

Annual Report

For year ended 31 December 2010



OUR VISION & MISSION

To be outstanding in providing acceptance and hope for people with special needs in Singapore through God's love.

OUR PHILOSOPHY

Each and every one of us, including people with disabilities, has unique God given worth that needs to be recognized and appreciated, and potential that can be identified, nurtured and developed.

OUR CORE VALUES

Christian Values embracing love, joy, gentleness, compassion and humility.

Organizational Effectiveness through humble teamwork, professionalism, quality and cost effectiveness.

Hope as there is always hope for everyone.

IN THE BEGINNING

Christian Outreach to the Handicapped (COH) has been established since 1979. COH was registered as a Society on 27th March 1987; and also as a Charity on 1st November 1987 as well as an Institute of Public Character (IPC) since 27th July 1993. COH has been a full member of National Council of Social Service (NCSS) since 1st August 1987.

COH is not funded by the Community Chest and relies heavily on donations to support its day-to-day operations.

OUR BENEFICIARY

COH reaches out to those with an intellectual disability who are aged between 16 and 55, **regardless of race, religion or financial background**. Many of the people we serve also have one or more of the following conditions: Down's syndrome, cerebral palsy, autism spectrum disorder, hearing impairment, visual impairment, speech impairment, physical disability, epilepsy.

OUR PROGRAMME

COH runs two Day Activity Centres (DACs) that provide training and activities to promote the following outcomes for Persons with Disabilities (PWDs):

1. Integration into society, and
2. Independence to function in the home and community settings.

The DAC programme run by COH caters to those who are unable either to find jobs in open employment or to meet the admission criteria for other adult disability services (e.g. sheltered workshops, employment development centres) due to their lower functioning levels and/or challenging behaviours. By attending one of the two DACs, they are meaningfully engaged with activities and tasks that are designed to improve their quality of life and their caregivers can also get the respite they need.

The DAC programme helps these PWDs learn various adaptive skills in a caring environment, so they can live a more fulfilling life. Areas of training include: 1. Activities of Daily Living (ADL) such as personal grooming, feeding, mobility, toileting; 2. Community Living Skills (CLS) such as social skills, community mobility, community activities, home living. Physiotherapy is also provided to those who need it.

OUR IMPACT ON COMMUNITY

Firstly, in providing of our day activity centers to our clients, we enable families to have peace of mind as they go about their own daily life's schedule; be it work, household chores, other errands, social functions even as simple and important as having a chat with a friend or neighbour over a cup of coffee. We help the families to de-stress while their children are being cared for at our centers. Our caring staff thereby gives that crucial support to the families by absorbing the stress for a large part of the day hours the clients are with us. It is more than just respite for the families; it frees them to carry on with life as normally as possible with a sense of balance, purpose and sanity.

Secondly, as the clients spend the day at our centers, there are varied and interesting programmes and activities to fill their time. We engage them to help them find their talents, different abilities and develop their skills to achieve functional independence. We seek to mediate competence into their lives and hope to build up their self-esteem.

Thirdly, we integrate our clients with the larger community through outdoor functional and recreational activities. It allows our clients to feel and experience the environment around them so that they are not alienated from the society they belong. Conversely, the members of the community are able to come up close and interact with our clients to gain a better understanding of them. We believe the process of it is that compassion and empathy will be developed and shown to our clients and their families. Through this, genuine acceptance of our clients will be realized. And with that we can take a step further to offer hope to these special people and their families in our society. The divide between the able and 'disabled' in our community will be narrowed and eventually blurred (which remains our hope).

PRESIDENT'S MESSAGE 2010

On behalf of the Executive Committee, I would like to thank all Volunteers, Clients, Donors, Caregivers, all Supporters and Staff for their support and efforts during the year.

In particular, I would like to thank our faithful Volunteers who have given so much of themselves.

