



1989

2010

2021

MUHAMMADIYAH
WELFARE HOME

ANNUAL REPORT

2024



MUHAMMADIYAH
WELFARE HOME



MUHAMMADIYAH
WELFARE HOME

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ABOUT US

Muhammadiyah Welfare Home is a government-gazetted Children's Home that provides 24/7 residential care for boys aged 8 to 20 who require care, protection, and guidance. We serve those facing difficult family circumstances, neglect, abuse, or behavioural challenges.

Through structured programmes in education, life skills, moral development, and family engagement, we provide a safe and supportive environment that nurtures personal growth and long-term transformation.

VISION

A model institution for rehabilitation and a catalyst for positive moral values.

MISSION

To guide, nurture and empower youth at-risk towards becoming responsible and contributing members of their family, the community and country.

MOTTO

Learning to become a better person.

OBJECTIVES

MWH is guided by three core objectives:

01.

Shelter and Safety:

Provide shelter and care for children who are abandoned or in need of protection due to neglect or abuse

02.

Rehabilitation:

Offer a comprehensive and tailored rehabilitation programme aimed at behavioural change and skill-building

03.

Character Building:

Instil discipline, responsibility, respect, and filial piety to help residents reintegrate into society as positive contributors

KEY SERVICES

- a) Residential Care
- b) Casework Management
- c) Therapeutic Programmes and Targeted Therapy
- d) Family Work and Reunification

KEY ACTIVITIES

1. Education Support

- Tuition and homework supervision
- School coordination and performance monitoring
- Learning enrichment programmes

2. Life Skills Training

- Daily living skills (hygiene, cooking, cleaning)
- Time and money management
- Vocational exposure and job readiness

3. Social and Recreational Programmes

- Sports and fitness activities
- Art, music, and creative expression
- Camps, outings, and celebrations

4. Moral and Spiritual Development

- Classes and spiritual mentoring
- Values education and ethical decision-making
- Community service and volunteerism

5. Therapeutic and Emotional Support

- Individual and group counselling
- Behavioural management programmes
- Trauma-informed care

6. Family Engagement

- Family therapy and bonding sessions
- Case management and family work
- Supervised home leave and reintegration planning

7. Aftercare and Transition Support

- Life planning and alumni follow-up
- Internship and job placement assistance
- Post-discharge monitoring and support

8. Volunteer and Community Partnerships

- Volunteer programmes
- Engagement with community groups and donors
- Collaborative events and capacity-building

OVERVIEW OF CHARITY

Unique Entity No: S89CC0701L

ROS Registration Number: 2273

Gazetted under the Children and Young Persons Act Cap 38
Charities Act No. 0701

An Approved Institution of a Public Character

An Institution of Muhammadiyah Association (MA)

Address: 101 Pasir Ris Road, Singapore 519154

Tel: 6344 7551

Email: mwh@muhammadiyah.org.sg

Website: mwh.muhammadiyah.org.sg

Facebook: muhammadiyahwelfarehome

Instagram: MuhammadiyahWelfareHome

Auditor:

ONEMillennium PAC

391B Orchard Road #21-06A

Ngee Ann City Tower B

Singapore 238874

Banker:

DBS Bank Ltd

12 Marina Boulevard

DBS Asia Central

Marina Bay Financial Centre Tower 3

Singapore 018982

Maybank Singapore

2 Battery Road

Maybank Global Banking

Maybank Tower, Singapore 049907

Muhammadiyah Welfare Home (MWH) is registered as a charity under the Charities Act (Chapter 37) since 27/12/1989. MWH has been accorded IPC (Institution of a Public Character) status from 01/10/2023 to 31/3/2025.

MA is a parent body of MWH. Chairman, General Secretary and Financial Secretary of MA are Chairman, Honorary Secretary and Honorary Treasurer in MWH respectively. KABA Weekend Madrasah is an institution of MA.

FOREWORD BY MWH CHAIRMAN

As Muhammadiyah Welfare Home marks its 35th anniversary in 2024, we reflect with deep gratitude on the journey that began in 1989. Over the years, MWH has demonstrated resilience, adaptability, and compassion at three different locations, including our current home in Pasir Ris. Though not purpose-built, our space has been thoughtfully adapted into a warm, nurturing environment where care and healing can take place.

Every MWH milestone is a testament to the unwavering dedication of our people and the strength of our shared vision, which had remained constant over 35 years: our passion to serve with heart and to provide the highest standard of care for the residents entrusted to us.

True to the saying, "It takes a village to raise a child," our achievements would not have been possible without the collective efforts of our Management Committee, staff, volunteers, donors, partners from the Ministry of Social and Family Development (MSF), and our wider community of supporters. To each of you – thank you for making 2024 another year of meaningful impact.

Looking ahead, we are committed to further strengthening the capabilities of our staff, ensuring they are well-equipped and supported to meet the evolving needs of our residents. We also aim to deepen and expand our partnerships by forging new collaborations that enrich our services and broaden opportunities for the residents in our care.

