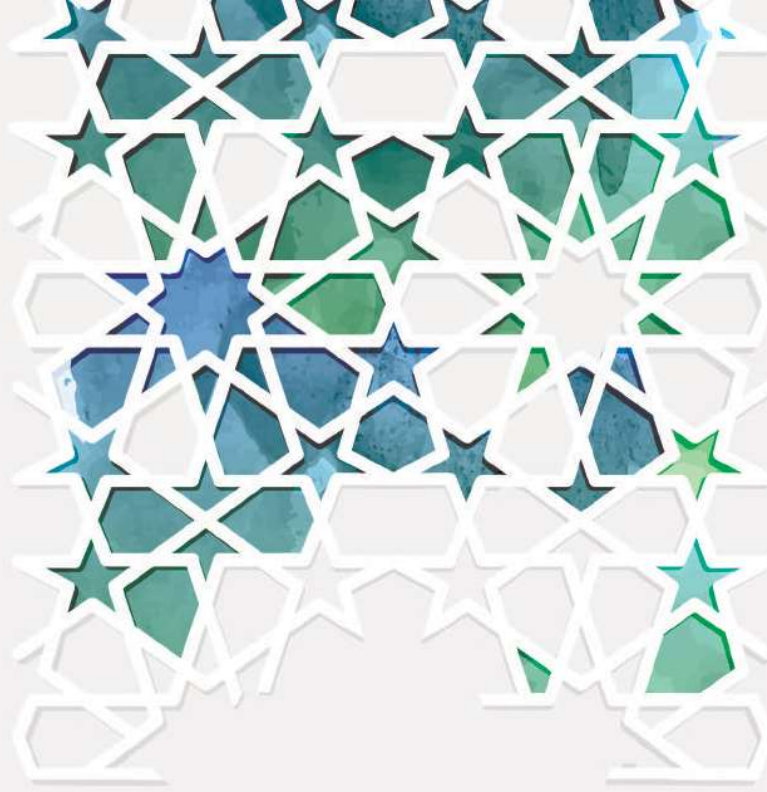


Darul Ihsan Orphanage

Annual Report 2022/2023



VISION

A home of distinction that provides quality care.

MISSION

To create a nurturing environment that builds character and promotes Excellence.

VALUES

Integrity, Care, Respect & Resilience (IC2R).

DIO

Charity Registration Date:

13th September 2013

IPC Status:

Valid from 8th April 2022 to 7th April 2023

Unique Entity Number (UEN): T07CC3022A

Registered Address:

5 Mattar Road, Singapore 387713

Auditor:

Rohan . Mah & Partners LLP

Bankers:

- Malayan Banking Berhad
- RHB Bank Berhad
- United Overseas Bank

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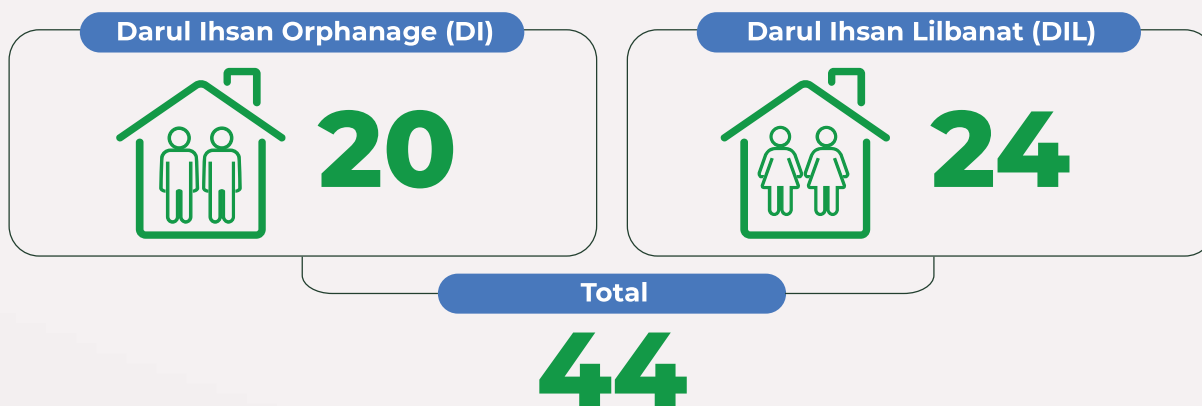
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About Us

