



# ANNUAL REPORT

## FOR THE FINANCIAL YEAR ENDED 2023





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## About Catch Them Young Ltd

### Entity information

Catch Them Young Ltd (CTY) was incorporated on the 17<sup>th</sup> November 2015 as a Public Company Limited by Guarantee.

CTY was registered as a charity under the Charities Act (Chapter 37) since 23<sup>rd</sup> March 2020, and has been accorded IPC (Institution of Public Character) status from 21<sup>st</sup> September 2022 to 20<sup>th</sup> September 2023.

CTY is also a full member of the National Council of Social Services (NCSS) from 1 April 2023.

CTY has a M&AA (Memorandum and Articles of Association) as its governing instrument.

CTY's Financial Year is 1<sup>st</sup> January to 31<sup>st</sup> December.

CTY has a whistle-blowing policy. If you have suggestions or feedback on our programmes, please write to our CEO at [kevynsim@cty.sg](mailto:kevynsim@cty.sg)

<b>Unique Entity Number (UEN)</b> 201540730N	<b>Bankers</b> Overseas-Chinese Banking Corporation Limited
<b>Registered Address</b> 26 Sin Ming Lane, #03-118 Midview City Singapore 573971	<b>Auditor</b> SIN Assurance PAC

### Objects

The objects of the Company are exclusively to support the educational, skills and personal development of children, young people and their disadvantaged families by the provision of courses of instruction and study, activities, publications and events to enable them to participate in developmental activities that they could not otherwise afford and to maintain an institution for such purposes.

The objects of the Company are to be carried out for the benefit of children, young people and their families members of all races resident in the Republic of Singapore.



**Vision**

To be a progressive organization in empowering children build academic resilience.

**Mission**

To support disadvantaged children with equitable access to education and developmental opportunities to improve their educational outcomes.

CTY's flagship programme, **CTY - KidsExcel** is a combination of Sports and Academic modules. Through programmes held throughout the year, it aims to develop **confident, resilient** children with **positive learning attitudes**.

For more information on **CTY's Theory of Change**, please refer to Annex 1.

**Core Values**

Confidence

Resilience

Empathy

Discipline

**Programme Beneficiaries**

Children from less advantaged backgrounds who are recipients of the MOE Financial Assistance Scheme, namely with a gross total household income (GHI) of < \$3,000 per month or family's per capita income (PCI) of < \$750 per month.

Children from ComLink+ families.

Children from challenging or complex family backgrounds.

CTY offers assistance to all regardless of race, gender or religion.



## **Chairman's Message**

I am filled with immense gratitude and pride for what we have accomplished together over the past year. Despite the challenges posed by the ongoing global pandemic and economic uncertainties, our commitment to empowering underprivileged children in Singapore through education and sports has remained steadfast.

In reflecting on the past year, I am heartened to see the positive strides we have made in navigating the complexities of the Covid-19 situation. With the global and local landscape stabilizing, Singapore has transitioned out from high alert posture, allowing us to gradually ease existing community measures. Although we encountered two waves of Covid-19 driven by new variants, our healthcare system remained resilient, and schools were able to return to mostly in-person learning throughout 2023. This transition has been crucial in providing a more conducive learning environment for our children, and I am pleased to share that all our classes have successfully transitioned back to in-person sessions.

However, the challenges posed by rising inflation have threatened to hinder our mission of providing quality education to underprivileged children. With the global supply chain disruptions and conflicts such as the war in Ukraine driving up prices for food and energy, many families in Singapore are facing financial strain. Despite these challenges, we have remained committed to our cause, keeping our costs stable and even increasing the number of beneficiaries to 525. Additionally, through initiatives such as the See Better, Learn Better project, we have been able to provide eye screening and free spectacles to 60 children, ensuring that they have the tools they need to succeed academically.

Beyond academics, we recognize the importance of nurturing well-rounded individuals with strong characters. Through our volunteer program, we have engaged 326 volunteers to provide guidance, support, and role modelling to our children. The positive impact on their self-esteem and social development has been truly inspiring.

As we look ahead to the year 2024, we are committed to expanding our reach and refining our programs to better serve the communities in the North of Singapore. With your continued support, we can ensure that every child, regardless of background, has the opportunity to reach their full potential.



