

TRANSFORMATION & GROWTH

ANNUAL REPORT **2024**



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Vision

Community of Success

Mission

To empower and navigate the Malay/Muslim community towards success

To achieve our Mission, we aim to:

- Build and expand capabilities making MENDAKI more accessible for all
- Support students' pathways to success
- Groom the next generation of community and industry leaders
- Make an impact with data

Core Values

Integrity

Quality

Teamwork

Commitment

Innovation



CHAIRMAN'S REFLECTIONS

OUR COMMUNITY'S JOURNEY

Over the past 60 years, the Malay/Muslim community has made commendable progress in tandem with our nation's peace and prosperity. In the early years, successive community leaders worked hard to set robust foundations for the community. Our religious and ethnic-based organisations were committed to helping the Muslim community practise our faith confidently and harmoniously, build self-reliance through completion of basic education and acquiring skills for employment as well as to encourage civic and community participation.

Recently, we strengthened these foundations, by working together to build a Community of Success. We coordinated the resources of MUIS, MENDAKI and People's Association MESRA under the M³ framework, and many stepped forward to give back. Today, we stand as a thriving society built on these foundations.

To progress as a Community of Success for the next bound, I shared at the Minister's Hari Raya event this year that we must "Go together, Go wide and Go far".

MR MASAGOS ZULKIFLI MASAGOS MOHAMAD

Chairman of Yayasan MENDAKI
Minister for Social and
Family Development
Second Minister for Health
Minister-In-Charge of Muslim Affairs

TRANSFORMATION AND GROWTH

Our community is in a position of strength. We must go together as one united community to achieve our collective aspirations. Education and lifelong learning remain central to our progress. In the last five years, MENDAKI continues to transform and grow to meet evolving needs.

Together with volunteers, schools, donors, community and corporate partners as well as national agencies, MENDAKI has broadened its programmes to support the community at every life stage. KelasMateMatika had benefitted many parents to be more confident in supporting their children's education journey, beginning with Maths. In the last five years, MENDAKI Tuition Programme has expanded its offering to include science, personalised 1-on-1 Maths coaching, and more targeted approach such as Homework Café based on students' learning needs. Mentoring has also been made more accessible for students in upper secondary school and ITE; catalysing efforts at the national level. More women are also returning to work through MENDAKI's Women-At-Work programme. These initiatives will further strengthen the foundations and competencies of our parents, children, students, youth and workforce for the road ahead.

BUILDING BRIDGES ACROSS COMMUNITIES

We must go wide by building bridges of trust and understanding with various communities to forge a strong and resilient society. I am heartened that more professionals are stepping forward to bridge communities and make a difference. For example, a group of professionals in the aviation

sector partnered MENDAKI last year to organise an open house for youth which provided exclusive access to flight stimulation and career advisory with pilots. This is very encouraging and a strong impetus for MENDAKI Professional Networks. Many professionals, youth and students have benefitted from various networking sessions, learning journeys and mentoring activities organised by MENDAKI Professional Networks. I look forward to more innovative initiatives from our professionals that will continue to empower and build on the shared aspirations of the community.

A UNITED COMMUNITY FOR THE FUTURE

We must go far to plan and dare to push the boundaries and explore new possibilities. MENDAKI's transformation reflects the community's larger aspirations. As we chart our future, let us remember that the grandest vision is only possible when we stand united, with peace as our guiding principle. With the continued support from everyone, we are building a resilient, adaptable and forward-looking community. I am confident that we will go together, wide and far – as a thriving Community of Success. One which other communities like us, look up as a model they want to emulate. ■

CEO'S REFLECTIONS

MENDAKI's progress would not have been possible without the dedication of our partners, volunteers, donors, and the community. In 2024, our initiatives have reached more than 130,000 beneficiaries, reinforcing our shared commitment to uplifting lives through education, lifelong learning, and workforce empowerment.

STARTING EARLY FOR A STRONG FOUNDATION

KelasMateMatika (KMM) empowers parents to support our children's education journey, beginning with Math. Nearly 12,000 parents and children have benefitted from KMM in the past five years and 9 in 10 children who enrolled, do not need additional learning support when entering primary school. Investing in early learning builds resilience and ensures every parent is more confident and knows how to be there for their child.

Research conducted on KMM shows promising results:

- Parents' attitudes toward their child's education have improved significantly.
- Perceptions of Mathematics have shifted positively, creating stronger parental involvement.

MENDAKI Tuition Programme (MTP) has also evolved to keep pace with students' learning abilities and align with education system developments, including subject-based banding. MENDAKI will work with Singapore-MIT Alliance for Research and Technology Centre and Quantedge Foundation and Temasek Foundation, to further enhance MTP's offering integrating Artificial Intelligence (AI) systems into our curriculum, to better prepare our students for an AI-driven future.

GROWING POTENTIAL, CREATING OPPORTUNITIES

Beyond academics, MENDAKI is committed to nurturing youth potential through mentorship, industry exposure, and career development. Our mentoring initiatives have grown significantly, now supporting youth at multiple levels—from MTP to ITE Colleges and M³@Towns. Over the past five years, key developments include:

- Mentoring model shifting from 1:1 to 1:5 to reach more students.
- ITE mentorship evolving into a class-based model for greater engagement.

Insights from MENDAKI Muslim Youth Aspiration Study show that:

- Youth are inspired by relatable academic and career role models.
- Mentoring plays a vital role in shaping aspirations and career decisions.

To enhance career readiness, MENDAKI has expanded partnerships with corporates like MSD Pharma for mentoring and Micron for KMM, Professional Networks, and the Future of... Series workshops, providing networking, industry exposure, and learning journeys to equip youth for the growth industries.

STRENGTHENING CAPABILITIES, INSPIRING LEADERSHIP

Our Professional Networks have played a key role in strengthening community contribution, mentorship, and career progression. To date, MENDAKI has established 13 Professional Networks in the growth industries such as Care, Green, and Digital sectors, with membership doubling to over 850 professionals in the past year. These networks offer a platform for industry leaders to mentor youth, exchange expertise, and contribute to community success.

Newly appointed Professional Network Leads and Assistant Leads will drive sector-specific impact projects to create more opportunities for young professionals. Initiatives such as the Financial Literacy Programme (Banking & Finance Professional Networks) and industry open houses (Aviation, Engineering, and Tech Professional Networks) are already bridging knowledge gaps and career pathways.

BUILDING TOGETHER, THRIVING AS ONE

MENDAKI remains committed to ensuring that our community is equipped for an evolving future. By leveraging technology, expanding industry partnerships, and strengthening mentoring and leadership pathways, we will continue empowering individuals with the resources they need to thrive. Through lifelong learning, innovation and meaningful collaborations, we will shape a future of greater opportunities and success for our community. ■

