

MUSLIM MISSIONARY SOCIETY SINGAPORE

ANNUAL REPORT FOR THE YEAR 2025

NAME AND ADDRESS OF THE SOCIETY

The Muslim Missionary Society Singapore.
[Society Registration UEN: S61SS0055K]

Jamiyah Welfare Fund

[UEN: T15CC0003G; (IPC Status: valid till 30 November 2026).
31 Lorong 12 Geylang, Singapore 399006]

ABOUT THE MUSLIM MISSIONARY SOCIETY SINGAPORE

The Muslim Missionary Society Singapore (MMSS), also known as Jamiyah Singapore (the Society), was founded in 1932. MMSS serves the social and welfare needs of the community regardless of race or faith. Over the decades, MMSS has expanded its programmes and services to address the ever-changing needs of the community.

VISION

Serving the Community, Caring for All.

MISSION

The Mission of Jamiyah is to work and contribute towards the welfare and overall development of the Muslim community and mankind.

The society runs the following Welfare Homes, Educational and Students Centres, and other services.

WELFARE HOMES

- Jamiyah Halfway House (Darul Islah)
- Jamiyah Nursing Home (Darul Syifaa)
- Jamiyah Home for the Aged (Darul Takrim)

EDUCATION CENTRES

- Jamiyah Academy
- Jamiyah Kindergarten
- Jamiyah Child Care Centre
- Global Child Development Centre @ Woodlands
- Global Child Development Centre @ Tampines
- Clementi Student Care Centre
- Rivervale Student Care Centre

FOOD BANKS

- Jamiyah Foodbank
- Jampacked @ Bukit Batok
- Jampacked @ West Coast
- Jampacked @ Radin Mas

COMMUNITY OUTREACH SERVICES

- Free Medical Clinic
- Free Legal Clinic
- Counselling Services
- Family- Centered Services
- Food Sustainability Programmes

The Society also organises Interfaith Harmony Programs and other community-related projects.

THE SOCIETY'S WELFARE ARM AND INSTITUTION OF PUBLIC CHARACTER (JWF)

The Society was accorded the Institute of Public Character (IPC) status in 2001. On 27 November 2015, the activities of the Society regarded as having IPC character were separately registered as the IPC arm of the Society as the MUSLIM MISSIONARY SOCIETY SINGAPORE – JAMIYAH WELFARE FUND (UEN: T15CC0003G).

The IPC status has been renewed till 30 NOVEMBER 2026.

BANKERS

- United Overseas Bank
- Overseas Chinese Banking Corporation
- Standard Chartered Bank
- Malayan Banking Berhad (MAY BANK)
- DBS Bank

AUDITORS

- Reanda Adept PAC

LEGAL ADVISOR

- Kishan Law Chamber LLC

BIENNIAL GENERAL MEETING

The Muslim Missionary Society Singapore holds a biennial general meeting instead of an annual general meeting, as per the Constitution of the Society.

BOARD MATTERS

- There are clear guidelines to distinguish Board responsibilities and Operational responsibilities
- The Nomination and Appointment Committee meets to discuss the succession plans for key members.
- All Board members have gone through an induction process. Board members have been given a self-evaluation guideline.
- Jamiyah has an overall strategic plan and a Risk management framework applicable to its welfare arm.
- Board members do not receive remuneration for their Board services.

ATTENDANCE DURING MEETINGS

Executive Council Committee Members Attendance For The Year 2025

Term starts from August 2024

No	Name	Appointment	Attendance		
			21/2/25	24/4/25	22/9/25
1	Dr Mohd Hasbi Bin Abu Bakar	President	Yes	Yes	Yes
2	Mr Abdul Jaffar Bin Mohamed Mydin	Vice President 1	Yes	Yes	Yes
3	Mr Mohamad Hafidz Bin Abdul Malik	Vice President 2	Yes	Yes	Yes
4	Mr Sirajudin Bin Mohamed Salman	Vice President 3	Yes	Yes	Yes
5	Mr Muhammad Khair Bin Baharin	Secretary-General	No	Yes	Yes
6	Mr Mustafa Dumidae	Treasurer General	Yes	Yes	No
7	Mr Mahmud Bin Ahmad	Asst Secretary-General	Yes	Yes	Yes
8	Mr Mohamad Farid Bin Hameed	Asst Treasurer General	Yes	Yes	Yes
9	Dr Hameem Alim Saheeb Mohd Saleem	Committee Member	Yes	Yes	No
10	Dr Isa Hassan	Committee Member	Yes	Yes	Yes
11	Mr Shaick Fakrudeen s/o S. Ali	Committee Member	Yes	Yes	No
12	Mr Osman Bin Bahrom	Committee Member	Yes	Yes	Yes
13	Mr Abdul Malik Bin Abu Bakar	Committee Member	Yes	Yes	Yes
14	Mr Abdul Qadir	Committee Member	Yes	Yes	Yes
15	Mr Abdul Rashid Bin Abu Bakar	Committee Member	No	Yes	Yes
16	Mr Kamarudin Bin Musa	Committee Member	Yes	Yes	Yes
17	Mr Mohamed Abdulla Yakub Vadia	Committee Member	No	No	No
18	Dr Mohd Emran Mamat	Committee Member	No	No	No
19	Mr Mohd Yunus Bin Mohd Ishak	Committee Member	No	No	No
20	Mr Mohd Zulkifli Bin Mohd Ismail	Committee Member	No	Yes	Yes
21	Mr Muhammad Khalid Bin Abdul Qadir	Committee Member	Yes	Yes	Yes
22	Mr Seeni Jaafar Ghany	Committee Member	Yes	No	Yes
23	Mr Sultan Mohamed Ghouse	Committee Member	No	Yes	Yes
24	Mr Muhammad Faez Helmi Bin Muhamad Faezin	Committee Member	No	No	No
25	Ms Roza Binte Ahmad	Committee Member	Yes	Yes	Yes
26	Mr Amirulazhar Bin Mohammad	Committee Member	No	Yes	Yes
27	Ust Mohammed Suhaimi Bin Mohamed Fauz	Committee Member	No	No	Yes
28	Dr Iskandar Abdullah	Committee Member	Yes	Yes	Yes
29	Mr Muhammad Hafiz Bin Mohd Khir	Committee Member	No	No	Yes
30	Mr Azri Bin Aladin	Committee Member	No	Yes	Yes
31	Mr Muhammed Khairulddin Bin Shaik Yusof	Committee Member	No	Yes	Yes
32	Mr Muhamad Feysal Farihim Bin Muhamad Faezin	Committee Member	Yes	No	No
33	Mr Muhammad Firdaus Bin Shaik Ahmad Buhari	Committee Member	No	No	No

