



Campus  
Impact

ANNUAL  
REPORT  
2024

STRONG CHILDREN. STRONG FAMILIES. STRONG SOCIETY.



**FROM STRENGTH TO STRENGTH**

# Contents



CampusImpact is a social service agency that supports disadvantaged kids and their families by strengthening the ties between them.



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"I would like to say thank you for accepting my kids as one of your own. I deeply appreciate in my heart how you helped raise my children into a character full of joy and maturity. They really grew up to be the best of themselves, partly because of CampusImpact. I would like to extend my gratitude to CI for all the growth you all put into my kids. They are improving a lot in their studies and character-building. Again, we parents really appreciate whatever you do for our little angels. Thank you very much, CI!"

– Mr Mohamed Hanafi Bin Rozaimi, father of Saif, 7 years old, (shown below) and Sofea, 10 years old



# About Us

# 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.

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 kids 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.





We look to

**build character,  
practise resilience,  
inspire imagination,  
engender play,  
and bring renewed joy.**

#### Corporate Information

CampusImpact was registered under the Registry of Societies on 8 March 2006 and has been registered as a charity under the Charities Act (Chapter 37) since 1 September 2007.

CampusImpact was accorded IPC (Institution of a Public Character) status on 1 July 2014 and the IPC status is live from 1 July 2022 to 30 June 2025.

CampusImpact has a Constitution as its governing instrument.

#### Unique Entity Number:

T06SS0077A

#### Registered Address:

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

#### Auditor:

Tan, Chan & Partners Chartered Accountants Singapore

#### Banker:

United Overseas Bank

# Strategy

## Core Values

Meet Precious the Pearl, CampusImpact's mascot, who reminds us to align our work with our values.



## Patient

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

## Enthusiastic

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

## Action

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

## Respectful

We see the importance and uniqueness of every child.

## Loving

We remember that love is infinite, and that all kids deserve loving attention.

## Steadfast and Sure

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



In 2024, after completing the Organisational Health Framework for Social Services, CampusImpact embarked on the Organisational Health Diagnostic Scheme, and developed a three-year road map for CampusImpact, to strengthen the four strategic pillars of Fundraising, HR, Programme Development, and Digitalization.

1. **Improve Workflow Efficiency Through Digitalization** to increase productivity and implement an integrated digital system
2. **Develop Other Funding Streams** to build capabilities to support the fundraising end-to-end process and develop new revenue streams
3. **Increase Engagement with the Board** to generate new collaborations between the Board and the staff, and develop positive relationships between the Board and the staff

# Strategy

## The CampusImpact C.A.R.E Approach

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



### Tier 1: Check and screen the client's suitability for the programmes

Individual needs assessment will be conducted before a client 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 programmes

Within one month of attending our programmes, we seek feedback from the clients' caregivers on how the child has been doing in the programme and also provide caregivers with some feedback on how they can better support their children.

### Tier 3: Review and Refer the client 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.

### Tier 4: Engage the community in the client's ecosystem to ensure follow-through and holistic care. (i.e. schools, family members, community partners, authorities, etc.)

If more support is needed, CampusImpact works with other agencies to support the child.

# Our Journey Thus Far...



## 2006:

- Registered with the Registry of Societies

## 2008:

- Opened Yishun Centre

## 2015:

- Full member of NCSS

## 2018:

- Pilot of Study Buddy Programme

## 2019:

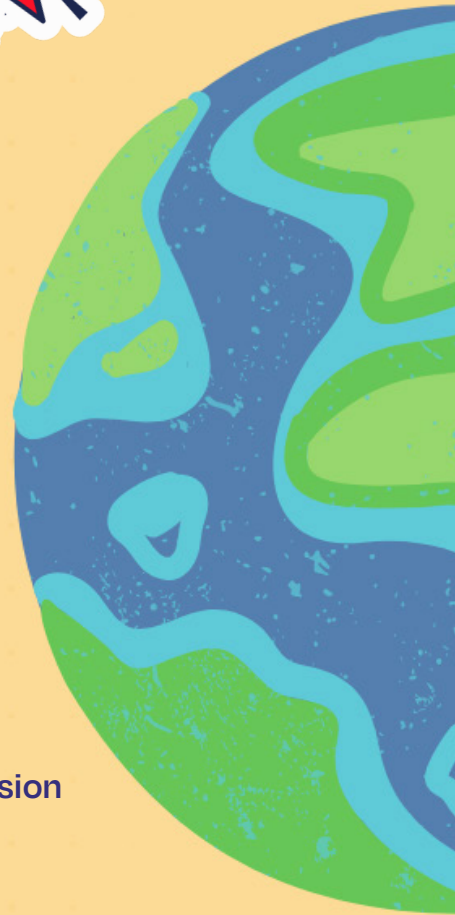
- Refresh of Organisational Strategy, Vision & Mission

## 2020:

- Expansion of Programmes
- Appointment as SG Cares Volunteer Centre @ Yishun

## 2021:

- Development of CI's 6 Pillars and C.A.R.E Approach
- Workplace Learning Project





## 2025:

- Second Centre
- Financial Sustainability
- Programme Review and Development
- Board Engagement
- Succession Planning
- Research Mentorship

## 2024:

- Implementation Science
- Launch of President's Challenge 2024
- Knowledge Management
- Charity Transparency Merit Award 2024

## 2023:

- Strengthening People Practices Consultancy
- Strengthening Volunteers
- To The Limits Camp
- Client Management System



## 2022:

- Developing Theory of Change for our programmes
- Photography Exhibition
- Social Service Standards Playbook
- Charity Transparency Awards 2022

# Minister K Shanmugam's Message

This year marks 17 years since CampusImpact opened its first centre in Nee Soon in 2008.

Since then, it has supported the development of a generation of resilient and responsible young people – through personalised academic support, life coaching, and community engagement.

In 2024, more than 1,000 students benefited from CampusImpact's wide range of programmes.

One example is the Learning Curve Education Programme, which delivered over 1,000 tuition classes to 63 students in a single year. Many of these students reported a noticeable boost in academic confidence.

CampusImpact was also recognised with the Charity Transparency Merit Award by the Charity Council – an affirmation of its high standards in governance and accountability.

This year, CampusImpact will open its second centre at Admiralty Grove. This expansion reflects a continued commitment to transforming individual lives and strengthening the wider community.

Congratulations to the CampusImpact team on another year of meaningful achievements and impact.



**Minister K Shanmugam**  
Minister for Law  
Minister for Home Affairs  
MP for Nee Soon GRC



# Chairman's Message

We were grateful for the great year we had in 2024.

This year, we attained the Charity Transparency Merit Award, which was no easy feat for a small agency like CampusImpact. The board is committed to ensuring the highest standards of governance and stewardship.

To build strong children, strong families, and a strong society, we recognize that we must first strengthen our organization. We embarked on several organisational development initiatives to ensure that CampusImpact remains resilient and effective in fulfilling its vision.

One way we did that in 2024 was to undertake the Organisation Health Framework for Social Services, and the Organisational Health Diagnostic Scheme to articulate CampusImpact's key focus areas and strategy for the next three years. Additionally, the SG Cares Volunteer Centre @ Yishun successfully completed a Volunteer Management Consultancy Project with the National Council of Social Services, resulting in the development of a Volunteer Leaders Development Pathway and a handbook to support school volunteerism.

We are looking forward to the building of our second centre in Admiralty Grove, where we hope to connect better with our new neighbours in the community, and to be of service to them.

We seek the continued support of all our donors, volunteers, staff, and service users as we continue in our endeavour to build strong children, strong families, and a strong society.

Ong Chin Hwee  
Chairman, CampusImpact



# Executive Director's Message

Changing the world one child at a time!



## "From Strength to Strength"

As we reflect on the year 2024, our theme—"From Strength to Strength"—truly encapsulates the spirit that drives everything we do at CampusImpact. It's a mindset that motivates us to continuously improve and push for better outcomes tomorrow than what we achieved today. I am proud of the remarkable achievements of the children, families, volunteers, and staff who have contributed to our mission.

A highlight of 2024 was the honour of hosting President Tharman Shanmugaratnam and First Lady Jane Ittogi for the launch of President's Challenge 2024. It was truly heartening to see our children sharing their stories and demonstrating how they overcame adversity with the President and the First Lady. Their courage and resilience were an inspiration to all.

Our CampusImpact community continued to grow this year, both in numbers and in the depth of relationships. We expanded our network of donors and volunteers, and we witnessed an even greater sense of connection as we gathered for two runs of Let's Makan Together. These sessions allowed us to deepen our bonds within the CampusImpact kampung and work collaboratively on our upcoming new centre at Admiralty Grove, which is scheduled to be completed in 2025.

The generosity of partners like Gallop Stable also enabled us to run animal-assisted interventions for our children, and we were able to do more than we dreamed or imagined thanks to the partners who journeyed alongside us to support our children.

While these milestones were significant, the core of our work remains in the everyday impact we make. Our dedicated staff continued to provide holistic growth for each child, offer family support through personalized sessions, and equip our volunteers to maximize their potential.

