

# 20 22

## Annual Report

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**Mr Albert Lim,**  
**Chairman**

## Message from Chairman

Life in the social impact sector oftentimes looks a lot more like silent sowing, than joyful reaping. You figure out strategy, stay the course, and trust that you are building for a better tomorrow. Even if you do not get to enjoy the fruits of your labour, you work knowing that another might do so. And that is enough.

So it is to my great delight to have not only joined the Impart team in faithful sowing, but in the glad occasion of celebrating fruit that has started coming to bear.

In 2022, we've seen monumental growth and change in youths who have been facing some of life's most significant adversities. Impart's youths have grit. They know the fierce tussling of life's ebb and flow. Sometimes, their adverse circumstances can seem too daunting for us to even hope. But we have seen them overcome in 2022, and do so by the strength and support of community: Impart's volunteers who bristle with vim and vigour, stakeholders who partner and care, and a staff team that sows and supports.

Our report this year distils some of these stories for your consideration. We trust they will give you a glimpse of impact on the ground, and hopefully inspire you to dream with us about the road ahead, not just for individual lives, but for the work that we are doing together as communities, a society, and as a nation. Some of our highlights include supporting our first GCE 'A' levels private candidate at Impart Education, pioneering new frontiers with socially reclusive youths at Impart Mental Health Care, and connecting generations for change at Impart Community. In each of these highlights, you will learn about the lives that have been touched, and invited to think about how they might then go on to shape and serve those around them – many of them have returned to help grow our budding community of care at Impart!

While we have been delighted by the pace at which sweet fruit has come to bear, we do not take these things for granted. We know that as much as these results come about through the tenacity, toil, and talent of the Impart ecosystem, they are also a thing of grace. As we celebrate these past successes, know that we will continue to put our hand to the plough in the year ahead. To our volunteers, staff, board, and partners, thank you for empowering youths to foster communities of care. Onwards and upwards!





**Mr Narasimman,**  
**Executive Director**

## Message from Executive Director

Impart has always been about the little moments that go on to shape larger narratives of change.

Little moments of resilience, shown by our youths-facing-adversity, go on to shape larger narratives of transformation. Little moments of care, demonstrated by our volunteers, go on to shape larger narratives of community. Little moments of strategising, executed by our staff, go on to shape larger narratives of culture. Little moments of trust, granted by our donors and partners, go on to shape larger narratives of impact.

The list goes on. And so this report can really be understood in two ways.

First, it can be understood as an invitation to walk with us on the ground where our real efforts have been sown. Take a deeper dive into these little moments. Listen to stories from our youths. Consider how more than 250 youth and 288 volunteer lives have been brought together. Imagine with us the degree and depth of impact that we have wrought in tandem with the rest of the social impact sector. This past year has been marked by incredible efforts across Impart Education, Mental Health Care, and Community. I hope you find yourself galvanised after considering some of these consolidated voices.

Second, it can be understood as a little moment to be remembered. A year is a long time, yet a year is also but one step towards a larger narrative of empowering youths to foster communities of care. From this lens, I hope that this report also excites you to look ahead towards the larger narratives at work. What gaps remain to be unmet? What systems yearn to be strengthened? And what lives bristle with potential to be unlocked? Where 2022 was a year of faithful sowing and glad reaping, 2023 will continue in that trajectory to build deeper foundations, raise higher standards of care, and broaden our spheres of collaboration – we know that we thrive best when we trek this journey in tandem with an increasing measure of partners.

It has been a thoroughly exciting year of working out community solutions, both with and for our youths-facing-adversity. There's more of this to come in 2023, and we hope that in one way or another, we will have the chance to share this journey with you.



# About Us, Mission & Vision



# About Us

Impart is a charity in Singapore that pioneers community-driven solutions to enable transformative youth development.

Our formal operations began in 2017 with the simple desire to ensure that a youth-facing-adversity could achieve his educational goals, spurring him on his developmental journey. This youth-centric approach has stayed with us even through organisational scale, and it has remained our conviction that every youth deserves access to quality resources and genuine relationships in the safety of a caring community.

Over the years, we have had the privilege of journeying with a wide span of volunteers, professional youth workers, and youths-facing-adversity. Our capacity to enable different types of transformative youth development has also grown, with operations stretching across our Education, Community, and Mental Health Care arms. Some 280 volunteers have been connected with 255 youths this year, and we're excited to share with you our experiences in detail.



# Mission and Vision

## Mission

### **Pioneering volunteer-driven community solutions...**

Impart is an organisation where every stakeholder is valued for their respective role. Volunteers are equipped to take meaningful action, organisational partners are supported and strengthened, and youths are collaborators in their own journey of change.

### **...to enable transformative youth development.**

As much as we care about relational change, we also care about material progress: we must facilitate a fighting chance for youths-facing-adversity to obtain tangible developmental outcomes.

## Vision

### **Every youth empowered...**

In the long run, we envision youths taking increasing ownership of their change and growth.

### **...in healthy communities of care.**

Change and growth will happen in diverse, intergenerational, and collaborative communities of care.



# Overview of Charity

Impart Ltd. ("Impart"), UEN: 201926170N, was incorporated as a company limited by guarantee on 19/07/2019.

Impart's registered address is Thye Hong Center, 2 Leng Kee Road #03-10 S(159086).

Impart was registered as a charity under the Charities Act (Chapter 37) since 06/07/2022.

Impart has Constitution or Trust deed or M&AA or Rules and Regulations as its governing instrument.

## **Nature of Governing Instrument**

The governing instrument of Impart is the Constitution. Impart is governed by a Board consisting of voluntary members. The Board members and Office-Bearers are elected at an Annual General Meeting and the term of office is one year.

A Board Meeting is held at least once every three months.

## **Corporate Website**

[www.impart.sg](http://www.impart.sg)

## **Corporate Email**

[hello@impart.sg](mailto:hello@impart.sg)

## **Arms (Services)**

Impart Education

Impart Mental Health Care

Impart Community

## **Auditor**

Fiducia LLP.

71 Ubi Crescent

Excalibur Centre, #08-01

Singapore 408571

## **Bankers**

DBS Bank

12 Marina Boulevard

Marina Bay Financial Centre Tower Three

Singapore 018982



# Board Members and Patron



## PATRON

**Mr Desmond Lee**

Minister for National Development  
& Minister-in-charge of  
Social Services Integration



## CHAIRMAN

**Mr Albert Lim**

*Date of Appointment: 29 August 2021*  
(Director, Mecor Pte. Ltd.)



## VICE-CHAIRMAN

**Mr Keith Yap**

*Date of Appointment: 29 August 2021*  
(Development Partner, Enterprise SG)



## HONORARY SECRETARY

**Mr Stefan Liew**

*Date of Appointment: 29 August 2021*  
(Masters' Student, UChicago)



## HONORARY TREASURER

**Mr Calvin Ngo**

*Date of Appointment: 29 August 2021*  
(Executive Director, Methodist Welfare Services)

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## Members



**Ms Swati Jhaveri**

(Knowledge Management, Singapore  
International Arbitration Centre)



**Ms Shermaine Lim**

(AVP Market Conduct Compliance,  
Local Insurer)

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## Executive Management Team



**Mr Narasimman S/O Tivasiha Mani**

*Date of Appointment: 1 May 2021*  
Executive Director



**Mr Joshua Tay En Han**

*Date of Appointment: 1 May 2021*  
Deputy Executive Director



**Ms Nicole Pang**

Head, Mental Health Care



**Mr Jay Ong**

Head, Education & Enablement



## Two Milestones in 2022

### 01 Youths Return, Building Communities of Care

Impart's training program turns volunteers into Youth Advocates. This 4-6 week cycle equips volunteers with foundational knowledge and skill-sets to understand themselves, our youths, and the work at hand – all part and parcel of ensuring that their hands and hearts are set for success. Two new components have made these training cycles especially sweet.

