Canossaville
Children & Community Services

ANNUAL REPORT 2021

CELEBRATING 80 YEARS

MISSION

Our reason for existence

Nurturing **each in her/his own way by Forming Hearts, Enlightening Minds** and **Empowering Spirits** to live in **The Way, The Truth and The Life.**

VISION

Where our journey will lead us

Forming Hearts, Transforming Lives, Empowering Communities

CANOSSIAN VALUES

The principles by which we live our lives

Charity, Humility, Forgiveness and Faith

CANOSSIAN ATTRIBUTES

The way we live out each day of our lives

Commitment, Cheerfulness, Compassion, Gratitude

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Executive Director's Message

On 15 August 1941, Canossa Convent, Canossa Convent Primary School, and Fatima Home were officially opened with joyous celebrations. However, no one could predict that World War II would soon break out on 8 December of the same year. The fate of 1 Sallim Road changed as the Canossian Sisters read the signs of the time and moved ahead. That war redefined who we were as Canossians in this part of Singapore's history.

What started as Fatima Home for blind and deaf children would eventually become a boarding house for the children who were left in the Sisters' care by their families due to poverty. After the war, the number of children in the Home increased as the fighting left many children orphaned and homeless. These children had lost their families and their homes, and the Sisters were determined to shower them with love and provide them with the security they needed. If there were any strategic roadmaps in place, they were all voided as the war changed everything overnight. Although the mission in Aljunied took a turn for the worse, our bigger mission was made clearer.

Eighty years later, on 15 August 2021, a small group of staff representing the different sectors of the Canossian Village gathered in the Canossa Convent chapel to celebrate the Thanksgiving Mass, commemorating our 80th Anniversary at Sallim Road. We were amid the COVID-19 pandemic with no end in sight, and this sense of hopelessness mirrored what the pioneer Sisters experienced. Yet, we took the opportunity to thank God for the certainty of His grace and blessings throughout the past 80 years. The celebration, though muted, carried much hope and gratitude for all of God's blessings as we continue to experience Him today.

Canossaville Children and Community Services (Canossaville) started with a preschool, a student care, and the Canossian Child Development Unit in 2017. The pandemic slowed us down and we had to relook, re-discern, and re-set our mission and vision. In our 80th year, two new sectors were added to our slew of services — the Canossian Early Intervention Programme for Infants and Children (EIPIC) and the Canossian Family Care Services (CFCS). The variety of programmes offered by Canossaville reflects the growing needs of our clients and it ensures that they receive the appropriate support in a timely manner.

Canossian EIPIC was first launched to support children with hearing loss in Canossaville Preschool. Today, Canossian EIPIC has extended its services and conducts standalone programmes for children in-need beyond our preschool. CFCS, on the other hand, aims to support the families in our care through individual and family counselling. The need for such a service was highlighted by the pandemic which brought about great anxiety and challenges for our families, especially those living in 1 or 2-room rental flats. The uncertainty took a toll on the metal health of our children and families and we wanted to support them the best we could.

God is great! Despite the muted celebrations, Canossaville had wonderful opportunities to showcase herself to the local Church through Catholic200SG, which marked the 200th anniversary of the Catholic Church in Singapore. We participated in every available session to raise awareness of what Canossaville had become and share the services that we offer.

Canossaville also continues to expand our outreach. We persist in supporting the families in our care through care pack distributions and have extended this help to the residents in the neighbouring MacPherson estate, especially to the elderly living alone. Despite the challenges, the Lord continues to send many kind and generous benefactors and friends to support our work, ensuring that the children, their families and the needy in the community have their basic needs met. We continue to be amazed by the mysterious ways of God. In His abundance, He also sends very dedicated and enthusiastic staff to join us on our mission.

We are blessed indeed! We thank God and each of you who have contributed in making our 80th Anniversary special and meaningful despite all the difficulties. In retrospect, it was only because we were not distracted by the preparations for a large celebration that we could focus on doing God's work in reaching out to those in need. Thank you for your continuous love, support, and belief in what we do. For our staff, who continue to walk with our children and families, I am truly grateful.

> ***We continue to be amazed by the mysterious ways of God. In His abundance, He also sends very dedicated and enthusiastic staff to join us on our mission.***

Sr Theresa Seow
Executive Director

Chairman's Message

The Canossian Sisters have been in Singapore for more than 125 years now. Many of us may have forgotten that they are also called the "Canossian Daughters of Charity". It is timely that we recall their full title as it gives context to the work that they do. Most importantly, it highlights how the Sisters bring alive Jesus' many teachings through their interactions with people — the greatest amongst which is Love.

Love embodies important values such as patience, forgiveness, empathy, and the willingness to help everyone we encounter. It is important to remember these values as we journey on at the Canossian Village while transmitting our Catholic beliefs and the Canossian ethos. In these troublesome times, despite the effects of the COVID-19 pandemic and the brink of a Third World War, we must in our way be "Love" and spread the message of "Love" in what we do and how we carry ourselves.

Canossaville Children and Community Services (Canossaville) evolved from Canossaville Children's Home in 2017. The government implemented a policy that favoured foster care which resulted in a decline in the number of children being admitted to the Home. However, with the generous support of Lien Foundation, Canossaville was formed and adopted the concept of the "Circle of Care".

The Canossian Circle of Care aims to enhance and integrate services across the traditional silos of early childhood, primary school, special education, and after-school education systems, and demonstrates how coordinated care can benefit children. Particularly for those facing adversity, as well as children with additional needs.

We had to overcome a great obstacle to create the Canossian Circle of Care as silos had to be dismantled. The task of pulling together all the services within the Canossian Village was made easier with a switch of mindset, where we saw ourselves as the different parts of the Village that cared for each child. Despite the complexity of coordinating the multiple services, we took the opportunity to improve ourselves by enhancing our governance practices, striving for transparency, and adopting digital solutions. These improvements transformed the way we operate, both organisationally and individually. Existing paradigms were challenged, and we sought to place our children at the heart of all that we do. This led to the formation of the Canossian Family Care Services which helps families cope with their circumstances and empowers them to be part of the care for their children.

Our staff are integral in what we do. As much as we care for our beneficiaries, we also extend our care to the staff. The last two years were difficult for everyone with frequent changes in COVID-19 protocols and extensive, rapid adoption of remote outreach. Despite the challenges, our staff have done excellent work with great personal sacrifices. Though some inevitable misunderstandings occur, we still strive to work through our differences and remain resilient and effective in our work. This is what being Catholic-Canossian is all about – serving with the heart that is willing to forgive.

However, we have not reached our destination yet. It is a journey that never ends with the perpetual changes in the needs of our community. We must continue to work together to focus on our children and their families. We must also continue to be sensitive to the needs of all who work with us on this mission.

May the Holy Spirit fill our hearts and guide us on this journey. May we always be reminded that we are different because we are a Catholic-Canossian organisation.

This led to the formation of the Canossian Family Care Services which helps families cope with their circumstances and empowers them to be part of the care for their children.

Dr Gerard Ee
Chairman

Management Committee

DR GERARD EE
Chairperson

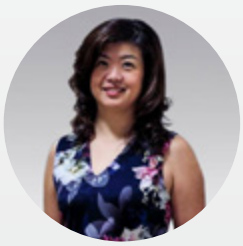
MS PEGGY YEE
Vice Chairperson

MS LIM LUCK SIEW
Secretary

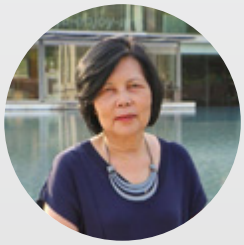
MR CHARLES FAN
Treasurer

DR GRACE LEE
Member

SR ELIZABETH THAM
Member



DR LIAN WEE BIN
Member



MS LOW CHIN GAO
Member

MDM CHEN YEW NAH
Member

2021 Board Meeting Attendance

No.	Date of Appointment	Name	14 Apr	1 Sep	2 Dec
1	1 Jan 2019	Dr Gerard Ee	✓	✓	✓
2	1 Jan 2019	Ms Peggy Yee	✓	✓	✓
3	1 Jan 2019	Ms Lim Luck Siew	Abs	✓	✓
4	5 Aug 2020	Mr Charles Fan	✓	✓	✓
5	1 Jan 2019	Dr Grace Lee	✓	✓	✓
6	1 Jan 2019	Sr Elizabeth Tham	✓	✓	✓
7	1 Jan 2019	Dr Lian Wee Bin	✓	✓	✓
8	1 Jan 2019	Ms Low Chin Gao	✓	✓	✓
9	1 Jan 2021	Mdm Chen Yew Nah	✓	✓	✓

None of Canossaville's Management Committee members were remunerated during the financial years ended 31 December 2021 and 2020.