Darul Ihsan Orphanages (DIO), an IPC-registered nonprofit organisation, was established by the Muslimin Trust Fund Association in 1962. DIO serves as a Home for Children and Young Persons (CYP), providing for the maintenance of orphans of Muslim parents and other unprotected and indigent Muslim CYPs referred by Child Protective Service of Ministry of Social and Family Development (MSF). More than just a safe full-time shelter for CYPs, DIO renders holistic support to their education, character-building, health and general well-being. This is done through a myriad of structured programmes and case interventions; we facilitate the socioemotional development of CYPs towards reintegration into society.

Two orphanages, namely Darul Ihsan Orphanage (DI) Boys' Home located at 5 Mattar Road Singapore 387713 and Darul Ihsan Lilbanat (DIL) Girls' Home at 23 Wan Tho Avenue Singapore 347552. Both orphanages are managed by a Management Committee (DIMC), with an Executive Committee (DI ExCo) looking into operational matters.

Total Number of Residents as of 31st March 2023



Between April 2022 to March 2023, 5 boys were admitted, and 3 boys were discharged at Darul Ihsan Orphanage (DI) Boys' Home while 5 girls were admitted and 4 girls discharged at Darul Ihsan Lilbanat (DIL) Girls' Home.

| SCHOOL/INSTITUTION | DI | DIL |
|--------------------|-----------|-----------|
| Primary | 4 | 5 |
| Secondary | 8 | 17 |
| ITE | 8 | 2 |
| Total | 20 | 24 |



Leadership

Governing Boards

Darul Ihsan Orphanage is governed by a Management Committee (DIMC), which is the governing body responsible for overseeing and managing the charity. The DIMC appointed Dr Abdul Qader Al-aidaroos as Chief Executive (CE) of Darul Ihsan Orphanages on 02 September 2019. Dr Al-aidaroos actively served as CE during the period in review, i.e., from 01 April 2022 through 31 March 2023.

Mr. Wasim Abdul Majeed
Chairman

Mr. Abdul Rahman Bin Mohd Hanipah
Vice-Chairman

Mr. Syed Jaafar Bin Syed Alwi Madihi
Secretary

Mr. Mohamed Fazluddin Bin Mohd Hanipah
Treasurer

Ms. M Jarina Begum
Member

Mr. Mohammad Faizal Bin Fadzillah
Member

Mr. Mohammad Zakaria Paracha
Member

Mr. Darren Mak
Member

Executive Management Team *(As of 31 March 2023)*

Chief Executive

Dr Abdul Qader Omer Al-Aidarooos

Darul Ihsan Orphanage (Boys)

Mr. Mohamed Aqram Bin Mohamed Mydin
Home Manager

Mr. Muhammad Dhuha Bin Hassan
Deputy Home Manager

Darul Ihsan Lilbanat (Girls)