FINANCIAL SUMMARY REVIEW OF THE YEAR 2025

During the financial year ended 31 December 2025, The Society's (consolidated) total income was \$40,258,503 (2024: \$36,933,881) - comprising donations, government grants and fee income; the total expenses were \$36,425,984 (2024: \$33,115,046) and the net surplus was \$3,832,519 (2024: Surplus \$3,818,835) excluding movement in the restricted funds.

The IPC arm-Jamiyah Welfare Fund (JWF) comprises Jamiyah Nursing Home, Jamiyah Halfway House, Jamiyah Home for the Aged, and six education and childcare centres, namely, Jamiyah Kindergarten, Jamiyah Childcare centre, Rivervale Student care centre, Clementi Student care centre, Global Child Development centres at Woodlands and Tampines. It also runs a food bank for the needy and community service centres.

POLICIES

Some of the major policies are listed below.

INVESTMENT AND RESERVES POLICY

The listing of all funds and balances, with descriptions of their purposes, can be found in the notes accompanying the audited financial statements for the year ended 31 December 2025. Surplus funds will be invested to generate additional income. Whenever required, professional advice is sought before any investment is made, to provide advice on the potential, risks and returns. The Finance and Investment Committee of Jamiyah Singapore exercises prudence in investing its surplus funds.

CONFLICT OF INTEREST POLICY

No member of the Council shall participate in any discussion or vote on any matter in which he or she, or a member of his or her immediate family, has a potential conflict of interest due to material economic involvement in the matter being discussed. When such a situation arises, the member must announce any potential conflict, disqualify himself or herself, and be excused from the meeting until the discussion on the matter is over. The President of the meeting is expected to make an inquiry if such a conflict appears to exist and the board member has not made it known. A Conflict-of-Interest declaration form must be submitted by all committee members and staff who may be involved in dealings with vendors.

VOLUNTEERING POLICY

Volunteers should adhere to the policies and procedures while on duty as a volunteer. Failure to comply may result in disciplinary action or termination.

COMMUNICATIONS POLICY

Jamiyah has a communications policy that governs the following

- Appropriate communication channels between staff and board members
- Inclusivity
- Reporting schedules
- Feedback mechanisms
- Phone, internet and email
- Social media channels, etc.

PERSONAL DATA PROTECTION POLICY

MUSLIM MISSIONARY SOCIETY SINGAPORE (“JAMIYAH”) including all its welfare organisation and centres are committed to safeguarding the personal data entrusted to it by the Individuals. JAMIYAH manages Individuals’ personal data in accordance with the Singapore Personal Data Protection Act 2012 and other applicable written laws. The purpose of the Personal Data Protection Policy (the “Policy”) is to outline the principles and practices adopted by MMSS in protecting personal data.

Jamiyah completed the Data Protection Essentials (DPE) and Data Security Instructions (DSI) assessment. In addition, Jamiyah attained the Cyber Trust Mark (CTM) Tier 3 Certification awarded by the Cyber Security Agency of Singapore (CSA), following a comprehensive audit of organisational cybersecurity posture. This certification recognises the organisation’s maturity in managing cybersecurity risks and demonstrates alignment with national cybersecurity standards. The certification is valid until 22 September 2028 and applies organisation-wide, reflecting a unified and resilient approach to information security.

SUB-COMMITTEES

The Society has the following Sub-Committees with their relevant terms of reference:

- Finance & Investment
- Tender
- Women
- Fund Raising
- Appointment and Nomination
- Audit
- Human Resources
- Youth
- Scholarship
- Programmes and Services

RELATED PARTY/ ENTITIES

A Related Party Register is maintained that comprises details of names of parties, nature of transaction, nature of relationship, date and amount.

Related party transactions are disclosed in the notes accompanying the audited financial statements for the year ended 31 December 2025. The related parties with whom transactions had taken place are listed as follows:

1. Jeewa Ltd
2. JBS International College Pte Ltd
3. SG Environmental Solutions Pte Ltd
4. Bisme Global Pte Ltd

All conflicts of interest have been declared.

MMSS does not have any equity interest nor control over the above-mentioned related party, which leads to it being regarded as a subsidiary of the society.

DONATION HANDLING PROCESS

MMSS has a very detailed process for accounting for donations that includes access controls, Tax-exempt donations and internal controls. All donations received shall be acknowledged by issuing an official receipt.

