



ANNUAL REPORT

FOR THE FINANCIAL YEAR ENDED 2022





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About Catch Them Young Ltd

Entity information

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

CTY was registered as a charity under the Charities Act (Chapter 37) since 23rd March 2020, and has been accorded IPC (Institution of Public Character) status from 21st September 2022 to 20th 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 1st January to 31st 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

Unique Entity Number (UEN) 201540730N	Bankers Overseas-Chinese Banking Corporation Limited
Registered Address 26 Sin Ming Lane, #03-118 Midview City Singapore 573971	Auditor 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 Household Income of < \$2,750 monthly or Per Capita Income of < \$690 monthly.

Children from the national Comlink initiative.

Children from challenging or complex family backgrounds.

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



Chairman's Message

2022 was an eventful year for Catch Them Young. After years of preparation, we were finally awarded IPC status in September. Unfortunately, our late chairman Mrs Chang, who was instrumental in preparing us for the award, passed on only one month after we were given the recognition. She was a role model for us in good governance and laid a strong foundation which we hope to instil in the next generation. We wish to thank her for her dedication and her guidance. Her timely and nurturing advice will be dearly missed as we carry on the good work that she believed in when CTY started.

During the year, the various covid-19 restrictions were lifted, and that gave us the opportunity to resume our physical programme to support the children from disadvantaged families. In addition to the regular academic support and sports programme, CTY was able to bring back a sorely missed event – the sports camp! Upper primary pupils were finally able to interact and make new friends with their peers from other schools. Teamwork and resilience were the twin focus of our camps, participants picked up new skills and competed on the final day. Riding on the success of the camps, CTY will support 2 camps for pupils from all levels in 2023.

2022 also saw the introduction of learning journeys. In June, our pupils visited the Marina Barrage and the Sustainable Singapore Gallery to appreciate Singapore's journey towards being achieving water security. We look forward to enriching our pupils' understanding of the world around them through more of such meaningful learning journeys in 2023.

CTY continued to work with volunteers who were committed to supporting CTY's enrichment activities. These volunteers were pivotal in guiding our pupils as they extracted DNA from strawberries, steering them in the Amazing Race at the Marina Barrage and cheering them on at the sports camp. The interaction was especially beneficial to our pupils who were able to learn from successful and caring adults.

CTY will continue to strengthen the support for our beneficiaries, comprising mainly of pupils who were falling behind their peers due to a lack of support in the early childhood years. We hope the support given will improve the chance of success in their school years. The road ahead will not be an easy one, but I am sure that with the continued support of all stakeholders, we will rise above the challenges and continue to support our pupils in their journey.

I would like to sincerely thank the Community Foundation of Singapore and the Lions Community Foundation of Singapore as invaluable long-time partners of our educational programmes. Their help and support have been crucial to our development and expansion of KidsExcel. I would also like to thank UBS and Credit Suisse Singapore for supporting our



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initiatives in 2022, your kind contributions have helped us to extend our reach to vulnerable yet overlooked families in Singapore.

Yours truly,

A handwritten signature in black ink, appearing to read 'Eric Tan'.

Tan Geok Kwang, Eric

Chairman

Catch Them Young Ltd



CEO Message

Since Singapore's founding, education has traditionally been used as a social leveller. It has undergirded Singapore's meritocratic approach; an equal shot at life "regardless of race, language or religion".

Generally, our schools are well funded, have high quality infrastructure, very competent teachers who strive to create positive experiences for students and a very supportive community of parents. However student learning outcomes can be very different, and more often than not, the lower performers are from underprivileged backgrounds.

Globally, researches have shown there is positive correlation between socio-economic backgrounds and academic performance. In Singapore, there is similarly correlation between socio-economic backgrounds and PSLE results.

Lower income families tend to lack the resources to augment their children's learning. And the children tend to lack the stimulation and social skills required to do well for school. The resulting lower self-confidence, lower motivation and reduced resilience pose further obstacles in their struggle for social mobility.

CTY's goal is simple: we want to level up our children to achieve psychological and academic resilience – to achieve better educational outcomes despite adversity. Using our signature pedagogy, we also provide a positive network to share goals and aspirations. We want our kids to excel. We want KidsExcel.