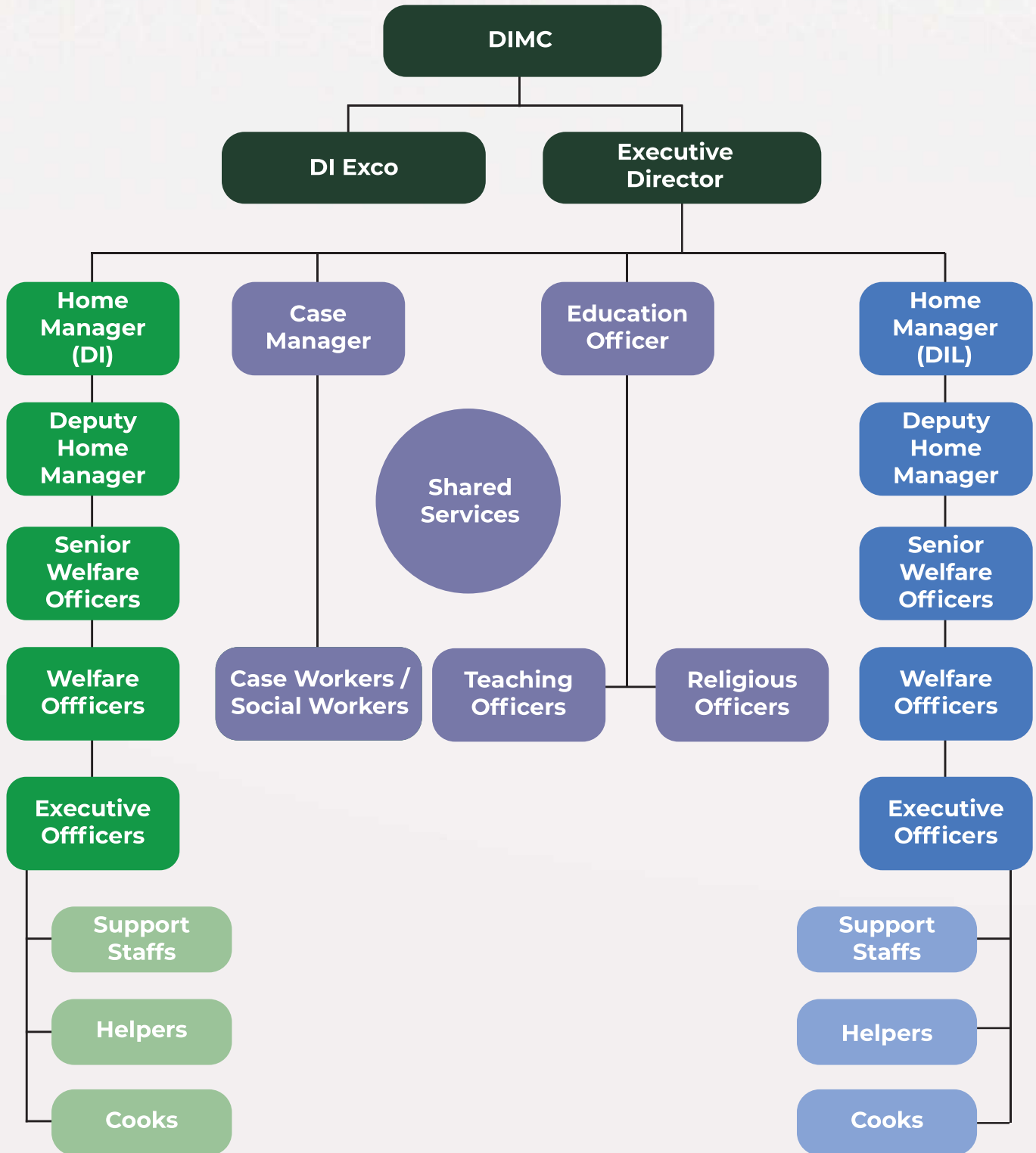
Ms. Yasmin Banu Mohamed Hanifa
Home Manager

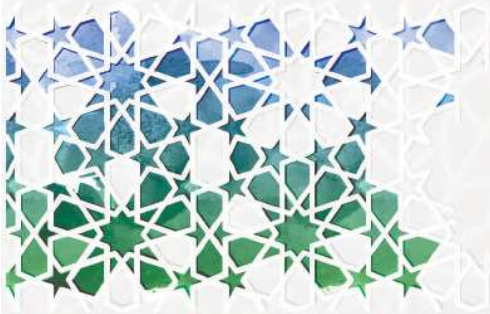
Darul Ihsan Orphanages (Boys & Girls)

