



annual report 2023





Message from Chairman & Executive Director	4
About Us, Mission, Vision	6
Overview of Charity	8
Board Members & Patron	10
Three Milestones of 2023	13
Impact & Innovation	17
Highlights of 2023 Services & Programmes	20
Impart Education	21
Impart Mental Health Care	24
Impart Community	28
Financial Information & Reports	32

contents

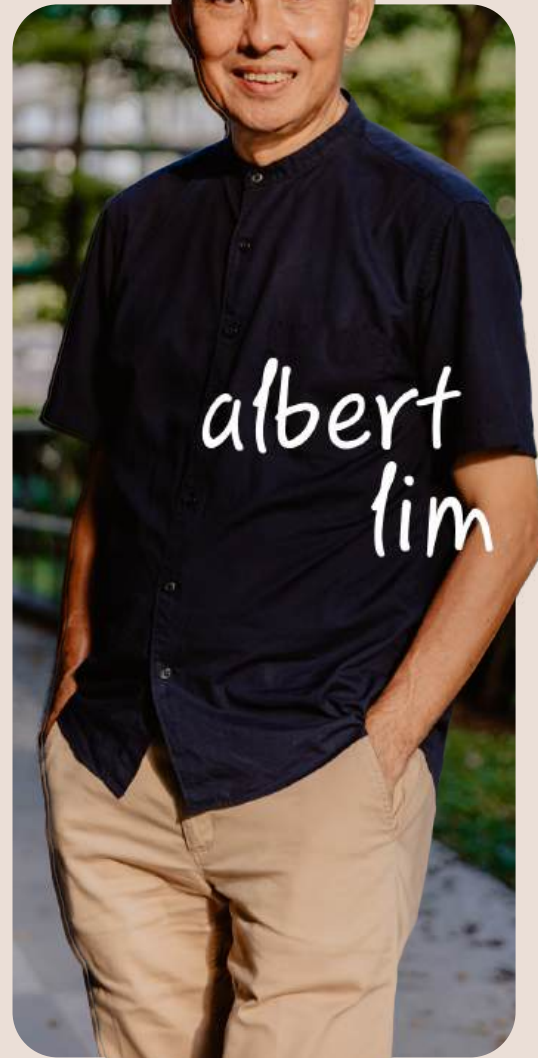
message from chairman

Ancient wisdom teaches us that we should never despise the day of small things. Great things often proceed from small and faithful beginnings.

So I share with you my great joy today at having witnessed great things with Impart. From my first year as Chairman in 2021 to 2023, I had front-row seats to the blossoming of “small things” into “great things”.

You might have heard that 2023 was a momentous year for us, capped off by our new-found status as an Institution of Public Character (IPC), which was awarded to us in November 2023 for the first time in our organisation’s short but storied history.

I want you to hear me carefully. The IPC status itself isn’t the “great thing”. It represents the many great things that have taken place at Impart, chief of which the fact that 353 youths-facing-adversity have received a fighting chance through Impart this year. 353 young lives, brimming with potential yet daunted by adversity, have experienced a growing community of care while developing core developmental competencies across our Education, Community, and Mental Health Care arms.



Of course, this great news was only made possible by the many small and faithful “great things” that transpired on a weekly basis. More than 200 volunteers set their hands and hearts to bring good help to those who need it the most. Our Impart staff team has been tirelessly at work behind the scenes to ensure that programs and services continue to run. Our partners, board directors, and Patron have taken the time to keep their ears close to the ground, listening to youth experiences and responding with organisational support to keep things growing.

This year’s annual report presents a snapshot of these “great things”. Don’t just glance at the numbers and figures. Go deeper. You don’t want to miss out on our stories from the ground that encapsulate these larger narratives of care, woven together by our youths, their adversities and achievements, and the community that has gathered around them.

So read on, and then reach out to join us in giving youths a fighting chance!

