



MAJLIS UGAMA ISLAM SINGAPURA

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MUIS ANNUAL REPORT

2002



MAKING THE QUANTUM LEAP

Our Vision

A Muslim community of excellence.

Our Mission

To lead in Islamic matters and to guide in the building of a Muslim community of excellence serving for the well-being of the community and the nation.

MUIS leaps into the future with confidence and purpose, galvanising and mobilising the community towards higher levels of achievement and excellence.

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President's Message



Year 2002 would go down in history as the year that Muslims in Singapore embarked upon the most serious introspection and soul searching since the nation achieved independence nearly 40 years ago.

Not only did it had to grapple with the shocking revelation that some members of the community were involved in insidious activities that threatened society's peace and harmony, it also had to contend with unrelenting public scrutiny over the tenability of Islamic practices in a modern, secular and multi-ethnic polity.

To its credit, the community rose to these challenges admirably.

While it came out strongly and unequivocally in denouncing the destructive designs of the misguided minority, the community also engaged in an honest and exhaustive self-analysis in trying to fathom the undercurrents that led to the emergence of this alarming phenomenon, and to address those contributing factors to ensure that the Muslim community will always remain on the true and moderate path of Islam.

The community worked harder not only in reaching out to others in explaining the real message of Islam, but also in learning more and deeper about the beliefs and practices of fellow Singaporeans.

Alhamdulillah, these efforts helped to ensure that the social fabric built painstakingly over the past 38 years in our nation remains strong and resilient.

Indeed, the Muslim community can take pride in the rational and dignified manner it responded to – and eventually overcoming - the formidable challenges of 2002.

So let us together, continue to be exemplary ambassadors of our faith and reinstate Islam to its quintessential stature of being 'Rahmatul alamin' (Mercy to the worlds).



Hj Maarof Salleh
President,
Majlis Ugama Islam Singapura (MUIS)

Members of MUJS Council



From left to right:

1) Hj Maarof Hj Salleh
President

2) Syed Isa Mohd Semait
Mufti

3) Syed Haroon Aljunied
Secretary

4) Syed Abdullah Haroon Aljunied
Businessman

5) Hj Shafawi Ahmad
Educationist

6) Hj Mohd Ma'mun
Hj M Fadullah Suheimi
Educationist

7) Hj Naseer Ghani
Educationist

8) Assoc Prof Abdul Wahab Abdul Rahman
Senior Lecturer

(2001 - 2004)



From left to right:

9) Hj Abdul Karim Maidin
Businessman

10) Encik Samsul Muarif Lokman
Executive Director

11) Hj Zainudin Ahmad
Executive Director

12) Encik Mohamad Seth Ismail
Self-Employed

13) Encik Hamzah Abdul Rahman
Superintendent

14) Hj Sujadi Siswo
Editor / Producer

15) Dr Muhammad Faishal
Ibrahim Khan Surattee
Lecturer

16) Hj Abdul Aziz Mohamad
Imam / Executive

Senior Management



Seated: **Hj Maarof Hj Salleh** - President, Muis

Standing from left: **Syed Isa Mohd Semait** - Mufti

Syed Haroon Aljunied - Secretary

Saharudin Kassim - Special Assistant to President (SATP)

Flashback 2002

January

- 3 Media briefing on formation of MUIS' new subsidiary, WAREES Investment Pte Ltd, formerly property department of MUIS.
- 19 President of MUIS, Hj Maarof Salleh, presented a paper entitled "Enhancing the Understanding of Islam" at the 19th Mosque Council Meeting at Darul Ghufuran Mosque.

February

- 6 MUIS issued a press statement on the 'tudung' issue, advising Muslim parents to give priority to their children's education.

March

- 14 MUIS, in collaboration with Al-Muttaqin Mosque, organised Zikral Hijrah (Islamic New Year) function to celebrate 1423 Hijrah.
- 19 The 5th MUIS Volunteer Appreciation-cum-Investiture Ceremony.

April

- 6 Ground breaking ceremony and the determination of the 'kiblat' direction for the new Assyafaah Mosque at Canberra Road.
- 20 Ground breaking ceremony and the determination of the 'kiblat' direction for the to-be-renovated Abd Hamid Kg Pasiran Mosque at Gentle Road.
- 27 The 20th Mosque Council Meeting at Al-Amin mosque.
- 27 MUIS, in collaboration with the National Community Leadership Institute (NACLI), launched a series of Harmony Tours to the mosques.