Overview of Charity

Canossaville Children and Community Services (Canossaville) was registered as a charity under the Charities Act 1994 in the Republic of Singapore since 29 June 1987.

Canossaville is a registered charity with IPC (Institution of a Public Character) status and our current license is from 1 August 2021 to 31 July 2024.

Banker
DBS Bank Ltd
22 Malacca St
#01-00 RB Capital Building
Singapore 048980

Auditor
Suhaimi Salleh & Associates
71 Ubi Crescent #08-01
Excalibur Centre
Singapore 408571

Unique Registration Number (UEN)
S87CC0462K

Registered Address of Charity
1 Sallim Road (Gate 3)
Singapore 387621

Canossaville 2021 in

Numbers

115
Number of
CHILDREN/FAMILES
we helped

71
Number of children with
HEARING LOSS
we supported

372
Number of children
REACHED / SUPPORTED
through our signature programmes

ESPECIALLY

177 Canossaville Care Curriculum

76 IN JUN | **102** IN DEC
Reading Programme

174
Number of training hours
FOR PARTNERS
(parents, internal partners, external partners)

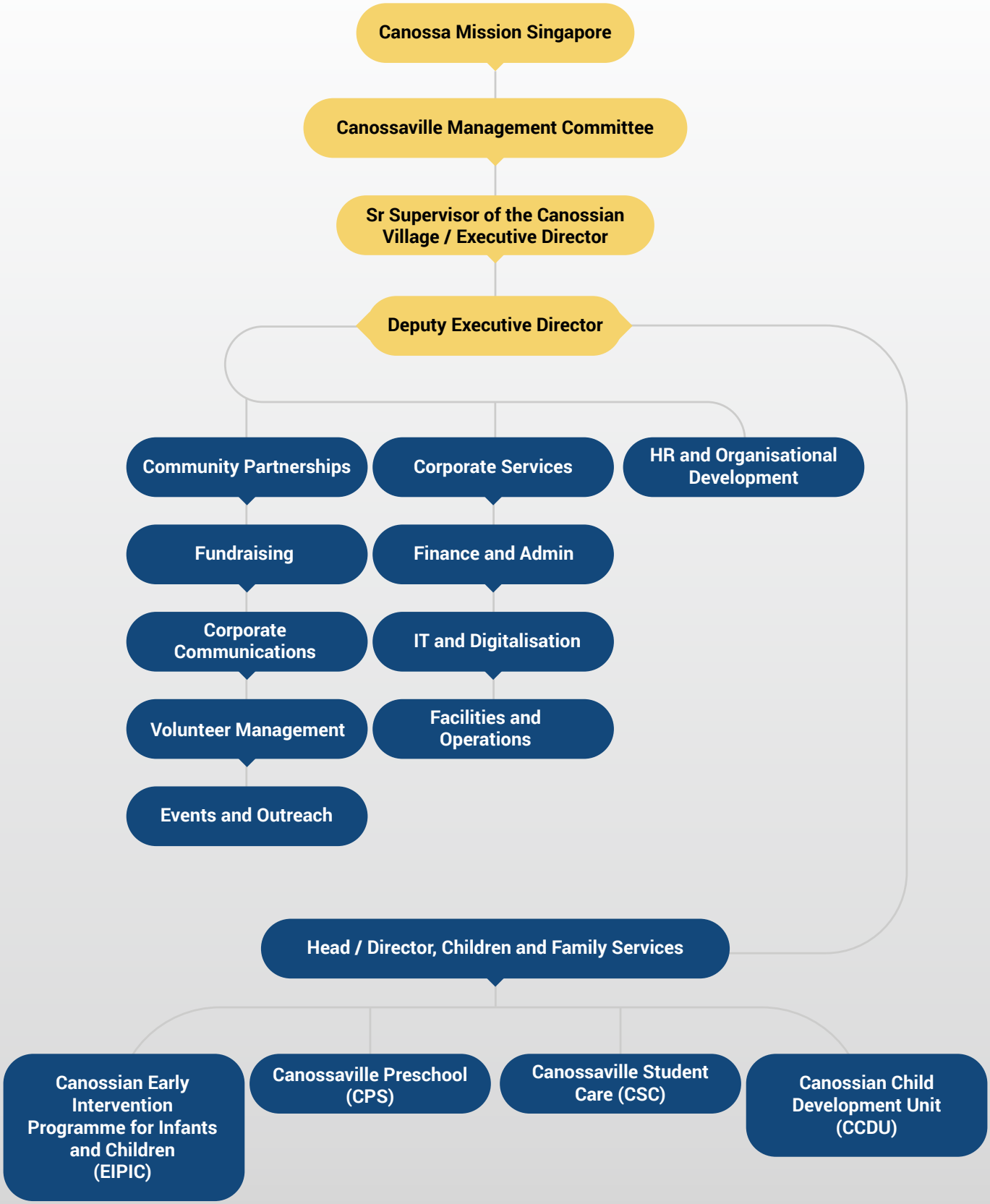
FEEDBACK
from our Canossaville
FAMILY CARE SERVICES CLIENTS
after receiving our services

100%
of parents reported
HIGHER SELF-EFFICACY
in their parenting role

94.7%
of families felt that their
BASIC AND ASPIRATIONAL NEEDS
WERE SUPPORTED

100%
OF FAMILIES REPORTED THAT THEY FEEL
ASSURED
they have a safe, nurturing home environment

Organisation Chart



Canossa Mission Singapore (CMS) is the social arm of the Canossian Daughters of Charity (CDoC) and Canossaville Children and Community Services (CCCS) is accountable to the Canossian Sisters who provide guidance on how a Canossian ministry is carried out.

Canossian Educators

During her ministry, our Mother Foundress, St Magdalene of Canossa, cared for all her companions equally. She never played "the Foundress" but was always first a mother, a sister, and a trustful companion. She believed that every member of the community, no matter how seemingly insignificant, played an important role in the success of her mission.

Following in the footsteps of our Mother Foundress, Canossaville holds all our staff in high esteem. We believe that every person entrusted to us is an important member of our community and is instrumental in continuing St Magdalene's mission here in Singapore. All our staff are Canossian Educators regardless of their scope of work. They teach our children important life lessons and skills through their example and interactions with others. Every role in Canossaville is vital to the education of our children and crucial in providing support for our families.

The following pages of this report will share nine stories of our wonderful staff from across the organisation. We will show how they embody our mission and vision in every task, and how they strive to place the child and family at the heart of all they do. With the alignment of minds and union of hearts, we can continue to serve the needs of all in our care.

Senior Teacher Chinese Language

Loo Laoshi

Loo Laoshi is a Chinese-language teacher in Canossaville Preschool (CPS). A 14-year veteran in the early childhood education industry, Loo Laoshi joined Canossaville in 2014. For her, the emphasis placed on the moral and values education of the children is what sets CPS apart from other preschools. In her previous employment, Loo Laoshi noticed that the teachers were mostly concerned about completing the set curriculum. In CPS, however, the Canossian values of Charity, Humility, Forgiveness, and Faith are seamlessly weaved into the curriculum. The children, regardless of religion, are also taught to pray in both English and Chinese.

Loo Laoshi had a large part to play in the development of this culture. When she first arrived at Magdalene's Kindergarten (Canossaville Preschool's former name), she noticed that the Chinese curriculum focused on the memorisation of Chinese idioms and poems. She felt that this emphasis was not the most appropriate for pre-schoolers, and suggested to the school's management to include moral and values education into the classes instead.

During the transition from Magdalene's Kindergarten into Canossaville Preschool in 2017, Loo Laoshi was asked to take on the role of Senior Preschool Teacher and to lead the Chinese-language department. Although hesitant at first, Loo Laoshi stepped up to the challenge and has since been an integral pillar of CPS. For Loo Laoshi, it was crucial for her teachers to truly have a heart for the children, and for everyone to work together in helping the children grow and develop. She takes it upon herself to ensure that her teachers are given the opportunities to progress professionally and personally, and hopes to help them find meaning in their work.

In her time with CPS, Loo Laoshi has also learnt the importance of the Canossian value of Humility. It is only through humility that she and her teachers can improve each day by realising that their children have many things to teach them. Only by having the humility to be open to correction can one improve and in turn, be better educators to the children.

Loo Laoshi carefully navigating the preschool children through a physical activity during class

Administration Manager for CPS

Amy Yuen

Amy joined Canossaville back in 2017 as the Communications Manager. She was responsible for the twin roles of creating awareness for the organisation and overseeing fundraising initiatives to support our programmes. A year later, an opportunity was presented to her and she took on the role of Administration Manager at CPS.

CPS is a mainstream preschool with a specialisation in supporting children with hearing loss, who make up a third of CPS' students. Amy was drawn to this new role as it presented her with an opportunity to establish more personal connections and build greater rapport with our children and their families.