Besides levelling the access to learning support, we believe that developing character resilience is critical to student success, one that will help them to approach new situation, people or experiences with more confidence and a positive mindset. And exposure to peers with higher aspirations to encourage them to dream bigger, and begin to effect a better future for themselves.

To achieve this, we offer weekly academic support programmes for underprivileged students who are struggling academically. Sports is incorporated into the programme pedagogy as a tool to build confidence, resilience, and create play opportunities for children to bond and grow together.

Our successful programme has garnered interest from community partners and big-hearted donors. With the support of foundations & corporate donors, we were able to expand our presence in the heartlands, and target more underprivileged children and communities. A key example is our expanding work in the northern parts of the island. Through our partner network of grassroots agencies and community leaders, we are poised to expand our programme



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centres in 15 additional primary schools in the northern part of the island. We are also collaborators on the Woodlands & Marsiling Community Link (ComLink) government initiative, bringing our KidsExcel programme to rental block estates to serve families residing there.

Collaborations are key to building our presence in vulnerable communities in the heartlands. Grassroots partners helped to identify schools and estates that need our programme, and when necessary help to “open doors” with schools and social agencies by vouching for the efficacy of our programmes. This support has been invaluable in accelerating our reach in the heartlands. It also maximises our impact by helping us to direct our programme resources to those who need it the most.

Moving forward, as we work with more vulnerable families, we hope to engage more like-minded partners, to work with us to offer their services (such as counselling or career guidance) to our children. This allows us to focus on doing what we do best: Teaching and Sports. With the end of COVID-19, we hope to build our network and expand our reach, to make up for “time lost” during the pandemic.

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Kevyn Sim Juanq Huei', written over a diagonal line.

Kevyn Sim Juanq Huei

CEO

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 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

	Name	Appointment	Occupation	Past Appointments
	Mr Eric Tan Geok Kwang	Chairman 09/12/2022	Chief Financial Officer United Pulp and Paper Co Ltd (Retired)	Board Director 09/12/2022 Treasurer 23/03/2020
	Dr Quek Jin Jong	Secretary 01/03/2023	Principal Officer Director's Office National Institute of Education, Nanyang Technological University (Retired)	Board Director 23/03/2020



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Captain

Sylvester Heng

Treasurer

09/12/2022

Chairman

Lions Community
Service

Foundation

Director

(2014 - 2016)

Board Director

23/03/2020

Special Olympics
(Asia Pacific)

Managing Director
Regional Shipping
Services Pte. Ltd.

Notes:

- No governing board member receives remuneration for services rendered. The CEO is not a governing board member.
- 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.