Ms. Nur Izzah Binte Amiruddin
Education Officer

Mr. Ahmad Taufiq Muhammad
Case Manager

Organizational Structure





Staff Management

Home Guardian Model

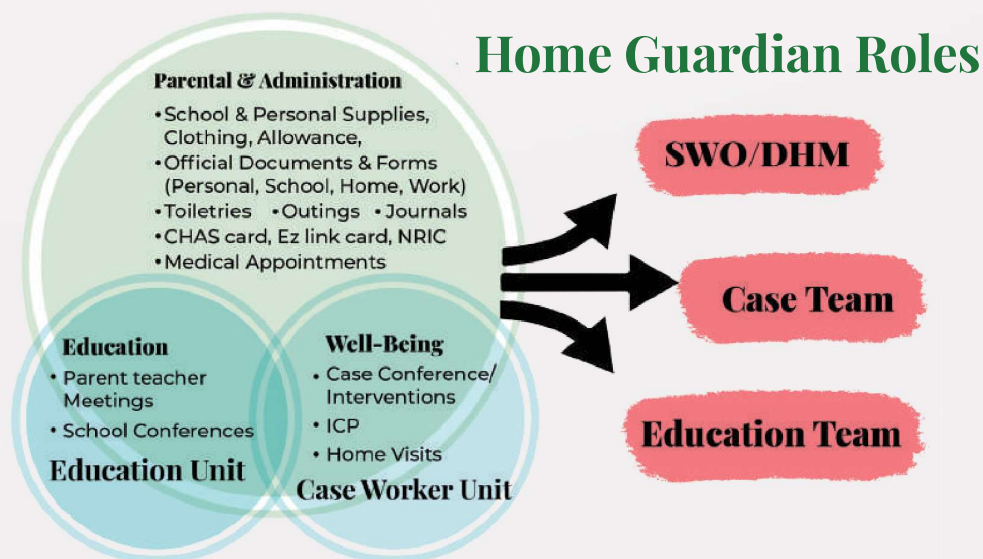
We are pleased to highlight our recent implementation of the Home Guardian (HG) model. This new work structure was introduced earlier in November 2022 based on the valuable feedback received from the Home Team. Under this model, each HG is assigned primary responsibility for up to 3 residents, overseeing all aspects.

The implementation of the HG Model has yielded positive results. Our officers are now more focused on achieving the best outcomes for each resident under their care. A special bond has been established between the officers and residents, fostering a homely environment where residents actively seek the support of their dedicated Home guardians when in need. Furthermore, this model allows other departments to concentrate on their respective areas of expertise.

Restructuring of Operational Teams

We have refined the staffing model across our homes. Each home will operate with four teams in our 24-hour operations, consisting of three personnel in each team. This intentional configuration includes a nominated Team Leader for every shift. The Team Leader role is fulfilled by experienced senior welfare officers or welfare officers who demonstrate exceptional potential for growth within our organization.

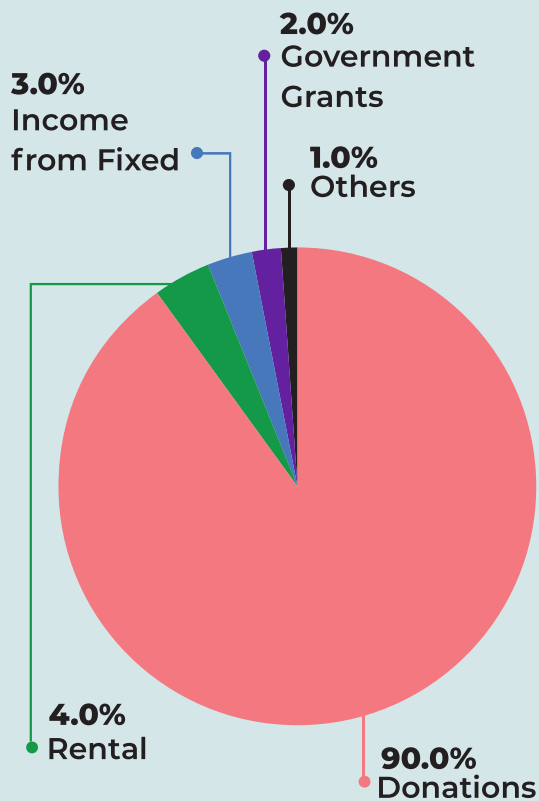
The introduction of team-based structures allows for enhanced collaboration, streamlined communication, and more efficient utilization of resources. By assigning team leaders, we promote stronger leadership within our teams, fostering an environment of guidance, mentorship, and continuous improvement. This empowers our Welfare Officers to develop their leadership skills while benefiting from the collective expertise of their peers.



