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**It is meant to provide the reader with an understanding of
the scope of an Advanced Charity Report.**

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SAMPLE ONLY

INDEPENDENT CHARITY ANALYSIS

ADVANCED REPORT

Kickstart LTD

I. Introduction

Kickstart Ltd (“Kickstart”) is a pioneer organisation dedicated to Youth Outreach (“YO”). Since 1991, it has provided support to youth in Singapore with unstinting effort. Its mission is to be a “nurturer and champion of youth”. Kickstart’s target clients are school-age youth, ranging from pre-primary to secondary/vocational level. It works with youth mainly through school-based programmes.

Kickstart is registered in Singapore as a Company Limited by Guarantee, a Charity and an Institution of a Public Character (IPC).

II. History and Issue Context

Youth Outreach (“YO”) is a **specialized form of engagement that communicates and builds relationships with youth for positive outcomes**.¹ In Singapore, many issues have been identified to affect youth’s ability to be productive members of society, including²:

- Sexuality/Relationships
- Premature school-leaving/truancy
- Cyber-addiction
- Family-related problems
- Lack of discipline/motivation
- Learning/understanding moral values
- Managing emotions
- Low self-image/self-esteem

Research conducted in 2006 indicated that there are clear differences between problems faced by primary school age compared to secondary school age youth. Government agencies have further highlighted the need to support “youth at risk of dropping out of school and out-of-school youth”.³

STEP-UP: Youth Outreach To Empower Pupils To Utilise Potential
A funding programme established by Ministry of Community, Youth and Sports in 2004 to financially support Voluntary Welfare Organisations in their delivery of school social work.

Enhanced STEP-UP
Similar programme focused on individualised casework to youth at risk of dropping out from school and out-of-school youth.

¹ Youth Outreach In Brief, Sample Resource 1, 2007.

² Youth Outreach In Brief, Sample Resource 1, 2007.

³ Definition of Enhanced STEP-UP programme, MCYS website.

app1.mcys.gov.sg/IssuesTopics/InspiredandCommittedYouth/YouthGetSupportNurturingYouth/DetailsonEnhancedSTEPUP.aspx

School-based support officially began when the Ministry of Education (MOE) introduced formal counseling in schools through the Ministry's Pastoral Care and Career Guidance Branch (1987). In 1996, MOE developed a funding programme for schools to engage VWOs or employ Full-Time School Counselors (FTSC) to provide support to students – followed by a Part-Time School Counselor (PTSC) scheme in 2001. The Ministry of Community Development, Youth and Sports (MCYS) then launched the **STEP-UP Programme** (see box on page 2) in 2004, followed by **Enhanced STEP-UP** in later years.

Today, services to the youth generally follow 3 possible approaches⁴:

- a) **Remedial** : programmes cope with identified problems
- b) **Developmental** : programmes prepare youth for changes in life
- c) **Preventive** : programmes to help youth resist negative influences before problems result

Studies conducted on secondary schools in Singapore show that “considerably lesser time was spent on providing development and preventive services”. Researchers propose this may be because “development and preventive services were not perceived as essential.”⁵ This view has an impact on the optimal combination of interventions for the identified issues that face youth in Singapore.

The VWOs that provide YO are seen by schools as a **bridge to the community** as VWOs recommend systemic solutions that involve the youth's families, friends and the community. FTSC's also look to YO VWOs to provide **specialized support** for difficult issues and outreach to their families. Despite this important role, there is a perception of a lack of professional competency within the school system.⁶ Training and skills upgrading was lacking in this specialty. There are currently 36 VWOs⁷ in Singapore that provide services to youth under the STEP-UP programme, one of which is Kickkstart. Other VWOs also provide similar services under the umbrella of family or academic programmes.

III. Vision and Mission

Kickkstart's mission is clearly stated and well-understood by its leadership and staff – “nurturer and champion of youth”. Kickkstart has strived to achieve this mission by focusing on **youth work**; as well as ensuring that it maintains its **leadership** edge in the sector. The desired outcome will be youth who are contributive, confident and well-supported by their

“Kickkstart is able to nurture the potential that is latent among Singapore youth so that they are resilient and positive adults in future.” – *K.H. Tan, CEO*

⁴ Based on training material from the Social Services Training Institute, National Council for Social Services.

