gifts to the Church. Visit catholicfoundation.sg to start giving.

2. APPEAL ENVELOPES AND FORMS

Contributors can also choose to give through the Foundation's appeal envelopes and forms (found on the facing page). The Business Reply Service envelopes can be returned via mail (please do not mail cash), or dropped off at collection points at various parish offices or at the Catholic Foundation office (55 Waterloo Street, #04-01 Catholic Centre, Singapore 187954). Alternatively, the archdiocese has designated that second collections on the third Sunday of each month go towards the GIFT campaign; cash, cheques, or GIRO forms can be placed into appeal envelopes, then dropped into collection bags at each parish.

HOW MUCH TO GIVE?

Every individual is urged to give regularly and generously to the Church, with an amount that will allow the archdiocese to fulfil its vision to be more vibrant, evangelising and missionary. Listen to what God calls for. "Give as you have made up your mind, not reluctantly or under compulsion, for God loves a cheerful giver" (2 Cor 9:7).



CATHOLICFOUNDATION.SG

**THANK YOU
FOR BEING A GIFT**

GIFT IS A RALLYING CALL TO ALL CATHOLICS

TO BUILD THE CHURCH TODAY FOR TOMORROW

Our archdiocese envisions a more vibrant, evangelising and missionary Church.

As the fundraising arm of the Catholic Archdiocese of Singapore, the Catholic Foundation has launched the Giving in Faith & Thankfulness (GIFT) campaign to urge every Catholic to participate in making the vision of the archdiocese a reality.

TO PRAY, ACT AND GIVE



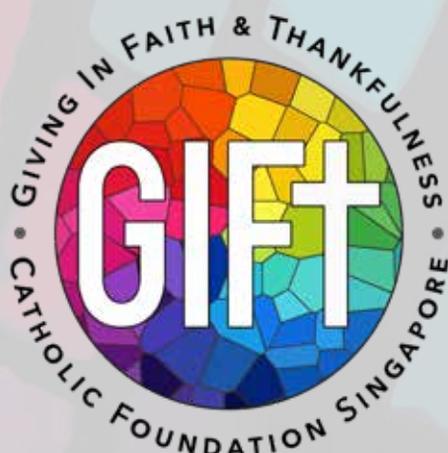
Pray for the archdiocese
and for its continual growth.



Act out of love.
Volunteer and serve the Church.



Give in faith and thankfulness.
Give for the future of the Church.
Please consider a monthly pledge.



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