May

- 15 Disbursement Ceremony for MUIS' Annual Grant for Religious and Social Services 2002.
- 24 MUIS, in collaboration with Muhajirin and Ar-Raudhah mosques, organised Maulid 2002 Celebration to mark Prophet Muhammad's (pbuh) birthday.
- 25 Minister-in-charge of Muslim Affairs, Dr Yaacob Ibrahim, launched MUIS' Family Development Section Family Values (TAQWA) Campaign.

June

- 29 MUIS, in collaboration with Darul Ghufuran, Alkaff Kg Melayu, Darul Aman and Al-Ansar mosques, organised a 'Service Appreciation' function to honour mosque volunteers.

July

- 6 The 2nd Nadwah Imam-Khatib.
- 6 MUIS, in collaboration with Mujahidin, An-Nur and Al-Falah mosques, organised a 'Service Appreciation' function to honour mosque volunteers.
- 12 MUIS presented a \$10,000 cheque to Buddhist Metta School for children with mild intellectual disability (MID) and mild autism (ASD).
- 27 MUIS' Family Development Section organised a forum-cum-talk show at Raffles City Convention Centre with the theme "TAQWA Gerak Generasi" (FT-G2).

August

- 3 The 21st Mosque Council Meeting at Al-Khair Mosque.
- 4 Lunch-cum-discussion session with Visiting Professor Osman Bakar, Malaysia Chair of Islam in Southeast Asia and member of the Academic Council of the Centre for Muslim-Christian Understanding, Georgetown University, USA.
- 7 MUIS held its National Day Observance Ceremony with Minister-in-charge of Muslim Affairs, Dr Yaacob Ibrahim, as the Guest-of-Honour.
- 17 The 6th MUIS' Volunteers Investiture Ceremony.
- 24 The 3rd Certificate Presentation Ceremony to students from Pusat Tahfiz Al-Quran.
- 29 MUIS, in collaboration with Badan Pelajaran Agama Radin Mas (BAPA), presented certificates to 17 MUIS' financial assistance recipients who had successfully completed reflexology training.
- 30-31 Tilawah Al-Quran (National Quran Reading Competition).
- 31 Asatizah Day Celebration.

September

- 5 Wakaf Fund Disbursement.
- 7 MUIS organised a High Tea in support of President's Challenge 2002.
- 25 Appointment of Haj Travel Agents for 1423H/2003.

October

- 5 MUIS Tea Reception 2002.
- 8 MUIS, in collaboration with Hwa Chong Junior College, organised a forum on *Appreciation of Chinese Customs and Practices*.
- 11 MABIMS' Quran Recitation Competition for Children.
- 17 MUIS, in collaboration with the Hindu Endowments Board, organised a forum on *Appreciation of Hindu Customs and Practices*.
- 26 The 3rd Nadwah Imam-Khatib.
- 26 Ground breaking ceremony and the determination of the 'kiblat' direction for the redevelopment of Masjid Ahmad.
- 29 Talks on current Islamic issues by Dr Bahtiar Effendy, Head of Post Graduate Study Programme, Universitas Muhammadiyah, Jakarta.

November

- 2 Launch of Respect Ramadan Public Education Campaign.
- 2 The 22nd Mosque Council Meeting.
- 21 MUIS, in collaboration with Ar-Rabitah Mosque, organised the annual Iftar session.
- 22 Annual Ramadan Aid Disbursement to 10,000 Muslim poor and needy.
- 22-24 Respect Ramadan Camp.

December

- 6 Mufti, Syed Isa Semait, led the Aidilfitri (Hari Raya Puasa) prayers at Sultan Mosque.
- 21 Hari Raya Gathering-cum-Certificate Presentation Ceremony for Imam and Khatib at Hasanah Mosque.
- 27 Re-opening of Assyakirin Mosque.

Taking the Lead in Religious Guidance



Fatwa and Religious Advice

In 2002, the Fatwa Committee issued a total of 36 fatwas, the most notable being the one on NEWater, which received extensive media coverage given its importance to both the Muslim community and the larger Singapore society. The Committee ruled that NEWater was purifying— pure in itself and purifies other things. In addition, the Fatwa Committee also provided the Islamic perspective on the ethical guidelines to be observed when doing human tissue research in Singapore.



