



Campus
Impact

REINFORCEMENT

STRONG CHILDREN.
STRONG FAMILIES.
STRONG SOCIETY.

ANNUAL
REPORT
2022



COMPANY INFORMATION

Registered under Registry of Societies

Registration Date:
8 March 2006

Registered Address:
Blk 151 Yishun St 11
#01-26 Singapore (760151)

Date Registered As A Charity
Under The Charities Act:
1 September 2007

Charity Secretary:
Ong Shu Fen

Banker:
United Overseas Bank

Auditor:
Tan, Chan & Partners

Members:
Mr Yeo Chee Tiong David
Dr Lim Chee Kian
Ms Tan Mei Moey
Ms Ong Shu Fen
Mr Teo Boon Hiok
Mr Ong Chin Hwee
Ms Amanda Cheng
Mr Koh Chee Keat
Ms Ong Shu Fang

Contact Information:



Elysa Chen, Executive Director
Email: elysachen@campusimpact.org.sg
Telephone: 6482 1324

campusimpact.org.sg

+65 6482 1324

enquiries@campusimpact.org.sg



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ABOUT US

CAMPUSIMPACT IS A SOCIAL SERVICE AGENCY (SSA) THAT SUPPORTS DISADVANTAGED CHILDREN AND THEIR FAMILIES BY STRENGTHENING THE TIES BETWEEN THEM.

OUR VISION

Strong Children
Strong Families
Strong Society

OUR MISSION

To provide a holistic approach in character building for youths as they transit from childhood to adulthood, so that they will become useful citizens for the community and serve as pillars of strength for the nation.



P

We are Patient both with ourselves and our children, remembering that a good life takes time to unfold.

E

We are Enthusiastic about life and all the potential it holds.

A

We take Action, because it is important to walk the talk.

R

We are Respectful.
We see the importance and uniqueness of every child.

L

We remember that Love is infinite, and that all children deserve loving attention.

S

We are the refuge of Safety and calm amid disruption and change.

OUR VALUES

We do what we do because we love children and believe they have much to offer the world.

We provide a safe physical space, engaging children with nurturing adults to improve their lives through the joy of a values-led education and focused academic support.

We deliver love, patience and kindness, and try to give back dignity and respect in all our interactions.

THE STRAITS TIMES

President's Challenge 2022 on track to raise more than \$15m for low-income families



1 of 2 President Halimah Jacob meeting Sofea Aleesya, a beneficiary of CampusImpact, at the President's Challenge Appreciation Night held at the Istana on Nov 24, 2022. PHOTO: PRESIDENT'S CHALLENGE 2022

WHEN SOFEA WAS FIRST REFERRED TO CAMPUSIMPACT, SHE WAS STRUGGLING WITH LEARNING DIFFICULTIES, AND COULD NOT READ, SPELL OR WRITE. BEING UNABLE TO CATCH UP WITH HER PEERS HAD IMPACTED HER CONFIDENCE. AFTER 2 YEARS AT CAMPUSIMPACT, THE 8-YEAR-OLD HAS DISCOVERED HER STRENGTHS, AND READS AND WRITES WITH CONFIDENCE, AND HAS A BIG DREAM!

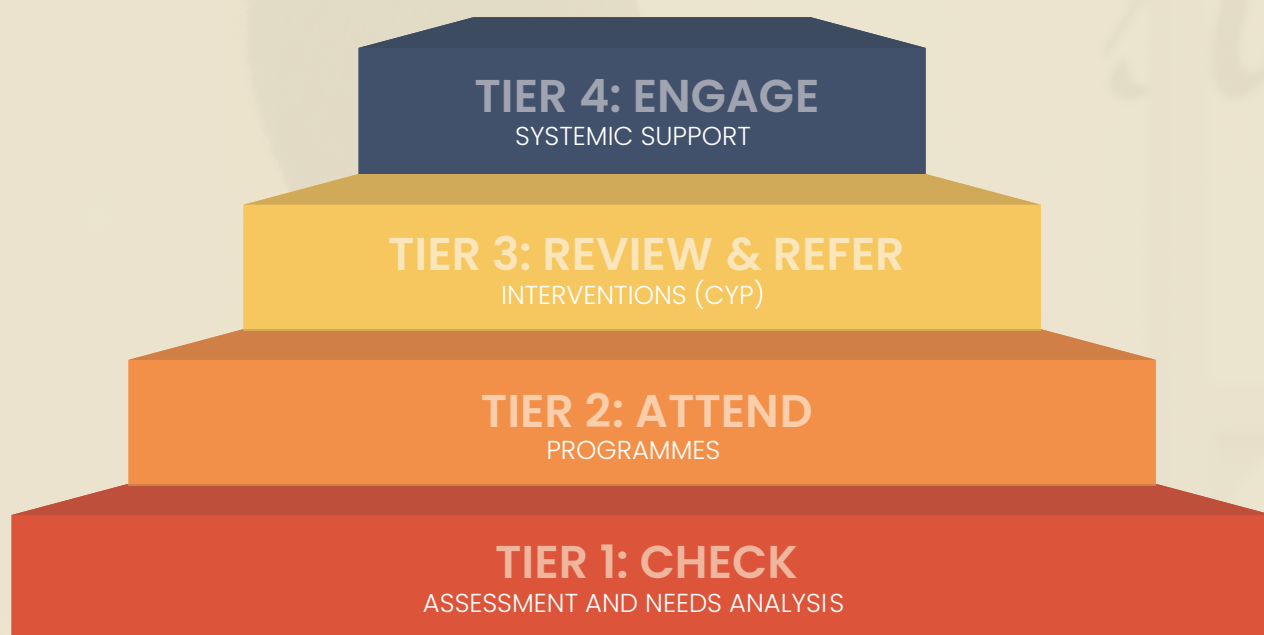
"My dream is to be a
YouTuber so I can inspire
other young people to be honest.
I hope to one day interview the
President of Singapore."

Sofea Aleesya, 8



OUR STRATEGY

The CampusImpact CARE Approach is a whole-of-centre approach towards all children and youths that come into any of our programmes.



THERE ARE FOUR TIERS OF SUPPORT, NAMELY:

TIER 1: CHECK

Check and screen the child's suitability for the programmes. Individual needs assessment will be conducted before a child enrolls into a programme to determine their suitability for the programme.

Programme executives and counsellors also involve the family in collaborative sessions to better understand family dynamics.

TIER 2: ATTEND

Within 1 month of attending our programmes, the second family session will be held, so that feedback can be received from the child's caregivers on the programme and CampusImpact can also provide parents with some feedback on how they can better support their children.

Service users at CampusImpact are placed into four categories, depending on their risk-levels, and monitored accordingly.

TIER 3: REVIEW & REFER

Review and Refer the child to internal specialists or other programmes within CampusImpact (i.e. counsellors, therapists, social worker) for targeted intervention.

A case consult will be held to determine the modality of the intervention provided to the client. CampusImpact also does external referrals to other agencies.

TIER 4: ENGAGE

Engage the community in the child's ecosystem to ensure follow-through and holistic care. (i.e. schools, family members, community partners, authorities, etc.)





K. Shanmugam,
Minister for Law
of Singapore

Over the last few years, CampusImpact has gone from strength to strength as an organisation.

The CI team embodies the true meaning of activism, using their local knowledge, working closely with government agencies, to direct resources to those who need it the most.

I am especially pleased that the roots CampusImpact set down in Nee Soon, have only deepened with time, with the SG Cares Volunteer Centre at Block 151 Yishun Street 11.

They have taken on the responsibility of managing the volunteer centre, providing a central location for volunteer engagement, and facilitated by a youthful and energetic staff. CampusImpact has also expanded its weekly Learning Curve programme to the new constituency of Nee Soon Link, serving some 24 children in rental flats and lower income families.

These children benefit academically from close teacher support, and socially from the various enrichment sessions run over the school holidays, such as arts and craft, terrarium making and photo blogging around their neighbourhood.

These programmes serve an important purpose. They nurture the children in our society that are most in need of nurturing. They give these children new experiences, and the confidence to tackle new challenges.

This empowers them, helps them level up with other children at a very important stage in their lives. This gives them a good start, a decent chance of success in life, and helps close the inequality gap.

I congratulate CampusImpact on another productive year.

MINISTER K. SHANMUGAM'S MESSAGE



Ong Chin Hwee,
Chairman, CampusImpact

Blessed new year!

I would like to thank all partners, volunteers and staff members for supporting us through all these years, particularly through the Covid-19 pandemic. We know it has not been easy, but your gifts and service have been a good help to us.

Despite the pandemic, we have done a lot through our programmes and the SG Cares Volunteer Centre @ Yishun. All this is possible because of you and also because of the provision of our Lord.

It is heartening to see the unity of the CampusImpact team through all the challenges we have faced. Let us give our best for 2023! Praise be to God!

王振輝

**CHAIRMAN'S
MESSAGE**



Elysa Chen,
Executive Director,
CampusImpact



To build strong children, strong families and a strong society, we need a strong organisation. This is why REINFORCEMENT was adopted as our theme for 2022.

As CampusImpact grew bigger, we had to grow deeper.

Not only did CampusImpact expand to serving children from rental flats in ComLink Marsiling, ComLink Admiralty, and Nee Soon Link, we also increased our school outreach, serving one Primary school, four Secondary Schools and one institution of higher learning.

As part of our reinforcement efforts, we adopted a new case management system and provided every child who comes into CampusImpact with a case worker.

Our staff team and volunteers also went through training, and we refined our processes for greater efficiency and effectiveness of communication with service users.

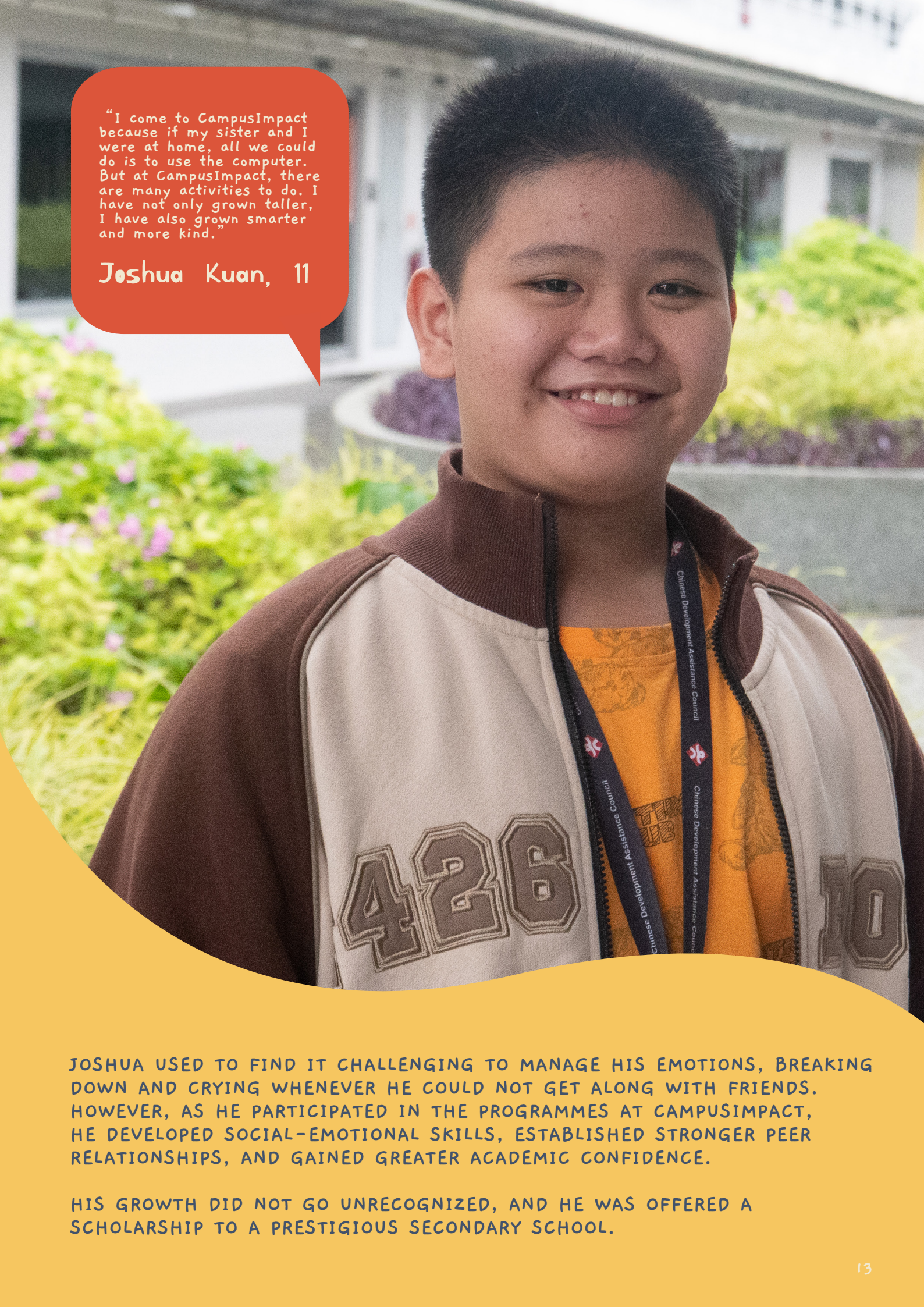
CampusImpact also hired a research executive to evaluate the effectiveness of our programmes and track programme outcomes.