MDM ZURAIDAH ABDULLAH

Chief Executive Officer



BOARD OF DIRECTORS



**MR MASAGOS ZULKIFLI
MASAGOS MOHAMAD**

Chairman



**MR ZAQY
MOHAMAD**

Deputy Chairman



**MDM ZURAIDAH
ABDULLAH**

Chief Executive Officer



**MR AHMED MEERAN
MOHAMED BILAL**

Member



**MDM NUR KHADIJAH
RAMLI**

Member



**MR ROHAN NIZAM
BASHEER**

Member



MR SHARAEI TAHA

Member



**MR SALLIM
ABDUL KADIR**

Member



**MR AZRIMAN
MANSOR**

Member



**MS HAZLINA
ABDUL HALIM**

Member



**DR HIRMAN
MOHAMED KHAMIS**

Member



**MR KADIR MAIDEEN
MOHAMED**

Member



MS YEO NADIA

Member



**MS RAHAYU
MAHZAM**

Member



**MR D'CRUZ FIRDAUS
LIONEL WILFRED**

Member



**MR MUHAMMAD
FADHLULLAH DAUD**

Member



MS MARIAM JAAFAR

Member



**MR MUHAMMAD
AZRI AZMAN**

Member



**MR MUHAMMAD
DANIAL FADZLON**

Member



**MR MUHAMMAD
DANIAL HAKIM ROSLI**

Member



**MR SAKTIANDI
SUPAAT**

Member



**MR MUHAMMAD
HAIRUDIN ABDUL HAMID**

Member



**MR MUHAMMAD
SYAHIRAN ROHAJAT**

Member



**MR NASSAR
MOHAMAD ZAIN**

Member



**MS NURAIZAH
AMIN**

Member

Attendance of Directors at
Board of Directors (BOD) Meeting 2024

	BOD 1 20 Feb 24	BOD 2 17 May 24	AGM 15 Jun 24	BOD 3 16 Sep 24	BOD 4 22 Nov 24
Mr Masagos Zulkifli Masagos Mohamad (From 1 May 2018, member from 1 Oct 2015)		✓	✓	✓	
Mr Zaqy Mohamad (from 14 May 2018)	✓	✓	✓	✓	✓
Mdm Zuraidah Abdullah (from 1 Apr 2020)	✓	✓	✓	✓	✓
Mr Ahmed Meeran Mohamed Bilal (from 17 Jun 2023)	✓	✓	✓		
Mr Azriman Mansor (from 21 Feb 2019)	✓	✓	✓	✓	✓
Ms Hazlina Abdul Halim (from 12 Jun 2021)	✓		✓	✓	✓
Dr Hirman Mohamed Khamis (from 12 Jun 2021)	✓		✓		✓
Mr Kadir Maideen Mohamed (from 1 Nov 2021)		✓	✓	✓	✓
Mr Muhammad Azri Azman (from 22 Aug 2020)		✓	✓		✓
Mr Muhammad Danial Hakim Rosli (from 18 Mar 2023)		✓	✓	✓	✓
Mr Muhammad Hairudin Abdul Hamid (from 17 Jun 2023)	✓	✓	✓	✓	
Mr Muhammad Syahiran Rohajat (from 18 Jun 2022)		✓	✓	✓	
Mr Nassar Mohamad Zain (from 18 Jun 2022)		✓	✓	✓	✓
Mdm Nur Khadijah Ramli (from 17 Jun 2023)		✓	✓	✓	✓
Mr Rohan Nizam Basheer (from 17 Jun 2023)		✓	✓		✓
Mr Sallim Abdul Kadir* (from 15 Oct 2004)	✓	✓	✓	✓	✓
Ms Yeo Nadia (from 18 Jun 2022)	✓		✓		✓
Ms Rahayu Binte Mahzam (1 Oct 2015 – 15 Jun 2024)	✓		✓		
Mr D'Cruz Firdaus Lionel Wilfred (22 Aug 2020 – 15 Jun 2024)	✓	✓			
Mr Muhammad Fadhlullah Daud (18 Jun 2022 – 15 Jun 2024)		✓			
Mr Saktiandi Supaat (18 Jun 2022 – 15 Jun 2024)	✓		✓		
Appointed after AGM 2024					
Ms Mariam Jaafar (from 15 Jun 2024)					
Mr Muhammad Danial Fadzlun (from 15 Jun 2024)				✓	✓
Ms Nuraizah Amin (from 15 Jun 2024)				✓	✓
Mr Sharael Taha (from 15 Jun 2024)				✓	

*Minister's appointee for his expertise and experience in finance

ORGANISATIONAL STRUCTURE



Chief Executive Officer
Mdm Zuraidah Abdullah



Deputy CEO
Dr Noraslinda Zuber



Deputy CEO
Mdm Zulaiha Yusuf



Growth Group

- School Ready
- Perform in School
- Future Ready
- Research and Programme Evaluation Office
- Curriculum Design & Learning Technology



Engagement Group

- North West
- North East
- Central
- South West
- South East



Vital Group

- Corporate Logistics Management
 - Partnerships
 - Planning
-
- Communication
 - Digital Information Technology
 - Finance
 - Human Resources

SENIOR MANAGEMENT



MDM ZURAIDAH ABDULLAH
Chief Executive Officer



DR NORASLINDA ZUBER
Deputy Chief Executive Officer



MDM ZULAIHA YUSUF
Deputy Chief Executive Officer



MR MUHAMMAD FITHRI DAUD
Director Finance



MDM NUR EZRINA ELIAS
Director Engagement



MR PEER M AKBUR
Director Communication



MS TANG LAI MING MARGARET
Director Digital & Information Technology



MS AZLINAH ARIF
Deputy Director School Ready



MS CHUA SIEW TIANG SALLY
Deputy Director Curriculum Design & Learning Technology



MR D'CRUZ FAIROZ LEONARD WILFRED
Deputy Director Perform In School



MS HO WAI LENG (LAURAN)
Deputy Director Research And Programme Evaluation Office



MS NOOR ATIQA AB HALIM
Deputy Director Future Ready



MR NOOR AZLAN SALIM
Deputy Director Partnerships




MS TAY SIEW LAM
Project Lead, Digital Information Technology




MR CHEW KIAN CHIN
Assistant Director Human Resource

Senior Management


Mdm Zuraidah Abdullah (From 1 Mar 2020)	Mr Noor Azlan Salim (From 11 Nov 2019)
Dr Noraslinda Zuber (From 1 May 2024)	Ms Tay Siew Lam (From 13 May 2024)
Mdm Zulaiha Yusuf (From 1 Jan 2018)	Mr Chew Kian Chin (From 15 Jun 2022)
Mr Muhammad Fithri Daud (From 15 Oct 2021)	Mr Johann Johari (From 1 Jul 2021)
Mdm Nur Ezrina Elias (From 7 Jul 2023)	Mr Muhammad Fairuz Mohd Amir (From 27 Sep 2021)
Mr Peer M Akbur (From 3 Apr 2023)	Mr Nur Rahimi Mohamed Azmi (From 1 Aug 2024)
Ms Tang Lai Ming Margaret (From 4 Sep 2023)	Mdm Aidaroyani Adam (1 Jan 2018 – 30 Apr 2024)
Ms Azlinah Arif (From 1 Jul 2019)	Dr Ting Ming Hwa (30 Aug 2021 – 29 Aug 2024)
Ms Chua Siew Tiang Sally (From 1 Nov 2023)	Mr Muhammad Imran Hassan (19 Aug 2024 – 23 Nov 2024)
Mr D'Cruz Fairouz Leonard Wilfred (From 25 Sep 2023)	Ms Sabrena Abdullah (25 Sep 2023 – 13 Jul 2024)
Ms Ho Wai Leng (Lauran) (From 16 Sep 2024)	
Ms Noor Atiqah Ab Halim (From 15 Dec 2021)	




MR JOHANN JOHARI
Assistant Director Planning




MR MUHAMMAD FAIRUZ MOHD AMIR
Assistant Director Communication




MR NUR RAHIMI MOHAMED AZMI
Assistant Director Engagement




MDM AIDAROYANI ADAM
Deputy Chief Executive Officer



DR TING MING HWA
Principal Research Specialist Programme Evaluation Office



MR MUHAMMAD IMRAN HASSAN
Assistant Director Curriculum Design & Learning Technology



MS SABRENA ABDULLAH
Assistant Director, Research & Design

FOUNDING MEMBERS

1. Mr Abbas Abu Amin
2. Mr Abdul Halim Abdul Kader
3. Mr Abdul Latiff Hj Taris
4. Mr Abdullah Musa
5. Dr Ahmad Mohamed Mattar
6. Mr Ahmad Thani Hj Ahmad
7. Mr Embek Ali
8. Mr Hassan Mutalib
9. Mr Hussain Suradi
10. Mr Ismail Mohd Said
11. Mr Jalil Haron
12. Mr Juri Wari
13. Mr Maarof Hj Salleh
14. Mr Mansor Hj Sukaimi
15. Mr M.K.A Jabbar
16. Mr Mohd Maidin Packer Mohd
17. Mr Mohd Yusof Ahmad
18. Mr Musa Yusof
19. Mr Othman Haron Eusofe
20. Mr Rahim Ishak
21. Mr Rohan Kamis
22. Mr Saidi Shariff
23. Mr Samat Mohd Yusof
24. Mr Shafawi Hj Ahmad
25. Mr Sidek Hj Saniff
26. Mr Suratman Markasan
27. Mr Syed Ali Redha Alsagoff
28. Mr Syed Isa Mohd Semait
29. Mr Wan Hussin Hj Zohhri