Upgrading of Imams and Khatibs

As part of MUIS' efforts to widen the knowledge base of our imams and khatibs, the Nadwah Imam Khatib organised several interesting programmes in 2002, such as the Scenario Planning seminar conducted by Dr Albakri Ahmad, Director (Religious Development and Research), to provide mosque leaders with greater insights into effective crisis management and conflict resolution. Other important sharing sessions included the discussions on "New Da'wah Strategies" to explore new and more effective means of spreading the message of Islam and on the Administration of Muslim Law Act (AMLA) by Assistant Mufti, Ustaz Syed Ahmad Syed Mohd.





Launch of Khutbah Excellence Project

The pilot Khutbah Excellence Project was launched at Muhajirin Mosque on 25 May 02 whereby the khatibs were given the opportunity to deliver their own khutbahs based on the framework provided by MUIS. The Effective Khutbah Delivery Training Workshop was held on 12-13 Aug 02 at Al-Muttaqin Mosque involving asatizahs, mosque executives and managers. To improve the standard of the khutbahs, a "Khutbah Writing Workshop" was also held on 13-14 Nov at the Al-Istiqamah Mosque by President of MUIS, Hj Maarof Salleh and Assistant Mufti, Ustaz Syed Ahmad Syed Mohd.



Formation of Quran Steering Committee

The Qur'an Steering Committee (QSC) was formed on 15 Jul 02 with the task of consolidating and streamlining efforts in raising the standards of Quranic learning in Singapore. Chaired by Hj Zainudin Ahmad, - a MUIS Council member - the Committee will look into the promotion of Quranic reading in the community, the strengthening of the Quranic Recital Competition (UTQ) and the improvement of Tarannum and Tahfiz programmes. On 01 Sep 02, MUIS and the Omar Kg Melaka Mosque officially launched the Tarannum Programme to groom future champions for the International Qur'an Recital Competition. Ustaz Hassan Musa, a former International Qari Champion from Malaysia, was selected to help nurture world-class Quran readers in Singapore.

Introduction of Religious Teachers' Directory

To help the community make informed decisions when engaging the services of the religious teachers, MUIS launched the Religious Teachers Directory on 17 Aug 02. The Directory not only provides information on the educational background and areas of specialisation of the religious teachers, it also facilitates MUIS' efforts to further the training and development of our religious teachers. Currently, about 300 religious teachers are listed in the Directory.

Engaging the Media

Year 2002 saw many articles and commentaries on Islam and Muslims being published in the newspapers, some of which had factual inaccuracies. To set the record straight, the Research and Development (RD) Section wrote to the respective media agencies, providing the Islamic perspective on issues of concern, such as the wearing of the headscarf for Muslim women. Interviews were given to the media, with a focus on how Islam allows Muslims to adapt to living in a modern and secular society like Singapore - the Sunday Times' publication of 10 Mar 02 entitled "Under One Sky" was one such example.

Touching Others with Islam

The Public Affairs Section assisted on 25 Feb 02 with further inputs and comments on matters relating to Islamic practices for the publication entitled "Singapore Rojak" to be published by NACLI. The book would be used for a series of talks on cross-cultural understanding for grassroots leaders organised by Peoples' Association.

The Public Affairs Section supported in the areas of editing and rewriting the notes on Religion and Festivals prepared by National Heritage Board. The notes were targeted at the teachers who were involved with the Primary School National Heritage Tours on 24 Apr 02. The tours are part of MOE's National Education efforts to encourage students to learn more about Singapore's rich multi-racial culture and heritage.

Towards Greater Professionalism in Mosques



Refocusing the Mosque Activities

To further enhance the effectiveness of mosque vis-a-vis providing relevant and value-added programmes and services to the community, it was decided that the mosque must concentrate on the building of infrastructure for its four core activities viz, Ibadah, Religious Education, Family & Youth development and Information & Referrals.

The response of the mosques has been encouraging with many organising strategic retreats to assess and evaluate their current activities if they were in sync with the new envisaged direction.



Mosques Unite for President's Challenge 2002

Through the strong support of the mosque network, \$155,000 was raised for the President's Challenge 2002. The closer cooperation of the mosques was also evident as several mosques such as Darul Makmur and Istiqamah collaborated for the Mosque Open House in Jul 02 in an effort to ensure a more efficient and optimal allocation of resources among the mosques.