As we chart our future, we are excited to embark on the development of our Masterplan 2026–2030, a strategic blueprint that embraces a holistic approach to care, tailored to meet the diverse and complex needs of each resident. The plan will continue to prioritise family building initiatives to help break, and where possible, halt the cycles of deprivation that many of our residents have experienced. We will integrate principles of Environment, Social, and Governance (ESG) into our strategies, ensuring our work remains sustainable, responsible, and impactful.

Muhammadiyah Welfare Home remains steadfast in its mission: to be a safe space and a beacon of hope for every boy who comes through our doors. With your continued support, we are confident that we can build an even stronger foundation for the future, empowering each boy to dream, to believe and to thrive.

Thank you for journeying with us.

Muhammad Azri bin Azman
Chairman of the Management Committee



FOREWORD BY HEAD OF HOME

Every child who comes into our care carries strength shaped by their life experiences. At Muhammadiyah Welfare Home, we are here to help them grow, heal and find purpose.

Our mission is to offer a safe and nurturing space where children can recover from their past and develop the resilience, values, and skills they need for a better future. At the heart of this commitment is our dedicated team of staff, who ensure that care is consistent, compassionate and tailored to each child's unique journey. Maintaining a small staff-to-resident ratio remains key in supporting the residents' holistic development, emotionally, academically, socially, and spiritually.

Despite the growing complexities and rising demands in the care landscape, we remain steadfast in our commitment to our Care Model – one built on genuine care, meaningful relationships, and the belief that every child holds the potential to become a responsible and contributing member of society.

2024 has been a year of opportunities; opportunities that reflect not only our aspirations for the residents but also the strength of the community that surrounds and uplifts them. I would like to highlight two such milestones.

The first is our Music Mentoring Programme, which offered the residents a rare chance to learn to play Gamelan, the traditional Indonesian musical ensemble. Their hard work culminated in a finale performance on 13 December 2024, in front of an audience of more than 400, including families, teachers, friends of MWH, and key stakeholders from the Ministry of Social and Family Development (MSF). This was more than a performance; it was a powerful reminder of how the right platforms, people, and encouragement can shape a child's growth.

Second, in June, a group of our residents participated in the Cambodia Service-Learning Programme. Beyond serving underprivileged communities and supporting local education, the boys demonstrated empathy, initiative, and adaptability– from preparing and planning to engaging meaningfully with the local community. The experience deepened their understanding of global citizenship and reinforced the importance of being of service, wherever life places them.

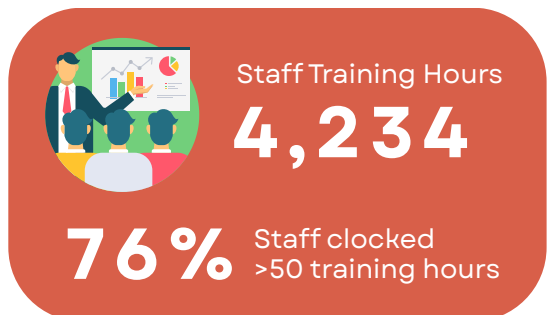
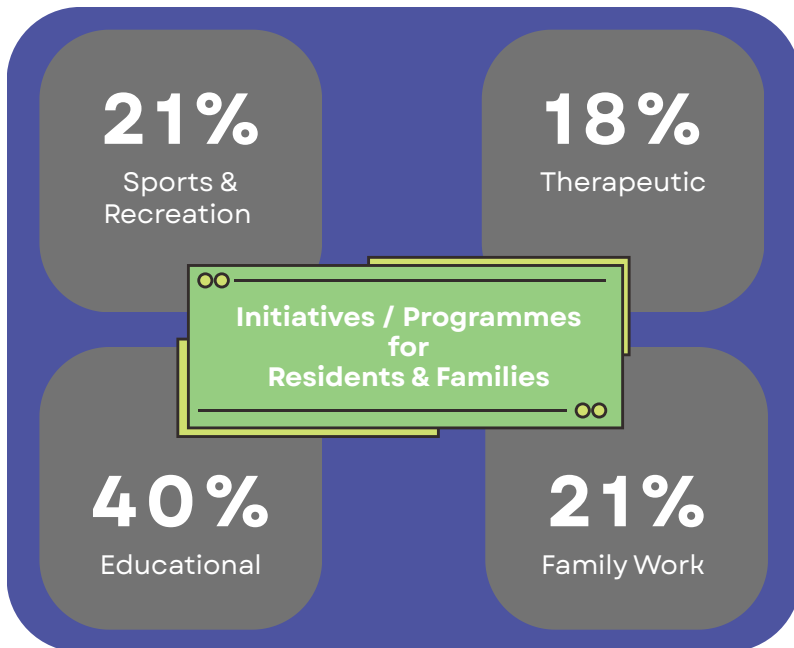
Our mission remains clear: to guide, nurture, and empower the residents to become responsible, caring, and contributing individuals. True to our motto – Learning to Become a Better Person – we continue to instil in them the values of gratitude, compassion, and integrity. Whether within the walls of the MWH or out in the world, we encourage them to stand tall as ambassadors of MWH and future leaders of society.

We are deeply grateful for the unwavering support of our staff, partners, volunteers, and the wider community. Together, we remain committed to shaping brighter futures for the children and youth in our care.