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In closing, I want to extend my heartfelt thanks to Kevyn for his leadership and to our dedicated team for their unwavering commitment. Together, let us continue to make a difference in the lives of the children we serve.

Yours truly,

**Tan Geok Kwang, Eric**

Chairman

Catch Them Young Limited



## **CEO/Executive Director Message**

Reflecting on the past year fills me with immense pride and gratitude for the strides made in our mission to address educational inequality for disadvantaged children in Singapore. In 2023, we received the MSF Partner Award, affirming our pivotal role in the ComLink+ programme. Renewing our IPC status and becoming a full NCSS member signify significant milestones, confirming the solidity of our foundation and our trajectory toward success. However, our commitment to progress remains steadfast as we adapt to sector needs, bolstering every aspect of our charity to empower our community further.

Our impact is evident: donations increased by 91%, allowing us to support more students, with primary school beneficiaries increasing by 41% and the total by 48%. These figures reflect growing trust and support from our community. Our latest programme, "See Better, Learn Better," offers free vision care, ensuring no child's academic potential is hindered by vision problems.

With the Board's full support, we've outlined a path focused on organizational management, fundraising, and financial transparency. We aim to enhance board relations, staff management, and program development for efficacy and sustainability.

Expanding external relations and advocacy efforts, we are engaging our key stakeholders more to raise awareness and strengthen partnerships. Prioritizing risk management and compliance, we're bolstering governance with added expertise in our subcommittees, maintaining ethical leadership standards.

In closing, I extend profound appreciation to our strategic partners, collaborators, donors, and volunteers. Together, we'll continue to tackle educational inequality for disadvantaged children and make a tangible difference in their lives, ensuring every child has the opportunity to achieve better educational outcomes.



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Yours Sincerely,

**Kevyn Sim Juanq Huei**

CEO/Executive Director

Catch Them Young Limited





**Leadership**



The charity is governed by a Board, also known as a Council or Management Committee. The Board is the governing body responsible for overseeing and managing CTY.

Reporting to the Governing Board are Sub-Committees that looks into Audit, Finance, Capabilities Development, Programme and Fundraising.

CTY is headed by a Chief Executive Officer (CEO).

**Governing Board**

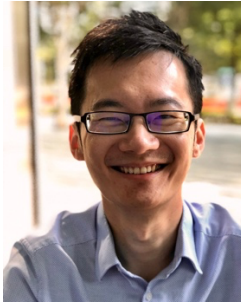
The Board's role is to provide strategic direction and oversight of CTY's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance

	<b>Name</b>	<b>Appointment</b>	<b>Occupation</b>	<b>Past Appointments</b>
	Mr Eric Tan	Chairman 09/12/2022	Chief Financial Officer United Pulp and Paper Co Ltd (Retired)	Board Director 09/12/2022  Treasurer 23/03/2020
	Captain Sylvester Heng	Treasurer 09/12/2022	Chairman Lions Community Service Foundation Director (2014 - 2016)  Special Olympics (Asia Pacific)  Managing Director Regional Shipping Services Pte. Ltd.	Board Director 23/03/2020



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Mr Saim Yeong  
Harn

Director  
Evolvx Pte Ltd

Board Director  
28/10/2023



Dr Koo Siaw  
Sing

Senior Lecturer  
National  
University of  
Singapore

Board Director  
28/10/2023



Mr Kevyn Sim

Executive Director  
Catch Them  
Young Limited

Board Director  
01/07/2023

## Notes:

- No governing board member receives remuneration for services rendered.
- All board members abide by the code of conduct and declaration of non-conflict of interests. Measures are in place to manage this conflict of interests when they arise. Board members that have declared conflict of interest will abstain from voting on decisions relating to the issue.
- As a registered Charity and an Institution of Public Character, CTY is subject to the regulations of the Charities Act. This includes requirements for adherence to accounting standards, audit and duties of disclosure.
- Documented policies, procedures and internal controls are in place for financial matters in key areas, including procurement, receipting, payment, delegation of authority and limits of approval.
- The board conducts an annual self-evaluation of its performances and effectiveness.