Raising the Standard of Mosque Administration

To increase the quality of the Mosque Management Board (MMB) members, the Mosque Division worked towards the progressive introduction of new talents to prepare them for future leadership roles. The success of this renewal process could be seen as 25% of the appointed MMB members last year were from the younger generation with better educational and professional backgrounds. Groundwork - assessing and evaluating the different auditing systems in the mosques - has also begun to facilitate the implementation of a standard audit system in all mosques by 2003.

Quality Training for Mosque Leaders and Volunteers

To equip those at the helm of mosque leadership with the necessary administrative and management competencies, as well as to familiarise them with the nature and scope of work at the mosque, induction programmes covering topics such as "The future Direction of MUIS and Mosque", "Organisational Excellence", "Effective Financial System in Mosques" and "Roles and Responsibilities of MMBs" were conducted for newly-appointed Mosque Management Board Members. Training programmes such as Accounting and Strategic Planning courses were also conducted for mosque staff and volunteers.

Developing the Potential of our Youths

To raise the leadership quality among our youths, the Young Muslims Secretariat (YMS) - MUIS' youth arm - conducted a series of intensive ITQAN (Integrity-Teamwork-Quwwah-Ambassador-New-Age) leadership training workshops for youths from mosques and tertiary institutions. Community Attachment Programmes were also organised for tertiary students to give them exposure to the realities of the real working world.

On the regional level, YMS sponsored two representatives for the SHIP FOR SOUTHEAST ASIAN YOUTH PROGRAMME (SSEAYP) 2002 organised by the National Youth Council- an annual youth exchange programme aimed at promoting friendship and better understanding among youths from these countries. YMS also sent four YMW activists to the ASEAN Youth Camp in Indonesia.



A Helping Hand for the Community



Spreading the Zakat Message

Traditionally held in the month of November, last year's MUIS' Annual Zakat Campaign was launched earlier in Sep 02. This led to an increase in the total Zakat collection. A total of \$ 12,131,433 was collected and this was indeed an encouraging sign given the bleak economic conditions.

A significant milestone in this campaign was the introduction of the zakat via Internet platform. Payment of zakat harta and fitrah could now be made on-line using e-nets debit. A comprehensive write-up on zakat and the zakat calculator are also available on the website. The Zakat fitrah collection was around \$2 million.

The Zakat Public Education message was also aired extensively on the mass media, with the main thrust of the campaign geared towards educating the community in understanding the various types of zakat. These included zakat which are obligatory, such as savings, business and gold - but with a focus on Zakat payments for the Central Provident Fund (CPF).





Financial Disbursement

For 2002, over \$6 million was disbursed for 2,437 financial assistance cases. In May 02, the MUIS Annual Grant for Organisations (Magrass) saw a total of \$1.3 million disbursed to 26 organisations. An additional \$38,150 was given out during the zakat disbursement aid during

Ramadan. MUIS also conducted numerous self-help programmes like equipping the disadvantaged with marketable skills such as reflexology and sewing skills to assist the poor and needy in becoming financially independent. Collection for both the Dana Madrasah and Mosque Building Fund dropped by 1.2% to \$1.137 million and 1.5% to \$7.172 million respectively.





Benefits of Wakaf for Community

Four new wakaf amounting to \$295,835 was registered with MUIS. In Aug 02, a wakaf disbursement ceremony was carried out with a total of \$ 1.2 million being disbursed to nearly 150 beneficiaries. On 18 Oct 02, a \$35-million Musharaka Bond was launched for the development of Bencoolen street project: this is the second Islamic bond issued by MUIS since 25 Oct 02. The project is a 12-storey service apartment with four stories being allocated for commercial purposes and a mosque at the Bencoolen Street. This is one of the largest projects MUIS has embarked after Wakaf Kassim.



More Going the Halal Way

Demand for halal food has been growing rapidly- as clearly demonstrated by the number of new applicants from 230 in 2001 to 276 in 2002. The number of Halal certificates issued also increased by 62% from 3,460 in 2001 to 5,621 in 2002. This escalation was due to the increase in purchasing power of the Malay/Muslim community, the improvement in their standard of living as well as their educational level. As part of our on-going public education programme, our Halal officers conducted several educational talks for grassroots organisations and institutions to raise public awareness on the Muslims' dietary requirements.