⁵ Youth Outreach In Brief, Sample Resource 1, 2007.

⁶ Youth Outreach In Brief, Sample Resource 1, 2007.

⁷ Based on MCYS report as of Charitable Year End 2010,

app1.mcys.gov.sg/IssuesTopics/InspiredandCommittedYouth/YouthGetSupportNurturingYouth/DetailsonEnhancedSTEPUP.aspx.

families, peers and networks.

When asked to describe what success looks like to Kickstart, CEO K.H. Tan paints a picture where:

- Youth are resilient against challenges in life
- Parents are supportive and engaged with their children
- School system is a nurturing ground, not a battlefield

As the expected outcomes are long-term and qualitative in nature, the approach that Kickstart takes to deliver its mission is critical to its ongoing success.

IV. Strategy

Working with youth is a complex undertaking with multiple issues. Kickstart positions itself to best serve youths' needs through a core principle: all activities must be **guided by Kickstart's mission**, ultimately to focus on the youth's most interactive and engaged environment: the school.

Based on this key compass point, Kickstart implements its programmes along a series of **strategic steps**:

- a) Conduct an environment scan to determine room for Kickstart to deliver the programme (e.g. avoid duplicating or competing with existing services)
- b) Ensure adequate resources are available for programme in question
- c) Rigorous evaluation of programme's relevance to youth issues
- d) Incorporate school, community, and family in programme delivery
- e) Provide learning and improvement opportunities for staff

In addition to the strategic steps of programme implementation, Kickstart undertakes longer-term planning by holding **regular strategic reviews** every 2 years. The last was held in December 2009. Board-approved recommendations from this review had guided Kickstart's activities since, in addition to strategic steps taken by Kickstart to weather the uncertain environment between 2010 and 2012. For example, Kickstart focused on growing its organisational strength during the economic downturn by strengthening staff expertise, tightening cost control and adopting more prudent resource deployment.

V. Programmes

Over the years, Kickkstart has built up its portfolio of services to include a broad spectrum of programmes. Generally, they can be grouped into two major categories: **Youth Outreach** and **Training/Consultancy**.

5.1 Types of Services

5.1.1 Youth Outreach

This comprises the bulk of Kickkstart's services, where **outreach service is provided to youth onsite** at partner schools. Support for the youth is drawn from within and outside the school in the form of friends, parents, teachers and the community. Services are implemented across schools and homes, for individual youth and groups.

Kickkstart works with school partners to build programmes around issues identified among its student body. Group sessions and talks/workshops are conducted onsite to address specific issues (classroom relationships, parental communications, etc.) or broad issues affecting most youth, e.g. exam period stress management, etc.

Kickkstart also offers **Developmental and Preventive** programmes, which aim to help youth develop resilience against factors that can cause behavioural problems later. One such programme aims to encourage community service. This can encourage the youth to be more sensitive to the needs in their community and to exercise greater social responsibility.

There are many more projects conducted by Kickkstart, including **Special Projects** that highlight a specific event or milestone in youth's lives. Special Projects can be one-off or repeated, but are organized with Kickkstart's core objectives in mind (see box below).

5.1.2 Training/Consultancy

Kickkstart established a **Training/Consultancy** service based on the research that its social workers have amassed over the years. Recent recognition by the Association of Youth Workers⁸ was further testament to Kickkstart's expertise and experience. Kickkstart conducts training for other practitioners in the same sector in various aspects of youth outreach. In addition, it regularly speaks at national and regional forums on this specialty and publishes research reports/white papers. A selection of their publications can be found at www.kickkstart.sg.

Special Project ONE

- Support youth in coping with boy-girl relationship stress
- Year-long project to promote safety and responsibility
- Simulations, talks, workshops, group work, etc.
- Use role-play and simulations to teach personal values and empathy.