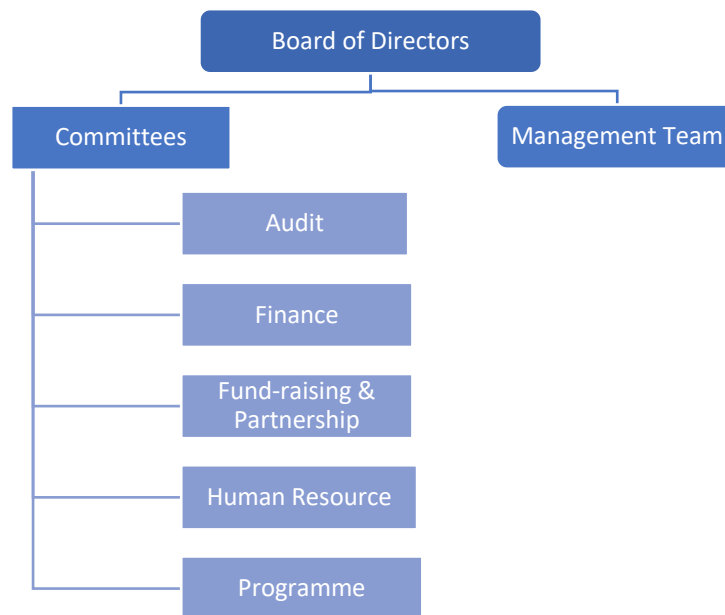
**Sub-Committees**

Each sub-committee will be chaired by 1 board director, and to be made up of 1 other member who may be a different board director or a volunteer.

The staffing secretariat of each sub-committee will be the CEO or an appointed full-time staff.

All sub-committees are to meet at least once each quarter, and report their findings and recommendations to the Chairman during each board meeting, for consideration and approval.

The terms of reference for each sub-committee may be revised as necessary once the subcommittees are formed.





## Management Team



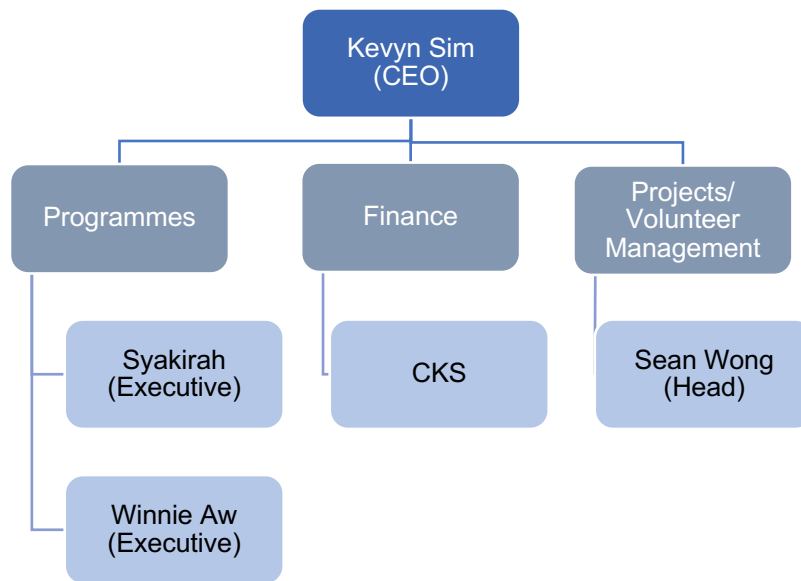
### Chief Executive Officer

Kevyn Sim

01/03/2022

### Notes:

- No staff is involved in setting their own remuneration.
- No paid staff is a family member of the CEO or governing board member of the charity.
- No staff received more than \$100,000 in annual remuneration.
- No key personnel or volunteers receive remuneration for their service.



- All staff sign a Code of Conduct and declaration of non-conflict of interest.
- No staff is involved in setting their own remuneration.
- No paid staff is a family member of the CEO.
- No paid staff received more than \$100,000 in annual remuneration for the financial year of 2022.
- Ascent Consulting Services Pte Ltd serves as our Corporate Secretary, while CKS Global Consultants Pte Ltd (CKS) provides Corporate Financial Services for the calendar year of 2022.



## **Governance**

### **Role of the Governing Body**

The Board's role is to provide strategic directions and oversight of CTY's programmes and objectives and to steer the charity towards fulfilling its vision and mission. Through good governance. As part of its role, the following matters require Board's approval.

- Approve budget for the financial year and monitor expenditure against budget
- Review and approve quarterly financial statements
- Review and approve organizational planning
- Regularly monitor the progress of the charity's programmes.