Rahmatunnisa bte Abdul Majeed
Head of Home



2024 AT A GLANCE



Collaborations and Partnership



- Artsee
- The Dive Company Pte Ltd
- Neurovex Pte Ltd
- Persatuan Pemuda Islam Singapura (PPIS)
- Junior Achievement Singapore
- Bikerhood of Singapore
- Alterisk (NTUMS)

Visitation by other organisations



17 Jan	Persatuan Pemuda Islam Singapura (PPIS)
20 Feb	School counsellors
14 Mar	Mr Terrance Ong – Ministry of Social and Family Development
06 Mar	Singapore Prison Service officers
03 Jul	Hassan Sunny
03 Jul	Regent of Perlis
27 Sept	Pasir Ris East Malay Activity Executive Committees (MAEC)
Sep	Students of University Malaysia Perlis
31 Oct	Ustadz Zuhul & students
23 Oct	Reps from welfare home, Johor Bahru

MANAGEMENT COMMITTEE

2023/2024

The Charity is governed by the Management Committee, which serves as the governing board responsible for providing oversight, strategic direction, and ensuring accountability.

MWH is led by the Head of Home, who is supported by the Supervisory Team and a dedicated team of professional staff in the day-to-day operations and care of the residents.

As of this financial year, two members of the Management Committee of MWH have served more than 10 consecutive years. This ensures continuity with new board members onboarding the committee in achieving sustainable strategic planning and oversight of MWH.



CHAIRMAN
Ustaz Muhammad Azri bin Azman
Director
Sprog and Spring LLP



HONORARY SECRETARY
Roszannah bte Abdul Salim
Managing Director
Massoc Group Pte Ltd



HONORARY TREASURER
Muhammad Suhaimi bin Pa'at
Programme Manager
Emaan Catalyst



MEMBER
Mohamed Khair bin Mohamed Noor
Executive Chairman & Principal Consultant
SuChi Success Initiatives Pte Ltd



MEMBER
Latiff bin Ibrahim
Consultant
Ramdas & Wong



MEMBER
Rahmah bte Mohamed Ali
Allied Educator
(Learning & Behavioural Support)
Ministry of Education



MEMBER
Amalina bte Abdul Nasir
Product Policy Manager
Trust & Safety, TikTok



MEMBER
Ahmad Khushairi bin Abidin
Lead Counsellor
AMP Singapore



MEMBER
Aminuddin bin Abu Bakar
Principal Consultant
S Tradition Pte Ltd

OUR SUPERVISORY TEAM

The Supervisory Team provides purposeful and intentional leadership in implementing strategic plans, managing daily operations, and ensuring adherence to standards. Focused on staff development, teamwork, and resident care, they are committed to delivering quality services in the best interest of the residents.



HEAD OF HOME

Rahmatunnisa bte Abdul Majeed
Date of Appointment: 10 Oct 2009



DEPUTY HEAD OF HOME

Zainal Abidin bin Ali Ahmad
Date of Appointment: 2 Jan 2019



**DIRECTOR
(CORP COMM & RESOURCE UNIT)**

Rubiah bte Abdul Latip
Date of Appointment: 5 Feb 2016



**SENIOR ASSISTANT
HEAD OF HOME
(OPERATIONS & PROGRAMME)**
Sheikh Anwarul bin Mohamad Sharif



**SENIOR ASSISTANT
HEAD OF HOME
(ADMIN & REHAB UNIT)**
Azzah bte Mahmud



**ASSISTANT
HEAD OF HOME
(DISCIPLINE)**
Rizal bin Buang



HEAD OF ADMIN
Ruhainah bte Ismail



HEAD OF REHAB
Jamila binti Mustaffa



ASSISTANT HEAD OF REHAB
Siti Aishah bte Samsudin

OUR STAFF TEAM

Our staff team is at the heart of MWH. They care for the residents with dedication, kindness, and teamwork. With a mix of experience and fresh energy, they are guided through training and support to do their best. Each staff member serves with purpose and heart, helping the residents grow, heal, and thrive.

Our staff team is made up of several units working together to support the MWH's mission:

- Supervisory Team
- Administration Team
- Casework Team
- Care Staff
- Support Staff
- Corporate Communications and Resource Team

We have a total of 33 full time and 6 part time staff.



HIGHLIGHTS OF THE YEAR

1. Music Mentoring Programme - Gamelan Symphony of Friendship

In partnership with ArtSee and the Joko Mangkreg Performing Arts Group and in support of President's Challenge, MWH launched a two-year Music Mentoring Programme that provided 25 residents with the opportunity to learn Gamelan, the traditional Indonesian musical ensemble. Each resident was paired with two mentors – one from the performing arts group and another from the community – creating a strong and supportive learning environment.

Held fortnightly at the Pasir Ris East CC, the programme comprised 30 structured sessions where residents learned to perform as a gamelan ensemble, read both traditional and Western music notation, and showcase their skills through their performances. Beyond musical training, the programme fostered patience, discipline, cultural appreciation, and meaningful mentor-mentee relationships.