⁸ Fictitious professional association.

5.2 Needs Identification

To ensure that Kickstart's services are truly meeting the needs of youth, staff are vigilant in observing the impact that policy changes have on youth. They **identify factors that affect the youth and corroborate these observations with feedback from other youth organisations**. **Some identified needs may not be supported** as they may not be within the purview of Kickstart's mission.

5.3 Analysis

5.3.1 Client- and Mission-Focused

As an organisation grows, there is a higher risk that programmes and services may incur mission creep. Kickstart has made admirable efforts in controlling this risk, particularly with a Board that emphasizes programmes should continue to meet core objectives and client needs.

Kickstart has shown that it is very focused on its mission and client needs in *Programme Design*. When establishing programmes for youth; schools, youth and the community are involved in needs identification and also in the structure of programmes. Given that a large part of Kickstart's programmes will be conducted within the school system, school cooperation is critical. Involvement by schools, peers, parents and community also reflects client-focus as it recognizes that youth's support needs to involve more than just the school.

When considering *Programme Delivery*, Kickstart implements core programmes customized to their own client needs. As such, **there is some observed difference in the assessment of results across schools**. Kickstart is confident that core programme outcome indicators are monitored across the same benchmarks to ensure consistency in delivery standards and the meeting of funder expectations. The implications of this are further elaborated below in 5.3.4.

5.3.2 Some Considerations for Programme Management

Given the close collaboration that Kickstart has with school partners, it is important to recognize and balance the (sometimes) **different needs of schools (as partners) as compared to youth (as clients)**. The funding for YO programmes are dependent on schools and their own funding sources – as such, school personnel and counsellors' view of Kickstart's work can impact the continuity of programme funding. In counterpoint, the opinion that youth have of Kickstart also impacts the efficacy of its programmes. This is currently well-managed given the **balanced focus** that Kickstart places on youth feedback and school partner relationship.

Kickstart notes that given the context of youth issues, there is still a gap in **Preventive programmes** offered. Supported by prior research (The State of Youth Outreach, 2007), Kickstart points out that most of the funding for YO aims to address behavioural issues that have already manifested among the youth. Yet, preventive programmes are just as important to resist negative influence factors before behavioural problems appear. Despite current

funding programmes not explicit in their support for preventive programmes, Kickstart attempts to meet this need with its current resources.

5.3.3 Results and Outcomes

As of 2010, Kickstart has served **over 1,500 service-users**, working with **3 different schools** in Singapore. The number of service-users has stayed fairly constant since 2008.

The difference in the number of service users reflects the history of partnership with each school.

Number of Clients	School 1	School 2	School 3
Total Served	711	550	250

* As reported for FY 2010

Kickstart has a well-defined process to track its results and outcomes. Kickstart tracks number of student cases, cause of referral, demographic indicators, etc. They also track qualitative feedback through questionnaires and surveys distributed to youth, parents and teachers. Responses to surveys allow Kickstart to quantitatively assess service quality, and collect qualitative feedback on programme quality (based on open-ended responses). These are in Kickstart’s internal full-year report that also includes notable cases and plans for the upcoming year.

Most Kickstart’s programmes utilize a client survey distributed to youth at the completion of a programme. Based on this survey, **Kickstart programmes have generally been rated “above average.”**⁹ Other results reporting show that programme objectives were “mostly achieved”.

Independently, Kickstart’s main funders also conduct their own reviews of Kickstart’s performance at each school. Generally, **funder reports have indicated positive reviews of the programme performances**, noting only minor areas of improvement.

All the above forms of results measurement are compared with past periods, to gauge their levels of improvements and where they can perform better. Kickstart has demonstrated that there is a **strong results-based learning culture**, where results are used to improve programmes. An example is Kickstart improving its participation selection process for more effective outcomes, based on observations and feedback from the school partner.¹⁰

⁹ Based on template survey from Association of Youth Workers. Please refer to Association website www.youthworkassociation.sg for sample and scoring scale.