### **Term of Limit of Board**

To enable succession planning and steady renewal in the spirit of sustainability of the charity, the Board has a term limit of six years. In particular, the Treasurer or Financial Committee Chairman has a term limit of four years.

### **Board meetings and attendance**

A total of 3 board meetings and 1 Annual General meeting were held during the financial year. The following sets out the individual board member's attendance at the meeting:

- Board meeting: 30 January 2023
- Board meeting: 29 May 2023
- Annual General Meeting: 21 June 2023
- Board meeting: 6 December 2023

<b>Name</b>	<b>Attendance</b>
Mr Eric Tan (Chairperson)	100%
Capt. Sylvester Heng	100%
Mr Saim Yeong Harng	100%
Dr Koo Siaw Sing	100%
Mr Kevyn Sim	100%

\* Mr Tan Geok Kwang, Eric was appointed as Chairman of the Board on 09/12/2022. Eric previously served as CTY's treasurer from 23/3/2020 to 09/12/2022.



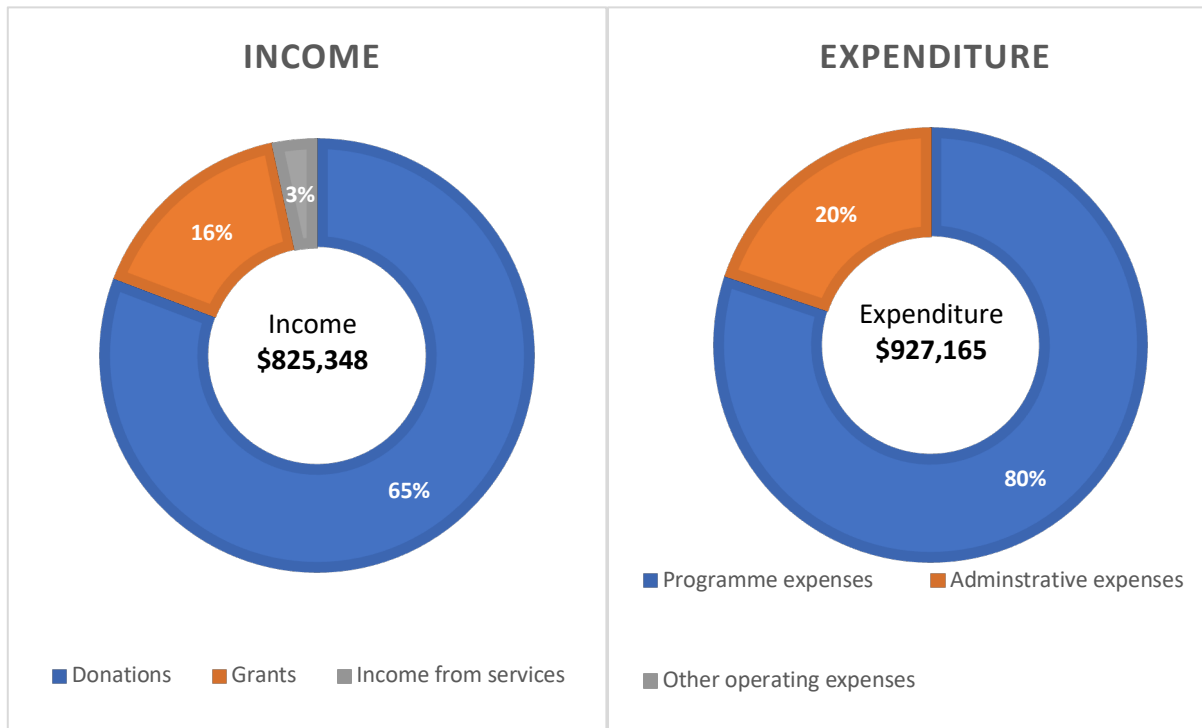
**Sub-Committees**

<p><b>Audit</b></p> <p>Chairman: Mr Eric Tan Members: Mr Kevyn Sim</p>	<p>The Audit Subcommittee is tasked with ensuring the charity's financial integrity and accountability. Responsibilities include reviewing financial statements, overseeing internal and external audits, monitoring compliance with regulatory requirements, and assessing risk management practices. The subcommittee will report findings to the Board, recommend improvements, and ensure corrective actions are taken.</p>
<p><b>Finance</b></p> <p>Chairman: Captain Sylvester Heng Members: Ms Amanda Koh</p>	<p>The Finance Subcommittee is responsible for overseeing the financial health and sustainability of the charity. It ensures accurate financial reporting, budget preparation, and compliance with legal and regulatory requirements. The committee reviews financial policies, monitors cash flow, and advises the Board on financial strategy and risk management.</p>
<p><b>Fundraising &amp; Partnership</b></p> <p>Chairman: Mr Kevyn Sim Members: Mr Chang Shih Khoo, Mr Ravi Nippani</p>	<p>The Fundraising Sub-Committee is tasked with planning, executing, and overseeing all fundraising activities to support the charity's mission. Responsibilities include developing fundraising strategies, organizing events, identifying potential donors, and ensuring compliance with legal and ethical standards. Members are expected to collaborate with stakeholders, leverage networks, and innovate to maximize funding opportunities.</p>
<p><b>Human Resource</b></p> <p>Chairman: Mr Kevyn Sim Members: Ms Angelyn Goh</p>	<p>The Human Resource Sub-Committee is tasked with overseeing HR policies, compliance with labour laws and advises the Board on HR-related issues.</p>