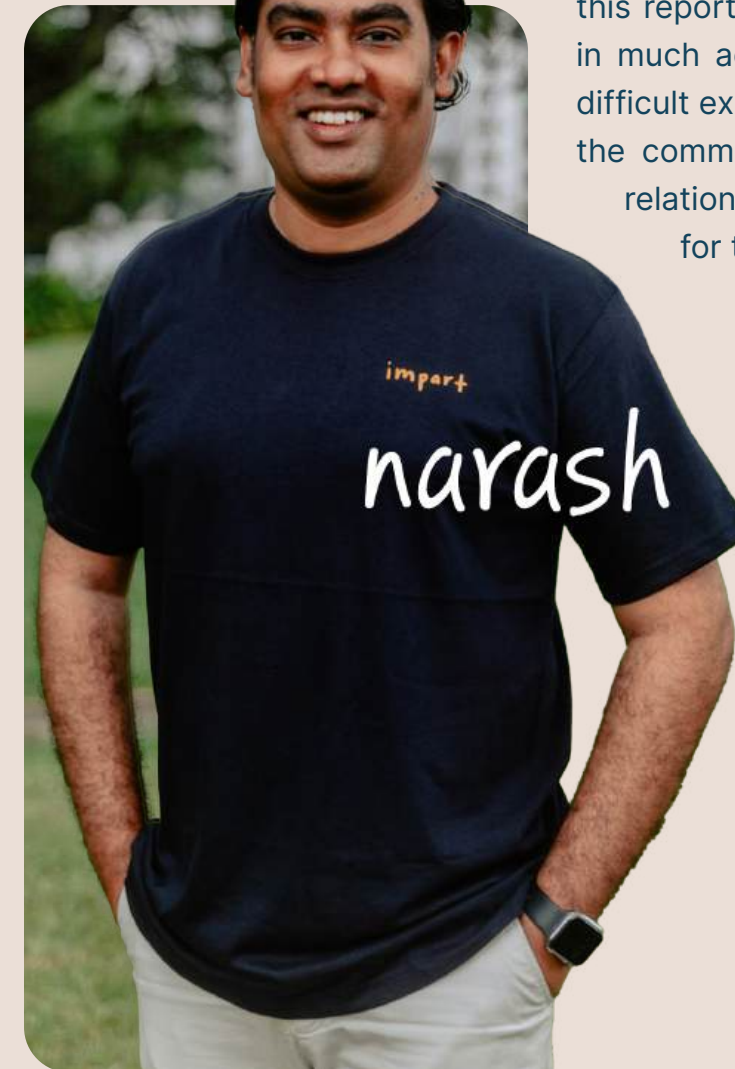
message from executive director

Voice matters. I don’t mean the smooth velvety tone that gets people bopping. I don’t even mean the act of representation, where unseen youths are “given a voice”.

I actually mean grammar. The ‘active’ or ‘passive’ voice makes a difference. That’s why Impart opts to refer to our youths as “youths-facing-adversity”, as opposed to the nomenclature of “at-risk youths”. While both are accurate and informative, we’ve found that the active voice in the former makes a difference compared to the passive voice in the latter. How do we see our youths, and how are we teaching them to see themselves?

2023 has been a year where we have seen our youths take on adversities – some of the most crippling adversities that a young person might go through – and come out stronger with the strength of our community of care. So it is only right that I take a moment to pause and recognise our youths for what they have accomplished: Facing adversity head-on, amidst circumstances of severe risk and need.

I hope you read our annual report bearing this in mind. As much as they are really at risk of certain dangers, and as much as they are in need of much provision and support, read this report as the account of youths who are engaged in much activity – the emotional labour of processing difficult experience, the physical act of showing up, and the communal work of situating oneself within social relationships that can be tricky at times, but essential for the long haul.



2023 has been a year of change and transformation, both for Impart and our youths. The year ahead will mark even more growth. And it matters that we face these changing times and tides, recognising that we all have an active part to play in this community of care. So thank you for your support, and we hope that you will join us in giving youths a fighting chance.

about us, mission & vision



about us

Impart is a Singaporean charity that gives youths a fighting chance.

Our pilot 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 through organisational formation in 2019, 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 **200 volunteers have been connected with 353 youths** this year, and we're excited to share our experiences in detail with you.

mission & vision

MISSION

We give **youths-facing-adversity**
a fighting chance

Impart's youths may come from higher risk and need environments, but they are not just defined by their needs or risks – instead, they face adversity in our community of care.

Neither just a passing chance nor a second chance, but a fighting chance to thrive in their next stage of life.

VISION

Every youth empowered in
healthy communities of care

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

Growth will take root in diverse, intergenerational, and collaborative environments.

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) from 06/07/2022, and is an Institution of a Public Character (IPC) under the Charities Act. This status was obtained on 30 November 2023 through to 29 November 2024.

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

Corporate Email: 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

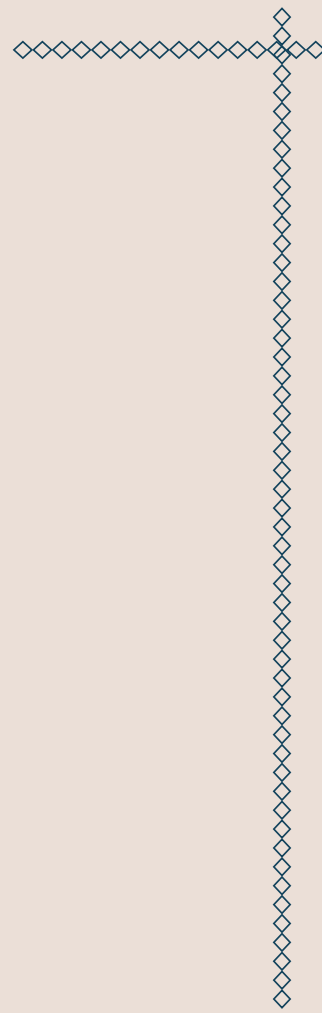
12 Marina Boulevard

Marina Bay Financial Centre Tower Three

Singapore 018982



board members & patrons



message from patron

When I first met Impart in 2021, I was struck by its tenacity and compelling social mission – to harness the strength of community volunteers to help give youths facing adversity a fighting chance to overcome their challenges. Impart’s community volunteers and staff reach out to the youth in their local communities, and provide timely interventions and support to help them improve their educational outcomes and mental health. Seeing its meaningful impact and contributions to the community is what led me to join Impart as its patron in 2023.