One of the most touching moments for me this year came from a father battling a long-term illness who shared: "My son stopped smiling after I was diagnosed with this illness. But after coming to your centre, he has started smiling again. Thank you." This testimony is a powerful reminder that strength can sometimes be a quiet joy in the midst of adversity. Fostering this joy and resilience is why we do what we do, and it is these moments that inspire us to continue moving from strength to strength.


Thank you to everyone—our children, families, volunteers, staff, donors, and partners—for being part of this journey. Together, we are making a lasting impact, and I look forward to all that we will continue to achieve in the years ahead.



**Elysa Chen**

Executive Director, CampusImpact





"Every moment in SB (Study Buddy) is an opportunity to learn and grow.

Embrace the challenges and celebrate the successes, and don't be afraid to lean on each other."

– Nicas, 14

As the representative of our Secondary 2 students, Nicas took the chance to inspire our younger students during our Study Buddy Graduation.

Throughout the four years he has been here, we are glad to see how he has become a pillar of support for his peers.

**Highlights  
of the Year**

# The Year at a Glance

## For Youth:

# 63

students in the Learning  
Curve Education  
Programme

# 48

students in the  
Study Buddy  
Programme

# 130

students through  
After-School  
Engagement

# 37

children in Study  
Buddy Plus at  
Marsiling ComLink

# 37

children in Study  
Buddy Plus at  
Admiralty ComLink

# 15

children in Learning  
Curve Plus at Nee  
Soon Link

# 27

students at YouShine  
@ Punggol West



# 39

cases through  
ImpactCare

# 550

students engaged in  
mental health workshop

# 310

students for morning assembly talks  
and career dialogue sessions



## For Parents:

4 parenting workshops  
for

# 150

parents

## For Families:

# 8

family sessions

# 4

home visits

## For Volunteers:

4 facilitation workshops  
for

# 106

volunteers



# Our Services



**ImpactFUL**



**ImpactReach**



**ImpactCare**



**ImpactFamily**



**ImpactEd**



**SG Cares**

**SG Cares Volunteer  
Centre @ Yishun**

## Six pillars uphold CampusImpact's work, namely:

### **ImpactFUL:**

Centre-based programmes with a Fruitful curriculum, Understanding adults, and a Loving environment

### **ImpactReach:**

Outreach programmes to bring out the best in young people wherever they may be

### **ImpactCare:**

Clinical interventions for more targeted and specialised support (e.g. Counselling, Art Therapy, Play Therapy, Dance and Movement Therapy)

### **ImpactFamily:**

Family support to help families strengthen the ecosystem for their children

### **ImpactEd:**

Education and training to equip volunteers and practitioners who work with children

### **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.



# ImpactFUL

# Learning Curve Education Programme



## 2023

71 Students

65 Volunteer Tutors

## 2024

63 Students

77 Volunteer Tutors

1,224 Tuition classes conducted

2 Volunteer training sessions

At Learning Curve (LC), students receive academic support in small group tuition classes on weekday nights from 5.30pm – 9.30pm. Students receive one 1.5 hours lesson per week per subject and are taught by trained volunteer tutors. Our volunteers serve as role models and support the academic development of their students while building up our students' confidence and resilience. This helps young people to develop self-discipline and the positive relationships they need to achieve their academic goals and launch them onto the path towards a fulfilling life. All 63 students achieved regular attendance and progressed to the next year of their studies.

## LC 2024 Feedback

# 83.3%

of LC students improved in their academic performance

# 77.2%

of LC students had increased motivation for learning

# 64.7%

of LC students saw improvements in routine and structure with regard to their learning

# 72.5%

of LC students reported increased confidence

# 59.8%

of LC students saw improvements in their interpersonal skills



Jade (shown above) is a new volunteer who started tutoring Maths to a Secondary 3 boy in January 2024. Her student was not confident in his studies and often doubted himself and his abilities. He often shared that the people around him in school and at home reinforced his beliefs. He would skip questions and not attempt them, saying, "What's the point? I'm going to get it wrong anyway."

Jade came to us to tell us about her student's struggles and was unsure what to do next. We guided her on how to create a safe learning environment and ease the fear of failure. We shared strategies like scaled difficulty questions, learning from failure, and positive affirmations. Thanks to Jade's nurturing care and positive affirmations during their sessions, her student developed a more optimistic attitude towards learning and looked forward to their sessions.

When we asked Jade about her favourite moments in Learning Curve, she shared, "Seeing students improve over time in small little ways! I don't mean only in terms of how fast they can answer questions or whether they get their answers correct all the time. My favourite moment is when I see the students putting in the effort to attempt questions without fear of making mistakes."

As part of our yearly programme evaluation, LC participants completed self-report questionnaires about their Academic Confidence, Academic Motivation, Study Routines and Interpersonal Skills.

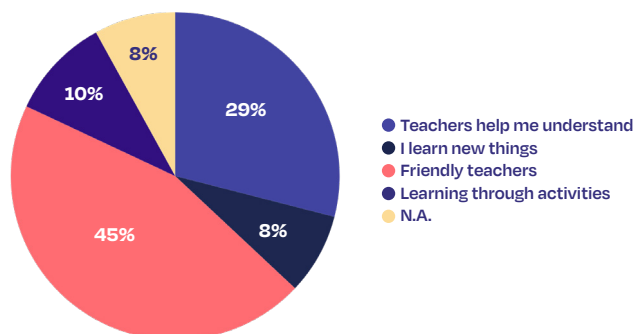
Participants rated highly on Academic Confidence and Motivation, and rated slightly above average on Routine and Interpersonal Skills.

Results:

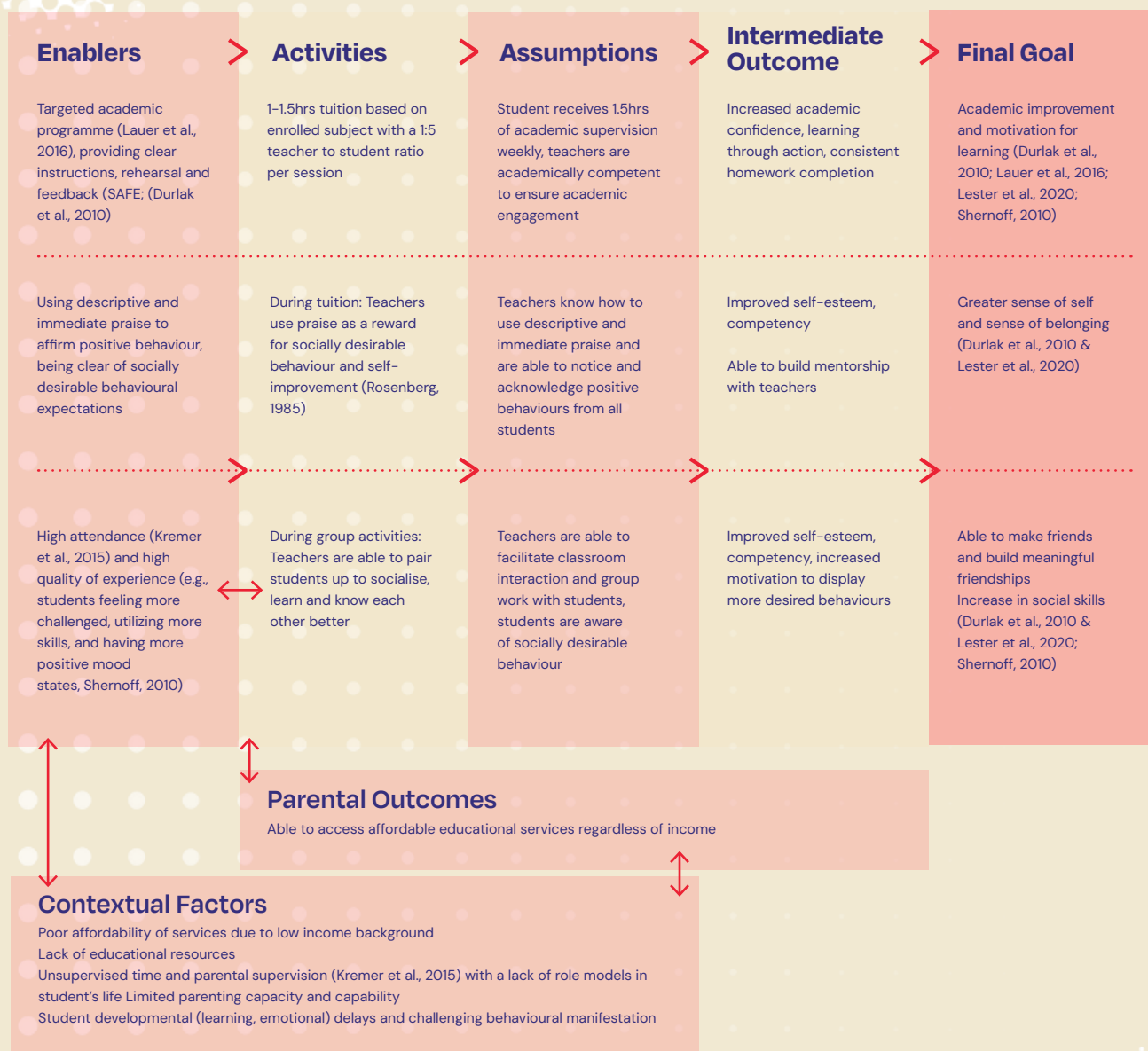
<b>Academic Confidence</b>	<b>72.5%</b>
<b>Motivation</b>	<b>77.2%</b>
<b>Routine</b>	<b>64.7%</b>
<b>Interpersonal Skills</b>	<b>59.8%</b>

When asked to rate the satisfaction of their LC experience, participants rated an average of 80%. There was also a follow-up question to elaborate on the aspects of LC they were most satisfied with.