This year marks the thirty-first year of our existence and just as we have completed thirty years of service to clients under our care in 2009; crossing over into 2010 gives the feeling that we are starting anew on our second lap of another thirty years of compassionate service to people with intellectual disabilities in our community.

It has been an arduous journey for all of us at COH as we remind ourselves to remain alert, vigilant and stay motivated to the purpose which we are called to do.

COH has achieved significant successes, both in growth, sustainability and in care for our Clients.

The needs of our Clients and Caregivers are changing and the demands of the Social Service Sector are also changing, resulting in us being (quite correctly) more outwardly focused and inwardly aware and regulated.

Without a clear vision in-front of us, our routine tasks can get mundane, leading to boredom with each seemingly (successful) passing year.

The leadership team in COH must remain resolute and determined, constantly challenging each other and making necessary paradigm shifts.

This service culture, which has been imbued in COH from the beginning, is very essential to maintain standards of service to our Customers.

Staying relevant is not a choice. We therefore need to continue to be creative and innovative and 'think out of the box' but I stress that we have to do this with care.

Sometimes in our eagerness we all too can get caught up by enthusiasm and may think our ideas are really 'cool' and are solutions to the problems at hand. But equally soon we may find ourselves getting entangled. What was thought to be a solution actually turns out to be wrong. I attribute this process as 'thinking *outside* the box' which is quite different from 'thinking *out of* the box'.

I humbly advocate that for realism and practicality to prevail, we need to 'think out of the box' (*by staying inside the box*) for COH to avoid that kind of pitfall.

To quote from Dr. Steven R Covey, author of the '7 Habits of Highly Effective People' we need to take time to '*sharpen the saw*'. We will continue to invest time and money to train and equip our staff, who are professionals at the front line in delivering quality care.

We also emphasize an equal amount of effort focusing on the giving of support and training to our Caregivers to sensitize them to the situations they are in to help them cope better with their lives.

I invite all of us to join in our efforts as we continue to love and serve our community. There is an African saying – 'It takes a village to raise a child'. Likewise, it takes the entire community to reach out to our clients and their families to bring hope to their hearts! So we welcome you too, members of our community to join hands with us to touch the lives of our precious clients and their embattled but tenacious parents.

Let's build acceptance and offer hope to them by serving with Love!

Brian Jenner

OUR EXECUTIVE COMMITTEE



Mrs. Patricia Sabapathy - Advisor



Mr. Brian Jenner - President



Mrs. Lois Goh - Vice President



Mdm. Elizabeth Tan - Hon. Secretary



Ms. Ivy Goh - Hon. Treasurer



Rev. Dr. K. Steven - Hon. Chaplain

HIGHLIGHTS

COH-YMCA PARTNERSHIP

Y- Camp – 10 December 2010 to 12 December 2010



Y- Chorus – every last Friday of the month



Y- Proms – 27 March 2010



Y- Care to Dance – 24 July 2010



Y- Movies – 21 August 2010



TREE OF LIFE PROJECT

Schools and Tertiary Institutions

Bukit Merah Secondary - 19 January 2010



Dunman High School - 2 February 2010



School Of The Arts - 10 February 2010



CHIJ Secondary (Katong) – 2, 8 March 2010



Fuhua Primary School - 28 April 2010



Naval Base Secondary - 19 May 2010



Jun Yuan Secondary - 31 May 2010



St. Nicholas Secondary School and Catholic High - 1 July 2010



Singapore Management University - 29 July 2010



Serangoon Gardens Secondary - 16 August 2010



Corporations

Atlas Copco (South East Asia) Pte Ltd - 4 September 2010



Federal Express - 16 September 2010



Public Events

Fest Goes Green - 16 April 2010



Jurong Bird Park - 18 April 2010



Singapore Garden Festival - July 2010



One Fullerton for the iLight Marina Bay - 16, 23 October 2010



Gold 90FM Radio Station and GardenAsia - 26 June 2010



Yew Tee Shopping Centre and GardenAsia - 9 October 2010



BONDING WITH COMMUNITY

Singapore Airport Terminal Services - 13 Jan 2010, 28 Jan 2010 and 25 June 2010
Visit to both EACs