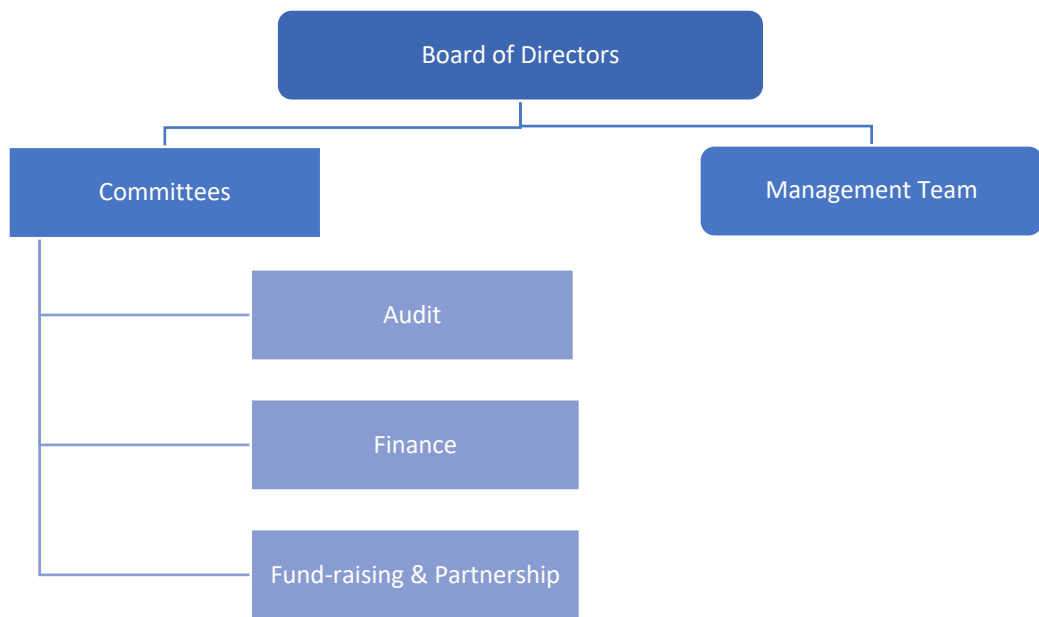
Committees

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 Juanq Huei

01/03/2022



Programme Director

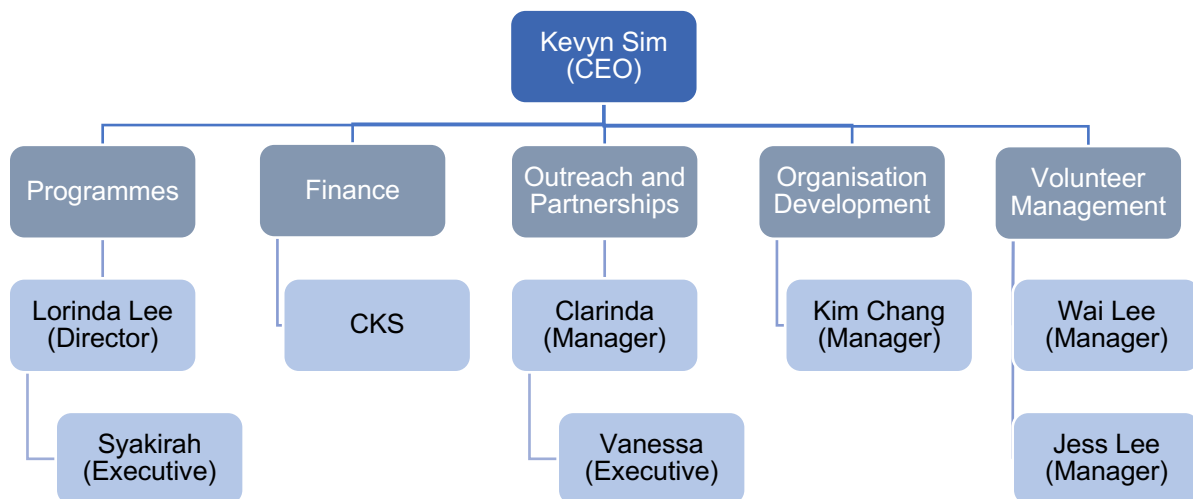
Lee Mui Cheng Lorinda

Catalina

28/03/2022

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 or governing board member of the charity.
- 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 stee 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: 19th April 2022
- Board meeting: 26th May 2022
- Annual General Meeting: 24th June 2022
- Board meeting: 29th September 2022

Name	Attendance
Mrs Chang Kok Bu (Chairperson)	100%
Dr Quek Jin Jong	100%
Capt. Sylvester Heng	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.