Results:



### Logic Model of Learning Curve



# Study Buddy



**2023**

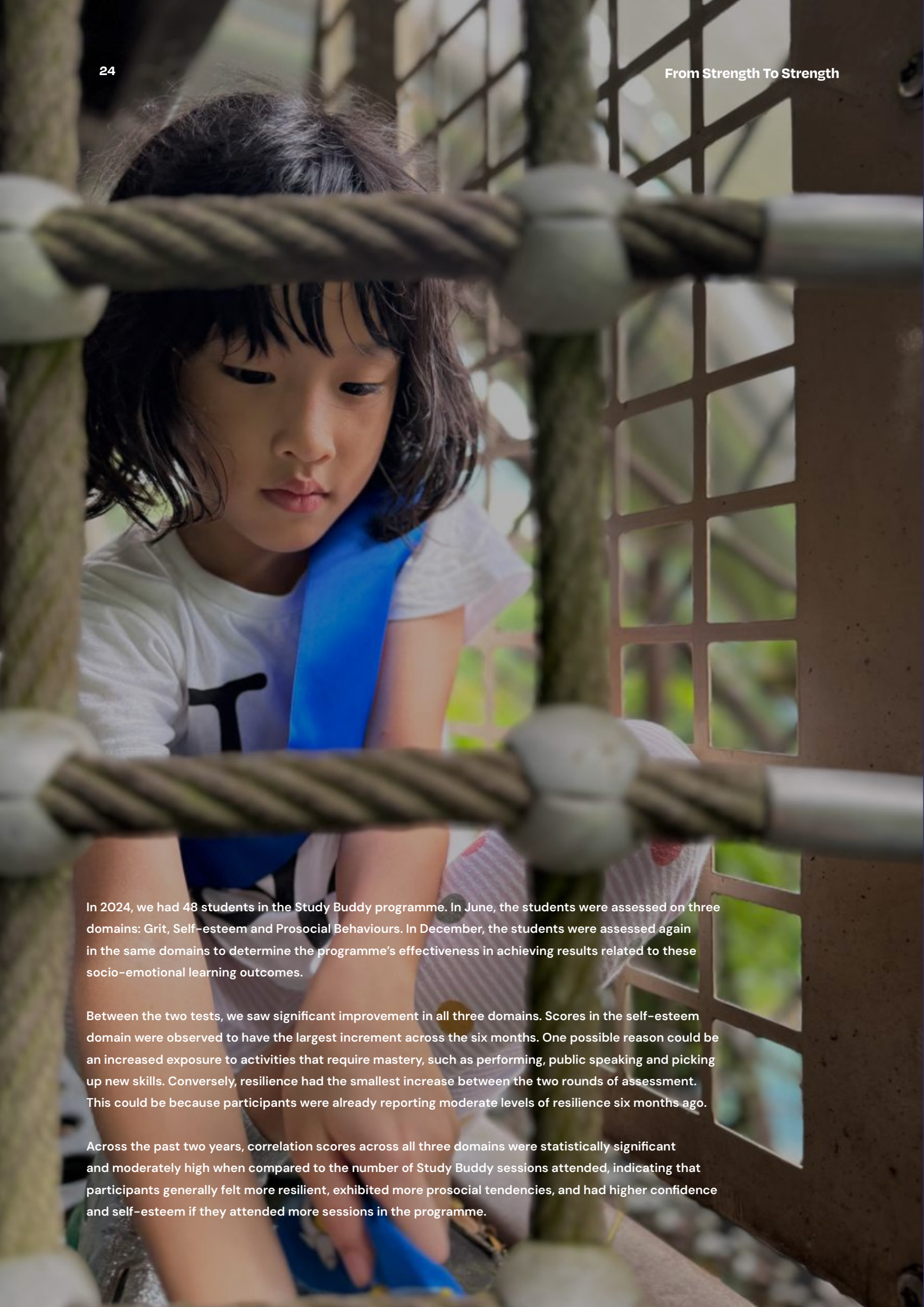
61 Students

**2024**

48 Students

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.





In 2024, we had 48 students in the Study Buddy programme. In June, the students were assessed on three domains: Grit, Self-esteem and Prosocial Behaviours. In December, the students were assessed again in the same domains to determine the programme's effectiveness in achieving results related to these socio-emotional learning outcomes.

Between the two tests, we saw significant improvement in all three domains. Scores in the self-esteem domain were observed to have the largest increment across the six months. One possible reason could be an increased exposure to activities that require mastery, such as performing, public speaking and picking up new skills. Conversely, resilience had the smallest increase between the two rounds of assessment. This could be because participants were already reporting moderate levels of resilience six months ago.

Across the past two years, correlation scores across all three domains were statistically significant and moderately high when compared to the number of Study Buddy sessions attended, indicating that participants generally felt more resilient, exhibited more prosocial tendencies, and had higher confidence and self-esteem if they attended more sessions in the programme.

## Logic Model of Study Buddy



# Study Buddy Plus at Marsiling ComLink & Admiralty ComLink



ImpactReach



**2023**

**33** Students in Marsiling

**31** Students in Admiralty

**2024**

**37** Students in Marsiling

**37** Students in Admiralty

Study Buddy Plus @ ComLink+ (Marsiling and Admiralty) is a values-led programme that aims to provide children aged 7 to 14 with a home away from home – a safe and conducive place to study under the guidance of programme staff and caring volunteers. We provide homework supervision, promote their interest in learning, increase prosocial behaviour, and build confidence in children from rental flats in Marsiling and Admiralty.

We also equip children and youth with life skills to become independent (e.g. financial literacy, goal-setting, social emotional competencies, digital literacy and cyber-wellness). The Study Buddy Plus Programme has been running in Marsiling since 2021 and Admiralty since 2022 under ComLink+ Funding.

Programme	Programme Venue	No. Of Sessions	Frequency
Study Buddy Plus @ ComLink+ (Marsiling)	Woodlands ComLink+ Community Space (WCCS)	48	Once a week, on Thursdays, 3.00pm – 5.15pm
Study Buddy Plus @ ComLink+ (Admiralty)	Admiralty Zone 9 Residents Network (RN)	47	Once a week, on Mondays, 3.00pm – 5.15pm



The Study Buddy Plus @ ComLink+ programme provides academic supervision, aimed at strengthening the children's basic numeracy and literacy through a weekly one-hour session. In addition, the programme also weaves in socio-emotional learning and life-skills such as teaching children how to identify emotional triggers, grounding exercises, practicing communication and teamwork skills. Close adult supervision in non-academic areas is important as the programme has a higher proportion of students presenting with learning difficulties, special needs, increased difficulty in emotional regulation, and are academically weaker than their peers. Around 70.3% (26 out of 37) students in Study Buddy Plus @ ComLink+ in Marsiling and 78% (29 out of 37 students) in Study Buddy Plus @ ComLink+ in Admiralty have these challenges. The close rapport built between the teachers and children has allowed the children to confide in and share more deeply on their family situation which has aided in the timely referral of cases with potential child protection and financial concerns to the Social Service Office (SSO), for further assistance and guidance.



In June 2024, a study was also conducted on the children's performance under the domains of Grit, Prosocial Behaviour, Responsibility and Self-Esteem. These four domains were identified by the curriculum team as key focus areas for our children's learning, and we wanted to assess our effectiveness in achieving outcomes in these domains.

For each child, three survey responses were collected: a self-assessment, an evaluation by the parent/caregiver, and evaluation from the programme executive overseeing the programme.

Average scores of the children in June 2024:

Domains	Marsiling	Admiralty
Grit	70%	70.5%
Prosocial Behaviour	73%	68.3%
Responsibility	73%	69%
Self-Esteem	71%	72%

Average scores of the children in December 2024:

Domains	Marsiling	Admiralty
Grit	70%	72%
Prosocial Behaviour	77.4%	72.9%
Responsibility	70%	70.7%
Self-Esteem	67.3%	71.7%



## Learning Curve Plus at Nee Soon Link

CampusImpact extended the weekly Learning Curve programme to 15 children in rental flats and lower-income families in Nee Soon Link, of which 20% 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 17 additional enrichment sessions during the holidays, including two STEM activity, seven outings (e.g. Singapore Zoo, National Gallery, Children's Museum, Science Centre), and other in-centre activities (e.g. CodeCamp, Sprouts! By NTU, Pixelpals Digital Literacy Workshop).