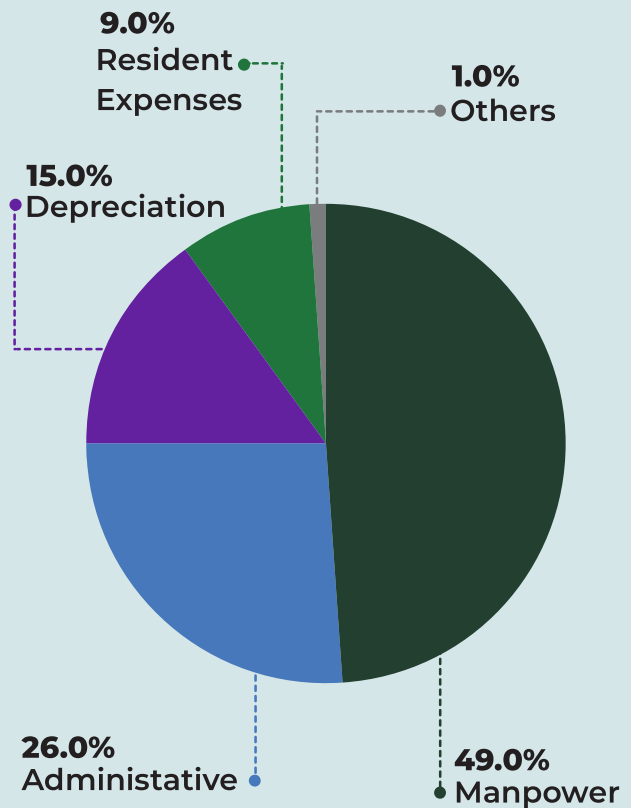
Highlights For The Year

SUMMARY OF FINANCIAL PERFORMANCE

TOTAL INCOME
\$4,886,779



TOTAL EXPENDITURE
\$4,570,799



MAJOR FINANCIAL TRANSACTIONS

Renovation Works for both Homes

\$154,390.60



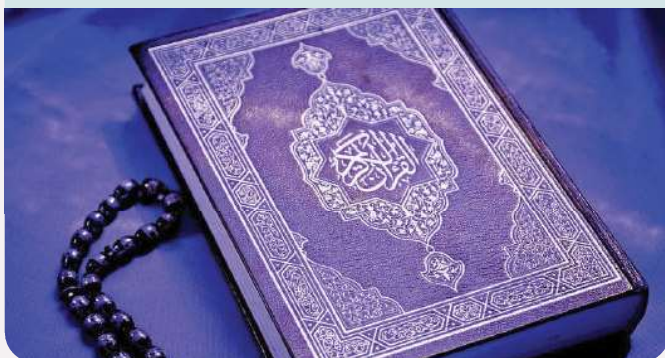
Programmes & Activities

SPIRITUAL - THERAPEUTIC - ACADEMIC - RECREATIONAL (STAR)

Spiritual Programmes

Our spiritual programs are designed to teach our residents the beliefs and practices of Islam in an engaging way. This is facilitated using experiential learning and IT tools like Kahoot.

On weekdays, the Quran Literacy program, or Tadarus, is offered daily. The Religious Officer provides guidance to the residents, and the progress of each resident is carefully monitored to ensure that the residents continue to become more proficient readers.



Through enjoyable events, residents are taught about and celebrate important Islamic holidays. Engaging in activities related to Islamic history and teachings help residents become more interested in the lessons being taught.



We were privileged to be joined by our DIO and MTF family in celebrating important occasions like Maulidurrasul and Iftar during Ramadan. Our religious officer led us in the prayers, making it a blessed and memorable occasion.



Through our interactions with their peers from Madrasah Alsagoff and educational excursions to mosques in Singapore, our residents continue to be exposed to the many admirable aspects of Islam.



Therapeutic Programmes

Life Skills Programmes

We believe that it is critical for our residents' personal development and growth to equip them with fundamental life skills. When they leave our care, these abilities will assist in preparing them to live independently. Personal hygiene, fundamental cooking and financial literacy are just a few of the topics covered in our life skills program. Our life skills lessons are conducted by staff from our Case unit, Education unit as well as our partners from external organisations.

