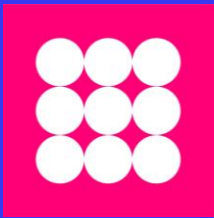


Shaping Community Religious Life: Families



OUR MASJID 



Authors:

Mohammad Shahrul Amsyar Ramlan
Muhammad Ruzaini Naim Azman
Nur Syarfeena Mohd Fauzi

Reviewers:

Zalman Putra Ahmad Ali
Muhammad Faizal Abdollah
Alia Abdullah
Ustaz Muhammad Fakhrur Radzi Mohd Noor
Faeizah Mohd Hussein
Suriana Selamat
Dianah Pasuni

Contributors:

Ustaz Dr Izal Mustafa Kamar
Muzaiyanah Hamzah
Nazirin Abu Bakar

Our sincere gratitude goes to those who, in one way or another, have made this Playbook possible.

Comic Strip Design and Production by

Fasya Zahari, Orbitheart Studios

Design and Production by

JOKO Design Pte. Ltd.

This book, or parts thereof, may not be reproduced in any form or by any means, electronic or mechanical, including photocopying, recording or any information storage and retrieval system now known or to be invented, without written permission from MUIS.

CONTENTS

INTRODUCTION	06
1. Foreword	08
2. Purpose of Playbook	10
ONE MOSQUE SECTOR (OMS) STRATEGIC DIRECTION	15
3. OMS Vision - Cohesive, Connected and Impactful Mosque Sector	17
4. Cohesive Mosque Sector - Shared Identity and Purpose	21
o OMS Core Values - #MASJIDKita	
5. Connected Mosque Sector - Effective Community Nodes	23
6. Impactful Mosque Sector - Delivering Transformation	30
o Setting the Context - Driving Forces, Challenges & Opportunities	
o Desired Community Religious Life Outcomes	
o Desired Behaviours & Indicators	
GUIDE FOR MOSQUES: FAMILY-CENTRED INITIATIVES	38
7. Framework for CRL Initiatives	40
8. Guiding Vision and Inspirations	47
9. Roles and Responsibilities	73
10. Additional Resource - CRL Collaboration Fund	78
11. Steps Mosque Can Take to Drive Family Engagement Efforts	84
12. Sensemaking	91
13. Capacity Building	94
14. Impactful Delivery	99
15. Conclusion	107
ANNEX	109
16. Acknowledgements	111
17. References	128

Meet the Characters

Recurring characters in the
CRL Families' Playbook Comic Supplements



Haris

Mosque leader /
committee member

Frames purpose,
strategy, and
decision-making.



Ustaz Ziyad

Religious Officer

Grounds the story in
values and guidance.



**Ustazah
Maryam**

Family Development
Officer

Bridges family needs
and practical support.



Nadia

Volunteer /
Programme Facilitator

Supports ground-level
delivery and
engagement.



Salleh

Father / Parent

Represents busy
family realities.



Hajar

Mother / Parent

Represents
thoughtful family
perspective.



Danish

Teen / Youth

Represents
younger family
members.



Pak Hamid

Senior /
Grandparent

Represents elder
wisdom and
intergenerational
needs.

These characters will appear in Chapters 4, 6, 10, 11, 12 and 14, helping to illustrate key concepts and everyday scenarios across the Families Playbook.

The background is a solid dark blue. In the top right corner, there is a curved band with a gradient from light blue to yellow. In the bottom left and top right corners, there are intricate white geometric patterns resembling starbursts or complex tessellations.

INTRODUCTION

1. Foreword

Assalāmu‘alaikum warahmatullahi wabarakātuh,

Twenty years ago, at the first Mosque Convention in 2005, we came together around a simple but profound question: What could our mosques become? Today, we can look back with gratitude and confidence. Together, we have built mosques that are far more than places of worship - trusted anchors of Muslim life in Singapore where faith is nurtured, knowledge is shared, communities are strengthened and people find a sense of belonging. This transformation belongs to all who have contributed: mosque leaders, staff, volunteers, partners and congregants. It is a shared legacy, and the foundation from which we take our next step together.