INDIVIDUAL MEMBERS

1. Mr Abbas Abu Amin
2. Mr Abdullah Tarmugi
3. Mr Abu Bakar Mohd Nor
4. Dr Ahmad Mohamed Mattar
5. Mr Azmoon Ahmad
6. Mr Bahren Haji Sha'ari
7. Mr Ibrahim Othman
8. Mr Maarof Hj Salleh
9. Mr Masagos Zulkifli Masagos Mohamad
10. Mr Othman Haron Eusofe
11. Prof Ramli Osman
12. Mr Ridzuan Wu Chia Chung
13. Mr Rohan Kamis
14. Mr Shafawi Hj Ahmad
15. Mr Sidek Hj Saniff
16. Prof Dr Yaacob Ibrahim
17. Mr Yatiman Yusof
18. Mr Wan Hussin Hj Zohhri
19. Mr Zainul Abidin Rasheed
20. Mr Zulkifli Mohammed

INSTITUTIONAL MEMBERS



KEY PROGRAMMES

SCHOOL READY

To help preschoolers to be ready for Primary 1



KelasMateMatika (KMM)

An upstream initiative led by skilled facilitators, KMM equips parents to play a pivotal role in nurturing and supporting their preschoolers' learning journey beginning with Maths.

Recognising parents as their children's first teachers, KMM underscores the impact empowered parents have in shaping their children's educational pathway to success.

In 2024,
Over

 **1,400** children and  **1,200** parents

benefited from KMM, highlighting its significant reach and impact.



School Ready Campaign

The campaign promotes awareness and empowers parents to serve as their child's first teachers by providing a diverse range of resources.

In 2024,
The campaign achieved a reach of over

 **22,000** listeners through **10** podcast episodes

disseminating valuable information and tools to support parents in their educational journey.



ReadySetLearn Instagram

The ReadySetLearn delivers educational content to young parents, highlighting the significance of children's learning and development.

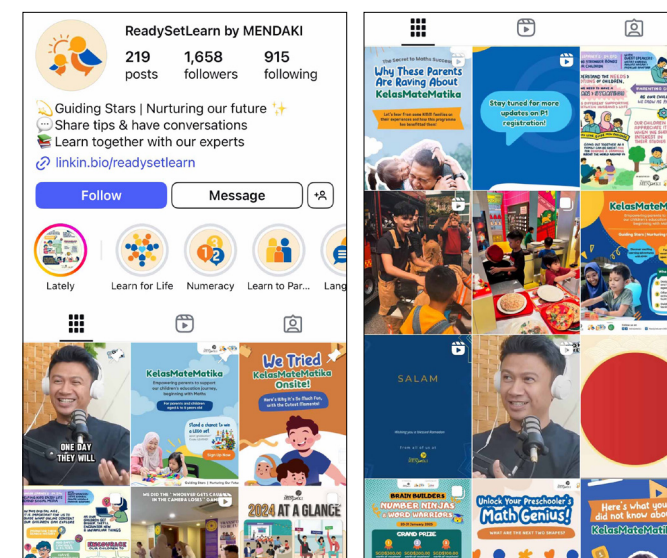


In 2024,

ReadySetLearn attracted over

 **49,000** reach and  **1,600** users

engaging, and informing a growing number of interested young parents.



Family PlayDate

The Family PlayDate serves as the first touchpoint for families with young children. With a range of activities that are both fun and meaningful, the outreach connects and builds the Silaturahmi (kinship ties) and sense of community amongst families, and introduces them to MENDAKI's services. The outreach is an initiative of the Engagement group and School Ready department.

In 2024,

There were 4 Family PlayDate conducted reaching out to more than

 **280** families



PERFORM IN SCHOOL

To help children and teens perform in school



Education Trust Fund (ETF)

ETF is a community-driven fund that provides financial assistance to students from low-income families attending mainstream schools, specialised and niche schools, as well as madrasahs.

In 2024,
Over

 **1,140**
students

received invaluable support through the ETF, ensuring access to education despite financial constraints.

Exam Ready Campaign

This campaign provides invaluable academic support to students preparing for national examinations by offering them a wealth of resources, including sample papers and online quizzes.

In 2024,
Students benefitted from access to

 **15**

mock exam papers and subject-specific strategies, enhancing their preparation and confidence.

MENDAKI Tuition Programme (MTP)

MTP offers accessible and quality educational support to enhance the academic performance of primary and secondary-level students.

MTP comprises Maths Coaching, MENDAKI Tuition Scheme and MENDAKI Homework Café, tailored to meet diverse learning needs and abilities.

In 2024,
Over

 **1,000**
tutors

were
deployed
to
support

Close to
 **9,700**
students

ensuring personalised guidance and support for each learner.

Maths Coaching

Maths Coaching provides dedicated one-on-one support for students with poor foundational Maths concept.

In 2024,
More than

 **270**
MTS students

in Primary 1 to 6 benefited from the programme

MENDAKI Homework Café (MHC)

MHC provides a conducive environment for students to focus on their studies and receive supervised assistance with their homework.

In 2024,
More than

 **790**
students

were positively impacted across 23 centres from this initiative.

Success In PSLE Seminar

This seminar empowers Primary 5 and 6 students with effective examination strategies and motivational support to excel in their PSLE. Parents are encouraged to attend seminars alongside their children, where they gain valuable insights into supporting their child's academic journey.

In 2024,
A series of

9 seminars attracted over **1,600** participants

equipping both students and parents with the tools for success.



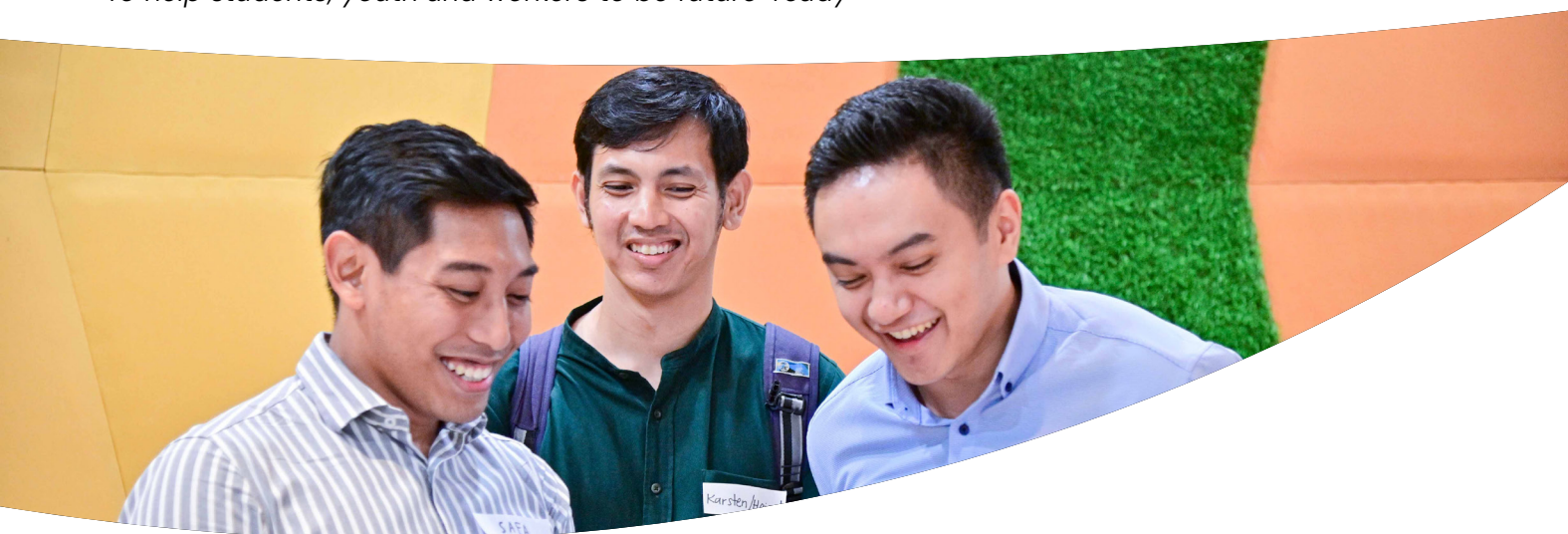
MENDAKI Tuition Scheme (MTS)

MTS provides quality and affordable tuition to help students achieve better results in their school and national exams. It is open to all primary and secondary-level students.