DONATIONS IN KIND POLICY AND PROCEDURE

- a) Donations in kind will include donations or gifts other than cash. Where such donations are of substantial value and can be reliably and reasonably quantified, they should be recorded as income. The amount recorded should be a reasonable estimate of their gross value to the Charities/IPC's. This value will usually be the price that the Charities/IPC's estimates it would have to pay in the open market for an equivalent item. When a valuation cannot be established, the Charities/IPC's should disclose the information in the notes to the accounts. Where the donation in kind is a fixed asset, it should be capitalised and reflected in the Balance Sheet at a reasonable book value. Charities/IPC's should retain relevant documents to support their valuation.
- b) If the gift appears to be valuable, an attempt should be made to politely ascertain a value from the donor. If it is not practicable or feasible, a valuer may be contacted. The documents necessary to record any transaction shall include the Delivery note or letter from the donor to JAMIYAH that states the item description, the valuer's report and documents that confirm a legal title for large assets or items of furniture.
- c) If JAMIYAH wishes to estimate the value of certain items, it must make sure that the value is the price that JAMIYAH will pay in the open market for a similar item. Jewellery or similar donations that have intrinsic value must be valued.
- d) If valuation cannot be made reliably, JAMIYAH should disclose that by way of a note.
- e) Donations in kind are usually informed by the donor in advance. To prevent dumping, JAMIYAH should politely turn down such gifts as the cost of transportation for both acquisition and disposal may exceed the utility.
- f) In the case of fixed assets that are in good condition and useful, valuation must be done and thereafter capitalised.
- g) Donation in kind that are capitalised will be treated in the same way in accordance with the Fixed Asset policy regarding depreciation and disposal.
- h) JAMIYAH will not attempt to sell the donations in kind that are of reasonable value in the open market or use them as gifts in its events unless the donor authorises JAMIYAH to do so.

OVERALL EMPLOYEE REMUNERATION

The employee remuneration during the financial year 2025 has been classified as follows:

Salary Bands	2025	2024
<\$50,000	340	349
\$50,000 - 100,000	56	57
\$100,000 - \$150,000	12	14
\$150,000 - \$200,000	1	0

ACTIVITIES/PROGRAMMES OF VARIOUS HOMES AND CENTRES FOR 2025

JAMIYAH HEADQUARTERS

Some of the major events and activities organised by Jamiyah Singapore in 2025 include :

Singapore Muslim Festival (SMF) 2025, held on **7 – 9 February 2025** at Singapore Expo Hall 6, was a great success, with almost 70,000 visitors coming together to view the Seerah International Roving Exhibition featuring artefacts related to Prophet Muhammad (PBUH), including exclusive Islamic arts and artefacts from Saudi Arabia. The digital experiences include enhanced virtual reality and metaverse installations with new videos alongside a groundbreaking 90-m LED immersive journey through Prophet Muhammad's (pbuh) life. Visitors also enjoy the

large array of food options and lifestyle products. In addition, many were moved and motivated by the inspiring talks and performances throughout the three-day event. The objective is to promote Islam and the love for Prophet Muhammad (PBUH), especially his life and legacy, through this special event.

During **Ramadan 2025**, Jamiyah Singapore arranged for **Daily Iftar** at its HQ for those who want to breakfast during the fasting month. About 300 meals were catered daily for 30 days. The general public was invited to break their fast communally. In addition, Jamiyah Singapore distributed 20,000 **Iftar Bento** over 30 days to beneficiaries so they could break their daily fast during Ramadan. A total of **2,300 families** in need, representing diverse races and religions, benefited from the **Meat for Eid Distribution 2025**. Each pack included essential items such as basmati rice, meat, two whole chickens, rendang paste, ketupat, dates, and serunding.

Jamiyah Singapore conducted its **Annual Qurban Programme** collection and delivery on **21 – 22 June**. This year, **1,503 livestock** (cows, sheep, and lambs) were sacrificed across Australia and Indonesia. While all meat from Indonesian sacrifices was donated directly to the poor and needy in Medan, Jakarta and Aceh, the Australian Qurban meat was air-shipped to Singapore, where it was sorted and packed according to participants' specified proportions for personal receipt and donation. To enhance convenience, participants chose between home delivery via Lalamove or self-collection through a drive-thru service, with all meat vacuum-sealed in airtight packaging and placed in cooler bags to maintain freshness during distribution. A total of **8,464 kg** of Qurban meat donated by those who did the Qurban in Australia was distributed to **4,232 low-income households** across **28 Constituencies**.

Jamiyah Singapore organised a special **Felicitation** event on **12 June** to honour **Associate Professor Dr Muhammad Faishal Ibrahim** on his appointment as **Acting Minister-in-Charge of Muslim Affairs and Senior Minister of State, Ministry of Home Affairs**. The event brought together community leaders, volunteers, partners and guests to celebrate a leader whose commitment to progress, inclusivity and the betterment of the Muslim community closely reflects Jamiyah's own mission of uplifting the spiritual, social and economic well-being of Muslims, promoting the values of Islam, and building bridges across communities for a more compassionate and harmonious society. In extending its heartfelt congratulations and duas to Dr Faishal as he embarks on this meaningful journey, Jamiyah affirmed its hope that his leadership will bring continued strength and unity to the community and the nation.

On **2 July**, Jamiyah Singapore held a special appreciation event in honour of **Encik Husin Saaban**, recipient of the **Anugerah Perdana Emas** at Pesta Perdana 2025, in recognition of his 38 years of contribution to the arts as one of Singapore's established comedians. Graced by Guest-of-Honour Dr Syed Harun Alhabsyi, Member of Parliament for Nee Soon GRC, the event was attended by distinguished guests, community figures and fellow artists. Beyond his artistic achievements, Encik Husin has given much to the community through various social and fundraising efforts in his role as a Jamiyah Singapore staff member over the past decade. The entire Jamiyah family takes great pride in his achievement and deeply appreciates his dedication.