This year, the SG Cares Volunteer Centre @ Yishun worked hard to deepen partnerships and has run, to date, ten Kopi Sessions to bring partners within the town to collaborate, share, and co-learn, as well as a Kampung Karnival that saw 32 partners coming together to develop the spirit of volunteerism in Yishun through giving their time, talent, treasure and voice.

In the coming year, we are looking forward to increasing our outreach to youths in Punggol West and in Admiralty, with continual refinements and improvements to our programmes.

I look forward to your continued support in the coming year!

EXECUTIVE DIRECTOR'S MESSAGE



"I come to CampusImpact because if my sister and I were at home, all we could do is to use the computer. But at CampusImpact, there are many activities to do. I have not only grown taller, I have also grown smarter and more kind."

Joshua Kuan, 11

JOSHUA USED TO FIND IT CHALLENGING TO MANAGE HIS EMOTIONS, BREAKING DOWN AND CRYING WHENEVER HE COULD NOT GET ALONG WITH FRIENDS. HOWEVER, AS HE PARTICIPATED IN THE PROGRAMMES AT CAMPUSIMPACT, HE DEVELOPED SOCIAL-EMOTIONAL SKILLS, ESTABLISHED STRONGER PEER RELATIONSHIPS, AND GAINED GREATER ACADEMIC CONFIDENCE.

HIS GROWTH DID NOT GO UNRECOGNIZED, AND HE WAS OFFERED A SCHOLARSHIP TO A PRESTIGIOUS SECONDARY SCHOOL.



FOR YOUTHS:

67 STUDENTS IN THE LEARNING CURVE EDUCATION PROGRAMME
24 STUDENTS IN THE LEARNING CURVE PLUS@ NEE SOON LINK
74 STUDENTS IN THE STUDY BUDDY PROGRAMME
48 CHILDREN IN STUDY BUDDY PLUS AT COMLINK@MARSILING AND COMLINK@ADMIRALTY
5 CASES THROUGH IMPACTCARE
55 STUDENTS THROUGH AFTER SCHOOL ENGAGEMENT IN 3 SCHOOLS
614 STUDENTS IN MENTAL HEALTH WORKSHOPS

FOR PARENTS:

10 CALLS TO THE HOTLINE
1 RUN (6 SESSIONS) OF PARENTING SUPPORT GROUP FOR 6 CAREGIVERS OF CHILDREN WITH SPECIAL NEEDS



FOR FAMILIES:

75 FAMILY SESSIONS

6 HOME VISITS



FOR PRACTITIONERS:

1 RUN OF 3 SESSIONS OF GROUP
SUPERVISION FOR 6 PRACTITIONERS

THE YEAR AT A GLANCE

Six pillars uphold CampusImpact's work, namely:

IMPACTCARE

IMPACTREACH

IMPACTFUL

SG CARES
VOLUNTEER
CENTRE@YISHUN

IMPACTED

IMPACTFAMILY

OUR SERVICES



IMPACTFUL

Centre-Based Programmes with a fruitful curriculum, understanding adults, and a loving environment.

IMPACTFAMILY

Family support to help families strengthen the ecosystem for their children.



IMPACTREACH

Outreach Programmes to support young people wherever they may be.

IMPACTED

Education and training for all who work with children.



IMPACTCARE

Clinical interventions for more targeted and specialised support.

SG CARES VOLUNTEER CENTRE@YISHUN

Building volunteer capacity, developing volunteer management capabilities, and fostering community partnerships to strengthen the towns' effectiveness in meeting community needs.

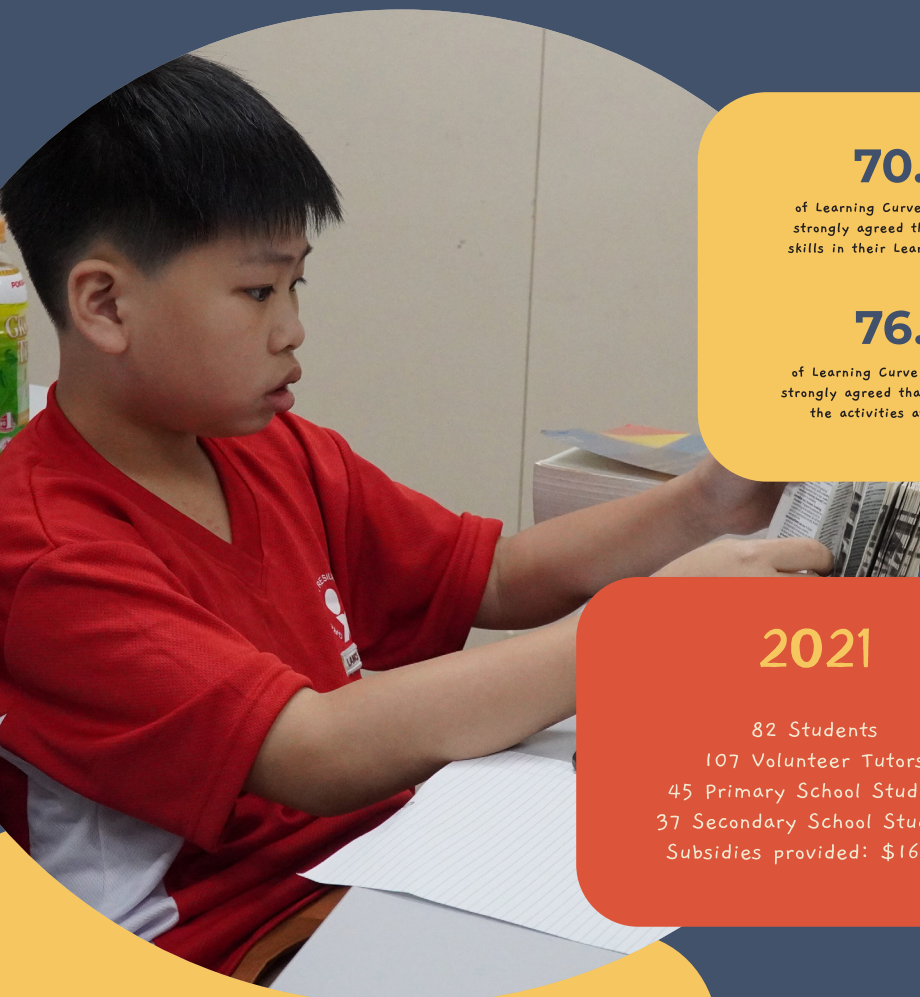


Yishun Floral RC
Blk 440 Yishun Ave 11 #01-466
Singapore 760440
Rohiman (RCM - Yishun Floral)

IMPACTFUL

Learning Curve Education Programme

At the Learning Curve, students receive academic support in small group tuition classes on weekday nights from 5:30pm to 9:30pm. Students receive one lesson per week per subject and are taught by trained volunteer tutors. Our volunteers serve as role models and support the academic development of our students while building up our students' confidence and resilience. This helps our students to develop the self-discipline and the positive relationships that they need to achieve their academic goals and launch them onto the path towards a fulfilling life.



70.2%

of Learning Curve students agreed or strongly agreed that they used their skills in their Learning Curve classes.

76.7%

of Learning Curve students agreed or strongly agreed that the activities they did in Learning Curve classes are important for them.

76.7%

of Learning Curve students agreed or strongly agreed that they enjoyed doing the activities at Learning Curve

74.1%

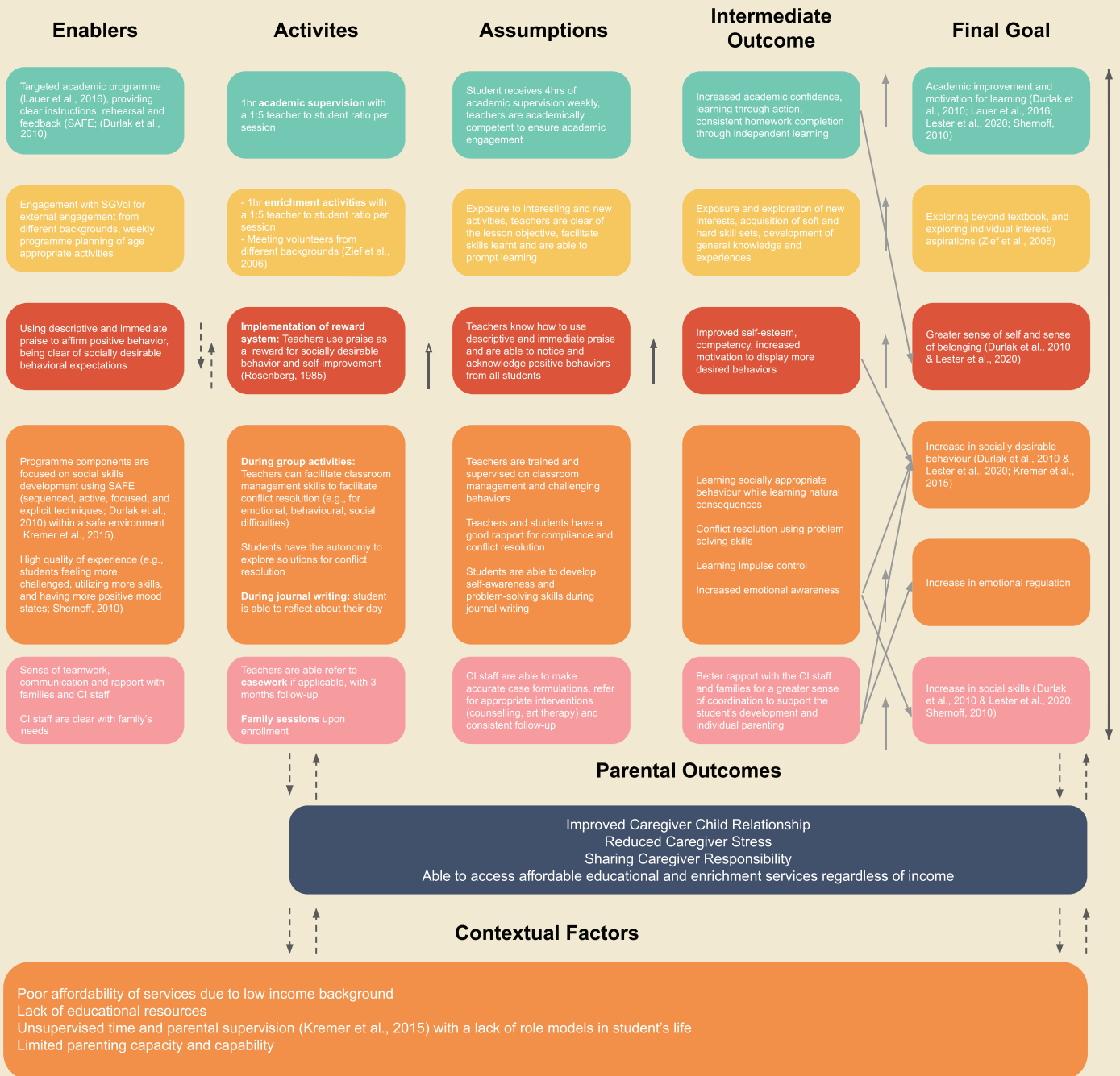
of Learning Curve students agreed or strongly agreed that the activities they did during the Learning Curve were interesting