Introduction of Joint Haj Packages

MUIS appointed a total of 33 travel agents (GSA) to manage haj pilgrims, of which 25 of the approved travel agents merged to form eight groups, while eight individual travel agents managed on their own. Haj 2002 was the first time that joint-haj packages were implemented. This helped to reduce administration and enhanced cooperation amongst travel agents. The joint-package enabled economies of scale and helped to stabilise the Haj package prices. For the first time too, the 3,332 pilgrims from Singapore enjoyed the shuttle bus for their Masyair movements (from Makkah-Mina to Arafat – Muzdalifah –Mina – Makkah) during their Haj.

Annual Haj Ministerial Meeting

MUIS' Haj Delegation headed by Acting Minister for Community Development and Sports and Minister-in-charge of Muslim Affairs, Dr Yaacob Ibrahim, MUIS President and Head of Haj Services visited Saudi Arabia from 13 - 17 Sep 02 for the Annual Haj Ministerial Meeting where the Saudi Haj Minister agreed to consider MUIS' request for a quota of 3,500 for Haj 2003. MUIS' President, Hj Maarof Salleh, upon the invitation of Saudi Haj Minister, also accompanied the Singapore Haj Mission and delivered a speech in representing the Heads of Haj Mission from South Asia.

Wider Use of IT for the Haj

To speed up the process of confirmation by applicants, MUIS Haj Services introduced an email address haj@muis.gov.sg to hasten the flow of communication with the public. Also, with the introduction of Contents Management System homepage by Haj Services, regular “live” updates were made, enabling families of the pilgrims to keep track of their general movement and situation during the Haj.

Raising the Standard of Religious Education



Setting the Direction Together

During the Annual Asatizah Briefing for madrasah teachers in February, the Religious Education Department shared its goals, targets and activities for the year. A total of 214 asatizah from mosque madrasah and 193 from full-time madrasah attended the two-day session which discussed “The important role of madrasah mosque teachers in building students’ social cohesion in multi religious community” and “Using current issues in teaching”. An exhibition on educational resources was also held for the asatizahs to expose them to the relevant teaching literatures in the market. Grants from Tabung Amal Aidilfitri (TAA) and MUIS were also distributed to the six full-time madrasahs.



New and Improved Curriculum

Based on the approved Conceptual Design for Madrasah Curriculum (CDMC), 2002 saw the development of a new set of syllabi for the Islamic Religious Knowledge (IRK) and Arabic Language subjects for the Primary 1 level in the full-time madrasah. Adapted syllabi for English and Mathematics were also developed, adapting from the existing Ministry of Education syllabi. From the syllabi, new Primary 1 textbooks and workbooks were produced for the Islamic Religious Knowledge (IRK) and Arabic Language which will be used in 2003.





More Quality Training for Teachers

To prepare teachers for the teaching of the new curriculum, about 10 courses were conducted between Oct and Dec 2002. These included English Proficiency courses as well as induction courses on how to use the curriculum. The courses were targeted mainly at teachers teaching at the Primary 1 and Primary 2 levels. In all, 18 courses and 312.5 hours of training were provided for the asatizahs' professional development.



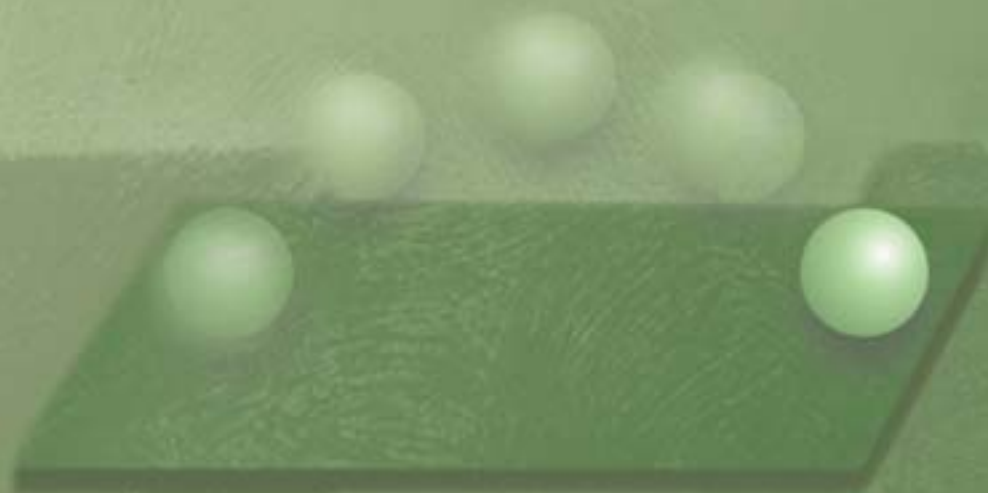
Honouring our Asatizahs

Around 300 asatizahs and guests attended the annual celebration to pay tribute to the dedication and commitment of our religious teachers in constantly nurturing our young and guiding the adults with Islamic knowledge and values. The occasion also saw the presentation of awards to the STE and P6 Mosque Madrasahs' top three students.