In her day-to-day work, Amy sometimes finds herself providing encouragement and comfort to those who need a listening ear. She recalls a mother who shared about her family background and her challenges in raising a child with hearing loss. CPS gave her an avenue to have time for herself, knowing that her child was well looked after. With her child in CPS, she was able to recharge and find a job to contribute to the family's finances. Over time, Amy witnessed the mother developing a sense of confidence and independence as her son made progress in his foundational years here at CPS.

It is encounters such as these and seeing the children's smiles each day that give Amy great joy and meaning in her work. True to the Canossian vision of Empowering Communities, Amy found a higher purpose and conviction in caring for every child and family who comes through our doors. Coming to Canossaville, she was reminded of Mother Teresa's mission to care for the sick and the poor. Her eyes were opened as she listened to the stories of children and families who struggle to get by each day. Her heart is filled with more reasons to serve in any way she can, and she strives to continually give her best in all that she does at CPS and the wider Canossaville community.

"Make Jesus known", as our Foundress St Magdalene of Canossa said, is Amy's watchword as she goes about her work each day, and she endeavours to be the face of Christ to all she meets.

Amy cheerfully welcoming the pre-schoolers as they arrive in CPS

Canossaville Student Care

Student Care Teacher

Alesha Ann

An alumna from St Anthony's Canossian Primary and Secondary Schools, Alesha found her way back to her alma mater in an unexpected way. Alesha joined Canossaville Student Care (CSC) in 2021 through a recommendation of a friend who had completed an internship at Canossaville. As someone who enjoyed working with children, Alesha thought that the work at CSC would be an excellent experience. She also saw it as a way to return to the Canossian way of life that had such a profound impact on her during her school years.

Alesha readily admits that she was not the best student academically nor the most well-behaved, and that it is crucial that young children have educators who are patient, encouraging and nurturing.

Now, as an educator herself, she uses her experience when she was a student to provide the best care for the children she is entrusted with. She places the children's wellbeing as her top priority. She ensures their physical and emotional safety by consciously holding a safe space for them. Alesha also makes it a point to go the extra mile to help them with their various needs, whether academic or emotional. When facing a challenging situation with a child, Alesha avoids judging the child but instead seeks to understand the reason for the child's behaviour.

Alesha is also grateful for Canossaville's emphasis on the holistic development of our children. She works closely with her colleagues in the Canossian Child Development Unit (CCDU) and seeks their professional advice when faced with challenging situations with any child. Taking their advice for a particular child, she sets aside 20 minutes daily to speak to the child on a personal level. Gradually, he began to open up to Alesha which allowed trust to develop between them. This has led to an improvement in the child's behaviour and attitude and he has since been looking forward to attending student care each day.

Alesha feels that her Canossian homecoming has been a blessing for her to strengthen her faith and identity as a person. She has come to resonate strongly with the Canossian value of Forgiveness and has learnt to forgive herself for the false images that she grew up identifying with. She hopes that her students will come to encapsulate the values they learn in CSC and remember them as they grow up. Perhaps, like her, they may come back to lend their gifts and talents to the children in the Canossian Schools.

Senior Teacher

Mang Neam Cing

Neam Cing is a Senior Teacher in CSC. As a young student, Neam Cing was always drawn to help her peers when they needed assistance with their schoolwork. This simple loving act marked the beginning of her journey as an educator. After graduating with a degree in engineering, she started her career by teaching Physics and Maths in a secondary school. Although she discovered that teaching was second nature for her, she found herself yearning to do more. She wanted to positively impact her students' learning journey, and to help them grow holistically. Amidst the search for a place to fulfil this desire, she found Canossaville.

She joined what was then known as Canossaville Children's Home as a student care teacher in 2012. She was drawn to Canossaville's mission and our Catholic ethos. In her 10 years as a student care teacher, she has encountered students from a variety of backgrounds and with different learning needs, and she has learnt to care for each one of them. One particular student stood out for her after all these years. Rose (not her real name) attended student care throughout primary school and was aloof and indifferent towards learning. Neam Cing also noticed that she was not as responsive as her peers during class. Despite the difficulties faced in getting through to Rose, Neam Cing did not give up and ensured that she was cared for and attended to. Eventually, Rose graduated and left the student care. To Neam Cing's surprise, Rose came back year after year on Teacher's Day to visit Neam Cing and to express her appreciation and gratitude. It was then when Neam Cing realised that every action, though perhaps initially unreciprocated, was appreciated and remembered.

Canossaville transitioned from a residential home to a social service agency in 2017 and this brought about innumerable changes to the organisation. Amidst all the changes, the core of Canossaville has stayed the same-we persist in ensuring that all our children, regardless of background, have access to education, and that their families receive the care that they require. Neam Cing finds true value and meaning in her work, and hopes to continue helping the children in our care grow into persons who truly embody the Canossian values of Charity, Humility, Forgiveness, and Faith.

Neam Cing readily assisting students in CSC

Canossian Early Intervention Programme for Infants and Children

EIPIC Teacher / Associate Psychologist

Abigail Wong

For Abigail, she believes that her personal walk of faith led her to the doorsteps of Canossaville. From an early age, she assisted her uncle in teaching catechism to preschool children in church. In 2019, Abigail spent her holidays as a volunteer in Canossaville Student Care, and an internship with the Canossian Child Development Unit the following year. Through her various volunteering roles, Abigail developed a deep interest in becoming an educator for young children.

As such, she made the decision to join the Canossian Early Intervention Programme for Infants and Children (EIPIC) as a full-time teacher in 2021. This is the only early intervention programme that specialises in supporting children with hearing loss to reach their full potential through the Formation of the Heart, where the focus is placed on character education. As an early intervention teacher, Abigail works with young children with hearing loss, aged 18 months to 6 years old. She takes time to set customised intentional goals for each student and empowers them to achieve their developmental milestones.

A child with behavioural issues came under her care in her first year in Canossian EIPIC. Joseph (not his real name) would throw tantrums whenever things did not go his way or if a change interrupted his normal routine. This behaviour resulted in disruptions in class and distracted his classmates. To better support Joseph, Abigail met with the child's parents to better understand him, and to learn how she could help make his learning experience more comfortable in class.

Together, they identified the circumstances that triggered Joseph's tantrums. With this information, she worked with his parents to strategise ways to help him understand and manage his emotions better. She incorporated calming down activities into Joseph's routines such as counting and taking deep breaths. These small changes enabled him to be more aware of his emotions. Gradually, Joseph learnt to calm down and process his emotions first instead of just throwing tantrums when feeling overwhelmed. Additionally, Abigail ensured that the strategies she developed were easy to carry out so that his parents could help him reinforce them at home.

Being an educator for children with special needs has brought great meaning to Abigail's journey as an educator. She feels so fulfilled whenever she sees an improvement, no matter how small, in the students whom she cares for. She is also grateful whenever parents share with her stories about their child's improvement.

Abigail personifies the Canossian attribute of Compassion in her daily work. Even in difficult situations, she chooses to give her utmost concern to whomever she encounters. More than academic improvement, she believes in the importance of shaping the child in all aspects of life from a young age.

Abigail decorating straw hats in an arts and craft session with the EIPIC students

Social Work Associate

Regina Leong

Regina joined Canossaville back in 2018, fresh out of junior college, as a teacher in Canossaville Student Care (CSC). After two and a half years in CSC, Regina joined the new Canossian Family Care Services (CFCS), a service provided by the Canossian Child Development Unit (CCDU), as a Social Work Associate in 2021. For Regina, the desire to help others started at a young age. Coming from a comfortable and stable family background, Regina noticed that some of her schoolmates in primary and secondary school were not as fortunate or as privileged as her. She had friends whose parent was imprisoned or who came from single-parent households. Some suffered domestic physical abuse, or had to protect their siblings from it.

The inequality of society struck the young Regina. As a person filled with empathy and compassion, she found it difficult to be happy when those around her were unhappy. She did not understand why her friends had to suffer because of the mistakes of the older generation. As she grew older, she realised that there were many things beyond a family's control. This gave her the motivation and drive to work towards reducing the gap between the privileged and underprivileged in society.

Thus, began her studies in social work and took on this new role in CFCS. Opened in 2021, CFCS seeks to better serve the community, by focusing on the holistic wellbeing of families, especially their mental and emotional health. Through our work, we recognised the need to facilitate the healing of many children and their families who carry scars from unfortunate or traumatic experiences. Through CFCS, Canossaville aims to better support these families with counselling and therapy, workshops, and social work.