¹⁰ 2009 Full Year Report (internal Kickstart report).

“The class appeared to be more patient and less impulsive, as compared to when they were in Sec 1.” – Feedback on group work by Kickstart programme staff, 2009.

“I am now more aware of my attitude and behaviour towards my child.” –Parent feedback, Kickstart Annual Report 2009/10

“[T]he increasing absenteeism of parents was very evident as the sessions progressed, despite the social workers’ diligent reminders... the morale of the parents and youths could have been affected due to the low turn-up rate of the parents.” – Kickstart programme observations, 2009

5.3.4 Some Considerations for Results Monitoring

Currently, each school programme reports quantitative results along generally consistent lines, but appear to have different ways of qualitative assessment. There is also a difference in the level of follow-ups and reflections reported at each school in Kickstart’s annual reports.

An example is feedback from one school partner about the quality of their programmes, which led to ideas like engaging more school personnel, making better use of youth’s free time, among others.¹¹ This is in contrast to the approach that Kickstart programme staffs have taken with another school partner, which focused more on achieving target numbers of cases and workshops for the coming year.¹²

Kickstart notes that the differences arise partly due to the nature of the programmes, differing reporting styles and skill levels among staff. Schools at which Kickstart has operated longer-running programmes appear to have stronger qualitative and creative reporting.

Kickstart can also explore more opportunities to monitor the longer-term effect, or ‘stickiness’, of its programmes on youth in terms of behavioural or mindset change. Currently, Kickstart reports only on youth’s feedback on the programmes after delivery. This will be a great step towards demonstrating the impact from Kickstart’s programmes on youth over the long term.

5.3.5 Resources and Allocation

As a service organisation, Kickstart’s critical dependency is its **expert staff and committed volunteers**. Out of Kickstart’s total staff, almost ¾ consist of youth workers and counsellors. Kickstart recognizes the importance of its human capital and makes great effort to ensure they are at the forefront of their practice. This includes technical training in best practices of YO and related fields, as well as in management skills.

¹¹ Full Year Report 2009.

¹² Full Year Report 2009.

Ongoing technical training is encouraged in fields that are within Kickstart’s service scope– for example, when considering how Kickstart staff should be trained in mental health matters, it was decided that only a basic foundation is necessary to help Kickstart youth workers identify youth that may be suffering from mental health matters, but not specialist training since therapy is typically done by other agencies.

Management training is a parallel opportunity offered by Kickstart to all interested “field” work staff. This is a deliberate strategy to allow Kickstart staff an opportunity to explore other potential internal career opportunities, without burning out or leaving the organisation. It also allows Kickstart to groom talent that can become future leaders and introduces youth workers to the operational and management aspect of Kickstart’s HQ.

Volunteers are also a key part of Kickstart’s human resource, typically in partner programmes where youth are accompanied by adult volunteers in their activities.

VI. Governance/Leadership

Kickstart is formed as a Company Limited By Guarantee under the Companies Act, relying on its Articles of Incorporation as its primary governing instrument. Kickstart is also registered as a Charity and an Institute of Public Character. It has an 11-person board, and is managed by a CEO.

6.1 Board Composition

Kickstart’s board is composed of individuals with a **wide variety of skills** that can contribute to its governance, including finance, management, legal, marketing, and subject experts in psychology, education and youth leadership.¹³ Within the Board, members are assigned specific responsibilities on various subcommittees (e.g. Audit, Finance).

Through these various roles, Board Members and executive-level volunteers build up experience with Kickstart’s programmes. The turnover of the Board has been low for the past few years, with only 1 new face on the Board between 2007 and 2010.¹⁴ **This level of experience, coupled with low Board turnover, has provided Kickstart with strong governance by persons with in-depth knowledge of its operations.**

[Figure]
Charity Leadership and Staff
Org Chart

¹³ Kickstart website capsule biographies of Board Members www.kickstart.sg.

¹⁴ Kickstart Annual Reports 2007/8, 2008/9 and 2009/10.