<p><b>Programme</b></p> <p>Chairman: Mr Kevyn Sim Members: Mr Chang Shih Khoo, Ms Sharon Low</p>	<p>The Programmes Sub-Committee is tasked with overseeing the planning, implementation, and evaluation of the charity's programmes. Responsibilities include reviewing programme proposals, ensuring alignment with the charity's mission, monitoring progress, and assessing impact. Members are expected to contribute their expertise, and collaborate with staff and volunteers to enhance programme effectiveness and sustainability.</p>



**Financial Performance**

	FY 2021 (S\$)	FY 2022 (S\$)	FY 2023 (S\$)
<b>Total Income</b>	<b>498,068</b>	<b>542,106</b>	<b>825,348</b>
<b>Total Expenditure</b>	<b>(338,890)</b>	<b>(520,161)</b>	<b>(927,165)</b>
Programme expenses	(243,855)	(361,928)	(747,658)
Administrative & governance expenses	(95,036)	(158,233)	(179,507)
<b>Surplus (before tax)</b>	<b>159,177</b>	<b>21,945</b>	<b>(101,817)</b>



**Notes:**

- As a charity with IPC, CTY is subject to the Charities Act and Regulations. This includes requirements for adherence to Accounting Standards, Audit and Duties of Disclosure.
- Documented policies and procedures are in place for key areas, including board, human resources, finance and personal data protection procurement.



## Reserves Policy

<b>Reserve Position</b>	<b>Current Year</b>	<b>Previous Year</b>	<b>% Increase / (Decrease)</b>
Unrestricted Funds	\$95,576	\$197,393	(48%)
Restricted Funds	-	-	-
Endowment Funds	-	-	-
<b>Total Funds</b>	<b>\$95,576</b>	<b>\$197,393</b>	<b>(48%)</b>
Ratio of <u>Unrestricted Funds</u> to <u>Operating Expenditure</u> <sup>1</sup> (for the year)	0.53	0.38	

The reserves that CTY has set aside provide financial stability and the means for the development of its education programmes. CTY aims to keep its reserves at a level that covers at least 6 months of operating expenses, with a goal of increasing this to 12 months. This will help to ensure continuity of programme operations in the event of a sudden significant decline in revenue.

This level of reserves is determined to not be excessive. Rather, it is adequate to create security amongst beneficiaries, donors, supporters and employees.

CTY intends to use the reserves to finance CTY's programme operations, KidsExcel and YouthExcel.

The Board reviews the reserve amounts annually to ensure that they are adequately sufficient to fulfil CTY's continuing obligations.

### Investment policy

CTY does not invest its reserves for 2023. All reserves are held as deposits with its registered banker, OCBC. As CTY is a young and small charity, it has not accumulated sufficient reserves to require an investment policy yet.

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<sup>1</sup> Charitable Activities and Other Operating and Administration Expenses.