On **19 July**, Jamiyah Singapore marked its **93rd Anniversary** with a gathering of staff, volunteers and stakeholders that served as a strategic turning point for the organisation. The celebration charted Jamiyah's direction towards its 95th anniversary in 2027 and its centenary in 2032, and featured the presentation of Long Service Awards, recognition of staff who had completed further studies, and a special tribute to former Vice-Presidents for their exceptional leadership and commitment. The event also saw the unveiling of new corporate and FoodBank videos showcasing the lives Jamiyah has transformed, and the introduction of a four-thrust strategic plan to propel the organisation forward: Financial Sustainability, Organisational Capacity & Capability, Digital Transformation, and Integrated Communications.

On **30 August**, Jamiyah Singapore hosted its annual dual recognition event—the **32nd Exemplary Mother Award and the 7th Exemplary Young Mother Award** at Swissôtel The Stamford. This signature event celebrated the theme "Luminary of Mothers," honouring mothers who

demonstrated exceptional resilience, innovation, and dedication in overcoming significant challenges to positively impact their families and communities. The long-running Exemplary Mother Award recognised mothers whose strength and nurturing spirit have significantly influenced society, while the Exemplary Young Mother Award specifically acknowledged mothers under 40 who successfully balanced family responsibilities with career aspirations and community service. This year's finalists embodied the luminary theme, representing both traditional caregiving roles and pioneering achievements that defied stereotypes and created new possibilities in the evolving landscape of modern motherhood.

On **20 September**, Jamiyah Singapore organised "**Ya Nabi Salam Alaika**", a Maulidurrasul 1447H celebration honouring Prophet Muhammad (SAW). The event featured diverse performances, including qasidah, kompang drums, nasyid religious songs, poetry, and spiritual reflections from celebrities and renowned speakers, creating an atmosphere of reverence and blessings. The highlight of the celebration was the 'Mega Selawat,' where attendees united in expressing their love for Prophet Muhammad through collective prayers and blessings.

From November to December, Jamiyah Singapore organised its **Mega Food Drive 2025** to meet the growing demand for food assistance amid rising cost-of-living pressures. Building on a legacy of food support dating back to the 1970s and the 2017 establishment of Jamiyah FoodBank and its network of Mini Food Banks at Jampacked@Bukit Batok, Jampacked@West Coast and Jampacked@Radin Mas, the two month drive was held across multiple locations including Jamiyah FoodBank, Jamiyah's welfare homes, the Jampacked Centres and interfaith partners.

On **8 November**, Jamiyah Singapore mobilised 300 staff and volunteers for its **Flag Day 2025** to collect donations at streets and MRT stations, raising funds for various community initiatives. The funds supported elderly care and active ageing programs at Jamiyah's homes for seniors; rehabilitation resources for Halfway House residents; food supplies for underprivileged families through Jamiyah FoodBank and its satellite locations; and quality education through Early Childhood Education Centres, Student Care Centres, and Project Lend-A-Hand for students from financially challenged families. This fundraising effort demonstrated Jamiyah's commitment to serving diverse community needs regardless of race or faith.

In its fourth year, the Jamiyah Singapore - **Dr Kutbuddin Medical Studies Award 2024** was presented to four deserving recipients on **5 December**. The Award is given to medical, dental or nursing students at our local universities. Ms Nurul Hannah Binte Mirza Irwan received the main award of \$5,000 for the second year, while three received the Encouragement Award, continuing Dr Kutbuddin's legacy of nurturing compassionate healthcare professionals. Through his dedication to establishing and volunteering at Jamiyah Singapore's Free Medical Clinic for five decades until age 85, Dr Kutbuddin exemplified the spirit of service that the recipients aspire to emulate.

JAMIYAH NURSING HOME (DARUL SYIFAA)

Flood Preparedness Exercise

Conducted on 30 May, the Flood Preparedness Exercise was carried out to strengthen the Home's readiness and response capabilities in the event of flooding. Representatives from the Public Utilities Board (PUB) and the Workplace Safety and Health Officer (WSHO) led a briefing to familiarise staff with flood risks, safety measures and emergency response protocols. A practical drill simulated water entry at a designated location, during which a sample group of Senior Care Centre clients was safely evacuated to an upper floor to test evacuation routes, staff coordination and resident-handling procedures. The exercise also covered flood-warning alerts via the MyENV app and a review of emergency food-stock levels. Staff emerged with an improved understanding of early-warning procedures and appropriate response actions, strengthening the Home's overall emergency readiness.

Recycling for Good: Empowering Communities to Give Back

Launched on 1 December in partnership with the Ministry of Sustainability and the Environment (MSE), this green initiative designated the nursing home as a public recycling collection point, extending recycling efforts to the surrounding neighbourhood. Complementary upcycling workshops were conducted for staff and residents to deepen their understanding of proper recycling practices and to encourage long-term behavioural change. The initiative increased recycling participation and strengthened sustainability awareness among staff, residents and the wider community, making sustainable practices more accessible to the public.

Therapeutic Horticulture & Volunteer Engagement

Building on the Orchid Garden project with the West Coast Community Club, residents continued to take part in therapeutic gardening and plant care throughout 2025, with Darul Syifaa recognised under the Community in Bloom programme. Volunteer engagement remained strong, with community organisations supporting resident activities and social interaction, enhancing residents' well-being through meaningful occupational therapy and stronger community partnerships.

Plans for 2026

- Establish a structured palliative care programme as a core pillar of service, supported by targeted staff training and improved symptom and comfort management.
- Develop home-based care and respite care services to support ageing-in-place and caregiver well-being.
- Pursue sustainable bed-capacity expansion to meet growing demand.
- Continue cyclical maintenance to keep the care environment safe, functional and comfortable.

