

MENDAKI ANNUAL REPORT 2020

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VISION & MISSION



COMMUNITY OF SUCCESS



TO EMPOWER AND NAVIGATE
THE MALAY/MUSLIM COMMUNITY
TOWARDS SUCCESS

CORE VALUES

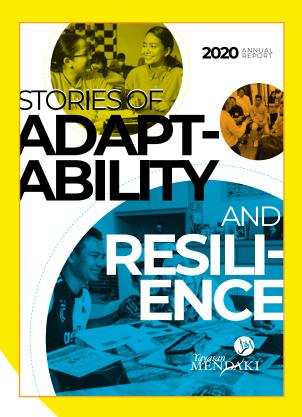
INTEGRITY QUALITY TEAMWORK

COMMITMENT

INNOVATION

STORIES OF **ADAPTABILITY** & RESILIENCE

2020 has tested our community's resilience and adaptability as we faced an unprecedented year of living in a pandemic unlike anything we have ever experienced. This Annual Report is a collection of reflections and stories as seen from the perspectives of our beneficiaries and staff on the ground as they adapted to the new norms.





A Caring & Resilient Community

Reflecting on events that happened in 2020, I am reminded of the Malay proverb, berat sama dipikul, ringan sama dijinjing (working together to lighten our burden). Despite the challenges posed by COVID-19, I am heartened to see our community coming together to help those who are affected, regardless of race, religion or nationality. I am confident that this crisis will make us stronger, more resilient and better equipped to face challenges in the future.

Harnessing Strength of the Community

In the wake of the pandemic last year, we set up SGTeguhBersatu (SGTB) Taskforce to coordinate efforts of our various community agencies to complement national initiatives. Comprising the M³ partners (MENDAKI, Muis, PA MESRA) and representatives from several Malay/Muslim Organisations (MMOs), the SGTB Taskforce collaborated with the national agencies to quickly keep our community informed of the various national assistance schemes available. The Taskforce also put in place several initiatives to ensure businesses, workers, families affected remain stable and their children's schooling needs were supported.

One of the initiatives introduced by MENDAKI under SGTB, was the provision of more than 300 laptops to help our students from low-income families without such devices to do home-based learning during the Circuit Breaker. Besides providing laptops, MENDAKI also reopened the application for the Tertiary Tuition Fee Subsidy (TTFS) to students whose families' income are affected by the pandemic. MENDAKI staff worked tirelessly to reach out to these families. And for ITE students who had lost their part-time jobs, MENDAKI provided interim allowance to cover their transport and meals.

At the same time, MENDAKI SENSE also worked with Muis to encourage our asatizah to upskill themselves during this period.

In the past year, our volunteers including PMETs continue to share their expertise, knowledge, and time by becoming speakers, mentors, and resource persons to support MENDAKI and M³ programmes and activities. I am encouraged that despite fewer physical interactions and the need to adapt their modus operandi, more than 80 professionals were involved in MENDAKI's Future Ready efforts in 2020. This gives me the confidence that our community will continue to do well and prosper when we harness and optimise our assets and resources.

Despite the challenging economic situation, I am also heartened that our community continue to support the Education Trust Fund (ETF) with their generous donations. On an average, \$1.8 million are disbursed annually to support about 8,700 students in their studies through various ETF financial assistance schemes such as transport subsidy, bursaries, and scholarships. I encourage more to step forward and support ETF.

Rising to the Challenge

Like other communities in Singapore and globally, many in our community too have been affected by the various strict measures to curb the spread of the pandemic.

Many lost their jobs and sources of income and struggled to make ends meet. To help our Malay/Muslim workforce, M³ set up its fourth focus area (M³ FA4) to focus on employment and employability issues and initiatives. As the Secretariat of the workgroup, MENDAKI supported MENDAKI SENSE in its role as the lead agency, and worked closely with agencies like Workforce Singapore, SkillsFuture SG, NTUC and e2i to implement programmes to enhance the employment and employability of the Malay/ Muslim workforce.

MENDAKI SENSE also collaborated with FindJobs to introduce Cari Kerja app in April 2020. This simple-to-use app helps jobseekers, who are more proficient in Malay, to search for jobs based on locations, type of jobs and skills needed. Jobseekers can also register for various training programmes through the app. I am encouraged that the app was downloaded more than 30,000

times and 11,800 job applications were submitted through this app between April and December 2020.

During the Circuit Breaker, many of us had to quickly learn how to use tele-conferencing platforms such as Zoom to carry on with our work and learning. MENDAKI responded quickly to make its MENDAKI Tuition Scheme classes KelasMateMatika@Community Centres available online. The positive response from our students and parents were a reflection of our community's readiness and resolute to adapt.

A Future Ready Community

operating landscape has changed dramatically. Within a year, a new normal for working and learning was created. We have adapted well and shown our resilience. As the environment continues to evolve, the community must also adapt and progress. I am proud to see how the community has rallied together, amidst the challenges of COVID-19 in this past year. However, our fight against the pandemic is far from over. The threat of COVID-19 continues to this day, including in Singapore. We need to come together, more than ever, to support one another. We must continue to forge ahead, be nimble, adopt a lifelong learner mindset and leverage on national initiatives and each other's strengths. I look forward to your continued support as we build a resilient and adaptable community ready for the future, and face future challenges confidently, as a Community of Success.



MR MASAGOS ZULKIFLI MASAGOS MOHAMAD

Chairman of Yayasan MENDAKI Minister for Social and Family Development Second Minister for Health Minister-in-charge of Muslim Affairs

CEO'S REFLECTION

Enhancing the Community's Resilience Together

2020 is a year like we have never seen before. An unprecedented year, it will be remembered as the year COVID-19 took over our lives, impacting the way we live, work and play. I had just joined MENDAKI, taking over the helm from my predecessor. Two days into the job, Prime Minister Lee Hsien Loong announced that Singapore will go into lockdown and the Circuit Breaker measures imposed.

Fortunately, MENDAKI was ready. We put in place the Business Continuity Plan, providing staff with the necessary support and resources to work remotely. Of bigger concern was the impact on our beneficiaries and the Malay/Muslim community in general.

As part of the SGTeguhBersatu Taskforce, MENDAKI had the opportunity to alongside other organisations, leveraging on our strengths and resources to extend support to our community. In all, MENDAKI disbursed approximately \$1.9 million to support our students and families who were affected by the impact of COVID-19. Among others, this went towards purchasing laptops to be loaned to students who lack digital devices to do home-based learning, provision of an interim allowance for students at the Institute of Technical Education who lost their part-time jobs or whose family's household income was affected, and extension of additional loans to final-year students who were pursuing their degrees overseas. In all, we assisted more than 1,000 students and families across the various assistance schemes.

Our staff also worked tirelessly to engage our beneficiaries. This is part of MENDAKI's efforts to ensure that families affected by the pandemic are assisted and supported.

Necessity is The Mother of Invention

Despite the closures of our satellite centres and cancellations of physical engagements and events, MENDAKI was able to carry out all our activities and programmes as planned. As the saying goes, necessity is the mother of invention, the situation forced us to innovate and find creative solutions to ensure continuous delivery of our programmes and services.

For the first time, we held our Annual General Meeting (AGM) virtually, incorporating various technologies such as videos and teleconferencing. MENDAKI is grateful for the support and willingness of the Board of Directors and members in embracing the changes.

Just like the AGM, all our events, such as the Raikan Ilmu month, Anugerah MENDAKI and parenting workshops were held virtually. Leveraging on tele-conferencing platforms like Zoom and social media platforms like YouTube and Facebook, we were able to 'live stream' events and expand our reach to a wider audience. The annual MENDAKI Education Symposium was converted to a 3-day symposium with a series of webinars. For the first time, the symposium was attended by participants from overseas. Technology had enabled us to reach more than 1,300 participants where previously a physical symposium was attended by about 200 participants, limited by the capacity of the venue.

Just like the MENDAKI Education Symposium, response to our other online programmes was very positive and encouraging. This augurs well as it is indicative of our community's readiness to embrace technology, adapting to the changes in the learning environment and willingness to change with the needs of the time. To support these virtual programmes and activities, MENDAKI also produced additional resources to supplement and complement them. These included the KelasMateMatika Activity Pack and Tinker Time tutorial videos. MENDAKI will continue to seek creative ways to deliver our programmes and services so that more can benefit from them.

Enhancing Collaboration through M³

In April 2020, M³ formed the fourth Taskforce focusing on Employment and Employability (M³ FA4). MENDAKI took on the role as the Secretariat and supported MENDAKI SENSE as the lead agency. Focusing on the employment and employability issues of the Malay/Muslim

workforce, MENDAKI and MENDAKI SENSE worked towards creating awareness of the various initiatives under the SGUnited Jobs and Skills package, and assisted our workforce to access employment and training opportunities especially those who lost their jobs as a result of the pandemic.

Through its collaboration with FindJobs, MENDAKI SENSE introduced the Cari Kerja App, a Malay version of the FindJobs App, to provide easier access to information related to employment opportunities, training and upskilling courses, as well as career fairs. More than 11,800 job applications were received through the Cari Kerja App. MENDAKI SENSE also held 11 career fairs online via the CariKerja App last year.

As part of our efforts to support the well-being and development of mentors in the various M³ mentoring programmes, the Youth Mentoring Office organised monthly Community of Practice (COP) sessions online. The COP is a platform for mentors to share best practices and learn new skills to enhance their mentoring. A total of 8 COP sessions were held in 2020, with each session attended by an estimated 35 mentors.

Our staff also collaborated with several M³@Towns and MESRA to engage our youths and students from the Institutes of Higher Learning. These engagement sessions serve to inform and keep them updated on the demands of the economic landscape as well as national initiatives that they can tap on when they enter the workforce for the first time.

Moving forward, MENDAKI will continue to seek more collaborations and partnerships to help us enhance our capacity while leveraging on each other's strength for the benefit of the community. I would like to invite community leaders, organisations, formal and informal groups as well as concerned individuals to collaborate with us as we strengthen our efforts to enhance the competency and resilience of our community.

MDM ZURAIDAH ABDULLAH
Chief Executive Officer

BOARD OF DIRECTORS



From left to right:

Mr Masagos Zulkifli Bin Masagos Mohamad Chairman (From 1 May 2018. Member from 1 Oct 2015)

Mr Zaqy Bin Mohamad

Deputy Chairman (From 14 May 2018)

Mdm Zuraidah Binte Abdullah
Chief Executive Officer (From LApr 2020)

Chief Executive Officer (From 1 Apr 2020)

Mdm Rahayu Binti Buang Chief Executive Officer (From 1 Jan 2017 to 31 Mar 2020)

Ms Rahayu Binte Mahzam Member (From 1 Oct 2015)

From left to right:

Mr Saktiandi Bin Supaat Member (From 1 Oct 2015)

Dr Mustafa s/o Izzuddin Member (From 9 Jun 2018)

Mr Esa Han Hsien Masood Member (From 1 Jan 2019)

Ms Nur Hani Binti Nasir Member (*From 9 Jun 2018*)

Mr Farihullah s/o Abdul Wahab Safiullah Member (From 22 Jun 2013)





From left to right:

Mr Halil Bin Haji Mansor Member (From 11 Jun 2016)

Ms Zarina Begam Binte Abdul Razak Member *(From 17 Jun 2017)*

Mdm Rahayu Binte Mohamad Member (From 13 Jun 2015)

Mr Zahidi Bin Abdul Rahman Member (From 22 Jun 2019)

Mr Mohammad Bahrul-Ulum Bin Buang Member (From 22 Jun 2019)

From left to right:

Mr Norazlan Bin Ibrahim Member *(From 17 Jun 2017)*

Mr Azriman Bin Mansor Member (From 21 Feb 2019)

Mr Muhammad Azri Azman Member (From 22 Aug 2020)

Mr Fazli Mansor Member *(From 22 Aug 2020)*

Mr D'Cruz Firdaus Lionel Wilfred Member (From 22 Aug 2020)





From left to right:

Mr Mohamed Khairul Anwar Bin Mohamed Abdul Alim Member (From 25 Mar 2017 to 28 Mar 2020)

Ms Faridah Binte Mohd Saad Member (From 28 Mar 2020)

Mr Mohamed Yunos Bin Mohamed Shariff Member (From 11 Jun 2016 to 22 Aug 2020)

Dr Muhammad Fadzli Bin Hassan Member (From 21 Jun 2014 to 22 Aug 2020)

Mr Hj Sallim Bin Abdul Kadir Member (From 15 Oct 2004) Chairman's appointee for his expertise and experience in finance.