Over the course of the year, More than 10 of Impart's former youths returned to guide our volunteers through youth engagement scenarios in a role-playing exercise: How do you respond when a youth tells you that they are experiencing suicidal ideations? On their way to participate in illegal activities? Or even worse, when they become socially reclusive, barely telling you anything at all?

These scenarios and more were explored by our volunteers with the help of former youths.

We also introduced the Impart Youth Panel, where former youths-facing-adversity returned to join a panel discussion, shedding light on their diverse experiences. Youths and volunteers alike had a blast of a time over candid and concerted conversation, where meaningful moments were recounted alongside necessary accounts of teething pains in the whole dynamic of youth-volunteer engagement.

All of this is cause for good cheer. Impart's community of care will only grow stronger as youths-facing-adversity make their return to share their experiences and more. Here, roles are reversed and narratives are reshaped. Youths-facing-adversity are no longer just on the receiving end of care, and they play an instrumental role in training new volunteers so that other youths can experience a greater wealth of support.

**Here's what Jessica, one of the participating youths, had to say about her experience.**

"After my program with Impart ended, I was able to control my emotions better and find the will to keep going on. I went from being a dropout to taking my diploma so I honestly think that without the help of impart, I wouldn't be where I am today.

This made my experience at the training, being there around all the volunteers and youths, pretty memorable. I usually feel uncomfortable especially when I'm meeting new people but everyone was super hospitable, and I also made a new friend! It meant a lot to me being able to come back and help out the volunteers because in a sense I got to "give back" after having Impart help me."



## 02 Paving Pathways – Narish’s Journey Through Adversity to Advocacy



Last year, we shared the story of Narish, our very first youth who received our services in 2017. Having completed his traineeship with Subaru at ITE and developed his craft as an amateur boxer, we welcomed him back to Impart as a Mental Health Care intern in September 2021.

Now, we’re elated to share that he has now been converted as an Impart Youth Mental Health Advocate as part of our pilot traineeship program.

Youths with his lived experiences need viable avenues to receive professional training and expertise. The honest reality is that existing pathways for youths like Narish typically require a minimum of 3-6 more years of formal education to break into the sector. This can be prohibitive for many youths with such lived experiences, given that they only realise their desire for sectoral contribution in their 20s. Our traineeship program will span 1.5 years, where Narish will receive a mixture of supervised ground-work and professional development opportunities, to prepare him for concurrent work-study qualifications.

Part of his traineeship involves engagement sessions with youths in different capacities. While Narish spends most of his time with youths in the community, he also had the opportunity to share his continued story of growth with students at Tampines Secondary School. Additionally, he also had the opportunity to partner Calvin, one of Impart’s staff members, to conduct a mental health care workshop for students from Queenstown Secondary School – part of a collaboration we share with The Astronauts Collective, a local charity that helps youths discover meaningful careers.





While these different engagement activities might seem disjointed at a glance, they are an important part of a cohesive narrative at work: Communities of care are being formed, as youths with Narish's experience find themselves engaging with a diverse range of stakeholders in differing circumstances, so that they can advocate for youths across multiple fronts.

You can read more about the work Narish has helped facilitate through our reports on the Mental Health Care and Community arms. For now, here's what Narish has to say about his experience in 2022:

"To be honest, working at Impart (and in this sector) isn't easy. There were many times when I felt like giving up because it felt like helping my youths to change was almost impossible. I didn't know if I could do it. But when I saw how all my colleagues didn't give up - they didn't give up on the youths and they didn't give up on the program - I also didn't want to give up anymore.

"It's the power of the community la. We knew that we just had to find the solutions together, and stay faithful to our mission.

"For myself, I would say that I have honestly also grown more resilient. The Narish from before Impart would not have continued on this journey. The Narish now knows that this is a precious opportunity. Not just to change my life, but to change the lives of others. It's sort of like when you know that there is a real grace that has opened up new worlds for you, and you want to treasure, cherish, and keep growing through that grace that you have received. So I've received all of this grace, and it has helped me to learn what it's like to be the real Narish. It keeps me going on.

"That's how I would describe my transition and journey so far."





# Impact & Innovation



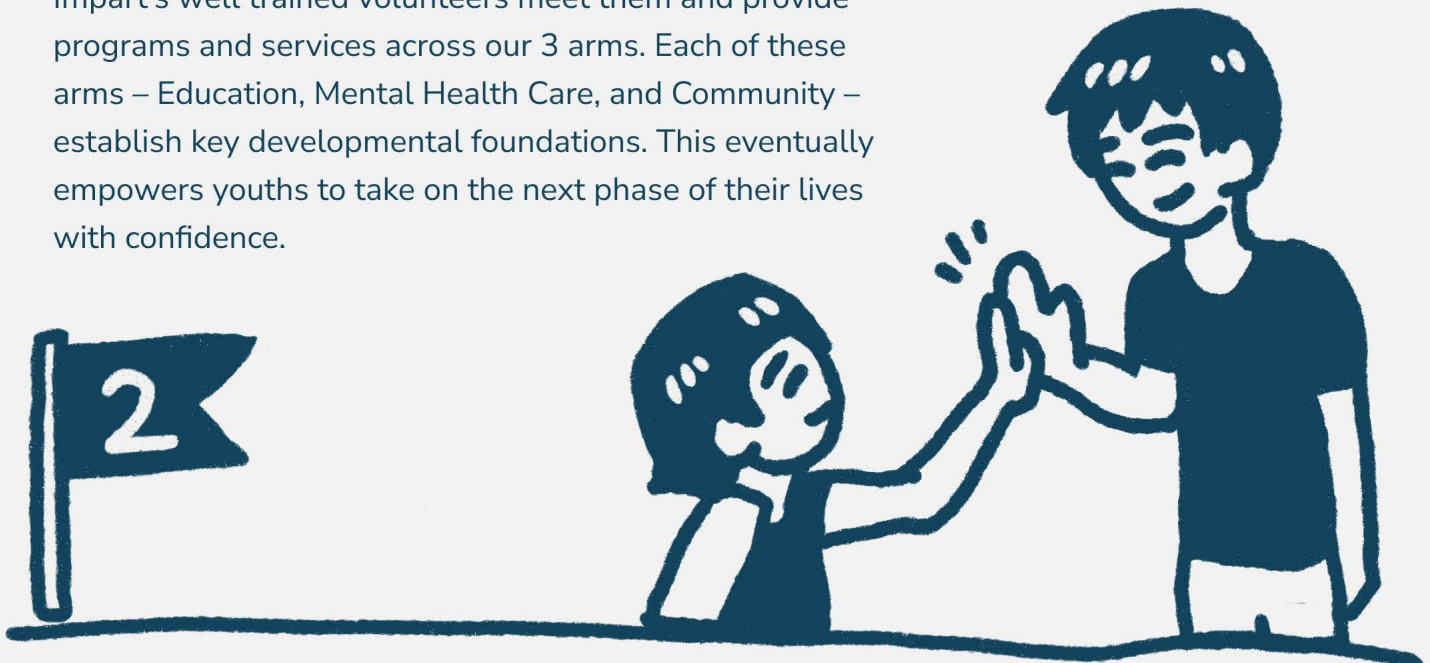
# Youth Journey Map

Before we look at our impact in numbers, join us on a youth-facing-adversity through their journey of transformative development with Impart.