Price Water House Coopers - 5 February 2010
Staff and clients set up a booth at their Community Fair



Singapore Armed Forces - 19 February 2010
Visit to EAC @ Tampines for spring cleaning



School of the Arts - 24 February 2011 and 31 March 2010
Visit to both EACs



Singapore Civil Defence Force - 5 March 2010
Visit to Tampines Centre for Fire Safety Briefing and Demonstration



Singapore Management University - 11 March 2010
Photo Exhibition with Team LEAP



Girls' Brigade - 19 March 2010
Outing to Jurong Bird Park



Temasek Secondary School - 17 May 2010 and 8 September 2010
Visit to both EACs



Boys' Brigade from Raffles Institution - 21, 23, 24 June 2010
Visit to the EAC @ Toa Payoh for games and interaction



Kranji Secondary School - 19 August 2010 and 26 August 2010
Outing to Kranji Secondary School for cooking classes



Toa Payoh Methodist Church - 18 September 2010 and 21 December 2010.
Community Day and Christmas celebrations



Bishan Institute of Technical Education (ITE) - 30 September 2010
Visit to Tampines Centre for Cooking Session



Bishan Home - 16 October 2010

Dance and song items by our clients on Bishan Home's 12th Anniversary celebration



River Valley High School - 5, 7 and 21 October 2010 and 11 November 2010

Visits to the EAC @ Toa Payoh



Bedok View Secondary School - 26 October 2010 and 3 November 2010

Visits to both EACs



Chong Cheng High School - 12 November 2010
Visit to Chung Cheng High School



International Community School - 13 November 2010
Staff and clients set up a booth at their Christian Ministry Fair



Finger Player Drama Group - 5 December 2010 and 19 December 2010
Finger puppetry show at each of the EACs



Hwa Chong Institution

Fundraising and street sales organised by students



SPECIAL OUTINGS BY COH STAFF

East Coast Park - 28 January 2010

Singapore Zoo - 26 February 2010

Changi Airport Terminal 3 - 8 April 2010

Peranakan Museum - 15 April 2010

Singapore Garden Festival - July 2010

PARENT SUPPORT GROUP

Cleaning and painting of Caregiver's home by Hope Church Singapore - 5 June 2010

Gathering and karaoke - 5 June 2010

Painting of client's home by Mediacorp Artistes and volunteers

Cleaning and re-painting of client's home by volunteers from Metropolitan YMCA

Training by SAVH - 15 June 2010 at Tampines Centre on how to care for the visually impaired.

Celebration for Parents' Day - 19 June 2010

Fiesta Art at Sims Community & Youth Outreach Centre - 6 November 2010

SPECIAL VISITS TO COH

Dong Chun School for the Handicapped from South Korea – Visit to Toa Payoh Centre on 24 August 2010

OUR FOCUS NEXT YEAR AND BEYOND

1. To aim higher on quality care and service delivery for our precious clients
2. Increase in level of support to our embattled but tenacious caregivers (parents) at home
3. Building on staff performance capability, enhancing their career with COH.

OUR RESERVES POLICY

For better financial stability to run our programmes effectively, we continue to aim at building up our unrestricted reserves to achieve a ratio of unrestricted reserves to annual operating expenditure equal to 2.

COH is dependent heavily on public donations to run our programmes and services; so we need this minimum level of reserves to cushion us against periods of prolong economic downturn.

Our reserves will be used in the following manner:

1. To cover any deficit in the current year of operation
2. And to top up shortfalls in the various funds under the restricted/designated funds.

The Executive Committee will review the amount of reserves regularly at least once a year to ensure that they are adequate to fulfill our continuing obligations.

