



ANNUAL REPORT

2025/2026

PERSATUAN PERSURATAN PEMUDA PEMUDI MELAYU (4PM)
MALAY YOUTH LITERARY ASSOCIATION



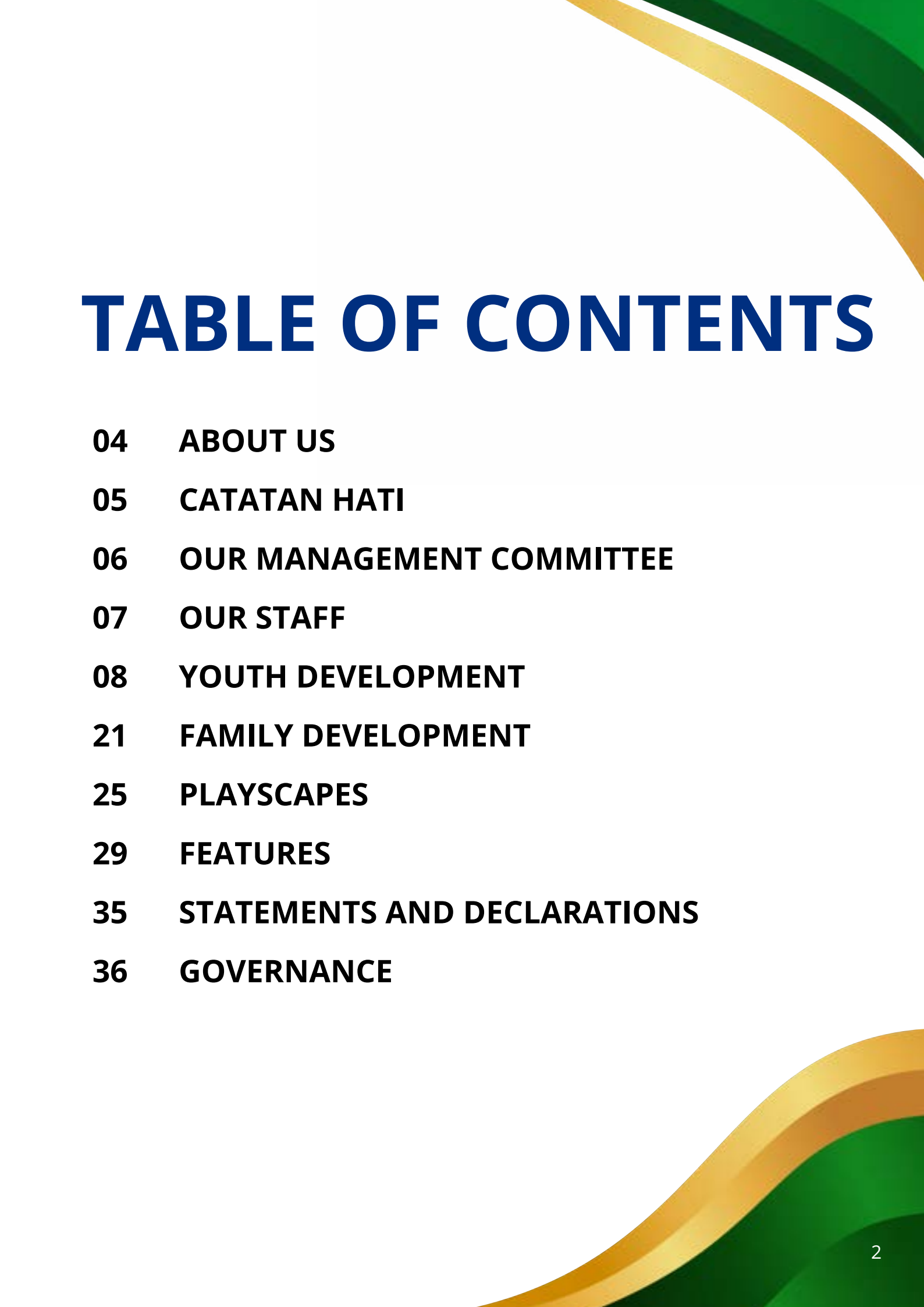


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ABOUT US

Persatuan Persuratan Pemuda Pemudi Melayu (4PM), also known as the Malay Youth Literary Association, was established in 1948. We are a non-profit organisation with Institution of a Public Character (IPC) status.

4PM operates in accordance with its Constitution, which is registered with the Registry of Societies.

Our Mission

Maximising human potential for the future of the community

Our Motto

Unite and Serve

Institution of Public Character Status

1 December 2025 - 30 April 2028

Unique Entity Number

S48SS0014A

(Registered under Societies Act 1966 and Charities Act 1994, Singapore)



The Emblem of the Association consist of a Torch, a Book and a Pen encircled by Padi Stalk with the following interpretation:-

TORCH - Trail Blazer

BOOK - Knowledge

PEN - Literary Activities

PADI STALK - Unity

Auditor

Kreston Helmi Talib PAC
133 Cecil Street #15-02
Singapore 069535

Banks

Maybank Singapore Ltd.
DBS Bank Ltd.