Building a more caring and inclusive society takes hard work and close collaborations with community partners such as Impart. MSF designated 2024 as the Year of Celebrating Volunteers to recognise and appreciate the significant contributions of community partnerships and volunteers. The Government has been doing more to support and uplift families to achieve stability, self-reliance and social mobility, and is committed to doing more to ensure that hope and opportunity are kept alive for all, working alongside our partners and volunteers.

I am encouraged to see Impart grow over the years. With the hard work of its staff and over 1,000 volunteers, more than 1,019 youths facing adversity have received a range of opportunities to improve their lives.

I look forward to seeing Impart continue translating its passion into progress and making a difference in the lives of those it serves. Thank you to everyone who has contributed to this journey, and together, we can create a brighter future for all.



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

three milestones in 2023



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
(Chief Executive Officer,
Methodist Welfare Services)

MEMBERS



Ms Swati Jhaveri
Knowledge Management,
Singapore International Arbitration Centre



Ms Shermaine Lim
AVP Market Conduct Compliance,
Local Insurer



Dr Lee Cheng
Clinical Director,
IMH Office of Population Health

EXECUTIVE MANAGEMENT TEAM



Mr Narasimman S/O Tivasiha Mani
Executive Director
Date of Appointment: 1 May 2021



Mr Joshua Tay En Han
Deputy Executive Director
Date of Appointment: 1 May 2021



Ms Nicole Pang
Head, Mental Health Care



Mr Jay Ong
Head, Education & Enablement



1 paving pathways

Jimmy's Journey From Adversity to Advocacy

More than 30 of the 156 youths supported at Impart Community returned as volunteers after they had completed 1 round of programs. For many of them, this was a simple and precious opportunity to help others like themselves – moving from adversity to advocacy.

In the case of Jimmy (not his real name), he first came to know of Impart through GRIT, our boxing program. Jimmy had been socially reclusive for nearly 1½ years. He was then 15 and had fallen behind in his studies, needing to repeat Secondary 3. He found himself dallying around at home with his days passing him by.

Computer games occupied his attention for a while, but their lustre was lost after half a year. He spent entire days in bed for another half a year, just lingering around. The older of two boys lives with his grandmother and mother, who works as a sales manager. His parents live separately.

“I had no motivation, and I didn't know what I wanted in life. I felt mostly numb. I was hoping for opportunity and options, but I didn't know what was possible for me anymore.”

Thankfully, his school counsellor persisted in following up with him, and when the prospect of GRIT surfaced, something resonated with Jimmy. He immersed himself into the program even though he was initially tentative – he placed himself back in school by the midway mark of the program, and completed the program with a keen sense of his future orientation.

But what's most impressive for us at Impart is his simple, sincere, and steadfast service. Jimmy has been our most consistent return-volunteer, even assuming the role of an assistant program manager at times where he would help to coordinate the logistics behind the scenes. These little moments of service add up. We all know that quiet work, often unseen, yields outsized outcomes.

For Jimmy, the biggest “outcome” comes with seeing how his growth isn't just about his own benefit, but the growth of this budding community of care – a community where he now has a place and part to play.

2 paving pathways

Narish's Journey from Advocacy to Accreditation

I'm sure you remember Narish by now. He was Impart's very first youth to receive our educational support, which helped him obtain a traineeship with Subaru at ITE. After some time, he realised his passion was for others youths who were once in his predicament to receive a fighting chance, so he came back to Impart in 2021 and was honed as a Impart Youth Mental Health Advocate as part of our pilot traineeship program in 2022.

This year, advocacy stretched forth into accreditation. It can be difficult for a youth from Narish's background to obtain relevant professional education. Let's face it: qualifications matter in Singapore. And in some sense, rightly so! It matters that quality of care is upheld and safeguarded. Yet it also matters that these educational opportunities are not inaccessible to youths from difficult backgrounds who want to make a difference.

That's why it meant the world that ITE opened up their Work-Study Diploma (WSDip) program in Community Engagement and Development for Narish. These programs typically require some degree of prior educational experience, which Narish lacked. But he possessed a history of work experience at Impart through our traineeship, which sufficed to enrol him in the Diploma program.

The WSDip places youths in a work environment with an organisation 4 days/week, and holds classes for them 1 day/week. So Narish had to juggle his studies while pressing forth with new programs at Impart Community.

2023 was a milestone year, as Narish led two Impart Community programs for the first time: APEX and FITE, which were built around Sepak Takraw and Muay Thai respectively. Here's what he has to say about his experience.

“Honestly it has been really tough la. Switching between work and books isn't the most natural for me. And starting a new program with this group of youths pushed me to my limits. There were times when I wondered whether this was the right fit for me, and I almost gave up.

But I remembered why I started this in the first place. I want to help other youths experience a fighting chance for their future. So I'm pressing on, and I'm grateful that this opportunity helps me to understand how I can continue to make a difference.