## Programmes and Activities

### Summary of Programmes and Activities for 2023

Programmes	Impact
KidsExcel	Number of Beneficiaries: <b>525</b> pupils Number of programme sites: <b>15 sites</b> island-wide Number of Session Conducted: <b>636 sessions a month</b> , 12 months of after-school programme sessions Number of Volunteers: <b>326</b> volunteers donated <b>600</b> man hours

#### KidsExcel programme approach

KidsExcel focuses on strengthening pupil's fundamental concepts and skills in English & Math, and aims to instil in pupils positive behaviour and character. The programme approach is summarized as follows:

- 1) *Long-term and regular engagement of the child.* Weekly enrichment and academic lessons allow staff to retain regular touchpoints with the child and guide their development.
- 2) *Qualified tutors and coaches with a heart.* Tutors and coaches are selected based on their teaching credentials and their experience working with students of similar behavioural and academic profiles. All tutors and coaches selected share the values of the KidsExcel programme.
- 3) *Matching pace of lessons to the proficiency of the class.* Classes and classroom activities are tailored to match the learning pace of the class. This is crucial in supporting the learning of weaker pupils, who may need to revisit fundamental topics to reinforce their subject understanding.
- 4) *Sports as an engagement tool.* Sports is used as a platform to discuss and practice healthy values such as discipline, empathy and resilience. Sports coaches also serve as emotional anchors for our latch-key children to support their healthy growth. Group activities such as team games also create opportunities for children to bond through play.



## **Achievements**

KidsExcel's impact is assessed on 2 aspects: **Academic and Behavioural development.**

### **Academic Development**

The progress of the pupils was assessed by using the KidsExcel assessment.

*English:* 67% of pupils improved, with 45% of the cohort progressing a letter grade

*Mathematics:* 65% of pupils improved, with 46% of the cohort progressing a letter grade

### **Primary School Leaving Examination (PSLE)**

This was a particularly challenging year for the P6 pupils, who face multiple disruptions to their learning during the pandemic.

- **58 pupils** sat for the PSLE exam in 2023.
- **58 pupils passed their PSLE**, despite the learning hurdles posed by COVID-19.
- **38 pupils performed commendably**, qualifying for the Express/Normal Academic stream.

**7 pupils** will have to **retake the PSLE** the following year. We will continue our support for these children to enable them to pass their PSLE.

CTY hopes to shift the current streaming proportions of children from low-income families to resemble more of national proportions (which is 66% Express, 21% Normal Academic and 11% Normal Technical<sup>2</sup>).

### **Behavioural Development**

CTY surveyed parents (in December 2023) on their perception of their child's behavioural improvements in KidsExcel. 260 participants responded to the survey.

- **85%** of parents indicated that their child was more confident and was able to express himself positively to others. In addition, **85%** reported that their child was more willing to "take on new challenges".

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<sup>2</sup> Retrieved from : <https://www.channelnewsasia.com/singapore/psle-bell-curve-singapore-primary-school-students-secondary-moe-462946>



- **82%** observed that their child was more aware of his actions, and that he demonstrated responsibility for his conduct.
- **87%** also noted that their child was more empathetic, demonstrating a willingness to understand and respect the needs of their siblings and peers.
- **88%** of parents reported that the programme was well organized despite the logistical challenges of distance learning, and **84%** agreed that the learning materials were helpful in supplementing their child's learning.

\*Rated 4 and above on a 5-point scale, where 5 is strongly agree.



## **Testimonials and quotes**

### **Mohamed Faizal Bin Rashid**

Drawing a lower than median income, Mr Faizal struggles with providing for four school-going children, Andry, Audryn, Anders, Aria, in Wellington Primary School almost single-handedly. With inflation and higher costs of living, Mr Faizal's difficulties are compounded. He has to foot the bills and pay for the daily living expenses for his four children all the while being sensitive to not making them feel burdened or worried by his problems of making ends meet. He does not want them to feel inferior in any way to their peers. One of his children, Anders, is one of the four who is attending KidsExcel – a programme supported and organised by CTY. Mr Faizal is extremely thankful for the changes KidsExcel is having on Anders. "Anders was suffering from a severe lack of confidence. He wouldn't ask for help even though he was struggling with his school work," Mr Faizal said. "After attending KidsExcel, he seems to have broken out of his shell."