Registered Address

Blk 606 Bedok Reservoir Road
01-716 Singapore 470606

4PM does not have designated bankers, lawyers, or investment advisers. To date, 4PM has only explored investments in fixed deposits.

Catatan Hati

Anak camar terbang berdua,
Hinggap sebentar di pohon sena;
Jika keluarga ditimpa sengketa,
Hati sendiri turut merana.

Kata orang,
Biduk lalu, kiambang bertaut;
namun sekali dilambung gelora,
layar berkibar, haluan berbeza.

Dahulu tawa, senda dan jenaka,
erat seia, sekata bicara;
Kini berjauh membawa rasa,
meninggalkan hati yang pedih terluka.

Sejernih niat, sebaik pekerti,
seteguh amanah dijunjung mulia;
Namun tetap ada yang mencela,
mencari dalih untuk menjatuhkan kita.

Emas tetap emas,
meski tercampak ke dalam lumpur;
Mutiara tetap mutiara,
meski dipandang sebelah mata.

Kaca retak jelas terlihat,
retak di hati tiada bersuara;
Biarlah luka menjadi hikmat,
agar kasih kembali menyulam jiwa.

Biarlah waktu menjadi saksi,
kerana akhirnya,
setelah lidah bertikam lidah,
setelah segala tutur dan bicara,
yang tinggal bukan siapa menang atau kalah;
bukan siapa benar atau siapa salah;
tetapi apakah yang kita tinggalkan
setelah kita tiada.



Nassar Mohamad Zain
President, 4PM

OUR MANAGEMENT COMMITTEE

Name	Appointment
Mr. Nassar Mohamad Zain	President
Mr. Muhd Saufi Abdul Rashid	Deputy President
Mr. Muhamad Shahril Samri	Honorary General Secretary
Ms. Afza Fahmidah Amir	Honorary Treasurer
Mr. Kamal Ashraf Kamil Jumat	Vice-President
Ms. Nur Hafizah Ismail	Vice-President
Ms. Shafikah Bajrai	Assistant Honorary General Secretary
Ms. Nurul Ain Shahrin	Assistant Treasurer
Mr. Mohd Hasni Mohd Hashim	Committee Member
Ms. Fadillah Md Razali	Committee Member
Ms. Nur Hammadah Sulaiman	Committee Member

OUR STAFF

Name	Designation
Mr. Didicazli Ismail	Executive Director (Head of Agency) Appointed on 2 October 2023
Ms. Serina Pari	Head of Finance
Mr. Muhammad Zulazmie Ahmad Salleh	Head of Capability Development
Ms. Nur Atiqah Munirah Sulaiman	Programme Manager
Mr. Mohamad Saddiqi Mohamad Sa'id	Volunteer Manager
Mr. Muammar Saddam Marzuki	Assistant Manager - Finance
Mr. Muhd Nazmi Thon Nasir	Social Worker
Mr. Zaim Al -Muqsith Mohd Kambali	Social Worker
Ms. Nur Insyirah Mohamad Nasir	Social Worker
Ms. Nurul Kamaliah Mohamad Kamal	Social Work Associate
Mr. Zulkarnaen Mohamed	Executive Officer
Mr. Badrul Hisyam Azman	Executive Officer
Ms. Supertini Aziz	Facilities Assistant

Name	Designation
Ms. Masturah Abdullah	Centre Principal
Ms. Nurul Khairiyah Mohamed Ismail	Teacher
Ms. Nurul Nasirah Mohamad Farek	Teacher
Ms. Noorlela Gulam Hussein	Teacher
Ms. Nur Khairani Hawazi	Teacher
Ms. Sumerah Mustam	Assistant Teacher
Ms. Shazwani Samat	Assistant Teacher
Ms. Zainab Ahmad Nizam	Assistant Teacher
Ms. Sarinah Abdul Samad	Centre Support Staff

YOUTH DEVELOPMENT

Total Youths Engaged: **3,056**



YOUTH DEVELOPMENT



Youth Development

FRENZ MENTORING

FRENZ is a mentoring programme guided by the Positive Youth Development (PYD) framework. FRENZ provides students with opportunities and experiences that help them to optimise their strengths, develop positive self-identity, increase self-regulation and resilience, gain skills to improve their capabilities, remain in school and complete their course of study.

FRENZ students develop positive mentoring relationships, strengthen their Positive Youth Development Competencies and increase engagement in school.



The targeted programme participants are Year 1 National Institute of Technical Education Certificate (Nitec) students of all ethnicities from ITE College East, College West and College Central.