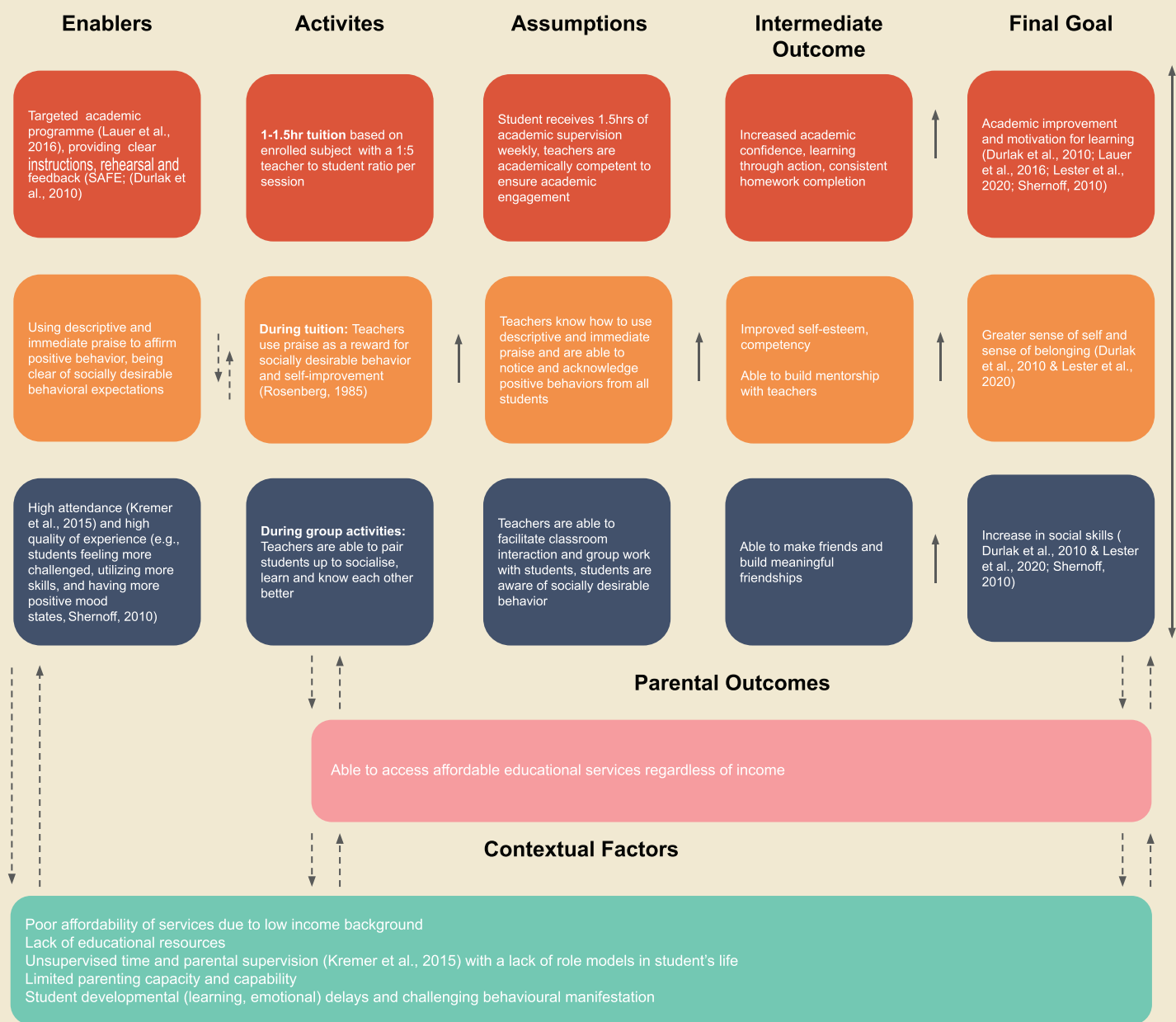
2021

82 Students
107 Volunteer Tutors
45 Primary School Students
37 Secondary School Students
Subsidies provided: \$16,211

2022

67 Students
58 Volunteer Tutors
44 Primary School Students
23 Secondary School Students
Subsidies provided: \$10,804





Butter Bookies

Butter Bookies is a pilot creative writing programme that exposes children to different life experiences to enrich their perspectives, thus helping their writing become more vivid.

Through games, learning journeys, classroom discussions and activities such as terrarium building, children are engaged through different modes of learning.

Study Buddy

Study Buddy provides children with a home away from home a safe and conducive place to study under the guidance of a programme executive and volunteer befrienders. On top of helping students with their homework, we instil values through monthly modules aimed at helping to build up our clients' self-awareness, relational skills, and their sense of purpose, so that they can contribute meaningfully to society by becoming active participants in their schools and community.

2021

60 students
Subsidies provided: \$4,676

2022

74 students
Subsidies provided: \$5,541

72.4%

of Study Buddies said that they enjoyed doing the activities during the programme.

69%

of Study Buddies agreed or strongly agreed that they used their skills during the programme.

65.5%

of Study Buddies said that they were focused while doing the activities during the programme.

60.9%

of Study Buddies said that the activities they did were interesting.





"The programme helped me a lot because when I didn't know how to do my math, one of the teachers encouraged me and told me I could do it. I used to not study, but after he helped me a lot, I started to study a bit, because I don't want to fail as a son, and I want to pass and make my mother proud."

"During my math paper, I was very scared. I was scared that I could not pass. During the day of the result, I cried because I passed. I was so shocked because I thought I was going to fail, I told myself "I confirmed fail." When my mother opened the book (that contained my results), she cried and I also cried."

"It makes me feel like I am getting better as a son, bit by bit."



**Khaliifah Daniel
Aqasyah Bin
Muhammad Zulhelmy, 14**



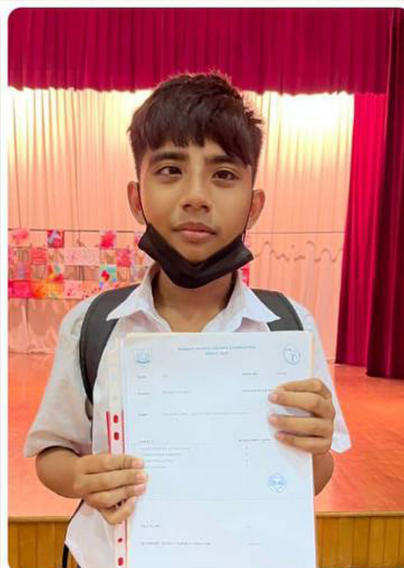
Madam Shikin Ismail, 35

"The programme helped to boost his confidence because the volunteers here really motivate him and they keep telling him that he could do it and that they believe in him. When the volunteers put in good words for him (encourage him with words of affirmation), I think that's what motivates him to strive for good results"

"If it's only based on (the efforts) of the school, which has always been negative feedback, it is quite demoralising for him. When he joined Nee Soon Link, I could see that somehow he is motivated and he always looks forward to the session every week."

"For now, I think he is able to manage his anger better, and is able to contain himself better than previously. Now it is easier for him to open up to us slowly. He's now able to (be accountable and) tell me "Mama, today I will be coming back late because I have something on in school" I think this is a good start compared to (how he was) previously."

"Honestly, I was only aiming for 28, 29 marks for his PSLE results. When I saw the results on that particular day, I was really shocked to see how he actually scored. I told him, in that very moment, that I was really really proud of him. I am very proud that he proved everybody wrong and showed that that he could do it, and even go beyond our expectations."



Thank u CampusImpact for your dedication toward khaliifah throughout the year. I'm so proud of what he'd accomplished and it's all due to the hardwork from u guys and himself. Thank u once again! 💜

12:30



so proud of him 16:23 ✓✓

im so happy for you too! 16:23 ✓✓

IMPACTREACH

Study Buddy Plus at ComLink@Marsiling and ComLink@ Admiralty

Since 2021, CampusImpact has been serving in the pilot ComLink programme in Marsiling.

In 2022, we served 41 children in rental flats through a values-led programme at ComLink@Marsiling aimed at providing homework supervision, promoting interest in learning, increasing pro-social behaviour, and building confidence in our young learners. In the same year, CampusImpact increased our ComLink outreach to a second ComLink site in Admiralty, reaching 28 children there.

CampusImpact also strengthened parent engagement by conducting 19 house visits in Marsiling and 37 house visits in Admiralty.

Admiralty ComLink

No of Study Buddy lessons conducted: 34

No of houses visits conducted: 6

No of students joining Study Buddy after conducting of
house visits: 24

Total number of unique students engaged in ComLink: 24



Marsiling ComLink

No of Study Buddy lessons conducted: 51

No of houses visits conducted: 6

No of students joining Study Buddy after conducting of
house visits: 10

Total number of unique students engaged in ComLink: 12



MOVING FORWARD

CampusImpact will continue to communicate with the families to provide support and assistance beyond the Study Buddy Plus sessions at ComLink.

CampusImpact will plan house visits to students who are consistently absent without valid reasons for 3 sessions consecutively. This is so that we can continue to provide community sighting for these families.

CampusImpact will continue to work closely with SSO with the case referrals so that the families will receive on-time support and assistance.

CampusImpact will plan group lessons that focus on improving the students' literacy and numeracy skills.



2022

Casework check in: 24

Crisis calls: 9

Casework and counselling: 3 cases

House visits: 2

School collaborations: 2

Referrals to PA Residential Care: 3

Learning Curve Plus at Nee Soon Link

Through the Learning Curve Plus programme at Nee Soon Link, CampusImpact extended the weekly Learning Curve programme to 24 children in rental flats and lower income families, of which 30% have learning needs such as dyslexia, autism, and delayed literacy and numeracy skills.

Beyond providing academic support with a low teacher to student ratio of 1:2, CampusImpact conducted 5 additional enrichment sessions during the holidays, including a nutrition and health programme, arts and crafts, terrarium making, plogging around Nee Soon Link, and two learning journeys out of Yishun.

In addition to running the weekly programme, CampusImpact staff members supported the children through casework pertaining to issues of suicide, self-harm, bullying, truancy and poor school attendance, petty crimes, and lack of food and water security.