In addition to running the weekly programme, CampusImpact staff members supported the children through casework pertaining to issues of bullying, petty crimes, poor school attendance/truancy, exposure to family violence, absent parents, parents with mental health challenges and a lack of food and water security.

The programme attained an attendance of 75% for academic sessions, and 90% attendance for enrichment sessions.



## YouShine Programme at the Lighthouse@Punggol West

The YouShine programme is a youth engagement programme based on the 6Cs of the Positive Youth Development framework: Competence, Confidence, Character, Connection, Contribution and Caring. 27 students were engaged in 2024.

Through weekly sessions with adult facilitators, students built rapport with each other and their facilitators, learnt life skills such as cooperation and communication through board games and set goals through mentoring sessions. They also identified their strengths, worked on strengthening their boundaries and built their portfolios for their Early Admissions Exercise.

Moreover, they identified values to guide their life choices, identified the people in their support systems, did art jamming to process their emotions, started gratitude journals, and were coached to face their fears.

## After-School Engagement (ASE)

By partnering with schools through after-school engagement programmes, we reach out to students who face challenging circumstances in their lives and have difficulties with motivation in their academic journey. This is done through after-school activities and mentoring sessions to build resilience, foster peer connections, and promote positive behaviours. Our approach, based on the Positive Youth Development framework, involves a values education programme that empowers at-risk youth. This provides them with the tools and support needed to navigate life's challenges successfully, so they can flourish and develop into confident, capable individuals with a strong sense of community and personal responsibility.

In 2024, CampusImpact's youth workers reached out to 95 students in two schools through the programme. Students noted how they learned "how to communicate better and open up" and how they "don't have to always go through everything alone".

## YouShine Feedback

# 92.5%

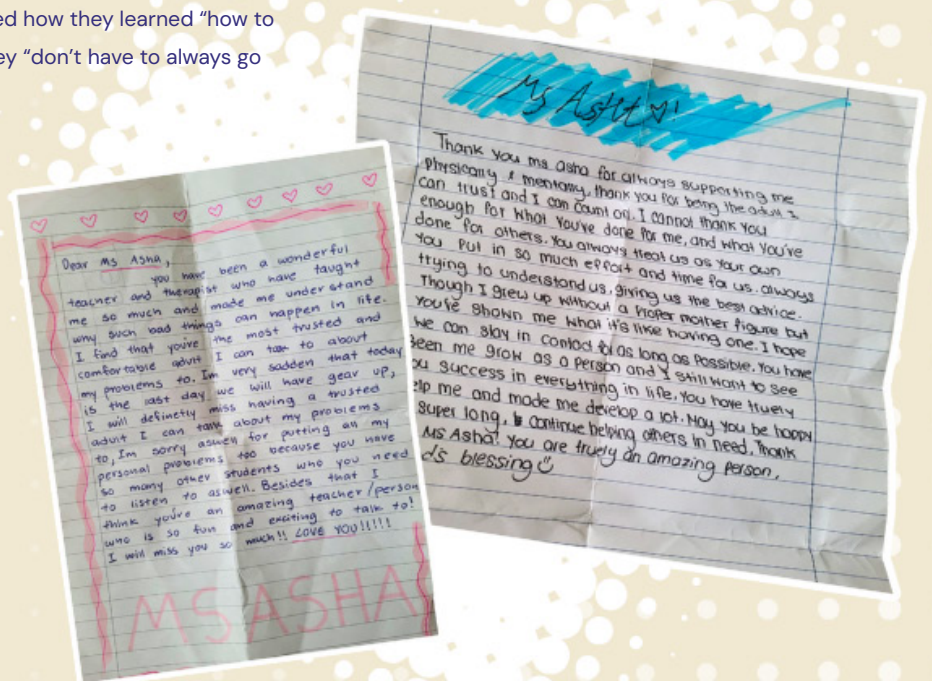
Satisfaction Rate  
towards the programme

# 95%

Satisfaction Rate towards  
the quality of facilitators

## ASE Feedback

Survey Questions	Results
I feel more confident	89%
I realise I'm not going through my issues alone	92%
I see things more clearly	91%
I understand my problems better	84%





## ImpactCare

## Counselling Services

CampusImpact provides individual face-to-face counselling for 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.

## 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 youth 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.

**2023**

25 Cases

**2024**

23 Cases


**2023**

74 Clients

**2024**

16 Clients



## Animal Assisted Interventions (AAI)

Gallop Stable collaborated with CampusImpact to expose our students to horsemanship over the course of eight sessions, with the goal of equipping them with social skills, better self-awareness and emotional regulation. By building rapport with the horses, they learnt that patience and understanding were essential to build trust and connection. The children also became more self-aware through the process of identifying how their emotions can influence the horses and practicing calming techniques. There were also several team-building exercises that called for collaboration and leadership. Through building obstacle courses or guiding the horses through different challenges, they developed problem-solving skills and learned the importance of listening to one another.

Participants who attended Gallop Stable sessions reported a statistically significant increase in self-awareness, empathy and emotional regulation scores after the programme. This indicated that the programme met its objectives.

## AAI Feedback

# 89%

Satisfaction Rate  
towards the programme

# 91%

Participants wanted to  
attend a similar programme



## ImpactFamily

## Family Sessions

CampusImpact supports families through family sessions, journeying with each family through their own unique and challenging circumstances so that each child would have a supportive environment at home to thrive in. We do this through facilitating dialogue between parents and their children, to foster mutual understanding and connect families-in-crisis to additional resources in the community.



# ImpactEd



## Curriculum Planning

The Curriculum Planning team at CampusImpact ensures that each programme helps service users attain programme outcomes by intentionally planning activities and lessons that help our service users pick up the knowledge, skills and attitudes that would help them with their intrapersonal and interpersonal relationships, and equip them with skills and values that would help them succeed in life. The team took on an ambitious project, To The Limits, running separate camps held during the June and December school holidays, serving 46 children, aged 7 to 14. In 2024, we collaborated with 15 schools, 12 organisations, and three ground up initiatives to co-create programmes to enrich our children's learning experience at CampusImpact.

The curriculum team planned out a total of 72 lessons, which included:

- Setting the Tone
- Ride the Waves
- Regulation and Grounding
- Tower of Compromise
- Classroom Meeting
- Art of Appreciation
- Trigger Happy
- I Am Going to Erupt
- Reflection Series
- Forgiveness Explores
- What's My Role?

These sessions empowered children to identify emotional triggers, practise emotional regulation, develop problem-solving skills, appreciate what they have, learn to balance their own needs versus others, and set their own rules.



## Facilitation Practice Workshop

The team ran four volunteer training workshops to equip 106 volunteers with the facilitation skills needed to engage children. Participants rated our workshops an average of 9.2 out of 10 and cited role-playing as the most enjoyable experience they had, providing them the opportunity to practice and apply what they learnt under the guidance of the trained facilitators.

## Parenting, Student Workshops and Assembly Talks

CampusImpact ran parenting workshops and assembly talks focused on empowering individuals with essential life skills and fostering holistic personal development. Addressing a diverse range of topics including "Understanding & Supporting Our Children", "Emotional Regulation Techniques for Children", "Managing Conflicts with Your Child", and "How to Get My Child to Listen to Me?".

Parents acquired effective strategies to navigate conflicts with their children and learned valuable techniques to support their child's emotional regulation, fostering a more harmonious and supportive family environment.

In 2024, CampusImpact delivered a range of psychoeducation programmes, including:

**Four parenting workshops, empowering parents with essential skills.**

**A psychoeducation workshop for Study Buddy students, focusing on the importance of Trusted Adults.**

**An engaging assembly talk for Primary 3 students, promoting kindness and empathy towards classmates.**

**A career dialogue Session at Peiyang Primary School, inspiring students to explore their future aspirations.**

**A booth at the Mental Health Fair held at Anchor Green Primary School, aimed at raising awareness and promoting well-being among students.**



### Parenting Workshop Feedback

**Name one thing you learned:**

"Strategies for emotional regulation"

"Be calm ourselves for effective engagement with the kids"

"Validate feelings and active listening"

"Ways to calm my child down and also need to spend bonding time"

## Research and Implementation Science

Our work in research and implementation science helps us to work towards successful programmes. By regularly reviewing our programmes and identifying areas for improvement, CampusImpact ensures that our service users receive the best possible support and interventions.


In 2024, we ran a pre-post test for both Study Buddy and Learning Curve. The surveys were conducted six months apart and measured three domains: Resilience, Self-esteem and Prosocial Behaviour. In addition, surveys were also conducted for major projects and long-term projects spanning more than five weeks to evaluate the effectiveness of those projects. These projects include Theatre Arts Production, Gallop Stable, and To The Limits Camps.