Students from six classes were referred to the programme for FY 2025/2026. The programme engaged students in various activities, including outreach sessions, interest-based workshops, group mentoring and a 2D1N camp.

Through our programme evaluation, students reported building strong and healthy relationships with their mentors. They also showed positive progress in their school attendance and engagement.

222 Students referred to FRENZ

18 Students awarded the "Best Progress Award"

60 Total Programmes Completed

45 Mentors served and supported the programme

95.5% Students remained in school

97%

Students reported positive mentoring relationship with our mentors

86%

Students developed positive youth development competencies

79%

Students reported increase in school attendance and engagement



“

Confidence

Through FRENZ, I gained the confidence to step up and take on new challenges!

- Luna, ITE CE

“

Connection

The FRENZ programme helped me to be open-minded and respectful of others

- Iman Anaqi, ITE CE

“

Character

FRENZ taught me that change starts when I believe in myself.

- Dillon, ITE CW

“

Competence

The programme helped me develop better communication and interpersonal skills.

- Droje, ITE CC

“

Caring

Seeing my mentor support me when I was stressed inspired me to support others whenever I can.

- Zhi Wei, ITE CE

“

Contribution

We believe every mentee has potential. Through mentoring, we help them discover their strengths and make a difference.

- 4PM Mentors



Youth Development

X-PERIENCE @ ITE

X-Perience@4PM is an interest-based youth engagement programme designed to support the mental well-being and development of ITE students through purposeful activities. Facilitated by social workers and programme executives, the programme incorporates a variety of activities such as sports, arts, workshops and other interest-driven experiences that encourages positive peer interactions, strengthen social connections and foster a sense of belonging.



FC25 E-SPORTS TOURNAMENT

The FC25 E-sports Tournament provided students with a platform to engage in healthy competition while fostering teamwork, sportsmanship and strategic thinking. Participants developed communication skills, collaborated with peers and built meaningful social connections.

A key highlight was the appearance of national football player Adam Swandi as the special guest, who inspired participants and advised on the values of dedication and perseverance.

PAWSITIVE (CAT CAFE)

Pawsitive provided participants with the opportunity to discover new ways to manage their daily stressors. Set within the soothing, therapeutic environment of a Cat Cafe, the session naturally helped participants practice emotional grounding.



LUGE & SKYRIDE

Luge and Skyride provided participants with an engaging opportunity to challenge themselves through a series of experiential and recreational activities set against a scenic outdoor environment. The programme encourage students to step out of their comfort zones, build confidence and develop resilience while embracing new experiences.

ESCAPE ROOM

The Escape Room activity was an interactive game engagement that pushed participants to think strategically while overcoming challenges as a team. Through the activity, participants were able to explore their strengths while refining their communication skills with their peers.



PRAWNING

Prawning was an activity that encouraged participants to come together outside of school hours and engage in positive conversation with social workers, programme officers and peers, strengthening relations.

Youth Development

X-PERIENCE @ ITE



SUPER PARK

Students participated in a SuperPark session designed to promote active lifestyles, teamwork, and resilience through fun and engaging physical activities. The experience also provided opportunities for students to strengthen friendships, build confidence, and foster a greater sense of belonging in a positive and supportive environment.

SPOTLIGHT ON THE BLIND

Spotlight on the Blind, an experiential learning session that provided insights into the lived experiences of persons with visual impairments. Through interactive activities and guided reflection, students developed greater empathy, appreciation for inclusivity, and a deeper understanding of the importance of supporting and respecting individuals from diverse backgrounds.



BBQ PARTY

Students across 3 colleges came together for a BBQ gathering at East Coast Park to strengthen and build new friendships and foster a greater sense of community. Through shared meals, games, and meaningful interactions, the session encouraged teamwork, communication, and positive social connections in a relaxed and enjoyable outdoor setting.

GARDENS BY THE BAY

The outing encouraged students to appreciate nature, unwind from academic demands, and engage in positive interactions with peers and youth workers in a relaxed and enriching environment. Through shared experiences and guided conversations, students developed a greater sense of belonging, well-being, and community.



MENTAL HEALTH DAY: BEAD MAKING

This session provided a creative and calming environment where students could express themselves, practise mindfulness, and take a break from academic demands. Through the activity and guided interactions with peers and youth workers, students strengthened social connections, reflected on their personal well-being, and developed a greater appreciation for the importance of self-care and mental wellness.



Youth Development PROJECT BESTARI

The Bestari Award

The 4PM Bestari Award is a prestigious annual award honouring the top 45 students from the Institute of Technical Education (ITE) across all three ITE Colleges for their academic and community service excellence. From this group, one student is accorded the Bestari Outstanding Student Award – the highest 4PM recognition for ITE students, exemplifying determination, resilience, and all-rounded excellence.

More than just an award – Bestarians are nurtured through progressive youth development and mentoring programmes, equipping them to give back to society.