The programme attained an attendance of 75-80% for academic sessions, and 90% attendance for enrichment sessions. A noteworthy achievement was when a student achieved straight Bs for his PSLE after having to retake it as he failed his PSLE foundational maths in 2021.

After School Engagement

By partnering with schools through After School Engagement programmes, we reach out to students who are facing challenging circumstances in their lives and having difficulties with motivation in school. Through a weekly values-education programme, we discuss values and topics close to their heart, and steer the youths towards the right path by patiently journeying with them and weathering the storms of life with them. In 2022, CampusImpact's youth workers reached out to 55 students in 3 schools through the programme.



Mental Health Workshops

Through our mental health workshops, we hope to de-stigmatise mental health challenges, equip youths with self-awareness and practical skills to support one another through psychological first aid.

In 2022, CampusImpact served 614 students through mental health workshops.

95.94%

of participants rated the mental health workshops as Good, Very Good, or Excellent.

97.65%

of participants said that the mental health workshops were useful.

95.1%

of participants said that the workshops increased their knowledge and skills.

97.85%

of participants said that the trainer was engaging and interactive.

"I learnt that feelings of sadness and unhappiness with life are valid, and that there are outlets for me to go to if I have such feelings and need help."

Anonymous workshop participant

IMPACTCARE

Counselling Services

CampusImpact provides individual face-to-face counselling for children, youths, parents and families to support them as they work through the various challenges of being a young person today, and to guide them in exploring their options through self-awareness and discovery. Through this service, we provide a space for youths and their parents to process the issues they face both individually and as a family.

2021

18 Cases

2022

5 Cases

Subsidies provided in 2022: \$70

Art Therapy

Art Therapy is a non-threatening means to provide intervention for students from low-income and disadvantaged families to manage their emotions and behaviour as they go through tumultuous periods in their lives and process the trauma they have experienced.

Clients who attend art therapy sessions at CampusImpact report suffering from depression, obsessive-compulsive disorder (OCD), anger management issues, suicide ideation and stress.

Through Art Therapy we:

- Address emotional and behavioural issues that children and youths face when they face difficulties at home and learn how to resolve conflict.
- Provide students with an outlet for self-expression and space to process what they are going through by exploring their emotions, so that they can grow in self-awareness.
- Spark creativity in students so that they can learn to tap on their resources for problem-solving, reducing their anxiety, increasing their sense of empowerment, and helping them to re-interpret their problems in a more positive light.
- Allow students to accumulate positive emotions and increase their self-esteem.
- Develop interest in healthier hobbies.
- Increase resilience as students develop relationships with others who have experienced similar situations through group therapy.
- Rebuild students' social skills and improve their self-esteem as their relationships with others improve.



In 2022, CampusImpact also started running open art studios and mindfulness sessions with the Study Buddies. This gave the students an avenue to express themselves creatively and regulate their emotions. The students also gained coping strategies to deal with stressful situations.

There were a total of 46 students who took part in 16 mindfulness sessions, and 16 open art studios, and 16 students who took part in a group therapy of 1.5 hours each session, for 5 sessions.

2021

24 students
6 Students (Individual)
18 Students (Group)

2022

70 students
8 Students (Individual)
62 Students (Group)

Dance and Movement Therapy

Through Dance and Movement Therapy, we help our clients express themselves with their body and manage their emotions with dance. The sessions aim to release stress and manage negative emotions such as anger and anxiety through a series of movements and dance.

2021

6 group sessions
30 service users

2022

14 group sessions
45 service users

In 2022, we conducted dance and movement therapy sessions to help children with Anger Management, stress from taking the PSLE, and simply to move and have fun! By helping children to express themselves through free movement and structured dance, our therapist helped the children to develop self-esteem, regulate their emotions, accept one another, and work together in teams.

IMPACTFAMILY

Parents Advisory Helpline

The Parents Advisory Helpline provides free counselling services to parents in English and Mandarin. Through the helpline, CampusImpact helps parents resolve conflicts with their children and supports parents who are dealing with their children's behavioural issues. In assisting parents to address the various issues that their children are facing and bridging the generation gap, we help to foster deeper parent-child relationships and more harmonious and resilient families. The helpline was started in 2009 and is manned by trained volunteers who are supervised through regular case management discussions.

Number of calls to the helpline: 10
Hotline number: 6555 7667
Mondays to Fridays: 10am to 9pm



Parents Support Group

In 2022, CampusImpact started a parents' support group for parents with neurodivergent children (i.e. autism, ADHD, specific learning disorders) to meet with other families who have children with similar needs.

In doing so, the support group helped caregivers in their caregiving journey by increasing their sense of social connectedness, giving them a platform to share and validate emotions and experience, and helping parents learn and apply caregiving tips and skills.

Some outcomes of the programme include:

- Improved mental well-being of parents.
- Increased community support and resources for parents.
- Improved personal resilience and caregiving strategies.

"(I am) always looking forward to attend this support group session. It is a form of respite for me during my me time, and is a place where caregivers meet, open up, and share without any judgment."

**Anonymous Support
Group Participant**



IMPACTED

“I learnt to be comfortable with silence and trust the client and their process. And I learnt about the importance of checking the need behind a behaviour.”

Anonymous workshop participant



To support practitioners, caregivers, and caring adults in the work of supporting children and young people, CampusImpact conducts trainings to provide those who work with children with the knowledge, skills and attitudes that would increase their effectiveness.

In 2022, CampusImpact conducted group supervision workshops for 6 counsellors. The workshops provided counsellors with interpersonal safety during case disclosure, and provided them with the opportunity to reflect on their cases.

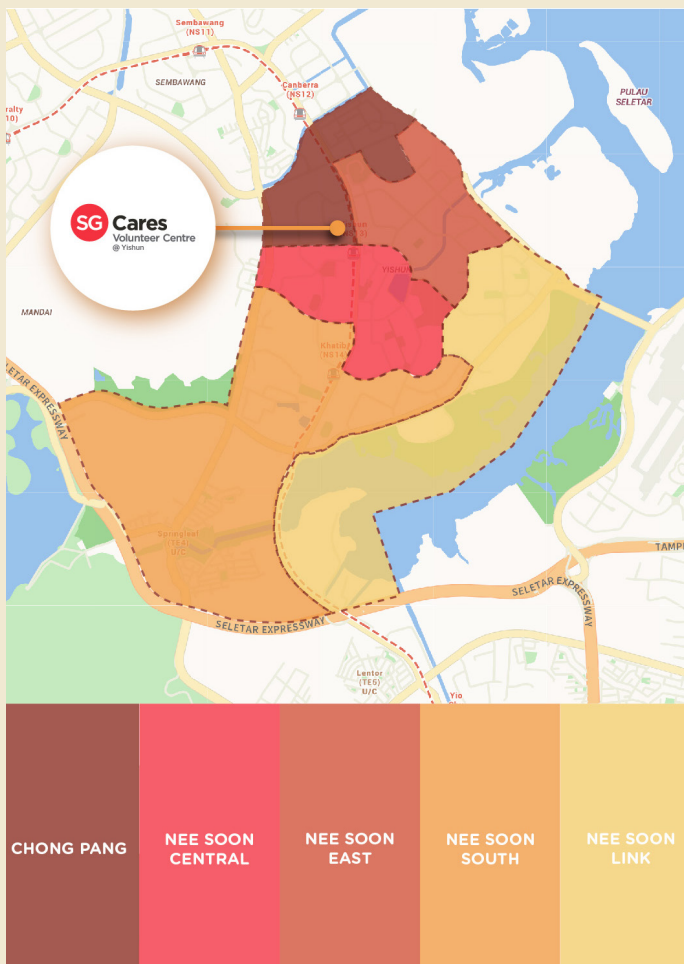
Sessions covered the following:

- Basic concepts of reflective practices
- Case formulation with systemic view
- Principles of facilitating conversations
- Impact of schemas in therapeutic relationships
- Group supervision with case scenarios
- Peer supervision
- Group practice



SGCARES VOLUNTEER CENTRE @ YISHUN

CampusImpact was appointed as the SG Cares Volunteer Centre @ Yishun by the SG Cares office with the Ministry of Culture, Community and Youth on 1 August 2020. We hope that our culture of positive attitude, purposeful life, and pioneering spirit will ignite the spark of volunteerism in this town, as we pursue our vision of becoming a volunteering hub that connects and empowers stakeholders in purposeful engagements so that we can build and inspire a stronger society.



Year 1:

Laying Foundation & Connecting with Partners
Introducing the SG Cares movement to various stakeholders in the Yishun community. Connecting partners and facilitating effective partnerships where neighbours help neighbours.

Kopi Sessions – a platform for shared learning experiences, and channelling resources and donations in-kind to community.

Year 2:

Deepening & Reinforcing our Impact in Yishun
Strengthening our Kampung Spirit with a community of partners through co-curated engagements and town-wide events!

Creating new Kampung GiveBack opportunities and empowering beneficiaries to contribute back to society.

Equipping volunteers with necessary skillsets for sustainable programmes.



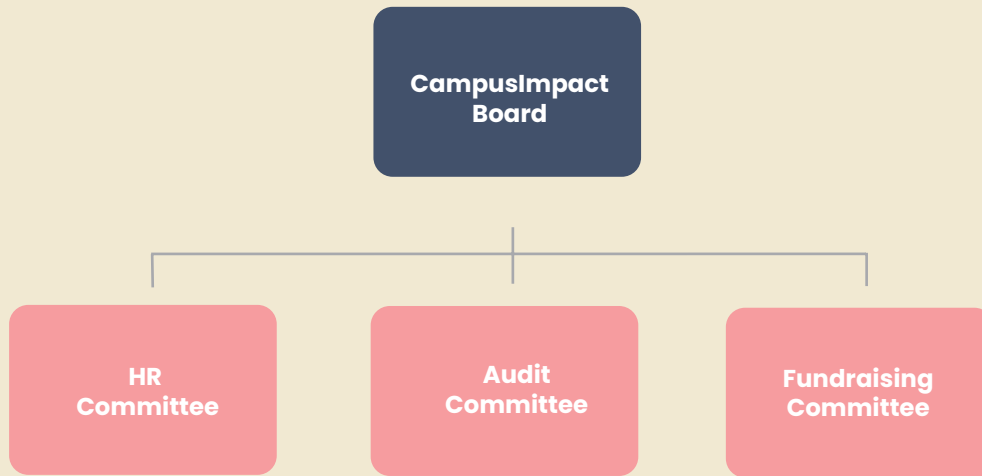
It is my pride and joy to have served as a CampusImpact (CI) board member since her inception. Journeying with the team and witnessing how CI grew from a young budding social service organization, serving the youths and families with passion and love, believing and empowering them to realize their full potential has been a fulfilling and humbling experience for me. Reaching out to the disadvantaged, supporting and building them up requires not just time and effort but also patience and commitment as well. It is truly inspiring how the team laboured tirelessly and loving selflessly for every single person who has entered the door of CI. The numerous testimonies that we read bear testament to the dedication of the staff and the effectiveness of our services and programs. Kudos to the team for an impactful and rewarding 2022!

Education is something that I hold dear to my heart. Beyond equipping our young minds with knowledge and skills, nurturing the heart is increasingly important and critical as they face this digitally connected and yet disruptive world. Preparing these pillars of our nation well is pivotal to the continued growth and success of our nation. Emerging from the pandemic, societies globally have undergone changes that has far-reaching impact both on the health and social front. As our nation navigates through this challenging time, CI remains committed to engage all stakeholders and work together to uplift and empower our youths and families, strengthening Singapore's social compact. From social assistance to social empowerment, I look forward to another exciting year ahead as we continue to advance CI mission to build strong children, strong family and a strong society for an inclusive and caring Singapore.