Youths-facing-adversity often feel and experience isolation from quality support. Professionals, community members, and Impart staff come to know of their needs, understand them, and bridge them to Impart's services.

Impart's well trained volunteers meet them and provide programs and services across our 3 arms. Each of these arms – Education, Mental Health Care, and Community – establish key developmental foundations. This eventually empowers youths to take on the next phase of their lives with confidence.



Youths-facing-adversity who have completed our programs and received our services find themselves increasingly integrated in a community of care. Here, they find healthy ways to relate, connect, and take ownership of building this community. Youths are now empowered to take on tomorrow.



## Direct Impact at a Glance



**255**

Total youths-facing-adversity supported<sup>1</sup>



**280**

Total volunteers

## Awareness & Advocacy Impact

First, a brief word on numbers. We want you to trust that the numbers you see are indicative of real outcomes obtained on the ground. This makes reporting on “awareness and advocacy”, “outreach”, or “online engagement” a relatively grey area. It’s not that they do not obtain real outcomes. They are simply harder to evaluate. With that said, we consolidated our online and offline reach by only counting significant interactions: Article shares, video views, reposts, and actual event attendance were counted. Mere likes or reactions on regular social media posts were not. Here is a glimpse of impact.



**16,132**

Online advocacy reach  
(articles, videos, etc.)



**2,830**

Offline advocacy reach  
(workshops, talks,  
outreach booths)







## Helping the Helpers: Impart's Enhanced Volunteer Training Program

Impart's volunteers are not merely the hands and feet that carry along impact, but valuable partners whom we dedicate time and resources to build up also! This is why Impart's training program has developed into a robust 5 day system that helps volunteers grow into becoming Impart Youth Advocates.

Our training program was structured around 3 components, and we're glad to share that the typical Impart Youth Advocate has developed the following competencies through their volunteerism:



### Knowledge

Competency Score: 4.2/5 ★★★★★

Equipping volunteers with foundational know-how and information to understand youths.

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### Skills

Competency Score: 4/5 ★★★★★

Empowering volunteers with practical handles, frameworks, and learning opportunities to engage youths and execute programs.

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### Attitudes

Competency Score: 4.5/5 ★★★★★

Encouraging volunteers to adopt a wider span of perspectives and dispositions towards youths-facing-adversities, and even their own roles in being a part of our community of care.



# Highlights of 2022 Services & Programmes

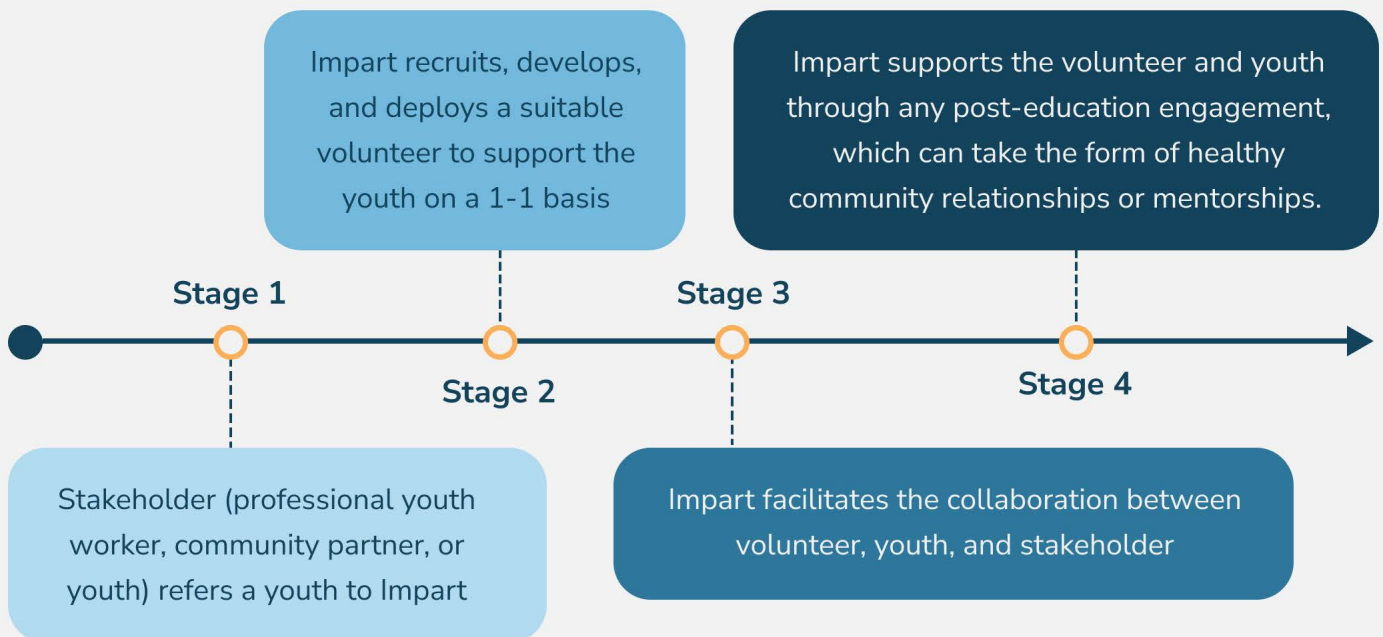


# Impart Education

Impart Education ensures that every youth-facing-adversity receives robust and accessible academic support. Adverse circumstances should not impede educational development.

We typically focus most of our resources on supporting youths through their secondary-level education, noting that successful transition at this stage of their development will empower them towards a greater diversity of developmental pathways. We've also started developing capacities to support younger children and youths, recognising that upstream efforts can snowball into longer-lasting change.

## Typical Impart Education Journey Map



## Impact with Impart Education

In 2022, Impart Education supported **97 youths** through their educational journey, of which approximately **85%** saw a successful transition into their next developmental stage

(i.e. progressed to tertiary education, desired work placement, etc.) We also conducted a pre-post survey with our youths across the following 3 categories. Questions were based on a 5-point Likert scale, with 1 being the lowest and 5 being the highest.



## 01 Quality of Care

We wanted to know how Impart's volunteers facilitate tangible improvements in our youths' academic competency, as well as their future orientation towards their studies. Examples of our questions include:

*"I understand what is taught in my academic subjects."*

*"I am confident in taking my exams."*

*"I have a desire to continue learning more in the future."*

After experiencing Impart's intervention, our youths saw tangible improvements on the whole that brought them from a **'Moderate'** to **'Competent'** level<sup>2</sup>.