6.2 Leadership

Kickkstart has been managed since 2000 by CEO, Mr. K.H. Tan. His background in the social service sector and as an ex-principal has provided him with the experience to lead the organisation, together with his team of qualified and experienced senior staff.¹⁵

The executive staffs have been given the necessary autonomy by the Board to implement the vision of Kickkstart, even to provide recommendations every 2 years during their strategic reviews. Together with Kickkstart's intention to develop both technical and managerial skills among its staff, it is apparent that efforts are underway to grow a pipeline of leadership for Kickkstart.

6.3 Analysis

6.3.1 Board Participation and Engagement

Kickkstart's board is **well-engaged** with major strategic decisions, as evidenced by a review of Board minutes around major strategic turning points.¹⁶ Board members were **well-represented** and were **vocal in their feedback**. From the minutes, it is clear that there is a strong focus on Kickkstart's mission – Board Members reminded staff continually that new programmes should not lose sight of Kickkstart's core objectives and values. Based on their feedback, it was also apparent that the Board had a clear wariness over mission creep. The Board maintained that service to clients should not be negatively impacted by radical programme changes.

The engagement between Board and staff appeared to be productive– while the Board occasionally challenged some proposals, the feedback was pertinent and still left key management and staff room to operate independently.

6.3.2 Board Independence

Kickkstart's Board has maintained its independence from operations, where none of the Board Members currently hold an executive position. Kickkstart has in place **Conflict of Interest declaration policies** for Board members and for staff – these policies require Board and staff to make an annual declaration regarding their compliance with the Conflict of Interest policies, as well as a declaration form for any incidences where a conflict of interest may arise. In this aspect, Kickkstart has also complied with all requirements in the Code of Governance as evidenced in their most recent filings with the Charity Portal.

6.3.3 Leadership Succession

Over the past few years, Kickkstart has placed much focus on the succession of leadership within its organization – both within the Board and also at an executive level among staff.

¹⁵ Capsule biographies of CEO and senior staff, provided by Kickkstart (2010).

¹⁶ Review of Board Minutes from Board Meeting 6 April 2010.

Kickstart provides opportunities for staff to develop their leadership capacities. In addition, it build up both technical and management abilities among its staffs to groom future talent for Kickstart's management.

This is an area of focus for the Board as CEO K.H. Tan has expressed personal desire to step down since 2009 due to health concerns. While current development initiatives have been useful in retaining and promoting staff, some well-qualified Kickstart management personnel have moved on to other opportunities. As such, identifying senior level successors is still a challenge. The Board is continually exploring potential successors among existing staff and in other organizations.

VII. Finance

7.1 Financial Health

[Figure]
Allocation of expense
by expense categories

Kickstart's operating budget has been relatively constant over the past several years. Over 2007-2010, total operating expenses range from \$1.2 million - \$1.5 million annually. Generally, Kickstart has seen adequate funding for its operations, with resulting surplus that have stood them well in 2009's economic downturn. Kickstart's reserves over the past 3 years have ranged at a level that approximately covers 10 months' worth of operating expenses, which provides a cushion if there should be a shortfall in revenue.

As a service organization, the main engine of Kickstart's work is its corps of youth workers and related specialists. As such, the bulk of its expenses (86% as of FY2010) are allocated to the **delivery of programmes by these youth work experts** (accounting for 70% of the total staff strength of Kickstart). The remaining expenses are primarily attributable to rental/administration and programme logistics.

7.2 Funding Sources

Currently, Funder A accounts for 75% (FY2010) of Kickstart's total revenue sources. As the Funder is one of the patron founders of Kickstart and has communicated his intent to continue funding for Kickstart's key programmes, it is unlikely that this funding source will be at risk.

Aside from Funder A, 14% of Kickstart's revenue is in the form of **programme-based income**. This consists of fees paid by schools (or sponsored by other funding

[Figure]
Allocation of Income by
Income source

programmes) to Kickstart to conduct YO programmes for youth of those schools (either onsite in school or offsite). This source of income dropped slightly in 2010 compared to 2009, primarily due budgetary constraints faced by schools during the economic downturn.

