

CANOSSAVILLE CHILDREN'S HOME

www.cch.org.sg Tel: 6748 5777
1 Sallim Road (Gate 3), Singapore 387621



VISION

“A happy, confident and resilient child who is creatively other-centered”

SERVICE MODEL

- Residential Care
- Before and after school student care

CLIENT TYPE

No of Clients Served ^a	YE 2011	YE 2010
Residents	16	21
Students	46	50

PROGRAMMES

- Provides residential care for girls aged 6 to 12 years who come from family situations which may put them at risk. Most are from single-parent and low income families.
- Runs a student care centre to provide supervision and academic guidance to boys and girls from primary one to six. Most of the students come from families who live within the vicinity who do not have the resources to care for them during the day.
- The student care centre also accepts children with special learning needs (e.g. hearing impairment and dyslexia).

FINANCE

Year	YE 2011	YE 2010
Income (\$'000)	550	1,180
Expense (\$'000)	784	665
Surplus/Deficit (\$'000)	(234)	515
Surplus/Deficit % of Expense	(30%)	77%
Reserve Ratio ^b	25 months	33 months
Charitable Expense % ^c	71	88

GOVERNANCE/LEADERSHIP

ORGANISATION

Chairman	Sr Theresa Seow	Registered Charity	Yes
Chairman Tenure	Feb 2009 – Present ^d (2 nd term)	Registered IPC	Yes
Board Size	8	Sector	Social Services
CEO/ED Name	Ms Suzana Yeo	Regulator	Charities Unit
No of Employees	18	No of Years Operation	71
Salary Info Disclosure	Yes	Recognition/Endorsement	-

^a Client numbers were reported based on CCH's update.

^b This is calculated based on CCH's definition of reserve ratio (general funds ÷ total expense figures). The information is taken from CCH's audited financial statements for year ended 2011.

^c Derived from summary figures in CCH's audited financial statements for year ended 2011.

^d The chairman tenure is reported based on CCH's update.

IMPORTANT NOTICE

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Runs a small home that provides safety and love to girls in need

About 900 children and teenagers stay in residential homes in Singapore. These are mainly children in need of care and protection or young people who have run afoul of the law. Homes provide temporary care and supervision for these children and youth.

Analysis Summary

Programmes	<i>Feedback shows that children have benefited; on-going plans for greater collaboration with parents will improve CCH's focus on its mission</i>
Finance	<i>High reliance on donations; planned fundraising and donor management strategies can help to build revenue sustainability</i>
Leadership	<i>Management is forward-thinking and concerned with talent development and leadership continuity</i>
Organisation	<i>CCH's impact on children and their families can be increased with funding to realise its planned programmes</i>

Programme

Canossaville Children's Home (CCH) runs a residential home for young girls ("residents") and a student care centre for children ("students"). Many of their families have caregiving difficulties due to financial, physical and mental health issues or other challenges. CCH provides a stable and nurturing environment, builds their characters, and promotes their well-being and relationships with their families.

CCH's more notable programmes are regular **Social Circus**¹ (stopped in 2011 when corporate sponsorship ceased) and **Percussion** training, both conducted by professionals. CCH aims to inculcate life skills such as discipline, confidence and teamwork through these programmes.

Results:

- CCH has cared for almost 430 residents and students since the year 2001.
- Feedback from the children from 2009 to 2011 show that most enjoyed CCH's programmes and felt that they had gained in terms of learning new things and forming relationships.²
- The children have held local and overseas public performances in circus arts and percussion, to positive audience feedback.
- Anecdotal evidence show that residents improved in their academic grades and social skills during their stay. CCH could benefit from reporting quantitative indicators as well.
- Feedback from parents/guardians from 2009 to 2011 showed that they gained useful parenting tips from CCH's quarterly parent-child bonding activities.

Monitoring, evaluation and feedback: CCH obtains participant feedback on most of its programmes in the interest of continuous improvement. CCH also conducts half-yearly staff reviews of its programmes. Every resident is assigned a case worker who monitors her progress using a range of indicators that include academic performance, social/emotional well-being and family relationships. Care plans are drawn up for every resident. Residents' cases are reviewed by CCH's staff at least once a month and by a Ministry of Community Development, Youth and Sports (MCYS) review board on a regular basis.

¹ The children are trained in the skills of circus arts. They perform to entertain and inspire the audience; not to earn a profit.

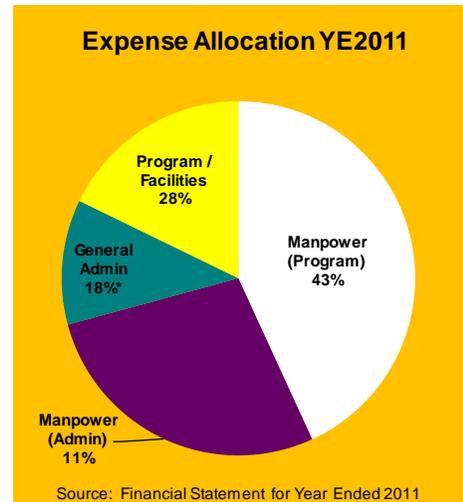
² The feedback applies to these programmes: Moral & Values Education, PreTEENS (a programme that prepares primary 6 children entering Secondary School), Percussion, Social Circus, Overseas Outreach and Family Bonding Activities.

Finance

- The annual operating budget is about SGD 730,000.
- Charitable activity cost made up more than 80% of annual spending (2007 to 2010); the bulk covered the cost of manpower to run programmes and services.³
- On average, donations formed almost half of annual income in the past 5 years. CCH is exploring ways of generating sustainable revenue streams via targeted fund-raising strategies.

Leadership

- CCH takes direction from the Canossian Daughters of Charity, a Catholic religious order. CCH strives to uphold the principles of inclusiveness and respect for all religious faiths in its operations.
- The management committee conducts a strategic review every 3 years and has formed sub-committees to oversee the areas of audit and finance, human resource and programmes.
- The executive director expressed commitment to identify and mentor younger talent with a view to build a second layer of management. She also plans to source talent from non-traditional sectors to provide new perspectives.



Organisation

- CCH was licensed to operate within 12 months that MCYS introduced licensing for residential homes in 2011. This invites confidence that CCH was well run even prior to the implementation of the licensing regime.
- CCH provides a therapeutic environment for its children's development via a relational care model. The model focuses on relationships as a basis for effective engagement with parents and positive influence for the children.
- CCH has identified key approaches and programmes to help the children but needs funding to implement its plans. These are: improving the children's literacy, building their self-esteem through speech and drama classes and improving parent-child bonding. CCH wants to re-establish the Social Circus programme and modify it to promote parent-child relationships.

Support Needs

- CCH needs about SGD 3,000 annually for its literacy programme, SGD 5,000 for speech and drama classes and SGD 15,000 for Social Circus Programme.
- CCH needs funding to continue the Percussion Practice programme at SGD 18,000 per year. Present support for this programme will stop at the end of 2012.

³ This percentage fell to 71% in 2011 due to an anomalous spike in depreciation that raised the total administrative cost.

ICAn Analysis Process

ICAn team spent about **three weeks** conducting this analysis. This entailed a thorough review of the public information about the charity, interview with the executive head, **Ms. Suzana Yeo on 30th March 2012** and programme observations on **16th March 2012 (Percussion Practice)** and **30th March 2012 (Family Bonding Night)**. The team also **reviewed programme feedback forms on 14th June 2012**. This report is best read along with the basic report for the organisation available on our website: www.nvpc.org.sg/charityanalysis.

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