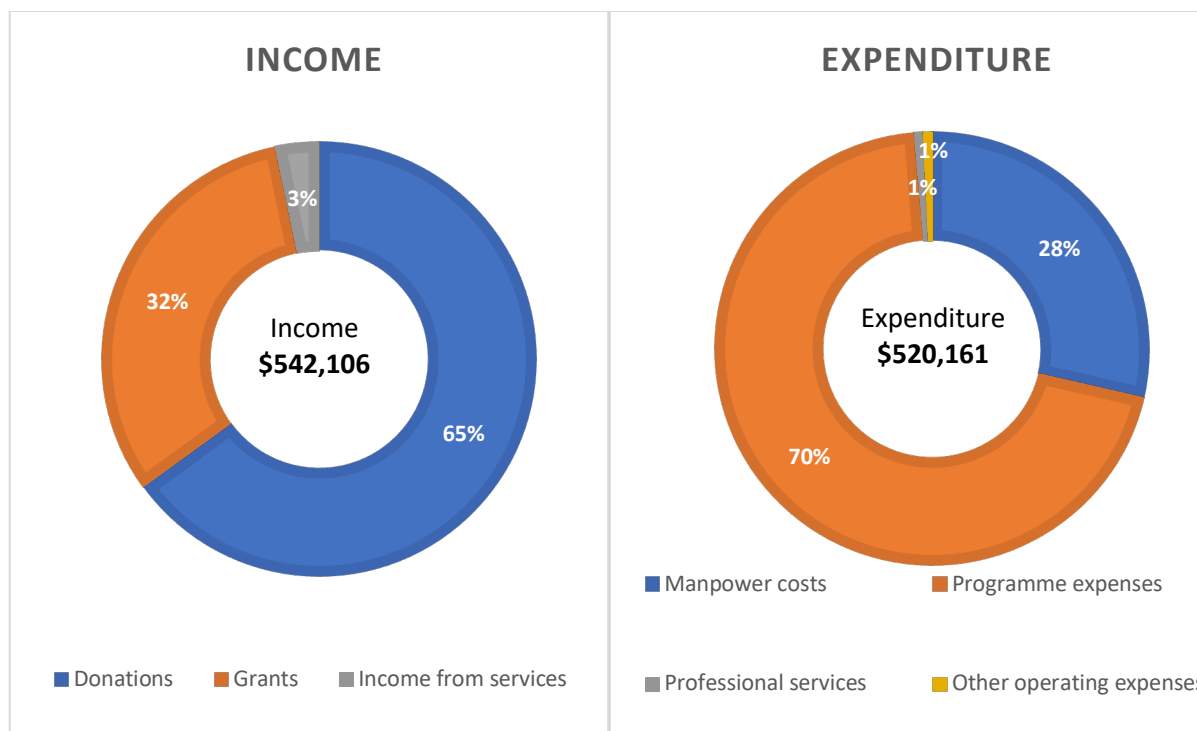
Sub-Committees

<p>Audit Committee</p> <p>Chairman Mr Eric Tan Geok Kwang</p> <p>Members Mr Kevyn Sim</p>	<p>The Audit Committee (AC) held two meetings during the financial year. In carrying out its functions as specified in its term of reference, the AC reviewed the overall scope of the external and internal audit and met with the charity's independent external auditor and internal audit to discuss the findings of their audits. The AC also reviewed the financial statements of the charity and the auditor's report for the financial year ended 31/12/2022.</p>
<p>Finance Committee</p> <p>Chairman Captain Sylvester Heng</p> <p>Members Ms Amanda Koh</p>	<p>The Finance Committee is responsible for overseeing the fund, the charity's financial performance and annual budget. The committee met three times during the financial year and reviewed the financial performance and annual budget of the organisation.</p>
<p>Fund-raising & Partnership Committee</p> <p>Chairman Mrs Chang Kok Bu</p> <p>Members Mr Kevyn Sim Mr Chang Shih Khoon</p>	<p>The Fund-raising Committee has oversight of all the charity's fund-raising activities, budget, income and expenses during the financial year. The Committee met two times during the year to discuss on fund-raising plans for the next three years.</p>



Financial Performance

	FY 2020 (S\$)	FY 2021 (S\$)	FY 2022 (S\$)
Total Income	353,880	498,068	542,106
Total Expenditure	(352,359)	(338,890)	(520,161)
Programme expenses	(302,602)	(243,855)	(361,928)
Administrative & governance expenses	(49,758)	(95,036)	(158,233)
Surplus (before tax)	1,520	159,177	21,945



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.



Expenditure and strategic plans for 2023

The budgeted expenditure for 2023 is estimated to be S\$800,000, a 54% increase from 2022.

The explanatory details of the increase in budget is discussed below:

- CTY expects to engage 500 beneficiaries in 2023 in our existing sites, an increase of 43% from 2022.
- To support efforts to reach out to the community, CTY is setting up a new outreach and engagement team to work with community partners to identify and engage new children and their families.
- For FY 2023, it is estimated that more than 80% of the budget will go towards financing programme costs.
- CTY wants to ensure that a significant majority of its funds will go towards building and staffing programmes for our beneficiaries. To assess the prudence of CTY's spending, it uses the benchmark of 30%¹ to assess budgets for non-programme related costs.
- CTY's programmes and operations are financed entirely through donations from charitable organisations and individuals. It does not charge our children or their families for participation in our programmes. However, a small number of CTY's partnering institutions co-pay a small amount to offset some of its programme expenses.

¹ Administrative and governance costs should not exceed 30% of the charity's total operating costs.