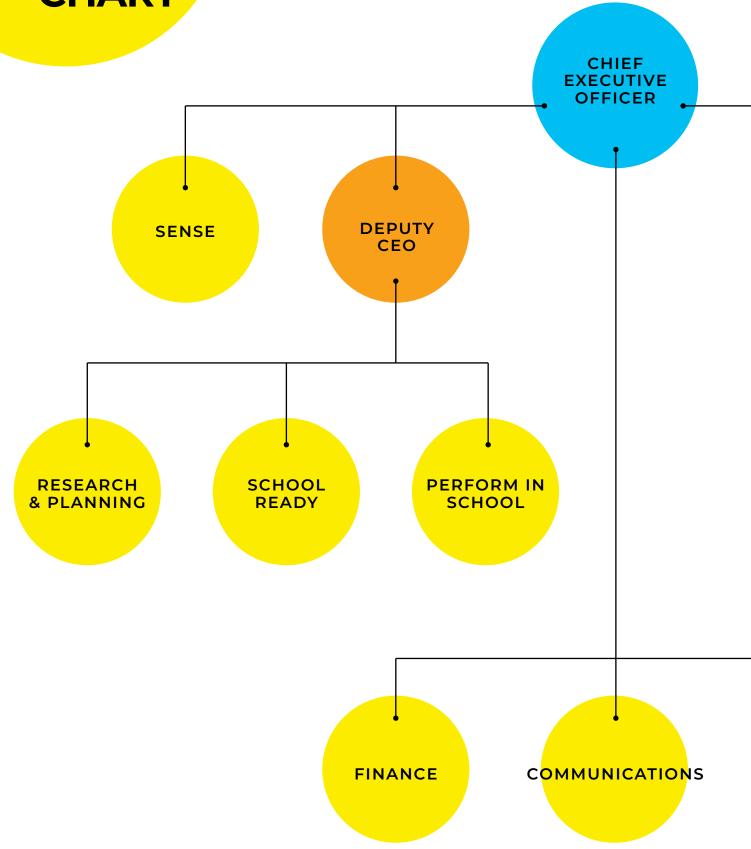
ATTENDANCE OF DIRECTORS AT BOARD OF DIRECTORS **MFFTING 2020**

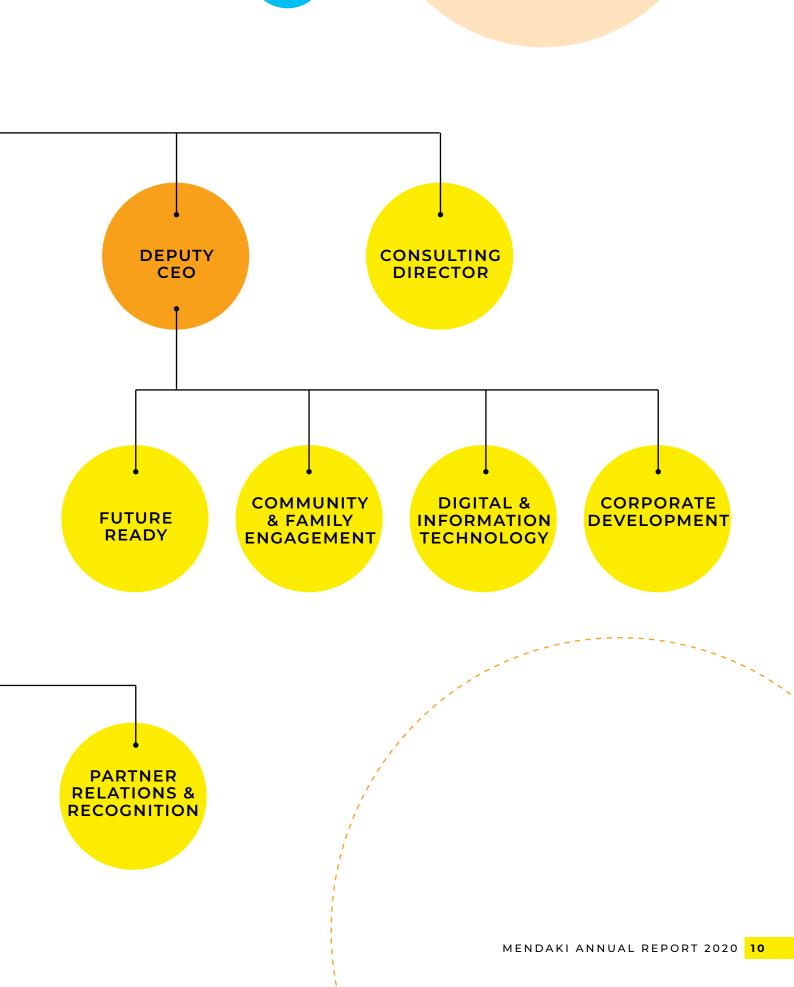
MEETING 2020	BOD	BOD 2	AGM	BOD 3	BOD 4
	24 Feb 20	21 Jul 20	22 Aug 20	25 Sep 20	20 Nov 20
Mr Masagos Zulkifli Bin Masagos Mohamad		\checkmark	\checkmark	1	1
Mr Zaqy Bin Mohamad	<u> </u>	<u> </u>	<u> </u>	<u> </u>	~
Mdm Zuraidah Binte Abdullah	2	~	<u> </u>	~	~
Mdm Rahayu Binti Buang	~	Term ended on 31 Mar 2020			
Ms Rahayu Binte Mahzam	<u> </u>	~	V	V	
Mr Saktiandi Bin Supaat	<u> </u>	~	<u> </u>		
Dr Mustafa s/o Izzuddin		✓	✓	✓	✓
Mr Esa Han Hsien Masood		✓	✓	✓	✓
Ms Nur Hani Binti Nasir	<u> </u>	✓	✓	<u> </u>	
Mr Farihullah s/o Abdul Wahab Safiullah	<u> </u>	✓	✓	✓	~
Mr Halil Bin Haji Mansor		✓	✓	~	<u> </u>
Ms Zarina Begam Binte Abdul Razak	<u> </u>	~	✓	~	~
Mr Mohamed Yunos Bin Mohamed Shariff	<u> </u>	~	✓	Retired after AGM	
Dr Muhammad Fadzli Bin Hassan	<u> </u>	<u> </u>	<u> </u>	Retired after AGM	
Mdm Rahayu Binte Mohamad		~	✓	V	
Mr Zahidi Bin Abdul Rahman	<u> </u>	~	✓	<u> </u>	~
Mr Mohammad Bahrul-Ulum Bin Buang		~	✓	<u> </u>	~
Mr Norazlan Bin Ibrahim	<u> </u>	✓	✓	~	~
Mr Mohamed Khairul Anwar Bin Mohamed Abdul Alim	Retired after 28 Mar 2020				
Ms Faridah Binte Mohd Saad		~	✓	~	
Mr Azriman Bin Mansor	<u> </u>	<u> </u>	✓	<u> </u>	~
Mr Hj Sallim Bin Abdul Kadir	<u> </u>		<u> </u>	<u> </u>	<u> </u>
	Appointed afte	er AGM 2020			
Mr Muhammad Azri Bin Azman				V	V
Mr Fazli Bin Mansor				~	~
Mr D'Cruz Firdaus Lionel Wilfred				~	~

 $^{^{\}mbox{\tiny 1}}\mbox{Delegation}$ of duties to Deputy Chairman.

²Appointed on 1 Apr 2020

ORGANISATIONAL CHART





SENIOR MANAGEMENT



Mdm Zuraidah Binte Abdullah **Chief Executive Officer** (w.e.f 1 Apr 2020)



Mdm Rahayu Binti Buang **Chief Executive Officer** (1 Jan 2017 to 31 Mar 2020)



Mdm Zulaiha Binti Yusuf **Deputy Chief Executive Officer**



Mdm Aidaroyani Binte Adam **Deputy Chief Executive Officer**



Mr Muhammad Ramzi Bin Babjee **Consulting Director**

*on secondment



Ms Norshima Binte Abdul Aziz **Director Communications and Community & Family Engagement**



Mr Muhamad Nizar Bin Mustafa **Director Finance**



Mdm Sharifah Sakinah Binte Ali Abdul Rahman Alkaff **1 Deputy Director Partner Relations** and Recognition



Mr Noor Azlan Bin Salim **2 Deputy Director Partner Relations** and Recognition



Ms Azlinah Binte Arif **Deputy Director Education**



Ms Sabrena Binte Abdullah **Assistant Director Education**



Mr Mohamad Khair Bin Abdul Wahab **Assistant Director Corporate Development**



Mdm Julinah Binte Sulaiman **Assistant Director Communications**



Mr Johann Bin Johari **Assistant Director Future Ready**

FOUNDER MEMBERS

Mr Abbas Abu Amin

Mr Abdul Halim Kader

Mr Abdul Latiff Hj Taris

Mr Abdullah Musa

Dr Ahmad Bin Mohamed Mattar

Mr Ahmad Thani Hj Ahmad

Mr Embek Ali

Mr Hassan Mutalib

Mr Hussain Suradi

Mr Ismail Mohd Said

Mr Jalil Haron

Mr Juri Wari

Mr Maarof Hj Salleh

Mr Mansor Hj Sukaimi

Mr M.K.A Jabbar

Mr Mohd Maidin Packer Mohd

Mr Mohd Yusof Ahmad

Mr Musa Yusof

Mr Othman Haron Eusofe

Mr Rahim Ishak

Mr Rohan Kamis

Mr Saidi Shariff

Mr Samat Mohd Yusof

Mr Shafawi Hj Ahmad

Mr Sidek Hj Saniff

Mr Suratman Markasan

Mr Syed Ali Redha Alsagoff

Mr Syed Isa Mohd Semait

Mr Wan Hussin Hj Zoohri

INDIVIDUAL MEMBERS

Mr Abbas Abu Amin

<mark>Mr Abdul</mark>lah Tarmugi

Dr Ahmad Bin Mohamed Mattar

Mr Ibrahim Othman

Mr Maarof Hj Salleh

Mr Masagos Zulkifli Masagos Mohamad

Mr Othman Haron Eusofe

Assoc Prof Ramli Osman

Mr Ridzuan Wu Chia Chung

Mr Rohan Kamis

Mr Shafawi Hj Ahmad

Mr Sidek Hj Saniff

Mr Wan Hussin Hi Zoohri

Assoc Prof Dr Yaacob Ibrahim

Mr Yatiman Yusof

Mr Zainul Abidin Rasheed

Mr Zulkifli Bin Mohammed

INSTITUTIONAL MEMBERS





































Has automatic representation on the Yayasan MENDAKI Board of Directors



LANDSCAPE IN 2020



STRENGTHENING RESILIENCE THROUGH INNOVATION AND LIFELONG LEARNING

2020 was a global game-changer that disrupted societies and economies around the world, with the pandemic affecting the vulnerable the most. A large majority of these groups were engaged in informal services, construction and manufacturing, whose economic activities were most affected by lockdowns and other mobility restrictions. The height of COVID-19 lockdown had also seen more than 160 countries mandating school closures for at least 1.5 billion children and youth. Singapore too faced similar patterns of disruption, with deeper changes to our working lives emphasising inequalities within the society, and school closures in April last year.

2020 might have been a challenging year for many of us, but it was also the year that provided the Malay/Muslim community with

various opportunities to go above and beyond its capabilities. From showcasing our support front-liners through MENDAKI's Orange Heart Walk at the start of COVID-19, to assisting students and jobseekers when the pandemic hit the nation hardest, MENDAKI has endeavoured to ensure that the Malay/Muslim community remains resilient and adaptable. To achieve this end, MENDAKI was part of the SGTeguhBersatu Taskforce in April 2020 to hinge on the community's gotong-royong (mutual help) spirit and assist those affected by COVID-19. The need to be resilient and adaptable become especially relevant with the everchanging global and national developments in the education and career landscapes, reiterating the importance of lifelong learning in ensuring our progress as a Community of Success.

PROGRESSING AS A **COMMUNITY THROUGH EDUCATION**

Lifelong learning arguably begins as early as in the mother's womb, and MENDAKI strives to ensure that children are equipped with strong foundations to a good and equal start in life, regardless of background. At Budget 2020, Deputy Prime Minister Heng Swee Keat announced that the annual spending on the early childhood sector will double to more than \$2 billion per year within the next few years. Such moves correspond to the proven social and individual benefits of having an encompassing preschool education, especially for those from disadvantaged backgrounds. A study found that an early start at preschool for children between the ages of two and three was linked with better intellectual attainment and social skills. Another study suggests that children who had two or three years of preschool education scored higher on their readiness test.

Furthermore, ground sensing and data collection have revealed that performance gaps of the

Malay/Muslim community widen along the education continuum and may appear early. As such, MENDAKI has been working hard to provide further upstream support and raise awareness to the Malay/Muslim community on the importance of preschool education, by providing resources and assistance in enrolling children into preschool as well as related MENDAKI programmes.

Thus, 2020 is the year that has pushed us to further improve existing programmes, such as KelasMateMatika@Community Here, young Malay/Muslim children are taught numeracy skills and parents are equipped with knowledge on being their child first teachers and nurturers. The annual MENDAKI Education Symposium held in July 2020 provided parents and practitioners with a platform for knowledge sharing and discussions on major developments during a child's early years. Safe distancing measures to combat COVID-19 did not dampen





MENDAKI's spirits, and major annual events were successfully conducted online, where participants were able to take part from the comfort of their homes. Thus, for the first time ever, the annual Symposium was held over three days on Zoom and had garnered more than 1,300 participants from all around the world, an overwhelming increase from the usual 200.

Furthermore, with the economy being hard hit because of the pandemic, MENDAKI also strived to ensure that further upstream support was provided to address the financial needs of lower-income Malay/Muslim families. The MENDAKI-MUIS Preschool Grant, introduced in 2019, was opened to low income Malay/Muslim families with young children, most of whom were identified

through the Preschool Outreach Programme. To streamline the process of applying for multiple financial assistance schemes, MENDAKI granted automatic approval for the disbursements of Education Trust Fund-School Assistance Scheme vouchers to students who are also recipients of Ministry of Education's Financial Assistance Scheme. The ITE interim allowance also provided financial assistance to ITE students who lost their part-time jobs to assist them in covering transport and meals.

DEVELOPING A CULTURE OF LIFELONG LEARNING

The impact of the pandemic on our nation and community has helped to reiterate the importance of lifelong learning, with upskilling and re-skilling becoming lifelong endeavours for any individual. MENDAKI strives to champion and model the culture of lifelong learning through events such as Raikan Ilmu (Celebrate Knowledge) 2020. Raikan Ilmu is an annual month-long event aimed to create a movement within the community to adopt lifelong learning as part of our culture, with more than 100 programmes going online last year. This included the MENDAKI-IPS Policy Dialogue that discussed how youths and workers in the Malay/Muslim community perceive challenges brought about by the pandemic, and ways they can take advantage of opportunities to broaden their horizons.

On this end, MENDAKI has also extended additional employability support to our Malay/ Muslim community whose livelihoods were affected due to the pandemic. Through the newly formed M³ Focus Area 4 Taskforce that focuses on employment and employability issues, MENDAKI intends to increase our outreach to the Malay/ Muslim jobseekers. In 2020, MENDAKI SENSE has successfully organised several Virtual Career Fairs,

and promoted the use of online applications and platforms such as the Cari Kerja App. MENDAKI SENSE also worked in tandem with the Workforce Singapore and introduced the SGUnited Jobs Initiative and Traineeship programmes to jobseekers and graduates.

More is also being done to enhance the partnerships within and across various industries with the launch of MENDAKI's Youth Mentoring Office (YMO). YMO aims to assist our youths in navigating their post-secondary years, as well as when transitioning into the workforce. MENDAKI also held events such as "Future of..." Series and NextStop Seminars, both of which are interactive sessions where students engage industry leaders to gain first-hand insights and changes to the economic landscape. This will help cultivate a strong culture of mentoring within the Malay/ Muslim community, enabling all of us to play our part in moving the community forward.

MENDAKI is confident that the Malay/Muslim community will be able to tide through and come out stronger regardless of the operating landscape and become a caring, cohesive and resilient Community of Success.



OUR KEY PROGRAMMES AND SERVICES



SCHOOL READY

KelasMateMatika@Community Centres (KMM@CC) and eKMM



An empowerment programme for parents with preschoolers. Consisting of 6 sessions of the Tiga M programme, and 4 sessions on family bonding activities by the People's Association. Part of M³ initiative.

Close to 820

participants (parents and children) participated in 2020.

More than

1,000 & 100
parents groups
in 2020.

Family Excellence Circle (FEC)/ Keluarga AKRAB





Parenting Workshop



With the aim of partnering parents in their parenting journey, parenting programmes are conducted to cater to parents with children of different age groups and needs.

The Signpost Programme was conducted in 2020 with participation from

40

families

More than

80 participants

attended the sessions in 2020.3

Core Parenting Skills (CPS)

CPS equips parents with the necessary parenting skills such as financial literacy and understand their children's physical, cognitive and emotional needs to help them enhance their parenting resiliency.



³ The limitation of space at CC in view of Safe Management Measures prevented the optimal delivery of the workshop onsite and this resulted in low participation in the CPS modules.





PlayFest

The aim of PlayFest is to encourage mediated learning experiences and techniques through Play and highlighting the importance of Play in a child's overall development.

More than participants took part in 2020.

participants and practitioners took part in 2020.

e-Brunch with MENDAKI

Brunch with MENDAKI aims to create awareness and disseminate information to the community on issues relating to early learning and education. In 2020, the organisation held these events virtually, naming them e-Brunch with MENDAKI. Parents acquired knowledge and strategies to enable them to be equipped with the skills to be their child's first teacher.



MENDAKI-MUIS Preschool Grant (MMPG)



The MMPG enables low-income families to maximise benefits from the government for preschool aged children through the Child Development Co-Savings Account (CDA).

children

were enrolled MMPG in 2020.

OUR KEY PROGRAMMES AND SERVICES



PERFORM IN SCHOOL



MENDAKI Tuition Scheme (MTS)

Quality tuition at affordable rates to help students attain better results in their school and national examinations.

More than 5,600

students enrolled in 2020

More than

650

student participants

Across

7 MTS Centres Mentoring @ MTS

Motivational support for students as part of a holistic approach to inspire students to perform well and realise their potential.





Collaborative Tuition Programme (CTP)

CTP is introduced in collaboration with the other Self-Help Group (SHGs) to boost students' academic performance in English, Mathematics and Science.

Close to 2,400 students enrolled in 2020

Close to

50 student benefited

There were

centres in 2020⁴ MENDAKI Homework Café (MHC)

Together with community partners such as mosques, Resident Committees (RCs) and Community Centres (CCs), MHC aims to provide a conducive environment for students to study and complete their homework. Tutors were on hand to supervise and help where needed.



Success in PSLE Mathematics Seminar



The seminars equip students with examination strategies and motivation to pass their PSLE. Open to Primary 5 and 6 students. Parents are also invited to the seminars. Separately they learn simple strategies to support their children.

13 sessions

sessions were held close to

student participants close to

400

parent participants

⁴ The number was low as MHC could not be held on site during the Circuit Breaker and Safe Management Measures limited the number of centres and participants that could be made available and accommodated on site respectively.



e-Brunch with MENDAKI

The seminar focuses on the latest developments in the education landscape, particularly in primary/secondary school.

Over 44 participants attended in 2020

#MathHacks **Videos** papers

subject-based strategies social media posts

were posted in 2020

Exam Ready Campaign

This campaign supports students taking final year examinations by providing them with useful academic resources such as mock papers and online quizzes. In collaboration with Berita Harian, the Mock Papers are published on Berita Harian and posted online.



Primary 1 Orientation



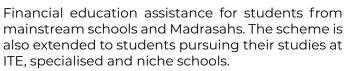
This is part of MENDAKI's outreach efforts as well as a platform to create greater awareness of our programmes and services normally held during school's Primary 1 orientation.

The orientation was conducted at

schools

More than **7,000** students benefited in 2020

Education Trust Fund (ETF)





The Parents' Guide To... Series



This programme hopes to empower and equip parents with knowledge and skills to walk alongside their children on their academic journey.

parents participated in 2020

OUR KEY PROGRAMMES AND SERVICES

\forall

FUTURE READY



Next Stop Seminar

An engagement platform to encourage youths to envision and plan their future in an ever-changing economy.