I found myself growing through modules at school as well, that teach me how to design better systems and processes in these programs. Otherwise, the programs will just be built around me. But now that I know how to write checklists and program manuals, volunteers can learn from these manuals, join in, and make a difference too.”

3 more than a status

You've probably heard it by now, but Impart obtained our status as an **Institution of Public Character (IPC)** in November of 2023!

This IPC status matters.

It's not everyday that a young and growing organisation receives this recognition of professionalism – just one year after we received our charity status! We're thrilled about this. Beyond the status, it speaks to the **larger narratives of care** that have been reified by little moments of connection: Although we lack the financial firepower and resources of others, our community of care has more than made up for it with grit and gumption.

So we're including this milestone in our Annual Report as a testament to the community that has made it possible – that's you, our youths, volunteers, partners, staff, board members, and Patron.



impact & innovation

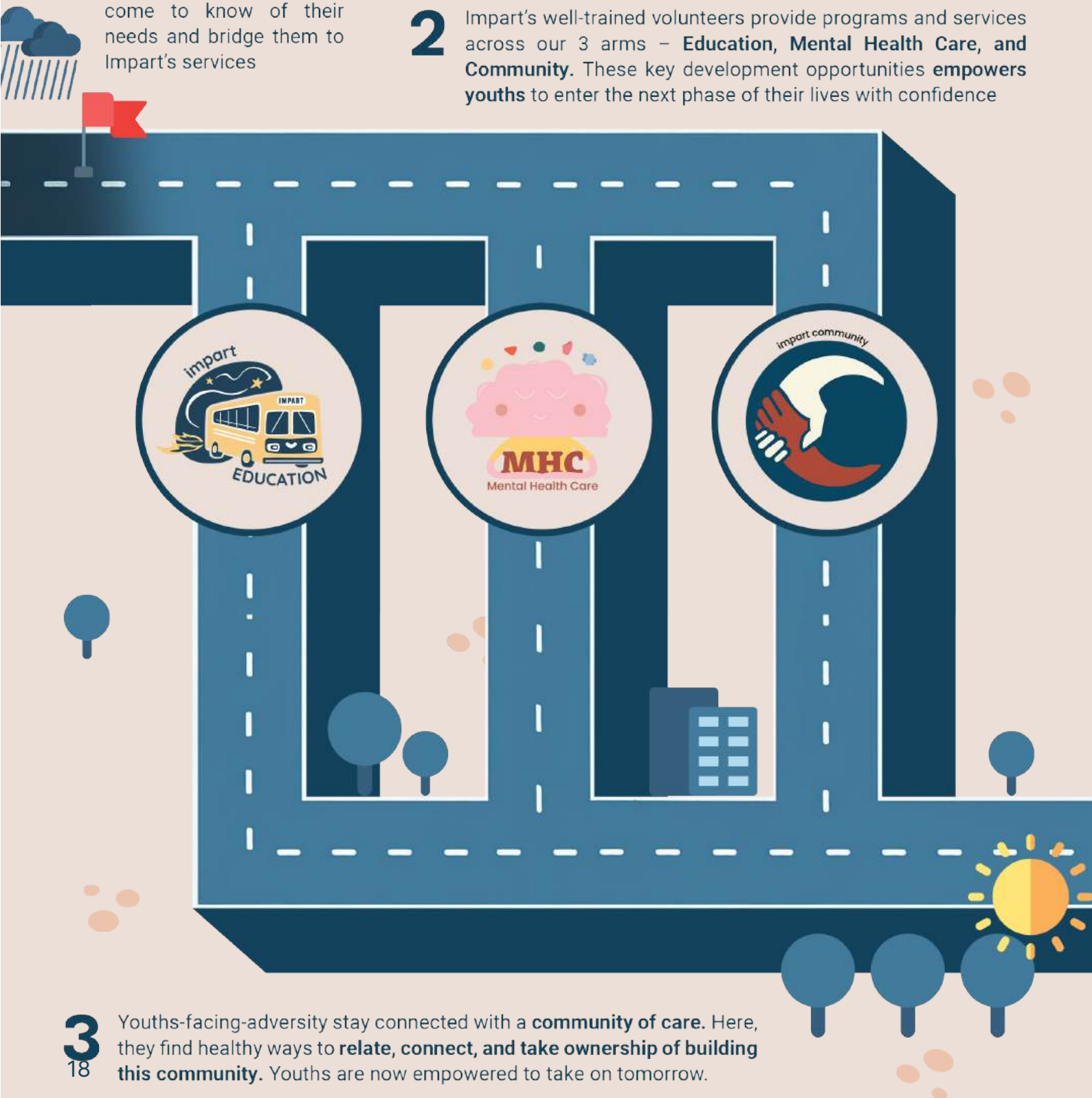
youth journey map

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

1 Youths-facing-adversity often feel and experience **isolation from quality support.**

Professionals, community members, and Impart staff come to know of their needs and bridge them to Impart's services

2 Impart's well-trained volunteers provide programs and services across our 3 arms – **Education, Mental Health Care, and Community.** These key development opportunities **empowers youths** to enter the next phase of their lives with confidence



3 Youths-facing-adversity stay connected with 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

Total youths-facing-adversity supported¹

353

Total volunteers

200

awareness & advocacy impact

First, a brief word on numbers. We want you to trust that our numbers represent 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:

Online advocacy reach (articles, videos, etc.)