# Volunteering at the Heart of 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 coordinate the development and mobilisation of volunteers and initiatives to address community needs. Our goal is to make opportunities to give and serve more accessible—whether at home, in the workplace, or at school. We aspire to foster a culture grounded in positivity, purpose, and a pioneering spirit—one that sparks volunteerism throughout our town. As we work toward our vision of becoming a vibrant volunteering hub, we aim to connect and empower stakeholders through meaningful engagement, inspiring a stronger and more caring society.


 A group of volunteers, including adults and children, are posing for a photo outdoors. They are sitting on a pile of old tires, which are being used as a creative play structure. The background shows a green fence and trees.
 

Saturday afternoons are bright in Nee Soon East as volunteers embark on our community with 'Let's Build a Playground Together' initiative! From recycled materials to boundless creativity, every weekend is a celebration of unity and sustainability.

# 498

regular volunteers

## Year 1: Laying the Foundation & Connecting with Community Partners

The SG Cares VC @ Yishun team focused its efforts introducing the SG Cares movement to various stakeholders in the Yishun community, connecting partners through facilitation of effective partnerships and Kopi Sessions; a platform to for shared learning experiences, and channelling resources and donations in-kind to community.

# 736

volunteer leaders

## Year 2: Deepening & Strengthening our Impact in Yishun Town

Strengthening our Kampung Spirit with a community of partners through co-curated engagements and town wide events, the SG Cares VC @ Yishun team created opportunities for clients to give back and empower them to contribute back to society, including equipping volunteers with necessary skillsets for sustainable programmes.

# 201

partners

## Year 3 and 4: Creating Synergy & Capabilities Within Yishun Town

With more residents and partners seeing the value of the SG Cares VC @ Yishun role in supporting the needs of the town, the team then focused its efforts on ensuring synergy amongst stakeholders; transforming the volunteer landscape in schools, enhancing community partner's volunteer management capabilities and pulling resources together to reduce duplication.

We extend our heartfelt thanks to all volunteers and partners for coming together to make Yishun a vibrant community and Singapore a more caring and inclusive home for everyone. Whether you've given your time, talent, resources, voice, or connections—every contribution matters. No act is too big or too small; what truly counts is the heart to serve someone in need.

# 3,844

volunteers deployed

# 18,525

volunteer hours

# 13,585

beneficiaries impacted



Seniors from AWWA Dementia Day Care Centre who have been volunteering with the Nee Soon East Food Rescue programme almost every month! We see the seniors step out of their comfort zones and embrace new opportunities to serve the community regularly.

# Leadership

**Ong Shu Fang**

CampusImpact  
Board Member

"It has been a meaningful journey for me, from starting out as a student volunteer in CampusImpact going on overseas community involvement projects to Medan, Indonesia, to serving as a board member today.

During the overseas community involvement project with CampusImpact, I learnt how to be grateful for what I have, a life lesson that I carry with me till today as I serve on the board.

It is truly humbling to be able to work with CampusImpact's team of passionate individuals with genuine hearts and minds to serve the community."

## CampusImpact Management Team

CampusImpact's management team oversees strategic planning and works with the board on developing policies while overseeing daily operations to ensure that CampusImpact successfully fulfils its mission and vision and complies with governance standards.

To uphold the highest standards of integrity and transparency, CampusImpact maintains strict guidelines regarding compensation, increment, and bonus. No staff is involved in setting their own remuneration.

None of the staff members in CampusImpact received salary of more than \$100,000 in 2024.

### Elysa Chen

Executive Director

Date of appointment: 1 August 2017

### Denise Foo

Volunteer Manager

Date of appointment: 3 August 2020

## CampusImpact Board



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 implement 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 2024, there were five board meetings. Board members render their service on a voluntary basis, thus, none of the board members received remuneration for their services. No employee of CampusImpact serves on the board.

## Meet the Board Members



Position	Name	Date of Appointment to Board	Attendance
Chairman	Mr Ong Chin Hwee	July 2007	5/5
Vice Chairman	Mr Yeo Chee Tiong David	July 2007	2/5
Honorary Secretary	Ms Ong Shu Fen	October 2019	3/5
Honorary Treasurer	Ms Tan Mei Moey	March 2018	5/5
Member	Dr Lim Chee Kian	July 2007	5/5
Member	Ms Amanda Cheng	October 2019	4/5
Member	Mr Teo Boon Hiok	July 2007	2/5
Member	Mr Koh Chee Keat	June 2022	4/5
Member	Ms Ong Shu Fang	June 2022	5/5

### Board members with more than 10 years of service:

**Teo Boon Hiok:** As the founding chairman, Mr Teo continues to provide valuable leadership on the board by continuing to champion the values that board members should hold.

**Lim Chee Kian:** Mr Lim has been helpful in assisting the HR committee in developing strong policies, with his long period of service with us.

**Ong Chin Hwee:** Mr Ong is the senior pastor of WORD Community Church, which is affiliated to CampusImpact.

**David Yeo Chee Tiong:** Mr Yeo has been helpful in providing guidance on strategy and contributing in the area of programme development at CampusImpact.

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.



**Chairman, Mr Ong Chin Hwee**  
Senior Pastor, WORD Community Church



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.

**Vice-Chairman, Mr David Yeo Chee Tiong**  
Director, Kydon Holdings Pte Ltd

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.



**Honorary Secretary, Ms Ong Shu Fen**  
Nurse Clinician, Yishun Health



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

**Honorary Treasurer, Ms Tan Mei Moey**  
Financial Services Consultant, Manulife Financial Advisers Pte Ltd

Not only is Ms Amanda Cheng an architectural associate who made valuable contributions in the planning and building of the extension space for therapy services at CampusImpact, she has also served as a volunteer with CampusImpact's Bookworms Programme to improve the literacy of weaker students from lower income families. 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.



**Member, Ms Amanda Cheng**  
Designer (Architecture), Arup Singapore Pte Ltd



**Member, Mr Teo Boon Hiok**  
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.

Mr Lim has worked with young people for more than 11 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.



**Member, Dr Lim Chee Kian**  
Course Chair, Singapore Polytechnic



**Member, Ms Ong Shu Fang**  
Lead Business Implementation Specialist, Partners Group (Singapore) Pte Ltd

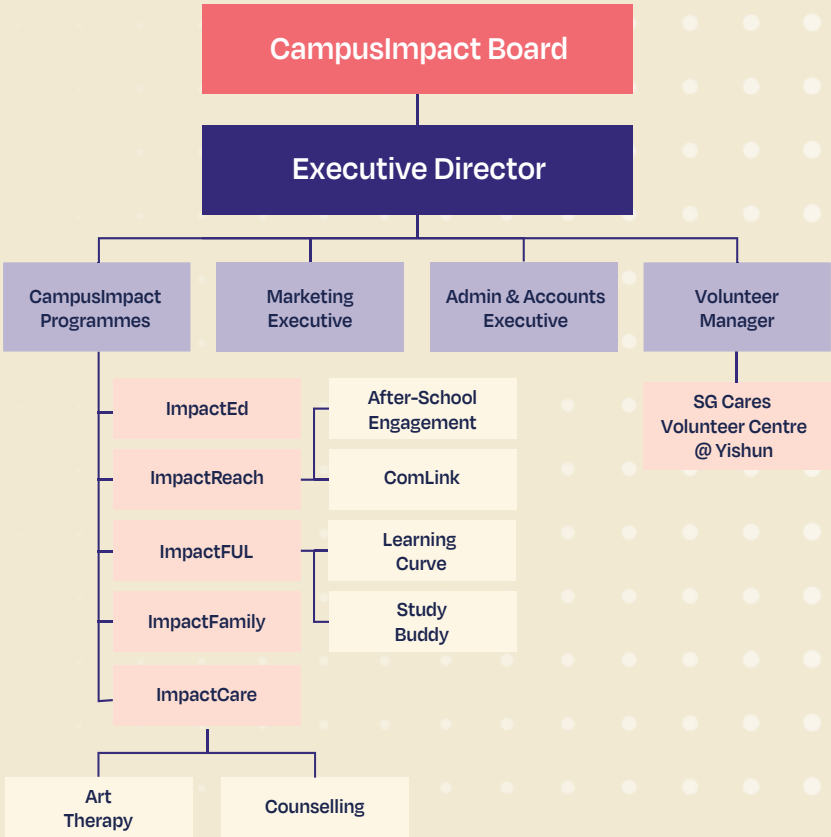
Ms Ong Shu Fang specialises in accounting and operations implementation in an asset management company and advises the CampusImpact Board on financial matters. An active corporate volunteer, Ms Ong has also helped out in projects to uplift women from lower-income families such as Project Cookoh.

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 digitalization 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.



**Member, Mr Koh Chee Keat**  
Director, Human Capital, Prime Minister's Office

# CampusImpact Organisational 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.



## Meet the CampusImpact Team



**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.

Armed with her experience in the performing arts and the media industry, and a heart full of passion for the youth, Jezreel strives to create a space for young people to innovate, create, and express themselves freely so 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 will also often see her in deep focus as she works on the curriculum for the programme to create engaging sessions and preparing neat and organised plans so volunteers can also support the sessions effectively.