**Dr Lim Chee Kian,
HR Committee
Chairman,
CampusImpact**



CAMPUSIMPACT BOARD



Position	Name	Date of Appointment to Board	Attendance
Chairman	Mr Ong Chin Hwee	July 2007	7/7
Vice Chairman	Mr Yeo Chee Tiong David	July 2007	5/7
Honorary Secretary	Ms Ong Shu Fen	October 2019	7/7
Honorary Treasurer	Ms Tan Mei Moey	March 2018	6/7
Member	Dr Lim Chee Kian	July 2007	7/7
Member	Ms Amanda Cheng	October 2019	4/7
Member	Mr Teo Boon Hiok	July 2007	7/7
Member	Mr Koh Chee Keat	June 2022	4/7
Member	Ms Ong Shu Fang	September 2022	2/7

CampusImpact is run by a group of individuals called the Board, who are elected or appointed based on our constitution. Members of the board are appointed by the chairman, on the basis of their contributions to the organisation, their experience and skillsets, and the alignment of their values to the organisation's DNA. The Board is collectively responsible to ensure compliance with the constitution and all relevant laws and regulations.

The Board provides leadership and assumes responsibility for the stewardship of CampusImpact by ensuring adequate financial and human resources to provide services to meet CampusImpact's objectives. The Board is committed to ensuring that high standards of corporate governance are implemented and upheld by CampusImpact, and is guided by the best practices as set out in the Code of Governance for Charities and Institutions of Public Character and the Charity Transparency Framework. The Board is accountable to our stakeholders, which include our clients, our partners, our donors, our staff and the community at large.

Matters requiring board approval include the allocation of financial and human resources and the strategic direction of CampusImpact. The board also reviews the performance of staff in key management roles. The role of the Chairman and the Executive Director are kept separate for independence in their respective spheres of decision-making.

In 2022, there were 7 board meetings. Board members render their service on a voluntary basis, thus, none of the board members received remuneration for their services.

* [1] As Mr Koh Chee Keat was appointed only in June 2022, his attendance was 4/7 despite attending every board meeting since being appointed.

[2] As Ms Ong Shu Fang was appointed only in September 2022, her attendance was 2/7 despite attending every board meeting since being appointed.

[3] Some board members have served for more than 10 consecutive years as they are the founders of the charity and are best positioned to steward it and ensure that the values and integrity of the mission and vision are preserved. CampusImpact is a small organization and it is important that the right candidates are recruited to the board. CampusImpact is also in the midst of a board leadership renewal and has been recruiting new board members

TERMS OF REFERENCE

Chairperson

- Draw out the board's collective wisdom and set the culture of the charity.
- Provide leadership, drive board effectiveness.
- Lead the development of the board by periodically consulting with board members individually and helping them assess their performance.
- Prepare for succession planning
- Co-create meeting agendas with the executive director.
- Review strategic plans and priorities for the year together with the executive director.
- There is a term limit of two years for the board chairperson, but he/she can be re-appointed for a consecutive term.

Vice-Chairperson

- Carry out special assignments as requested by the Chairperson.
- Understand the responsibilities of the Chairperson and be able to perform these responsibilities in his/her absence.
- There is a term limit of two years for the board vice chairperson, but he/she can be re-appointed for a consecutive term.

Honorary Treasurer

- Understand the financial accounting for non-profit organisations.
- Manage the board's review of and action related to the board's financial responsibilities.
- Work with the executive director and finance manager to ensure the appropriate financial reports are made available.
- Present the annual budget to the board for approval.
- Review the annual external audit and answer board's questions about the audit.
- There is a term limit of two years for the honorary treasurer. He/she cannot be re-appointed for a consecutive term.

Honorary Secretary

- Ensure the accuracy of all board records.
- Take board minutes.
- Assume responsibilities of the chairperson if the board chairperson or vice chairperson are absent.
- Provide notice of meetings of the board when such notice is required.
- There is a term limit of two years for the honorary secretary, but he/she can be re-appointed for a consecutive term.

Member

- Take on responsibility and accountability while acting in the best interests of CampusImpact.
- Exercise common sense and judgment built on principles of ethics and integrity.
- Be able and willing to challenge and be open to alternative viewpoints.
- Commitment to the charity's vision and mission.

Audit Committee

- Review the scope and approve the audit plans of the internal and external auditors.
- Review the audit plans and reports of the independent auditors and internal auditors and consider the effectiveness of the actions taken by management on the auditors' recommendations.
- Conduct periodic internal checks, through professional services or internal audit personnel, on key processes to ensure compliance with the established procedures, and report to the Board on the findings and recommendations for improvements.
- Together with the executive director and trained staff, analyse and address the risks that are associated with key processes.
- Oversee regulatory compliance and whistleblowing guidelines.

Human Resources Committee

- Provide guidance on human resources management in the charity.
- Review, monitor and make recommendations to the board on. CampusImpact's human resources strategy and policies so that we can recruit, develop and retain highly-qualified staff members necessary for us to achieve our vision and mission.

Fundraising Committee

- To work with fund-raising staff in their efforts to raise money.
- To identify and solicit funds from external sources of support.
- To take the lead in fundraising outreach efforts.
- Monitor fundraising efforts to be sure that ethical practices are in place, donors are acknowledged appropriately, and that fundraising efforts are cost-effective.



**Mr Ong Chin Hwee,
Chairman**

**Senior Pastor, WORD
Community Church**

Mr Ong Chin Hwee is passionate about young people, having worked with youths for more than 20 years.

As the senior pastor of WORD Community Church, Mr Ong has also worked with couples and families and is an effective youth counsellor.



**Ms Tan Mei Moey,
Honorary Treasurer**

**Financial Services
Consultant, Manulife
Financial Advisers Pte Ltd**

Ms Tan brings financial savvy and fiscal prudence to the table. She has been working as a financial planner for 6 years and believes that young people will do well in life, if only they are given the right guidance and mentorship.



**Mr David Yeo Chee Tiong,
Vice-Chairman**

Director, Kydon Holdings Pte Ltd

A forward-thinker and innovator, Mr David Yeo seeks to empower people and communities by making learning widely available for everyone regardless of age and socio-economic status by leveraging on modern technologies. He is a regular speaker at and presenter in local and international workshops and conferences as he contributes to the global effort towards future skills and learning.



**Ms Ong Shu Fen,
Honorary Secretary**

Senior staff nurse, Yishun Health

Having worked as a community nurse for the past 10 years, Ms Ong Shu Fen is well-placed to help CampusImpact address social issues through healthcare and connect CampusImpact to other community partners.



**Dr Lim Chee Kian,
Member**

**Course Chair,
Singapore Polytechnic**

Mr Lim has worked with young people for more than 12 years in his capacity as a lecturer in Singapore Polytechnic and Nanyang Technological University. Mr Lim believes in the power of education to unleash the potential of young people and providing them with a meaningful direction in life.

BOARD MEMBERS



**Ms Amanda Cheng,
Member**

**Designer (Architecture),
Arup Singapore Pte Ltd**

Not only is Ms Amanda Cheng a budding architect who has been instrumental in helping CampusImpact in our recent expansions for the Room To Grow extension as well as the Admiralty Grove Youth Centre, she had also previously served as a volunteer with CampusImpact's Bookworms Programme to improve the literacy of weaker students. Her love for the children is evident in her joy when they come into the centre for their reading sessions.

As one of the youngest board members, Ms Cheng brings energy and excitement to board meetings as she shares her ideas.



**Mr Koh Chee Keat,
Member**

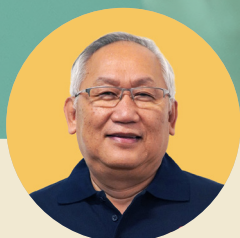
**Director, Human Capital,
Prime Minister's Office**

A HR practitioner of eight years, Mr Koh Chee Keat brings with him a wealth of experience and expertise both in public and private sectors, having worked on projects such as Strategic Workforce Planning, Predictive People and Talent Analytics, Robotic Process Automation, Employee Sentiment Analysis and Agile Way of Work.

Mr Koh, who is a passionate advocate for the Future of Work is particularly interested in HR digitalisation and workforce transformation.

Prior to his foray into HR, Mr Koh was lecturing in a local polytechnic for a decade and was involved in students' academic, professional and character development.

On a personal front, Mr Koh is active in helping the tribal community, Akha, in northern Thailand and has been partnering a local church there for close to two decades.



**Mr Teo Boon Hiok,
Member**

**Director, Meixi Kitchen
Holdings Pte Ltd**

As a marriage counsellor and parenting coach with more than 20 years' experience, Mr Teo is no stranger to the various media outlets in Singapore.

Mr Teo, who is the founding chairman of CampusImpact, often gives interviews to promote public education on parenting issues and is deeply passionate about helping parents cope with the changing demands of parenting in the 21st century.



**Ms Ong Shu Fang,
Member**

**Team Head Fund Controlling,
Partners Group (Singapore) Pte Ltd**

Ms Ong Shu Fang specialises in accounting in an asset management company and advises the CampusImpact Board on financial matters. An active corporate volunteer, Ms Ong has also helped out in projects to uplift women from lower-income families such as Project Cookoh.