Ustaz Dr Izal Mustafa
Organising Secretary of CRL Steering Committee
Majlis Ugama Islam Singapura

That next step begins with our families. Across our community, families are navigating increasingly complex realities - the young couple finding their footing in marriage, parents striving to raise children with faith and confidence, adults balancing work and the growing responsibility of caring for ageing parents, grandparents unexpectedly stepping into caregiving roles, and families whose struggles often remain unseen. They remind us that our responsibility is not only to respond when families are in crisis, but to walk alongside them through every season of life, building communities where each person feels seen, supported and strengthened.

This Playbook reflects that shared aspiration - a common framework for how we journey together as One Mosque Sector, learning from one another, deepening partnerships and serving families with greater intentionality. It is a living document that will evolve through our collective experiences and the families whose lives shape our work. The question before us now is: What can our families become when every mosque chooses to walk alongside them? The answer will be written by all of us, together - in every relationship we build, every family we strengthen and every community we serve

May Allah SWT bless our collective efforts, guide us with wisdom and sincerity, and grant us success in building stronger families, stronger mosques and a stronger community, in this world and the Hereafter. Ameen.

Wassalāmu‘alaikum warahmatullahi wabarakātuh.

Ustaz Dr Izal Mustafa
Organising Secretary of CRL Steering Committee
Majlis Ugama Islam Singapura

2. Purpose of this Playbook

This Playbook is a practical guide for mosque leaders, religious officers, family development officers, social development officers, and volunteers in fostering engagement with Muslim families. This resource is designed to equip mosque teams with actionable strategies, frameworks, and tools to create impactful programmes and initiatives tailored to the unique needs, aspirations, and challenges of Muslim families at different life stages.

What this Playbook aims to do:



Provide mosque leaders and staff with practical ideas to improve Community Religious Life (CRL) programmes.



Increase community participation in mosque activities.



Help mosques work better together and share resources.



Support mosques as places for spiritual growth, learning, and community.

In short, this Playbook is a tool to help mosques adapt and serve the community’s needs, while staying true to their mission. It is simple, clear, and designed to make our work easier and more effective. This Playbook also aims to be a living resource – future editions will capture lessons learned from our programmes and experiments today.

Who is this Playbook for?

- **Mosque leadership and committees:** To provide strategic direction in aligning family programmes with the mosque’s mission and the broader objectives of the mosque sector.
- **Family Development Officers (FDOs), Social Development Officers (SDOs), and Volunteers:** To empower those directly involved in planning and executing family-focused activities with effective techniques and insights.
- **Mosque Religious Officers (MRO):** To offer resources for integrating spiritual, social and emotional guidance into family engagement efforts.
- **District Offices and collaborating Mosques:** To ensure consistency and synergy across initiatives, promoting collaboration and shared best practices.
- **Prospective Community Partners:** To identify potential areas to collaborate with mosques in delivering effective family programmes.

This Playbook is meant to bring everyone together while giving room for local adjustments based on each mosque’s needs.

How the Playbook is to be used:

Strategies for Different Target Groups		Practical ideas for programmes for different groups. Each idea links to a CRL Programme Pillar, making it easier to choose the right activities for everyone.
Working Together Between Mosques		How mosques can share resources, organise joint events, and exchange ideas. This helps mosques get more done and create a more connected CRL experience.
Partnering with Others		Ideas for working with other groups like schools, other religious bodies, and community organisations. These partnerships can help make CRL programmes more interesting and reach more people.

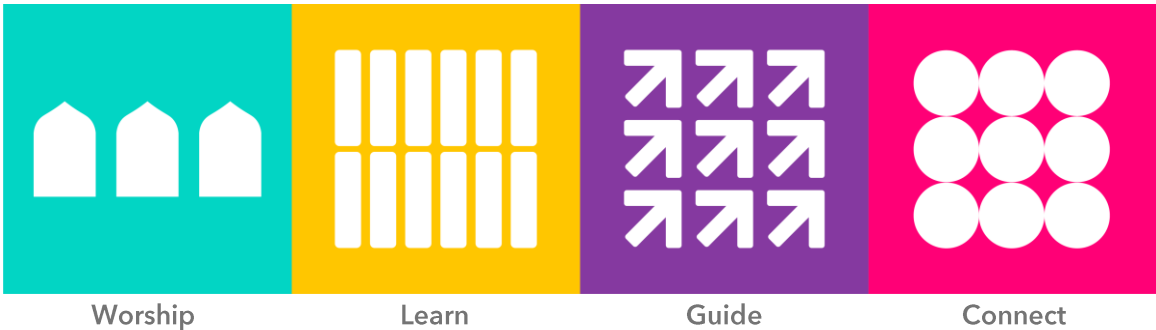
Connecting Vision, Strategy, and Implementation