Project Bestari

Prior to the Bestari Award Ceremony, students and graduates from the ITE colleges, are engaged in various programmes focusing on developing their potential and nurturing their leadership qualities. Students took part in a dynamic range of activities namely induction, team building, workshops, and leadership development, organised by the Bestari Committee.

Many alumni of the Bestari programme continue to serve the community through supporting 4PM's family and youth development programmes, exemplifying that the Bestari Award is not just recognition of academic success, but also builds future-ready youth leaders who uplift the community.



Youth Development

BESTARI

MENTORING

Bestari Mentoring

Top 5 Bestari award recipients from the previous year embarked on a mentoring journey with professional mentors recommended by the National Youth Council (NYC).

A pilot mentoring programme aimed to empower and mentor high-achieving ITE students, structured mentorship, guidance and opportunities were provided to them to further excel academically, build confidence, develop leadership qualities and prepare for their next phase of education or career journey.

The student participants benefited from the programme through capability building, confidence building to take on leadership roles within their schools and communities and opportunities that strengthen their networks to support their leadership and personal growth journey.



Top Achievers Mentoring - Mentors & Mentees



Top Achievers Mentoring Session

Youth Development 4PM - ITE AWARD CEREMONY



4PM-ITE Award Ceremony 2025 was held on 28 November 2025 to celebrate the achievements of students from the Institute of Technical Education (ITE), who have demonstrated resilience, commitment and academic excellence.

Graced by Mr Edwin Tong, Minister for Law and Second Minister for Home Affairs, 4PM-ITE Award Ceremony 2025 continued to mark a significant milestone by bringing two of 4PM's key youth development initiatives, Project Bestari and the FRENZ Mentoring programme, into a single celebratory event. The ceremony highlighted the achievements of Bestari award recipients and the remarkable progress of mentees from the FRENZ mentoring programme.

Bestari award recipients from the previous year, who participated in the Bestari Mentoring programme, also celebrated their six-month mentoring journey with their mentors from the National Youth Council.

The event also served as a platform to celebrate the close working partnership with 4PM partners: the Institute of Technical Education (ITE), the National Council of Social Service (NCSS) and the National Youth Council (NYC).



Youth Development

4PM - ITE

AWARD CEREMONY

TOP AWARDEES



Muhamad Rayn Bin Zainudin
Awarded with the prestigious
Anugerah Bestari Gemilang
(Bestari Outstanding Award)
Biasiswa 4PM Gemilang Scholarship 2025



Fazli Bin Zaini
Awarded with the prestigious
Anugerah Bestari Daya Bingkas
(Bestari Resilience Award)

Youth Development

AKADEMI BAHAS

SECONDARY SCHOOLS CATEGORY

Bahas 4PM, a signature programme of national significance, promotes the use of the Malay language while nurturing students' oratorical and public-speaking skills and fostering a healthy exchange of ideas in a friendly yet competitive environment.

20 Secondary Schools took part in Bahas 4PM Secondary Secondary Category 2025.

Anderson Secondary School emerged as Champions. Mr. Syed Shameel Syed Mohammed Daneil Alkaff from Anderson Secondary School won the Best Overall Debater 2025, and Mr. Nafeesah Mohammed Hadi from Madrasah Aljunied Al-Islamiah won the Best Debater for the Final round.



Bahas 4PM 2025 Champions (Secondary School Category)



Youth Development

AKADEMI BAHAS

POST SECONDARY SCHOOLS CATEGORY

10 schools took part in the Bahas 4PM Post Secondary Schools Category 2025 with the finals held at Mediacorp Studio.

Madrasah Aljunied Al-Islamiah emerged as Champions and received the Hawazi Daipi Challenge Trophy. Mr. Ariel Aiman Noorisman from St. Joseph's Institution (SJI) won the Best Debater for the Grand Final round and Best Overall Debater 2025.



Broadcast Viewership

Ratings provided by
Mediacorp Suria

2025

54,000 views

Youth Development

AKADEMI BAHAS

PARTICIPATING SCHOOLS

SECONDARY SCHOOLS (SEKOLAH MENENGAH)

- Madrasah Aljunied Al-Islamiah
- Ahmad Ibrahim Secondary School
- Tampines Secondary School
- Madrasah Alsagoff Al-Arabiah
- Anderson Secondary School
- Bedok View Secondary School
- Commonwealth Secondary School
- Mayflower Secondary School
- Damai Secondary School
- Dunman Secondary School
- Jurong West Secondary School
- Jurongville Secondary School
- Ngee Ann Secondary School
- Cedar Girls' Secondary School
- Swiss Cottage Secondary School
- Tanjong Katong Secondary School
- Woodlands Secondary School
- Yusof Ishak Secondary School

POST SECONDARY SCHOOLS (PASCA MENENGAH)

- Madrasah Al-Maarif Al-Islamiah
- Madrasah Alsagoff Al-Arabiah
- Ngee Ann Polytechnic
- Millennia Institute
- National Junior College
- Singapore Polytechnic
- Madrasah Wak Tanjong Al-Islamiah
- Temasek Polytechnic
- Madrasah Aljunied Al-Islamiah

FAMILY DEVELOPMENT

4PM Family Development Programmes aim to uplift and strengthen families by providing them with the necessary assistance to enhance their overall well-being through social service support and empowerment.