Another 10% of revenue consists of **donations and other income**, both from the mass public and from corporate donors.¹⁷ Lastly, 1% of revenue comes from Kickstart's Training and Consultancy activities.

7.3 Transparency and Controls

Over the years, Kickstart has established a **strong financial control system**. There is a codified financial policy that applies to all matters of financial expenditure including payroll, purchases, logistics, transportation claims, etc. All cash reserves held by Kickstart are deposited with its bank.

7.4 Analysis

7.4.1 Financial Sustainability

From a sustainability point of view, insofar as Funder A continues to be a key funder, **Kickstart appears to have a core funding source that is reliable. Programme-based income will continue to rely on Kickstart's engagement with school partners. This exposes Kickstart's revenue sources to factors that are beyond Kickstart's control** e.g. changes in MOE funding requirements, school priorities, etc. as evidenced in FY 2010's report. As a result, YO programmes which are pertinent to meeting youth's needs may face unexpected budget difficulties. Programmes may also need to be adapted to meet funders' requirements, which may not contribute to their effectiveness.

One possibility is for Kickstart to seek alternative sources of programme funding that are not dependent on school partners' specific circumstances, or are keen to support Kickstart's programmes outside pre-established funding frameworks.

** Purpose-specific donations that contribute to Kickstart's various Reserve funds are not reflected above.*

7.4.2 Funding for New Development

Related to the concern over the lack of funding for preventive programmes, Kickstart may see value in **exploring other sources of funding for new programme development**. Its reliance on grant funding from Funder A and school partners imposes limitations on developing programs outside these grants' prescribed frameworks.

¹⁷ This does not include purpose-specific donations which go directly to Kickstart's various reserve funds, e.g. \$X,000 donated to the Building Fund for renovation (FY2010).

VIII. Organisation

8.1 Impact Achieved

Since 1991, Kickstart is still developing its impact on the youth. With a reach of 3 schools and growing, in which Kickstart has served over 1,500 service-users, its service volume is average among YO VWOs in Singapore.¹⁸

However, Kickstart continues to take a leadership role in this sector based on its research capacity. In 2009, the Association of Youth Work gave special mention to Kickstart's training and consultancy service. Kickstart had built a body of knowledge and expertise in YO, with the aim of transferring knowledge and expertise across the sector. **Kickstart is the only VWO that provides YO training to sector professionals** in Singapore.

In the long-run, impact on youth is not easily measured nor assessed, as mindset and behavioural changes occur over time. However, Kickstart can look to **consistent support from funders for their programmes and school/ teacher/ parent feedback** to testify that their work has been effective. Kickstart's leadership in YO and its work with youth is also evidenced by its increasing presence in regional forums.

8.2 Analysis

8.2.1 Potential for Scaling Up

Kickstart has begun to capitalize on its research and consultancy to publish some of its research findings in regional and international forums. **There is further potential for Kickstart to develop the assessment of long-term impact to youth**, both in multiple-session group work and their behaviour after leaving school. This is an opportunity for Kickstart to not only assess the effectiveness of its programmes, but also provide a window to see how YO in general has impacted youth in the long-term.

Further, Kickstart will want to **prioritise training and development for its staff**. While Kickstart staff may be well recognized by the Association for Youth Work, as a relatively young organization with still room to grow in service volume, expertise must be maintained.

Youth needs are constantly evolving. As such, new programmes are always needed to tackle new issues that youth will face. Kickstart will therefore have **plenty of room to scale up its offerings as new programmes are developed to meet youth needs**.

¹⁸ Comparison between the outreach cited in annual reports by charities who are funded by the STEP-UP programme, 2010 (where such data is published).

8.2.2 Adaptability to Changing Needs

Kickstart's school-based approach to servicing youth allows it to **quickly adapt to changing student dynamics and needs**.

Where there may be a future challenge is **the pace at which remedial, developmental and preventive programmes can be combined effectively to meet rapidly changing needs**. The dynamics of youth in today's Singapore is more complex with issues that range from sexuality to cyber-bullying – programmes must be speedily responsive to circumvent issues from becoming behavioural problems.