Desired Outcomes (CoRE)	Confident Muslim		Resilient Families		Empowered Community	
CoRE Behaviours	• Demonstrates strong understanding and application of Islamic principles in daily life • Exhibits positive self-identity and resilience in facing contemporary challenges • Actively contributes to society while maintaining Islamic values		• Fosters strong family bonds anchored in shared Islamic values and practices • Demonstrates adaptability and effective problem-solving in facing life's challenges • Encourages individual growth while maintaining family unity and community connection		• Cultivates a strong sense of unity, belonging, and active civic engagement • Promotes a culture of lifelong learning, volunteerism, and mutual support • Demonstrates collective resilience and innovative problem-solving in addressing community issues	
Programme Pillars	Worship Transformative worship experience	Learn Rich and deep spiritual & intellectual Islamic exploration	Guide Clear Islamic values-based navigation of modern life	Connect Strong community bonds & belonging and “giving-back” spirit		
Guiding Visions and Aspirations (Family)	To create family-friendly worship experiences that deepen spiritual connection and relevance	To foster a culture of lifelong learning on Islamic knowledge that resonates with families	To empower families to navigate contemporary challenges with confidence and faith	To build a sense of belonging and encourage families to contribute actively to their communities		
Delivery Process	Build the Right Team	Understand Community Needs (Sensemaking)	Build Required Capabilities	Plan and Deliver Impactful Programmes	Evaluate and Improve	
Key Working Relationships and Responsibilities	Mosque Management Board (MMB)		District Office		CRL Steering Committee	
	• Provide strategic direction and adapt CRL initiatives to local community needs • Oversee implementation of programmes and day-to-day mosque operations • Foster community engagement and promote social cohesion		• Coordinate and support CRL initiatives across mosques in the district • Facilitate resource sharing, collaboration, and best practice exchange • Provide localised support and address district-specific challenges		• Develop and oversee sector-wide CRL strategies and policies • Ensure alignment and synergy of CRL initiatives across the mosque sector • Guide evaluation efforts and drive continuous improvement of CRL programmes	

The CRL Playbook Framework integrates the vision, strategy, and implementation process to create a cohesive approach to family engagement in mosques. At the heart of our efforts are the CoRE desired outcomes: nurturing **Confident Muslims**, fostering **Resilient Families**, and building an **Empowered Community**. These outcomes are characterised by specific behaviours we aim to cultivate within our Muslim families and community members.

To achieve these outcomes, we focus on four programme pillars: **Worship, Learn, Guide, and Connect**. Each pillar has its own guiding vision, providing clear direction for our efforts. These pillars inform our delivery process - understanding community needs, building capabilities, planning and delivering programmes, and continuously evaluating our approach.

Four Strategic Pillars:



This delivery process involves key stakeholders at various levels.

- **Mosque Management Board (MMB)** provides local leadership and oversight.
- **District Office** coordinates efforts across multiple mosques and facilitates resource sharing.
- The newly established **CRL Steering Committee** serves as the apex body, setting overall direction, discussing sector-wide best practices and challenges, and promoting group learning across all mosques.

The entire framework operates as an interconnected system.

- Insights gained from programme evaluation feed back into our understanding of community needs and inform adjustments to our strategies.
- The **CRL Steering Committee** uses these insights to refine sector-wide approaches, which in turn guide the efforts of individual mosques and districts.

By aligning our efforts across all levels - from high-level outcomes to on-the-ground implementation - we create a dynamic, responsive system that can effectively engage our families and strengthen our communities.