The grand finale, Gamelan Symphony of Friendship, was held at the School of the Arts (SOTA) on 13 December 2024. The event, which also served as our Volunteer Appreciation Night, was graced by Mr. Eric Chua, Senior Parliamentary Secretary for Culture, Community and Youth, and Senior Parliamentary Secretary for Social and Family Development, as our Guest-of-Honor. It was an evening of celebration to honour the residents' growth and the unwavering support of our volunteers and partners.

This experience was deeply transformative for the residents. It built their confidence, helped them connect with their cultural roots, and strengthened their social and emotional skills. For many, it was the first time performing on a public stage, an unforgettable milestone that left them proud and inspired for the future.

2. Service Learning Project – Cambodia Experience

From 10 – 13 June 2024, 14 residents and 12 staff and Management Committee members went on a Service Learning trip to Phnom Penh, Cambodia. The project was funded by the President’s Challenge and aimed to cultivate empathy, global awareness, and a spirit of service among our youth.

Throughout the trip, residents actively engaged in community service at local schools, contributing through simple yet impactful activities and forming bonds with the locals. The experience offered a rare opportunity for the residents to step beyond their familiar environment and immerse themselves in a different culture and way of life.

The impact was profound. The residents return with new perspectives. They learned to adjust to unfamiliar conditions, and better appreciate what they have back home. By connecting with the Cambodian community, the residents were exposed to an element of regional diversity, and learned to embrace the shared human experience of compassion, respect, and gratitude.



3. Our ESG Aspiration – Growing Responsibly, Caring Purposefully

In 2024, MWH strengthened its commitment to Environmental, Social, and Governance (ESG) principles by embracing sustainable, inclusive, and accountable practices in its daily operations.



Environmental: Cultivating a Greener Home

We have begun taking intentional steps to lessen our environmental impact and foster a culture of sustainability. This includes installing water dispensers to reduce single-use plastics, setting air-conditioning temperatures at 25°C to save energy, and consistently encouraging residents and staff to use electricity responsibly.

Social: Fostering Connection and Well-Being

Promoting a culture of care and connection remained at the heart of our work environment. We prioritised staff well-being through team bonding activities and recognised their dedication at our annual Staff Appreciation Day. These efforts strengthened morale and deepened our shared commitment to nurturing and supporting the residents in our care.



Governance: Leading with Integrity and Inclusion

We continued to uphold good governance guided by intentionality and inclusivity. The board welcomed members from diverse professional backgrounds, enhancing the breadth and depth of leadership. We also enhanced data protection protocols to safeguard sensitive information, reinforcing trust and accountability within the organisation.



OUR WORK

OUR PROGRAMME HIGHLIGHTS

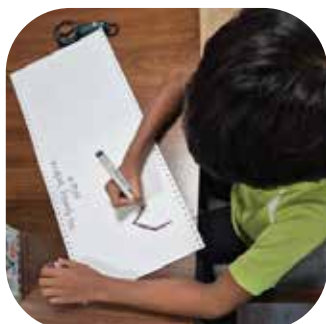
1. LifeStory Work (TLSWi)



Therapeutic Life Story Work (TLSWi) is a structured, trauma-informed approach that helps the residents explore their past, understand their identity, and build resilience. Recognised internationally as a powerful tool for emotional healing, TLWi supports children who have faced significant trauma or disrupted life events.

Two of our caseworkers have been certified in this method, equipping them to provide a safe, supportive space for the residents to process their experiences and reclaim their stories. TLWi fosters personal growth by empowering the residents to reflect on their past, promoting healing and strengthening their emotional well-being.

This initiative is a key part of our commitment to compassionate, evidence-based care, offering the residents the tools they need to heal, grow, and move forward with hope and purpose.



2. Lifeskills – MasterChef Programme

Our purpose-built Master Chef Kitchen Studio has become a vibrant space for creativity and essential life skills. Residents regularly participate in cooking and baking sessions, where they not only learn to prepare dishes like masala dosai for Deepavali and pineapple tarts for Chinese New Year but also explore new recipes that spark their interest. Staff members actively come forward to lead and teach, fostering a supportive environment for the residents to try their hands at cooking.

For those preparing to live independently after leaving MWH, the programme is a crucial step in building life skills. Learning to cook equips them with practical abilities that will serve them well in the future. These sessions are not only enjoyable and hands-on but also boost their confidence and deepen their connection to cultural traditions, preparing them for a more self-sufficient and fulfilling life.



3. Sports Activities

At MWH, we provide exciting sports opportunities that promote physical well-being and personal growth. On weekends and school holidays, the residents enjoy cycling outings and learn skills such as maintaining and repairing the bikes.

This year, we partnered with The Dive Company Pte Ltd to offer an introductory scuba diving session, in which the residents learned diving techniques and water safety awareness. These activities help build resilience, teamwork, and self-esteem.



OUR EVENTS:

FUNDRAISING WITH HEART AND PURPOSE

In 2024, the Corporate Communications and Resource Unit of MWH successfully organised two key fundraising events that not only rallied strong community support but also raised crucial funds for MWH's care programmes. These events helped bring the community together, gave our residents valuable chances to learn and contribute, and showed how support from many can make a real difference

1. MWH CharityFest 2024: A Celebration of Community and Compassion

Held over two vibrant days on 31 August and 1 September 2024, the inaugural MWH CharityFest drew over 6,000 visitors to our family-friendly carnival in celebration of MWH's 35 years of service.