In her work with CFCS, Regina was assigned to assist Aaron Lee (not his real name), a student with hearing loss in Canossaville Preschool, and his family. Aaron's teachers had indicated that he had been suffering from poor attendance at school. Upon speaking to his mother, Regina realised that his poor attendance was only a symptom of the underlying problems faced by the family. Aaron's mother shared that the family was facing multiple stressors, such as the lack of caregiving help for her nine children, a lack of consistent employment, and financial pressures from accrued arrears from household and medical bills.

Regina sought to help Aaron's mother by dealing with the stressors one at a time. Firstly, Regina helped Aaron apply for funding from our Canossaville Education Fund to cover his preschool fees. Regina also referred Mrs Lee's case to the St Mary of the Angels' Jubilee Solidarity Fund, which enabled her to clear off her arrears. She also arranged for Aaron to come to school each morning on a school bus, eliminating the need for his mother to send him to school.

Lastly, Regina gave Mrs Lee a list of possible employment opportunities to apply for. For Regina, it was crucial for Mrs Lee to hold a job as it showed her children that she was dependable and able to care for them. It re-established Mrs Lee's identity as a responsible parent and helped her to stand on her own two feet.

In the short time that Regina has been working with Aaron, he has shown great improvement in dealing with his hearing loss and has grown in confidence. Mrs Lee also reported that Aaron was developing well, and is immensely grateful for the help that Regina has provided her.

For Regina, Humility is crucial in the work that we do here in Canossaville. We should always strive to see the parents of our children through a positive lens, and to give the best interpretation to everyone. As social service providers, it is important that we respect their self-determination and dignity, and not simply assume that we know what is best for them.

Regina having fun with the children from CCDU through an online class

Children Services Executive (Advancement and Student Wellbeing)

Felicia Tan

The setbacks we experience in life might require us to face new, unexpected challenges and opportunities. In these times, one can only trust in God's plan, and strive to be a blessing wherever He might place us. For Felicia, this setback happened when she had to stop practicing as an occupational therapist due to health reasons. She felt a sense of loss and grief from not being able to continue doing what she loved after more than a decade of studying and working in that line.

As a member of NCSS' Sun Ray Scheme, Felicia was given the opportunity to work at Canossaville as a Children Services Executive. Switching from a client-facing role to a desk-bound job was a challenging transition, but she was determined to make the best of it. As a Children Services Executive, the student data she collected was essential in aiding the Canossaville Student Care (CSC) team in ensuring that the classes had a good mix of student and teacher profiles. Her recommendations had a positive impact as her work directly contributed to fewer incident reports in CSC and a more harmonious classroom environment across the student care.

Felicia was also instrumental in implementing a culture of praise in CSC. Teachers were taught to be open and specific in praising the children. This has had an unexpected outcome of mini-cultures being formed in classes; the children imitated the practice of their teachers and began to praise each other, creating an environment of love and positivity in each class.

Recently, Felicia was assigned to support the Canossian Family Care Services (CFCS). As a new service offering from Canossaville, Felicia is greatly involved in the designing of CFCS' core programmes for the families in our care. Despite not having direct contact management and reporting with the families, she recognises the importance of data gathering. It is with these findings that she is able to help Canossaville make informed decisions, ensuring that our services are truly meeting the needs of our families.

Part of Canossaville's mission is to Empower the Spirits of those whom we serve. For Felicia, this is a crucial part of our work here. We believe that an empowered spirit is better equipped to pull a family through difficult times. It is our responsibility as a social service agency to help a family discover their undying spirit. There is a risk of social services appearing cold and prescriptive to beneficiaries. Therefore, Felicia makes it a point to truly understand the different unique situations of the families we serve, and not to assume that we know what is best for them. Felicia strongly feels that it is our job to journey together with parents, to equip and empower them through our programmes, and to customise the help they require to be great parents.

General Worker

Tan Tiong Bin

Elvis once sang "A little less conversation, a little more action". These lyrics describe Uncle Tan perfectly. Uncle Tan has been working as an General Worker in Canossaville since June 2019. Day by day, he quietly goes about his work looking into the maintenance, servicing, cleanliness, and the upkeeping of Canossaville's premises. You might find him clearing fallen leaves from the playground, changing blown lightbulbs, and ensuring that the general premises are clean and clear of debris.

A former air-conditioning technician, Canossaville is Uncle Tan's first job in a social service agency. He has seen and experienced many new things in his three years of working in Canossaville. He has met parents from underprivileged families, seen the generosity of donors, and has also witnessed the heart that his fellow colleagues have for the children in our care. Uncle Tan finds great meaning in the work he does here, and he takes great pride in ensuring that we provide a safe and conducive environment for the children to study, play, and grow in.

When the pandemic hit and the Circuit Breaker forced us to stay home, many families in our care experienced a drastic decrease in income as their breadwinners were unable to work. To ease their burden, Canossaville organised the distribution of care packs, providing food and daily necessities to these families. Uncle Tan has been instrumental in these distributions. Preparing 150 care packs every 2 to 3 months is a tall order for any institution, but we have been blessed with Uncle Tan's tireless work ethic and eagerness to help. He never says no to any request and is always ready to lend a hand!

Uncle Tan is truly a man of few words, but is one of great action. It is because of unsung heroes like Uncle Tan that we are able to keep our doors open and offer our services to all, especially those most in need.

Uncle Tan diligently going about his daily routine in Canossaville

Estate Manager

Koh Seow Chin

An ex-naval officer, Koh first joined the Canossian Family at St Anthony's Canossian Primary School (SACPS), serving as their Operations Manager for 14 years. Upon reaching the retirement age of 62, he decided to take his leave from SACPS. Sr Theresa Seow, Canossaville's Executive Director, heard the news and jumped at the possibility of having someone as experienced as him in the Canossian Village. She thought that this arrangement would be a great learning opportunity for the younger staff and an enriching encounter for Mr Koh.

Working in the Canossian environment for years, Koh always feels inspired witnessing the tireless and selfless labour of the Canossian Sisters. With this guiding inspiration and his heart of service, Mr Koh agreed to join Canossaville in 2019 as the Estate Manager.

In his role, Koh oversees the preventive and corrective maintenance around the Village. He ensures that every room, equipment, and structure is safe and conducive for use by all children and staff. He also works closely with the Operation Managers and sector leaders across the Village by providing valuable guidance and advice gained from his years of experience. He is always quick to offer a helping hand and is an ever-steady presence in the office.

For Koh, learning is a lifelong journey and being an educator is everyone's responsibility, regardless of designation or role. He believes that no matter how young or old one is, everyone has something to impart to another. Indeed, he an educator and inspiration to everyone in the Village.

The Year Ahead

Programme Expansion Plans
In 2022, Canossaville aims to further improve our service offerings and enhance the accessibility of our programmes to all who require them. In our efforts to provide the best available support for our children with hearing loss, audiology services will be included as an added service offering under the Canossian Child Development Unit (CCDU). Our clients have access to an all-inclusive suite of services as our CCDU is fully equipped with specialists across a variety of disciplines such as speech and language therapists, audiologists, psychologists, social workers, and counsellors. This also enables us to provide itinerant services to social service agencies and schools across the island, allowing us to extend our help to children outside the walls of Canossaville.

In addition, the Canossian Early Intervention Programme for Infants and Children (EIPIC) will be expanding its programme to allow more children who are not enrolled in Canossaville Preschool to receive early intervention in a timely manner, helping them achieve full potential in life.

Digitalisation Journey
Canossaville started its digitalisation journey in 2021 with the implementation of digital systems across the organisation. These systems allowed us to automate many workflows, speed up processes, and reduce human errors. It has also improved our data gathering capabilities, which helped to provide timely updates and actionable insights on areas which may fall short of expectations. Thanks to these systems, we have increased the productivity and efficiency of our programmes, enabling the staff in Canossaville to be able to do more with less. This allows them more time to focus on the job they do best - caring for the children and their families, and ensuring that their various needs are met.

In 2022, we will intensify our digitalisation efforts. Greater familiarity and refinements of the systems will continue to increase Canossaville's capabilities. Additionally, enhancements will be made to Canossaville's existing modular-based Human Resource Management System (HRMS) to further improve our internal processes. A new time-sheet module will be added to the HRMS ecosystem in the second half of 2022, institutionalising a set of systemic steps that enable human resource staff to compile and pay out wages to part-timers and hourly-paid staff more efficiently. A new E-Claim module will also be implemented in early 2023. With this, claims can be easily raised, processed, and reimbursed with minimal human intervention. It is forecasted that the E-Claim can free up administrative burden by at least 20%, allowing staff more time to deal with other complex work.

Fundraising Plans
With the extension of the Enhanced Fund-Raising Programme by the Singapore Government and Tote Board, donations to approved projects will be eligible for dollar matching subject to prevailing terms. To maximise this opportunity, we have plans for four projects in 2022:

Quarter 1: Making A Difference Fund (M.A.D)
The M.A.D Fund is set up to support children and their families within Canossaville's community. Donations raised will be utilised for programmes and activities dedicated to children, especially those with hearing loss and multiple disabilities.