Reserves Policy

Reserve Position	Current Year	Previous Year	% Increase / (Decrease)
Unrestricted Funds	\$210,313	\$175,448	20%
Restricted Funds	-	-	-
Endowment Funds	-	-	-
Total Funds	\$210,313	\$175,448	20%
Ratio of <u>Unrestricted Funds</u> to <u>Operating Expenditure</u> ² (for the year)	0.41	0.52	-

The reserves that CTY has set aside provide financial stability and the means for the development of its education programmes. CTY intends to maintain its reserves at a level which is at least equivalent to 12 months of its operating expenses. 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.

² Charitable Activities and Other Operating and Administration Expenses.



Programmes and Activities

Summary of Programmes and Activities for 2022

Programmes	Impact
KidsExcel	Number of Beneficiaries: 350 pupils Number of programme sites: 11 sites island-wide Number of Session Conducted: 636 sessions a month , 12 months of after-school programme sessions Number of Volunteers: 100 volunteers donated 600 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: 57% of pupils improved, with 34% of the cohort progressing a letter grade

Mathematics: 57% of pupils improved, with 37% 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.

- **53 pupils** sat for the PSLE exam in 2022.
- **46 pupils passed their PSLE**, despite the learning hurdles posed by COVID-19.
- **25 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 Technical³).

Behavioural Development

CTY surveyed parents (in December 2022) on their perception of their child's behavioural improvements in KidsExcel. 260 participants responded to the survey.

- **82%** of parents indicated that their child was more confident and was able to express himself positively to others. In addition, **86%** reported that their child was more willing to "take on new challenges".

³ Retrieved from : <https://www.channelnewsasia.com/singapore/psle-bell-curve-singapore-primary-school-students-secondary-moe-462946>



- **81%** observed that their child was more aware of his actions, and that he demonstrated responsibility for his conduct.
- **84%** also noted that their child was more empathetic, demonstrating a willingness to understand and respect the needs of their siblings and peers.
- **85%** of parents reported that the programme was well organized despite the logistical challenges of distance learning, and **86%** 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

Jayden Chai

Jayden had trouble making friends in school due to his bad temper in class. Frustrated that others were avoiding him, Jayden's behavior worsened. He was aggressive and antagonistic towards his classmates. During a particularly bad incident, he climbed on furniture, hit out at almost every student and ignored all instruction from his drama instructor.

Recognizing his bad behavior was his way of seeking approval from his peers, Ms Mary Teo (Tutor) and Mr Winson Chua (Coach) resolved to improve his class conduct by giving him additional responsibilities. As group leader, Jayden was tasked to distribute worksheets and set up the projector. He also had to remind pupils on positive behavior in KidsExcel. Ms Teo and Mr Chua praised him for any improvements in his behavior, which increased his self-esteem.

Jayden's behavior improved tremendously the following year. He was no longer disruptive in class and is diligent in his work. He also made an effort to complete his schoolwork on time. Jayden graduated from KidsExcel in 2021, moving on to the Normal Academic secondary stream. He has grown into a confident, caring individual and a vastly improved student.



Anaqi Nur Haziq

Mdm Rosidah's first contact with KidsExcel was back in 2018 when she enrolled her elder child, Anaqi Nur Haziq Bin Andy Hirman, into the programme at Eunost CC. Seeing her child benefit from the classes, she subsequently enrolled her younger children into the programme. Unfortunately, the family had to move from the East to West. She was thankful when Marsiling ComLink started running KidsExcel classes in 2020 and wasted no time to re-enrol her children in the programme.

Mdm Rosidah feels that the winning formula of the KidsExcel programme is the structure of the programme, which uses sports to draw pupils to the programme. She has had contact with tutors whom she has found to be professional and nurturing when imparting the necessary academic knowledge to support her children in school. As a parent, she knows that her children are engaged in meaningful play when engaging in sports. The sports component of the programme has taught her children soft skills like teamwork and collaboration.

Anaqi, her eldest child has completed his primary school education. He often tells his mother that he misses his KidsExcel classes and, just like his mother Mdm Rosidah, wishes that KidsExcel is extended to secondary school.