GOVERNANCE EVALUATION CHECKLIST

S/No.	Code Description	Code ID	Compliance	Explanation (if the Code guideline is not complied to or not applicable)
	BOARD GOVERNANCE			
	Board Roles, Composition and Bye-laws			
1	The Board is wholly independent from the paid executive management of the charity. If the governing document permits paid staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2a	Complied	
2	Paid staff does not chair the Board.	1.1.2b	Complied	
3	There is a maximum term limit of four consecutive years for the Treasurer (or equivalent) position.	1.1.6	Complied	
	Board Structure			
4	There are Board committees (or designated Board members) with	1.2.1	Not Complied	To comply by 30 September 2011

	documented terms of reference in place to oversee the following areas, where appropriate: <ul style="list-style-type: none"> a. Audit; b. Programmes and Services; c. Fund-raising; (Applicable to IPCs & Large Charities) d. Appointment / <u>Nomination</u> ; (Applicable to IPCs & Large Charities) e. <u>Human Resource</u> ; (Applicable to IPCs & Large Charities) and f. Investment. (Applicable to Large IPCs) 			
	Board Meetings			
5	The Board meets <u>regularly</u> with a quorum of at least one-third or three members (or as required by the governing document).	1.3.2	Complied	
	STRATEGIC PLANNING			
	Vision & Mission			
6	The Board periodically approves and reviews the vision and mission of the charity. They are documented and communicated to the public or its members.	2.1.1	Complied	
	Operations Plan			
7	The Board regularly approves and reviews a strategic/ work plan for the charity to ensure that the activities are aligned to the charitable objectives.	2.2.2	Complied	
	CONFLICTS OF INTEREST			
	Related Party Transaction			
8	There are documented procedures for Board members or paid staff to declare actual or potential conflicts of interest to the Board.	3.1.1	Not Complied	To comply by 30 September 2011
9	Board member with conflicts of interest do not vote or participate in decision making in the matter.	3.1.2	Complied	
	HUMAN RESOURCE MANAGEMENT			
	Staff & Volunteers			
10	There are documented human resource policies approved by the Board for paid staff (and volunteers, where appropriate).	5.1.1	Complied	
11	There are systems for <u>regular</u> supervision,	5.1.5	Not	To comply by 30 September 2011

	appraisal and personal development of the executive head, paid staff (and key volunteers, where appropriate).		Complied	
12	No paid staff or Board member (<i>where applicable</i>) is involved in setting his own remuneration.	5.1.6	Complied	
	FINANCIAL MANAGEMENT & CONTROLS			
	Budget Planning & Monitoring			
13	The Board approves an annual budget for the charity's corporate and programme plans and monitors its budget expenditure regularly.	6.1.1	Complied	
	Operational Controls			
14	The Board ensures periodic internal reviews on controls, processes, key programmes and events.	6.2.2	Not Complied	To comply by 30 September 2011
15	The charity ensures internal control systems are in place with documented procedures, approved by the Board, for financial matters.	6.2.3	Complied	
	Asset Management			
16	The charity discloses its reserves policy in the annual report.	6.3.1	Complied	
	DISCLOSURE & TRANSPARENCY			
17	The charity makes available to its stakeholders an annual report. (<i>Financial accounts are tabled at the Annual General Meeting, if required by the governing document</i>).	8.1.1	Complied	
18	Board members are not remunerated for their Board services.	8.1.2a	Complied	
19	The charity discloses the exact remuneration and benefits received by each individual Board member in the annual report.	8.1.2b	Not Applicable	All our Board Members are volunteers.
20	The charity discloses annual remuneration of the top three key executives in salary bands of less than \$100,000, and subsequent bands of \$50,000 in the annual report.	8.1.3	Complied	
	PUBLIC RELATIONS & CORPORATE COMMUNICATIONS			
21	The charity communicates its mission, programmes or activities to key stakeholders.	9.1.1	Complied	