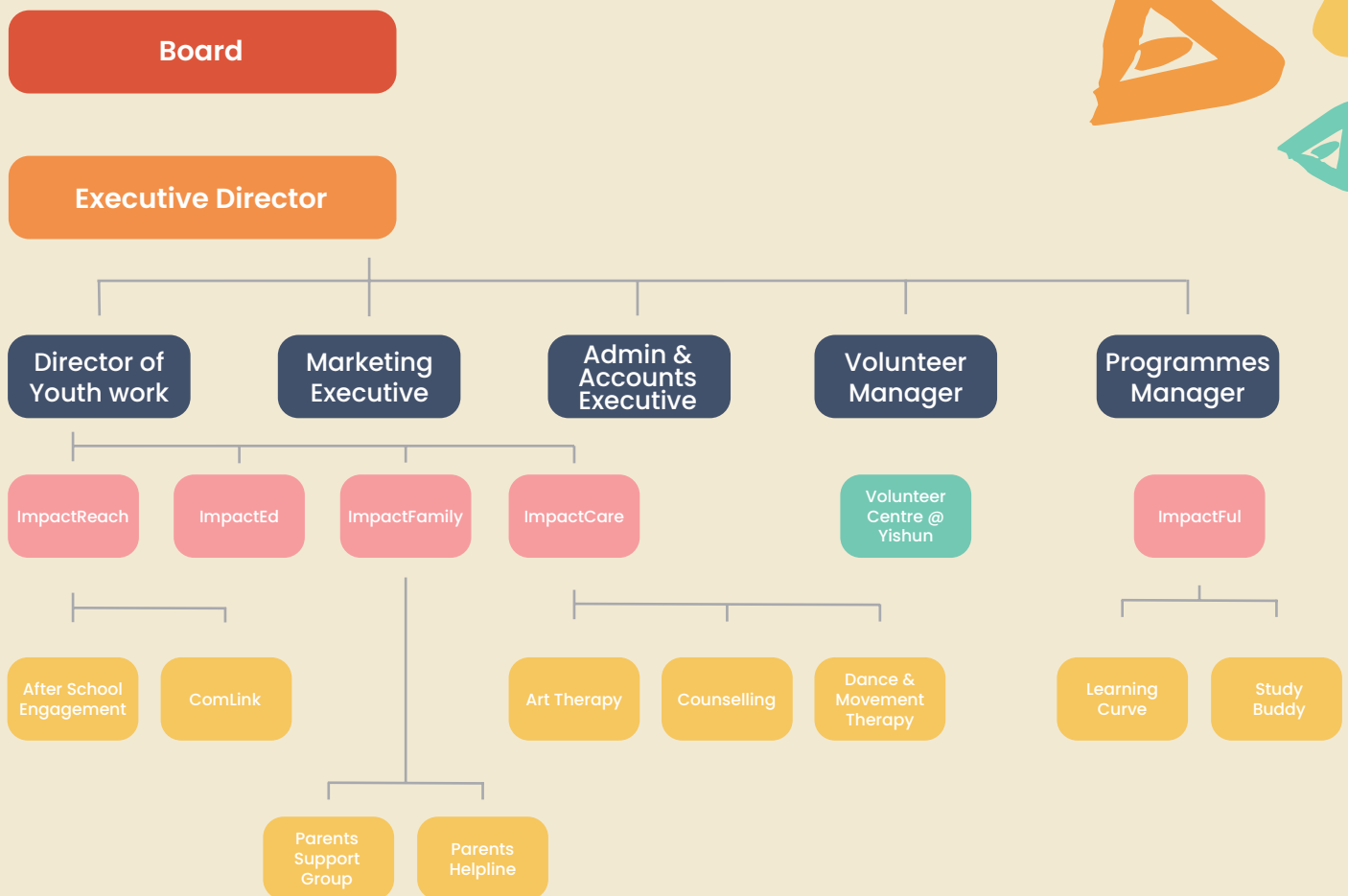


CAMPUSIMPACT

ORGANISATION STRUCTURE

The charity is headed by an Executive Director. The current Executive Director, Ms Elysa Chen, was appointed on 1 August 2017. Prior to serving at CampusImpact as the executive director, Ms Chen worked in Singapore Press Holdings as a journalist, in Hwa Chong Institution as a lecturer, and in WORD Community Church as a pastor.

There are no paid staff who are close members of the family of the Executive Director or board members with remuneration exceeding \$50,000. During the current financial year, one of CampusImpact's staff members earned an annual remuneration above \$100,000.





Elysa Chen, Executive Director

Elysa is wildly passionate about children and youth. As a former reporter with Singapore Press Holdings, she wrote about social and community issues, particularly those involving young people. Before joining CampusImpact, Elysa was a lecturer in Hwa Chong Institution and strongly believes in the power of education to help less-privileged students level the playing field.

With her bubbly and outgoing personality, forming partnerships has been her forte, and she hopes to equip every student who comes into CampusImpact with the wings to help them fly by providing the best opportunities to them.

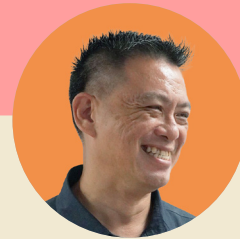


Tan Shi Yun, Programmes Manager

With her love for children and teaching, Shi Yun, who was a former volunteer herself, brings the heart and soul into the programmes run at CampusImpact. Leveraging on her strengths in planning and organisation, Shi Yun ensures that the team delivers excellent services through the daily processes while keeping the big picture in mind.

This way, she helps her programme team members reach their full potential and consequently, do the same for the children.

She is a trusted problem-solver that partners, clients, volunteers and the staff team at CampusImpact can approach.



Tony Leong, Director of Youth Work

Having worked with children and families for more than 10 years, Tony is the expert we turn to when we face complex cases. As an ACTA-certified trainer specialising in topics of Mental Health, Suicide Intervention, Stress Management, Psychological First Aid and Crisis Intervention, Tony has trained and equipped various practitioners and frontline workers in the social service sector, and also worked effectively with parents.

In his work with younger clients, Tony uses Solution-Focused Brief Therapy and Choice Theory Reality Therapy through storytelling, Adventure-Based Interventions and Strengths-Based Concepts.

He oversees the programmes in CampusImpact and ensures that strategic objectives are met.





Lim Yin Ning, Programme Executive

Known to the students as Teacher Lyn, Yin Ning's psychology training puts her in good stead to understand the needs of our Study Buddies, mediate in conflicts between them, while also providing further support to their caregivers through family sessions.

A play therapist in training, Lyn hopes to help children express themselves in the language they are most comfortable with: play!



Sarabeth Kaur, Senior Programme Executive

With her wealth of experience from The Salvation Army's Gracehaven Children's Home, Sarabeth is a beloved youth worker who easily builds rapport with the youth and clients of CampusImpact. As the programme executive at CampusImpact, Sarabeth acts as the bridge between our young clients, parents, volunteers, and partners. She welcomes each young person with a smile and, with her keen observation skills, sounds our young clients out and meets their needs wisely and patiently.



Marcus Lee, Social Work Associate

Marcus is an impactful facilitator with more than 10 years' experience in training and development, project management and customer relations management. He possesses core competencies in training facilitation, courseware development, customer service and needs analysis, but it is his extensive experience working with broad age groups, ranging from school-going students to working adults, combined with his personable and approachable nature that makes Marcus an effective social worker.



Nur Eliza Bte Fazirah, Social Work Associate

The laughter one would hear from the CampusImpact office would likely be from Eliza, who joined the CampusImpact family after her internship with us.

Eliza, who graduated from ITE with a Certificate in Community Care and Social Service, is a good communicator and excels in building relationships with our service users, be they youths or their caregivers. She is one of the most motivated individuals on our team, and her dream is to be able to help more people through her work in CampusImpact.

PROGRAMMES TEAM



Jezreel Lee, Youth Worker Associate

Armed with her experience in the performing arts and in the media industry and a heart full of passion for the youth, Jezreel strives to create a space for youths to innovate, create, and express themselves freely so that they can have fun and develop their dramatic flair.

When she is working with service users, Jezreel brings out her lively, dynamic and friendly side. But her colleagues would also often see her in deep focus as she works tirelessly on creating these engaging sessions, and preparing neat and organised plans so that volunteers can also support the sessions effectively.



Hansel Tan, Programme Executive

Hansel started out as a volunteer tutor for Campus Impact before becoming a full-time staff as one of our programme executive.

Passionate about teaching and learning, he explores different ways to inspire children and youths.

Hansel effectively helps our children find joy in learning and be motivated to do better.



Venus Sim, Programme Assistant

Having worked with children with learning difficulties as an allied educator for the past 6 years, Venus brings gentleness and patience into the classrooms of CampusImpact. Venus, who has a background in psychology, systematically works to help our weakest students bridge their learning gaps and increase their confidence and joy in learning.



Karen Lee, Research and Programme Executive

Having experienced first-hand the importance of having a stable and loving family environment, Karen is fiercely passionate about serving children and families.

As a Psychology graduate from the National University of Singapore, Karen has a wealth of experience in research, working with children with special needs and from low-income families, and possesses technical skills for therapeutic interventions.

With her inquisitive and approachable personality, Karen hopes to serve the children and families at CampusImpact by spearheading research projects so that we can continually improve our service delivery and leading volunteer programmes to share the joy of giving back to our communities.



Tang Woon Hoe, Associate Dance and Movement Therapist

An accomplished dancer, youth worker and counsellor, Ms Tang meets the needs of each counselling client with patience, a gracious listening ear, and the wisdom that she has gleaned from over 20 years of counselling youths and families.

On top of supervising and training our volunteer counsellors, Ms Tang is also an accredited dance and movement therapist who has been running dance therapy sessions for youths and their families with CampusImpact to provide alternative ways for parents and their children to communicate more effectively.



Pamela Lie, Associate Art Therapist

Pamela is a registered art therapist with a masters of arts (art therapy) who works with youth facing emotional and psychological challenges, such as depression, eating disorders, anger management issues, self-injurious behaviour, and complex trauma.



Ivy Yeo, Associate Art Therapist

A registered art therapist and social worker with a masters of arts (art therapy) and bachelor of social work, Ivy journeys with younger children processing complex traumatic events and coping with life transitions, helping them to make sense of their world and regulate their emotions.

Some of her clients include children with special needs such as PTSD, depression, ADHD, Global Developmental Delay and Autism. She has worked closely with families who have experienced abuse, separation and/or adoption.

THERAPISTS



Denise Foo, Volunteer Manager

A powerhouse of energy and enthusiasm, Denise seeks to inspire and empower volunteers to create a meaningful life that they love. This sense of purpose fills her with adrenaline when it comes to volunteerism. Through her warm personality, she fosters deep relationships with corporate and individual partners to bridge fundraising and engagements with our clients that enable them to give back meaningfully and sustainably.

Denise walks the talk as she actively contributes her personal time in the community. She hopes to advocate volunteerism and enable the underprivileged community to receive support from others.



Rebecca Thng, Community Outreach Executive

Having learnt about the different social issues and injustices as a budding Sociologist in University, Rebecca's heart was burdened for disadvantaged individuals in Singapore and started her volunteering journey with a child protection specialist centre.

Coupled with her interest in engaging and raising awareness for marginalised communities through groundwork, her passion for volunteerism grew. As a community outreach executive with the Volunteer Centre for Yishun Town, she hopes to organically instil the belief that "many hands make light work" amongst the Yishun community through collaborations and conversations.



Sherman Yeo, Senior Volunteer Executive

When he is not supporting the volunteer centre by recruiting and engaging volunteers and linking them up with social service agencies who require volunteer support, Sherman is a volunteer himself who serves as a Boys Brigade officer in his free time.

He is a meticulous worker whose strengths in planning have enabled CampusImpact to connect and form meaningful partnerships with volunteers, corporate partners, schools, and social service agencies.

**SG CARES
VOLUNTEER
CENTRE (VC)
@ YISHUN**

MARKETING AND ADMINISTRATIVE



Yee Yuet Ngoh, Admin and Accounts Executive

Affectionately known as Auntie Yue' er in the centre, Yuet Ngoh is the backbone of CampusImpact. Not only does she attend to the myriad needs of the students coming into the office, one moment providing them with stationery supplies, and the next, bandaging up an injured finger, she is also the face of the centre, providing a warm, hospitable contact point for our students, parents and volunteers.

Most of the time, Yuet Ngoh is huddled behind her computer, poring over the accounts of CampusImpact and preparing the administrative support for the centre to run smoothly.



Tiffany Wong, Admin and Accounts Assistant

Having experienced personal challenges in her teenage years, Tiffany is passionate about helping children and teenagers to be heard and supported, so that youths who have gone through similar experiences can find their purpose in life and embark on new journeys. Tiffany acts in the best interests for each family and provides a good listening ear to the parents and children she serves, in the hopes that all families would leave CampusImpact with a smile on their faces and an unbreakable bond between them.



Celine Lim, Marketing Executive

Celine chose to serve as a marketing executive at CampusImpact because she is passionate about children and youths.

She hopes to make a difference in the lives of underprivileged children and youths, directly and indirectly, by using her gift of empathising and connecting with young people, and telling their stories.

Celine is driven and focused in her pursuits, and believes that the integrity of her heart and the skillfulness of her hands help her to be effective in her work.

CODE OF GOVERNANCE AND RESERVES POLICY

Recognising our duty to the public and our stakeholders as a charity that has been conferred the status of an institution of public character (IPC), CampusImpact is committed to complying with the following code of governance to ensure greater transparency and accountability.

s/N	Guidelines	Code ID	Response
BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming Board members upon joining the Board.	1.1.2	Complied
	Are there Board members holding staff* appointments?		No
2	Staff* does not chair the Board and does not comprise more than one-third of the Board roles.	1.1.3	Complied
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	Complied
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for a re-nomination and re-appointment, at least once every three years.	1.1.8	Yes
6	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.12	Complied
	Are there Board member(s) who have served for more than 10 consecutive years?		Yes
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13	Complied
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 Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied
10	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 activities are in line with its objectives.	3.2.2	Complied
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HUMAN RESOURCE AND VOLUNTEER* MANAGEMENT

12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for 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?		Yes
15	There are volunteers* 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	Not Complied * We do not make any loans, donations or grants or financial assistance which are not part of our core charitable programmes.
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)?		No
21	The charity has a documented investment policy approved by the Board.	6.4.3	No * The charity does not make investments.