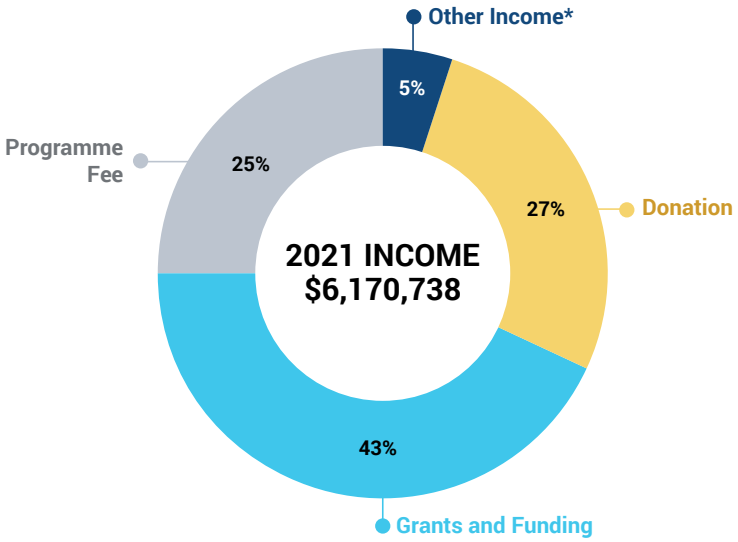
Quarter 2: Never-Ending Gift 2022 (NEG22)
As Canossaville embarks on our 81st year at 1 Sallim Road, we seek to sustain and expand our essential programmes and services for our children and their families. We thank all our supporters and donors for your GIFT that creates real impact on those we serve.

Quarter 3: Canossaville Digital Fund (CDF)
In response to our recurring needs in this area, the Canossaville Digital Fund is designated towards the purchase of digital equipment such as interactive smartboards and iPads, and their accompanying accessories and applications. Specific for our children with hearing loss, the fund will also be used for audio and equipment needs that support assessment and intervention.

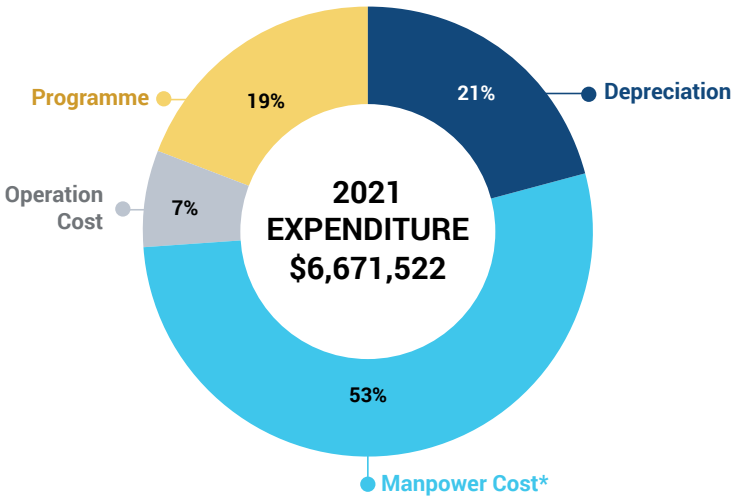
Quarter 4: Season of Giving 2022 (SOG22)
The season of giving at the end of the year is a peak period for donations for all charities. We hope to appeal to donors to contribute during this season to help us sustain our programmes and services all year round.

Through these four fundraising projects, we also aim to ensure that all areas of our organisation, from running of programmes, monetary support for beneficiaries, to operations, are sufficiently and sustainably funded. This ensures that we can persist in making our services accessible to all, regardless of background or situation.

2021 Financial Summary

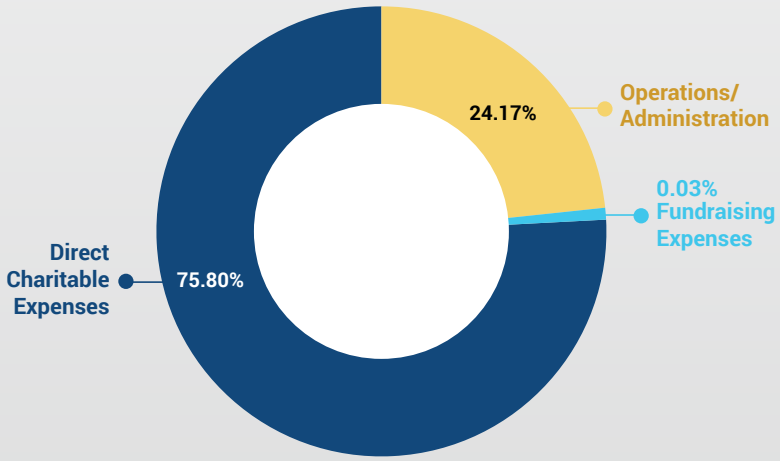


** Other Income includes the Job Support Scheme*



** Manpower Cost includes both programme staff cost and support staff cost.*

2021 Breakdown of Charity Dollar



2021 Breakdown of Charity Dollar
For Financial Year 2021, $75.80 out of every $100 spent by Canossaville went directly to fund programmes and activities that benefitted our clients. Refer to chart on the left.

The Indirect Charitable Expenses comprise operations, administration and fundraising costs which are financed by funds raised through donations, grants and fundings.

Direct Charitable Expenses:
Includes programme staff cost and the cost of providing services and programmes for clients.

Indirect Charitable Expenses:
Operations/Administration includes rental, utilities, printing, stationery, transport, telecommunications, IT expenses, professional fees and support staff cost.

Fundraising Expenses include costs incurred by fundraising events.

For Financial Year 2021, Canossaville had a deficit of ($500,784).

Our programme expansion and fundraising plans will help to address this deficit in 2022. In addition, Canossaville is in talks to provide itinerant services to social service agencies and schools across the island. This will provide us with a new revenue stream, increasing our sustainability.

STATEMENT OF FINANCIAL ACTIVITIES

For The Financial Year Ended 31 December 2021

	2021					2020				
	Unrestricted funds			Total Restricted funds (Note 9.2)	Total funds	Unrestricted funds			Total Restricted funds	Total funds
	Accumulated general fund	Designated fund (Note 9.1.2)	Total Unrestricted funds			Accumulated general fund	Designated fund	Total Unrestricted funds		
	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$
INCOME										
Income from generating funds										
Voluntary income										
- Donations – Tax exempt	1,102,821	385,549	1,488,370	0	1,488,370	694,666	33,742	728,408	164,868	893,276
- Donations – Non tax exempt	178,512	17,276	195,788	1,000	196,788	207,107	490,350	697,457	109,862	807,319
- Donations in kind	6,510	0	6,510	0	6,510	150	0	150	0	150
- Grants and fundings	839,954	1,784,012	2,623,966	15,062	2,639,028	72,698	1,085,873	1,158,571	265,951	1,424,522
	2,127,797	2,186,837	4,314,634	16,062	4,330,696	974,621	1,609,965	2,584,586	540,681	3,125,267
Income from charitable activities										
Agency fees	72,000	0	72,000	0	72,000	13,349	0	13,349	0	13,349
Preschool fees	0	848,500	848,500	0	848,500	0	702,449	702,449	0	702,449
Student care fees	0	568,135	568,135	0	568,135	0	386,623	386,623	0	386,623
Registration fee revenue	0	11,910	11,910	0	11,910	0	10,418	10,418	0	10,418
Insurance fee revenue	0	523	523	0	523	0	482	482	0	482
School bus	0	19,173	19,173	0	19,173	0	38,894	38,894	0	38,894
Children activities	0	3,867	3,867	(96)	3,771	0	2,247	2,247	0	2,247
Discount given	0	(8,042)	(8,042)	0	(8,042)	0	(7,264)	(7,264)	0	(7,264)
Child development unit fee revenue	0	12,286	12,286	0	12,286	0	11,243	11,243	0	11,243
Product revenue	0	9,891	9,891	0	9,891	0	10,056	10,056	0	10,056
	72,000	1,466,243	1,538,243	(96)	1,538,147	13,349	1,155,148	1,168,497	0	1,168,497
Investment income										
Fixed deposits interest	20,471	0	20,471	0	20,471	148,735	0	148,735	0	148,735
Other income										
Wage credit scheme	217,810	0	217,810	0	217,810	72,503	0	72,503	0	72,503
Jobs support scheme	50,615	0	50,615	0	50,615	635,934	0	635,934	0	635,934
Interest income	175	0	175	0	175	122	0	122	0	122
Sundry income	2,168	10,489	12,657	167	12,824	11,852	2,358	14,210	0	14,210
	270,768	10,489	281,257	167	281,424	720,411	2,358	722,769	0	722,769
Total income	2,491,036	3,663,569	6,154,605	16,133	6,170,738	1,857,116	2,767,471	4,624,587	540,681	5,165,268