29,804

Offline advocacy reach (workshops, talks, outreach booths)

2,305

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

highlights of 2023 services and programmes

■ **Good help gets to those who need it the most**
■ through Impart Education, Impart Community,
■ and Impart Mental Health Care.



impart education

Impart Education ensures that every youth-facing-adversity receives robust and accessible opportunities for a well-rounded education. These opportunities span academics, (career) aspirations, and (financial) acumen.

Education matters. And it matters that youths believe that education gives them a fighting chance for their future.

We work closely with community stakeholders to ensure quality resources are paired with the right relationships – creating an experience where youths-facing-adversity can thrive.

Typical Impart Education Journey Map



stage one

Stakeholder (professional youth worker, community partner, or youth) refers a youth to Impart



stage two

Impart recruits, develops, and deploys a suitable volunteer to support the youth on a 1-1 basis



stage three

Impart facilitates the collaboration between volunteer, youth, and stakeholder



stage four

Impart supports the volunteer and youth through any post-education engagement (e.g. healthy community relationships or mentorships)

Impact with Impart Education

In 2023, Impart Education supported **88 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.).

Stories from the Ground: Youths Take Centrestage

Who would have thought that youths-facing-adversity would take centerstage at an Education Symposium with professionals and leaders from more than 35 organisations? Yet it came to life at our inaugural Education Symposium, hosted at Temasek Shophouse's foyer.

If you turned back time 5 years ago, Yixin, Maleha, and Marco would have never thought they would be speaking at an Education Symposium. Life's adversities had firmly taken centre stage, and they found themselves displaced and falling out of school.

The symposium sought to spotlight relatively hidden youth education challenges, and given Impart's increasing exposure to supporting out-of-school youths, we knew that we had to seize the occasion. So it made all the sense in the world to have some of our former youths join us as panellists to lend their experience to the room of professionals. After all, these youths have had firsthand experiences of how little moments of support can stretch out into larger narratives of impact. They battled their adversities, while volunteers and caregivers came alongside to support them in their journey.

It was the first time our youths sat on a panel, let alone with our Guest of Honour, Senior Parliamentary Secretary, Eric Chua. Their sharing was followed by our expert panel of professionals who helped us to dream about what change could look like in the sector – Marvin Kang from The Astronauts Collective, Dr Cheng Lee from the Institute of Mental Health, Jai Prakash from Tri-Sector Associates, and Impart's very own Jay Ong!

To give you a clearer sense of the occasion, meet Marco.

Marco was introduced to Impart when he was 17 in 2020 by his Student Welfare Officer, right as he committed to dropping out of school. Academic problems and severe family stressors had led to his decision – he no longer saw the point of carrying on in formal education.

But when the opportunity to receive support as a private candidate came up, he seized it with verve. For Marco, the customisation meant everything. It allowed him the space to continue on his studies while navigating his own personal challenges.

Even so, the journey was arduous. He had to put his head down and take things one day at a time.

“A part of me just told myself to live everyday like it's my last. Another part of me was focused on my path ahead. Whatever the uncertainty, I tried to numb it out and psych myself to go through it.”

It felt markedly different to have his experiences represented at an Education Symposium and voice heard on the panel. Marco had met many social services professionals throughout his life, most of whom were there for him in a helping capacity. They made a difference in their own way. But this occasion was different. In his words,

“Being engaged by people from different walks of life, many of them professionals, helped me to see how much people actually care about those in my situation. Many think that there are already many social services and that our challenges are manageable – What's the big deal?”

“But it is a big deal for those of us living through it, and it helped to know that people were genuinely interested in my life. The social services helped, but being understood on a panel and in the subsequent conversations was a different sort of 'help'. There's something here that gives me so much more hope that we can give youths a fighting chance.”



impart mental health care

Impart's Mental Health Care arm champions advocacy that issues forth in action. Youths facing psychological or life crises receive accessible support, with platforms created to amplify their experiences.

Typical Impart Mental Health Care Journey Map



IMNA's (I'M Not Alone) outreach team acts as the first line of response.

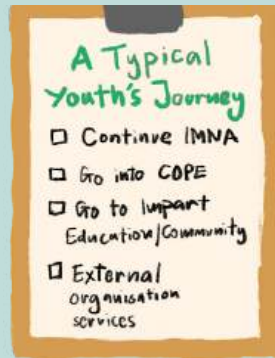
Volunteers are paired with a child or youth to build motivation and readiness for change, through elements from Motivational Interviewing (MI) and Solution-Focused Brief Therapy (SFBT).



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.



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.



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

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

Impact with Impart Mental Health Care

More than 105 youths-facing-adversity received mental health care services from Impart in 2023! Of these, more than 92.8% 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.