Graced by Senior Minister and Coordinating Minister for National Security, Mr. Teo Chee Hean, the event also welcomed Mr. Sharael Taha, Grassroots Adviser for Pasir Ris GRC, and Ustaz Muhammad Azri Bin Azman, Chairman of MWH. Their presence underscored the strong support for MWH's mission and its impact in the community.

Key Highlights:

- **Youth in the spotlight:** Our residents were at the heart of the event, performing traditional gamelan music and reciting poetry to honor our distinguished guests and visitors. Their active participation demonstrated confidence, pride, and growth through MWH's programmes.
- **Alumni giving back:** Former residents returned as volunteers, managing the MWH Drinks Booth, a touching display of gratitude and enduring connection to MWH.
- **Community spirit in action:** The event featured 23 vendor booths, including local retail and F&B partners, with proceeds supporting MWH's fundraising goals. It was also a valuable platform for local businesses and a celebration of community partnerships.
- **Building connections:** Positive feedback poured in from staff, volunteers, and residents. Staff highlighted the enhanced camaraderie, while residents enjoyed the performances and suggested even more activity-based booths for the future.

Above all, CharityFest 2024 successfully raised vital funds that will go toward improving the lives of residents under MWH's care. It also strengthened bonds between residents, families, alumni, and the broader community, a true celebration of shared commitment to nurturing brighter futures.



2. MWH Annual Charity Futsal 2024

The 17th edition of the MWH Annual Charity Futsal was held on 2 March 2024 at Futsal Arena Yishun. It brought together our residents, corporate supporters, and football enthusiasts to raise funds for MWH's care and enrichment programmes.

This year's tournament saw spirited participation across three categories:

- **Under-14:** 8 youth teams
- **Under-16:** 9 youth teams from schools and madrasahs
- **Open Category:** 4 corporate teams, including Royal Ambulance Services and M3, with MWH residents playing alongside their team members



The event was flagged off by Mr. Sharael Taha, Member of Parliament for Pasir Ris-Punggol GRC, and featured national goalkeeper Mr. Hassan Sunny, who presented the awards to the winners.

Thanks to the generous support of sponsors such as Pokka, Fruit Express Delivery, Hady Jay, Football Association of Singapore (FAS), and Barbershop by Link Unavailable, the event not only raised funds but also provided a safe and energetic space for youth to bond, build resilience, and be part of a purposeful cause.



Both CharityFest and the Annual Charity Futsal continue to be powerful platforms for community engagement, youth empowerment, and sustainable fundraising. They embody the values of MWH, giving our residents not just a place to stay, but a community to grow with and opportunities to give back.

We thank all partners, donors, sponsors, and volunteers who contributed to the success of these events. Your support directly strengthens MWH's mission and brings hope to the children and youth we serve.

OUR PARTNERS

At MWH, we are deeply grateful for the strong partnerships we share with many organisations, volunteers, and friends of MWH. These collaborations provide invaluable learning opportunities for our residents, helping to shape their development, confidence, and future readiness. Among the many meaningful collaborations this year, the following partnerships have contributed significantly to our residents' growth and learning:

1. Neurovex: "I Am The Future" Workshop



In collaboration with Mendaki's Community Leaders Forum, Neurovex Pte Ltd delivered a powerful youth development programme titled "I Am The Future", as part of the broader Youth In Action initiative. Over 12 interactive sessions, our residents were guided to better understand and manage their thoughts, emotions, and behaviours.

The programme focused on building self-awareness, emotional regulation, and positive decision-making, all of which aligned with the Ministry of Education's Social and Emotional Learning (SEL) framework. Through practical tools and exercises, participants learned to:

- Stay calm and make thoughtful decisions;
- Build healthy habits and self-discipline; and
- Strengthen relationships and navigate challenges with greater resilience.



This structured, values-based approach empowered our youth to take ownership of their growth and laid a strong foundation for emotional well-being.

2. PPIS: Salaam & Bunayya Programmes

Our longstanding 20-year partnership with PPIS (Persatuan Pemuda Islam Singapura) focusses on the emotional healing and family support of our residents. What began as the Salaam programme – supporting youth through grief and loss – has grown into a trusted collaboration that nurtures mental wellness.

In 2020, PPIS introduced Bunayya, a workshop to help children and youths adapt to stepfamily dynamics. These programmes provide a safe space for residents to process complex emotions, rebuild trust, and strengthen family bonds.

Together, MWH and PPIS continue to offer holistic services ranging from counselling to family support, empowering residents to cope with life's challenges and grow in resilience. The impact of this partnership is seen in our residents' increased confidence, improved emotional expression, and stronger connections with their loved ones.



3. Junior Achievement Singapore: *Robot Cue and Hour of Code*



In 2024, Junior Achievement Singapore partnered with MWH to equip our residents with future-ready digital skills. Residents aged 14 to 17 were introduced to the exciting world of coding and robotics in two interactive workshops: Robot Cue and Hour of Code.

During Robot Cue, our residents engaged with intelligent robots to complete challenges that sharpened their critical thinking and problem-solving skills. Hour of Code exposed them to basic programming concepts in a fun, hands-on way, sparking interest in technology and digital learning.