FUTURE READY

To help students, youth and workers to be future-ready



#amPowered Mentoring

This programme aims to

- Equip youth to remain in school, progress to the next level and graduate from school;
- Be goal oriented and aware of education and career pathways; and
- Establish strong network and be well-connected.

#amPowered programme is targeted at students in upper secondary schools and Institutes of Technical Education. It is overseen by MENDAKI Youth Mentoring Office (YMO), which was set up in 2019 to cultivate a vibrant and engaged mentoring culture within the Malay/Muslim community. YMO also oversees the training of the mentors.

In 2024,

We successfully trained and matched over

 **600** mentors with  **2,600** mentees

Tertiary Tuition Fee Subsidy (TTFS)

TTFS, administered by MENDAKI on behalf of the government, is available to eligible Malay students pursuing diplomas or degrees at local institutes of higher learning.

In 2024,

Over

 **10,000** students

benefited from TTFS.

Professional Networks

The Professional Networks support young professionals in expanding their networks, serving as valuable resources for the community.

In 2024,

We connected with over

 **800** Malay/Muslim professionals

and have formed **13** Professional Networks.



Women at Work (W@W)

W@W programme equips participants with essential skills for workplace growth.

In 2024,

More than

 **190** participants

were referred to NTUC e2i (Employment and Employability Institute) for further job assistance.



YOUth@M³ Networking

These networking sessions aim to engage Malay/Muslim students in institutes of higher learning and their parents to enhance awareness of opportunities that help youth leverage and maximise their potential.

In 2024,

Close to

 **300** students and parents

learnt about career pathways in growth sectors.





Future of... Series

This series provides a platform for participants to engage with industry leaders to gain first-hand insights for thriving in the future economy.

In 2024,

we organised

 **17** workshops benefiting nearly  **650** participants



OUR SUCCESS STORIES



STARTING EARLY FOR A STRONG FOUNDATION

THEY USED TO DOUBT THEMSELVES

How a simple shift turned two parents and a student to be more confident in education and life!

Starting early is key to building a strong foundation – whether in education, parenting or personal growth. The stories of Jaiton Jaffar, Anaqy Firdaus, and Siti Hairunisa Roslan showed how starting early and building a strong foundation with steady support, helped to spark growth, resilience and meaningful change for themselves and the family at every stage of life.



Jaiton Jaafar, a KMM Facilitator

FROM HELPING HER CHILDREN TO HELPING OTHERS

More than a decade ago, a devoted mother of four wanted to better support her children's learning. She turned to MENDAKI's Projek Bijak Belanja and Maju Minda Matematika (Tiga M) programmes. Tiga M, in particular, offered her interesting ways to guide her youngest son, Mohd Irhan – then a preschooler – using the Concrete-Pictorial-Abstract (CPA) method—an approach that helped him better understand Maths concepts in a relatable way.

Concrete-Pictorial-Abstract (CPA) approach is a system of learning that uses real objects to build strong understanding. It involves three stages:



Concrete

Using real objects that they can touch to explore meaningfully



Pictorial

Guiding children with the use of picture representation from the real objects



Abstract

Moving to symbolic representations like numbers and Math signs

With practice and early exposure, Irhan's confidence grew – and he showed significant improvement in his ability to do mental sums. Jaiton's positive experiences in these programmes inspired her to give back. Jaiton began volunteering as a Tiga M facilitator in 2012. She continued to volunteer in the programme after it was renamed as KelasMateMatika or KMM in 2018. As a KMM facilitator, Jaiton enjoyed sharing her experiences and helping other parents who are exploring ways to better support their children's education journey, beginning with Maths.



I was once lost, but MENDAKI's timely support helped me through. Now, I'm giving back so other parents can guide their children early. As long as I'm needed, I'll keep contributing.

Today, her son is 21 and has graduated with a Nitec in Electrical Engineering, considering further studies. 57-year-old Jaiton's story highlights how early intervention can play a key role in ensuring a successful journey in education – created a lasting impact for her children, family and in this case, the parent turned volunteer who was inspired to make a difference in others.



[Click here](#) to become a KMM facilitator

COACHING AND ENCOURAGEMENT BOOSTED MATHS COMEBACK



Anaqy Firdaus, a Maths Coaching student reading with his father

Eight-year-old Anaqy Firdaus, a student from De La Salle, had an early fear of Maths. He struggled with certain topics. Problem-solving, in particular, made him feel discouraged and full of doubt. Thankfully, his father, Ubaidul Fikri was observant of the situation and decided to quickly enrol Anaqy in MENDAKI Tuition Programme (MTP).

At MTP, Anaqy's performance was evaluated. He was then selected for Maths Coaching and assigned a personal coach. With the support and encouragement of his coach, Anaqy gradually understood the concepts. His breakthrough came when he mastered fractions, a topic that

once seemed impossible. With consistent effort, guidance from his coach, and encouragement from his parents, Anaqy saw a two-grade improvement in his pre-test scores. With this performance, Anaqy joined his peers in MTP, where he continues to develop his confidence in the subject.



With my coach and parents behind me, I am more confident to get better at Maths.

His story showed that when parents care and enrol their child early in MTP to address the child's fears, the child will develop confidence and progress further in his studies.

BEING INVOLVED IS NOT HELICOPTER PARENTING



Siti Hairunisa Roslan, a participant from the MENDAKI's Pathways to Success

Parents like Siti Hairunisa Roslan know that supporting a child's growth isn't always easy – but it's worth it. A working mother of four, she and her husband faced financial demands and also stays involved in her children's education.

She attended MENDAKI's Pathways to Success event and enrolled her children into MTP. With her 6-year-old son, her youngest child, she enrolled in eKMM – an experience that sparks a love for learning and helped him be better prepared for Primary One.

After participating in MENDAKI's programmes, Hairunisa and her family gained invaluable academic support, such as personalised tutoring and guidance. Since then, she shared that her children's grades had improved. Siti Herlyn Nyssa, Siti Hayfa Lyssa and Putra Emr Zhulfan Zyqry received the Edusave Merit Bursary and Siti Zulfa Qysya, received the EAGLES Award.

For her, the rewards are clear:

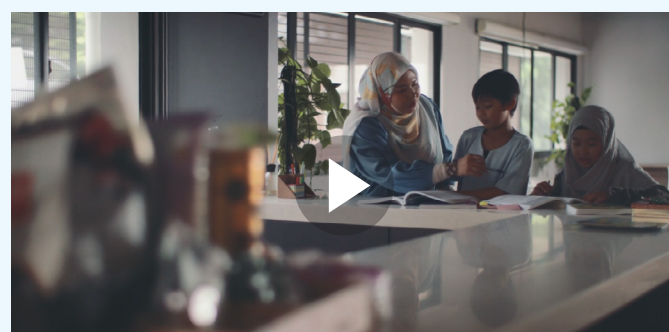
“It's such a rewarding feeling to see my children grow, develop their curiosity to seek knowledge, and play a key role in shaping their future. My husband and I are grateful to MENDAKI.”