Our beneficiaries from low-income families and the elderly from low-income households received holistic support led by 4PM Social Workers.

Key components of the Family Development Framework:

- Assistance Disbursements
- Social Work Focus Group Engagement
- Family bonding activities
- Support Programmes
- Inter-agency referrals
- Parenting workshop
- Mental well-being initiatives



Parent-Child Workshop for Families with school-going children



Senior Befriending - Health Awareness Workshop

FAMILY DEVELOPMENT

In 2026, 4PM recorded the highest number of beneficiaries for Ramadan Assistance. Among 4PM beneficiaries are low-income families with school-going children and the elderly from low-income households.



2023

**No. of
Beneficiaries:**
300

**Amount
Disbursed:**
\$105,000.00

Ramadan on Wheels Activities which included home makeovers, digital shopping, workshops for caregivers and the elderly, volunteer bonding engagements and family activities.



2024

**No. of
Beneficiaries:**
575

**Amount
Disbursed:**
\$201,250.00

Enhanced Social Support Programme to support more families with school-going children. Family bonding activities, education support programmes, parenting workshop and mental well-being activities.



2025

**No. of
Beneficiaries:**
860

**Amount
Disbursed:**
\$275,000.00

Deepened Impact to support more families and the elderly to meet their evolving needs through social work focus group engagements, learning journeys, parenting workshops and family bonding activities.



2026

**As at 31 Mar 2026*

**No. of
Beneficiaries:**
906

**Amount
Disbursed:**
\$278,800.00

Introduced Jalinan Kasih 4PM to deepen support by expanding the existing assistance model into a structured six-month programme for targeted beneficiaries, comprising focus-group engagement with social workers, tailored workshops and in-depth evaluation of programme impact.



Financial Assistance



**Focus Group Engagement
with 4PM Social Workers**



**Assistance Disbursement
with 4PM Volunteers**



Children Workshop



Parent Workshop



Parent-Child Workshop

FAMILY DEVELOPMENT

Social Work Focus Group Engagements



Workshops & Activities



Learning Journeys & Family Bonding



Families benefited from meaningful engagements, social support programmes, and activities designed to provide holistic assistance and support.

FAMILY DEVELOPMENT

Jalanan Kasih 4PM (Care in Connection)

Jalanan Kasih 4PM was launched on 8 March 2026 to provide timely, targeted and sustained support to selected low-income families with school-going children and/or youths. As at 31 March 2026, 10 families had been selected and enrolled in the structured six-month intervention, which continues into the following financial year. Each family will receive a total of \$4,000 in supplementary financial assistance throughout the six-month intervention period.

The families were selected following a preliminary assessment by 4PM social workers, with priority given to those requiring timely and targeted support. Led by 4PM social workers and programme officers, the intervention combines case engagement, practical assistance, care coordination and developmental programmes tailored to each family's circumstances, needs and aspirations.

Over the six-month programme period, each family will receive monthly social work engagement to assess its needs, monitor progress and review changes in its circumstances. Where appropriate, 4PM will also connect families to relevant agencies and services and coordinate additional support based on their assessed needs.

The families will also participate in monthly developmental programmes covering financial literacy, social-emotional resilience, parenting support and goal-setting aligned with their aspirations. Through this structured approach, Jalanan Kasih 4PM seeks to provide sustained support while strengthening families' capacity to work towards greater stability and well-being.



PLAYSCAPES@4PM

**At PLAYscapes@4PM,
we believe every child deserves an equal start in life.**

As a non-profit childcare centre under the Malay Youth Literary Association (4PM), we provide early childhood education and care for children aged **18 months to 6 years old**. We are committed to creating meaningful learning opportunities that empower children to grow with confidence, compassion, and a lifelong love for learning. Working closely with families and the wider community, we provide a nurturing environment where every child feels valued, respected, and supported throughout their early years.

PLAYscapes Vision

To nurture children to be positive, ambitious, and empathetic citizens of the world.

PLAYscapes Mission

To provide a safe and nurturing environment that maximises each child's potential to be confident life-long learners.



By nurturing children's curiosity and encouraging them to ask questions, investigate ideas, and reflect on their experiences, we cultivate confident learners who are prepared not only for primary school but also for lifelong learning.

OUR CURRICULUM

We adopt a thematic and integrated curriculum approach tailored to the needs and interests of each child. Through play and creative exploration, children build confidence, curiosity, and the desire to seek knowledge. Learning at PLAYscapes@4PM extends beyond the classroom.