Our basic cooking class aims to equip our residents with the skills necessary to prepare healthy meals on a budget. Additionally, the residents are instructed in useful skills like proper knife handling, cooking methods, and significant kitchen safety procedures.

Our personal hygiene classes aim to instil lifelong healthy hygiene practices in our residents while introducing them to personal hygiene routines that will help protect their immune systems. Using IT tools like Kahoot, the lessons are designed to be interactive to keep our residents interested.

Our residents went to the theatre to see the interactive play "Fat Kids Are Harder To Kidnap," in August 2022 which explores a range of social issues.



A number of our residents continued to participate in the program since Jan 2021 (Structured programme) which taps on experiential learning using equine therapy aimed to improve their social and emotional abilities.

Academic programmes

Primary School Residents (2022)

- 100% passes for English and Malay Languages our Primary school residents.
- 50% showed improvement in Mathematics
- 38% showed improvement in Science

Secondary 1 to 3 School Residents (2022)

- 100% of our boys and 66% of our girls showed improvement in 2 or more subjects by the end of year examination
- 71% of our residents showed improvement in English Language
- 59 % of our residents showed improvement in Mathematics
- 53 % of our residents showed improvement in Science
- 59 % of our residents showed improvement in Malay Language
- All residents moved up to the next level in 2023

N levels Examination

| No. of subjects improved | No. of residents |
|--------------------------|------------------|
| 6 | 2 |
| 5 | 1 |
| 4 | 4 |
| 3 | - |
| 2 | 3 |
| 1 | - |

| No. of subjects improved | No. of residents |
|--------------------------|------------------|
| 6 | 2 |
| 5 | 4 |
| 4 | 7 |
| 3 | 5 |
| 2 | 9 |
| 1 | 3 |

Awards have been received in the following categories:

| Education Level | Awards |
|-----------------|---|
| 4NA | Best in Malay Language Top in Cohort in Malay Language (N Level Examination) |
| 4T | Top in Cohort (N Level Examination) |
| 4T | Good progress Award Most Improved Student (N Level Examination) |
| 2NA | Good progress Award (ALP) |
| 2T | Most Improved Student Award |
| 1T | Most Improved Student Award |
| P4 | Top in Malay Language 2022 |

The residents are given a standard duration each day to complete their homework, revision, or other assignments. This provides them with a routine that balances their learning, downtime, and playtime.



The Teaching Officers, one in each Home, provide residents with guidance and instruction based on their individual learning needs. Teaching officers guide students one-on-one or in small groups. They liaise closely with school teachers to ensure that they are up to date on the topics that the residents are currently learning. Our teaching officers will guide our residents individually or in small groups to ensure quality learning can take place. They communicate frequently with teachers to ensure they are knowledgeable about the subjects that the residents are currently studying in school.



Our residents are now reading during their free time, and their teachers have given us encouraging feedback that they are reading more and different types of books at school.



The goal of the reading program was to ignite in our residents a love of reading. We began by having our residents browse through our current collection of books to gauge their interest before moving on to look up titles and genres of books that they might be interested in. They visit the nearby Geylang East Public Library as part of our book engagement so they can access a wider selection of books.



Recreational Programmes

The OBS Sailing event aimed to provide our senior residents with a novel experience and foster a sense of resilience. While enduring the sea's harsh elements, they came to appreciate the marine environment. Both homes' residents were expected to work closely with the crews that helped them hone their sailing abilities. Our team also did us proud by coming in third in the regatta competition.



The Fajr Movement (Weekend mornings) took advantage of the early morning blessing with morning exercises and a football game with our boys.



A cooperative community beach cleaning event organized by Geylang NPC served as a Community Service project in November 2022 brought the officers and residents together to clean up the stunning East Coast beach. The purpose of the event was to promote positive interactions between the two groups as well as a sense of community involvement and environmental awareness.



Dairy Farm
September 2022



We collaborated with Football Plus in October 2022 to get our residents involved in the game. The training they arranged for our residents also aided in the development of their morals, personalities, and sportsmanship both on and off the field. The residents were also excited to put their newly acquired skills to the test in a variety of friendly competitions.