When asked about any personal advice she has for other parents, Hairunisa shared, “Our support makes a lot of difference to our children. There are plenty of resources and help available. If you don't know where to start, just go to MENDAKI. Remember that progress takes time.”



[Click here](#) to know more about MENDAKI Tuition Scheme (MTS)

From Jaiton's journey as a learning parent, to Anaq's growth as a more confident student, to Hairunisa's dedication to her children's growth—each story began with one thing: the importance of taking the first step early.



Watch how early support shaped their journeys – one parent, one student, one family at a time.

GROWING POTENTIAL, CREATING OPPORTUNITIES

CHANGE COMES FROM WITHIN

How two women transformed their lives and hope to inspire others

At the heart of every personal transformation lies a moment of courage—the decision to take that first step, to try, and to show up. For Lily Suharti Juffri and Nur Hanis Jahaya, two women from different walks of life, their first step was key to open more doors, personal growth, empowerment, and the chance to uplift others.

FROM BUILDING RESUME TO BUILDING LIVES



Lily Suharti interacting with her mentees

Lily Suharti Juffri, 26-year-old, a psychology student at Murdoch University and intern at Total Wellness Initiative Singapore, joined #amPowered@MTS programme to strengthen her resume. But what started as just another line to add in her resume, soon blossomed into something deeply meaningful.

“I realised that mentorship is more than just offering advice—it's about showing up, listening, and creating a safe space.”

Her positive experience in #amPowered became a personal mission to support youth in their early years – creating a nurturing and safe environment for growth. As a mentor with MENDAKI, Lily is grateful to be part of her mentees' journey to live a better life in education and lifelong learning. The many heartfelt thank-you notes, friendships,

and messages from her mentees reaffirmed her passion as a mentor.

Through mentoring, Lily also discovered her own voice as a mentor and leader. She continued to sharpen her facilitation skills and learn to empathise more.

Now, in her final year of university, Lily continues to mentor others— thanks to the #amPowered programme's flexibility and supportive community.

“Mentoring is something I will always cherish,” she says. “While I can't turn back time and wish for a mentor when younger, I am able to inspire and nurture others now.”



[Click here](#) to become a mentor

BACK TO WORK WITH A BIGGER PURPOSE

Meanwhile, for Nur Hanis Jahaya, 41-year-old, her calling to support others came after stepping back into the workforce after four years as a stay-at-home mother to her three daughters. Fuelled by her desire to rediscover her career pathways and support the family, she joined MENDAKI's Women At Work (W@W) programme—an initiative that helps women rebuild their confidence, learn new skills, and reconnect with their career goals.

The experience renewed her endeavour to live with purpose, contribute to her family and personal growth. Through hands-on learning, digital training and peer support, she gained knowledge in admin and digital tools and became more determined to be gainfully employed. "The workshops gave me tools, but the people gave me strength," she said. "Meeting others like Jihan, who shared similar struggles and aspirations, made all the difference."

Her first job attempt didn't work out due to a mismatch in working hours. With her family and the W@W community's encouragement, she found her place at Rainbow Centre as an Assistant Learning Facilitator, working with special needs children. The role opened her eyes to a deeper sense of purpose and gratitude, revealing inner strengths she hadn't known she possessed.

“Have confidence in yourself. Success may not come overnight, but with patience and resilience, it's within reach.”

Her story reflects how, with the right support and training, women can return to the workforce with confidence and purpose.



[Click here](#) to know more about Women At Work

Growing potential isn't just about unlocking talent—it's about creating the right conditions for people to thrive. And when those conditions are built on empathy, mentorship, and opportunity, the possibilities are endless. Lily and Nur Hanis hope that their stories will inspire more to step forward to volunteer as a mentor and for those who want to return to the workforce; there are people who have their back.



Nur Hanis Jahaya, a W@W alumni

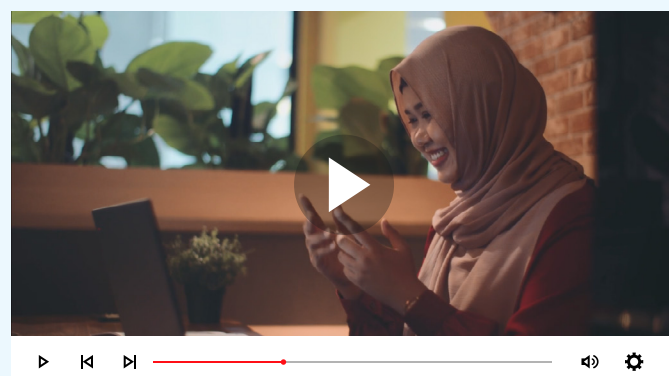
10
Career Fairs
with National agencies

More than 6,373 Jobseekers engaged

Close to

200
W@W participants

completed the programme with 53.8% participants successfully placed in a job within six months.



Watch how Hanis embraced growth – and gave back along the way.

STRENGTHENING CAPABILITIES, INSPIRING LEADERSHIP

LEADING WITH HEART, LIFTING OTHERS ALONG THE WAY

How three individuals committed themselves to strengthening leadership and inspiring meaningful contributions in the community.

Leadership, when done with heart and purpose, creates a ripple effect—one that not only uplifts individuals but inspires entire communities to grow. This belief is what binds the journeys of Jeffrey Salleh, Dr Noorul Fatha Asart, and Mohammad Matin Mohdari.

FROM VOLUNTEER TO TECH COMMUNITY BUILDER

For Jeffrey Salleh, 48-year-old what started as volunteering with MENDAKI Club (MClub) became a life-long journey of service. "I found so much value in connecting with like-minded people who were all driven to do something good. That energy was contagious," he recalled.

He later became President of MClub (2013 to 2015) and in 2024, stepped into a new role as MENDAKI's Professional Networks Lead for Tech. Later this year, Jeffrey was accepted into the Singapore Leadership Network—a milestone that recognised his leadership skills.

Jeffrey has since led initiatives like Coding Camp, Leadership Incubator, while supporting non-profits in digital transformation.



“There's so much potential in our community. We just need to create the right platforms and support systems for people to flourish.”

For him, leadership means bringing others forward. "It's not about being the loudest voice, but about helping everyone shine."



Jeffrey Salleh, a lead member of MENDAKI Professional Networks for Tech

LEADING WITH COMPASSION IN THE COMMUNITY



Dr Noorul Fatha Asart, a member of Tunas Bersama M³

Similarly, Dr Noorul Fatha Asart, 45-year-old balances high-impact professional roles with deep community involvement. As Senior Assistant Director at the Ministry of Health and Chief Medical Officer for the Singapore Prison Service, she has extensive experience in the healthcare and rehabilitation sector. Yet, her heart lies in uplifting families and youth.

As Chairperson of M³ @ Woodlands, she launched Reading Families, which brings books, storytelling sessions, and reading circles to families with children in rental flats.



It's about more than just reading. It's about creating a nurturing environment where children feel supported, and families grow together."

She also mentors through Tunas Bersama M³, focusing on grooming youth with character, competency, and citizenry. Her work reflects a belief that leadership begins with empathy-and grows through service.

Tunas Bersama M³

Tunas Bersama M³ is an 18-month programme that aims to nurture the next generation of MMO leaders, equipping them with the knowledge, skills and networks to lead the Malay/Muslim community and their organisations.

Participants engaged through a series of:



Training modules



Fireside chats



Learning journeys

REDEFINING LEADERSHIP FOR THE FUTURE



Mohammad Matin Mohdari, a member of MENDAKI Professional Networks

For Mohammad Matin Mohdari, 38-year-old, leadership means creating spaces for others to thrive. As Head of Public Policy, Government, and Corporate Affairs for Expedia Group in Southeast and South Asia, he tapped on his experience to refresh MClub brand in 2022.