**Jezreel Lee**  
Senior Programme Executive



**Sarabeth Kaur**  
Senior Programme Executive

With her wealth of experience from The Salvation Army 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.



**Tiffany Wong**  
Senior Programme Executive

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.

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.

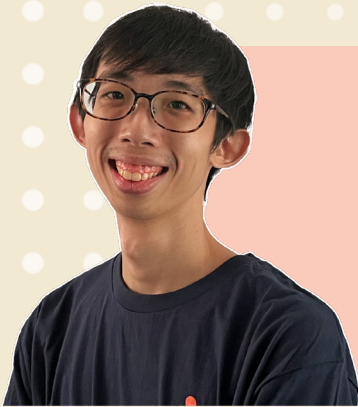


**Nur Eliza Fazira Binte Mohd Noh**  
Programme Executive



**Venus Sim**  
Programme Executive

Having worked with children with learning difficulties as an allied educator for the past six 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.



**Hansel Tan**  
Programme Executive

Hansel started out as a volunteer tutor for CampusImpact before becoming a full-time staff member. Passionate about teaching and learning, Hansel explores different ways to inspire children and youths and effectively helps our children find joy in learning and be motivated to do better.

With a rich background in volunteer management and training, Ryan brings a depth of experience and expertise to his role as Learning Curve's programme executive. His dedication to service learning and volunteerism is evident in his unwavering commitment to empowering both young individuals and volunteers alike. Believing wholeheartedly in the transformative power of service learning, Ryan is passionate about creating opportunities for growth through meaningful engagement. He recognizes that adolescence represents a vulnerable period in one's life, where pivotal decisions can shape the trajectory of one's future. This understanding drives his dedication to providing guidance and support to young individuals navigating this critical stage of development.



**Ryan Tan**  
Programme Executive



**Ambhigai Priyaa D/O Seagar**  
Programme Executive

As one of Study Buddy's programme executives, Priyaa works closely with our service users and their families to ensure that our students are supported both in and out of our centre. As the consistent point of contact, she helps to build trust and confidence within the families in CampusImpact. When a child requires extra attention or a parent raises concerns, Priyaa is there to help navigate those moments with care, patience, and understanding.

Asha, a compassionate counsellor and registered provisional clinical member with SAC, found her calling through volunteering with children and youth. With a deep-seated passion for helping others, she specializes in supporting young individuals facing emotional and psychological challenges, including depression, eating disorders, anger management issues, self-injurious behaviour, and complex trauma. Asha's dedication extends beyond her clients to encompass their families and schools, as she strives to create a safe and nurturing environment for healing and growth.



**Ashanita Appalanayadu**  
Counsellor



**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.

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.



**Rebecca Thng**  
Senior Community Outreach Executive



**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.

An individual with a warm and bubbly personality, Insyirah is on a mission to empower individuals and uplift communities. Armed with her social work degree, Insyirah firmly believes that through her work at the SG Cares Volunteer Centre @ Yishun, a ripple effect of positive change can be created together, reverberating throughout our community. One of her guiding principles is the unwavering belief in the capability and strengths of others. Whether she is working one-on-one or collaborating with community organisations, she strives to create an environment where everyone feels valued, heard, and empowered to reach their full potential.



**Nur Insyirah Sulaiman**  
Community Outreach Executive



**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.



**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 skilfulness of her hands help her to be effective in her work.



**Jessica Tan**  
Marketing Executive

Jessica is dedicated to advocating for our CampusImpact students by showcasing their stories online in creative and engaging ways. She believes that sharing their experiences and insights enables other youth and families to connect with us. She hopes her work can also ignite a sense of belonging among our existing volunteers, attract new volunteers, and inspire our partners, all with the goal of making a positive difference in our community.



# Code of Governance

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

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
<b>Principle 1: The charity serves its mission and achieves its objectives.</b>					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.  "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes		2
<b>Principle 2: The charity has an effective Board and Management.</b>					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance  * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Partial Compliance	CampusImpact has established the Audit, Fund-raising and HR committees on the board, but we have not established the other committees (Finance, Programmes and Services, Appointment/Nomination, Investment committees).	1
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Partial Compliance	CampusImpact does not establish term limits for every board member. Board members who are office holders currently submit themselves for re-nomination and reappointment once every two years.	1

10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Yes		2
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes		2
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes		2
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Partial Compliance	<p>CampusImpact has been working on implementing a succession plan and has been renewing the board by introducing new board members. However, the progress has been slower than anticipated, as it has been difficult to recruit new board members. We will be setting up a Nominations Committee on the board to ensure smoother implementation of the succession plan. Some board members will also be stepping down at the next Annual General Meeting.</p>	1
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes		2
<b>Principle 3: The charity acts responsibly, fairly and with integrity.</b>					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes		2

17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	Board members at CampusImpact serve on a voluntary basis and do not receive remuneration.	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
<b>Principle 4: The charity is well-managed and plans for the future.</b>					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.  b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:  i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	CampusImpact does not provide any loans, donations, grants, or financial assistance.	2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance	CampusImpact has yet to establish the following policies: a. Anti-Money Laundering and Countering the Financing of Terrorism b. Board strategies, functions and responsibilities c. Fund-raising Policy	1
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	CampusImpact has documented impact measurement for our programmes. However, while we review our risks, we have not documented the risk assessments.	2
<b>Principle 5: The charity is accountable and transparent.</b>					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2

30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
<b>Principle 6: The charity communicates actively to instil public confidence.</b>					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2

Total Score 72

Percentage = (Total Score/Full Marks of 76) x 100%

95%

# Policies

## Appointment of Board Members

Board members of CampusImpact 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 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), and 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.

## Responsibilities of the Board

1. Create and review a statement of mission and purpose that articulates the organisation's goals, means, and primary constituents served
2. Set out the strategies for the achievement of CampusImpact's objectives.
  - The strategies should be made in consultation with the management and reviewed by the Board at least once a year
  - Ensure effective planning, monitoring and strengthening of programmes and services and evaluate the work done by CampusImpact against the goals and priorities of the organisation
3. Select the executive director
  - Reach consensus on the executive director's responsibilities and undertake a careful search to find the most qualified individual for the person
  - Ensure that the executive director has the moral and professional support he/she needs to further the goals of the organisation. Evaluation of the executive director is done by the Chairperson and the HR committee.
4. Determine CampusImpact's risk appetite, risk tolerance and manage the risks that CampusImpact faces
  - Ensure that management has put in place strong internal controls with documented processes over financial, operational, compliance and IT aspects
  - Conduct internal assessments on the adequacy and effectiveness of the internal controls
  - Approve key policies to guide the operating activities of CampusImpact
5. Ensure adequate financial resources
  - Approve fundraising plans and targets prepared by the management and ensure that these efforts are ethical, legal, appropriate, cost-effective, and transparent

- Provide oversight over the fundraising initiatives and assess if such initiatives are adequate to contribute to the financial sustainability of the organisation
  - Ensure timely disclosures on how funds raised will be used
  - Ensure that all money raised is properly accounted and safeguarded, and where money is received for a restricted or specific purpose, to ensure monitoring and limits set for the use of such money
6. Protect CampusImpact's assets and provide financial oversight
    - Ensured organised financial policies are in place, and that everyone understands the policies
    - Understand the various financial statements that non-profits use and clarify the reports CampusImpact needs
    - Ensure proper accountability of funds and immediately address any financial irregularities or concerns
    - Oversee the annual external financial audit and preparation of reports required by law
    - Ensure that the financial reports are true and fair and contain accurate and adequate information for stakeholders
  7. Build a competent board by articulating pre-requisites for board members, provide orientation for new members, and periodically and comprehensively evaluate board performance
  8. Ensure ethical and legal integrity by adhering to legal and ethical norms
  9. Enhance the organisation's public standing by providing transparency and garner public and donor support for the organisation

### **The board is expected to be independent.**

- The board member should not be related to any staff member working for the charity
- The board member should not be compensated as an officer or contractor, whether directly or indirectly
- The board members should not be involved in any transaction within the charity or entity closely associated with the charity
- Board members are expected to declare conflicts of interest according to CampusImpact's Conflict of Interest policy.

### **We seek to promote board diversity.**

- Doing so promotes a wider range of viewpoints for a fuller understanding of choices and their impact on the community CampusImpact seeks to serve
- It will enrich discussions and give us a more robust decision-making process as we create a culture of creative tension of different perspectives and allow the cross-pollination of ideas which are necessary for good corporate governance
- CampusImpact not only seeks diversity in terms of technical expertise and skills, but also in gender and age.

## **Meetings**

- The board will meet at least four times a year.
- Board members should make every effort to attend board meetings
- Every matter shall be determined based on the majority of votes. Each board member has one vote during decision-making.
- The minutes and resolutions shall be kept by the Secretary

## **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 CampusImpact's governing instrument.
- 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.