## 02 Accessibility of Care

It's not enough for programs to have great content. Great content has to be easily accessible for change to obtain, especially when youths-facing-adversity face various disruptions in their day-to-day lives. So, we wanted to find out whether care was actually making its way into our youths' lives. Examples of our questions include:

*"I feel like there is someone who helps me to learn at my pace, according to my learning style."*

*"Impart's programs are held at a location convenient for me."*

*"Impart's programs are able to accommodate my schedule."*

With Impart's outreach and engagement model, our youths experienced greater access to quality support, moving from a **'Moderately Supported'** to **'Well Supported'** level<sup>3</sup>.

## 03 Community of Care

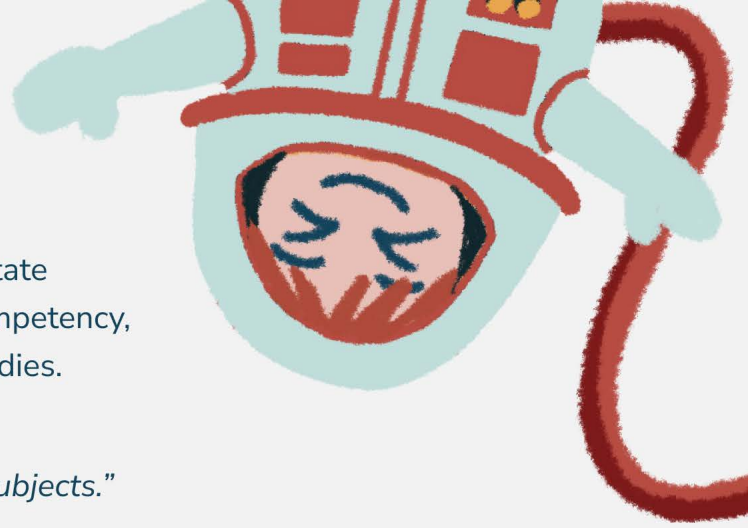
Finally, we wanted to understand if our youths felt like they were better connected to healthy relationships in their community. This meant access and rapport with mentoring figures, as well as their own sense of belonging. Examples of our questions include:

*"I feel like there is someone who believes in my potential"*

*"I have adult role models in my life."*

*"There are people in my community who value me."*

Through Impart's community of care, our youths experienced greater connectedness, going from a **'Moderately Connected'** to **'Well Connected'** level<sup>4</sup>.



## Stories from the Ground: Through Adversity, to 'A' Level Excellence

Impart has supported youths from almost every imaginable circumstance, but Maleha's situation was something unprecedented.

Born into a broken family, Maleha endured years of emotional and physical abuse during her childhood. These painful experiences eventually led her into the grips of depression. In the darkest moments of her struggle, she even found herself confronting an eating disorder, a desperate attempt to regain control over her life. These factors, alongside her shuffling between different residential homes, made it nearly impossible to carry on schooling. So she dropped out of school in Secondary Four.

Imagine our surprise, then, when we learnt that Maleha has serious ambitions. She wanted to take her 'A' levels as a private candidate. And she wanted to take them in a year, when your typical Junior College student has two years to prepare!

But after the surprise settled, we started to see a glimmer of hope. Maleha strikes you as someone bright the moment you meet her. She's sharp, quick-witted, and carries with her a sense of weathered resilience.

If there were ever a time to put the power of community care to the test, this was it. Together with 5 Youth Advocates, Impart has had the joy of journeying through this whirlwind of a challenge with Maleha. Our Youth Advocates met Maleha on a weekly basis, all the way through the completion of her 'A' Levels in November 2022. And then they stayed true to the promise of community, accompanying her through the nerve-wrecking months of waiting, up till the very moment she collected her results.

First, shock. Then, unrestrained joy. Maleha scored two As, two Bs, and two Cs. A result that sets her well on her way to pursuing a degree in Psychology at a local public university – the first steps in formal education towards her dream profession of supporting children with special needs.



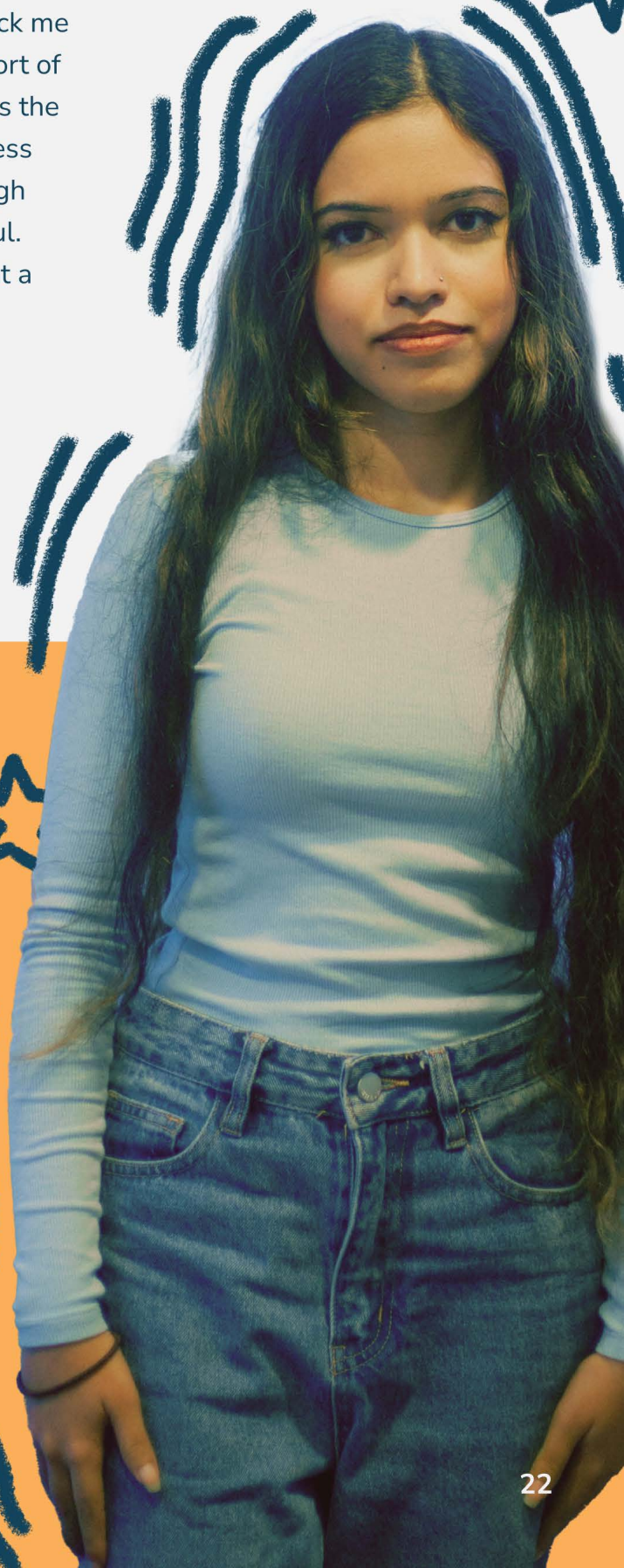
Here's what Maleha has to say about the process.

“The period leading up to ‘A’ levels and my results collection was super stressful. But as I look back, I see how my volunteers were just always there. It’s one of those things that you don’t notice too much after some time, but you start to grasp how significant it has been after all the dust has settled.

“When I finally collected my results, it also struck me just how happy they were for me. I guess this sort of happiness is one of those things that only grows the more it is shared. I think of their open-mindedness and patience that led them to sit with me through this journey, and I really cannot be more thankful. Youths-facing-adversity can sometimes feel that a caring community is too good to be true, and a brighter future is too sweet to be theirs. So it takes time for youths in my circumstance to believe again, and the continued presence of my volunteers who were there with me throughout the journey helped this belief blossom.”