Close to 260

students attended in 2020

Over 700

students attended in 2020

"Future of..." Series

Interactive sessions where students engage industry leaders to gain first-hand industry insights to thrive in the future economy.





YouthSpace @ ITE

A collaboration with the Institute of Technical Education (ITE) Colleges to offer future ready themed programmes and activities as part of the holistic development of the students.

Over **5,100**students attended
YouthSpace activities

Over **950**

Over 40

students

parent

participated in 2020 programmes

Students' Network

A network that cultivates civic participation and inspires the next generation to be active and contributing citizens.





Professional Network

A platform curated to support young professionals in growing their networks. The network also serves as an important resource to the community. 115
participants

articipants in 2020 professional networks





Aims to develop and drive a strong and active mentoring culture within Malay/Muslim the community. Oversees the training, deployment and sustenance of mentors under the various M³ initiatives.

YMO trained over

deployed more than

mentors

in 2020

Close to

recipients in 2020

Scholarships and Bursaries



MENDAKI administers scholarships and bursaries to support deserving students in their academic pursuit.

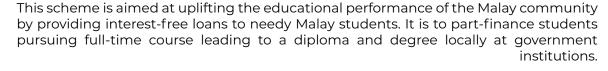
Tertiary Tuition Fee Subsidy (TTFS)



MENDAKI administers the TTFS on behalf of the government. It is open to eligible Malay students pursuing their first diploma or degree at local government Institutes of Higher Learning.

students received TTFS in 2020

Supplementary Assistance Loan Schemes (SAS)





Interest-Free Study Loans



Interest-free study loans are made available to all Muslim students who wish to further their studies both locally and overseas. It is also open to those pursuing diploma or degree at recognised private institutions.

loan recipients in 2020



CHAPTER 1:

STORIES OF EMPOWERMENT

EMPOWERING PARENTS TO EQUIP THEIR CHILDREN TO BE FUTURE READY



Typical of a family with young children, the Azman's home is scattered with bright-coloured playthings and other educational toys. "Look, Ayah!", 5-year-old Zafri exclaimed while showing two of his tiny fingers. "Two cars are helping Batman chase the black van!" He continued to joyfully wheel his toy cars on the make-believe car chase scene on the TV console. Miniature dinosaurs made cameo appearances,

lined according to size. His shy elder brother, Fikhri, meanwhile role-played his own imaginative scene separately. He hid under a yellow poncho, pretending to be invisible, simulating a television show he had watched previously.

As the nation gradually recovers from the COVID-19 pandemic, Mr Azman, Mdm Suria and Zafri are a family amongst close to 190 who

graduated from KelasMateMatika@Community Centres (KMM@CC) in December 2020. KMM@ CC empowers parents with mediated-learning experience (MLE) techniques in aiding their child's learning of basic numeracy concepts. It also provides hands-on activities that enhance life skills and encourage family bonding.

Adapting to the safety measures, MENDAKI introduced eKMM in August 2020 so that the KMM@CC programme continues to be accessible to the community. The online classes conducted via Zoom complemented the limited physical KMM@CC sessions in Phase 2 of the safe reopening. When 2020 concluded, a total of 15 KMM@CC and 9 eKMM were successfully conducted, benefitting close to 820 parents and children.

"When my friend introduced the programme to me last year, I thought it would be a good activity to keep Zafri occupied especially when we were encouraged to stay at home. We didn't know the programme is actually meant for us parents instead," chuckled Mdm Suria as she recollected her experience enrolling in eKMM. Realising the opportunity presented to hone her parenting skills in helping her child's learning, the homemaker roped in her husband to actively participate in the online classes as well.

2020 has forced everyone to adjust and quickly adapt so that we can continue to work and learn amid the challenges and disruptions caused by COVID-19. The Circuit Breaker shifted our focus to new priorities and routines towards remote working arrangements and telecommuting, and students went into full Home-Based Learning (HBL). As an essential worker, Mr Azman was required to report to work on most weekdays, leaving his wife to manage their children's learning at home. "I saw how my wife tried to cope with having to double up as a mother and a teacher to both my boys who were in Primary 1 and Nursery 2 last year. It struck me that I needed to play my part too and adapt to online platforms for parenting resources as the new normal," recalled the project manager of a statutory board.

Together with his wife, their Saturdays were spent learning various methods and concepts to effectively teach Zafri to be better prepared for Primary 1 Mathematics. It has now become a habit. Mr Azman consciously set aside time on weekends to help with his children's homework and extra assessments.



eKMM

DURATION

MODE







ONLINE LEARNING VIA ZOOM

Digital devices are available for loan

FIRST HOUR

SECOND HOUR

PARENTS

Participate in workshop conducted by trainers.

CHILDREN

Children will be engaged in self-directed learning. Activity sheets will be provided.

PARENTS + CHILDREN

Participate in interactive activities together.



WHAT PARENTS AND CHILDREN WILL LEARN?

✓ SESSION 1

Introduction and Mediated-Learning Experience (MLE)

✓ SESSION 2

Early Numeracy Development

✓ SESSION 3

Concrete-Pictorial-Abstract (CPA) approach in learning Mathematics

SESSION 4

Pattern Recognition, Problem Solving and Summary

While both had the experience and their own methods of teaching their eldest son, Fikhri, they now have greater understanding of the rationale of MLE that they had picked up from the eKMM sessions. The skills and parenting tips taught during the lessons boosted their confidence in supporting and mediating Zafri's learning, and even applied them to their eldest son. "We are so

glad to learn that we don't need to spend so much on educational toys and can instead use readily available items at home as part of the learning," Mr Azman continued as he glanced over lovingly to his children.

The car chase game, which began when we first sat down for the interview, has already stopped.



With full concentration, Zafri is now forming a shape of a cat with a tangram. His brother sat next to him to lend a hand; the yellow poncho still wrapped around his little body.

"Zafri's always the creative and imaginative one. He can complete the tangram puzzle faster than us, and he looks like an expert when navigating the Zoom interface during our online lessons", a smile carved on her lips as Mdm Suria speaks proudly of her child. She added that the learning resources that were mailed over to their home and the series of activity videos greatly helped Zafri in his numbers and shapes recognition, and sorting skills.

Mdm Suria was glad that she came across eKMM and enrolled in it. She hopes that more parents are aware that there are such initiatives for the community to tap on.

Gazing into the distance, Mr Azman said, "The learning landscape is fast evolving. Who knows how it will be like in the future when our children get older? We want the best for them, and we must be nimble to adapt to new technologies if we want to be their best teacher, partner and nurturer in education," he added.

This M³ flagship programme funded by Temasek Foundation aims to reach out to 6,000 parents and preschool children in 2021. The synergy and efforts between the M³ agencies allowed for the expansion of KMM@CC and eKMM to include more locations across the M³@Towns.



SCHOOL READY

The COVID-19 pandemic in 2020 has caused disruptions to our daily lives and has impacted the way we work and live. Indeed, it was a stressful time for families due to all the changes and uncertainties. Parents with young children face many challenges, coping with the demands of ensuring that their children's learning are not disrupted and having to work either from home or at the office.

On Sunday, 26 July 2020, MENDAKI went 'live' on Facebook with another installation of e-Brunch with MENDAKI titled, 'Transitioning to Primary School in a Post-COVID World: Empowering Parents for Resilient Children'. Complementing MENDAKI Education Symposium 2020, the online seminar looked at how the operating landscape had impacted preschoolers' learning and their readiness for primary school.



The online seminar was graced by then Senior Parliamentary Secretary, Ministry of Family and Social Development & Ministry of Education, Associate Professor Muhammad Faishal Ibrahim. He highlighted the importance of parent-child relationship management for a successful transition from preschool to primary school. He also highlighted the available community and national initiatives that parents can tap on for assistance. Guest speakers, Ms Noor Hayati Amid and celebrity couple, Syarif and Malaque, shared on providing children with opportunities to experience challenges such as adapting to learning norms during the current COVID situation.

Close to 150 parents and practitioners logged on to the online seminar that hoped to inspire them to engage their children in a more engaging and effective manner, taking into consideration the unique qualities of each child.



e-Brunch with MENDAKI 2020

PERFORM IN SCHOOL



2020 was not without its challenges, particularly in the education landscape. As Singapore entered Circuit Breaker, workplaces had to be closed and schools moved to full Home-Based Learning (HBL). With the introduction of alternative methods of learning, the home was inadvertently transformed into a classroom. This had created a unique environment never experienced before.

As students found ways to adapt, it was crucial for parents to balance and cope with supporting their child's HBL needs while they work from home (WFH) and manage the family unit.

In its commitment to empower the Malay/Muslim community to progress forward, e-Brunch with MENDAKI brought parents together to address concerns that may arise during this challenging

time. Organised by the Perform in School pillar, the first online parenting seminar equipped parents with knowledge and resources to understand their child better and support their learning at home.

Streamed live on Facebook, the engaging session attracted more than 200 viewers and saw parents sharing their concerns on HBL and the roles they can play in ensuring their children's learning are not disrupted. Parents were also kept abreast on the changes in the PSLE scoring system that will be implemented in 2021.

Beyond the seminar, MENDAKI will continue to support both parents and students in providing a continuum of holistic development through its programmes, especially in this time of heightened uncertainty.

FUTURE READY

ertiary students and their parents benefited from Future Ready Student Network via the Institute of Higher Learning (IHL) engagement sessions. Held in January 2020, over 40 parents connected with professionals from various industries to learn the ins and outs of building resilience and relevance in a volatile operating landscape.

MENDAKI IHL engagement sessions seek to empower, engage, and connect youths as well as their parents with the resources at both the national and community levels that are available to guide them in their learning pursuit. Youths are also inspired to cultivate civic participation and be active contributing citizens.





CHAPTER 2:

STORIES OF SUPPORT TO SUCCESS

STORIES OF SUPPORT TO SUCCESS

MENDAKI'S INITIATIVES UNDER SGTeguhBersatu RESILIENCE PACKAGE

EDUCATIONAL SUPPORT

For students in MENDAKI's programmes



Home-Based Learning Support

NEU-PC Plus Programme

Students of MENDAKI tuition programmes received help in procuring digital devices for online learning. MENDAKI worked with schools to facilitate and expedite the application processes.

Provision of laptops

MENDAKI loaned laptops to the students in the interim while their applications were being processed. MENDAKI also gave digital devices to selected preschoolers, primary school students and ITE students who do not have access to them. For Institute of Technical Education (ITE) students



Financial assistance for ITE students who lost part-time jobs

ITE students who lost their part-time jobs and whose families' income have been reduced had received financial assistance to cover the cost of their transport and meals.

This assistance had also been extended to Empowerment Programme mentors from IHL who fulfil the eligibility evitoria.

For Institutes of Higher Learning (IHL) students



Tertiary Tuition Fee Subsidy (TTFS) Application

Adjusted eligible subsidy

Current TTFS recipients could re-apply for a higher subsidytier if their household per capita income (PCI) had reduced due to COVID-19.

New eligible students

Students who previously did not meet the income criteria for TTFS but had their household PCI subsequently reduced to \$2,000 or less, were eligible to apply.



MENDAKI's Interest-Free Study Loan

Study loan top-up

Students pursuing education in IHL overseas and met the relevant criteria were able to request for a top-up to their study loan as they had difficulty paying their tuition fees due to change in their family income due to COVID-19.

Priority was given to students in their final year of studies.

EMPLOYMENT & UPSKILLING SUPPORT



Virtual Career Fairs

MENDAKI SENSE linked jobseekers to growth sectors through Virtual Career Fairs and Helpline, Cari Kerja App and Kiosk, and SGUnited Jobs initiative.



Employment & Upskilling opportunities

MENDAKI SENSE strengthened access to upskilling opportunities and training allowance.



SGUnited Traineeship Programme

MENDAKI SENSE encouraged graduating post-secondary and IHL students to take up SGUnited Traineeships.



Announced on 4 April 2020, the SGTeguhBersatu taskforce was formed to strengthen the last-mile delivery of national support measures under the Resilience Budget and lead targeted initiatives to ensure the Malay/Muslim community got through the COVID-19 situation.

As part of the SGTeguhBersatu Resilience Package, MENDAKI put in place several initiatives to ensure that our community's educational needs were not disrupted during these difficult times.

The additional support measures comprised the following:



Temporary provision of laptops to students who did not have access to devices for online learning



Interim Allowance for ITE students who lost their part-time jobs or whose family members were affected by COVID-19



Reopening the Tertiary Tuition Fee Subsidy (TTFS) application to students whose families' income were affected by COVID-19



Top-up of study loan assistance to students studying in Institutes of Higher Learning overseas with priority given to students in their final year

ENSURING OUR CHILDREN'S EDUCATION IS NOT DISRUPTED LAPTOP LOAN RECIPIENTS



or Mdm Nur Shirhaini, good news could not come at a better time. As the Circuit Breaker was announced, she was worried about how her children would cope with their Home-Based Learning (HBL) when they only had one working tablet to share between three children.

"It was tough. At times, all of them would be having their HBL lessons at the same time! When that happens, the tablet would usually go to the eldest as she was sitting for her PSLE that year and the other two would end up using my mobile phone. It was overwhelming for me as a parent."

While her children were still able to participate in some of their HBL classes, it was not very conducive due to the old age of their tablet and the small screen of mobile phone. "During one of her tuition classes, Nadya was so frustrated that she cried. She couldn't hear her tutor properly. We tried everything to help her", recalled Mdm Shirhaini.

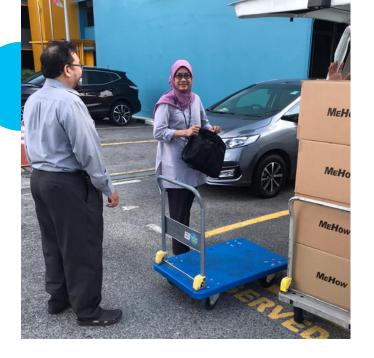
Help came in the form of a laptop, temporarily loaned to the family as they waited for their application for a new laptop under Infocomm Media Development Authority's NEU-PC Plus Programme to be approved.

MENDAKI also worked closely with the schools to facilitate and expedite the applications for new laptop under the NEU-PC Plus Programme.

Mdm Shirhaini's 12-year-old son, Mohamad Shaquile Andri, was ecstatic to receive the device. "I can now do my schoolwork faster and join the live Zoom classes. I was also very happy to see my friends although not in person."

Mdm Shirhaini also shared that the laptop meant a lot more than just providing a device for learning. "It's also important for our children to learn how to never give up (in their education). Learning to adapt is very important, given how fast everything changes."

A total of 200 laptops were loaned to students from low-income families to aid in their HBL needs. Due to a high number of requests from our beneficiaries, MENDAKI managed to secure an additional 100 laptops to meet the needs of our families.





CEO MENDAKI, Mdm Zuraidah joined staff in sorting and preparing materials to be packed with the laptops.

"We have put in place measures to ensure that our students' learning, including those at the tertiary institutions, is not disrupted despite the changing learning environment. Our support is geared to ensuring that our students will be able to continue their studies. MENDAKI will assist students to procure digital devices in order to access online learning. Students such as those in our MENDAKI Tuition Scheme (MTS) and Collaborative Tuition Programme (CTP) whose families cannot afford a laptop will be provided with new laptops through the national NEU-PC Plus Programme. MENDAKI will be working with schools and learning institutions to facilitate and expedite the application processes."

Mdm Zuraidah Abdullah, CEO Yayasan MENDAKI, 8 Apr 2020



ENSURING OUR CHILDREN'S EDUCATION IS NOT DISRUPTED ITE INTERIM ALLOWANCE

ohammed Fendi Bin Md Yani's education journey has not been easy.

In his first year of study, the 20-year-old ITE College Central student made a difficult decision to live on his own. Having to financially support himself, Fendi took on a part-time job for his needs and daily expenses.

It was a formidable task, juggling both school and work at the same time. Fendi shares that there were times when he felt like giving up, especially after missing a few classes in a week. Nevertheless, he continued to soldier on as he was determined to finish his studies and graduate.

"It's something I want to achieve at the end of the day. I want to graduate with a certification and to do so, I need to be disciplined with the choices I make."

I want to accomplish something in my life, to prove to everyone that I have the discipline to do it on my own.

Fendi's financial situation worsened in 2020 when he lost his job due to the economic situation. With no income stream, he was worried about his studies and his daily expenses.