FUNDRAISING PRACTICES

	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes
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?		No
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied

DISCLOSURE AND TRANSPARENCY

24	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied
	Are Board members remunerated for their Board services?		No
25	No Board member is involved in setting his own remuneration.	2.2	No *Board members do not receive remuneration for their services.
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated/	8.3	Complied
	Does the charity employ paid staff?		Yes
27	No staff is involved in setting his or her own remuneration.	2.2	Complied
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff* also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff* receives more than \$100,000 in annual remuneration each.	8.4	Complied
29	The charity discloses the number of paid staff* who are close members of the family* of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff* who are close members of the family* of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied

PUBLIC IMAGE

30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied
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Appointment of Board Members

Board members of this organisation are expected to share the strong character and values of the organisation, and, as stewards of the organisation, will be expected to bring to the table their competencies in governing and steering the charity well towards its vision and mission, while ensuring that the organisation is run effectively and sustainably.

The role of the board member is to:

- Provide leadership
- Manage risk
- Gather resources to ensure that CampusImpact has sufficient funds to operate and serve her beneficiaries
- Ensure CampusImpact's compliance with the governing instruments, laws and regulations
- Maintain an ethical corporate culture and demonstrate accountability and transparency to key stakeholders
- Guide the charity's management
- Grow the value of the charity by increasing its impact on the community

To ensure that board members can fulfil their responsibilities well, board members with the necessary character attributes and values (alignment to the organisation's values), the relevant competency (skillsets and experience), who can have good chemistry with the rest of the board members and the management of the charity, and who can make the commitment to volunteering with the charity, are identified and invited to serve.

The board undergoes an annual self-evaluation and peer evaluation during which they assess their own and other board members' performance on the board. This ensures that the board members can receive regular feedback on their contributions and that the chairman can evaluate the effectiveness of the board.

Board re-nominations and re-appointments take place during the Annual General Meeting, by having nominations proposed and seconded among board members.

Cessation of Board Membership

A board member may reach the term limit without being re-appointed or re-nominated to the next board, or may voluntarily resign from the position or be removed from the Board in accordance with the governing instrument of the charity.

All board members have a term limit of 10 consecutive years. Reasons for continuing to serve after this term limit is up will be disclosed on the annual report.



Whistleblowing Policy

Whistleblowing is the reporting of suspected wrongdoing or dangers in relation to our activities. This includes bribery, fraud or other criminal activity, miscarriages of justice, health and safety risks, damage to the environment and any breach of legal or professional obligations.

CampusImpact staff should be able to raise any concerns with your supervisor. However, where staff prefer not to raise it with their supervisors for any reason, they can contact the Executive Director or the Chairperson of the Audit Committee.

CONFIDENTIALITY

Staff members are encouraged to voice whistleblowing concerns openly under this policy, as completely anonymous disclosures are difficult to investigate. Every effort will be made to keep whistleblowers' identities secret and it will only be revealed where necessary to those involved in investigating the area of concern.

We aim to encourage openness and will support whistleblowers who raise genuine concerns under this policy, even if they turn out to be mistaken.

Whistleblowers must not suffer any detrimental treatment as a result of raising a genuine concern. If you believe that you have suffered any such treatment, you should inform the Executive Director immediately. If the matter is not remedied you should raise it formally using CampusImpact's Grievance Procedure. However, if a whistleblower has made false allegations maliciously or with a view to personal gain, the whistleblower may be subject to disciplinary action.

CONTACT DETAILS OF WHISTLEBLOWING OFFICERS

Executive Director: Elysa Chen Shiyun

Email: elysachen@campusimpact.org.sg

Chairman of the Audit Committee: David Yeo Chee Tiong

Email: davidyeo@kydongrp.com

Funding sources

CampusImpact is a non-profit organisation that reaches out to students from disadvantaged backgrounds and low-income families, many of whom require further subsidies on programme fees.

Programmes in CampusImpact are largely run by volunteers, and supervised and supported by programme executives.

Our clients benefit from a business model established on the recovery of direct cost. CampusImpact is supported by donations and government grants.

Conflict of Interest Policy

CampusImpact has put in place a conflict of interest policy to assist in identifying and managing potential areas of conflict. All board members, key management personnel, staff members and volunteers have to declare any situation of conflict that may arise.

Board members and key management personnel do not vote and abstain from decision-making when conflicts of interest arise.



HR Policy

Staff at CampusImpact undergo a yearly performance review, during which they are appraised. During this session, performance appraisals are done between the Executive Director and the staff members, and clear goals are set for their performance.

Volunteer tutors receive performance feedback through classroom observations throughout the academic year, while volunteer counsellors receive feedback through supervision. Salary increments and staff remuneration are recommended for approval by board of CampusImpact on a yearly basis.

Reserves Policy

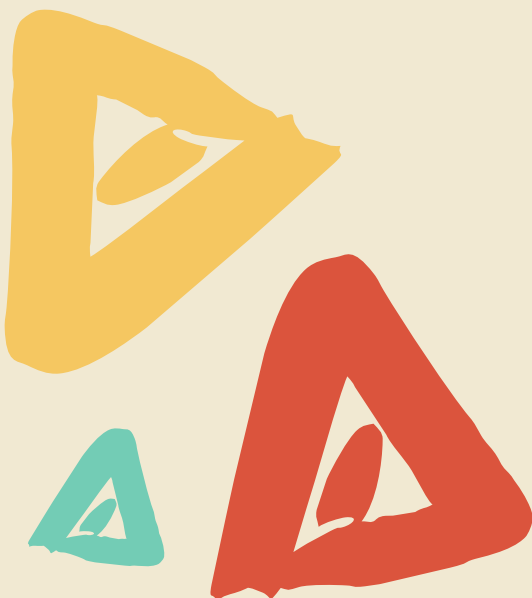
The reserves that we have set aside provide financial stability and the means for the development of our principal activity. CampusImpact will raise funds to support our current and future services to reach out to more young people and their families in need, up to a maximum of 2 years our projected future gross operating expenses.

Such funds do not include funds specified for restricted use. The purpose of establishing reserves is to ensure stability for CampusImpact and continuity in services to our beneficiaries.

The amount of reserves that is required will be reviewed on a yearly basis by the board.

Loans, Donations, Grants and Financial Assistance Policy

CampusImpact does not provide any loans, donations, grants or financial assistance to any parties. Subsidies for programmes are offered via means testing.



AUDITED FINANCIAL STATEMENT

TOTAL INCOME: \$1,309,130.13

TOTAL EXPENDITURE: \$1,250,801.26

donations increased by \$119,883.52 in the financial year due to the added impetus to donate for the tote board enhanced fundraising programme which would provide the charity with dollar-for-dollar matching funds from the government.

expenditure increased by \$199,058.41 in the financial year due to increased costs of manpower, training and development and programmes.



The Charity Transparency Award (CTA) is an initiative of the Charity Council, aimed at recognizing and celebrating charities that have adopted good transparency standards. This award promotes and encourages transparency in the charity sector by acknowledging the excellent work of charities that lead by example, while inspiring other charities to emulate their best practices.

We are proud to share that CampusImpact has received the Charity Transparency Award in 2022, and that we were recognised for our efforts to maintain high standards of disclosure and adherence to good governance in our practices. This award serves as a testament to our unwavering commitment to upholding accountability and transparency within our organization.

CampusImpact

STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Year Ended 31 December 2022

	Note	Unrestricted fund	Restricted fund	Total funds	Unrestricted fund	Restricted fund	Total funds
		2022	2022	2022	2021	2021	2021
		\$	\$	\$	\$	\$	\$
Income							
Income from generated funds							
Voluntary donation income	3	309,635	149,720	459,355	276,301	63,170	339,471
Grant income	4	262,295	343,064	605,359	542,827	427,274	970,101
Income from charitable activities	5	154,465	4,816	159,281	125,966	5,322	131,288
Other income	6	84,555	580	85,135	126,975	-	126,975
		810,950	498,180	1,309,130	1,072,069	495,766	1,567,835
Expenditures							
Charitable activities	7	(537,413)	(363,540)	(900,953)	(400,643)	(354,220)	(754,863)
Governance and administrative costs	8	(269,868)	(79,980)	(349,848)	(231,946)	(64,933)	(296,879)
Total expenditures		(807,281)	(443,520)	(1,250,801)	(632,589)	(419,153)	(1,051,742)
Surplus before taxation		3,669	54,660	58,329	439,480	76,613	516,093
Taxation	9	-	-	-	-	-	-
Surplus for the financial year, representing total comprehensive income for the financial year		3,669	54,660	58,329	439,480	76,613	516,093
Total funds brought forward		703,399	377,335	1,080,734	263,919	300,722	564,641
Total funds carried forward		707,068	431,995	1,139,063	703,399	377,335	1,080,734

The accompanying notes form an integral part of the financial statements

CampusImpact
BALANCE SHEET
As at 31 December 2022

	Note	2022 \$	2021 \$
ASSETS			
Non-current asset			
Plant and equipment	10	<u>266,381</u>	<u>304,751</u>
Current assets			
Trade and other receivables	11	<u>49,602</u>	<u>71,702</u>
Cash and bank balances	12	<u>959,593</u>	<u>1,017,658</u>
		<u>1,009,195</u>	<u>1,089,360</u>
Total assets		<u><u>1,275,576</u></u>	<u><u>1,394,111</u></u>
LIABILITIES AND FUNDS			
Current liabilities			
Provision	13	<u>26,000</u>	<u>26,000</u>
Other payables	14	<u>110,513</u>	<u>287,377</u>
		<u>136,513</u>	<u>313,377</u>
Funds			
<u>Unrestricted fund</u>			
General fund		707,068	703,399
<u>Restricted fund</u>			
Admiralty Grove Youth Centre	15	142,790	-
Asset Capitalisation Reserve	16	230,859	226,850
Lions Club Nanyang	17	-	9,102
Quantedge Foundation	18	-	5,479
Room To Grow	19	42,503	50,257
Tech Booster Project	20	15,843	85,647
		<u>1,139,063</u>	<u>1,080,734</u>
Total liabilities and funds		<u><u>1,275,576</u></u>	<u><u>1,394,111</u></u>

The accompanying notes form an integral part of the financial statements

CampusImpact
STATEMENT OF CASH FLOWS
For the Financial Year Ended 31 December 2022

	Note	2022 \$	2021 \$
Operating activities			
Surplus before taxation		58,329	516,093
Adjustments for:			
Written off of plant and equipment		-	979
Depreciation of plant and equipment	10	70,171	34,350
Operating cash flows before working capital changes		128,500	551,422
Changes in working capital:			
Trade and other receivables		22,100	(38,109)
Provision		-	26,000
Other payables		(176,864)	112,790
Net cash flows (used in)/generated from operating activities		(26,264)	652,103
Investing activity			
Acquisition of plant and equipment	10	(31,801)	(219,918)
Net cash flows used in investing activity		(31,801)	(219,918)
Net changes in cash and cash equivalents		(58,065)	432,185
Cash and cash equivalents at beginning of financial year		1,017,658	585,473
Cash and cash equivalents at end of financial year	12	959,593	1,017,658

The accompanying notes form an integral part of the financial statements

THE YEAR AHEAD



Future Plans

As CampusImpact works towards our goal of becoming the go-to charity for children and youth in the northern region of Singapore, we will be enhancing service delivery to our clients and their family members by providing a wider array of clinical interventions and services. We will also increase our outreach by collaborating with schools, other social service agencies, and the Ministry of Social and Family Development's Social Service Office. We will be expanding our services to serve children and youth in Punggol West, and we are also planning to expand to a second centre in Admiralty Grove to better meet the needs of young people in that area.