Beyond technical skills, the workshops also helped residents develop confidence, creativity, and collaboration. For many, it was their first experience with digital literacy, one that opened their minds to new career possibilities and gave them a sense of accomplishment.

These sessions reflect our shared goal with Junior Achievement: to prepare every child not just for today's challenges, but for tomorrow's opportunities.

Through these collaborations and many others, our partners continue to enrich the lives of our residents by providing mentorship, healing, learning, and growth. We remain thankful for their generosity and dedication in walking this journey with us.

OUR VOLUNTEERS

1. Bikerhood of Singapore Brings Joy to MWH Residents

In early 2024, the Bikerhood of Singapore (BOS), a dedicated community of motorcycle enthusiasts, made a significant impact on the lives of our residents by generously sponsoring new school shoes for all primary and secondary school residents at MWH. Each resident received two pairs of shoes, carefully selected to match their sizes and preferences, exceeding their expectations and starting the year on a positive note.

Continuing their support, BOS returned on 8 June 2024 to host a lively Barbecue Party for the residents during the school holidays. The event was filled with laughter, delicious food, and memorable experiences. BOS ensured the event was well-catered by sourcing food and drinks from licensed catering companies, along with sponsoring raw food items such as fresh meat. The residents enjoyed a hands-on outdoor cooking experience, grilling steaks, satay, baking potatoes, and roasting corn over a charcoal fire. For many, this was their first time cooking outdoors, which provided an opportunity to develop valuable life skills such as patience, perseverance, and teamwork.

The day was further enhanced by fun party games and exciting prizes, all made possible by BOS's generous support. It was truly a special day that left lasting memories and smiles on the faces of our residents.



2. Alterisk - NTUMS

In 2024, MWH once again partnered with the NTU Muslim Society (NTUMS) for Alterisk, its annual outreach initiative dedicated to supporting vulnerable youths. With the theme “Fostering Growth, Empowering Change,” the programme provided a unique platform for our residents to build confidence, develop life skills, and form meaningful connections.

A key highlight was the three-day camp held at MWH in August, featuring team-building games, a treasure hunt, and reflective night walks. These activities promoted self-discovery, teamwork, and resilience in an engaging and safe environment.

What made Alterisk especially impactful was the presence of NTUMS student volunteers who served as relatable role models. Through their guidance and friendship, our residents were given the opportunity to learn, grow, and take part in a shared journey, grounded in the belief that every child deserves the chance to thrive.



FUTURE PLANS

Reflecting on the 2021–2025 Masterplan: *Advancing Care, Capacity, and Collaboration*

As 2025 marks the conclusion of our five-year masterplan (2021–2025), MWH remains grounded in four strategic thrusts: strengthening organizational structure, enhancing care, embracing digital transformation, and expanding partnerships. Annual reviews have guided our progress and ensured alignment with long-term goals.

Strengthening Structure, Empowering People

We are undergoing a comprehensive organizational renewal to build a more cohesive and purpose-driven Home. This includes:

- Redesigning roles for clarity and purpose.
- Establishing transparent career pathways.
- Enhancing staff capabilities through ongoing professional development.

By aligning roles with our mission and nurturing individual strengths, we aim to foster a resilient team dedicated to delivering impactful, intentional care. We are also deepening engagement with vulnerable families through culturally sensitive, place-based approaches, recognizing that strong family partnerships are critical to successful outcomes.

Enhancing the Care Model: *Advancing Therapeutic Residential Support*

MWH remains committed to providing a safe, stable, and healing environment for children with complex emotional and behavioural needs. Our key focus areas include:

- **Trauma-Informed Care:**
Embedding principles of safety, trust, and empowerment to mitigate re-traumatization and support resilience.
- **Staff Training and Specialization:**
 - Implementing the Trauma-Informed Positive Behaviour Intervention Support (TIPBIS) model.
 - Identifying and training staff to become clinical therapists for deeper, specialized care.

This dual approach—broad-based training and clinical specialization—ensures a holistic and sustainable care model that supports each child’s unique journey.

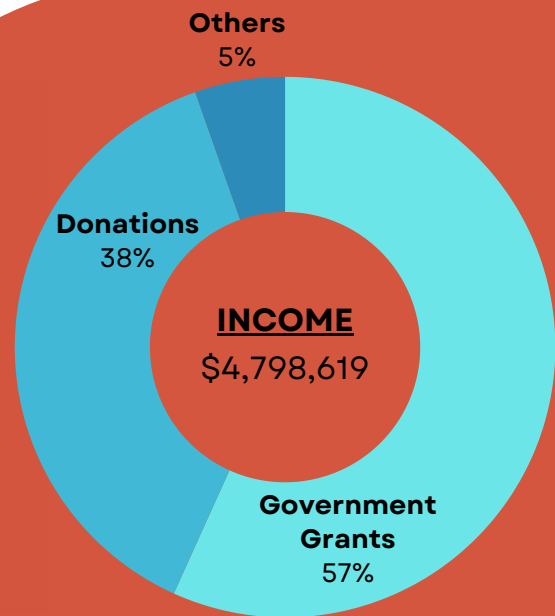
Looking Ahead: *Masterplan 2026–2030*

We are excited to begin shaping our next strategic roadmap for 2026–2030. Building on the foundation of our current progress, the future masterplan will continue to focus on excellence in therapeutic care, staff empowerment, and strong community partnerships—ensuring every child entrusted to us has the opportunity to heal, grow, and thrive.