For The Financial Year Ended 31 December 2021 (Cont'd)

	2021					2020				
	Unrestricted funds			Total Restricted funds (Note 9.2)	Total funds	Unrestricted funds			Total Restricted funds	Total funds
	Accumulated general fund	Designated fund (Note 9.1.2)	Total Unrestricted funds			Accumulated general fund	Designated fund	Total Unrestricted funds		
	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$
EXPENDITURE										
Cost of generating funds										
Fund-raising sales	0	0	0	0	0	532	0	532	0	532
Fund-raising project expenses	1,688	0	1,688	0	1,688	6,600	0	6,600	0	6,600
	1,688	0	1,688	0	1,688	7,132	0	7,132	0	7,132
Cost of charitable activities										
Catering and refreshment	4,662	15,812	20,474	24,062	44,536	1,645	9,273	10,918	25,391	36,309
Subsidy expense	0	42,197	42,197	31,074	73,271	0	8,222	8,222	14,812	23,034
Consultancy fee	1,800	0	1,800	73,958	75,758	0	0	0	92,021	92,021
Contractor charges	87,880	330,263	418,143	196,994	615,137	110,779	11,305	122,084	408,029	530,113
Contributions for premises and facilities	384,000	0	384,000	0	384,000	384,000	0	384,000	0	384,000
Programme supplies	0	20,564	20,564	14,769	35,333	0	15,174	15,174	6,207	21,381
Preschool readers	0	3,849	3,849	0	3,849	0	4,228	4,228	0	4,228
Staff costs	0	2,188,513	2,188,513	522,444	2,710,957	0	1,376,292	1,376,292	581,370	1,957,662
Transportation and entrance tickets	0	19,173	19,173	54,187	73,360	0	39,036	39,036	49,363	88,399
	478,342	2,620,371	3,098,713	917,488	4,016,201	496,424	1,463,530	1,959,954	1,177,193	3,137,147

For The Financial Year Ended 31 December 2021 (Cont'd)

	2021					2020				
	Unrestricted funds			Total Restricted funds (Note 9.2)	Total funds	Unrestricted funds			Total Restricted funds	Total funds
	Accumulated general fund	Designated fund (Note 9.1.2)	Total Unrestricted funds			Accumulated general fund	Designated fund	Total Unrestricted funds		
	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$
EXPENDITURE (CONT'D)										
Governance and administrative costs										
Accounting fees	0	0	0	0	0	0	270	270	0	270
Audit fees	9,200	3,100	12,300	0	12,300	9,500	1,700	11,200	0	11,200
Bank charges	1,131	0	1,131	0	1,131	1,089	0	1,089	0	1,089
Consultancy fees	0	0	0	59,790	59,790	0	0	0	40,210	40,210
Contractor	7,200	16,725	23,925	0	23,925	2,195	14,214	16,409	0	16,409
Depreciation of plant and equipment	148,283	22,965	171,248	1,200,702	1,371,950	144,282	3,257	147,539	1,241,788	1,389,327
Event expenses	64,201	503	64,704	0	64,704	31,761	30,000	61,761	0	61,761
General insurance	110	0	110	0	110	1,457	0	1,457	0	1,457
Gift	2,218	6	2,224	0	2,224	762	0	762	0	762
Learning journey expenses	0	0	0	0	0	0	0	0	324	324
License and subscription	13,115	11,097	24,212	1,393	25,605	11,501	4,384	15,885	753	16,638
Marketing and advertising	31,418	530	31,948	0	31,948	3,569	124	3,693	82	3,775
Minor assets	6,908	14,562	21,470	591	22,061	5,092	4,782	9,874	1,499	11,373
Miscellaneous charges	0	0	0	0	0	7,835	522	8,357	327	8,684
Postage and stamp duties	555	5	560	0	560	647	361	1,008	0	1,008
Printing and stationery	1,872	2,989	4,861	2,477	7,338	2,521	2,470	4,991	1,886	6,877
Professional fees	63,600	0	63,600	0	63,600	58,312	0	58,312	0	58,312
Rental	1,224	1,812	3,036	612	3,648	1,238	3,424	4,662	619	5,281
Repair and maintenance	75,497	3,280	78,777	0	78,777	65,954	4,835	70,789	407	71,196
Security	35,700	0	35,700	0	35,700	35,813	0	35,813	0	35,813
Service charge	40	0	40	0	40	40	0	40	0	40
Staff costs	800,623	0	800,623	0	800,623	685,529	5,269	690,798	0	690,798
Telephone charges	5,084	282	5,366	249	5,615	4,636	234	4,870	58	4,928
Transportation	349	350	699	123	822	775	164	939	141	1,080
Upkeep of motor vehicles	1,501	0	1,501	0	1,501	105	0	105	0	105
Utilities charges	39,661	0	39,661	0	39,661	33,153	0	33,153	0	33,153
	1,309,490	78,206	1,387,696	1,265,937	2,653,633	1,107,766	76,010	1,183,776	1,288,094	2,471,870
Total expenditure	1,789,520	2,698,577	4,488,097	2,183,425	6,671,522	1,611,322	1,539,540	3,150,862	2,465,287	5,616,149
NET INCOME/(EXPENDITURE) FOR THE FINANCIAL YEAR	701,516	964,992	1,666,508	(2,167,292)	(500,784)	245,794	1,227,931	1,473,725	(1,924,606)	(450,881)

Statement Of Financial Position As At 31 December 2021

	2021	2020
	S$	S$
ASSETS		
Current assets		
Cash and cash equivalents	10,149,294	8,997,633
Trade and other receivables	571,486	224,106
Other current assets	5,000	170
	10,725,780	9,221,909
Non-current assets		
Plant and equipment	1,865,661	3,189,660
Total assets	12,591,441	12,411,569
LIABILITIES		
Current liabilities		
Trade and other payables	1,361,257	680,601
Total liabilities	1,361,257	680,601
NET ASSETS	11,230,184	11,730,968
FUNDS		
Unrestricted funds		
Accumulated General Funds	3,093,926	2,392,410
Designated Funds	3,228,971	2,263,979
	6,322,897	4,656,389
Restricted funds		
Care and Share Fund	501,725	694,118
Lien Foundation Fund / CCCS Circle of Care Fund		
- Lien Foundation - Capital Expenditure	1,111,131	2,111,131
- Lien Foundation - Child Development Unit	1,262,686	1,665,965
- Lien Foundation - Student Care Centre	1,035,577	1,324,350
- Lien Foundation - Research, Consultancy and Training	471,022	570,537
- Lien Foundation - Organization and Staff Development	0	59,790
Canossaville Education Fund	371,706	403,099
CCCS Enrichment & Therapy Intervention Programme (ETIP)	927	1,355
CCCS Learning Journeys	0	0
Khoo Chwee Neo Foundation Fund	59,181	83,361
Canossa Mission Singapore	3,593	4,057
Lee Foundation Laptop Fund	(319)	2,311
Lee Foundation S-Fan and PA System Fund	46,830	51,424
Student Transport Fund	49,894	103,081
Transformation Support Scheme (TSS) Fund	(6,666)	0
	4,907,287	7,074,579
Total funds	11,230,184	11,730,968

The financial activities for Canossaville Children and Community Services were independently audited by Suhaimi Salleh and Associates. Our complete audited financial statements are available upon request.