We also had the chance to chat with Jady, one of Maleha’s Youth Advocates. Jady is a second-year student at Singapore Management University, a Muay Thai aficionado, and once – almost a tutor-for-hire instead of a volunteer with Impart.

Before meeting Impart, Jady was looking for a gainful way to spend her pre-university days, and like many Singaporean young adults, she took to tutoring as a part-time gig for a quick buck. However, she found that her students were largely listless. She actually enjoyed teaching, and she wanted to impart knowledge to people who felt like they had skin in the game.





**Jadyn**

*Impart Education Volunteer*

Enter Maleha. Maleha's laser-focused approach to her studies meant that Jadyn's sessions were productive. And their shared interest in literature meant that it wasn't all about the grind – it actually became deeply enjoyable, almost akin to a book club!

But things weren't always smooth sailing. Jadyn remembers how Maleha was going through a particularly rough patch with certain matters at home, and it spilled over into her lessons.

Sometimes, it can be easy to look at a youth's behaviour and take it with half-baked assumptions: A distracted student is a lazy student, uncompleted homework is owing the personal tardiness, and so the list goes.

Thankfully, Jadyn had grown attuned.

As much as it took some adjusting, she knew that she had to accommodate Maleha's emotional and mental state in a trauma-informed manner. Ensure that basic safety is in place. Listen with genuine curiosity. Avoid retraumatization. Even change the topic of the day –from studying tragedies to comedies! Together with the support of Impart's staff team, Jadyn and Maleha tided through choppy waters and made it to safe harbour.

As Jadyn looks back on her experience, she realised that there were many moments of her own personal growth. Instead of approaching teaching from a top-down and strictly structured paradigm, she learnt how to customise, adapt, and relate. As opposed to approaching Maleha through a tutor-student hierarchy, she learned to rejoice in Maleha's love for knowledge and diversity of experiences, bringing a sense of lightness to the heavy task of teaching.

Rather than being overwhelmed by the challenge of helping a youth facing significant adversity, well, here's what Jadyn had to say about the challenge.

“My greatest learning was that I did not have to be some sort of perfect emotional ballast for Maleha. It was really much more about journeying alongside her to empower her, instead of trying to unilaterally provide for her. I've had high points and low points throughout this experience. Moments where I found my own perspectives challenged and reshaped were great, while moments when lessons felt turgid called for perseverance. But through it all, I know that the highs and lows aren't here to be taken in silo. It's all a process – part and parcel of being in a community of care.”





# Impart Mental Health Care

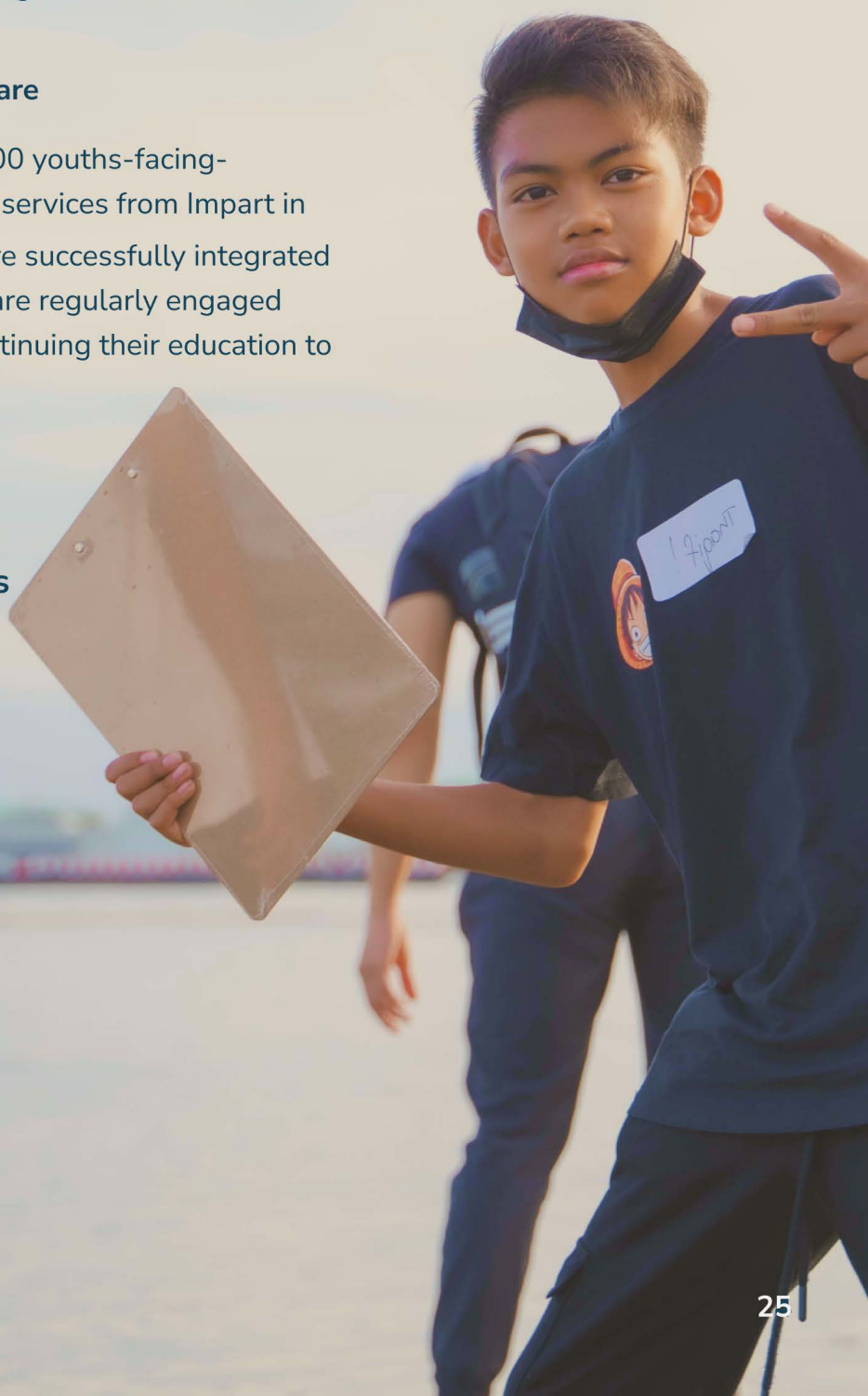
Impart's Mental Health Care arm champions advocacy that issues forth in action. The work of psychoeducation and de-stigmatisation is crucial, and we are dedicated to joining arms with various partners for its advance.

Also essential, is the action-focused work of providing accessible mental health care services in community spaces. This is where Impart Mental Health Care dedicates the bulk of our efforts. We provide an outreach and engagement model for psychological interventions, which allows youths facing psychological or life crises to receive accessible support, right at their doorstep. Our trans-diagnostic approach means that youths facing every psychological adversity can receive support. From self-harming tendencies, to severe social reclusion, and even to suicidal ideation, we are there to lend a listening ear and an outstretched arm.