In April 2020, as part of the SGTeguhBersatu support measures, MENDAKI opened applications for the ITE Interim Allowance. Students were given an allowance of \$10 for each day they were in school during the Circuit Breaker. The support scheme came at the right time for Fendi.

"When they informed me that I was eligible for the allowance, I was shocked. I did not expect to be able to receive it as I was not performing well in my studies."

While Fendi managed to find another part-time job during this time, he shared that the ITE Interim Allowance had helped him immensely.

"It may not look like much, but it really helped me a lot. I used it to top up my EZ-Link card and save whatever amount that I have left. When you have to provide for yourself, it takes a toll on your life. I felt like 50% of the weight was lifted off my shoulders. I remember the first time I received it. I used the allowance to buy groceries and the remainder towards my rent. Thank you MENDAKI!"

Indeed, it was a relief for Fendi as he no longer had to work so hard and worry about his finances. With peace of mind, he was able to focus more on his studies and strive towards graduation.

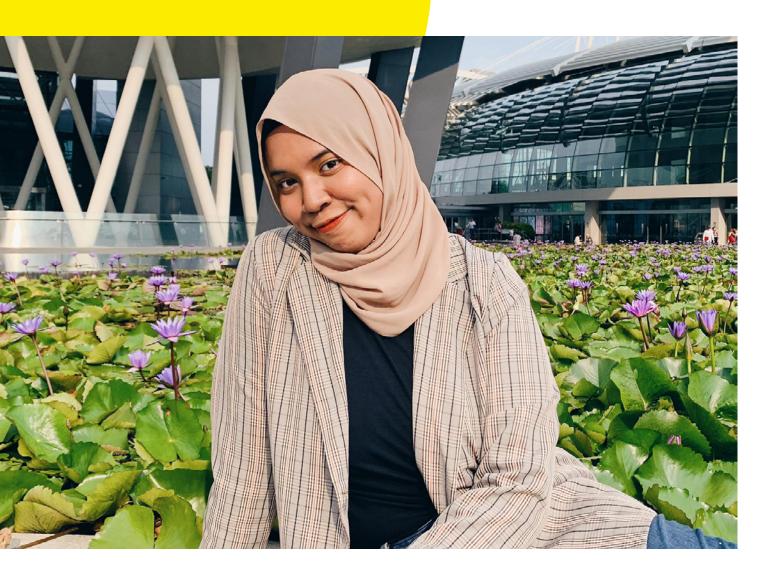
Close to \$500,000 was disbursed under the ITE Interim Allowance to more than 970 ITE students in 2020. MENDAKI remains committed in its mission to support our students in their education.

ENSURING OUR CHILDREN'S EDUCATION IS NOT DISRUPTED

TTFS APPLICANT

elieved, happy and extremely thankful. These were the emotions Marsha Izzah felt after finding out that her re-application for the Tertiary Tuition Fee Subsidy (TTFS) was approved. The approval meant that Marsha would receive 100% subsidy for her tuition fees – a blessing given the situation her family was going through.

As the COVID-19 pandemic worsened, Marsha's family was one of many who were financially affected. The disruption of business operations around the world had a domino effect on many companies, including her father's construction business. This led to a reduction in her family's household income.



"I was worried about how this would affect my studies. Would we be able to pay the balance school fees? There was a lot of uncertainty during that time.", recalled Marsha who is currently pursuing the Diploma of Communications and Media Management programme at Temasek Polytechnic.

As part of the SGTeguhBersatu Resilience Package, MENDAKI reopened application for TTFS to students whose families' income were affected by COVID-19. Students who were previously receiving 50% or 75% subsidies from TTFS were notified by MENDAKI to reapply for higher subsidies should there be changes in their family income.

The notification could not come at a better time for Marsha, who previously received 50% subsidy for her studies. With the higher subsidy, she did not have to pay the tuition fees for her second year of studies.

"The fee subsidy really gave me and my family peace of mind during that challenging time. We are so thankful for TTFS as it allowed me to finish my second year with ease."

"It's one of the sources of motivation for me. It challenges me to do better every day," she shared.

SUPPORT FOR STUDENTS ABROAD

Aside from reopening the application for TTFS, MENDAKI also announced support measures to recipients of the MENDAKI Study Loan who are pursuing education in Institutes of Higher Learning overseas.

Students who met the relevant criteria were able to request for a top-up to their study loan if they have difficulty paying their tuition fees due to changes in their family income resulting from the pandemic. Priority was given to students in their final year of studies.

MTS REVIEW



Photo before COVID-19

uhaila Zainal Shah has been an MTS mentor • for the MENDAKI Tuition Scheme (MTS) since 2019. As a tutor, Suhaila is also trained to practise Ethics of Care in dealing with her MTS students.

"I wanted to give back to the community and help empower youths towards realising their capabilities and harnessing their potential. Mentors do play an influential role in youth's lives, acting not only as role models but also as peers, cheerleaders, confidants and at times, moral compasses to support, encourage and guide youths as they navigate through the ups and downs of life. At the same time, I want to put to practice what I had learned about Ethics of Care as a pedagogy in engaging students. These combined, I find were indeed powerful tools".

In 2020, she was paired with MTS student Auni Ardini as part of Mentoring@MTS, a programme that provides holistic academic and motivational support to MTS students. Through fun group activities and meaningful debriefs, the sessions aimed to foster 21st-century skills such as confidence, collaboration, and critical thinking

in mentees. It is also hoped that through these sessions and interaction with their tutor mentors, the students will be more inspired and motivated to learn and succeed.

As a student, Auni dreaded having to speak in front of the class. She had a fear of publicspeaking and class activities always seemed like a chore, especially when it came to speaking up and contributing ideas. She recalled, "I dreaded each time my teachers mention presentations. It's nerve-racking and I always hoped that my teachers don't call out my name." Since being paired with Suhaila, Auni began to open up and develop the confidence to speak up and share in public. She began to participate more in the preplanned mentoring activities, held on alternate weeks during her MTS class.

ETHICS OF CARE

Ethics of Care (EoC) is a Pastoral Pedagogy for social and emotional growth. It has been implemented as a signature pedagogy for MENDAKI's Tuition Programmes as research has shown that investing in care and caring relationships is a move towards increasing levels of effort as well as levels of achievement among students.



"It was quite fun having to solve some of the challenging games. My mentor Suhaila was very encouraging and helped our group in coming up with the solutions."

As Auni's mentor and tutor, Suhaila was more than happy to have guided her in her mentoring journey.

"I did notice that Auni was quite shy in the beginning and was easily disheartened when she couldn't understand a particular topic. However, as we went on, I noticed how she grew to be more confident in herself, slowly overcoming her fear of public speaking. Towards the end, I saw her adopting a new outlook towards school and learning. Reflecting on the past year and the things we did together, I can see that she now strives to not give up easily when faced with difficulties in learning. I believed that she could do well if she continues to stay determined and puts in the effort to achieve her goals. It was very fulfilling to see how she has grown."

"Youths can definitely benefit from being matched with mentors who are there to provide them support, friendship and guidance as they navigate through life and work towards their goals. And we always try to do it in a fun manner. It's great that MTS programme is constantly evolving to meet the current needs of students."

Since its inception in 1982, MENDAKI's flagship programme MTS aims to provide quality tuition at affordable rates to help students achieve and attain better results in their school and national examinations.

In 2019, a comprehensive review of the MTS programme was conducted by an independent committee chaired by Deputy Chairman of MENDAKI and then-Minister of State Zaqy Mohamad. The main task was to review the relevance of MTS against the context of a changing educational landscape and identify gaps in the programme's pedagogy, curriculum, structure and operations. The committee concluded its review with five key recommendations, which was announced at the Committee of Supply Debates 2020. The key recommendations are towards governance and leadership, curriculum, pedagogy, professional development of tutors and outreach.

THE MTS REVIEW COMMITTEE CONCLUDED THEIR REVIEW WITH FIVE KEY RECOMMENDATIONS FOR MTS 2020 ONWARDS



Governance and Leadership

To restructure MTS centres and introduce Cluster Principals.



Curriculum

To introduce Science classes at Primary 3. Previously, this was only offered at Primary 4. In line with Ministry of Education (MOE)'s efforts, subject-based banding is piloted in MTS centres.



Pedagogy

To strengthen a volunteer-run Mathematics coaching pilot programme to providing academic and socio-emotional support to MTS students who require more intensive assistance. To also extend the signature Ethics of Care (EoC) pedagogy, which was initially designed for MTS tutors, to parents and older students to empower them to be more involved in providing the motivational and emotional support for their children or younger peers.



Professional Development of Tutors

To develop a structured Community of Practice (CoP) to standardise the teaching quality of all MTS tutors and ensure that they are supported in their professional developments and ability.



Outreach

To work with MOE as an UPLIFT partner to strengthen its engagements with schools in targeted areas that has higher representation of low-performing students and students from low-income families.



CELEBRATING SUCCESS IN DIVERSE FIELDS

ANUGERAH MENDAKI 2020

or the first time, the prestigious Anugerah MENDAKI ceremony was held virtually on Saturday, 3 October 2020. More than 500 students and youths from PSLE to First Class Honours, as well as recipients from non-academic fields and the Anugerah Belia Cemerlang, were celebrated for their resilience, determination, and achievements in an hour-long online ceremony. The annual event recognises Muslim students who did exceptionally well in either academic or non-academic areas.

Hosting the award recipients and their parents via Zoom and YouTube, Mr Masagos Zulkilfi, Minister for Social and Family Development, Second Minister for Health, Minister-in-charge of Muslim Affairs and Chairman of MENDAKI, encouraged

the award recipients to keep an open mind and leverage available opportunities to scale new heights and to remain steadfast when faced with challenges especially given the uncertain times where recent graduates may be facing difficulties securing their ideal jobs. Through continuous hard work, enhancement of skills, and building of networks and portfolios, recipients would gain invaluable experiences and networks that will put them in good stead for future opportunities.



VALEDICTORIAN FEATURE

Muhammad Ismail Shogo bin Sahul Hameed

Anugerah Gemilang MENDAKI Recipient 2020 Valedictorian, Anugerah MENDAKI 2020 Bachelor of Social Sciences with Honours in Political Science National University of Singapore (NUS)

uhammad Ismail graduated from NUS with first-class honours in Political Science and hopes to be able to use his skills in research and data collection in ways that can benefit the community. He strongly believes in creating a society where every person has equal access to opportunities regardless of their background or past. He also believes that having education and resources is something that should be used to benefit the larger community.

He served as a legislative assistant (volunteer) where he had the opportunity to conduct research through literature reviews, designing of survey questions, as well as compilation and analysis of survey results. With those insights, he proposed relevant policy recommendations. This is done in tandem with regular meetings with different stakeholders to identify key problem areas or gaps in Singapore.

Ismail is also a trained befriender with Family and Inmates Through-care Assistance Haven

(FITRAH), an initiative by M³, that provides enhanced support services to those impacted by incarceration. He conducted home and Reformative Training Centre (RTC) visits, assess inmates' needs, provide emotional support, as well as linking clients to other service organisations. He hopes to expand his scope of work to include working with incarcerated individuals and with families who have members on death row.

Despite finding it a challenge to fare well in both his studies and community projects, Ismail realised how intimately connected his academic training in the social sciences was to the various community projects that he was involved in. Initially he thought that for every hour dedicated to one thing meant that he would lose precious hours away from excelling in the other. Gradually, he learnt to use the critical lessons and learning points from his experience with various community projects to craft and write nuanced essays and presentations for his different classes.

IMPORTANCE OF RESILIENCE

"I have realised over the years that there are many things in life that we cannot change in the short-term. So, it is important to keep headstrong and persevere so that we can not only thrive within these constraints but also work towards challenging them in the longer term.

Through my experience in doing research and fieldwork, I have learned two things that are very important for resilience. The first is resourcefulness; whenever I find myself short on resources, whether it is connections, knowledge or getting the right doors opened, I've learnt to take active steps to seek out these resources instead of waiting on them passively.

The second is open-mindedness. Often times, no matter how hard we try, we cannot get the doors we want to open. I have learnt that sometimes taking a detour, or going through a different door, can guide me back to the path that I am looking for.

These qualities however have not only benefitted me in my research endeavours but also in many other aspects of life, including my community engagement."





Academic (GCE 'A' Level) -**Anugerah Gemilang MENDAKI**

My lifelong dream is to become a teacher so that I can contribute and give back to society in my own way. Resilience is important to me as in essence; it means that one shouldn't give up easily. And that's something I stand for. These adversities and difficulties we face on our journey to reach our end goal not only teaches us the most about how to improve as an individual, but it also makes success much sweeter.

Nur Jasmine Bte Roslan

Anugerah Gemilang MENDAKI Recipient 2020 GCE 'A' Level Nanyang Junior College

Academic (Diploma) -**Anugerah Gemilang MENDAKI**

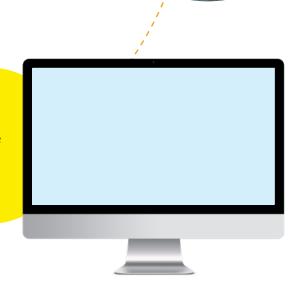
It was the anecdotes of nurses and doctors who braved through the 2003 SARS pandemic that motivated me to be at the frontline during this trying time. Overall, I had a positive experience volunteering at the Community Care Facilities, being able to practise my clinical skills, network with other healthcare professionals and care for migrant worker patients.



Figri Nur Hazig Bin Abu Bakar

Anugerah Gemilang MENDAKI Recipient 2020 Diploma in Nursing Ngee Ann Polytechnic

> Learn more about the educational journey of Jasmin<mark>e and Figri</mark>



Non-Academic (Diploma)

Hopefully my journey in the arts will be an inspiration to other students to do what you are interested in, even if the field is not supported by many or not popular.



Siti Nur Aisyah Binte Zulkifle

Anugerah Belia Cemerlang MENDAKI (Local) Recipient 2020 Diploma in Design Communication LA SALLE College of the Arts



Learn m<mark>ore about</mark> Aisyah's e<mark>ducational</mark> journey



Non-Academic (Master)

This award motivates me to pursue my dream in Sport Management and motivated me to achieve my goals beyond this programme. I hope to be an inspiration to our youths.



Muhammad Khair Bin Muhammad Razuddin

Anugerah Belia Cemerlang MENDAKI (Overseas) Recipient 2020 FIFA Master – International Master in Management, Law & Humanities of Sport International Centre for Sport Studies

HOUSE VISITS BY MALAY MEMBERS OF PARLIAMENT

Although physical award ceremonies were not allowed in view of the safe management measures in October 2020, Malay Members of Parliament visited some of the Anugerah MENDAKI recipients at their homes to congratulate and present the award certificates.



EMPOWERING YOUTHS, CONTRIBUTING TO THE COMMUNITY

Be there! As a cheerleader and walk the talk.



Eva (middle) with mentees, Saleha (left) and Amirah (right)

or Eva Andreanna, having a mentor during her tertiary days inspired her to be a mentor. She cited how her lecturer turned mentor, Mdm Rasimah Jar, has led by example and is someone she can always turn to. Eva is indebted to Mdm Rasimah for being her mentor for almost 20 years. Eva is now a mentor to ITE College West student, Amirah Rosman.

Thinking back, Eva remembered how challenging it was for her mentee, Amirah, to warm up to her in the first month. Recalling her own experiences, she decided not to give up and with determination, was finally able to break through and connect with Amirah. "Once Amirah was ready, we met up at Riders Café for the first time," recalled Eva fondly.

Just as they were warming up and meeting regularly, safety measures were put in place

preventing them from continuing with the meet ups. Being young and technologically savvy, Eva and Amirah turned to technology so their engagements can continue, albeit virtually. "It's important to continue to be available and connected with our mentees regardless of the situation. The trust and relationship built over those times will not be wasted. We have to stay current and connect with them on social media as well, so that they feel that they are part of you, and you are a part of them," added Eva.

Amirah highlighted Eva as a positive influence in her life. "Eva is not my mentor. She's my friend. I have a deeper connection with her, and she is a bubbly person and brings good vibes. I turn to her for advice when I need help." Eva's shared 3 key areas with Amirah which has taken root permanently.



Basis of life in Islamic viewpoints. Everything in our life have been prewritten and that one must accept it as it is but must strive towards positive things in life.



Law of **Attraction**

Attract what you think. Think positive you get positive things in life.