JAMIYAH HOME FOR THE AGED (DARUL TAKRIM)

Assisted Living Facility

Introduced in 2025, the Assisted Living Facility is a transitional living space within the Home, designed to replicate a typical rental flat environment for residents who have the potential to live more independently. Residents are encouraged to take greater responsibility for their daily routines — washing and caring for their own clothes, maintaining their living space, managing their personal schedules, and buying their own meals from nearby food establishments in a safe, supervised setting. Adopting a person-centred approach, the facility serves as a stepping stone towards reintegration into the community, helping residents maintain functional abilities, build life skills, and develop greater autonomy, self-confidence and personal responsibility.

Let's Go & Let's Roll

Let's Go & Let's Roll is a community-integration and active-ageing programme that provides residents with regular opportunities to take part in supervised outings beyond the Home, visiting parks, shopping malls, cultural and heritage sites, restaurants, and community events around Singapore. Carefully planned to accommodate residents with varying mobility levels, including wheelchair users, each outing promotes physical activity, social engagement, and emotional well-being — keeping residents socially connected and exposing them to new environments that stimulate curiosity, learning, and meaningful interaction.

Music, Dance & Culture

Music, Dance & Culture is a cultural enrichment programme that engages residents through music, movement, and traditional performing arts, including Angklung ensemble sessions, Kompang drumming, multilingual karaoke, and cultural dance. Playing bamboo instruments as a group builds teamwork, concentration, and coordination; drumming and dance encourage physical movement and preserve traditional practices; and karaoke helps residents reconnect with familiar songs and memories. The programme creates a vibrant, inclusive environment in which residents express themselves creatively, strengthen social bonds and stay connected to their cultural roots, while gaining confidence, cognitive stimulation and a stronger sense of belonging.

Plans for 2026

- Undertake cyclical maintenance and facility upgrading, and explore AI-assisted CCTV with fall detection to strengthen resident safety and timely intervention.
- Establish a dementia-centric programme with dedicated dementia-friendly spaces and enhanced staff competencies to meet growing demand.
- Strengthen partnerships with schools, corporates, grassroots and government agencies to expand volunteer-led and community-based support for residents.
- Expand intergenerational activities between residents and pre-school children to foster purpose, social connection and mutual learning across generations.

JAMIYAH HALFWAY HOUSE (DARUL ISLAH)

Dance Movement Therapy

Introduced in July 2025 in partnership with the Singapore Association for Mental Health and Movemental Singapore, Dance Movement Therapy uses physically focused therapeutic activities to draw out residents' innate strengths, build adaptive coping skills and improve emotional regulation. Through techniques such as mirroring, embodiment and attunement, participants reconnected with their own bodies while becoming more aware of others in the group, supporting both personal well-being and a sense of connection. A large majority of participants showed meaningful improvement in resilience, and feedback was strongly positive — in the closing review, all participants rated the series a perfect score for being “right for me.”

Art Therapy – Pastel Nagomi Art

Running from May in collaboration with Art and Grow Collective SG, this programme offered residents a gentle, accessible introduction to fine art through weekly sessions using pastels and stencils to create soft, flowing designs. Working at their own pace, residents explored colour and shape with individual support, with optional group sharing to encourage quiet social interaction. The programme prioritised mindfulness, emotional expression and process over skill. Outcomes were strong: average stress scores fell from 7.2 to 4.1 on a ten-point scale, 88% of participants reported feeling more confident and proud of their achievements, 92% found the sessions helpful for expressing or processing emotions, and every participant completed at least one artwork.

Community Iftar & Family-Centric Engagement

Alongside its therapeutic programmes, Jamiyah Halfway House continued to strengthen residents' family ties and community connection through its Community Iftar and family-centric activities, supported by partners including Masjid Tiga Serangkai. These engagements reinforced spiritual support, prosocial identity and the family relationships that underpin successful reintegration.

Plans for 2026

- Roll out Art Therapy – Working with Clay (with Claydence) to support emotional regulation and stress reduction.
- Develop the hydroponics and coffee-roasting initiatives with the Nard Foundation into income-generating vocational pathways.
- Complete the digitisation of audited case files into a secure, searchable archive.
- Refresh branding, communications and the website to strengthen public understanding of rehabilitation and reintegration.

COMMUNITY OUTREACH & DEVELOPMENT DEPARTMENT

NextGen Youth Mentoring Programme

Launched in 2025, the NextGen Youth Mentoring Programme provides youths from low-income and at-risk families with structured mentoring, leadership exposure and confidence-building activities. Through the partnership with Grit2Great, participants gained industry exposure, job shadowing, and learning visits with organisations such as LinkedIn, Google, and WeWork. Youths demonstrated improved confidence, communication and teamwork, and stronger motivation towards education and future aspirations.

Introduction to ChatGPT & AI

Also introduced in 2025, this community digital-literacy programme demystified artificial intelligence for elderly participants and members of the public. Sessions covered basic AI concepts, practical demonstrations of ChatGPT, digital safety awareness, and guided hands-on activities, with one-to-one volunteer support. Participants, many with limited prior exposure, grew more confident using digital tools and more willing to explore technology, advancing digital inclusion and lifelong learning within the community.

KidsREAD @ Jampacked West Coast

KidsREAD continued through 2025 as a weekly storytelling and guided-reading programme for children aged four to eight from low-income families, run in partnership with the National Library Board and volunteer facilitators. Sessions built early literacy, communication and social skills, while encouraging parent-child bonding and positive reading habits at home.

Plans for 2026

- Strengthen academic and literacy support through Academic Coaching, KidsREAD and Pintar Bahasa across centres.
- Expand youth development and mentoring, including Grit2Great collaborations and holiday enrichment.
- Grow digital-literacy and AI readiness via Introduction to ChatGPT & AI and AI Song Writing.
- Expand creative programmes such as First Time Filmmaker and First Time Photographer.