## **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.

## 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 their supervisors. 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.

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 staff believe that they have suffered any such treatment, they should inform the Executive Director immediately. If the matter is not remedied, staff 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.

## 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 two 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.

# 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 fundraising 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.

## Audited Financial Information

Total Income:

**\$1,270,290**

Total Expenditure:

**\$1,048,774**

Donations for Admiralty Grove Youth Centre Building Fund:

**\$700,038**



CampusImpact

STATEMENT OF FINANCIAL ACTIVITIES

For the Financial Year Ended 31 December 2024

	Note	Unrestricted fund 2024 \$	Restricted fund 2024 \$	Total funds 2024 \$	Total funds 2023 \$
<b>Income</b>					
Income from generated funds					
Voluntary donation income	3	317,980	272,320	590,300	682,911
Grant income	4	-	524,598	524,598	635,660
Income from charitable activities	5	91,057	2,854	93,911	132,130
Other income	6	44,129	17,352	61,481	37,369
<b>Total income</b>		<b>453,166</b>	<b>817,124</b>	<b>1,270,290</b>	<b>1,488,070</b>
<b>Expenditures</b>					
Charitable activities	7	(232,169)	(470,336)	(702,505)	(712,810)
Governance and administrative costs	8	(223,180)	(123,089)	(346,269)	(374,624)
<b>Total expenditures</b>		<b>(455,349)</b>	<b>(593,425)</b>	<b>(1,048,774)</b>	<b>(1,087,434)</b>
<b>Surplus before taxation</b>		<b>(2,183)</b>	<b>223,699</b>	<b>221,516</b>	<b>400,636</b>
Taxation	2.10	-	-	-	-
<b>Net surplus, representing net movement in funds</b>		<b>(2,183)</b>	<b>223,699</b>	<b>221,516</b>	<b>400,636</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		826,111	713,588	1,539,699	1,139,063
<b>Total funds carried forward</b>		<b>823,928</b>	<b>937,287</b>	<b>1,761,215</b>	<b>1,539,699</b>

The accompanying notes form an integral part of the financial statements

**CampusImpact**  
**BALANCE SHEET**  
**As at 31 December 2024**

	Note	2024 \$	2023 \$
<b>ASSETS</b>			
<b>Non-current assets</b>			
Plant and equipment	9	100,388	152,177
Intangible asset	10	16,457	34,386
		<u>116,845</u>	<u>186,563</u>
<b>Current assets</b>			
Trade and other receivables	11	29,591	31,507
Cash and bank balances	12	1,763,240	1,463,816
		<u>1,792,831</u>	<u>1,495,323</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Provision	13	26,000	26,000
Other payables	14	68,611	88,825
Deferred income - SG Cares Volunteer Centre	15	53,850	27,362
		<u>148,461</u>	<u>142,187</u>
<b>Net assets</b>		<u><u>1,761,215</u></u>	<u><u>1,539,699</u></u>
<b>FUNDS</b>			
<b>Unrestricted fund</b>			
General fund		823,928	826,111
<b>Restricted funds</b>			
Admiralty Grove Youth Centre	16	700,038	466,611
Asset Capitalisation Reserve	17	74,646	152,153
Crawford & Co.	18	-	-
Empower Staff Fund	19	-	-
Fitch Rating Singapore Pte. Ltd.	20	-	-
Learning Curve Programme	21	-	16,667
Ministry of Social And Family Development	22	-	-
Nee Soon Link	23	-	-
North East/West CDC	24	-	-
President's Challenge Fund	25	144,144	40,665
Room To Grow	26	18,083	30,893
Scott Reichelt	27	-	-
Singapore Pools (Private) Limited	28	-	-
Tech Booster Project	29	-	6,599
Youshine Programme At Punggol West	30	-	-
Youth Corps Community Internship (YCCI)	31	376	-
<b>Total funds</b>		<u><u>1,761,215</u></u>	<u><u>1,539,699</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 2024**

	Note	2024 \$	2023 \$
<b>Operating activities</b>			
Surplus before taxation		221,516	400,636
Adjustments for:			
Depreciation of plant and equipment	9	63,665	66,423
Amortisation of intangible asset	10	17,953	17,940
Operating cash flows before working capital changes		303,134	484,999
Changes in working capital:			
Trade and other receivables		1,916	18,095
Other payables		(20,214)	7,018
Deferred income		26,488	(1,344)
<b>Net cash flows generated from operating activities</b>		<b>311,324</b>	<b>508,768</b>
<b>Investing activity</b>			
Acquisition of plant and equipment	9	(11,900)	(4,545)
<b>Net cash flows used in investing activity</b>		<b>(11,900)</b>	<b>(4,545)</b>
<b>Net changes in cash and cash equivalents</b>		<b>299,424</b>	<b>504,223</b>
<b>Cash and cash equivalents at beginning of financial year</b>		<b>1,463,816</b>	<b>959,593</b>
<b>Cash and cash equivalents at end of financial year</b>	12	<b>1,763,240</b>	<b>1,463,816</b>

*The accompanying notes form an integral part of the financial statements*



## Strong Children, Strong Families, Strong Society

Join us to prepare next generation with positive attitudes,  
purposeful lives, pioneering spirits!

\$20

☐ \$10 ☒ \$20 ☐ \$50 ☐ \$100 ☐ \$250 ☐ \$500

Donation Frequency

☒ One Time ☐ Recurrent

☐ Monthly ☐ Quarterly ☐ Annually

Donation Type

☒ Individual ☐ Corporate

[DONATE NOW](#)



# The Year Ahead

## Future Plans

Looking ahead, CampusImpact is committed to strengthening our impact through a strategic focus on programme evaluation, development, and organisational growth. We plan to work with the National Council for Social Service (NCSS) to implement a more robust evaluation framework to assess the effectiveness and long-term outcomes of our initiatives, ensuring data-driven improvements.

At the same time, we will continue to innovate and refine our programme offerings to better address the evolving needs of our beneficiaries, particularly in underserved communities.

In tandem with these efforts, we will invest in organisational development—enhancing our internal capabilities, strengthening governance structures, and building a more resilient team—to support sustainable growth and deepen our community impact in the years to come.

## Fundraising Plans

As part of our commitment to long-term sustainability, CampusImpact is strengthening our fundraising efforts. A key milestone is the strategic hire of a Fundraising and Marketing Manager, who will lead the development and execution of a comprehensive fundraising strategy aligned with the National Council of Social Service's (NCSS) Fundraising Playbook. This strategy will guide our efforts to diversify funding streams, deepen donor engagement, and build long-term partnerships.

Additionally, we will implement a donation management system to streamline donor tracking, enhance transparency, and improve stewardship. These initiatives will help us build a more resilient and resourceful organisation.

## Expenditure Plans

In the coming year, CampusImpact will allocate resources to support both programme growth and organisational expansion. A major area of investment will be the building of our second centre at Admiralty Grove, which will significantly increase our capacity to serve more children, youth, and families within the community. This includes costs related to renovation, furnishing, and equipping the new space to ensure it is conducive to learning, mentorship, and community engagement.

In addition to capital development, we will continue to invest in programme delivery and enhancement—allocating funds towards staffing, training, and materials to ensure our interventions remain impactful and responsive to community needs.

Operational expenditures will also include upgrading our systems, such as the implementation of a new donation management system to support fundraising efforts and financial stewardship.

Lastly, we will set aside resources for organisational development initiatives, including staff capacity building and governance improvements, to sustain and scale our impact effectively.



# Our Partners

## Volunteers

**"Volunteers do not necessarily have the time; they just have the heart."**

**– Elizabeth Andrew**

The volunteering landscape is evolving, with shorter time commitments, yet we deeply appreciate the intentional efforts of our volunteers in engaging our children and being positive role models in their lives.

Our volunteers are the heart of our work, gifting their time, talent, treasure, and voice to make a lasting impact. Their unwavering trust in our mission and dedication to journeying with us have been invaluable in driving meaningful change. Beyond service delivery, volunteers bring diverse skills and expertise that elevate the quality of our work, strengthening our programmes and deepening our reach. Our volunteers' commitment and generosity continue to inspire us, and we are deeply grateful for the passion and care that they pour into every act of service. Thank you for being an essential part of our community—our work would not be possible without you.

### 2023

**729** Volunteers

**6,933** Hours Volunteered

**45** Community Partners

### 2024

**246** Volunteers

**6,578** Hours Volunteered

**52** Community Partners





"The programme executives were helpful when our YIJC students did not know how to manage restless students. They also gave supportive feedback to encourage them and shared their heartfelt appreciation to the YIJC students too."

- Steffi, Yishun Innova Junior College (YIJC)

"As simple as it is, I thoroughly enjoyed spending time with the kids at CampusImpact as I got to bond with them through playing games and activities, as well as bringing up casual conversations to get to know them better. A few aspects that worked well was firstly, I greatly improved my rapport with the kids. Secondly, I learnt how to work with them better by adapting to their personalities and understanding my relationship dynamic with them. Thirdly, I gained more experience on handling conflicts between the children, which allowed me to gain many valuable experiences."