For Kickstart, this poses an additional challenge as **main grant funding sources may not be able to keep up with the pace of changing needs**, which can impede Kickstart's ability to respond fully with the appropriate programmes. Further, to maintain the core funding for Kickstart's current programmes, meeting funders' programme requirements will still be necessary. Recognising this, **Kickstart is currently looking for more funding for preventive programmes** as this is an area that will require its increasing focus in the near future.

Funding issues aside, **Kickstart's approach to programme implementation is likely to prove adaptable to future changing needs**. Working with individual schools allows better outreach and ground understanding of youth's needs over time. This approach reflects a good balance of programme continuity by adapting to changing needs.

More importantly, **the Kickstart's leadership recognizes the need to adapt to future changes**. Kickstart's Board notes that there needs to be a focus on matching staff experience with new trends and expectations. Further, the Board aims to recruit younger volunteers for Board and for fieldwork – this will allow Kickstart to respond to current needs more effectively as senior members step down.

Looking forward, **Kickstart has the components to continue its growth and contribution to YO**. Building on its growing track record, its positive experience with school partners and recognized expertise, Kickstart can leverage its reliable core base of funding to continue to deliver high-quality YO service.

Upon this foundation, Kickstart continues to explore opportunities to develop new programmes and expand on preventive programmes. It aims to achieve this through not only its research on changing youth needs, but also through seeking and building new funding relationships that can support this form of development in YO. Based on this, Kickstart aims to continue to make an impact to youth in Singapore.

9. SOURCES

S/N	Description
1.	Kickstart Ltd Annual Reports (2007/08, 2008/09, 2009/10)
2.	Kickstart Ltd Constitution (15 January 1991)
3.	Board Member capsule biographies: Kickstart Ltd website www.kickstart.sg
4.	Selection of internal management papers: <ol style="list-style-type: none"> a. Breakdown of Income and Expenses (2008/09, 2009/10) b. Funder Reports
5.	Kickstart Capsule biographies for: <ol style="list-style-type: none"> a. CEO Mr. K.H. Tan b. Various senior staff
6.	Kickstart Conflict of Interest Policy – Board Committee Members Kickstart Conflict of Interest Policy – Employees
7.	General information on Kickstart Ltd website www.kickstart.sg
8.	Disclosure on Charity Portal www.charities.gov.sg
9.	Preliminary Nomination Forms for ABC Awards 2005
10.	“A Guide to Youth Outreach (2007 Edition)”, National Council of Social Services
11.	“Youth Outreach in Brief”, Sample Resource 1 (Kickstart Ltd).
12.	Social Services Training Institute Programme Details “Working in School Setting”
13.	Charity Council Governance Report, 23 Feb 2009
14.	Email responses: <ol style="list-style-type: none"> a. [Various]
15.	In-person Interview with CEO Mr. K.H. Tan and Board Member who wishes to remain anonymous, 15 Jan 2011, onsite at Kickstart Ltd Headquarters
16.	Onsite review of Board Papers on 14 February 2011, Kickstart Ltd Headquarters with permission from Finance/Administration Manager. <ol style="list-style-type: none"> a. Board Minutes for Board Meeting
17.	Example of Partner Programme: school unnamed.
18.	Kickstart Programme Client Satisfaction Survey (for teachers) Kickstart Activities Satisfaction Survey (for youth)
19.	Emailed questionnaire to School Partner, Mrs. Wong, HOD, 5 October 2011
21.	Email Exchanges with Kickstart Ltd headquarters: <ul style="list-style-type: none"> - 1 April 2011 - 5 April 2011 - 18 April 2011

10. CORPORATE INFORMATION

Registered name	Kickstart Ltd
IPC Registration	
Charity Registration	

Unique Entity Number (UEN)	
Legal Entity	
Governing Instrument	
Sector Administrator	
Email	
Website	
Registered Address	
Contact	
Telephone	

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