## Impact with Impart Mental Health Care

We're glad to share that more than 100 youths-facing-adversity received mental health care services from Impart in 2022! **More than 95%** of them were successfully integrated into a community of care where they are regularly engaged through a range of activities, from continuing their education to pursuing an aspiration.

Additionally, our research found that there were **significant, positive improvements in all 4 measures** of Mental Health Care development: Growth Mindset, Problem Solving, Mental Wellbeing<sup>5</sup>, Social Support.



# Typical Impart Mental Health Care Journey Map

1

## UPTAKE

The outreach team at IMNA (I'M Not Alone) acts as the first line of response by pairing volunteers with a child or youth facing psychological or life adversities to build motivation and instil readiness for change through elements from Motivational Interviewing (MI) and Solution-Focused Brief Therapy (SFBT).

2

## ASSESSMENT

IMNA conducts a basic assessment of their needs and risks, working closely with relevant stakeholders (professionals from referee organisations, family members, etc.) to fill the gaps in intervention.

## REVIEW

Continual assessment of the youth's development takes place throughout the engagement, typically over a 3-6 month period. Frequent check-ins are conducted with relevant stakeholders to ensure a well-rounded picture of the youth's journey is formed.

3

## EVALUATION

4

Together with Impart's staff team, a case trajectory for the child or youth will be determined. The following pathways are typical of a youth's journey:

- Continue IMNA
- Go into Impart Mental Health Care's Program COPE, which involves volunteers journeying alongside children and youths to learn adaptive coping strategies.
- Go into Impart Education / Community programmes
- Bridged to services provided by external organisations

5

## CONNECTION

The youth is equipped with necessary mental health care skills to manage their emotions amidst prevailing circumstances, and experiences adequate stability. They are now officially transitioned out of our programs, and into our broader community of care.



## Stories from the Ground: Reaching the Reclusive?

Some of you might have heard of the term *hikikomori*. It is real in Singapore, not just Japan, and it is challenging for parents and families, not just the youths who are battling their own demons. This form of severe social reclusion typically presents itself with youths shut away from social engagement for 6 months and more.

But what makes a youth stay home, alone? This isn't introversion-in-practice. This is a youth locked away from most in-person interaction, for days, months, and even years.

When Impart learned of this growing trend, the challenge quickly made itself clear: How can needs be met for the chronically unmet?

Impart exists for these challenges. The complex, cast away, and catatonic are who we are here to support. And we do this with the strength of community; volunteers joining hands with Impart and our partners, bringing community connection and developmental opportunities, straight to the doorsteps of displaced youths. These youths have some of your highest need and risk factors, and our volunteers are specially trained as Mental Health Care Youth Advocates – empowered to engage these youths in their various adversities.

Take, for example, Dinesh. Dinesh is a 16 y/o youth who did not leave his home for 3 years because of a traumatic experience from his younger days. Think about that for a moment. 3 years of youthful vigour, now left behind in a daze. Various formal institutions tried to reach him, but to no avail. Thankfully, a partner reached out to us on the last day that this youth's case would be on the record — one day more, and Dinesh would have been phased out from formal care and lost to official records.

He really struggled with everyday functions. When we first met him, he was always looking away in conversations; barely speaking a word, with an overall sense of being trapped within his own tumultuous inner life. Our volunteers had to get creative in communication. Verbal communication was near impossible, so they had to experiment with writing notes and even text messages, even though they were physically next to one another.

In a rare moment of words spoken, he shared,

“No one knows anything about me and I don't want to know anybody too. I'm better off alone in this world. Who cares?”

Thankfully, our outreach model persevered to meet him every week, right in his household, and increased his capacity for social engagement. Our volunteer persevered through long hours of silence, building baby steps of academic progress while exploring innovative ways of connecting with Dinesh. Together with the supervision of Impart's staff, we saw Dinesh taking his literal first steps out of his home in 3 years, and slowly on his pathway towards sustained development. Recently, Dinesh even joined us in a large group activity where we strolled along the beach at eventide. You might not be able to spot him. You might not otherwise be impressed by such a picture. But the significance of the moment cannot be overstated: The hope of life in a community of care is no longer a distant dream.

Unconventional work of this nature will not meet conventional metrics of 'program success'. Some youths respond better, and others worse. Some change in months, others might even take years. But this work matters because every youth's life matters. Impart continues to bring development to the doorsteps of such youths who are in higher need and risk situations. And your support ensures that real help arrives at their doorstep.



# Impart Community

Impart Community creates opportunities in local communities for youths-facing-adversity to explore their aspirations through play, grow their sense of belonging through service, and obtain developmental momentum through innovative programs.

The warp and woof of community life is dynamic by nature. Part of this dynamism involved unearthing new ways for **more than 58 youths** to be meaningfully engaged. Youths from the community came along to offer their ideas, families in the community participated in multifaceted ways, and our volunteers maintained their commitment to participate in this community.

2022 was a year of transition for Impart Community. The first half of the year included our regular span of programs and services, with youths and volunteers joining in to strengthen the community through play and education:



## 01 Strengthening Community Through Play

### a. Common Ground, Common Space: March & June Holidays Fun

- The holidays can be a challenging time for youths-facing-adversity, who often feel listless and disengaged. Impart Community organised regular sporting sessions, transforming open void decks into lively spaces of semi-facilitated play, tapping on various sports like volleyball, floorball, and badminton.
- Budding interest even morphed into a dedicated time slot for badminton at Whampoa Community Centre, where youths had a more focused time of developing their interests.



## b. Common Ground Rock Climbing

- Boulder+, a climbing gym at Aperia Mall, jointly offered youth residents an opportunity to experience bouldering and rock climbing. Volunteers and youths learned to navigate new climbing routes, while also finding space to relate to each other as a community – be it through shared moments of fun or necessary instances of conflict resolution.

## c. Common Ground Creatives

- When we learned that two young residents had to deal with the fallout of traumatic events that took place earlier in the year, we liaised with their school's Student Welfare Officers to identify avenues for greater support and supervision.
- Out came a dedicated photography class, designed and executed entirely by volunteers, where we had an opportunity to see the world through our youths' eyes.



# 02 Strengthening Community Through Education

## a. Common Ground Study Group

- We convert open community spaces into quiet study corners to ensure opportunities to learn at the heart of community.
- Older youth residents who are currently in tertiary education also drop by occasionally to our study group, to support the younger children with their homework. These programmes are designed to enable moments of changemaking and relationship-building between community members.



In the latter half of the year, Impart Community piloted a new mode of community engagement, building on the basics of connecting through play to integrate targeted modalities of group therapy. Read on to hear about our novel program!



## Stories from the Ground: Grit and Grind Sharpens the Mind

It is always a joy when youths find themselves engaged through play. It can sound like a fickle thing, but all of us know that there is something precious about uninhibited fun and laughter with friends old and new.