Stories from the Ground: Crisis Care?

We've seen this story play out in our lives or another's. Storms that brew within the household can easily sweep through the rest of one's life. Our experience of family matters too much.

That was the case for Joey, who had to navigate familial tensions for as long as she could remember. She recalls seeing the school counsellor twice in primary school, except that those visits took place during recess time so she swiftly wormed her way out of them – which primary school student would want to sacrifice time from their favourite 'subject'?

Still, the storms continued to rage. Joey found herself tossed and turned by adults in her life who wanted her to take sides and take action. All of this happened as she juggled the stress of her secondary school transition, where academic stressors were increasing and her sense of self-worth was plummeting. Then the storms started to rage with physical violence, and it all felt like too much to handle. What 14 year old is equipped to walk into the eye of a storm?

It certainly didn't help that Joey felt stifled. She didn't think that she could talk to her friends, or anyone at all, about what was going on. How were they to understand? After all, isn't it just a family matter? These emotions were so overbearing that Joey turned to self-harm as a coping mechanism. It's not that self-harm solved anything – she simply did not know how else to cope.

Thankfully, she came to learn about Impart as an opportunity for someone to enter her familial space, meet her at her home and in her neighbourhood, and walk alongside her through the journey. Things felt tentatively promising for once – no longer just a family matter, but one where a community of care gathers with a family in need.



Of course, there's always a latent fear mixed with the hope at hand. A stranger entering the scene? What if they couldn't put up with her reticence?

But she found Mandy, her Youth Advocate, surprisingly "chill". Although Joey didn't feel safe enough to open up, she could tell that Mandy wasn't stressing out over it. This set the foundation for future sessions, where Joey came to recognise that Mandy had the composure even for Joey's own 'bad' days. Trust grew and overcame her initial hesitance. She found herself enjoying the sessions, and even looking forward to her time with Mandy.

"It was different. When I had to go to other professionals, we would only talk about my problems. That made me feel like my identity was defined by my problems. I would also be told immediately that some of my opinions about my family were just 'wrong'. But Mandy was different."

Joey described that Mandy wasn't just interested in solving a problem for her. Mandy enjoyed hearing about little moments of Joey's day-to-day life, which helped her to recognise that her life is far larger than my problems at home. While Mandy didn't always agree with Joey's opinions, Mandy's first instinct was never to chastise but to stay curious. That's what emotional validation means: Listening over lecturing.

Looking back, Joey recounts a memorable incident.

"I had gone a year of being self-harm free, and my graduation was nearing. **But then I relapsed.** I was mad at myself for letting all my progress go to waste, and I remember breaking down thinking that I had failed. My trigger didn't even seem so 'big' to justify wasting all of my growth. But Mandy wasn't mad at me. She didn't make me feel like I had disappointed her or wasted her efforts.

"She helped me to understand my thoughts, emotions, and stressors. I started to see that my relapse wasn't a sign that I was a failure, and that there were so many more signs of 'strength' in my life."

Mandy was right, you know? Joey had really grown from strength to strength, even amidst her crises. We sometimes think that those in crises, especially those of the familial sort, are too burdened to care for another.

But Joey had grown to overcome that narrative. By this time, she had been through IMNA and experienced COPE, where she learned adaptive coping strategies. She found herself using those skills and **even teaching those skills to her own friends** who were going through their own struggles.

There was even once when Mandy was stuck in a terrible traffic jam and was running very late for a session. It was the peak period of Joey's own stress, but Mandy recounts how **Joey was entirely concerned about Mandy's wellbeing** – that she would simply arrive safely.

Joey had also started helping out with Impart's volunteer training sessions, where she would **teach prospective youth advocates how to respond** in roleplay situations to better journey with youths-facing-adversity.

Then there's also that time when Joey, who isn't herself too interested in the outdoors, **considered how her nature-enthusiast friend would benefit from Impart Community's PACE program** which helped youths practise mindfulness through nature walks.

Oh, and there's also that family matter. You see, Joey has an older sister who has experienced the same sort of chaos, and perhaps a little more. Joey's sister has a diagnosed condition, and has been seeking professional therapy for a while now. They're 5 years apart, and not that close in their daily lives. But her sister noticed something different about Joey's rhythms and growth. Joey **gradually introduced her sister to Impart**, where her sister now receives support in a community of care: It's sometimes a good thing when we can circle back to family matters.

Do you recognise the significance and strength at work? How often do you see a younger sibling facilitating an older sibling's well being for the better?

Joey's 16 now, and not every crisis has abated. But she has graduated from Impart Mental Health Care, connected friends to Impart Community, and is now going through Impart Education in preparation for her national examinations.

The journey continues as she works towards becoming an educator one day. It matters to Joey that her life is lived with an eye towards nurturing others, and we're hopeful for her: Those who have journeyed through crises with the strength of community have a special force to their care.



impart community

Impart Community creates opportunities for youths-facing-adversity to connect in their local communities. Here, they explore their aspirations through play, build a sense of belonging and purpose with larger communities of care.