SUMMARY OF FINANCIAL PERFORMANCE

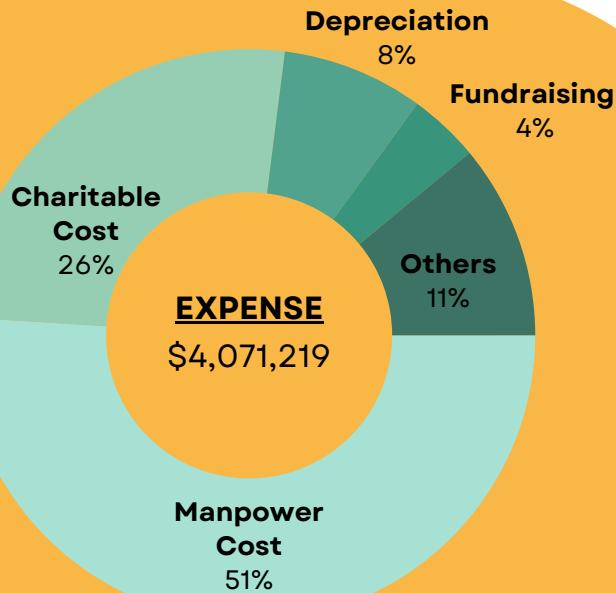
INCOME

	<u>AMOUNT</u>
Government Grants	\$2,723,275
Donations	\$1,816,527
Others	\$258,817
Total Income	\$4,798,619



EXPENSE

\$4,071,219



TOTAL EXPENSES

	<u>AMOUNT</u>
Manpower Cost	\$2,058,738
Charitable Cost	\$1,050,206
Depreciation	\$323,257
Fundraising	\$157,245
Others	\$481,773
Total Expense	\$4,071,219

Major Financial Transactions:

CharityFest 24 'Event Management': \$63,560.00

Summary:

MWH recorded a healthy financial surplus in 2024, primarily due to notable growth in government grants and fundraising revenue.

GOVERNANCE

Key Management Remuneration

Disclosure of Remuneration and Benefits received by Board Member

No Board member is remunerated for their Board services during the current year or the previous year.

Disclosure of Remuneration of three highest paid staff

1 staff received more than \$100,000 in remuneration FY2024.

Disclosure of the number of paid staff who are close members of the family of the Executive Head or Board members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000:

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

Attendance

Name	Current Board Appointment	Occupation	Meetings Attended
Muhammad Azri Bin Azman	Chairman since 1/5/2019	Director, Sprog and Spring LLP	7 out of 7
Roszanah binte Abdul Salim	General Secretary since 1/5/2019	Managing Director, Massoc Group Pte Ltd	6 out of 7
Muhammad Suhaimi bin Pa'at	Treasurer since 1/9/2023	Programme Manager, Emaan Catalyst	5 out of 7
Latiff bin Ibrahim	Member since 15/10/2009	Consultant, Ramdas & Wong	7 out of 7
Rahmah binte Mohamed Ali	Member since 17/8/2019	Allied Educator (Learning & Behavioural Support), Ministry of Education	5 out of 7
Mohamed Khair bin Mohamed Noor	Member since June 2011	Executive Chairman and Principal consultant, SuChi Success Initiatives Pte Ltd	4 out of 7
Amalina binte Abdul Nasir	Member since 1/9/2023	Product Policy Manager, Trust & Safety, TikTok	5 out of 7
Ahmad Khushairi bin Abidin	Member since 1/9/2023	Lead Counsellor, AMP Singapore	5 out of 7
Aminuddin bin Abu Bakar	Member since 1/4/2024	Principal Consultant, S Tradition Pte Ltd	4 out of 4

GOVERNANCE

Reserve policy

The Management Committee has established a reserve policy for MWH, pursuant to the Code of Governance for Charities and IPCs. These reserve measurements are calculated as follows:

	2024 S\$	2023 S\$
Unrestricted general fund reserve	4,119,768	3,261,120
Total operating expenditure	4,071,219	3,919,675
	-----	-----
Ratio of unrestricted general fund to total operating expenditure	101%	83%
	=====	=====
Liquid assets available to meet expenditure obligation	3,956,115	3,076,633
Total operating expenditure	4,071,219	3,919,675
	-----	-----
Ratio of liquid assets to total operating expenses	97%	78%
	=====	=====

The reserves of MWH comprise the unrestricted funds that are freely available for its operating purposes and do not include restricted funds, endowment funds and designated funds.

MWH adopts a prudent approach in determining its reserves level, and strives to achieve reserves to ensure MWH's long-term financial sustainability and ability to provide continued services, care and programs.

The reserve that MWH has set aside provide financial liability and the means for the development of MWH's principal activity. The Management Committee intend to maintain the reserves at a level which is at least 65% of total net liquid assets to its annual expenditure.