Make Belief

One belief that he or she could attain success in life, in which, with selfmotivation that one planted the idea that eventually with the power of the law of attraction, that things will come their way with positive impact.

Amirah cited how Eva's mentorship has enabled her to overcome her challenges and helped her stay resilient. Eva encourages others to sign up as a mentor with the Empowerment Programme@ ITE to be big brothers and sisters to youths. "As mentors, you can help your mentees discover their

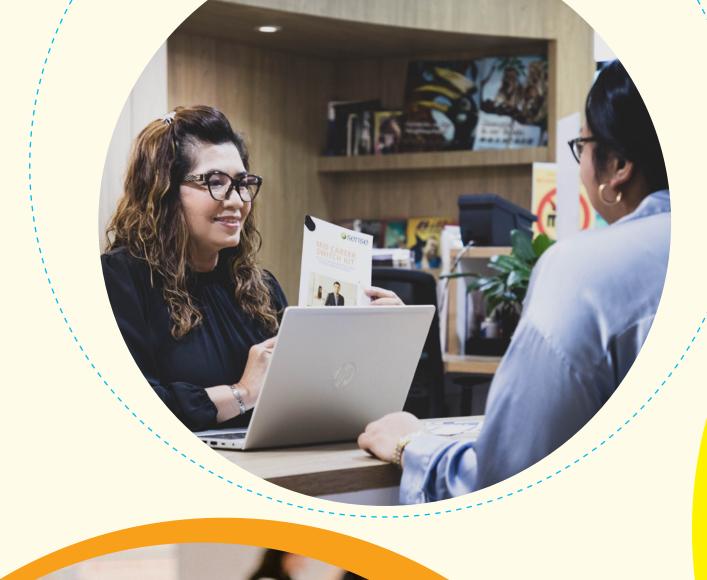
inner potential and positive attributes that can change their lives. At the same time, just like me, the mentees also helped to hone our leadership qualities and personal development. The impact of mentoring can groom both mentors and mentees to be a better person."

The Empowerment Programme@ITE is a gender-specific engagement programme for Malay/Muslim ITE students. Led by MENDAKI, the Empowerment Programme@ITE aims to support and journey with ITE students to motivate them to maximise the opportunities available for their personal development whilst completing their post-secondary education.

ITE students are matched to a mentor who provides them guidance and role models and bridge them to opportunities available for them to maximise their potential. Through the Empowerment Programme@ITE, students strengthen their life-skills and strengths through the Gift-Centered Mentoring (GCM) approach and are connected with opportunities to acquire core 21st century skills.

In 2020, MENDAKI Youth Mentoring Office trained over 600 mentors, of those, deployed more than 500 mentors







CHAPTER 3:

RISING ABOVE THE CHALLENGES



SENSE-ING THE NEED TO ADAPT

"I recalled feeling worried for our workforce when the pandemic hit. We knew our usual way of having physical interactions with the community, especially jobseekers, was not an option. Going virtual was the only way around it, but even if we adopted the approach, I had some doubts. I kept asking, what if our clients, especially the senior ones were unsure or don't know how to navigate the various portals in their job search or when seeking employment assistance?" shared Normi Hussien, a MENDAKI SENSE Career Advisor. These were some of her concerns when the COVID-19 pandemic brought about a wave of challenges right through our shores.

Normi joined MENDAKI SENSE in 2018. MENDAKI_SENSE is the subsidiary and training arm of MENDAKI that focuses on employment and employability needs of the community. Her role is to reach out to jobseekers to provide career guidance and help improve

their chances in gaining employment. Part of her job is to identify relevant job opportunities and appropriate training programmes to recommend jobseekers. Beyond this, as a MENDAKI SENSE Career Advisor, Normi also helps jobseekers to prepare or update their resume and give tips on how to present and conduct themselves at interviews.

As physical interactions were restricted during the Circuit Breaker period, the team adapted their approach and leveraged technology to move their conversations and communications online.

"So, as physical interactions were not allowed, the ACE IT! Helpline was launched for us to reach out to those who require our assistance. It was definitely tough, especially for those who are used to interacting with us face-to-face. However, we knew that we had to stay positive and encourage them to brave through these changes," explained Normi.

One of the initiatives that required re-strategising was ACE IT! – a framework that MENDAKI SENSE Career Advisors use as a guide to assist our jobseekers.

The ACE IT! Framework involves analysing the jobseekers' strengths and interests, then connecting them with the necessary upskilling or job opportunity to reach their end goal of securing a job.

ACE IT! Career Advisory Initiative that provides career guidance, identify suitable training programmes, and facilitate job opportunities.

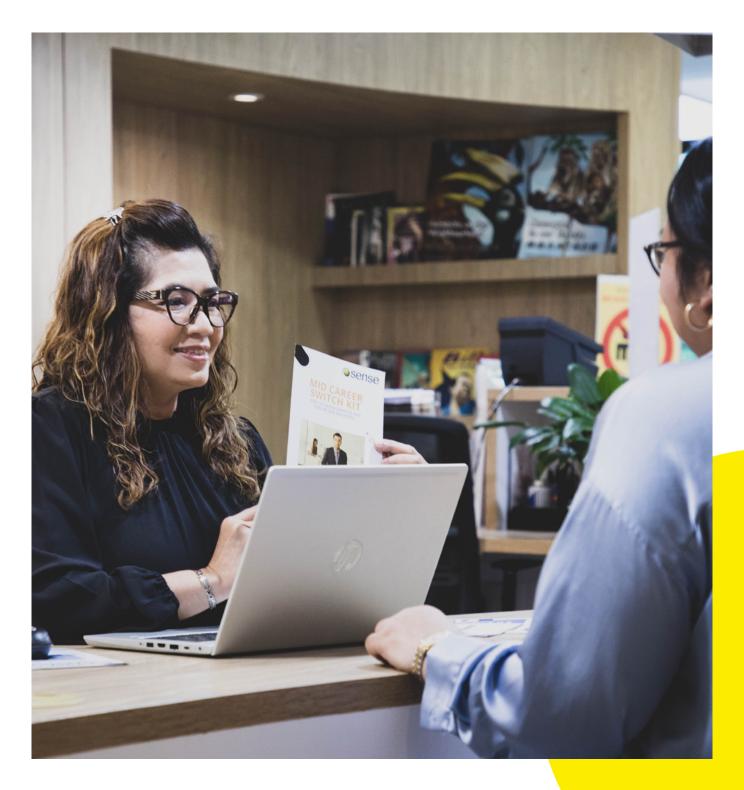


Normi also shared that ACE IT! was not the only aspect that needed adapting. The physical career fairs, also went virtual, where jobseekers can search for the various jobs available and conduct interview sessions online. SENSE-led upskilling courses were also conducted virtually. Through a collaboration with FindJobs, a Malay version of the App called Cari Kerja was also developed. The app was indeed useful in providing jobseekers quick access to available jobs and training opportunities as well as virtual career fairs. As of 31 December 2020, more than 30,000 downloads were made via the Cari Kerja App.

Although adapting to the virtual methods were tough for some of the participants, Normi shared that they were glad to see many jobseekers accessing their services online. Together with her colleagues, Normi continued lending a virtual helping hand to workers and jobseekers affected by the pandemic.

With determination comes positive outcomes and one such case is a jobseeker only known as Ms Z (not her real name). Retrenched from her previous job during an organisational restructuring, Ms Z began submitting multiple job applications via online portals and attended several interviews. However, her efforts did not bear fruit, until assistance was rendered by Normi.

"Thinking back on this case – I recalled how determined she was to keep trying to secure a job despite the many rejections. Her resilience inspired me to do my best. I helped to match her profile with the industries in my list. I also made several referrals to the hiring employers in the security industry. She was eventually offered the role of a security officer. I was really glad that I was able to help secure a job for her. The appreciation she showed afterwards made me realised why we persevered during these challenging times; to help others in need," shared Normi.



Although she is happy with the outcome of her work, she still despairs that there remains a segment of the community who are quite reluctant to attend any self-improvement or skills upgrading courses. She understands the difficulty and worries in taking that leap of faith. However, despite the many challenges faced during the pandemic, she hopes that jobseekers and employees stay resilient and be brave to step

out of their comfort zone to learn something totally new. "It's only through continuous learning, adapting and embracing changes, can we be ready for whatever the future brings us," added Normi.



PROFESSIONAL NETWORKS @ MENDAKI: FACILITATING CONTRIBUTIONS OF PROFESSIONALS TO UPLIFT THE COMMUNITY

"It's during your journey of contributing to another success, that you may reach your form of self-success."

s an Anugerah MENDAKI recipient in 2005 and a student loan holder in 2008, Nurul Asyikeen Azhar felt that it was her duty to give back to the community. After getting involved with several social causes, Asyikeen eventually became a MENDAKI volunteer in 2019.

Currently, Asyikeen juggles between her work as a Data Analyst and her volunteering commitments. Asyikeen is actively involved in MENDAKI's Institute of Higher Learning engagement sessions with youths. In addition to that, she also contributed her time and expertise as a speaker at the Future Ready Emerging Industries Series. The series targets youths and young professionals to keep them abreast of the demands and opportunities of the various emerging industries.

When she was asked to speak at the Emerging Industries Series on Data and Al during the Circuit Breaker period, Asyikeen was at first apprehensive as she is someone who enjoys in person interactions. Taking on the challenge and confronting her uncertainties, Asyikeen decided to accept the invitation and deliver her sharing on a virtual platform.

"It was my first time presenting to an online audience. I am glad they responded positively to my presentation and I am heartened to be able to share my knowledge to the youths, knowing that they will benefit from it."

The Emerging Industry Series aims to widen students and youth world view of the emerging industries to help them make informed decisions. Asyikeen credited the Future Ready team for providing her with opportunities to be a part of the various initiatives.

To prepare for a post-COVID world, Asyikeen encouraged our youths to plan for their future.

"Our youths of today have to be resilient due to the current situation. They must find their strengths and leverage opportunities provided. Tap on national and community initiatives to upskill and upgrade. Talk to people in the industry to glean insights and learn from other people's mistakes. Growing social capital is important as they are soft skills which prospective employers look for during hiring."

The Professional Networks @ MENDAKI was introduced to engage Malay/Muslim professionals as part of our efforts to harness community assets and tap on their expertise to support various programmes by MENDAKI and M³. As professionals who can play an important role in helping to shape the community's future, MENDAKI hopes such engagements will facilitate their contributions to the community as we move towards achieving our vision of a Community of Success.

Through these engagements, the professionals are introduced to volunteering opportunities with MENDAKI and M³. These include opportunities to be mentors to the various mentoring programmes under M³ and as speakers at MENDAKI's Future Ready platforms. We hope they inspire youths with their presence and provide them with support and encouragement to achieve their aspirations.

In 2020, 115 professionals were involved in the various initiatives. Of these, 28 professionals supported MENDAKI by organising seven programmes. They included the 'Future of...' Series and Next Stop Series & Seminar 2020 that targeted MTS secondary students, tertiary students as well as early entrants to the workforce.

At the same time, 87 professionals took part in programmes specially curated for them.







CHAPTER 4:

FACES OF MENDAKI

TRANSFORMING KMM@CC TO eKMM



Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time.

- Thomas Edison



"The initial worry that the team had was the impact of online learning. Will we be able to deliver the same content online? Will the parents be able to understand what is being taught? Will the families have the device and access to internet connectivity to support their learning? Will the parents be able to concentrate as their children are with them?" These were Nisa's immediate thoughts when her department had to bring their programmes online.

In her department, Nisa oversees programmes curated for parents with preschool children aged 4 to 6 years old. The key programme is KelasMateMatika@Community better known as KMM@CC, which focuses on empowering parents and enhancing their ability to guide their child's learning and development.

When the Circuit Breaker was implemented, the team had to find ways to continue running the programme and make it accessible to parents. Beyond moving the programme online as the best way moving forward, the team also thought of ways to further support learning from home. The team came up with KMM tutorial videos conceptualised for parents to engage their children in post-lesson activities.

The team also had to prepare programme facilitators to deliver KMM online (eKMM). Several engagements were held, and training provided for the facilitators. The team also realised that some families may not have the devices to access the programme online. To help families who do not have the devices and connectivity at home, suitable learning devices were loaned to them.

"Although we were busy coordinating the online sessions and tutorial videos, we knew that we could help the families even further. So, we decided to conceptualise a series of KMM Learning Packages, a pack filled with learning resources and activities relating to numeracy and literacy skills," shared Nisa.

With teamwork, the online programme benefitted close to 820 parents and children. As more runs of eKMM would be conducted in 2021, the team has scheduled for more KMM facilitators to be trained so that they can guide more parents to be empowered as their child's first teacher.

> "Trainers are well prepared and knowledgeable,"

- Ms Siti Aishah Alias, eKMM participant 2020.

"Materials and equipment were provided like a physical class. We are able to look after the kids at the same time,"

- Ms Ummu Aiman, eKMM participant 2020.

ENSURING MENDAKI'S FLAGSHIP PROGRAMME, MTS, CONTINUES

"We could have chosen to suspend the lessons until the Circuit Breaker was over. However, we knew that it would affect our students' progress. Thankfully, within a short period of time, we managed to move the lessons online and helped them continue their education journey," shared Ruzanna.

Ruzanna is the Zone Officer in charge of MENDAKI Tuition Scheme (MTS) and Collaborative Tuition Programme (CTP) centres in the East. As a Zone Officer, she works closely with centre supervisors and head tutors on students' progress.

Since her department operates at various centres, including community centres, mosques and schools, the team's engagement with the MTS and CTP students were heavily impacted when the pandemic hit. They had no choice but to close all tuition centres and cease physical lessons as soon as the government announced the Circuit Breaker. Ruzanna was worried about the short



lead time to adapt MTS and CTP onto online platforms. She was especially concerned as they had never conducted online lessons at such a big scale before. They knew they had to take immediate actions.

First, the team created a Home Learning online site with instructions on how to proceed with online learning. Second, the team provided guidelines and instructions to all tutors on how to conduct their lessons online on platforms such as WhatsApp, Telegram or Zoom. Through their determination and resilience, within less than two weeks, all lessons were moved successfully online. Despite the quick adaptation of classes to online platforms, some challenges remain.

"For the first two months of online classes, I was on the phone with the parents to help with their usage of online platforms. We had to conduct videocalls so that I could see their screen to understand what issues they were facing. Thankfully, the transition process was made easier through the bond that has been established between our students and tutors," explained Ruzanna.

Other than assisting with the online lessons, some families were also financially affected by COVID-19 especially single breadwinner households. As some families were unaware of the different grants or supports they were eligible, Ruzanna and her colleagues in the Perform in School Department decided to follow up and call them personally to share about the assistance schemes such as the Neu-PC Plus Programme that helps low-income families own brand new computers at an affordable price.

At the end of the day, Ruzanna and her department colleagues knew that despite the challenges faced, their resilience and determination would benefit children and youth in their journey towards academic progress.

Challenges are a constant. So, what's important is that when the time comes, we adapt and rise to the occasion.

- Ruzanna Binte Ali





"Looking back at the past year, I can't help but to be ever so thankful for how things turned out. When the Circuit Breaker hit, we were all worried. We took a quick step back, re-strategised and re-directed our engagements online to ensure that not only can our youths continue on their academic progress, they can also focus on preparing to enter the working world," reminisced Johann.

As the Assistant Director for the Future Ready department (FRD), Johann oversees the department's efforts in engaging young people to be resilient and future ready. This includes

youth studying in secondary, post-secondary and tertiary institutions, as well as young professionals. FRD runs several initiatives that strengthen youth awareness of the changing landscapes in education and work, so that they can make informed decisions on their future pathways and seize the opportunities available to fulfil their potential.

When the Circuit Breaker first started, Johann shared that they were unsure how long it would last and were unwilling to pause engagements just to see how the pandemic would play out. They carefully thought about effective and sustainable

We don't fear the future; we shape it, embrace it, as one people, stronger together than we are on our own.

- Barack Obama, 2016



methods that could be implemented for the long haul. The team adopted multiple e-channels to reach out to the youth, including Instagram for their programmes such as the YouthSpace Live to engage ITE students and Zoom for Skills Development workshops.

However, Johann shared that the department could not have successfully executed this strategy without the support of youth mentors as well as partners from ITEs and M³@Towns. They had provided them with the necessary infrastructure and tools to carry out the engagements. He also shared that it helps that his Future Ready officers were digitally savvy and were able to seamlessly transit into this new mode of engagement.