Mr Faizal noticed that Anders has now become more confident and can ask questions when he is not sure, especially in Mathematics. "Anders now seems more sure of himself," Mr Faizal happily quipped. Mr Faizal attributes it to the activities that Anders goes through in the sports component of KidsExcel. Anders initially felt uncertain of himself and was worried about whether he could do what the coaches asked of him. But when he learnt that he was able to perform the steps and skills as well as the other students or even better, Anders felt accomplished about himself. "Anders sometimes tells me about how he was asked to lead the warm-up exercises or to demonstrate a certain skill," Mr Faizal proudly proclaimed, "That has given him a big boost in self-esteem."

Another factor that Mr Faizal felt that could have given Anders a confidence boost was 'See Better, Learn Better' – another CTY programme. In September, CTY collaborated with the volunteers of GIC (Government Investment Corporation) to launch the initiative to help provide eye check-up and spectacles for children under the FAS (Financial Assistance Scheme) in Wellington Primary School. Anders was one of the beneficiaries who had his eyes checked and glasses given to him, together with two of his siblings. Anders even got to choose the frame design for himself. Earlier on, Anders was having difficulty seeing what the teachers were showing or writing on the boards and screens but he did not dare to voice out or ask questions as he was afraid that others would laugh at



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him. It severely affected his learning as he couldn't understand anything the teachers were teaching. A routine school eye-check was conducted by the school and the test results confirmed what Mr Faizal had feared all along. Anders and two of his siblings had myopia. Already beset by bills and expenses, Mr Faizal was anxious about being able to pay for Anders' and his siblings' much needed spectacles. He knew that they would need the glasses to see better otherwise it would affect their learning and even their daily life. Even simple and necessary things like seeing the number of the buses would become a problem. But where would the money come from? Fortunately, all thanks to CTY, the problem was solved and Anders and his siblings received the pair of spectacles they needed so badly. Now, with the ability to see clearly, the three children are able to navigate daily life and understand what the teachers are teaching better. Mr Faizal is extremely grateful to CTY and KidsExcel for the free glasses and all the positive behavioural changes he has witnessed in them. Mr Faizal hopes that KidsExcel will continue to give positive affirmation to Anders, his three other children and all the other children who need support in this and all other aspects.



## Donors of CTY

CTY would like to express its heartfelt appreciation and gratitude to the following major donors who have made financial contributions in support of CTY's efforts in 2023:

- The Community Foundation of Singapore (CFS)
- National Volunteer and Philanthropy Centre (NVPC)
- Azalea Investment Management Pte Ltd

This list of donors is non-exhaustive. Their contributions have allowed the charity to continue key support programmes for its beneficiaries.

## The Year Ahead

### CTY's Corporate Strategy

*Collaborative partnerships.* As CTY expands its programmes further into the heartlands, it will need to progressively rely more on like-minded partners such as social workers and grassroots agencies. By leveraging on the relational networks built by these social agencies, it is able to reduce the time needed to launch its programmes in underserved neighbourhoods and engage families that are more distrustful of community outsiders. Additionally, as CTY engages more vulnerable children with more varied/complex needs, it is simply not able to directly serve the needs of all its beneficiaries. It will need to tap on the resources of partners to provide the services needed to ensure the healthy development of its beneficiaries, like the provision of counselling services for children suffering from trauma.

*Strategic intervention.* CTY addresses the intergenerational cycle of social disadvantages through the positive development of children. Its intervention strategy can be summarised as Early, Regular and Sustained; this approach ensures the highest chance of success.

- Early: CTY engages children at the earliest school-going age (Primary 1, age 7)
- Regular: KidsExcel programmes are held twice-weekly, even during the school holidays
- Sustained: Children are enrolled in CTY's programmes up till their final primary school year



*Learner-centric classrooms.* CTY's pedagogical approach is learner centric. Not all children learn the same way, at the same pace. Some topics may not attain salience with young learners, and the programme team is constantly experimenting with methods to help children apply their learning. For example, KidsExcel is incorporating hands-on, practical group assignments into its teaching of math concepts. To ensure that improvements can be made timely, feedback is collected regularly from parents, children and teachers on their thoughts of KidsExcel's teaching approach.

*Committed, empowered teachers.* Good teaching requires experience and commitment. To ensure this, CTY employs only trained, experienced teachers, who are familiar with MOE's learning requirements for primary school. Worksheet and instructional materials used are designed by senior MOE educators, who constantly update the syllabus to ensure its relevance to our pupil's learning needs.