"It wasn't just about a new look—it was about deepening how we serve," he said.

The transformation shaped MClub into a more inclusive, youth-driven space. Matin also expanded his networks through mentorship, flash mentoring format and speaking opportunities—encouraging youth to explore fields like tech, sustainability, and policy-making.



If each of us can contribute—be it time, treasure, or talent—we can be the catalyst to further champion the progress of our community."

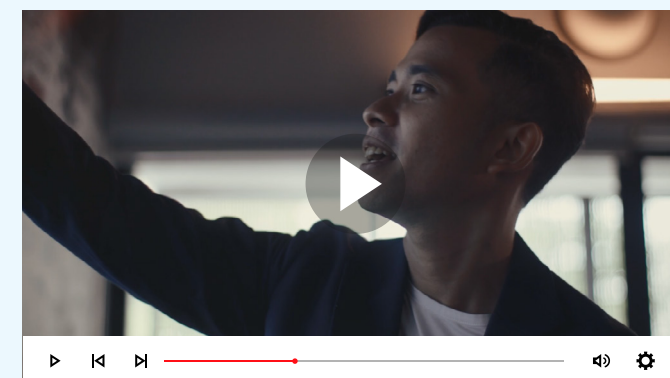
Balancing fatherhood, a demanding career, and community work hasn't been easy, but to Matin, it's worth every effort. Some of his proudest memories included youth enjoying their interacts with C-suite leaders at MARA's Leaders Table and happy for fellow MClub members stepping up as national and regional voices. "Leadership is about building others up – not standing alone."



[Click here](#) to join MENDAKI Professional Networks

Jeffrey, Dr Noorul and Matin may lead in different fields, but they share a common thread: a deep commitment to helping others to rise. They each grew through their leadership journeys—and in return, have shaped opportunities for others to grow too.

Whether in tech, healthcare or youth mentorship, they lead with humility and purpose—strengthening the community, one meaningful step at a time.



Watch how Jeffrey and Matin lead with purpose – and inspire others to grow.

MAKING AN IMPACT WITH RESEARCH

THE NEXT GENERATION SPEAKS

Insights from MENDAKI’s Muslim Youth Aspiration Study

MENDAKI shared key insights from its two-year “Muslim Youth Aspiration Study” with researchers, policy makers, professionals and youth at MENDAKI Symposium 2024.

The study was conducted between February 2023 and June 2024, with over 1,000 youth involved in interviews and face-to-face surveys – helping MENDAKI to better understand the factors affecting Muslim youth aspirations and to explore academic and career interventions to support them.



MENDAKI Symposium 2024 with Ms Grace Fu, Minister for Sustainability and the Environment, as Guest-of-Honour

KEY INSIGHTS



Phase 1: In-Depth Interviews

1. Familial and lifestyle goals are gateways to achieving careers and academic aspirations
2. Motivation decreases when the career or academic aspirations is not aligned to their interests, lack of a plan, and/or youth does not feel like they have the capabilities to achieve them
3. Youth may not have adequate exposure and information to potential careers that might interest them
4. Most youth have a plan but this may not always help them get to their aspiration
5. Muslim youth’s confidence in executing the plan is influenced by their past achievements in something similar, social support and experiential learning

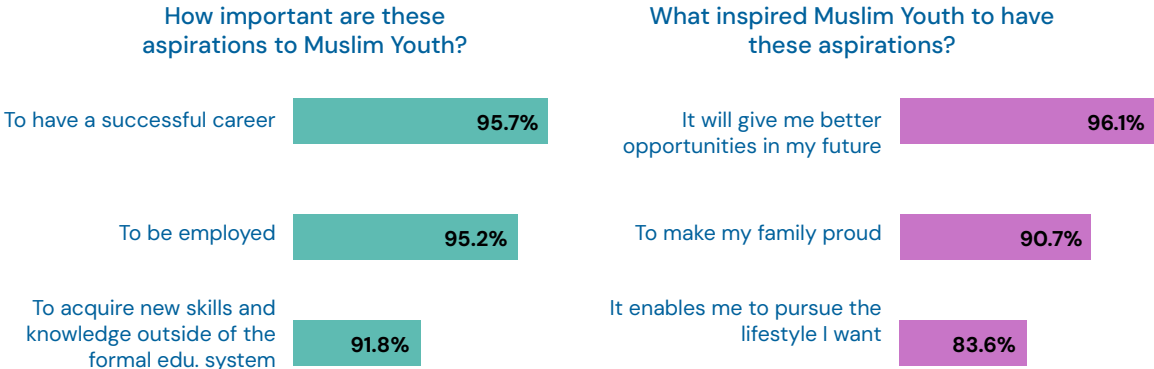


Participants playing at quicksand pit (made of oobleck) at YOUTH@M3



Phase 2: Face-to-Face Survey

1. Over 90% of respondents shared that having a successful career, being employed, as well as acquiring new skills and knowledge outside of the formal education system are important aspirations
2. Over 90% of respondents highlighted that family and having better opportunities in the future are strong motivators in achieving their academic and career aspirations
3. Experiencing prior success and the presence of role models are influential sub-factors that help youth achieve their aspirations
4. Mentoring makes a difference – Youth that participated in mentoring programmes are more likely to have aspiration related to possible career options
5. Youth respond well to praises from their parents, teachers or mentors – increasing their confidence to pursue academic aspirations



But many don’t have all three – and that’s where support makes the biggest difference. As part of MENDAKI’s efforts to make an impact with data, we will continue to share such findings and work with national, corporate and community partners to explore interventions that would uplift individuals as well as families towards a Community of Success.



[Click here to read more](#)

CARING FOR THE COMMUNITY

Care Advisors journey with beneficiaries in achieving a community of success



MENDAKI Care Advisors: Siti Khairanee and Sharifah Alawiyah (on the right) delighted to learn of their client family's success

MENDAKI Care Advisors of the Engagement Group work closely with families to understand and support their needs. They partner with families on their journey towards social mobility through the following:



Care for clients

We proactively reach out to clients and support them in working through the challenges they face.



Client-centric

We conduct comprehensive needs assessments to understand the issues faced by our clients and identify their needs and challenges



Connect clients

We leverage other agencies and resources at national and community levels to connect our clients to interventions that best meet their needs.



Champion for clients

We advocate for our clients to ensure they receive the assistance they need.

MENDAKI assisted from 24,000 in 2023 to Over



25,000
Malay/Muslim
families and/or
individuals

in 2024.

These families/ individuals were supported through enrolment in MENDAKI's programmes and services such as KelasMateMatika (KMM), MENDAKI Tuition Programme (MTP), Women @ Work (W@W), as well as financial and socio-emotional supports, with the aim to empower families on their journey towards success.

In 2024, the MENDAKI Care Advisors who formed the Engagement Group efforts to reach members of the community who may be unaware of our programmes and services. We collaborated with the Singapore Indian Development Association (SINDA) and the Social Service Offices (SSOs) across Singapore for referral of families and/or individuals who would benefit from MENDAKI's programmes and services.

The Engagement Group continuously ensures that we are on the ground, interacting directly with the community through participation in events organised by our community partners. In the North East District, the Engagement Group participated in the annual 'Back to School' (BTS) programme, organised by M³ @ Pasir Ris-Punggol, aimed at providing educational support for low-income families. The children received basic school essentials such as school bags and stationery, apart from enrolment in MENDAKI's programmes. The department also participated in

More than



60
outreach
events

and
assisted
over



350
households
in the process,
throughout 2024

Outreach is an essential part of our work in the Youth Spaces, located in the three Institute of Technical Education (ITE). Care Advisors at the Youth Spaces organised engagement and outreach sessions, such as orientation programmes, to connect with students in these institutions.