Impact with Impart Community

The warp and woof of community life is dynamic by nature. Part of this dynamism involved unearthing new ways for **more than 156 youths** to be meaningfully engaged. This was done through **more than 10 new program** running across interests like:



More than 30 of the 156 youths returned as volunteers, after just 1 cycle of programs!

These numbers and scale aren't typical for fledgling programs, and that's because there's something special happening at Impart Community. Continue reading to understand the program model, as we tell the story with a youth's journey in mind!

Stories from the Ground: Rise Above

The field of Community Psychology spotlights a simple truth: environments matter. We've all experienced this for ourselves. This isn't about a Nature vs. Nurture debate. This simply says that one's well being is always affected by one's environment.

So it was no surprise when Zac found himself struggling with the transition from primary to secondary school. Things were just different. School subjects started to get a lot more difficult. To make matters worse, things were increasingly challenging at home as certain financial stressors and familial conflicts spilled over into his emotional life.

While he was referred to a counsellor, he didn't find the sessions as helpful as one might hope. But his mother told him one day about RISE: Impart's callisthenics program in collaboration with a local gym called Push Pull Give. Zac didn't know a thing about callisthenics, which is a form of exercise that primarily leverages one's bodyweight. But he knew that he wanted to grow fitter, the way every pubescent youth has some idea about how they want to develop themselves.

But there were two main differences.

This callisthenics program, like every Impart Community program, was group-based, which isn't that conventional. Going to a gym can often feel like a solitary affair with occasional moments of awkward eye contact. This program was different. A group of youths would work through their movements each week as a team, with leaderboards and activities that gamified their workouts and participation.

This callisthenics program also involved group-therapy, and here's where things get really different. The programs at Impart Community integrate group therapy into every session.



What happens at Impart Community?

Each Impart Community session is split into two parts:



Through both halves, youths build on their organic interests to discover different aspects of their identity, and chart a new future forward in a community of care.

As you might imagine, showing up for group training and group therapy with a bunch of strangers can be awkward. And it was awkward. Zac didn't know any of the 6 participating youths, and he had never been through group therapy sessions either. But he was excited at the prospect of imagining new futures for himself, and growing alongside a community that shared this unique experience.

Commercial gyms can be an intimidating place, but Zac only felt cared for and encouraged by the nurturing team of Push Pull Give trainers. By the end of the program, Zac emerged as the top participant in his cohort, while also possessing a keen sense of what he wanted to pursue in the future.

Zac also enjoyed the experience so much that he continued showing up at the gym at least twice a week. It has been a year now, and Zac continues to stay the course. Community Psychology also teaches us the significance of a Third Place, which are public settings where youths who feel marginalised by their circumstances actually find safety; a harbour in life's storms. While things may continue to rage on in his own life, Zac now has a Third Place that reminds him of his goals.

“Going there regularly empties my mind from all the stress. It's like a regular space to decompress when things build up.”

Commercial gyms can also be a solitary place, where you're there and you're there by yourself. But with Impart Community, this gym has become a place where you're there, and you're there together with those who share cheer and care.

Zac hopes to be a pilot one day. He can't join the Singapore Youth Flying Club just yet, but he's working hard in school to get there. He's not sure when his personal adversities will end, and how he'll be when the dust settles. It's something that worries him from time to time. But he carries on with the knowledge that he's doesn't have to do this alone.

We're cheering you on Zac. Take flight, and rise above!



the year ahead

In the coming year, Impart will continue to improve on our existing programmes and services across all 3 arms. Two ongoing projects include “PACE” under the NCSS 4ST Partnership Fund, held in collaboration with World Wildlife Fund; and “JETPACK”, under the National Youth Fund and The Majurity Trust’s Trampoline Fund.

New programmes will be launched under all 3 arms in the domains of Youth Mental Health and Engagement, Community-Based Youth Development, and Group-Based Holistic Education.

Through these programmes and services, we will continue to give youths a fighting chance with the strength of the community.

To generate funds to support the programmes and services, which are only partially funded by government grants, Impart will continue to seek support from the public, corporations, and private grantors to ensure that youths receive a fighting chance. Some of our key fundraising events planned for the new year include an online “Paving Pathways” Campaign, “Give Youths a Fighting Chance” Campaign, and White Collar Boxing Fundraiser Campaign

Our total fundraising expenditure (including staff manpower cost) is projected to be close to \$628,130 and complies with the required fundraising efficiency ratio. Donations to Impart are entitled to 2.5 times tax deductions.