Food and Heritage Trail at Geylang Serai - June 2022



SportCares
Multi Sport Program August 2022
September 2022



Standard Chartered Marathon
December 2022



Giving Back to the Community

MTFA Flag Day
September 2022

Residents offered their services as volunteers to help carry donation tins in different parts of Singapore. It offers the chance to interact with local residents, raising awareness of the organization's cause and encouraging others to donate.



Educational Programmes

4PM Bahas Competition

November 2022

Residents were invited to 4PM Bahas competition to watch live debates first-hand, which took place in the Malay Language.

We have planned learning journeys to various institutions, galleries, and locations as part of our experiential learning program, which connects back to their academic studies. This is to engage the residents in the various subjects and help them understand the context of what they have learned or are learning in school. Quizzes, worksheets, and games created by the education team with learning objectives and outcomes aid in our residents' learning.



National Gallery Singapore

December 2022



National Museum of Singapore

Residents were brought to the museum to learn about the basic history of Singapore and how it was living in those days such as the kampung, playing traditional games and transitioning to our HDB. They also learned how to recite doa for activity and before leaving Darul Ihsan.



External Events

Reward Outings

November 2022 onwards



Invitational Event at Positano

September 2022



The Year Ahead



Volunteer Management

As we envision the future, we are dedicated to creating meaningful and fulfilling volunteer opportunities that align with our mission and values. By involving volunteers, we aim to leverage their talents to expand our programmes, initiatives, and services, ultimately making a more significant positive impact on the communities we serve.

Growing our capacity

To cater to a forecasted increase in referrals from MSFs Child in Children Unit, we will be looking at increasing our resident capacity.



Establishment of the Darul Ihsan Food Fund

A cash donation system (the “Darul Ihsan Food Fund”) will be created to allow donors keen on sponsoring meals for residents, to continue doing so through this fund. Officers will subsequently internally purchase preferred, healthier food choices for residents using this fund. This is envisaged to lead to greater resident satisfaction and reduced food wastage.

Additional Facility Upgrades

To enhance the safety and comfort of residents and staff and improve the productivity and efficiency of the Home operations, the Home is planning to maximize both residential and office spaces in our Homes, particularly DI which co-locates with MTFH HQ. DIL will continue to improve certain facilities such as the Recreational Room, Dining Hall, Surau, Computer Room & Library.





Governance

ROLE OF THE GOVERNING BOARD

The Darul Ihsan Management Committee (DIMC) shall be responsible for the power and smooth operation of the Darul Ihsan Orphanages. The DIMC shall also ensure that the accounts are duly audited as soon as possible after the close of the financial year and that a copy of the audited statement of accounts is forwarded to the Commissioner of Charities or the Sector Administrator within six months after the close of the financial year.

The DIMC is responsible for all matters pertaining to the orphanages' administration, supervision and day-to-day operations.

The Chairpersons are appointed by the MTFA Management Council from among the 13 Council members. The DIMC has 8 members – 4 MTFA Council members and 4 Independent Members. The DIMC has the autonomy to decide on operational matters such as admission, discharge, programmes, and volunteer management. It presents monthly reports at MTFA Council meetings and seeks advice from the Council only on policy matters.

TERM LIMIT OF BOARD

The tenure of the DIMC runs for a consecutive 2-year term.

BOARD MEETINGS AND ATTENDANCE

Record of Attendance from 01 April 2022 to 31 March 2023

| No. | Name of Board Member | DATE OF MEETING* | | |
|-----|--|------------------|------------|------------|
| | | 18.08.2022 | 08.11.2022 | 30.03.2023 |
| 1 | Wasim Bin Abdul Majeed | P | P | P |
| 2 | Abdul Rahman Bin Mohd Hanipah | P | P | P |
| 3 | Syed Jaafar Bin Syed Alwi Madihi | P | P | P |
| 4 | Mohamed Fazluddin Bin Mohd Hanipah | P | P | P |
| 5 | Jarina Begum | A | P | P |
| 6 | Mohammad Faizal Bin Fadzillah | P | P | P |
| 7 | Mohammad Zakaria Paracha | P | P | P |
| 8 | Rokiah Banu D/O Mohd Ali Marican <i>(resigned from DIMC w.e.f. 30 March 2022)</i> | A | - | - |
| 9 | Darren Mak <i>(joined DIMC w.e.f. 13 Sep 2022)</i> | - | P | A |

*P - present | A - absent.