Students' Attachment Programme

To widen the scope of interaction for madrasah students with the larger society, development programmes were conducted with other national organisations and educational institutions. For example, madrasah students took part in an attachment programme with Asian Civilisation Museum and joined an inter-racial camp organised by South East CDC. Also, 104 Secondary 4 madrasah students went to Hwa Chong Junior College for tuition provided by the college's student volunteers.

Building Bridges of Understanding and Cooperation



Working with the Media

In 2002, the Public Affairs Section was actively engaged with the media due to the increased discussions on Islam and the Muslim community, especially in the newspapers. One of the more notable responses from MUIS was its letter to the Forum page of a local English daily in September entitled “Muslim community will change at its own pace” arguing for better understanding and support from other members of the Singapore family as it sought to manage and overcome the many contemporary challenges.

Support from the Chinese Media

Lianhe Zaobao deserved special mention for its unstinting support to convey the Muslim community's side of the story to the Chinese-speaking. For example, its Senior Reporter, Miss Wong Yee Fong, was attached to Madrasah Al-Irsyad in Jul 02 to generate greater understanding about the education system in the madrasahs. Her article entitled “The Environment is very religious, madrasahs also teach English and Math” that was published in Lianhe Zaobao on 19 Jul 02 gave useful insights to the Chinese community vis-à-vis the curriculum and activities of the madrasahs. Channel U TV News broadcasted part of this article on 18 and 19 Jul 02.

Feedback Sessions

The second series of feedback sessions on “Religion in a Secular Singapore: Issues and Challenges” was completed with five sessions conducted weekly in May 02. The sessions involved young professionals, mosque leaders, Muslim community/organisational leaders, members of the public and the asatizah. The outcome of these sessions would be tied with MUIS’ paper on “Religious Accommodation and Secular Governance”.

Public Education on Islam for Others

To capitalise on the growing interest in Islam and the Malay/Muslim community, the Public Education Section was formed to correct misconceptions about Islam and the Malay/Muslim community, thus helping to strengthen racial and religious harmony. This was done through goodwill visits, informative talks, dialogues and mosque harmony visits. MUIS also initiated links and networking with various government and non-governmental organisations like the People’s Association (PA) and Chinese Clan Associations. For 2002, over 80 talks on Understanding Islam and Malay/Muslim Community were conducted in English and Mandarin benefiting over 12,000 people.



Joint-programme with Hwa Chong Junior College

Following a meeting of staff from MUIS and Hwa Chong Junior College (HCJC) in Apr 02, a joint programme was started with the college, Darul Ihsan Orphanage and full-time madrasah students. The college's students provided regular weekly tuitions for the residents of the Orphanage and helped madrasah students in preparing for their GCE 'O' Levels by providing free tuition in Mathematics and Science. Held at HCJC campus, the programme benefited nearly 100 full-time madrasah students from

Al-Maarif, Al-Irshad, Wak Tanjung and Al-Arabiah. On its part, MUIS hosted two of the college's first-year students - Miss Chen Si Jia and Mr Ho Junyi - under the HCJC's Talent Attachment & Grooming (TAG) 2002.



Goodwill Visit to Non-Muslim Organisations

A delegation of four MUIS officials, led by the MUIS President, Hj Maarof Salleh, visited the Metta School on 12 Jul 02, with the objective of creating a better understanding and enhancing religious harmony among Singaporeans. MUIS also donated \$10,000 to the Metta School Building.





Understanding Others via Cultural Forums

To enhance Muslims' awareness and understanding of the culture and beliefs of others, two forums were organised in Oct 02. The first was on *Appreciation of Chinese Customs and Practices* - with Mr Tan Chee Lay, a scholar from Hwa Chong Junior College as the guest speaker - while the second on *Appreciation of Hindu Customs and Practices* was by Mr Nallathamby, CEO of Hindu Endowments Board. Over 200 people including staff of MUIS, mosque and madrasah officials attended the forums.