STUDENT CARE CENTRE – RIVERVALE & CLEMENTI

Speech & Drama

The weekly Speech & Drama programme, run with volunteers from the School of the Arts (SOTA), continued through 2025 at Clementi Student Care Centre. In 1.5-hour sessions, students took part in group games, performed skits and practised show-and-tell, helping them become more sociable and confident in their communication.

Combined Student Care Centre Initiatives

Building on the first combined inter-centre gathering since pre-Covid times, Rivervale and Clementi centres deepened their collaboration in 2025 through combined learning journeys and a combined Children's Day celebration, alongside community partnerships such as the Ramadan collaboration with Project O and an art-and-craft session with St Luke's residents. These activities gave students varied educational and social experiences and strengthened ties between students, volunteers, teachers and families.

Clementi Centre Refurbishment

Supported by a \$30,000 grant from Clementi Community Club, the Clementi centre underwent refurbishment to improve its learning environment, with the centre preparing to officially re-open to parents and partners following the improvement works.

Plans for 2026

- Introduce Street Dance (with Sport Singapore) and Music Lessons on electronic keyboards (with The Resonance Project) as value-added activities.
- Expand neighbourhood partnerships, including new collaborations such as with NEA, and reading-support partnerships.
- Continue combined Rivervale–Clementi programmes and learning journeys.

GLOBAL CHILD DEVELOPMENT CENTRE @ WOODLANDS

Collaboration with the Residents' Committee

From May, GCDC Woodlands partnered the local Residents' Committee to raise the centre's visibility and support enrolment. Children performed at a series of community events through the year, including a Preschool Sports Day in July 2025, the Children's Day Carnival on 1 October

2025 and a Christmas performance on 14 December 2025. Each appearance earned the centre recognition and regular invitations to neighbourhood events, strengthening its community profile.

Family Day & World Water Day

The centre engaged families through a Family Day and a World Water Day activity that drew on PUB resources to build early environmental awareness, deepening home-school partnerships and giving parents a window into their children's learning.

Plans for 2026

- Continue Residents' Committee performances and community partnerships, including Chinese New Year and block-party participation.
- Strengthen enrolment through flyers and bulletins distributed around the Admiralty neighbourhood.
- Sustain HPB healthy-meals standards following recognition for Excellence in Healthy Meals in Preschool.

GLOBAL CHILD DEVELOPMENT CENTRE @ TAMPINES

UWCSEA Collaboration

In 2025, GCDC Tampines continued its collaboration with students from the United World College of South East Asia (UWCSEA), who led storytelling, art-and-craft, games and group activities for Kindergarten 1 and 2 children. The sessions built children's confidence, communication and social bonding while strengthening community ties between the two organisations.

Hari Raya Celebration with Families

Following its 2024 community Iftar, the centre organised a Hari Raya celebration with parents in 2025, with families taking part in festive activities together. The event strengthened the rapport between families and the centre and fostered a strong sense of belonging and cultural appreciation among children, parents and staff.

Learning Journeys

Conducted termly through 2025, the centre's learning journeys extended children's learning beyond the classroom through visits to exhibitions, community spaces and educational venues. Children took part in guided tours, performances and hands-on activities, with parents invited on selected trips. The journeys deepened children's curiosity, communication and understanding of real-world concepts, and strengthened parent-school collaboration.

Plans for 2026

- Work towards Healthy Preschool Accreditation by HPB.
- Secure the ECDA 24-month licence.
- Organise more parent-involvement activities to strengthen support for the centre.

JAMIYAH CHILD CARE CENTRE

Intergenerational Bonding Programme with AWWA

Held monthly through 2025, this programme brought together about 30 children from Nursery 2 to Kindergarten 2 with elderly participants from AWWA for arts and crafts, storytelling, singing, games, and festive celebrations. Children grew in confidence and communication and developed values of respect and empathy, while elderly participants reported joy, reduced loneliness and a renewed sense of purpose — strengthening the partnership between the centre and AWWA.

Character SMART Enrichment Programme

Conducted weekly through 2025 by an external vendor, Character SMART nurtured children's cognitive, social, and emotional skills through modules on problem-solving, emotional expression, and social interaction. About 80% of Nursery 2 to Kindergarten 2 children took part, with children from low-income families fully subsidised through the ECDA Pre-School Opportunity Fund,

ensuring inclusive access. Children showed greater confidence, stronger social skills and improved critical and creative thinking.

Learning Journeys

The centre organised termly learning journeys through 2025 to extend children's learning into the real world, with parents invited on selected trips. Children demonstrated greater curiosity and enthusiasm for learning, and the journeys strengthened parent-school collaboration.

Plans for 2026

- Strengthen partnerships with community partners to create more authentic learning experiences.
- Enhance parent-teacher partnership through additional parent sessions.
- Foster a supportive, collaborative learning environment that builds values and confidence.

JAMIYAH KINDERGARTEN

Ramadan Significance with Foodbank

On 7 March 2025, the kindergarten introduced children aged three to six to the meaning and values of Ramadan through a slide presentation and an interactive quiz, in collaboration with Jamiyah Foodbank and parents. A "Gift-a-Meal" campaign encouraged sharing and generosity. Children showed improved understanding of kindness, sharing and gratitude, and the campaign saw strong participation from children and families, reinforcing inclusivity and a sense of belonging.

Open House

The kindergarten held open-house sessions on 8–9 July 2025 and in November 2025, inviting parents and caregivers to observe the learning environment, hear about the curriculum from the Principal, view children's work and interact with teachers. In some sessions, children demonstrated their learning first-hand. Attendance was high, and parents gained a clearer understanding of the curriculum and their child's progress, building trust and stronger home-school relationships.