He acknowledged that despite all efforts, challenges remained. "With the new arrangements, new challenges arose. Many saw family finances impacted as COVID disrupted the work landscape. We felt that our youths should be given all the help that they need so that their only worry is school, and nothing else. So, during the pandemic, we shared with them the resources and schemes available at community and national levels to help them with their families' financial challenges," shared Johann.

These resources included the various financial assistance schemes, education-support schemes as well as job fairs to help family members in need of employment. MENDAKI also started the ITE Interim Allowance Scheme to help Malay/Muslim ITE students cope with daily school expenses, such as meals and transport, when they were allowed back on campus. This resulted in more than 970 students being able to afford the basic cost required to continue attending school.

To ensure that their mental wellness was also taken care of, the Youth Mentoring Office (YMO) focused on the development of mentors and mentees. Through the monthly Community of Practice sessions, YMO also shared guidelines and tips on how mentors can effectively engage their mentees online and conduct e-mentoring during COVID-19.

Reflecting on 2020, Johann recalled how his team went above and beyond to ensure youths are engaged and excel.

ENHANCING OUTREACH, DEEPENING ENGAGEMENT, IMPACTING LIVES



asanah clearly remembered helping a particular individual who carried a mountain on her shoulders. The individual, a long-term visit pass holder from Nepal, had to single-handedly take care of her three school-going children as her spouse was incarcerated. Added to her woes, she was retrenched from her job when the pandemic struck. Luckily, she secured a job as a cleaner on the night shift.

"As she was one of our past beneficiaries who was going through this challenge, I really wanted to do what I can to help ease her burden. I called her several times and texted her to check on

her situation. But there was no response. Just as I was about to give up, she returned my call. I remembered that night when she called me at almost 11pm, expressing her concerns for her children," recalled Hasanah.

Hasanah managed to assure her by going through all the various national and community support programmes that she was eligible for. Among others, Hasanah connected her with agencies such as the Social Service Office and ground up initiatives like Kampus M³ Homework to help with her children studies.

A.P.R: Adapting and Persevering are ways to embrace Resilience!

- Siti Nur Hasanah Binte Mohd Yusoff



L As long as you are standing, give a hand to those who have

- Persian Proverb fallen. 55

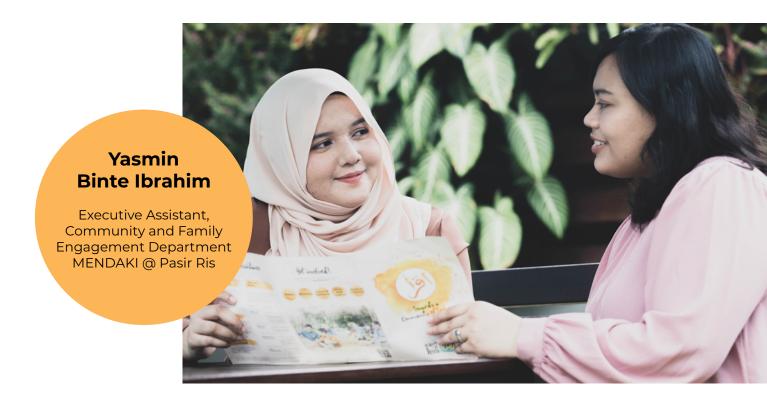
She also assisted her to obtain preschool subsidies for her youngest child. Checking in with her every evening, Hasanah was able to address any concerns she might have. With all her concerns addressed, the mother of three was able to focus on her job.

Just like Hasanah, Community and Family Engagement department (CFED) officers were in constant contact with the families under their care. Helping them to fill up applications and providing them step by step guidance were just some of the tasks they undertook to ensure that these families have access to all the assistance schemes available. All these via telephone or Zoom during the Circuit Breaker period.

While rendering these services, the CFED team had to learn how to juggle their professional needs with their personal needs. A fellow CFED staff, Yasmin shared that striking a balance

between beneficiaries' concerns, adjusting to the new work-from-home system and taking care of family at the same time were not easy. What really helped, though, was the camaraderie within the team. Checking in with teammates and tabling issues faced, helped to relieve some of the stresses. However, more importantly, it is the appreciation from the beneficiaries that spurred them on.

"I recalled an incident when a beneficiary asked about my family and I, and how I was coping with the changes. Although it was a simple gesture, her sincerity and concern caught me off guard and touched me. I also remembered during post-Circuit Breaker, a client dropped by our centre and gave me her home-made cookies to show her gratitude. I felt appreciated to know that as we persevered day and night to help them get through this pandemic," recalled Yasmin.





Learning is a continuous journey. - Hayati Yusoff

Life is like a camera, focus on what is important, capture the good moments, develop from the negatives. And if it doesn't work out, just take another shot.

- Rozilah Imbran

YOU ARE AT THE HeaRt OF WHAT WE DO

he Human Resources (HR) slogan certainly resonates with staff.

For Rozilah and Hayati, the duo had their work cut out for them when MENDAKI had to put into practice its Business Continuity Plan (BCP) and adopted split team arrangements in response to the safe distancing guidelines introduced in February 2020.

As part of the HR personnel that oversee staff matters pertaining to recruitment and payroll, Hayati recalled how the sudden shift in work arrangements brought about a new set of challenges which required her to quickly learn and familiarise herself with.

"Without the right channels, it becomes difficult to effectively communicate with each other. It is very fortunate that we already have in place digital tools such as Microsoft Teams, Google Meet and Zoom which came in handy during the pandemic. With such tools, we could continue to conduct recruitment interviews albeit virtually. I could continue to perform my work efficiently. With tools in place, HR was able to channel our efforts to improve our employee engagement plans to ensure staff welfare."

Sharing her sentiments, Rozilah who oversees staff engagement activities such as onboarding for new staff, town halls and staff dialogues, was glad that she was able to conduct virtual engagements on teleconferencing apps. Adapting means ensuring that staff continue to have access to materials and resources such as slides and notes

prior to the engagement sessions via platforms like SharePoint and Microsoft Teams. The HR department also rolled out LinkedIn Learning as part of our efforts to facilitate continuous learning and skills upgrading during the pandemic.

"The pandemic changed the traditional ways we communicate information and updates to staff. To maintain engagement level through online methods of communication, the HR team explored various virtual tools such as Padlet, Mentimeter and Kahoot."

With Work-from-Home as the new norm, the HR department found new ways to support the general well-being of staff. Some of these efforts included delivering meals to staff's homes to welcome Ramadan and Hari Raya, sending care packages, and continuing with the tradition of celebrating monthly birthday celebrations, albeit with minor adjustments.

Rozilah recalled how another colleague from a different department dropped her a note to thank HR for their efforts. She said, "It's small gestures like these that make our efforts worthwhile."

When asked what motivated them to stay resilient, both agreed that they were driven by colleagues who appreciated and continuously supported them during tough times. "It shows the spirit of ONE MENDAKI and that our staff care for one another," said Hayati.



"Even though we work behind the scenes, I feel so happy to see how our efforts have helped to make a difference in the lives of others. So, when the pandemic hit, we were undeterred in facing the challenges of carrying out our work differently. I knew that if we felt that working through this

is tough, I can only imagine how difficult it was for our community who really needed our help at that time," shared Nizar.

When the pandemic intensified in the second quarter of 2020, the Finance department was

preparing the financial records to be ready for FY2019 statutory audit. What used to be physical verifications of documents and inperson meetings had to be replaced with digital documents and virtual meetings. Nizar shared that they were fortunate that much of the processes and documentations had been digitised since 2017. This allowed for the audit requirements to be done whilst working from home.

However, there were aspects of the department's work that required quick thinking and innovation

from the team to overcome the limitations resulting from the pandemic.

"One of our tasks is the administration of the interest-free study loans. This loan is to assist students in their pursuit of diploma or degree. In those difficult moments of 2020, we had to exercise care in engaging loan holders especially those who were impacted by COVID-19. We had to be very sensitive with their predicaments, work beyond our usual regulations and were prepared to allow for the loan holders to defer their repayments," explained Nizar.

Nizar also recalled how for the first time his team had to conduct the Annual General Meeting (AGM) virtually. As the AGM is a critical event, Nizar shared that they had to re-strategise and seek creative ways to ensure that it proceeded smoothly.

Firstly, the department had to ensure that all members attending the AGM understood how the proceedings would take place. The team went above and beyond to go through the steps with the AGM attendees. Secondly, they also had to

assure all attendees that the technical support team was available to guide them during the AGM proceedings. Thankfully, with all the preparations, the AGM proceeded without a hitch.

Reflecting on how his department was able to successfully adapt and innovate quickly, Nizar was pleased at the teamwork and willingness of his team in coming together so as not to disrupt the services needed by the community. Playing their part for the community, he is glad that he could help individuals in continuing their pursuit in education. He understands that, little by little, these individual improvements contribute to creating a Community of Success.

There's no turning back. Look ahead, face the challenges at hand and come out stronger than before.

- Muham<mark>ad Nizar Bin Mustafa</mark>









SPEARHEADING RAIKAN ILMU SECRETARIAT

Siti Aisyah Ramli

Communications Senior Executive Officer Secretariat, Raikan Ilmu 2020

She shared how the various sub-committees had to collectively revamp the plans.

"We had to change our mindset and think of new, creative and innovative ways to deliver RI 2020 and at the same time ensuring public safety. During team huddles, we sought inputs and suggestions whether going online was the best option. We were glad that an amicable decision was reached, and that RI 2020 eventually adopted an online approach", shared Aisyah.

As plans had to continuously change at the eleventh hour due to the unpredictable nature of the pandemic, Aisyah ensured that all subcommittees were kept posted of the changes. She also ensured that changes were executed promptly so that the best RI experience could be delivered to the community.

"The various exchanges and planning processes contributed to my emotional development and strengthened my resilience to manage crossfunctional and large-scale projects", she reflected. One of the Secretariat's roles is to tie RI 2020 plans together as one holistic campaign. The sub-committees established comprehensive

As a staff in MENDAKI's Communications Department since April 2014, Aisyah was assigned to be part of the Raikan Ilmu (RI) 2020 Secretariat. As the Secretariat, her main role was to coordinate with the various sub-committees on the planning, administration and implementation of the programmes. In all, Aisyah had to work closely with more than 20 colleagues from the various sub-committees as well as the various vendors and service providers.

Indeed, it was no mean feat. The experience of organising RI 2019 did not prepare her for the extent of adaptation that needed to be carried out resulting from the pandemic. When the Circuit Breaker was announced, Aisyah knew that RI 2020_would pose a different set of challenges but also opportunities that she could tap on.

planning assumptions that were in tandem with the Government's latest advisories. On top of that, Aisyah ensured that efforts were synergised across all sub-committees. A shift in approach to online platform also posed challenges to the sub-committees as they were unsure of what to expect in terms of reception, engagement, and participation with the community. Key indicators such as online views, engagements, online reach, and activity registrations were new items that had to be tracked.

Many hands make light work. Aisyah credited her Communications team for assisting her in looking at the various aspects of marketing RI 2020. She recalled, "As there were a lot of marketing communications efforts required, I am thankful that my team had diverse skill sets which I was able to harness to help execute the plans. They led various roles independently and I was present for a second opinion. This way, they too had a stake in RI 2020. This was a good example of teamwork!"

Beyond online approaches, there were initiatives to engage segments of the community who may not have access to digital platforms.

"We explored gifting families with physical items which would value-add their learning experience during the month-long RI 2020. We created the

Raikan Ilmu Gift Box. As physical interactions were largely restricted, RI 2020 had to evolve – instead of inviting participants to come to our events, we now bring the RI experience to them, directly into the homes of our community", shared Aisyah.

The Gift Box served as a publicity tool to get the community excited for the month-long affair. The specially curated materials were meant to drive home the importance of lifelong learning to our community.

The publicity efforts for RI 2020 utilised both traditional and digital platforms. Aisyah had to work with various service providers to produce among others, a TV series called L.N.S Kafe that ran for 4 weeks, the official soundtrack of Raikan Ilmu 2020 entitled Sama Raikan, and a microsite that served as a resource directory to keep the community updated of latest happenings. She also worked with various media agencies to ensure publicity and marketing of RI 2020.

As Aisyah reflected on RI 2020, she recounted the times where she had to trust her gut and initiative. "I am thankful for the support and camaraderie of all the sub-committees. We supported each other and executed it well. I learnt so many new things. It was a learning journey like no other. Indeed, it has strengthened my resilience."

When life gives you lemons, make lemonade - a refreshing one!

- Siti Aisyah Ramli





ADAPT TO ACHIEVE

Siti Aisyah Shaik Nordin

Education Senior Executive Officer Anugerah MENDAKI Sub-Committee Member, Raikan Ilmu 2020

and her team had to be open to making mistakes and quickly learn from them.

Adding to the pressure, other sub-committees were observing how Anugerah MENDAKI would perform online as it was the first RI 2021 online event. Aisyah was glad that the team showed courage and resilience to ensure a successful event.

Formerly an invite-only event, she shared how live-streaming on YouTube increased the ability for more in the community to join the virtual celebration. "Since they could not come to us, we brought the ceremony to them in the comfort of their homes", shared Aisyah. Close to 6,000 viewers tuned in during the award ceremony on 3 October 2020. This is 5 times more compared to when the event was held physically in 2019.

She recalled, "Personally, I enjoy executing Anugerah MENDAKI because of the opportunity to meet the recipients, who could possibly be the next Minister, scientist, teacher or entrepreneur. Receiving Anugerah MENDAKI is an important milestone that should be celebrated. It was satisfying knowing that award recipients and their family members got to participate in the ceremony that acknowledged the hard work and achievements of the community despite the challenges posed by COVID-19."

Planning for Anugerah MENDAKI, the organisation's signature award ceremony, was no easy feat. For Siti Aisyah Shaik Nordin, who has had three years of experience planning and organising the event, executing Anugerah MENDAKI 2020 amidst the COVID-19 pandemic tested her mettle.

Prior to 2020, Anugerah MENDAKI had always been a full day affair to celebrate the various successes in the community, capturing the proud moment for students and their families.

As the COVID-19 situation in Singapore intensified, Aisyah and her team came up with a plan – executing the prestigious award ceremony online on MENDAKI's YouTube channel. This was a large undertaking as MENDAKI had never done any award ceremony online, let alone a large-scale one. Her team embarked on the steep learning curve of digitalisation and took a leaf from other smaller MENDAKI events that had been done virtually. Working from home also posed another set of challenge. Aisyah recalled how her team had to actively ensure there were appropriate online channels to facilitate continuous conversations

66 Be bold. But remember the goal. **55**

- Siti Aisyah Shaik Nordin



ow would MENDAKI advocate for youths to

embrace lifelong learning during RI 2020?

That was the challenge that Faisal had to address as he steered the planning for MENDAKI-Institute of Policy Studies (YM-IPS) Policy Dialogue 2020.

The MENDAKI-IPS Policy Dialogue aims to engage the Malay/Muslim community in policy issues, by providing a unique platform for community stakeholders to voice their views in an informed setting. 2020 marked the second time that MENDAKI had organised the dialogue in partnership with IPS. The MENDAKI-IPS Policy Dialogue supports MENDAKI's annual Raikan Ilmu campaign for the community to embrace lifelong learning.

As plans had to be tweaked due to Government advisories, Faisal adapted lessons learnt from an earlier online event - MENDAKI Education Symposium 2020 to ensure that MENDAKI-IPS Policy Dialogue would be held successfully.

ENGAGING YOUTHS IN FUTURE-READY **CONVERSATIONS**

Muhammad Faisal Aman

Senior Manager Research and Planning MENDAKI-Institute of Policy Studies Policy Dialogue Sub-Committee Member, Raikan Ilmu 2020

"We were humbled by the strong turnout for Education Symposium 2020. Initially, we were nervous about going online and not having a wide audience. But when we got positive responses, we were thrilled. That gave us the confidence to adopt the MENDAKI Education Symposium model and leverage on the learning pointers in the planning for MENDAKI-IPS Policy Dialogue", reminisced Faisal.

While MENDAKI-IPS Policy Dialogue had a different target audience - youths - Faisal sought ideas from his team and engaged the Future Ready department to interview them to understand the way to engage youths and issues they face. As a department who deals largely with policymakers, Faisal understood the need to adapt to make the dialogue and topic accessible to a different demographic. There was a need to tweak the programmes to sustain the engagement that would appeal to youths.