- Our curriculum is enriched through:
- Integrated thematic learning experiences
- Play-based inquiry and discovery
- Speech & Drama Programme
- Community partnerships and outreach programmes
- Family engagement initiatives that strengthen the home-school partnership
- Holistic approach based on iTeach principles
- EYDF and NEL Framework

PLAYSCAPES@4PM

Where Learning Comes to Life

Over the past year, PLAYscapes@4PM has continued to strengthen its commitment to providing a holistic and child-centred early childhood experience, grounded in strong relationships, meaningful learning, and community engagement.

Our curriculum remained anchored in the principles of the NEL and EYDF frameworks, with a strong emphasis on play-based and hands-on learning. Children were engaged in meaningful experiences that supported their social-emotional development, language acquisition, and confidence building.



MUSICAL THEATRICAL@PLAYSCAPES WITH MUSEARTS

A key highlight was the continued implementation of Musical Theatrical@PLAYscapes, a CLF-funded programme in collaboration with MuseArts. Through this programme, children across levels participated in speech, drama, and performance-based activities, contributing to noticeable growth in confidence, expression, and participation over time.



PLAYSCAPES@4PM

K2 YEAR END CONCERT & CELEBRATION 2025

Beyond weekly sessions, the centre worked closely with MuseArts to co-plan and design the year-end concert, shaping it into a more intentional and child-centred performance experience. This collaboration allowed for stronger alignment between classroom learning and stage presentation, resulting in a concert that was more celebratory, inclusive, and reflective of each child's journey, in comparison to previous years.



KEEP FIT PROGRAMME WITH KIDDOFIT

In addition, the centre expanded opportunities for children's physical development through the KiddoFit programme, supporting the development of fundamental movement skills, coordination, and overall well-being. Observations indicated improvements in children's confidence, participation, and ability to engage in structured physical activities.



PLAYSCAPES@4PM

COMMUNITY PARTNERSHIP & COLLABORATIONS

PLAYscapes@4PM also strengthened its community partnerships and outreach efforts. Children participated in external learning experiences and events, including collaborative celebrations and field trips, such as engagements with UWC South East Asia. These experiences provided children with broader exposure and opportunities to interact beyond the centre environment.



**Incursion Learning Experience:
Visit from Tampines Firestation & a Medical Professional**



**Excursion:
Community Exploration
All about our Neighbourhood**



**Family Day: Theater Play
The Three Billy Goat Gruff**



**Community Collaboration with United World
College South East Asia (UWCSEA)**



Operationally, the centre continued to ensure compliance with staffing ratios and regulatory requirements, while navigating recruitment challenges through interim staffing solutions. Efforts were also made to build a more sustainable team culture, with clearer systems, expectations, and support structures in place.

FEATURES

4PM IN THE NEWS



Berita Harian, 02 Jun 2025



Berita Mediacorp, 31 May 2025

[illegible]

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FEATURES

4PM IN THE NEWS



Berita Harian, 28 Nov 2025



Berita Mediacorp, 02 Dec 2025

FEATURES

4PM IN THE NEWS



Berita Mediacorp, 08 Mar 2026



Berita Harian, 08 Mar 2026

FEATURES

4PM IN THE NEWS



Berita Harian, 25 Oct 2025



Berita Harian, 28 Dec 2025

FEATURES

4PM IN THE NEWS



Berita Mediacorp, 31 Jul 2025



Berita Harian, 18 Aug 2025

STATEMENTS & DECLARATIONS

Management Committee Terms of Reference

The Terms of Reference for 4PM's Management Committee outline their roles, responsibilities, and expectations, complementing 4PM's Constitution. It serves as best practice guidelines ensuring governance consistency, focusing on strategic planning, policy formulation, financial oversight, and implementation of organisational objectives. The committee directs resource allocation, ensures legal compliance, and fosters transparent stakeholder communication while monitoring performance, assessing risks, and maintaining operational integrity. Collectively, they oversee the organisation to meet its objectives and comply with relevant governing instruments, laws, and regulations.

Disclosure

- 4PM does not provide loans, donations, grants or financial assistance, which are not part of its core charitable programmes.
- Management Committee members do not receive any remuneration for their services rendered to 4PM.
- During the financial year, 4PM had no employees who were close members of the family of the Executive Director or any Management Committee member.
- Two employees received total annual remuneration exceeding \$100,000 during the financial year. The employees' salaries were benchmarked against the NCSS Salary Guidelines for the Social Service Sector.

GOVERNANCE

Aims and Objectives

To provide charity, relief, and social assistance, as well as promote educational and engaging programmes and services to the general community especially youths, volunteers and members through:

- Language and Literary activities
- Art & culture
- Education and general knowledge
- Sports, recreational and vocational activities
- Social and welfare activities

Management Committee Composition

4PM is governed by a Management Committee. The Committee members are elected in accordance with the Constitution.