Darul Ihsan Management Committee (DIMC) held a total of three (3) meetings from 01 April 2022 to 31 March 2023.

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD MEMBERS

No Board members are remunerated for their Board services in the financial year.

DISCLOSURE OF REMUNERATION OF THREE HIGHEST PAID STAFF

| REMUNERATION BAND | NUMBER OF STAFF |
|--------------------------------|-----------------|
| Between \$100,000 to \$200,000 | NIL |
| Between \$200,00 to \$300,000 | NIL |

None of the above staff serve on the Board of Darul Ihsan Orphanage.

RESERVES POLICY

The charity has a reserve policy for the long-term stability of the operations, and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. As a general rule of thumb, the charity has SGD\$23,874,154 General Fund which is kept as reserves. The reserve level is reviewed bi-annually by the Board to ensure that the resources are adequate to fulfill the charity's continuing obligations

CHARITY'S RESERVES POSITION

| TITLE | Current Year | Previous Year |
|---|--------------|---------------|
| General / Unrestricted Funds (Reserves) | \$23,558,174 | \$23,558,174 |
| Restricted / Endowment Funds | NIL | NIL |
| Annual Operating Expenditure | \$4,570,799 | \$4,337,628 |
| Ratio of Reserves | 5.2 | 5.4 |

For more information on the charity's reserves policy, please refer to Note 17 (page 34) of the Darul Ihsan Orphanage's Financial Statements.

CONFLICT OF INTEREST DECLARATION

Darul Ihsan Management Committee members are required to complete and sign a declaration form upon being elected as part of the Management Board, as well as whenever a possible conflict of interest may arise. None of the members declared a conflict of interest during the period in review.



Annual Reviews Of Control & Risk Assessment

POLICIES & STANDARD OPERATING PROCEDURES

ICQM has reviewed new and existing policies which have been developed to ensure it conforms to relevant governance and legal frameworks, including cybersecurity, data protection, risk assessment and Key Indicators dashboard at the organisational level.

The Home has been updating the SOPs to meet the current needs of the residents and staff. We have also ensured that our SOPs aligned with the MSF's Standard of Care for the residents.

INTERNAL AUDIT

Darul Ihsan Orphanage

Home inspection for 5 Mattar Road and 23 Wan Tho Avenue on risk assessment and analysis to ensure compliance with MSF's latest regulations.

MSF Licensing

DIL has completed its bi-annual licensing audit with MSF and achieved an 89.6% result and issued an 18-month licensing result valid from **23 February 2023 to 22 August 2024**. Some non-compliances were found in the Home and remedial measures have been implemented for the Home to send monthly updates of Training (Staffs) & Intervention (Residents) for the next 6 months till 30th September 2023.

Conflicts of Interest Declaration

To manage and avoid any conflicts of interest, all Darul Ihsan Members are required to complete and sign a declaration form upon being elected as part of the Management Board. The Darul Ihsan Members also submit declarations before the Annual Financial Audit.

Whistle-blowing policy

Our charity has a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

FINANCIAL AUDIT

MTFA has engaged an external auditor Rohan Mah & Partners, for our annual financial audit. Refer to Annual Financial Statement Section.

Fund Raising Plans for the Next Financial Year

- Mosque collection
- Online fund-raising campaigns

Expenditure Plans for the Next Financial Year

- Minor Upgrades of the Physical Infrastructure of both Homes (Boys and Girls)
- Administrative Expenses
- Staff Costs / Benefits
- Residents' Expenses (Tuition, Books, School Fees, Uniforms, Groceries and Foodstuff)

CONCLUSION

To its best ability, the committee has ensured that the organisation has adhered to all the major rules and regulations according to the law. The committee has also made several recommendations to resolve any gaps and risks which have been identified. The committee will continue to conduct meetings to maintain the organisational standards that are in place.