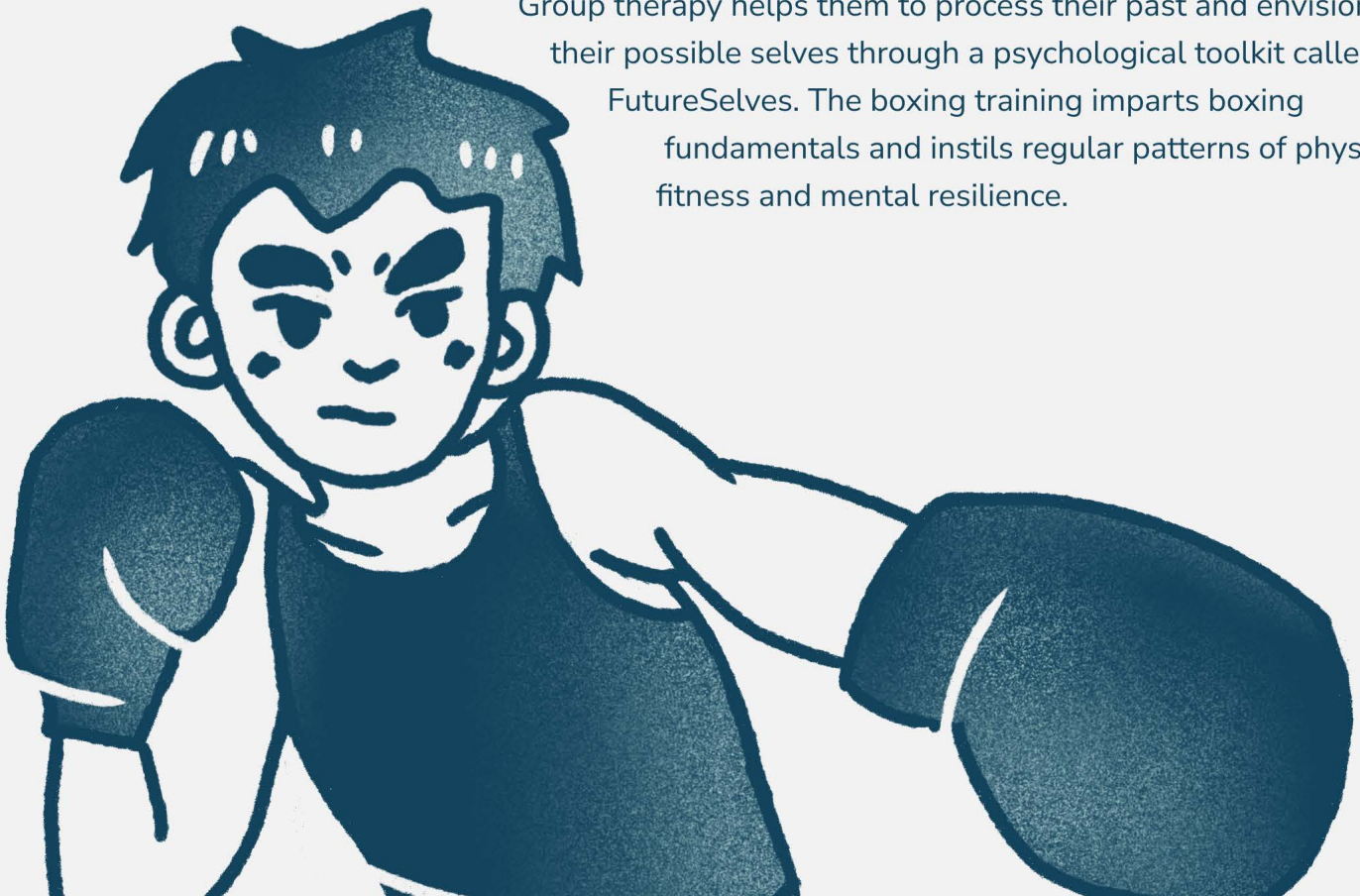
That was the basis for many Impart Community programs, where a regular pace of play eventually fostered a special camaraderie, and grew a well-worn discipline and resilience that naturally accompanies sporting programs.

But we didn't want to settle for a good program. We wanted to consider how targeted interventions could be introduced as part of play, so that youths can map out precise pathways for development.

From these inclinations, Project GRIT was born.

GRIT is a Boxing Youth Outreach Programme conducted in partnership between Spartans Boxing Club and Impart. Drawing on the power of community, this programme uses the Developmental Relationships Framework to nurture the youths-facing-adversities over 12 weeks. Each session is split into two parts - the first half consists of group therapy led by a clinical psychotherapist and the second half is traditional boxing and fitness training led by a professional boxer and boxing coach.

Group therapy helps them to process their past and envision their possible selves through a psychological toolkit called FutureSelves. The boxing training imparts boxing fundamentals and instils regular patterns of physical fitness and mental resilience.



Danish was 1 of the 8 youths involved in this pilot. Now 15 years of age, Danish saw himself mixing with the wrong crowd in his younger days. He felt a gnawing sense that he was being pulled in a negative direction, as he had started turning up late to school, disrupting lessons, and staying out long into the night with his new group of friends.

None of these things thoroughly satisfied him. He felt increasingly aimless, but also did not know where or how he could change. Then Danish stumbled across a poster for Project GRIT, and the thrill of boxing was enough to secure his initial commitment.

The ensuing weeks were not easy, and he quickly learned the physical and mental toll that sustained commitment demands. But the camaraderie of sport and the insights of group therapy kept him going, and Danish successfully completed the program with aspirations afresh and a new outlook on life. Coupled with encouragement from Impart's staff and volunteers, Danish is now resolved to "rise up again". His words, not ours!

Danish and the 7 other boys are only just getting started on their journey. Keep your eyes peeled to see how this community of change unfolds!