- Zi Hern, Eunoia Junior College (EJC), School Holiday SB Volunteer

"The team at CampusImpact were incredibly responsive to our proposals and ideas, helping us to refine and develop them to best suit the needs of the target audience. Through their support, Project Apoyo's aim of reaching out to underprivileged children in society has been reached and we are grateful to CampusImpact for giving us an opportunity to collaborate and make a meaningful contribution to this effort, no matter how small."

- Joshua, Eunoia Junior College (EJC), Project Apoyo

# Donors



CampusImpact has gone from strength to strength each year because of the support of our donors. Their contributions directly impact our service users, enabling us to run our programmes smoothly and effectively. What we have achieved has only been possible due to our donors' trust and confidence in our work.

To all our donors, we want to thank you again for your dedication and kindness. In 2024, 46.5% of our annual receipts came from donations, and we sincerely appreciate your steadfast support.

Donations made to CampusImpact qualify for tax deduction as we are a registered Institution of a Public Character (IPC).

**2023****485** Donors**\$682,911** Raised**2024****333** Donors**\$590,299** Raised

# Partner Organisations

- A** ANCHOR GREEN PRIMARY SCHOOL  
APPLIED MATERIALS, INC  
ARUDIO
- C** CHAMBER OF MUSIC AND ARTS SINGAPORE LIMITED (CMAS)  
CHILDREN MUSEUM SINGAPORE  
COMMUNITY CHEST  
CRAWFORD AND COMPANY INTERNATIONAL PTE LTD
- D** DBS BANK LIMITED  
DUNMAN HIGH – PROJECT POLAROID
- E** EN COMMUNITY SERVICES SOCIETY  
ENDOWUS SG  
ESPLANADE – THEATRES ON THE BAY  
EUNOIA JUNIOR COLLEGE – PROJECT APOYO
- F** FORTE360  
FITCH RATINGS INC
- G** GALLOP STABLE
- H** HEARTWARE NETWORK  
HWA CHONG INSTITUTION – PROJECT AMICIS
- K** KRANJI SECONDARY SCHOOL
- L** LASALLE COLLEGE OF THE ARTS
- M** MERCK SINGAPORE
- N** NAN CHIAU HIGH SCHOOL  
NANYANG GIRLS' HIGH SCHOOL  
NATIONAL COUNCIL OF SOCIAL SERVICES  
NATIONAL INSTITUTE OF EDUCATION  
NGEE ANN POLYTECHNIC – EARLY CHILDHOOD EDUCATION  
NORTH LONDON COLLEGIATE SCHOOL (SINGAPORE)  
NORTHLAND SECONDARY SCHOOL  
NORTH WEST COMMUNITY DEVELOPMENT COUNCIL  
NTU WELFARE SERVICE CLUB VOLUNTEER MOVEMENT  
NUS COLLEGE OF ALICE AND PETER TAN – RES NOVAE  
NUS CHUA TIAN POH COMMUNITY LEADERSHIP PROGRAMME  
NUS DRAMA CLUB  
NUS HIGH & PROJECT LEVO  
NUS HIGH SCHOOL HUMANITARIAN EDUCATIONAL PROGRAMME  
NUS SOC YOUTH EMPOWERMENT INITIATIVE
- P** PEICAI SECONDARY SCHOOL  
PEIYING PRIMARY SCHOOL  
PROJECT LOVE LUNCH
- Q** QIFA PRIMARY SCHOOL
- R** RAFFLES GIRLS SCHOOL – PROJECT CONVENTIONOT  
RAFFLES INSTITUTION – PROJECT PIXELPALS  
REPUBLIC POLYTECHNIC – XPERIENTIAL LEARNING CENTRE
- S** SG CARES  
SINGAPORE AIRLINES LIMITED  
SINGAPORE AMERICAN SCHOOL – DEBATE CLUB  
SINGAPORE INSTITUTE OF MANAGEMENT  
SINGAPORE MANAGEMENT UNIVERSITY  
SINGAPORE POLICE FORCE – WOODLANDS WEST NPC,  
COMMUNITY POLICING UNIT  
SINGAPORE POOLS (PRIVATE) LIMITED  
SOCIAL SERVICE OFFICE AMK | YISHUN
- T** TEMASEK JUNIOR COLLEGE  
THE HEART MATTERS  
THE RESONANCE PROJECT
- U** UBS BANK
- W** WORD COMMUNITY CHURCH
- Y** YISHUN INNOVA JUNIOR COLLEGE  
YMCA YOUTH FOR CAUSES



# Acknowledgements

## Donations of \$100,000 and above

ANONYMOUS  
LEE FOUNDATION

## Donations of \$50,000 and above

ANONYMOUS  
COMMUNITY CHEST SINGAPORE – WOH HUP TRUST  
TVS MOTOR COMPANY LIMITED, SINGAPORE BRANCH

## Donations of \$20,000 and above

THE COMMUNITY FOUNDATION OF SINGAPORE – SHU  
YURAN CHARITY FUND  
THE COMMUNITY FOUNDATION OF SINGAPORE – SHU  
YUQIANG CHARITY FUND

## Donations of \$10,000 and above

GAN HWEE LING MELANIE  
GEE TAN POH KIANG  
MELLFORD PTE LTD  
MR K SHANMUGAM  
NORTH LONDON COLLEGIATE SCHOOL (SINGAPORE)  
PTE LTD

## Donations of \$5,000 and above

UK ONLINE GIVING FOUNDATION  
DESMOND LIM SHAO JUN

## Donations of \$3,000 and above

TAN SEE HOE  
THE COMMUNITY FOUNDATION OF SINGAPORE – GOH  
HENG YI MEMORIAL FUND

## Donations of \$2,000 and above

TAY XUXUAN  
ANDREA TAN QIAN-YI  
CHONG SER JING  
SCOTT REICHEL  
TAN SIEW SIEW DEBORAH

## Donations of \$1,000 and above

NAN CHIAU HIGH SCHOOL SHINES-IN-HARMONY  
SOTA PROJECT INDIGO  
SUAN SHI MIN  
LIM CHEE KIAN  
ABUNDANT GRACE PRESBYTERIAN CHURCH  
CRAWFORD AND COMPANY INTERNATIONAL PTE LTD  
HUANG YONGPING ABIGAIL  
IZENO PTE LTD  
LEONG BEE LIAN MAGDALENE  
LOW CHIEN CHONG PETER  
MR CHANG CHONG MING BENJAMIN JULIAN  
ANONYMOUS  
THE COMMUNITY FOUNDATION OF SINGAPORE –  
KAMPUNG SPIRIT FUND

## Donations of \$500 and above

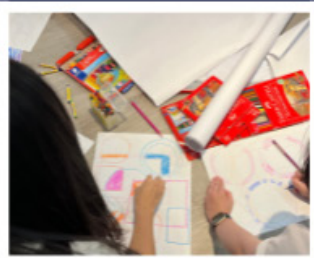
DUNMAN HIGH SCHOOL  
WU SIWEN  
LIM TECK CHAI, DANNY  
NG LEE ENG  
ONG SHU FANG  
ZHAO XUELIAN  
CITIBANK IRELAND FIN  
DEEPA NARAYANA SWAMY  
TANG HWEE TIANG  
TANG SIEW HUA (ANGIE)  
YEE YUET NGOH  
ANAND S/O GNANASEKARAN  
CHEW TENG SENG  
CHYE MUI PAH AGNES  
GL CONSULTING PTE LTD  
LIM FUNG BOON  
MISS LILY CHIU TUN YEE  
MR SAMUEL GENE RHEE  
PAMELA SEET JIA XIN  
WANG XIAODONG

## Donations from fundraising campaigns

ENDOWUS PTE LTD  
NUS HIGH



67



## 2024 Annual Report

### Company Information

Registered under Registry of Societies

Registration Date: 8 March 2006

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

Company Secretary: Ong Shu Fen

Banker: United Overseas Bank

Auditor: Tan, Chan & Partners

Members: Mr Ong Chin Hwee

Mr Yeo Chee Tiong David

Ms Ong Shu Fen

Ms Tan Mei Moey

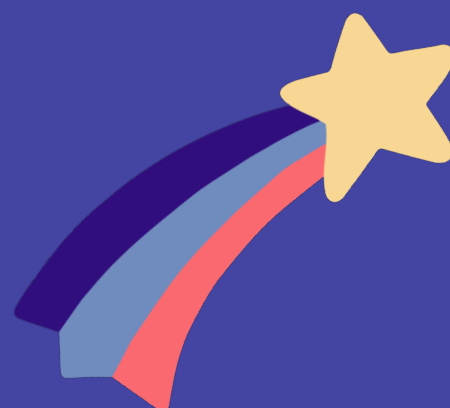
Dr Lim Chee Kian

Ms Amanda Cheng

Mr Teo Boon Hiok

Mr Koh Chee Keat

Ms Ong Shu Fang



**Chen Shiyun Elysa**  
Executive Director

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