The Committee consists of:

- The President
- Deputy President
- Three Vice-Presidents
- The Honorary General Secretary
- The Assistant Honorary General Secretary
- The Honorary Treasurer
- The Assistant Honorary Treasurer
- Five Committee Members
- Up to Seven Co-opted Committee Members

Management Committee members who have served more than ten consecutive years and the succession plan

The current Management Committee was appointed on 13 September 2025 for a two-year term ending in 2027. In 2025, 4PM amended its Constitution to establish a maximum term limit of eight consecutive years for the position of President, thereby strengthening succession planning and leadership renewal within the organisation.

The following two Management Committee members have served for more than 10 consecutive years, based on the year in which they were first elected to the Management Committee. Their continued service is essential, as their expertise, institutional knowledge and leadership contribute to the effective administration and operations of the organisation.

Mr Nassar Mohamad Zain was elected President of 4PM in 2021. Although he has served on the Management Committee for more than 10 years, his tenure as President commenced only in 2021 and remains within the eight-year constitutional limit. His leadership and capabilities have been instrumental in 4PM's growth, including the achievement of significant organisational milestones and enhancements to its programmes, services and operations. His continued service provides important leadership continuity as 4PM advances through its current phase of growth and development.

Mr Mohd Hasni Mohd Hashim was first elected to the Management Committee in 2007. His continued service provides institutional knowledge and expertise that support the effective administration of the organisation and the delivery of impactful programmes and services.

Details of their respective periods of service and appointments within the Management Committee are set out below.

Name	1st Year Elected	Length of Service	Committee Position
Nassar Mohamad Zain	2010	16	President, 2021 - Present Vice President, 2017-2021 Committee Member, 2010-2016
Mohd Hasni Mohd Hashim	2007	19	Committee Member, 2025 - Present Vice President, 2023-2025 Committee Member, 2021-2022 Hon. General Sec., 2017-2021 Asst. Hon. Gen. Sec., 2013 -2016 Committee Member, 2007-2013

4PM Management Committee [1 April 2025 to 31 March 2026]

Six members of the Committee shall constitute the quorum.

There are 9 meetings from April 2025 to March 2026.

The Committee's information and attendance are as follows:

No.	Committee Member	Current Appointment	Past Appointment	Occupation	Attendance
1	Nassar Mohamad Zain	President since Sep 2021	Vice President, 2017 - 2021 Committee Member, 2010 - 2016	Project Manager, Far East Management Pte Ltd	9/9
2	Muhammed Saufi Abdul Rashid	Deputy President since 13 Sep 2025	Vice-President, 2021 - 2025 Committee Member, 2018 - 2021	Technician, Medtronic Singapore Operations	6/9
3	Kamal Ashraf Kamil Jumat	Vice-President since 13 Sep 2025	Committee Member, 2022 - 2025	Undergraduate NUS Faculty of Law	9/9
4	Nur Hafizah Ismail	Vice-President since 13 Sep 2025		Educator, Ministry of Education	3/4
5	Muhamad Shahril Samri	Honorary General Secretary since 4 Feb 2026	Committee Member, 2023 - 2026	Pre-school Teacher, PCF Sparkletots	6/9
6	Shafikah Bajrai	Asst. Honorary General Secretary since 4 Feb 2026	Committee Member, 13 Sep 2025 to 3 Feb 2026 Co-opted Committee Member, 2024 -2025	Management Consultant, PwC Singapore	6/9
7	Afza Fahmidah Amir	Honorary Treasurer since Sep 2022	Asst. Honorary Treasurer, until 18 Sep 22 Committee Member, 2019 - 2022	General Education Officer, Ministry of Education (MOE)	9/9
8	Nurul Ain Mohd Shahrin	Asst. Honorary Treasurer since 13 Sep 2025	Committee Member, 2023 - 2025	High Performance Executive, Fencing SG	6/9
9	Mohd Hasni Mohd Hashim	Committee Member since 13 Sep 2025	Vice President, 2023 - 2025 Committee Member, 2021 - 2022 Hon. General Sec., 2017 - 2021 Asst. Hon. Gen. Sec., 2013 - 2016 Committee Member, 2007 - 2013	Property Agent, PropNex Limited	7/9
10	Fadillah Md Razali	Committee Member since 13 Sep 2025		Manager, Community Outreach & Engagement Muhammadiyah Association	4/4
11	Nur Hammadah Sulaiman	Committee Member since 13 Sep 2025	Committee Member, 2021 - 2023	Senior Community Executive, Industrious	3/4

4PM Management Committee

[1 April 2025 to 31 March 2026]