Fundraising Plans

CampusImpact intends to continue building our donor base to galvanise individuals and organisations to work together because we believe that we can truly do better when we do it together. Through our collective efforts, CampusImpact hopes to raise around \$500,000 through online campaigns on Giving.sg and our website, \$250,000 of which will be matched dollar-for-dollar by the Tote Board Enhanced Fundraising Programme.



Human Resource Plans

Having grown the team, CampusImpact will also be embarking on a Performance Management consultancy project with the National Council of Social Services and EY Singapore to better attract, retain, and develop talent for the organisation.

Expenditure Plans

In light of the deepening of the work and the professionalisation of our interventions, CampusImpact will be increasing expenditure on manpower as we increase the capacity and capability of our staff team to cope with the increasing workload by investing in the training and recruitment of team members who are trained to do clinical interventions, case management and programme evaluation.

We have also invested heavily in our IT infrastructure to increase our efficiency in service delivery and improve our backend processes by procuring a case management system. This will ensure better safeguarding of client information, compliance to data protection rules, and effective service delivery so that no service user should fall through the cracks.



“Initially I signed up to volunteer because I wanted to get a sense of the culture and volunteering at a community level. I signed up to volunteer as a tutor at Nee Soon Link because it was convenient.

However, when I heard Rebecca and Karen share with me about the children in Nee Soon Link during the volunteer interview, I felt compelled to nurture not just the academic aspect of the children but also to help them have faith that there are still good people around”

“Volunteering is important to me because it keeps me grounded and grateful for what I have, and it reminds me that there are underprivileged people that you can help just by giving your time.”

“I volunteered for Kampung Karnival because of the connection I have with the VC team and I want to further contribute to promote volunteerism. I also invited my girlfriend to join me to volunteer for Kampung Karnival because I felt that the volunteering community can and should be bigger & I want to influence other people to do it, starting from my circle of friends.”

“Volunteering has a ripple effect, you impact one person, and hopefully they go on to impact another.”

Lim Jia Jun, 22,
Volunteer



“Greatness is not measured by what we have, but by what we share.”

- Dr Ee Peng Lang

OUR PARTNERS

Volunteers

Over the past year, we are humbled to receive a vast increase in collaborations with various community partners who contributed to CampusImpact through the following ways:

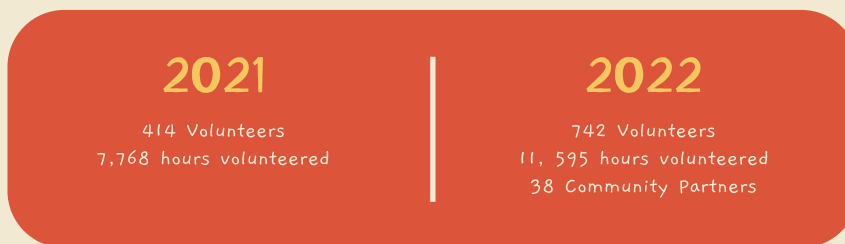
The Gift of Talent: We acknowledge that not every volunteer is able to contribute to our existing volunteering programmes due to various limitations and we appreciate the many skillsets that these individuals have; back-end consultancy, repairing our website and centre's physical infrastructure, curriculum planning, counselling, etc.

The Gift of Time & Voice: Knocking right on our doors, we are encouraged by enthusiastic student and corporate volunteers running values-led activities for our children out of their academic and work schedule! Moving from ad-hoc sessions to more regular-based engagements, we empower volunteers to co-curate themed activities, enabling a meaningful and deeper experience! Volunteers in turn also became ambassadors of CampusImpact, referring friends and contacts to contribute!

The Gift of Treasure: With big-hearted community partners and individuals keeping our service users in mind by contributing their treasures either by monetary donations or donations-in-kind. Your support may or may not necessarily be immediate or visible, but it will impact another person's development and transformation!

Volunteerism is love in motion, an intangible and humbling experience that we hope to share and uplift our community efforts together as one. We thank all our unsung heroes that form the backbone of our organisation through their selfless acts of service, love and dedication to our service users. Thank you for impacting us with your bit of good because every little bit of impact put all together is crucial to the successful outcomes of our programmes.

In 2022, we saw a leap of contributions from our volunteers:



Donors

Many of our volunteers not only give of their time, they also dig deep into their pockets to support CampusImpact's work in reaching out to disadvantaged youths and needy families. Donations made to CampusImpact qualify for tax deduction as we are a registered Institution of Public Character. Your donation is greatly appreciated and will go a long way in supporting us as we impact lives.

In 2022, 36 per cent of our annual receipts came from donations, and we are thankful for the generous support of our donors.



Partner Organizations

A

ASPYPE

B

BB HQ
BUTTERBOOKIES

C

CHAMBER MUSIC & ARTS SINGAPORE
CHONG PANG FAMILY LIFE CHAMPIONS DIGITAL INITIATIVE
CONTRIBUTESG

D

DELOITTE SINGAPORE

F

FORTE360

G

GARDENS BY THE BAY
GIC

I

I.VOL NUS
INSTITUTE OF SINGAPORE CHARTERED ACCOUNTANTS

J

JUNIOR ACHIEVEMENT SINGAPORE

K

KPMG

M

MARINA CENTRAL DISTRICT

N

NAN CHIAU HIGH SCHOOL
NANYANG TECHNOLOGICAL UNIVERSITY (HALL 10)
NANYANG TECHNOLOGICAL UNIVERSITY (PROJECT #SUNSHINE)
NATIONAL GALLERY
NGEE ANN POLYTECHNIC
NORTHWEST CDC

P

PLAYEUM
PARTNERS GROUP COLLABORATION

R

RAFFLES GIRLS SCHOOL
RAFFLES GIRLS SCHOOL (SOFTBALL TEAM)
RAFFLES INSTITUTION (TEAM MELIORA)
RED CROSS YOUTH (NATIONAL UNIVERSITY OF SINGAPORE CHAPTER)
REDEFINE ADVENTURE

S

SAFRA JURONG
SCHOOL OF THE ARTS (SOTA)
SILVER GENERATION OFFICE
SINGAPORE AIRLINES LIMITED
SINGAPORE AMERICAN SCHOOL (TEAM ASPYPE)
SINGAPORE MANAGEMENT UNIVERSITY (KIDLEIDOSCOPE)
SINGAPORE MANAGEMENT UNIVERSITY (PROJECT XINGFU)
SINGAPORE POOLS PRIVATE LIMITED

T

THE GIRLS BRIGADE SINGAPORE
THE HEART MATTERS
THE LEARNING LAB
THE RESONANCE PROJECT
TOUGH COMMUNITY SERVICES

U

UNIVERSITY OF MANCHESTER

V

VICTORIA JUNIOR COLLEGE

Y

YISHUN INNOVA JUNIOR COLLEGE (DEBATE SOCIETY)
YISHUN INNOVA JUNIOR COLLEGE (INTERACT CLUB)
YISHUN INNOVA JUNIOR COLLEGE (NDIMPACT)

Acknowledgements

(List of donors for 2022)

CampusImpact would like to extend our heartfelt gratitude to the following major donors and partners for their generous support. Due to limited space, we are only able to list donors who made contributions of \$500 and above.

\$100,000 and above

LEE FOUNDATION

\$50,000 and above

SINGAPORE POOLS (PRIVATE) LIMITED

\$30,000 and above

TVS MOTOR (SINGAPORE) PTE. LIMITED

\$20,000 and above

TAN HSUAN HENG
KWAI FONG & RAYMOND GOH FUND (via THE
COMMUNITY FOUNDATION OF SINGAPORE)
GEE TAN POH KIANG

\$10,000 and above

BIHQ Pte Ltd
GWC GLOBAL INVESTMENTS PTE LIMITED
FOO TAI LEONG
GOH YUXIANG
MELLFORD PTE LTD

\$5,000 and above

ANONYMOUS (19 Transactions))
LIM CHEE KIAN
GAN HWEE LING MELANIE
ANDREW DANIEL CHANG ZHONG-REN
DESMOND LIM SHAO JUN
LIM KAH SIOK

\$3,000 and above

TAN SIEW SIEW DEBORAH
GIC PTE LTD
ONG SHU FANG
THE CHOPE GROUP PTE LTD
CHEE HWAI CHERN
CHENG TAI HEE

\$1,000 and above

WONG WEN KUAN DORIC
NAN CHIAU HIGH SCHOOL
SHINES 2022_TEAM ARDOUR (YFC
PROJECT 2022)
NORTH LONDON COLLEGIATE
SCHOOL (SINGAPORE) PTE LTD
CHONG SER JING
LAU JUI FANG
TAY MING YIN, SHARA
CHIA PENG CHWAN
PUAH KEE SENG
LOH SENG YUE ALEX

\$500 and above

WANG XIAODONG
LIM ZI XUAN DELANE
CHEN CHING WAN
SUSAN KONG YIM PUI
JEREMY LIM DE JIAN
CHIA SHIH WEI GARY
SUAN SHI MIN
ANG MOI HOON
CHEN SHIYUN ELYSA
DEEPA NARAYANA SWAMY
GARGYA ANIRUDDHA
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BRIDGET VITHIA ROBER
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SUDARSHAN VENU
UK ONLINE GIVING FOUNDATION
AW KUM CHEONG
CHONG CAIHONG GRACE
HUANG YONGPING ABIGAIL
KOH BOON HWEE
LIAU CHU YEE
LOH KIA IM PATRICIA
TAN WEN YING GIO
YEO WEI PING PATRICI

KONG LAI CHU
LAU YEW WENG, PERRY
LIM CHENG LIANG
NG CHOONG HOW
NG GUAT LIAN
NG WEE TECK JOHN
SRI SANGARA SRITHARAN
TAN GEOK PONG
TAN JOANNA
TAN LEONG CHUAN
TAN SAI TIANG
TAN WEI LING SUSAN
TEO KHENG HWA
TNG HUNG KWEE REEVES
WONG SING KUAN SILAS (YUKO
KAMIMOTO)
YEE YUET NGOH
YUKO KAMIMOTO

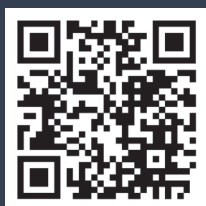
CampusImpact was registered as a society on 8/3/2006.

We were registered as a charity under the Charities Act (Chapter 37) since 1/9/2007.

CampusImpact was accorded IPC (Institution of a Public Character) status since 1/7/2014, and the IPC status is live from 01/01/2020 to 30/06/2022.

CampusImpact has a Constitution as its governing instrument.

To donate, scan this QR code:



or visit www.giving.sg/campusimpact

Unique Entity Number : T06SS0077A

Auditor : Tan, Chan & Partners

Banker : United Overseas Bank

Phone : 6482 1324

Email : hello@campusimpact.org.sg

Address : Blk 151 Yishun St 11, #01-26 Singapore (760151)

Instagram : @campusimpactsg

Facebook : Campusimpact

Linkedin : CampusImpact (Yishun)

Website : www.campusimpact.org.sg