Graduation Concert

On 15 November 2025, graduating children marked their transition to primary school through celebratory performances, including acting and dance, and a valedictorian speech delivered in multiple languages, in collaboration with the Jamiyah childcare centres and Jamiyah Home for the Aged. Each child was formally presented with a certificate. The concert built children's confidence and self-esteem and was well attended by families.

Plans for 2026

- Run Breakfast with Parents, a teacher-led healthy-meal workshop for parents and children.
- Take part in SSDB (Go Green SG) as a centre-wide environmental initiative.
- Pursue the WWL Tamil Language project and the Kembara Nusantara programme to enrich Malay and Tamil language learning.

All the Early Childhood Education Centres had gone through upgrading of the facilities to enhance the learning space for the children.

JAMIYAH ACADEMY

The centre, formerly known as Jamiyah Education Centre, was rebranded as Jamiyah Academy in August 2025.

Jamiyah Academy Open House 2025

Held on 28 September 2025, the Open House raised public awareness of the rebranding from Jamiyah Education Centre to Jamiyah Academy and showcased the Academy's academic and enrichment programmes, including new courses for 2026. Featuring a Little Huffaz student showcase, a course preview by the International Islamic College (IIC) and trial classes for Madrasah and JA Tuition, the event allowed prospective families to engage directly with the programmes and register on-site, while strengthening JA's partnership with IIC and laying the groundwork for future academic pathways.

Musabaqah Tilawah Al-Quran 2025

On 1 November, students of Madrasah @ Jamiyah took part in the Musabaqah held at Jamiyah Academy, showcasing what they had learnt in their Learning Qur'an classes with a focus on Tajwid and Makhraj. The competition reflects the Academy's focus on improving the quality of Qur'anic instruction — a commitment also evidenced by the growth of its Tarannum classes to an estimated 40 students.

Jamiyah Academy Graduation Ceremony 2025

On 29 November, the Academy celebrated 27 graduates from Madrasah @ Jamiyah and Little Huffaz, presenting certificates and awards followed by a valedictorian speech from the top student. The ceremony showcased the quality and impact of the Academy's holistic education to parents, community leaders and stakeholders, affirming its role in nurturing future Muslim leaders.

Plans for 2026

- Launch new courses from 2026, including an advanced Tarannum course, to broaden the academic and enrichment portfolio.
- Continue to accelerate student enrolment across all demographics following the rebranding.
- Deepen the partnership with IIC to develop academic pathways and student progression opportunities.
- Hold the annual Graduation Ceremony and Holiday Programmes.

FUTURE PLANS AND COMMITMENTS

JWF is looking into enhancing its services, programmes and expanding its facilities for a better service to the community including capacity building and digital transformation.

Please see Annex 1 – Future Fundraising Plans



Mr. Muhammad Khair Bin Baharin
(Secretary-General, Muslim Missionary Society Singapore)

ANNEX 1 – FUTURE FUNDRAISING PLANS

List of Details of Programmes/ Activities

SN	Description of programme/ activity, its purpose (indicate what is the charitable object and how it achieve the charitable object) and location (if any)	Target Date/ Period	Frequency	Estimated No. and Type of Target Beneficiaries ¹ (indicate if there is a particular referral source)	Any fees charged to participants and the basis (if applicable)	Estimated Annual Budget of programme/ activity (\$)	If funding is provided for beneficiaries, list the funding criteria, such as means testing
1	Jamiyah Foodbank - monthly dry ration and grocery support. Purpose: alleviate hunger, improve access to basic necessities and reduce food insecurity among low-income households. Locations: Jampacked centres and home delivery where needed.	Year 1 to Year 2	Monthly; urgent cases as needed	Approx. 1,000 low-income households / 4,000 individuals per year. Referral sources: Jamiyah casework, community partners, mosques, Social Service Offices and self-referrals after assessment.	No fees charged.	180,000	Priority for households with per-capita income (PCI) below \$1,000, ComCare/MSF/SSO referrals, seniors living alone, single-parent families, persons with disabilities, and families facing temporary crisis.
2	Community meals and communal dining for vulnerable residents and seniors. Purpose: provide nutritious cooked meals, reduce social isolation and strengthen community support.	Year 1 to Year 2	Weekly / fortnightly depending on site	Approx. 800 seniors, residents and vulnerable beneficiaries per year, including Muslim seniors and low-income residents from partner agencies.	No fees charged.	96,000	Assistance prioritised for low-income seniors, residents in welfare homes, households with food insecurity, and beneficiaries referred by Jamiyah centres or community partners.
3	Home support and minor refurbishment for needy seniors/families. Purpose: improve safety, hygiene and dignity of living environment through basic repairs, cleaning and essential household items.	Year 1 to Year 2	Quarterly project cycles; urgent cases as needed	Approx. 80 households per year, especially seniors living alone, families with young children, and persons with disabilities.	No fees charged.	60,000	Means-tested based on PCI, housing condition, health/safety risk, and referral verification by staff or partner agencies.
4	Education assistance, mini-library and learning support. Purpose: support educational development, reading habits and access to learning materials for children from underprivileged households.	Year 1 to Year 2	Weekly learning sessions; school holiday programmes	Approx. 350 children and youth aged 3-16 per year from low-income families and Jampacked beneficiary households.	No fees charged.	50,000	Children from low-income households, MOE FAS/ComCare families, or Jamiyah Foodbank/Jampacked beneficiary families will be prioritised.
5	Senior wellness and active ageing activities. Purpose: enhance physical, emotional and social well-being through wellness checks, exercise, outings, talks and engagement activities.	Year 1 to Year 2	Monthly activities; ad hoc outings	Approx. 500 seniors per year from Jamiyah Home for the Aged, Jamiyah Nursing Home, community partners and Southeast CDC/community networks.	No fees charged.	80,000	Priority for low-income seniors, isolated seniors, seniors in welfare homes, and those referred by partner agencies.
6	Children and youth enrichment programmes. Purpose: build confidence, values, life skills and social mobility through sports, arts, STEM, mentoring and character development.	Year 1 to Year 2	Monthly / school holiday cycles	Approx. 300 children and youth per year from low-income families, including children of Foodbank and welfare beneficiaries.	No fees charged.	55,000	Priority for children from households with PCI below \$1,000, MOE FAS/ComCare support, or social worker/community partner referrals.
7	Halfway House rehabilitation, aftercare and family reintegration support. Purpose: support residents and ex-offenders in rehabilitation, family reconnection, employability and relapse prevention.	Year 1 to Year 2	Ongoing; structured weekly sessions	Approx. 150 residents, alumni and family members per year from Jamiyah Halfway House and aftercare network.	No fees charged to beneficiaries.	90,000	Support based on residency/aftercare status, reintegration needs, family support needs and assessment by programme/casework team.