Over



1,400
students were provided
with support

throughout their educational journey, such as assistance with applying for scholarships and bursaries, mentoring, and education pathway advice.

RAIKAN ILMU 2024

Raikan Ilmu (Celebrate Knowledge) is the flagship movement of the Malay/Muslim community, marked annually, to celebrate knowledge and embrace lifelong learning as part of our culture.

In 2024, Raikan Ilmu attracted more than 90,000 participants throughout its month-long events and activities. About 40 national, community and corporate partners came onboard to co-organise more than 80 events and activities across the month.



RAIKAN ILMU@HEARTLANDS

Learning came to life at Our Tampines Hub, Jurong Point and Kampung Admiralty, as Raikan Ilmu brought education into everyday spaces. Families, students, youth, workers and professionals enjoyed hands-on activities and engaging experiences across four vibrant thematic pavilions, each designed to spark curiosity, creativity and instilling a sense of community to embrace lifelong learning:

Creativity



Sparked imagination with hands-on S.T.E.A.M activities

Innovation



Explored the future of learning using AI/VR and robots

Discovery



Featured career exploration opportunities at a mini studio and through virtual sport activities

Wellness



Offered health screenings, mental wellness quizzes, and memory assessments

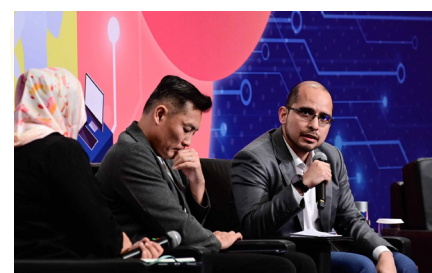


The opening at Our Tampines Hub kicked off with Robokick: The Smorphi Soccer, a hit collaboration with the Singapore University of Technology Design (SUTD). Young minds were inspired by coding, soccer and futuristic robotics – showing new ways of learning outside the classroom can shape our future.

Students from the MENDAKI Tuition Programme (MTP) also got hands-on with real-world coding challenges and competitions.

OTHER KEY EVENTS

Raikan Ilmu 2024 wasn't just about hands-on fun – it was also about empowering minds and shaping futures. MENDAKI also organised four key events – MENDAKI Symposium, Masyarakat Gemilang Conference, YOUTH@M³ Networking Sessions and #MakingConnections – in the Raikan Ilmu Month, bringing together researchers, policymakers, youth and their parents, and professionals to gain skills and connect with a purpose.



MENDAKI Symposium

The annual event united about 400 researchers, policymakers, community partners, professionals and youth to better understand factors that affect Muslim youth aspirations and explore various academic and career interventions. The event was graced by Ms Grace Fu, Minister for Sustainability and the Environment.

Read the key findings from the Muslim Youth Aspiration Study. Turn to page 31 for more.

YOUTH@M³ Networking Sessions

This event empowers more than 400 youth and their parents with tools, guidance and confidence to take charge of their future.

Through hands-on activities and open conversations with GRC Advisors, youth explored career pathways to the growth sectors, built soft skills and developed a stronger sense of self-direction.



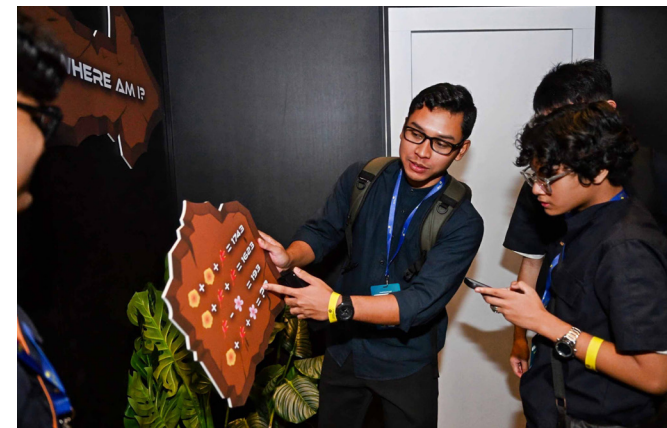
#MakingConnections

This networking event brought together about 400 professionals from various growth sectors. Our professionals built meaningful networks and engaged in meaningful conversation with Mr Zaqy Mohamad, Senior Minister of State, Ministry of Defence & Ministry of Manpower, and Deputy Chairman of MENDAKI, and Mr Suthen Thomas Paradatheth, Chief Technology Officer, Grab, on embracing the future workforce.



Masyarakat Gemilang Conference

The event benefitted about 250 youth to support students' pathways to success, helped youth dream bigger, define their own version of success and take active steps towards achieving it through engaging activities at three interactive pavilions – Limitlessness, Lifting Lives and Leadership. The event was graced by Dr Tan See Leng, Minister for Manpower and Second Minister for Trade and Industry.



APPRECIATING OUR DONORS

In 2024, MENDAKI continued to receive strong financial support from individuals, corporate, and community partners who share our mission. Donations in 2024 will go into the ETF Endowment Fund. The dividends from the ETF Endowment Fund were used to run ETF programmes mainly ETF – School Assistance Scheme (Flexi-Fund) Subsidy, ETF – Big Heart Student Care Centre, ETF – ITE Start Up Cost Subsidy and ETF bursaries and scholarships which benefitted more than 2,800 beneficiaries in 2024, an increase of 50% compared to 2023.



Briefing on Mosque Tin Collection

As at 31 Dec 2024, we raised more than \$2 million. Out of these generous donations, over \$1.75 million was raised from new and current individual and corporate donors to build the ETF Endowment Fund. Close to \$250,000 was raised from MENDAKI's online donation drive and Mosque Tin Collection efforts. We are deeply grateful for their support and look forward to fostering more partnerships in the future.



Mosque Tin Collection at Darul Ghufuran Mosque



More than

2,800

beneficiaries benefitted from the ETF Endowment Fund



Close to

\$250,000

was raised from MENDAKI's online drive and Mosque Tin Collection efforts



These efforts have enabled MENDAKI to raise more than

\$2 million

in 2024.

APPRECIATING OUR PARTNERS

In 2024, MENDAKI continued to receive strong support from individuals, corporations and community partners committed to empowering the Malay/Muslim community. We are deeply grateful for their contributions and dedication. Some notable collaborations and support include:

MENDAKI – Micron Partnership

The MENDAKI-Micron Foundation Scholarship was launched in February 2024. Four scholarships for engineering students, from four different polytechnics, were awarded in 2024, with each student receiving \$4,000. A total of 15 students will benefit from the scholarship over the next three years. Micron also offered internships, mentoring and STEM camps to develop our students holistically. Over 30 Micron employees also volunteered as KelasMateMatika (KMM) facilitators and mentors for MENDAKI Club's MARA mentoring programme. For their contributions, Micron received the MENDAKI Corporate Volunteer Award during MENDAKI's annual Volunteer Appreciation Tea event.



Learning journey to Micron Technology



Students interacting with Professionals

MENDAKI – ALPA-S Partnership

At Raikan Ilmu 2024, Air Line Pilots Association Singapore (ALPA-S) and Aeroaviation Pte Ltd brought accessibility and potential career opportunities in the aviation sector to a higher level. Many participants learned about career opportunities and hands-on experiences through immersive flight simulators and career workshops conducted by pilots.

MENDAKI – Schroders Partnership

Schroders Investment Management Ltd (Schroders) donated over \$90,000 to support over 790 students in #amPowered@ITE and Education Trust Fund (ETF). Together with MENDAKI and MClub, they also co-hosted Future of Finance @ Schroders, which offered career insights for youth, including MENDAKI's scholarship and bursary recipients as well as Anugerah MENDAKI award recipients and the opportunity to network with members of MENDAKI's Professional Network for Banking & Finance. Schroders also received the MENDAKI Corporate Volunteer Award during MENDAKI's annual Volunteer Appreciation Tea event.