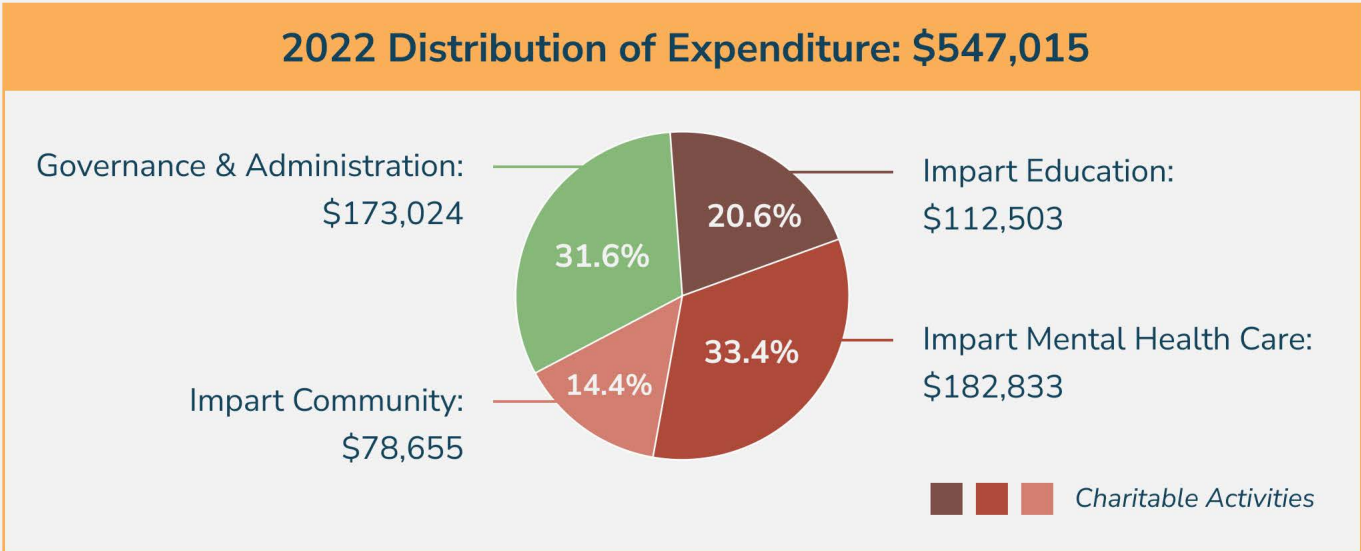
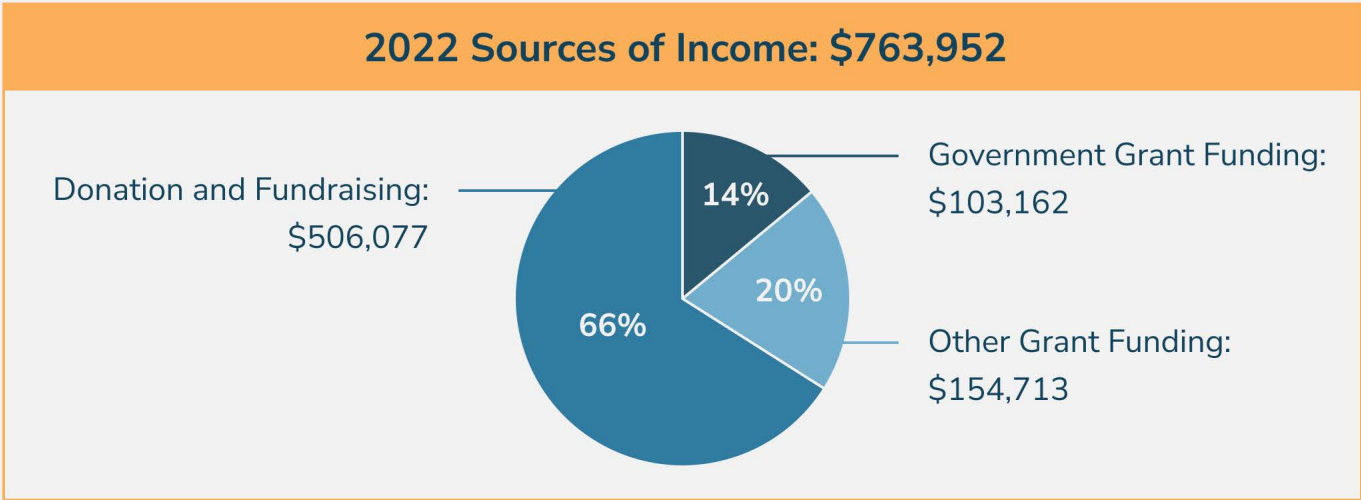
# Financial Information & Reports



Impart is committed to ensure prudent use of its resources in ensuring cost-effectiveness and accountability in all its operations. To further improve corporate governance, Impart has put in place financial controls and procedures to ensure transparency and accountability and to safeguard the integrity of the financial reporting. Audited financial statements are published annually. Specific project evaluations are also carried out to assess the effectiveness of its programmes in meeting client needs.

**Please refer to some 2022 financial highlights and charts:**

- Impart received about 14% of its annual funding from government grants and relies more on its own fundraising efforts to meet the rest of its financial needs.
- Impart received income totalling some \$763,952.



# Governance and Disclosure

## Reserves Policy

Impart seeks to build up a reserve of up to 12 months of operating costs. This is to allow a lead time to take the necessary measures to channel support for our work, reassign beneficiaries or re-deploy staff if anything should happen that will threaten our income stream. The amount of reserves will be regularly reviewed by the Board of Directors to ensure that they are adequate to fulfil the continuing obligations.

## Conflict of Interest Policy and Related Party Transactions

Board/Committee members and staff of Impart are required to understand and abide by the Organisation's Conflict of Interest Policy and disclose any information about him/her that is, or may lead to, actual, potential and/or perceived conflicts of interest on an annual basis. An interested Board/Committee member or staff must not participate in any discussion of, deliberations about, and the vote on, the transaction or arrangement that results in conflict of interest.

There was no related party transaction in FY2022.

## Personal Data Protection Act Policy (and Donor Confidentiality)

Impart respects and honours our sponsors, donors, partners, volunteers and clients; their right to be treated courteously, fairly and have their privacy protected. Impart is committed to complying with the Personal Data Protection Act passed by the Singapore Government Parliament in October 2012. Personal information is given in good faith by sponsors, donors, partners, volunteers and clients and will only be used to maintain or enhance their relationship with Impart.

Sponsors, donors, partners, volunteers and clients can remove their name from mailing lists upon sending their requests to Impart. Impart also maintains a high level of confidentiality with respect to donor information. Donors' name or other details will not be published in any corporate collaterals or publications unless there is a partnership agreement between Impart and the donor.

## Remuneration and Benefits

The Board members of Impart do not receive any remuneration.

## Annual Remuneration of Staff

Annual Remuneration	No. of Staff
Salary Band	FY 2022
\$100,001 to \$125,000	1
\$75,001 to \$100,000	1
\$50,001 to \$75,000	2
\$50,000 and below	6

\* Salary and bonus (including Employers' CPF contribution)

## Board Meeting Attendance Record

Names	Attendance
Albert Lim	4/4
Keith Yap	4/4
Calvin Ngo	3/4
Swati Jhaveri	2/4
Shermaine Lim	4/4
Stefan Liew	3/4

# Appendix

<sup>1</sup> Were engaged directly through our weekly programs on a 6-12 month basis.

<sup>2</sup> The typical Impart youth experienced an increase from 3.5 to 4.3 in this category.

<sup>3</sup> The typical Impart youth experienced an increase from 3.4 to 4.5 in this category.

<sup>4</sup> The typical Impart youth experienced an increase from 3.6 to 4.4 in this category.

<sup>5</sup> Growth Mindset

- Descriptive statistics:

- Pre: Mean = 2.44, SD = 1.021, Median = 2
- Post: Mean = 3.62, SD = 0.652, Median = 4

- Paired Samples t-test

- $t(33) = 6.67, p < .001$ , mean difference = 1.18
- This means that there is a significant difference between the pre-post measures of 'Growth Mindset'. Specifically, they have higher scores at the post-test.

#### Problem Solving

- Descriptive statistics:

- Pre: Mean = 4.62, SD = 1.809, Median = 4
- Post: Mean = 7.29, SD = 1.447, Median = 8

- Paired Samples t-test

- $t(33) = 6.73, p < .001$ , mean difference = 2.68
- This means that there is a significant difference between the pre-post measures of 'Problem Solving'. Specifically, they have higher scores at the post-test.

#### Mental Wellbeing

- Descriptive statistics:

- Pre: Mean = 9.21, SD = 3.583, Median = 8.5
- Post: Mean = 14.76, SD = 2.697, Median = 16

- Paired Samples t-test

- $t(33) = 8.16, p < .001$ , mean difference = 5.56
- This means that there is a significant difference between the pre-post measures of 'Mental Wellbeing'. Specifically, they have higher scores at the post-test.

#### Social Support

- Descriptive statistics:

- Pre: Mean = 2.68, SD = 1.173, Median = 3
- Post: Mean = 3.82, SD = 0.936, Median = 4

- Paired Samples t-test

- $t(33) = 5.03, p < .001$ , mean difference = 1.15

This means that there is a significant difference between the pre-post measures of 'Social Support'. Specifically, they have higher scores at the post-test.



[www.impart.sg](http://www.impart.sg)