STATEMENT OF CHANGES IN FUNDS

For The Financial Year Ended 31 December 2021

2021	Balance at the beginning of financial year	Net income/ (expenditure) for the financial year	Transfers of funds	Balance at the end of financial year
	S$	S$	S$	S$
Unrestricted funds				
Accumulated General Funds	2,392,410	701,516	0	3,093,926
Designated Funds	2,263,979	964,992	0	3,228,971
	4,656,389	1,666,508	0	6,322,897
Restricted funds				
Care and Share Fund	694,118	(192,393)	0	501,725
Lien Foundation Fund				
- Lien Foundation - Capital Expenditure	2,111,131	(1,000,000)	0	1,111,131
- Lien Foundation - Child Development Unit	1,665,965	(403,279)	0	1,262,686
- Lien Foundation - Student Care Centre	1,324,350	(288,773)	0	1,035,577
- Lien Foundation - Research, Consultancy and Training	570,537	(99,515)	0	471,022
- Lien Foundation -Organization and Staff Development Fund	59,790	(59,790)	0	0
Canossaville Education Fund	403,099	(31,393)	0	371,706
CCCS Enrichment & Therapy Intervention Programme (ETIP)	1,355	(428)	0	927
CCCS Learning Journeys	0	0	0	0
Khoo Chwee Neo Foundation Fund	83,361	(24,180)	0	59,181
Canossa Mission Singapore	4,057	(464)	0	3,593
Lee Foundation Laptop Fund	2,311	(2,630)	0	(319)
Lee Foundation S-Fan and PA System Fund	51,424	(4,594)	0	46,830
Student Transport Fund	103,081	(53,187)	0	49,894
Transformation Support Scheme (TSS) Fund	0	(6,666)	0	(6,666)
	7,074,579	(2,167,292)	0	4,907,287
Total funds	11,730,968	(500,784)	0	11,230,184

2020	Balance at the beginning of financial year	Net income/ (expenditure) for the financial year	Transfers of funds	Balance at the end of financial year
	S$	S$	S$	S$
Unrestricted funds				
Accumulated General Funds	1,980,665	245,794	165,951	2,392,410
Designated Funds	1,036,048	1,227,931	0	2,263,979
	3,016,713	1,473,725	165,951	4,656,389
Restricted funds				
Care and Share Fund	925,588	(65,519)	(165,951)	694,118
Lien Foundation Fund				
Lien Foundation - Capital Expenditure	3,111,131	(1,000,000)	0	2,111,131
Lien Foundation - Child Development Unit	2,509,980	(844,015)	0	1,665,965
- Lien Foundation - Student Care Centre	1,483,263	(158,913)	0	1,324,350
- Lien Foundation - Research, Consultancy and Training	660,958	(90,421)	0	570,537
- Lien Foundation -Organization and Staff Development Fund	0	59,790	0	59,790
Canossaville Education Fund	273,960	129,139	0	403,099
CCCS Enrichment & Therapy Intervention Programme (ETIP)	1,783	(428)	0	1,355
CCCS Learning Journeys	324	(324)	0	0
Khoo Chwee Neo Foundation Fund	108,709	(25,348)	0	83,361
Canossa Mission Singapore	4,523	(466)	0	4,057
Lee Foundation Laptop Fund	8,861	(6,550)	0	2,311
Lee Foundation S-Fan and PA System Fund	54,391	(2,967)	0	51,424
Student Transport Fund	21,665	81,416	0	103,081
	9,165,136	(1,924,606)	(165,951)	7,074,579
Total funds	12,181,849	(450,881)	0	11,730,968

STATEMENT OF CASH FLOWS

For The Financial Year Ended 31 December 2021

	2021	2020
	S$	S$
Cash flows from operating activities		
Net expenditure for the financial year	(500,784)	(450,881)
Adjustments for:		
– Depreciation of plant and equipment	1,371,950	1,389,327
– Fixed deposit interest income	(20,471)	(148,735)
– Interest income	(175)	(122)
Operating cash flow before changes in working capital	850,520	789,589
Changes in working capital		
– Trade and other receivables	(347,380)	(56,142)
– Other current assets	(4,830)	3,160
– Other payables	680,656	(53,678)
Cash generated from operations	1,178,966	682,929
Interest received	175	122
Net cash generated from operating activities	1,179,141	683,051
Cash flows from investing activities		
Fixed deposit interest received	20,471	148,735
Purchases of plant and equipment	(49,061)	(29,656)
Reversal of plant and equipment	1,110	0
Interest received	(19)	0
Net cash (used in) / generated from investing activities	(27,499)	119,079
Cash flows used in financing activities		
Placement of pledged fixed deposit,representing net cash used in financing activities	0	(40,025)
Net increase in cash and cash equivalents	1,151,642	762,105
Cash and cash equivalents at beginning of financial year	8,957,608	8,195,503
Cash and cash equivalents at end of financial year	10,109,250	8,957,608

Reserve Policy

The reserves of Canossaville as at 31 December 2021 stood at $3,093,926. This is $701,516 or about 29% more than the previous year. Our policy defines reserves as funds that are available for the operating needs of Canossaville and not subject to commitments and other planned expenditure. Reserves do not include restricted or designated funds. Canossaville has a policy guideline to maintain reserves of up to 3 times its annual operating expenditure. The ratio of reserves to annual operating expenditure as at 31 December 2021 was 0.46 (0.43 as at 31 December 2020). There is an annual review of Canossaville's Reserve Policy.

Remuneration

None of Canossaville's employees were remunerated more than or equal to $100,000 during the financial years ended 31 December 2021 and 2020.

9.1.2 Designated Funds

2021	Student Care Centre Fund	Child Development Unit	Canossaville Preschool Fund	Invictus Fund	Joyce Chan Fund	Tote Board Social Service Fund	Sister Theresa Chua Award	Canossaville Digital Fund	Canossaville Education Fund	Lee Foundation Digital Transformation Fund	Make A Difference M.A.D Fund	President's Challenge Fund	Total
	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$
Income from generating funds													
Voluntary income													
- Donations – Tax exempt	19,248	0	0	0	0	0	10,000	158,779	62,520	109,502	25,500	0	385,549
- Donation – Non-tax exempt	10,000	0	0	0	0	0	0	7,276	0	0	0	0	17,276
- Grants and fundings	290,995	366,000	488,763	0	0	396,754	0	0	0	0	0	241,500	1,784,012
	320,243	366,000	488,763	0	0	396,754	10,000	166,055	62,520	109,502	25,500	241,500	2,186,837
Income from charitable activities													
Student care fees	568,135	0	0	0	0	0	0	0	0	0	0	0	568,135
Preschool fees	0	0	848,500	0	0	0	0	0	0	0	0	0	848,500
Registration fee revenue	1,710	0	10,200	0	0	0	0	0	0	0	0	0	11,910
Insurance fee revenue	0	0	523	0	0	0	0	0	0	0	0	0	523
School bus	(286)	0	19,459	0	0	0	0	0	0	0	0	0	19,173
Children activities	0	0	3,867	0	0	0	0	0	0	0	0	0	3,867
Discount given	(8)	0	(8,034)	0	0	0	0	0	0	0	0	0	(8,042)
Child development unit fee	0	12,286	0	0	0	0	0	0	0	0	0	0	12,286
Product revenue	0	0	9,891	0	0	0	0	0	0	0	0	0	9,891
	569,551	12,286	884,406	0	0	0	0	0	0	0	0	0	1,466,243
Other income													
Sundry income	9,903	0	223	0	0	363	0	0	0	0	0	0	10,489
Total income	899,697	378,286	1,373,392	0	0	397,117	10,000	166,055	62,520	109,502	25,500	241,500	3,663,569
Cost of charitable activities													
Catering and refreshments	5,065	0	10,747	0	0	0	0	0	0	0	0	0	15,812
Subsidy expense	14,685	0	0	0	9,203	0	0	0	17,520	0	789	0	42,197
Contractor charges	0	147,586	0	0	0	120,784	0	0	0	0	0	61,893	330,263
Preschool readers	0	0	3,849	0	0	0	0	0	0	0	0	0	3,849
Programme supplies	6,785	0	13,779	0	0	0	0	0	0	0	0	0	20,564
Staff costs	820,701	80,214	918,466	2,964	0	206,524	0	0	0	0	0	159,644	2,188,513
Transportation and entrance tickets	(286)	0	19,459	0	0	0	0	0	0	0	0	0	19,173
	846,950	227,800	966,300	2,964	9,203	327,308	0	0	17,520	0	789	221,537	2,620,371
Governance and administrative costs													
Audit fees	1,400	0	1,700	0	0	0	0	0	0	0	0	0	3,100
Contractor	0	0	12,700	4,025	0	0	0	0	0	0	0	0	16,725
Depreciation	0	0	3,257	19,708	0	0	0	0	0	0	0	0	22,965
Event expenses	503	0	0	0	0	0	0	0	0	0	0	0	503
Gift	0	0	6	0	0	0	0	0	0	0	0	0	6
License and subscription	195	0	5,045	0	0	0	0	0	0	5,857	0	0	11,097
Marketing and advertising	0	0	530	0	0	0	0	0	0	0	0	0	530
Minor assets	13,051	0	628	883	0	0	0	0	0	0	0	0	14,562
Postage and stamp duties	0	0	5	0	0	0	0	0	0	0	0	0	5
Printing and stationery	1,311	0	1,640	0	0	38	0	0	0	0	0	0	2,989
Rental	612	0	1,200	0	0	0	0	0	0	0	0	0	1,812
Repair and maintenance	989	0	2,012	0	0	0	0	0	0	279	0	0	3,280
Staff costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Telephone charges	202	0	80	0	0	0	0	0	0	0	0	0	282
Transportation	0	0	350	0	0	0	0	0	0	0	0	0	350
	18,263	0	29,153	24,616	0	38	0	0	0	6,136	0	0	78,206
Total expenditure	865,213	227,800	995,453	27,580	9,203	327,346	0	0	17,520	6,136	789	221,537	2,698,577
NET INCOME/ (EXPENDITURE) FOR THE FINANCIAL YEAR	34,484	150,486	377,939	(27,580)	(9,203)	69,771	10,000	166,055	45,000	103,366	24,711	19,963	964,992