MENDAKI – Tanoto Foundation Partnership

In Mar 2024, MENDAKI signed a Memorandum of Agreement with Tanoto Foundation (TF) and RGE Pte. Ltd., to advance early childhood education, leadership and youth development initiatives. TF committed \$315,000 to KMM, benefiting 450 parents. They also sponsored a sustainability learning trip to Indonesia for 33 youth.



Signing of Memorandum of Understanding with MENDAKI and Tanoto Foundation



Parent and child participating in KelasMateMatika

MENDAKI – SG Pools Partnership

Since 2021, SGPools has supported Child Development Accounts for pre-schoolers from low-income families. In 2024, SGPools' \$117,000 donation has benefited 325 children. Under SGPools' Football With a Heart tournament, three ITE football teams and students from ETF-ITE Start-Up Cost beneficiaries received sponsorships for their sports gear.

MENDAKI – NTUC Partnership

NTUC FairPrice Group through FairPrice Foundation renewed their \$40,000 pledge and donated close to \$10,000 in shopping and food vouchers during Ramadan. These initiatives had supported 50 families at the Family Excellence Circle Family Day in Jun 2024 and Harun Ghani Education Fund bursary disbursement in Dec 2024.

APPRECIATING OUR VOLUNTEERS

At MENDAKI, our volunteers help to reach and uplift families, students, youth and jobseekers across the community. Their selfless contributions drive meaningful change and foster a culture of learning, adaptability and resilience.

In 2024, MENDAKI welcomed over 2,000 volunteers (#amPowered mentors, KelasMateMatika (KMM) facilitators, MENDAKI Tuition Programme (MTP) tutors and community volunteers). Many stepped up as mentors in the #amPowered programme, walking alongside youth to discover their strengths and potential. Additionally, more than 150 facilitators engaged families through the KMM programme, to help parents and children explore a fun world of numbers, colours, shapes and sizes, be it at home or our daily lives.

MENDAKI Appreciation Tea

About 150 volunteers from KMM, #amPowered programme, the MTP and MENDAKI Club were recognised at MENDAKI Appreciation Tea in 2024. This special event also paid tribute to our corporate partners who served as mentors, speakers and human libraries, enriching our youth development efforts with their time and expertise.

We also presented the MENDAKI Outstanding Tutor Awards, which recognised 48 exemplary tutors from MTP nominated by Head Tutors and District Officers. Among them was 50-year-old Ghazali Abdul Wahab, who received the MTP Outstanding Award for his unwavering dedication and long-standing service that continues to shape student success.

By celebrating the passion and impact of our volunteers, we continue to grow a committed community rooted in service, learning and shared purpose.



Volunteer assisting at Raikan Ilmu@Heartlands



Ghazali Abdul Wahab receiving the MTP Outstanding Award



Volunteers taking part in an activity at MENDAKI Appreciation Tea

MENDAKI IN THE NEWS



Berita Harian, 31 Jan 2024



Berita Harian, 25 Feb 2024



Berita Harian, 9 Mar 2024



Lianhe Zaobao, 19 Apr 2024



Berita Harian, 25 Apr 2024



Berita Harian, 6 May 2024



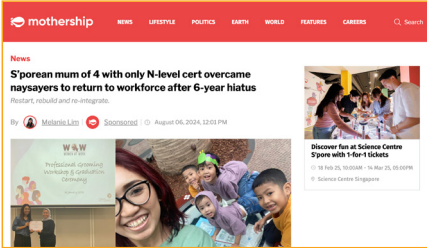
The Straits Times, 16 Jun 2024



Berita Harian, 20 Jul 2024



Berita Harian, 31 Jul 2024



Mothership, 6 Aug 2024



Berita Harian, 2 Sep 2024



Berita Harian, 18 Sep 2024



Berita Harian, 19 Oct 2024



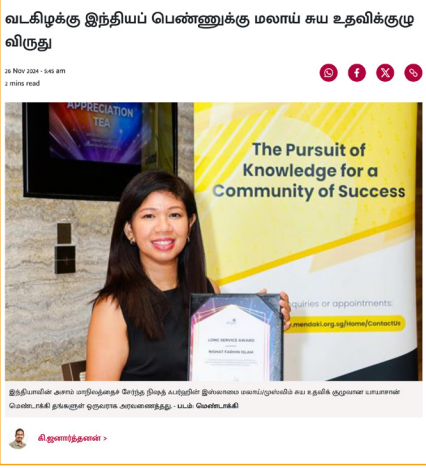
The Straits Times, 20 Oct 2024



Berita Harian, 20 Oct 2024



Berita Harian, 24 Nov 2024



Tamil Murasu, 26 Nov 2024



Berita Harian, 12 Dec 2024

ANNEX

PROFILES

To access the profiles of MENDAKI Board Members, click [here](#) and go to the Board of Directors tab.

To access the profiles of MENDAKI CEO and DCEs, click [here](#) and go to the Organisational Structure tab.

POLICIES

Click the following links to access MENDAKI's policies:

- [Finance Policies and Procedures](#)
- [Privacy Policy](#)
- [Volunteer Management Policies and Processes](#)
- [Whistle-blowing Policy](#)
- [Board Selection and Recruitment](#)
- [Training and Evaluation of Board Effectiveness](#)

To view MENDAKI's Conflict of Interest Policy, refer to facing page.

To view MENDAKI's Governance Evaluation Checklist for FY 2024, refer to page 47.

FUNDRAISING EVENTS

To read more about the Fundraising events held in 2024, click [here](#).

To read more about the Fundraising events held in 2023, click [here](#).

To read more about the Fundraising events held in 2022, click [here](#).

CONFLICT OF INTEREST POLICY

All directors and staff are required to comply with Yayasan MENDAKI's ("MENDAKI") conflict of interest policy. The board has put in place documented procedures for Directors and staff to declare actual or potential conflicts of interests on annual basis and/or needs-to basis. Directors also abstain and do not participate in decision-making on matters where they have a conflict of interest.

GOVERNANCE EVALUATION CHECKLIST

Please note that this checklist is based on the Code of Governance 2023 and is meant for self-assessment only.
Submission of GEC is done via the Charity Portal.

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
Principle 1: The charity serves its mission and achieves its objectives.					
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
Principle 2: The charity has an effective Board and Management.					
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	Yes		2
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	Yes		2

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
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: 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. 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. 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.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board’s decision-making.	2.8	Yes		2
13	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. For all Board members: 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. 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). 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.	2.9a 2.9b 2.9c	Yes		2
14	For Treasurer (or equivalent position) only: 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. 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 2.9b.	2.9d	Yes		2
Principle 3: The charity acts responsibly, fairly and with integrity.					
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	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. 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.	3.2	Yes		2

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
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		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
Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	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		
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	Partial Compliance	MENDAKI has engaged a consultant (RSM) in 2024 to develop the Enterprise Risk Management (ERM) Framework for the charity. The ERM Framework together with the action plans to address risks identified would be tabled at the Board meeting on 5 May 2025 for approval. The ERM Framework would be regularly reviewed henceforth.	1
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	MENDAKI has appointed an Internal Auditor (RSM) in Jul 2024 to conduct internal audits on MENDAKI processes to ensure compliance with existing policies and procedures and identify areas for improvement. During the internal audit from 16 Aug to 18 Oct 2024 on MENDAKI fund-raising efforts between 1 Jul 2023 and 30 Jun 2024, the auditor observed that MENDAKI has in place an SOP on Fund-raising but not an AML/CFT policies and procedures. It was recommended that MENDAKI promulgate the AML/CFT policies and procedures including the roles and responsibilities of the appointed Suspicious Transaction Reporting Officer. MENDAKI is tapping on NCSS grant to engage a consultant to help MENDAKI draft and finalise the AML/CFT policies and procedures by Sep 2025.	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		2

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
Principle 5: The charity is accountable and transparent.					
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
Principle 6: The charity communicates actively to instil public confidence.					
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

