

MOVEMENT FOR THE INTELLECTUALLY DISABLED OF SINGAPORE (MINDS)

www.minds.org.sg
Tel: 64795 655
800 Margaret Drive, Singapore 149310

MISSION



Be a world-class organisation that advances the development, well-being and aspirations of persons with intellectual disability and their integration into society

SERVICE MODEL

- Special Education and vocational training
- Support services for families
- Volunteerism
- Residential Homes

CLIENT TYPE

No of Clients Served	YE 2011	YE 2010
Number of clients	2,400	2,400

PROGRAMMES

- MINDS runs four Special Education Schools (SPED schools) to cater to the special educational needs of children (7 years to 18 years) with intellectual disability.
- MINDS has three Employment Development Centres (EDCs) and three Training and Development Centres (TDCs) for vocational and social skills training, respectively.
- MINDS also has residential services for children and adults with intellectual disability.

FINANCE

Year	YE 2011	YE 2010
Income (‘\$000)	35,371	35,584
Expense (‘\$000)	33,689	28,671
Surplus/Deficit (‘\$000)	1,682	6,913
Surplus/Deficit % of Expense	5	24
Reserve Ratio	3.5 months	3.7 months
Charitable Expense %	Ratio not reported. See charity’s financial statements for detailed activity expense	

GOVERNANCE/LEADERSHIP

ORGANISATION

Chairman	Mr Conrad Campos	Registered Charity	Yes
Chairman Tenure	2011-2013	Registered IPC	Yes
Board Size	18	Sector	Social Service
CEO/ED Name	Mr Keh Eng Song	Regulator	Charities Unit
No of Employees	560	No of Years Operation	50
Salary Info Disclosure	Yes	Recognition/ Endorsement	2010 Recipient of the NCSS Outstanding VWO (Innovation) Award by NCSS

IMPORTANT NOTICE

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4% of Singapore's population suffers from physical impairment, vision impairment, hearing impairment and intellectual impairment (Singapore Disability Sports Council, 2011)

Analysis Summary

Programmes	<i>Comprehensive services such as education, vocational training, employment opportunities and residential services for various age groups with intellectual disabilities.</i>
Finance	<i>About 90% funding comes from the government.</i>
Leadership	<i>Efforts have been put in by the leadership to improve staff satisfaction.</i>
Organisation	<i>Constantly growing the services it provides, in response to increasing demand among the clients and caregivers.</i>

Programme

- MINDS runs four Special Education Schools (**SPED schools**) in different parts of Singapore to cater to the special educational needs of children with intellectual disability. The schools cater to children aged 7 years to 18 years old with intellectual and developmental disabilities.
- Upon graduation from MINDS schools, the pupils are either admitted to the **Employment Development Centres (EDCs)** or **Training and Development Centres (TDCs)** for vocational and social skills training, respectively. The EDCs help to prepare students for work, while the TDCs train them to be semi-independent in their daily living activities.
- MINDS also manages a **Residential Service at MINDSville@Napiri** to provide accommodation, care, supervision and rehabilitation for children and adults with intellectual disability.
- MINDS **Social Enterprise** was started in 2000 to create employment opportunities for the people with intellectual disability as an additional avenue to secure employment for clients.

Results

- 71 clients (April 2012) had been placed in jobs in hotels, fast food restaurants, warehouses and leisure outlets up from 36 in 2011. More than 80% of the clients were able to maintain their employment for at least 6 months. These were acknowledged by NCSS to be strong achievements given Singapore's limited employment opportunities for the disabled.
- Over 980 people are involved in sheltered employment.
- The Community Group Home initiative won an award from the National Council of Social Service. This pilot programme was able to transition six clients (three male and three female residents) from the residential home to independently live in their own homes in the community. All six residents are engaged in open employment.

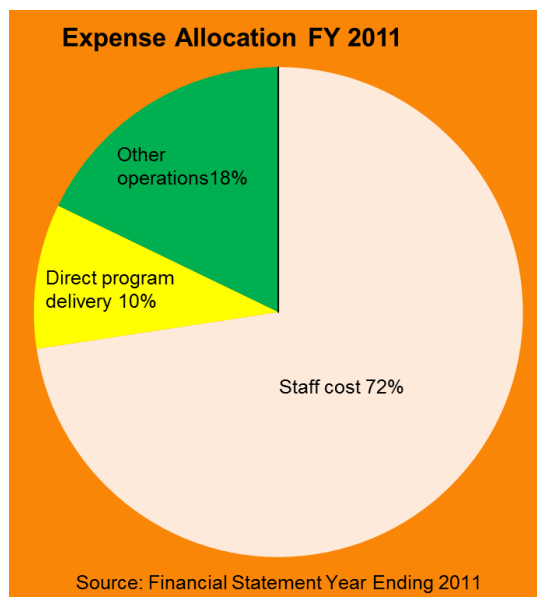
Monitoring, evaluation and feedback: Reporting is done regularly to Ministry of Education (MOE) and National Council of Social Service (NCSS) based on project specific, outcome driven indicators– eg amount of allowance earned, number of daily living skills learned and sustained. There is a half yearly reporting to NCSS and MOE on these indicators. Individual (education, training, care) plans are developed and monitored for each individual in schools and homes. MINDS Board holds an annual review meeting for overall progress monitoring.

Finance

- Ministry of Education, Ministry of Community Development, Youth and Sports and NCSS (ComChest) fund 89% of the operating expenses. The rest comes from program fee revenues, investment gains, donations etc
- MINDS spends 72% of its funds on staff salaries, 18% on operating expenses and 10% on programme delivery.

Leadership

- The board of MINDS is actively involved with overseeing the activities of the organization. The board members head various sub-committees and guide key sub-committee decisions.
- MINDS has a succession planning policy in place but there are currently no identified leadership successors in the organization. Plans to develop a clearly defined succession plan are underway.
- The organization leadership is dedicated to improving well being of their employees. Their employee satisfaction survey conducted in 2010 has shown an improvement of 8% since 2007. The organization has also won Singapore Health Silver (2006) and Gold (2008 and 2010) Award for good management of their staff.



Organisation

- MINDS is a 2010 Recipient of the NCSS Outstanding VWO (Innovation – Special Mention) Award by National Council of Social Service for the Community Group Home initiative.
- MINDS is one of the largest Voluntary Welfare Organisations in Singapore and is continuously increasing the spectrum of services they provide to their clients. Currently, discussion to set up a nursing home for the intellectually disabled elderly has been initiated.
- MINDS is conducting research on various issues facing the intellectually disabled. The recent research which is being completed in collaboration with NUS is on understanding medical issues faced by persons with intellectual disability.

Support Needs

- Contract work and open employment opportunities are required for clients in the sheltered workshops to earn their allowances so that they can achieve some financial independence.
- Corporate and individual volunteers to bring cheer to clients by organising activities and outings. There is a particular volunteer setup known as MINDS MYG (previously known as MINDS Youth Group) whose volunteers come together regularly on Saturdays to engage clients on social activities. This group is in need of regular volunteers.

ICAn Analysis Process

ICAn team spent about three weeks conducting this analysis which entailed a thorough review of the public information about the charity, interview with the executive head **Mr Keh Eng Song** on 27th March 2012 and program staff as well as site visits to the program centres/service delivery points on the same date. This report is best read along with the basic report for the organization available on our website: <http://www.nvpc.org.sg/charityanalysis>

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