9.2 Restricted Funds

2021	Care & Share Fund	Lien Foundation Fund					Canossaville Education Fund	CCCS ETIP	Khoo Chwee Neo Foundation Fund	Canossa Mission Singapore	Lee Foundation Laptop Fund	Lee Foundation S-Fan and PA System Fund	Student Transport Fund	Transformation Support Scheme (TSS) Fund	Total
		Capital Expenditure	Child Development Unit	Student Care Centre	Research, Consultancy and Training	Organization and Staff Development Fund									
	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$	S$
Income from generating funds															
Voluntary income															
- Donations – Tax exempt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Donations – Non tax exempt	0	0	0	0	0	0	0	0	0	0	0	0	1,000	0	1,000
- Grants and fundings	0	0	0	0	0	0	0	0	0	0	0	0	0	15,062	15,062
	0	0	0	0	0	0	0	0	0	0	0	0	1,000	15,062	16,062
Inomce from – charitable activities															
Children activities	0	0	0	0	0	0	0	0	(96)	0	0	0	0	0	(96)
Other Income															
Sundry income	0	0	167	0	0	0	0	0	0	0	0	0	0	0	167
Total income	0	0	167	0	0	0	0	0	(96)	0	0	0	1,000	15,062	16,133
EXPENDITURE															
Cost of charitable activities															
Catering and Refreshment	0	0	0	0	0	0	0	0	24,062	0	0	0	0	0	24,062
Subsidy expense	0	0	0	0	0	0	31,074	0	0	0	0	0	0	0	31,074
Consultancy fee	0	0	0	0	73,958	0	0	0	0	0	0	0	0	0	73,958
Contractors charges	0	0	180,760	16,234	0	0	0	0	0	0	0	0	0	0	196,994
Programme supplies	0	0	14,624	123	0	0	0	0	22	0	0	0	0	0	14,769
Staff costs	0	0	202,782	272,377	25,557	0	0	0	0	0	0	0	0	21,728	522,444
Transportation and entrance tickets	0	0	0	0	0	0	0	0	0	0	0	0	54,187	0	54,187
	0	0	398,166	288,734	99,515	0	31,074	0	24,084	0	0	0	54,187	21,728	917,488
Governance and administrative costs															
Consultancy fees	0	0	0	0	0	59,790	0	0	0	0	0	0	0	0	59,790
Depreciation of property, plant and equipment	192,393	1,000,000	0	0	0	0	193	428	0	464	2,630	4,594	0	0	1,200,702
License and subscription	0	0	1,393	0	0	0	0	0	0	0	0	0	0	0	1,393
Minor assets	0	0	465	0	0	0	126	0	0	0	0	0	0	0	591
Printing and stationery	0	0	2,476	1	0	0	0	0	0	0	0	0	0	0	2,477
Rental	0	0	612	0	0	0	0	0	0	0	0	0	0	0	612
Telephone / fax / internet	0	0	235	14	0	0	0	0	0	0	0	0	0	0	249
Transportation and entrance tickets	0	0	99	24	0	0	0	0	0	0	0	0	0	0	123
	192,393	1,000,000	5,280	39	0	59,790	319	428	0	464	2,630	4,594	0	0	1,265,937
Total expenditure	192,393	1,000,000	403,446	288,773	99,515	59,790	31,393	428	24,084	464	2,630	4,594	54,187	21,728	2,183,425
NET EXPENDITURE FOR THE FINANCIAL YEAR	(192,393)	(1,000,000)	(403,279)	(288,773)	(99,515)	(59,790)	(31,393)	(428)	(24,180)	(464)	(2,630)	(4,594)	(53,187)	(6,666)	(2,167,292)

Policy Statements and Practices

Personal Data Protection Act Policy (and Donor Confidentiality)
Canossaville respects the rights of our internal and external stakeholders to be treated courteously and fairly, and to have their privacy protected. Canossaville is committed to complying with the Personal Data Protection Act (PDPA) passed by the Singapore Government Parliament in October 2012. Personal information is given in good faith by our stakeholders and the information will only be used to maintain or enhance their relationship with Canossaville. For example, they can unsubscribe from mailing lists at any time through a link included in emails or upon sending their requests to Canossaville.

Canossaville also maintains a high level of confidentiality concerning donor information. Their details will not be published in any form of communication unless there is written consent from the donor. Canossaville has put in place procedural, physical, and electronic means to safeguard the personal information of our stakeholders and will not rent, exchange, or sell their information to other organisations.

Most importantly, Canossaville is committed to protecting the privacy of our children. Wherever possible, the identity of children is hidden, i.e., ensuring that their faces are not seen in photos. Parents are required to give media consent for their children before they are featured in our external communications.

Conflict of Interest Policy
Canossaville's Conflict of Interest Policy aims to protect the organisation's welfare and best interests. All employees of Canossaville have a responsibility to administer the dealings of Canossaville honestly and prudently, and exercise their best care, skill, and judgment for the sole benefit and best interest of Canossaville.

All employees and board members shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with Canossaville, or knowledge gained therefrom, for their personal benefit. There shall be no vested personal interest or interest of third parties.

There is no paid staff who are close members of the family of the Executive or Management Committee Member, who receives more than $50,000 during the financial years ended 31 December 2021 and 2020.

Whistleblowing Policy
Canossaville is committed to lawful and ethical behaviour in all its activities and requires that its internal stakeholders conduct themselves in a manner that complies with all applicable laws and internal policies. In keeping with this commitment and Canossaville's interest in promoting open communication, our whistleblowing policy exists as a means for all internal stakeholders to report unethical practices and the contravention of regulations pertaining to governance or finance matters.

Any person covered by this policy may make their reports to their immediate supervisors or make their report via email to whistleblow@canossaville.org.sg which will be accessed by the authorised person in charge. Employees who raise concerns in good faith are given reassurances that they will be protected from reprisals or victimisation.

Governance Evaluation Checklist

(FOR THE PERIOD JANUARY 2021 TO DECEMBER 2021)

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff appointments?		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 their executive functions and operational duties which are distinct from their Board roles.	1.1.5		
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for renomination and reappointment, at least once every three 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	
	Are there Board member(s) who have served for more than 10 consecutive years?		No	
7	The charity discloses in its annual report the reasons for retaining Board member(s) 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 Board committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
10	Board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
Human Resource and Volunteer Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for Board members, staff and volunteers which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteer serving in the charity?		Yes	
15	There are volunteers management policies in place for volunteers.	5.7	Complied	

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
Financial Management and Internal Controls				
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits?		Yes	
21	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 year?		Yes	
22	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 year?		Yes	
23	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
24	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	Complied	
	Are Board members remunerated for their Board services?		No	
25	No Board member is involved in setting his or her own remuneration.	2.2		
26	"The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated"	8.3		
	Does the charity employ paid staff?		Yes	
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	
28	"The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff, who each receives remuneration exceeding $100,000, in bands of $100,000; and ii) If any of the 3 highest paid staff also serves on the Board of the charity. 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 staff receives more than $100,000 in annual remuneration each"	8.4	Complied	
29	"The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding $50,000 during the year, in bands of $100,000. OR The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than $50,000 during the year."	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across media platforms.	9.2	Complied	

On behalf of the Sisters, staff, and children of Canossaville Children and Community Services, we sincerely thank all our partners, donors, and volunteers. It is only with your unfailing support that we are able to continue serving the children and families in our care.

We would like to give special thanks to the following government agencies:

Early Childhood Development Agency (ECDA)
Ministry of Health (MOH)
Ministry of Social Family Development (MSF)
National Council of Social Services (NCSS)
SG Enable

To contribute to our mission, you may:

1. Make a Monetary Donation

- Cash donations: Please call **8401 4073** to make an appointment
- Cheque donations: Please make the cheque payable to **Canossaville Children and Community Services** and mail it to **1 Sallim Road, Singapore 387621 (Gate 3)**
- Online donations: Please visit **www.canossaville.org.sg/donate**

Scan QR to donate

Canossaville is an approved Institution of a Public Character (IPC) authorised to issue tax deduction receipts to donors for qualifying donations made. All cash donations made in 2021 are eligible for a 250% tax deduction.

2. Make a Donation-in-Kind

Please visit **www.canossaville.org.sg/donate** to view our wishlist. You may also drop us an email at **hello@canossaville.org.sg** for more information.

Follow us on our socials

Facebook:
facebook.com/CanossavilleCCS

Instagram:
instagram.com/canossaville

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Children & Community Services

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