The Management Committee reviews the level of reserve that is adequate to fulfil the continuing obligations of MWH on a regular basis.

Disclosure of Conflict of Interest

All Board members and staff comply with the charity's conflict of interest policy.

The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

GOVERNANCE EVALUATION CHECKLIST (TIER 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
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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	Partial Compliance	Induction and training conducted for Board members, however, no board evaluation done.	1

GOVERNANCE EVALUATION CHECKLIST

(TIER 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
7	<p>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:</p> <p>a. Audit b. Finance</p> <p>* Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.</p>	2.3	No	The Board discusses Financial matters, however there is no specific committee formed for Audit and Finance.	0
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Partial Compliance	The Home is working with Parent Organisation on the administrative part on re-nomination and re-appointment.	1
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Yes		2

GOVERNANCE EVALUATION CHECKLIST

(TIER 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
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes		2
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes		2
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes		2

GOVERNANCE EVALUATION CHECKLIST

(TIER 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
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes		2

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	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		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

GOVERNANCE EVALUATION CHECKLIST

(TIER 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 4: The charity is well-managed and plans for the future.					
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>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).</p>	4.1a	Yes		2
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes		2
23	<p>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).</p>	4.2	Yes		2
24	<p>Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.</p>	4.3	Yes		2

GOVERNANCE EVALUATION CHECKLIST

(TIER 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 4: The charity is well-managed and plans for the future.					
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	Except for a. and g., the other policies are in tact at parent organization.	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	Partial Compliance	Board discusses on Charity's operational policies and procedures but no specific committee is formed.	1
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	Partial Compliance	Board discusses on impact of key activities and risk factors but does not measure the impact of its activities.	1

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
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GOVERNANCE EVALUATION CHECKLIST

(TIER 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
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: <ul style="list-style-type: none"> 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

GOVERNANCE EVALUATION CHECKLIST

(TIER 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
33	<p>Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.</p> <p>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.</p>	5.6a	Yes		2
34	<p>Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.</p> <p>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.</p>	5.6b	Yes		2
35	<p>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.</p>	5.7	Yes		2
Principle 6: The charity communicates actively to instil public confidence.					
36	<p>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).</p>	6.1	Yes		2
37	<p>Listen to the views of the charity's stakeholders and the public and respond constructively.</p>	6.2	Yes		2
38	<p>Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.</p>	6.3	Yes		2
Total Score					69
Percentage					91%
= (Total Score/Full Marks of 76) x 100%					

FINANCIAL STATEMENTS

MUHAMMADIYAH WELFARE HOME

Statement of Financial Position As at 31 December 2024

	Note	2024 S\$	2023 S\$
ASSETS			
Non-current assets			
Plant and equipment	4	542,441	801,730
Current assets			
Other receivables	5	107,509	194,577
Amount due from a related party	6	25,434	49,506
Cash and cash equivalents	7	3,956,115	3,076,633
		4,089,058	3,320,716
Total assets		4,631,499	4,122,446
FUNDS AND LIABILITIES			
Funds			
Unrestricted funds		4,119,768	3,261,120
Restricted funds		84,968	216,216
Total funds		4,204,736	3,477,336
Current liabilities			
Other payables and accruals	8	426,643	645,110
Amount due to related party		120	-
Total liabilities		426,763	645,110
Total funds and liabilities		4,631,499	4,122,446

The accompanying accounting policies and explanatory notes form and integral part of the financial statements.

MUHAMMADIYAH WELFARE HOME

Statement of Cash Flows For the Financial Year Ended 31 December 2024

	2024 S\$	2023 S\$
Cash flows from operating activities		
Surplus/ (Deficit) for the financial year	727,400	(202,582)
Adjustments for:		
Depreciation of plant and equipment	323,257	345,767
Interest income	(4,761)	(3,133)
Operating cash flows before changes in working capital	<u>1,045,896</u>	<u>140,052</u>
Changes in working capital:		
Other receivables	87,068	207,103
Amount due from related company	24,072	(48,622)
Other payables and accruals	(218,467)	(149,796)
Amount due to related party	120	-
Net changes in working capital	<u>(107,207)</u>	<u>8,685</u>
Net cash from operating activities	<u>938,689</u>	<u>148,737</u>
Cash flows from investing activities		
Purchase of plant and equipment	(63,968)	(33,512)
Interest income received	4,761	3,133
Net cash used in investing activities	<u>(59,207)</u>	<u>(30,379)</u>
Net increase in cash and cash equivalents	<u>879,482</u>	<u>118,358</u>
Cash and cash equivalents at beginning of financial year	<u>3,076,633</u>	<u>2,958,275</u>
Cash and cash equivalents at end of financial year	<u>3,956,115</u> =====	<u>3,076,633</u> =====

The accompanying accounting policies and explanatory notes form and integral part of the financial statements.

To obtain the full copy of the Financial Statement, please email ccru-mwh@muhammadiyah.org.sg



MUHAMMADIYAH
WELFARE HOME

Inspiring Hope,
Transforming Lives.

since 1989



101 Pasir Ris Road, Singapore 519154



6344 7551



mwh@muhammadiyah.org.sg