We thank you for giving youths a fighting chance with Impart, and we seek your support in the journey ahead.

financial information & reports





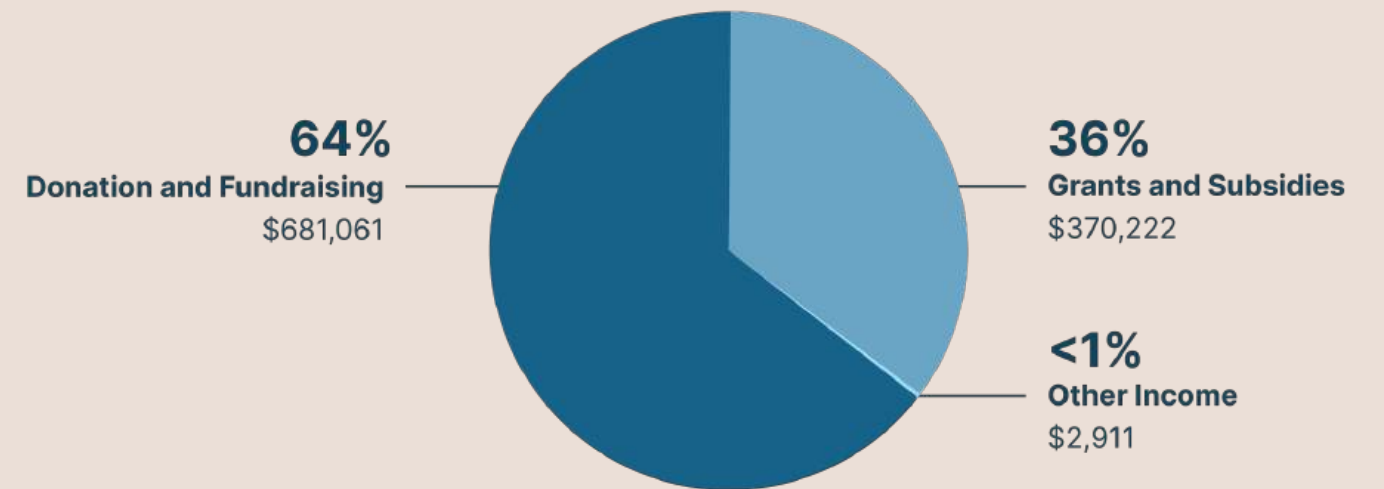
Impart is committed to ensure prudent use of its resources in ensuring cost-effectiveness and accountability in all its operations. To further improve corporate governance, Impart has put in place financial controls and procedures to ensure transparency and accountability and to safeguard the integrity 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 2023 financial highlights and charts

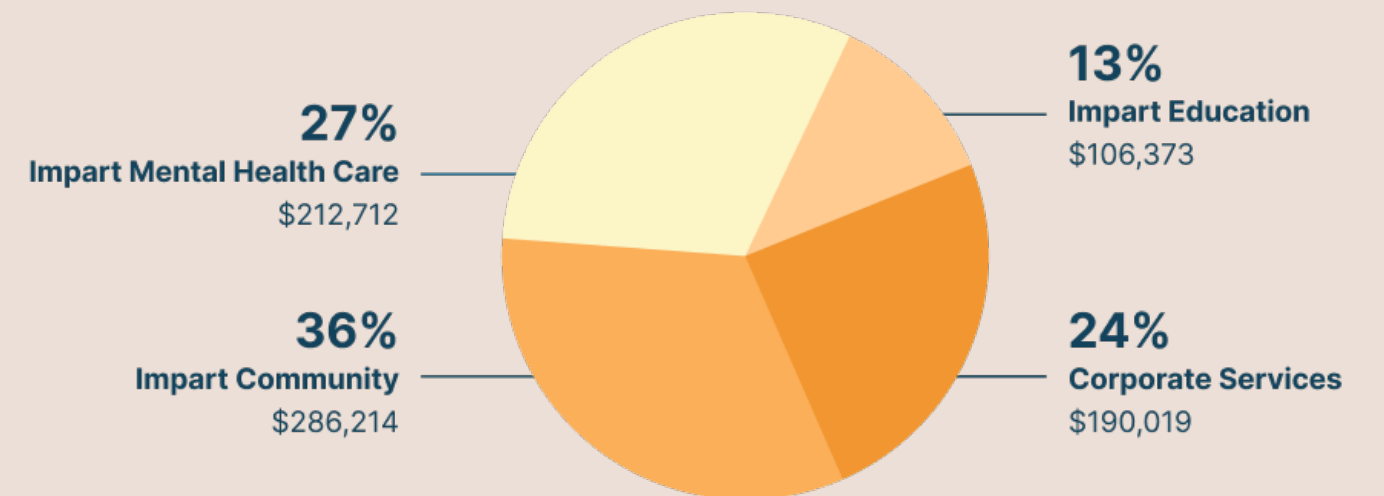
Impart received about 32% of its annual funding from government grants and relies more on its own fundraising efforts to meet the rest of its financial needs.

Impart received income totalling some \$1,040,155.

2023 Sources of Income
\$1,054,194



2023 Distribution of Expenditure
\$795,318



governance & 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 FY2023.

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 2023
\$100,001 to \$125,000	1
\$75,001 to \$100,000	2
\$50,001 to \$75,000	6
\$50,000 and below	2

*Salary and bonus (including Employers' CPF contribution)

The number of meetings attended by the Board during the financial year are as follows:

Board Meeting Attendance Record

Name	Attendance
Albert Lim	4/4
Calvin Ngo	3/4
Keith Yap	4/4
Lee Cheng	4/4
Swati Jhaveri	3/4
Shermaine Lim	3/4
Stefan Liew	0/4



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