Youtube Testimonials





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 2022:

- The Community Foundation of Singapore (CFS)
- The Lions Community Service Foundation (LCSF)
- UBS
- 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 2 key concerns / developments that it needs to address:

Artificial intelligence. The launch of Chat GPT is a foreshadowing of how AI will disrupt the fundamental structure of education. Teachers have long lost the position of arbiters of knowledge to Google, becoming facilitators of learning rather than instructors of knowledge. However, AI completely reshapes the role of a teacher. Chat GPT is able to create and draw connections between data, helping its users to quickly understand and analyse large pools of data. The challenge to this is; being able to critically analyse informational outputs from AI. How can these skills be developed in the classroom? This is an ongoing debate between educations globally.

AI will also inevitably trigger a massive structural upheaval in the nature of work. Skills, knowledge will take second place. The ability to draw connections, to be creative, to be adaptable will be the defining factor of employment. How can CTY help its children stay relevant for the workplace of the future?



Removal of examinations. Singapore, recognising the declining significance of high-stakes assessments, is moving to gradually remove examinations from the education system. This is a significant shift away from the exam-based education approach Singapore inherited from the British. MOE has also adopted a more holistic approach to the Secondary streaming system⁴.

With the removal of exams, KidsExcel curriculum and instructional pedagogy will have to be revised to match the changing national syllabus. CTY's curriculum team is currently conducting its annual curriculum update.

⁴ Retrieved from: <https://www.moe.gov.sg/microsites/psle-fsbb/assets/infographics/full-subject-based-banding/Evolution-of-Streaming.pdf>



Governance Evaluation Checklist

(Enhanced Tier)

1 January 2022 to 31 December 2022

S/N	Code guideline	Code ID	Response (select whichever is applicable)
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if “No”)		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 the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	
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) can only serve a maximum of 4 consecutive years . 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 re-nomination and re-appointment , at least once every 3 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
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		No
7	The charity discloses in its annual report the reasons for retaining the governing board member 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 committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing 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 charity's activities are in line with the charity's objectives.	3.2.2	Complied
Human Resource and Volunteer² Management			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct 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
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied
Financial Management and Internal Controls			
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 internal controls for financial matters in key areas are in place with documented procedures .	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 identify, and 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 the charity's expenditure.	6.2.1	Complied



	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if “No”)		No
21	The charity has a documented investment policy approved by the Board.	6.4.3	
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)		
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 financial year? (skip item 23 if “No”)		No
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	
Disclosure and Transparency			
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
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)		No
25	No governing board member is involved in setting his own remuneration.	2.2	
26	The charity discloses the exact 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	
	Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)		Complied
27	No staff is involved in setting his own remuneration.	2.2	Complied



28	<p>The charity discloses in its annual report —</p> <p>(a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 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 none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied
29	<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 family³ belonging to the Executive Head⁴ 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 no 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>	8.5	Complied
Public Image			
30	<p>The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied

Annex 1 – Theory of Change

INPUTS	ACTIVITIES	OUTPUTS & CLIENT OUTCOMES (measures)			
Funding Volunteers (peers and working professionals) Learning devices for each child Experienced, trained tutors and sports coaches Primary school pupils, aged from P1 to P6	1. Twice weekly Academic classes conducted by trained tutors for P1-P6 students	Outputs and Participants	Short-Term Outcomes (12 months)	Intermediate Outcomes (2 years)	Long-Term Outcomes
	2. Twice weekly Sports classes conducted by trained coaches for P1-P6 students	Attendance of students in: # of academic sessions	Children form positive bonds and friendship with peers and mentors	Children sustain their improvements confidence, self-efficacy and positive attitude towards learning	Children possess a confident, resilient and positive learning attitude that equips them to manage challenges in school and at home.
	3. Engagement sessions with parents, partners, schools and grassroots.	# of sports sessions	Children have increased confidence and self-efficacy	Children are positively engaged in peer and mentoring networks	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.
	4. Learning Journeys	# of learning journeys	Children are better motivated, positive learners	Children sustain their academic improvement in English and Math subjects, showing potential in achieving pass grades in their PSLE	
	5. Annual/Bi-annual Sports Camp	# of sports camps	Children have improved access to technology for online learning		
		Number of volunteers in: # of academic sessions	Children have increased support and supervision in understanding English and Math concepts		
		# of sports sessions	Children have increased grasp and understanding in English and Math concepts, that are reflected in improved academic grade		
		# of learning journeys			
		# of sports camps			
		Number of parents in: # of engagement sessions			