SN	Description of programme/ activity, its purpose (indicate what is the charitable object and how it achieve the charitable object) and location (if any)	Target Date/ Period	Frequency	Estimated No. and Type of Target Beneficiaries ¹ (indicate if there is a particular referral source)	Any fees charged to participants and the basis (if applicable)	Estimated Annual Budget of programme/ activity (\$)	If funding is provided for beneficiaries, list the funding criteria, such as means testing
8	Family resilience, counselling and caregiver support. Purpose: provide psychosocial support, counselling, referrals and family strengthening for vulnerable households.	Year 1 to Year 2	Monthly sessions; casework as needed	Approx. 250 beneficiaries per year including caregivers, single parents, elderly caregivers and families in crisis.	No fees charged.	45,000	Support prioritised for families facing financial stress, caregiving burden, family conflict, health challenges, or social worker/community referral.
9	Free medical, legal and social advisory clinics. Purpose: improve access to basic advisory services and early intervention for low-income beneficiaries.	Year 1 to Year 2	Monthly / quarterly clinics	Approx. 300 beneficiaries per year, including seniors, low-income families and vulnerable residents.	No fees charged.	50,000	Open to vulnerable beneficiaries; priority given to low-income households, seniors, persons with disabilities, and referrals from Jamiyah casework/community partners.
10	Zakat, festive and emergency financial assistance. Purpose: provide short-term relief for essential needs such as food, transport, school items and festive support.	Year 1 to Year 2	Festive cycles and emergency cases throughout the year	Approx. 1,200 beneficiaries per year, including asnaf categories, low-income families, seniors, children and crisis cases.	No fees charged.	100,000	Means-tested; aligned to zakat/asnaf eligibility where applicable, PCI assessment, supporting documents and casework verification.
11	Volunteer mobilisation for packing, distribution and befriending. Purpose: strengthen community participation and enable efficient delivery of charitable services.	Year 1 to Year 2	Monthly volunteer sessions; ad hoc corporate CSR days	Approx. 600 volunteers engaged per year and indirect support to Foodbank/senior/children beneficiaries.	No fees charged.	30,000	Not direct cash support. Volunteer deployment based on programme needs, beneficiary safety requirements and partner capacity.
12	Impact monitoring, beneficiary tracking and programme evaluation. Purpose: improve accountability, audit readiness and measurement of connection, improvement and transformation outcomes.	Year 1 to Year 2	Quarterly monitoring; annual review	All programme beneficiaries captured where consent is obtained; approx. 5,000 beneficiaries per year across programmes.	No fees charged.	40,000	Funding supports data collection, needs assessment, beneficiary verification, consent management and impact reporting across means-tested programmes.

¹ Please indicate if it is restricted to members of the organisation

Projected Income & Expenditure

	Year 1 (1 Jan 2026 to 31 Dec 2026) - Projected	Year 2 (1 Jan 2027 to 31 Dec 2027) - Projected
Target number of beneficiaries	Approx. 5,000 individuals / 1,000 households	Approx. 5,500 individuals / 1,100 households
	S\$	S\$
A. Donations	500,000	550,000
B. Grants	250,000	300,000
C. Fees*	0	0
D. Other Income*	126,000	150,000
E. Total Income (A + B + C + D)	876,000	1,000,000
F. Expenditure*–	820,000	920,000
G. Expenditure–Admin & others*	56,000	80,000
H. Total Expenditure (F+G)	876,000	1,000,000

*: provide description and breakdown where applicable

Breakdown for Projected Income and Expenditure:

A. Donations: Corporate, individual and HNWI donations, zakat/charitable giving campaigns, Tabung collections, online giving and in-kind support converted to programme value where applicable.

B. Grants: Government, foundation, corporate CSR and institutional grant support for eligible welfare, food security, education, senior and rehabilitation programmes.

C. Fees: No beneficiary fees are projected. Programmes are intended to be free for eligible beneficiaries unless separately approved.

D. Other Income: Event proceeds, sponsorship support, partner contributions, merchandise/CSR proceeds and miscellaneous programme-related income.

F. Programme Expenditure: Food items, cooked meals, transport, supplies, beneficiary assistance, venue/activity costs, enrichment materials, counselling support, medical/legal clinic support and volunteer deployment expenses.

G. Admin & Others: Monitoring and evaluation, audit documentation, beneficiary database support, communications, printing, insurance, logistics coordination and reasonable shared overheads directly supporting programme delivery.

Note: Figures are projected annual estimates for audit/disbursement planning and should be reconciled against approved budgets, actual disbursement records and beneficiary registers before submission.

Prepared for: Jamiyah Singapore / Muslim Missionary Society Singapore. Prepared by: Fundraising & Corporate Relations. Date: 3 June 2026.