Listening, observing, engaging and doing. 11

- Muhammad Faisal Aman



STRENGTHENING RESILIENCE THROUGH STORIES OF NATURE

Sharifah Aadilah Aidid

Senior Manager Education Reading @ Cyber Gardens Sub-Committee Member, Raikan Ilmu 2020

"Watching whole families, including fathers, participating in the Story-Me Time Online Family Storytelling Competition was particularly heartening. Seeing the submissions of how the parents were guiding and engaging their children, we felt so happy that parents embraced the message of this competition; Parents are indeed the child's first teacher."

For Aadilah, she felt that the months of planning was all worth it when Reading@Cyber Gardens (RCG) garnered positive responses from parents and children.

RCG aims to instil the love of reading among families and encourage the notion that learning can take place anytime, anywhere, even in the comfort of one's own home. Last year, RCG focused on learning and being resilient through stories of nature.

When the Circuit Breaker was implemented, Aadilah recalled the anxiety the team was feeling. They knew that they had to think of strategies that would encourage the community to participate in RCG, which was live-streamed on MENDAKI's

Facebook and YouTube. As the officer-in-charge, she had a personal goal to come up with a unique concept for RCG to surpass 2019's achievement of over 1,000 participants. One of these was the introduction of a story-telling contest online to spur engagement. Families were asked to film and record their videos which were then assessed by a panel consisting of professional story tellers and MENDAKI staff.

"With COVID-19 hitting us, this meant that we would have to consider other modes of carrying out the event. There was a high level of uncertainty both at the sub-committee and secretariat level, which made planning for the event extremely challenging", she recalled.

Beyond the storytelling contest, interesting lineup of online activities and support of key partners, RCG garnered almost 4,000 views on YouTube and over 3,000 views on Facebook Live. Aadilah credited her team for being adaptable to the changing environment.

in and out, in and out, over, under and around...

- Sharifah Aadilah Aidid



PUSHING THE ENVELOPE TO DELIVER A NEW LEARNING FESTIVAL EXPERIENCE

Noorhafiza Halifi

Senior Manager Community and Family Engagement The Learning Festival Sub-Committee Member, Raikan Ilmu 2020

"What type of activities could be carried out digitally, and yet maintain creative quality and achieve the desired outcomes. Is the community ready for a digital event and would the majority have access to these activities if they were conducted digitally?"

This was the constant worry for Noorhafiza Halifi, the team lead for The Learning Festival subcommittee.

She recalled, "When COVID-19 hit us, we had to change the way we do our work and we need to think fast. It requires us to adapt to new conditions because of time sensitivity. We needed to have the ability to think and understand the situation fast and react."

When Circuit Breaker struck, Fiza became anxious about how to execute The Learning Festival especially since the same event attracted about 30,000 visitors in 2019. Cancelling the festival might result in weakening MENDAKI and RI's position as a brand that advocates for life-long learning.

The team had to adapt. As most of the RI 2020 events were held digitally, The Learning Festival must also leverage on digital platforms. Here, the team saw an opportunity to adapt their approach that would attract the interest of the public. One of the many activities of the Learning Festival was Minecraft: Education Edition. The online game promoted creativity, collaboration and problemsolving in an immersive digital environment.

While sorting out the backend, Fiza had the mammoth task of convincing RI 2020 partners to continue supporting when it went online. With all the uncertainties of organising the event online, new and existing partners were engaged to get insights and ideas on digital content that would appeal to the community. Other than digital content, the team came up with a plan to provide physical resources and collaterals that could be delivered right to the homes of the participants. These resources were for them to use during the online workshops and competitions that had been planned for them.

66 Being adaptable and agile in the face of adversity!

- Noorhafiza Halifi



PARTNERING TOWARDS A COMMON GOAL

Zuremi Sukri

Senior Manager Community and Family Engagement Partnership Sub-Committee Member. Raikan Ilmu 2020

The Partnership sub-committee had already made plans to conduct mass outreach as part of efforts to get potential partners onboard RI 2020. However, all their plans had to be abandoned when Circuit Breaker was imposed. Zuremi and his team members had to quickly find creative solutions to ensure partners continued to be engaged.

As Senior Manager of Community and Family Engagement department overseeing coordination and service delivery of MENDAKI's services in the heartlands, he tapped on the strengths of satellite centres. Through the centres, the team connected extensively with various organisations and agencies such as Family Service Centres, mosques, community centres and M³@Towns. Beyond that, the team tapped on the Community Leaders Forum partners, YouthSpaces@ITEs, and other networks such as informal student bodies and Co-Curricular Activities clubs to reach out and encourage them to be part of RI 2020.

One of the measures the team adopted was to utilise web-conferencing platforms to engage

and update their partners.

Leveraging cloud platform Sharepoint on Microsoft 365, enabled the team to consolidate applications and gathered inputs quickly. The collaborative platform not only streamlined their administrative operations during partners evaluation and approval processes but also ensured better efficiency.

Reflecting on his role in the Partnership subcommittee, Zuremi recalled how the team stayed resilient and developed esprit de corps with the aim to deliver the best RI 2020 experience given the circumstances. As they were working from home, they found a common timeslot, which was after dawn for quick huddles.

"There was strong communication amongst team members. We constantly bounced off ideas with each other. Due to the tight timeline, we spent late nights and over weekends to ensure prompt delivery. Technology really helps especially as we were all working from home. The team really adapted well and were always ready to step in and assist without hesitation."

LE Verily with every hardship comes ease! **JJ**

- Al Insyirah (94:5)



RAIKAN ILMU 2020 EVENTS AND INITIATIVES

n 2020, the COVID-19 pandemic has given rise to a new normal and has opened new opportunities for us to engage and be connected to our community. The second year of Raikan Ilmu (RI) continued with collaborations with our partners to organise learning activities in more diverse ways to promote the message of 'celebrating knowledge'.

With the theme, "Embrace Learning, Strengthen Resilience", RI 2020 aimed to rally the community to embrace learning to strengthen one's resilience.

ANUGERAH MENDAKI CUM LAUNCH OF RAIKAN ILMU 2020



For the first time, the prestigious Anugerah MENDAKI ceremony was held virtually on Saturday, 3 October 2020. The annual event gives recognition to Muslim students who did exceptionally well in both academic or non-academic field. More than 500 students and youths were celebrated in an hour-long online ceremony.



READING @ CYBER **GARDENS**

With the theme, 'Embracing Learning and Resilience through Stories of Nature', Reading the Gardens returned as Reading @ Cyber Gardens, an hour-long virtual event held live on MENDAKI's Facebook and YouTube channel. As part of MENDAKI's RI 2020, the event aimed to instil the love for reading among families, especially the young and how learning can take place anytime, anywhere.

MENDAKI-IPS POLICY DIALOGUE

With the topic on 'Developing Resilient Community through Lifelong Learning', the MENDAKI-Institute of Policy Studies (IPS) Policy Dialogue aimed to engage the Malay/ Muslim community in national policy issues whilst providing a unique platform for community stakeholders to voice their views in an informed setting. The MENDAKI-IPS Policy Dialogue was held as part of MENDAKI's annual Raikan Ilmu (Celebrate Knowledge) focussina getting the community to embrace lifelong learning as part of their culture.





RAIKAN ILMU HOUR

At this closing event for RI 2020, Raikan Ilmu Hour showcased the community's love for ilmu and commitment towards embracing and promoting lifelong learning. The dedicated one-hour event saw individuals making a pledge to learn or share a skill. This is symbolic of our community's commitment in lifelong learning, working together as we continue to enhance our competency towards building a Community of Success.

RI 2020 also sought new approaches to enhance outreach and bring the experience into the homes of our community.



RAIKAN ILMU GIFT BOX

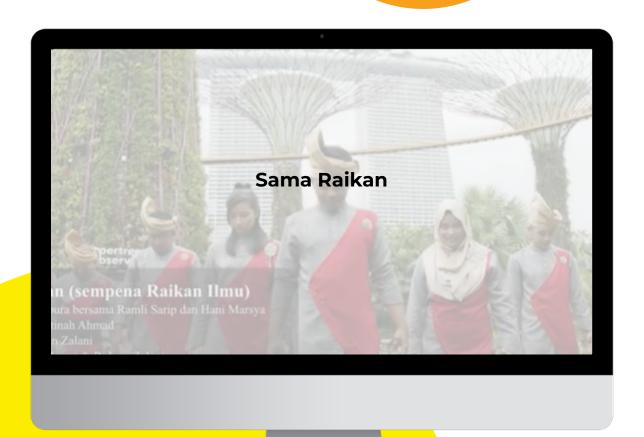
The RI Gift Box was filled with exciting items including activity sets such as the story starter dice and cardboard construction activity. The activities aimed to encourage family bonding as they learnt together. These simple activities excite and encourage families to take part in other activities that were available throughout the RI month.

RAIKAN ILMU MICROSITE

As most of the activities and events were conducted virtually, the RI microsite served as the main touchpoint for participants.







SAMA RAIKAN (SEMPENA RAIKAN ILMU)

The official Raikan Ilmu song was launched, marking the launch of the RI 2020. The song, Sama Raikan or Together We Celebrate, is a ground-up initiative with contributions from those in the performing arts scene. It was composed by Riduan Zalani, a recipient of the Goh Chok Tong Youth Promise Award 2006, now known as Anugerah Belia Cemerlang. The song is a collaboration with well-known lyricist Mdm Hartinah Ahmad, NADI Singapura and the legendary Ramli Sarip.

L.N.S KAFE

A weekly TV programme was also broadcasted every Friday on Suria in October 2020 during RI 2020. Through the light-hearted nature of a sitcom, L.N.S Kafe aimed to inspire everyone in the family, young and old, to take action and learn something new.







CHAPTER 5:

STRONGER TOGETHER: THE HEART OF MENDAKI

STRONGER TOGETHER: THE HEART OF MENDAKI

s a self-help community, we thrive by supporting and uplifting others. MENDAKI thanks all donors, volunteers, partners, and every individual who have contributed in one way or another through the various programmes and initiatives that help build a Community of Success.

SUPPORT FOR PROGRAMMES

Volunteers are the backbone of MENDAKI in delivering quality programmes to our families, students, and youths. They are committed in helping the programme participants grow and develop competencies to be resilient, adaptable, future-ready, and connected lifelong learners.

The COVID-19 pandemic might have hindered the delivery of physical volunteer trainings and physical classes/sessions with the beneficiaries.

However, our volunteers were undeterred in equipping themselves with the right skillsets through online trainings and connecting virtually with the families, students, and youths. Our volunteers are positive role models to our beneficiaries by displaying their adaptability to the changes and showing resilience, while striving towards developing competencies and improving themselves.

KELASMATEMATIKA@ COMMUNITY CENTRES (KMM@CC)

Before becoming KMM@CC trainers or facilitators, volunteers undergo training, where they learn about the various mediated learning experience (MLE) techniques to be applied to the programme for parents and their children. While trainings were conducted in physical classes prior to the Circuit Breaker, these sessions were adapted and adjusted to suit online format via Zoom when safe distancing measures were put in place.





PSLE MATHS COACHES

PSLE Maths coaches learnt more about the relationship building aspect of coaching and applied it to their coaching sessions with their students. Despite being unable to conduct face-to-face coaching with students, these volunteers ensured the provision of support in various Maths topics were not hindered and disrupted. They also continued to build positive relationships with the students under their care albeit virtually.

YOUTH **MENTORS**

Youth mentors learnt about Gift-Centred Mentoring (GCM) approach, a mentoring model that focuses on the concept of uncovering an individual's 'gifts' and building a community with youths. The concept includes elements such as mentor's role and stages, rapport building, effective communications and goal setting. Equipped with these knowledge and skills, our youth mentors continued to provide guidance and support to their mentees virtually. They also attended training sessions online to further strengthen their skill sets.



SUPPORT FOR FUNDRAISING INITIATIVES

Our donors and volunteers supported the various fundraising initiatives for the Education Trust Fund (ETF), a community-driven fund that supports the educational needs of children from low-income Malay/Muslim families. Although

members of the community might have been affected financially by the COVID-19 pandemic, it was heartening to see their generosity in kind and cash as well as their continued support to ETF.



PLEDGE A MEAL: ARNOLDS CHICKEN

During Ramadan, donors demonstrated their support for our kids' education and sponsored iftar meals for deserving families through the Pledge-a-Meal initiative.

TEXAS CHICKEN DISTRIBUTION

The Texas Chicken Distribution was carried out with the support from over 100 volunteers. They assisted in packing, distributing, and delivering the meals to the families.





GIFT-A-DREAM

Donors contributed to the Gift-a-Dream initiative which helps to sponsor a student's educational needs, provide school supplies as well as school transport subsidies.

SUPPORT THROUGH KEY PARTNERSHIPS

Apart from the support of individuals and groups, various corporate and community partners play an important role in providing resources and assets. We thank our partners who contributed

generously towards MENDAKI's efforts to support our children's education despite the current economic landscape.



ETF-NOMANBHOY BURSARY

Nomanbhoy & Sons Pte Ltd confirmed their commitment to support the ETF with a contribution of \$250,000 that will be disbursed in the form of bursaries over the next five years. Details of the ETF - Nomanbhoy Bursary was finalised on 26 September 2020 through the Letter of Agreement Signing ceremony. The ETF-Nomanbhoy Bursary is intended to provide financial assistance to deserving Muslim students from low-income families.



GLOBAL RADIANCE GROUP

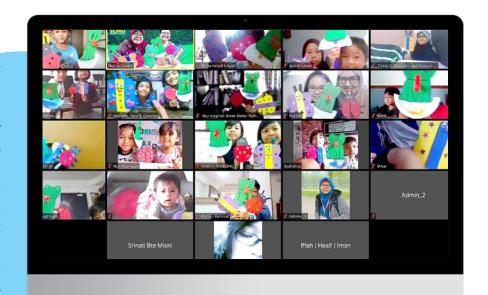
MENDAKI signed a Memorandum of Understanding with Global Radiance Group of Maritime Companies on 23 March 2020 to introduce three new bursaries that supports Muslim students who are pursuing their postsecondary education.

They are:

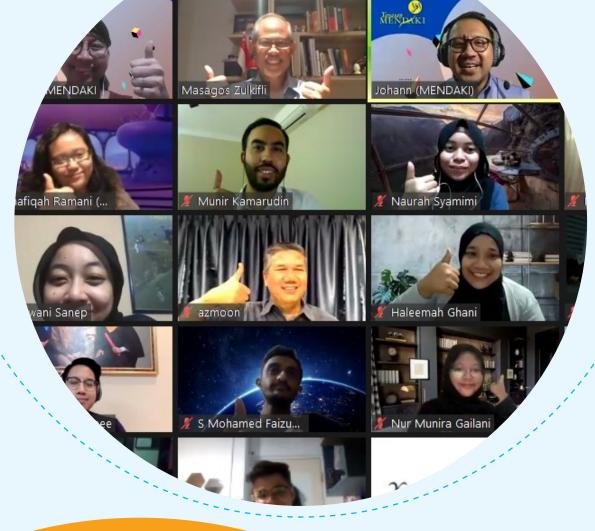
- ETF Global Radiance Group Assistance Scheme
- ETF Siddiqui Assistance Scheme (NITEC Bursary)
- ETF Siddiqui Assistance Scheme (PFP Bursary)

RAIKAN ILMU

Apart from monetary support through the educational assistance schemes, MENDAKI worked closely with community partners in other initiatives such as Raikan Ilmu, a monthlong celebration of knowledge and lifelong learning. In 2020, over 50 partners came together and supported Raikan Ilmu by conducting various online learning activities, workshops and seminars. These initiatives were targeted for families and individuals of all ages, from parents with young children to students and youths as well as adult learners.









CHAPTER 6:

OUR YEAR IN REVIEW

17 JAN



Institute of Higher Learning Engagement at Woodlands

On 17 January 2020, an engagement session for Institute of Higher Learning (IHL) students was held at Woodlands Galaxy Community Club. More than 70 students and parents attended the session, connecting and engaging professionals from various industries such as engineering and media.

Students gained insights on the types of jobs and careers that are fast becoming obsolete. They were also introduced to the highly soughtafter skill sets in this rapidly changing landscape. Parents were also introduced to the M³ initiatives such as the M³@Towns and updated on the resources available to guide their child's learning and development.