## **Notable Developments**

As part of its annual review of the education landscape, CTY has identified supporting student well-being as a key concern / development that it needs to address:

To foster positive mental health and well-being, we continue to improve on our unique sports programme. Through fun and engaging activities, students cultivate essential character traits such as sportsmanship and resilience, while also enhancing their communication and teamwork skills. Team structures provide leadership opportunities, and the diverse student body helps break down barriers and promote understanding. By involving foreign students in tournaments and matches, we facilitate cultural exchange and foster global citizenship. Additionally, our programme builds a supportive community by pairing older alumna is who have benefited from the program with younger ones during events, providing valuable guidance and a sense of belonging. This holistic approach ensures that students develop strong relationships, communication skills, and cultural awareness, all while having fun and staying active.



**Governance Evaluation Checklist**

(Enhanced Tier)

1 January 2022 to 31 December 2022

S/N	Code guideline	Code ID	Response (select whichever is applicable)
<b>Board Governance</b>			
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	<b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</b>		Yes
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	Complied
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	Complied
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years</b> .  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied
6	The Board conducts <b>self-evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	<b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</b>		No
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years</b> .	1.1.13	





8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied
<b>Strategic Planning</b>			
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
<b>Human Resource and Volunteer<sup>2</sup> Management</b>			
12	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
13	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) 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
	<b>Are there volunteers serving in the charity? (skip item 15 if "No")</b>		Yes
15	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied
<b>Financial Management and Internal Controls</b>			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
17	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied
18	The Board ensures that 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 <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied
20	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied



	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if “No”)</b>		No
21	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	
<b>Fundraising Practices</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)</b>		
22	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied
	<b>Did the charity receive donations in kind during the financial year? (skip item 23 if “No”)</b>		No
23	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	
<b>Disclosure and Transparency</b>			
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and  (b) the attendance of every governing board member at those meetings.	8.2	Complied
	<b>Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)</b>		No
25	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	
26	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	
	<b>Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)</b>		Complied
27	No staff is involved in setting his own remuneration.	2.2	Complied



<p>28</p>	<p>The charity discloses in its annual report —</p> <p>(a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity’s subsidiaries) <b>exceeding \$100,000</b> during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.</p>	<p>8.4</p>	<p>Complied</p>
<p>29</p>	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is <b>no</b> paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	<p>8.5</p>	<p>Complied</p>
<p><b>Public Image</b></p>			
<p>30</p>	<p>The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.</p>	<p>9.2</p>	<p>Complied</p>

## Annex 1 – Theory of Change

INPUTS	ACTIVITIES	OUTPUTS & CLIENT OUTCOMES (measures)			
<b>Funding</b>  <b>Volunteers (peers and working professionals)</b>  <b>Experienced, trained tutors and sports coaches</b>  <b>Primary school pupils, aged from P1 to P6</b>	1. Twice weekly Academic classes conducted by trained tutors for P1-P6 students  2. Twice weekly Sports classes conducted by trained coaches for P1-P6 students  3. Engagement sessions with parents, partners, schools and grassroots.  4. Annual/Bi-annual Sports Camp	<b>Outputs and Participants</b>	<b>Short-Term Outcomes (12 months)</b>	<b>Intermediate Outcomes (2 years)</b>	<b>Long-Term Outcomes</b>
		Attendance of students in: # of academic sessions  # of sports sessions  # of learning journeys  # of sports camps  Number of volunteers in: # of academic sessions  # of sports sessions  # of sports camps  Number of parents in: # of engagement sessions	Children form positive bonds and friendship with peers and mentors  Children have increased confidence and self-efficacy  Children are better motivated, positive learners  Children have improved access to technology for online learning  Children have increased support and supervision in understanding English and Math concepts  Children have increased grasp and understanding in English and Math concepts, that are reflected in improved academic grade	Children sustain their improvements confidence, self-efficacy and positive attitude towards learning  Children are positively engaged in peer and mentoring networks  Children sustain their academic improvement in English and Math subjects, showing potential in achieving pass grades in their PSLE	Children possess a confident, resilient and positive learning attitude that equips them to manage challenges in school and at home.  Children are well supported to tap into community resources so that they are not held back from reaching their potential due to their disadvantaged context.