Cooperation with the National Arts and Culture Leadership Institute (NACLI)

Seven talks on *Understanding Islam and the Muslim community in a multi-racial/secular society* were conducted for the trainees of NACLI, comprising senior officers from Peoples' Association, Community Centres, Community Clubs, CCC and RCs in 2002. Seven mosque visits were also conducted for them in the same year. Links were also established between NACLI and madrasahs so that the madrasahs would benefit from the intellectual development programmes available at the institute. For this purpose, MUIS arranged a group of senior officers from NACLI to Madrasah Wak Tanjung on 02 Oct 02 where they were briefed on the madrasah education system.

10th MABIMS and 27th SOM in Negara Brunei Darussalam

President of MUIS led the Singapore delegation, comprising Council members, Hj Sujadi Siswo and two MUIS officers, Ustaz Suhaimi Mustar and Ustaz Lukman Afandi, to the 27th Senior Officers Meeting (SOM) in Negara Brunei Darussalam from 23 to 25 Jun 02 where they discussed matters pertaining to co-operation in Muslim youth development programme, the Mabims Syariah Law Journal and regular updating of the Mabims website. MUIS also presented papers on "Garis Panduan Tatacara Kerja Mabims" and others on MUIS' initiatives in managing the post-Sep 11 incident.

Developing People, Harnessing Technology



Better Staff Training

Year 2002 saw the implementation of MUIS' Performance Management System (MPMS) which sought to raise productivity, efficiency and performance of staff both at the individual and organisational levels. To prepare for the Performance Planning Phase, four briefing sessions were conducted in Feb 02 to explain the correlation between staff performance and the action plan, individual performance objectives and core competencies. An MPMS Package was also developed and distributed to the staff.

Achieving the People Developer Standards

At the national level, MUIS was audited for the People Developer Standards (PDS) in Nov 01 and received the full result and report by PDS Secretariat in Feb 02. Of the 38 criteria, MUIS met the required standards in all and scored four stars in the assessment. The PDS standard was awarded to MUIS in Sep 02.

Success with WITS

MUIS' top two WITS teams, MIDAS from Corporate Division and SWIFT from Finance Division, represented the organisation in the 2002 Public Sector ExCEL Convention which was held on 12 Nov – 15 Nov 02 at Singapore Expo. MIDAS and SWIFT attained Silver and Bronze respectively for their projects. Earlier on, in Jul 02, MUIS participated in the National Quality Circle Convention, sending five teams - one team from Al-Khair mosque - all of which attained the Silver Award.



Building an Enriching Workplace

The Staff Recreation Committee (SRC) was very active in planning and conducting events and activities for staff to create a more balanced work-life culture in MUIS. It co-ordinated several of MUIS' participation in events such as the Inter-Statutory Board Games (ISBG) 2002 and participated in the H.E.A.L.T.H. Charter Signing Ceremony in Jun 02, following it with health-related activities during the Health Month of Sep 02. MUIS was also awarded the SAF Employer Award 2002 in recognition of its contributions to national service as well its support to the Total Defence of Singapore.

Optimising IT in the Office

To ensure that its IT set-up and expertise retain its relevance and cutting-edge, the Information Systems Section did a Review of the Master IT Plan in Sep 02, evaluating current operations and recommending both short and long-term strategic changes with the overriding objective to better harness the breakthroughs in technology to boost organisational performance.

Improved MUIS and Mosque Websites

To improve the content quality of MUIS' website, the new Content Management Systems (CMS) was adopted which empowered the various sections to individually upload the contents relevant for their work areas. This new system was well received by the Internet community with over two million visitors surfing the website since Jun 02. Over at the mosques, more than 30 have installed the new electronic mail server that identifies the mosque with their own domain name, thus enabling Internet users to associate the e-mails with the respective mosques with greater ease.

Towards Service Excellence

To further improve the frontline services to the public – especially the walk-in customers - the Customer Service and Corporate Support (CSCS) Section was formed. The creation of this new section saw tremendous improvement in the area of customer services as various payment transactions, issuance of Conversion Certificates, and other general queries were handled directly by the officers at the counter. A new telephone hotline desk was also introduced to facilitate a faster and more direct channel to give feedback.

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Financial Summary 2002