No.	Committee Member	Current Appointment	Past Appointment	Occupation	Attendance
12	Syed Faisal Syed Ismail		Deputy President, 2023 - Sep 2025 Co-opted Member, 2021 - 2023 Vice-President, 2013 - 2021 Asst. Hon. Gen. Sec, 2009 - 2013 Co-opted Member, 2007 - 2009	General Education Officer, Ministry of Education (MOE)	4/5
13	Abu Bakar Sidiq Aslam		Vice President, 2023 - Sep 2025 Hon. Treasurer, 2018 - 2020	Manager, Singapore Land Transport Authority	0/5
14	Nurul Eriyanie Mohamed Nazri		Vice-President, 13 Sep 2025 until 2 Oct 2025 Committee Member, 2021 - 2025	Lecturer, Institute of Technical Education	3/6
15	Nick Iskandar Mohammad Idris		Hon. Gen. Sec., 2023 - Sep 2025 Asst. Hon. Gen. Sec., 2021 - 2023 Asst. Hon. Treasurer, 2017 - 2021 Hon. Treasurer, 2016 - 2017 Committee Member, 2010 - 2016	Principal Architect, Super Assembly	4/5
16	Rahmat Nazri Shokor		Hon. General Sec., Sep 2025 until 5 Feb 2026 Asst. Hon. Treasurer, 2023 - Sep 2025 Hon. Secretary, 2021 - 2023 Committee Member, 2016 - 2018	Operations Manager, Anglo Chinese Junior College	5/8
17	Muhammad Sufi Abd Samat		Committee Member 2021 - Sep 2025	Senior Engineer, Land Transport Authority	3/5
18	Nuruljannah Mansor		Committee Member, 2022 - Sep 2025	Senior Assistant Executive, Public Service Division, Prime Minister's Office	2/5
19	Nazurah Binte Hamid		Co-opted Committee Member, 2024 - Sep 2025	Undergraduate, Singapore Institute of Technology	5/5

DUTY OF THE MANAGEMENT COMMITTEE

The Management Committee is responsible for the running of the Association according to the aims and objectives as stated in the constitution.

Among the duties are:

- Review and approval of financial statements
- Review and approval of programme reports
- Review and approval of programme proposals
- Regularly monitor the progress of the Association's programmes

CODE OF CONDUCT

The Management Committee has approved documented Code of Conduct for Management Committee members, staff and volunteers.

CONFLICT OF INTEREST

There are documented procedures for Management Committee members and employees to declare actual or potential conflict of interest to the Management Committee. Management Committee members are required to make declarations of actual or potential conflict of interest to 4PM. Management Committee members abstain and do not vote or participate in decision-making on matters where they have a conflict of interest.

PERSONAL DATA PROTECTION ACT (PDPA)

4PM undertakes compliance regulations of PDPA firmly and strives to ensure that we fully abide by the PDPA guidelines. We ensure that our beneficiaries' personal data and our donors' data in our possession are well protected. As an organisation, 4PM documents its policies and practices in the 4PM SOPs.

WHISTLEBLOWING POLICY

4PM is committed to maintaining high standards of integrity, accountability and compliance, and does not tolerate malpractice, impropriety, statutory non-compliance or other wrongdoing within the organisation. The Whistleblowing Policy provides an avenue for any person, including Management Committee members, employees, volunteers and external parties, to raise concerns in good faith without fear of reprisal or unfair treatment. Concerns raised will be independently investigated, and appropriate follow-up action will be taken where necessary.

FUND-RAISING PRACTICES

4PM has established guidelines on fundraising. These guidelines are based on the best practices set out by the National Council of Social Service and the Charity Council. All donations received (solicited or unsolicited) are properly accounted for and promptly deposited. 4PM does not disclose the identity of donors or share information on donors without prior permission from the donors. 4PM does not engage any third-party fundraisers.

4PM expenditure to income on fundraising is following the 30%/70% cost vs income ratio as stipulated by the Charities Regulations (IPC).

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

The Management Committee review and approves the annual budget prepared by management staff. All extra-budgetary expenditure beyond the delegated management authority is reviewed and approved by the Finance Committee and the Management Committee, and the operating and capital expenditure budget is regularly monitored.

There are written procedures put in place for financial matters in key areas, which include procurement and controls, receipting, payment procedures, controls and systems for the delegation of authority and limits of approval.

RESERVES POLICY

The reserve of the Association provides financial stability and the means for the development of the Association's activities. The Association intends to build the reserves to a level which is equivalent to 3 is to 1 of its Annual Operating Expenditure. The Association reviews the level of reserves regularly for the Association's continuing obligation. The Reserve Position and Policy is detailed in the Audited Financial Statement.

ACKNOWLEDGEMENT

We extend our heartfelt appreciation to our partners, donors and volunteers. Your trust, partnership and continued support have enabled us to serve our youths, families and community with purpose. Thank you for journeying with us.



Ministry of Education
SINGAPORE



Institute of Technical Education



People's Association



MESRA



Celebrating Excellence
Community Leaders Forum



Berita Harian



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