Raikan Ilmu Appreciation Lunch

On 21 January 2020, MENDAKI held an appreciation lunch to thank Raikan Ilmu partners and supporters for their unwavering support for #raikanilmu in 2019. Their strong support had enabled MENDAKI to launch the inaugural Raikan Ilmu in October 2019 successfully. Our partners organised more than 30 programmes and activities in October 2019. We look forward to your continued support.

29 JAN



MTS Commencement

On 29 January 2020, Minister of State for National Development & Manpower, and Deputy Chairman of Yayasan MENDAKI, Mr Zaqy Mohamad, joined students at Unity Secondary School MTS Centre to mark the commencement of the MENDAKI Tuition Scheme (MTS) and Collaborative Tuition Program (CTP) classes.

Mr Zaqy joined Secondary 1 MTS students as they took part in activities that promote team-building and problem-solving skills. He also shared words of encouragement and wisdom to those sitting for the national exams that year.



20 FEB

Donor Appreciation

On 20 February 2020, Minister Masagos Zulkifli, Chairman of MENDAKI hosted a Donor Appreciation lunch to express appreciation and gratitude to our donors for their continuous support and generosity.

FEB



ONE MENDAKI Orange Heart Walk

MENDAKI, in collaboration with MENDAKI SENSE, organised the One MENDAKI Orange Heart Walk in support of our frontline workers who have been working couragelously and tirelessly to keep COVID-19 under control. The walks also signify MENDAKI's effort to promote an active lifestyle.

Close to 200 participants from other Malay/Muslim organisation and members of the public participated in the walk.





CLF LABS Appreciation Dinner

MENDAKI held an appreciation dinner for Community Leaders Forum (CLF) LABS on 3 March 2020 to acknowledge the contributions of the CLF Steering Committee members.

In 2020, CLF LABS disbursed an estimated \$36,000 for 8 projects that benefitted close to 1,090 beneficiaries. The range of projects funded included those in the Arts, Employability, Healthcare, Sports, Research and Technology.

22 JUL



MENDAKI Education Symposium

MENDAKI's Education Symposium 2020 was held online over 3 days from 22 to 24 July 2020. The symposium attracted more than 1,300 preschool professionals, practitioners, primary school teachers as well as interested individuals, both local and overseas.

In collaboration with the National Institute of Education Centre for Research in Child Development, the symposium provided a platform for sharing insights, issues, findings and latest developments in early childhood learning and development.



Mentor Engagement with Minister

On 23 July 2020, Minister Masagos Zulkifli, Chairman of MENDAKI met 70 mentors under the various M³ mentoring programmes. Also present were Member of Parliament for Jurong GRC Mdm Rahayu Mahzam and representatives from the M³ agencies.

During the online engagement, Minister Masagos Zulkifli not only shared his experiences and gave encouraging words to the mentors, he also acknowledged the important role that mentors play in equipping youth with a positive mindset and motivating them to achieve their aspirations.

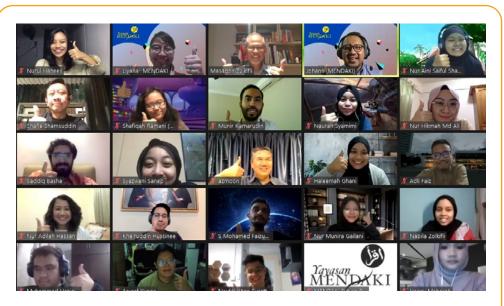
23 JUL

29 AUG



Self Help Groups' Joint Tuition Awards (SHG JTA)

The Self-Help Groups (SHGs), comprising the Chinese Development Assistance Council (CDAC), the Eurasian Association (EA), the Singapore Indian Development Association (SINDA) and MENDAKI, applauded over 950 well-deserving students for their outstanding achievements in their PSLE, GCE N and O levels examinations, at an online ceremony held on 29 August 2020.

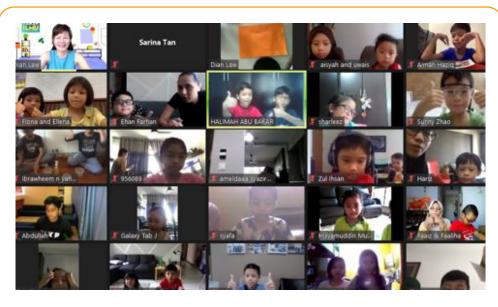


24 SEP

Minister Engagement with Young Professionals and **Graduates**

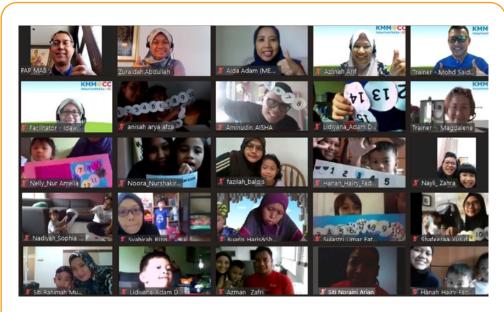
On 24 September 2020, Minister Masagos Zulkifli, Chairman of MENDAKI hosted 50 young professionals and fresh graduates in an informal engagement session. As part of MENDAKI's efforts to support professionals and youth in building and expanding their networks, the session also assisted in facilitating opportunities for them to contribute to the community.

OCT



Raikan Ilmu

Together with our partners and supporters, we organised more than 100 programmes and services as part of Raikan Ilmu 2020.



NOV

eKMM

On 1 November 2020, the 6th eKelasMateMatika (eKMM) session for the year was attended by Minister of State for Ministry of National Development and Ministry of Home Affairs Associate Professor Dr Muhammad Faishal Ibrahim. At the session, Associate Professor Dr Muhamad Faishal reiterated the important role that parents play as their child's first teacher. He also shared how parents should leverage all available resources at both the national and community levels that can help them support their child's learning and development.

Close to 480 parents and children have benefitted from eKMM since it was implemented in August 2020.



JUMP Career Fair @ Boon Lay

On 6 November 2020, MENDAKI SENSE's #JUMP Career Fair was held at Boon Lay Community Club. The event offered over 400 vacancies across various sectors such as healthcare, logistics and security.

The event was graced by Parliamentary Secretary for Ministry of Health, Mdm Rahayu Mahzam. She commended the efforts and partnership between MENDAKI SENSE, M³ and MESRA in continuing to uplift and provide solutions for the community during this challenging time.

Attendees were also given the opportunity to seek advice from the career advisors on-site on their career and training plans.



MENDAKI Tutor Appreciation Awards 2020

On 22 November 2020, the MENDAKI Tutor Appreciation Awards 2020 was held to recognise the efforts of Tutors and Head Tutors who have displayed outstanding performance as part of the MTS and CTP.

The event was graced by Guest-of-Honour Mr Zaqy Mohamad, Senior Minister of State, Ministry of Defence and Ministry of Manpower and Deputy Chairman of MENDAKI. Mr Zaqy acknowledged the exceptional efforts displayed by these individuals and congratulated them for their commitment in contributing to the community and working collectively towards a Community of Success.



12 DEC

Community of Practice for Mentors with MP Nadia Samdin

On 12 December 2020, the final Community of Practice (CoP) session for the year for 30 of our mentors was attended by Member of Parliament for Ang Mo Kio GRC, Ms Nadia Samdin. Participants at the session shared their experiences in encouraging and motivating their mentees towards making small but sustainable improvements in their lives.

MP Nadia also took the opportunity to share her past challenges to being an effective mentor and how she overcame them. At the session, the mentors also had a chance to learn how to incorporate storytelling in their mentoring.



19 **DEC**

KMM@CC and eKMM Graduation Ceremony

On 19 December 2020, the KelasMateMatika@CC (KMM@CC) and eKMM Graduation Ceremony was held virtually and graced by Associate Professor Dr Muhammad Faishal Ibrahim, Minister of State for Ministry of Home Affairs and Ministry of National Development. Close to 190 families attended the ceremony online where they received their certificates from Associate Professor Dr Muhamad Faishal. In all, close to 190 families successfully completed the programme between February 2020 and December 2020.

In 2020, a total of 15 KMM@CC and 9 eKMM were successfully conducted.

SPECIAL FEATURES



PRESIDENT HALIMAH YACOB'S VISIT TO MENDAKI@CHOA CHU KANG

On 21 November 2020, President Halimah Yacob visited our satellite centre at Choa Chu Kang to find out more about MENDAKI's efforts in supporting the Malay/Muslim community progress towards a community of success.

Hosted by Deputy Chairman of MENDAKI, Senior Minister of State Zaqy Mohamad, President Halimah was briefed on the extensive range of programmes and services targeting parents, students, youths and workers. Mdm Zuraidah Abdullah, CEO MENDAKI, also shared MENDAKI's 5-year plan and initiatives to support our community impacted by the pandemic.

President Halimah also had the opportunity to meet and engage with families from KelasMateMatika@CC (KMM@CC) and the Family Excellence Circle (FEC) programmes.

President Halimah's visit to M@CCK

MINISTER OF STATE ASSOCIATE PROFESSOR DR MUHAMMAD FAISHAL IBRAHIM'S VISIT TO FAMILY EXCELLENCE CIRCLE GROUP

One of the initiatives under M³ is to provide holistic support for vulnerable individuals and their families impacted by incarceration.

In support of this, MENDAKI specially curates Family Excellence Circle (FEC) groups as a platform for vulnerable families to network, share their challenges and best practices within a safe space. Concurrently, they are provided opportunities to enhance their capabilities and knowledge through the various learning opportunities that MENDAKI provides.

Associate Professor Dr Muhammad Faishal Ibrahim, Minister of State for Ministry of Home Affairs and Ministry of National Development visited the first FEC group for 2020 on 19 December 2020. **Family Excellence Circle Engagement**



MENDAKI IN THE NEWS

Masyarakat Melayu/Islam digesa IVIASYATAKAT IVIETAYU/ISTAM CIGESA aratak tikusus zikili gos Mohanad, telah mengesarak Mohanad ari untu memanat Mohanad ari untu memanat menghamiyana sakat sokongan SGTeguhBersatu manfaat sokongan SGTeguhBersatu

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Raikan Ilmu pendidikan



Raikan Ilmu:

Mendaki tetap jalankan

Covid-19: Mendaki hulur \$1.9j bantu masyarakat Melayu/Islam yang terjejas

Mendaki tumpu sepanjang hayat

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THE STRAITS TIMES

Sokongan bagi kanak-kanak dari keluarga susah diperkukuh

"Hari ini kami akan mengukuhkan juga perhubungan antara Uplift dengan M®Bandar yang sudah pun ada di tiga kawasan perintis ini. "Kami berharap dapat membawa sumber sukarela dalam M³ untuk menjangkau ke keluarga berpendapatan rendah dalam Uplift supaya kami dapat menyokong mereka

dapat menyokong mereka dengan lebih baik."

– Dr Mohamad Maliki Osman, Menteri di Pejabat Perdana Menteri yang juga Menteri Kedua Pendidikan merangkap Ehwal Luar.



resilience within families: Halimah



Mendaki plays important role in building

SINGAPORE - Building resilience within families and making sure that the Malay/Muslim community is able to seize available job opportunities is an ongo process which self-help group Yayasan Mendaki has been doing through its programmes amid the Covid-19 pandemic, President Halimah Yacob said on Saturday (Nov 21).

Often, the biggest challenge comes from job matching, she noted

Madam Halimah on Saturday toured the centre and interacted with families in two different programmes that were being conducted - the KelasMateMatika@CC and Family Excellence Circle. Some of Mendaki's programmes include online job fairs and the Cari Kerja job app that help match people to the available jobs, the President said.

 $^{\circ}l$ do encourage the community to make use of these apps, to go online to take advantage of these opportunities, $^{\circ}$ she said at a doorstop with media. The Mendaki programmes are a showcase of how the group has been working to uplift the Malay/Muslim community, she added.

BELL

NGSI RANCANGAN: Dalam segmen "Apa Kata..."7 dalam "The BM Show" esok, Encik Zaqy *(gambar)* akan mengetengahkan rancangan lima un bagi Mendaki, usaha yang sedang dilakukan M² dalam membantu masyarakat Melayu merebut peluang pekerjaan dan latihan, kempen kan limu, dan kisah zaman persekalhannu... – Erob BH oleh KLIA CHEF SIONG

Pandemik tingkat keperluan pekerja timba ilmu: Zaqy

Mendaki gave out \$43m last year in tertiary fee subsidies

Hariz Baharudin

More than 10,600 beneficiaries of Yayasan Mendaki's tertiary tuition fee subsidies (TTFS) were given \$43 million to pursue further studies last year an all-time high.

The self-help group had spent \$42 million under this scheme to support 10,000 beneficiaries in 2018.

The scheme subsidiese fees for eligible Malay studies to the studies of the scheme subsidiese fees for eligible Malay studies.

dents pursuing their first diploma or degree at local government tertiary institutions.

government tertiary institutions.

Mendaki released its 2019 report yesterday, showing that it disbursed \$3.7 million in study loans and spent \$32.3 million on community outreach. In total, it supported more than 91,000 beneficiaries.

Minister-in-charge of Muslim Affairs and Mendaki chairman Masagos Zulkifil said in a virtual press conference yesterday that the group recorded a surplus of \$12.6 million last year.

However, it had to di nit to its reserves for the first.

However, it had to dip into its reserves for the first time this year to spend \$1.9 million, mainly on lap-tops for students during the circuit breaker period and to help Institute of Technical Education students

and to help Institute of Technical Education students whose family income was affected by Covid-19.

Mr Masagos, who is also Minister for Social and Family Development, said even more TTFS funds would be distributed this year, as applications have reopened and now include those whose family income might have been affected owing to Covid-19.

"We have not seen a surge yet. There are already new applications, but we foresee that more TTFS will be disbursed next year too, and we are budgeting for this," said Mr Masagos.

The minister added that Mendaki will maintain its focus and continue to encourage children in the

The minister added that Mendaki will maintain its focus and continue to encourage children in the community to attend early childhood education. Senior Minister of State for Manpower and Defence Zaqy Mohamad, who is the group's deputy chairman, said at the press conference that another priority for Mendaki is supporting community members whose jobs were affected by Covid-19 disruptions.

Mendaki has launched a dedicated hotline for job colors and its working with them via an area called.

Mendaki has launched a dedicated hottine for job seekers and is working with them via an app called CariKerja. It will continue to share information on available jobs with the community, said Mr Zaqy. It is also working with government agencies to link job seekers – including fresh graduates – with companies looking to fill vacancies, as well as with training opportunities that could help them reskill to eventually gain employment.

harizbah@sph.com.sg

Mendaki perkenal 3 dermasiswa, satu tumpu pada industri maritim



BeritaHaria<mark>BH</mark>

Mendaki anjur seminar keibubapaan dalam talian pertama; bincang HBL untuk PSLE



MENGIMBANGI kerja di rumah (WFH) dan pembelajaran di rumah (HBL) bagi anak-anak memang satu perkara yang amat mencabar bagi ibu bapa dalam tempoh pemutus litar ini.

Pada masa yang sama, ini satu peluang untuk meningkatkan pengalaman pendidikan anak dan memperat ikatan dengan keluarga, kata Setiausaha Parlimen Kanan (Pembangunan Sosial dan Keluarga merangkap Pendidikan), Profesor Madya Muhammad Faishal Ibrahim.

Masagos berdialog dengan mentor M³



BeritaHarian

Skim Tuisyen Mendaki ikuti sistem pengumpulan matapelajaran



Mendaki catat rekod agih \$43 juta subsidi yüran tuisyen tahun lalu

Masagos: Lebih ramai pelajar dijangka mohon TTFS sedang pandemik Covid-19 terus menjejas ekonomi

"Kami belum menyaksikan menyaksikan kenaikan mendadak tetapi kami telah pun

menerima permohonan baru. Namun kami menjangkakan jumlah TTFS lebih tinggi akan diagihkan tahun depan dan kami akan

- Menteri Pembar Sosial dan Keluar

sama ada untuk subsidi lebih tinggi atau sebelum ini mereka tidak layak tetapi kini layak untuk memanfaatkannya."

Bangun suasana pembelajaran sesuai di rumah

pengambilan air kosong dan kurangkan mi-gula atau bergas untuk mengelakkan

mendapati mereka tidak lagi dapat keluar dari rumah sekeran yang mereka

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Frends Pegeurai Fendidhan Ehsekutif, Yayasas anda bolah cadungkan untuk seMendaki.

TIP-TIP PEMBELAJARAN DARI RUMAH (HBL)