ONE MOSQUE SECTOR (OMS) STRATEGIC DIRECTION

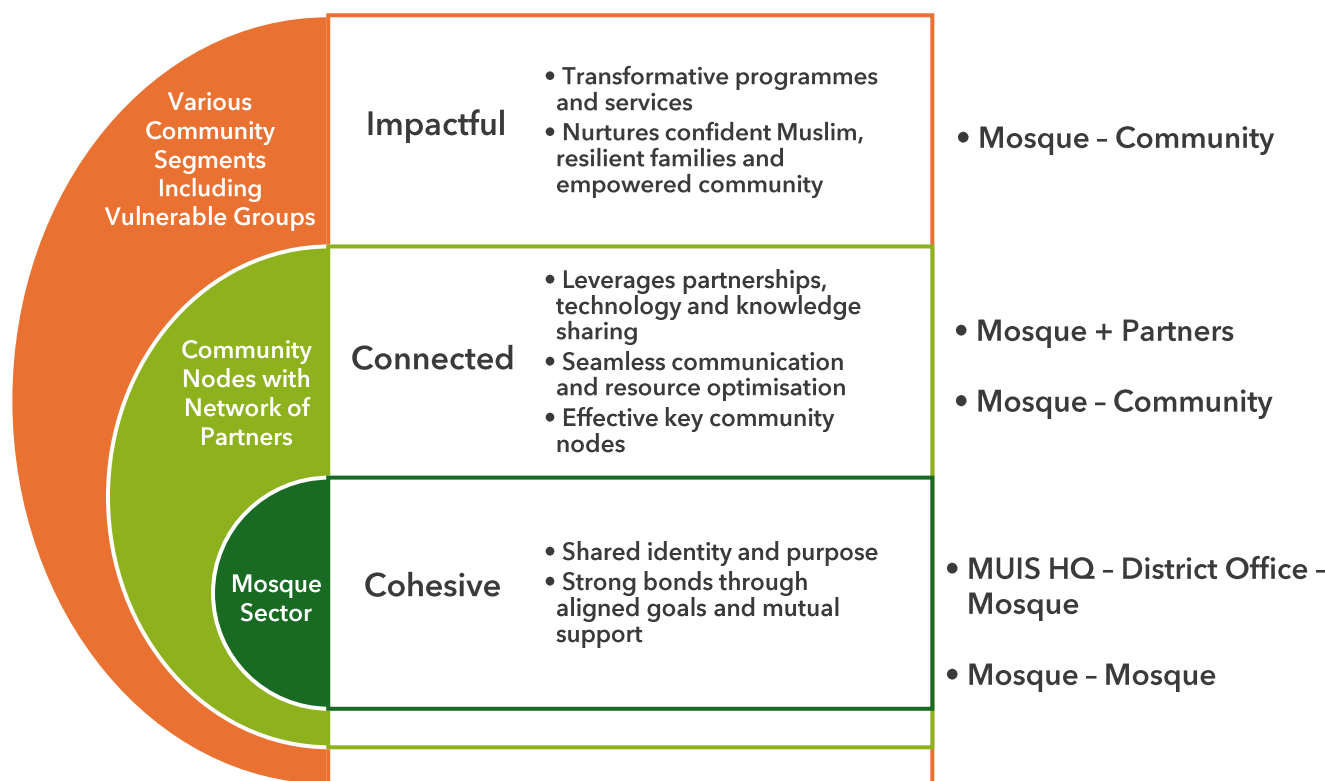
3. OMS Vision

Cohesive, Connected and Impactful Mosque Sector

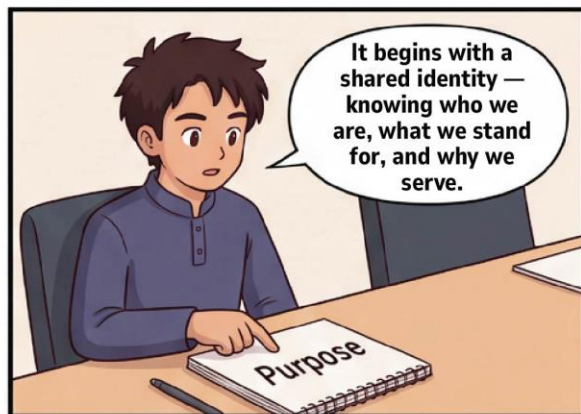
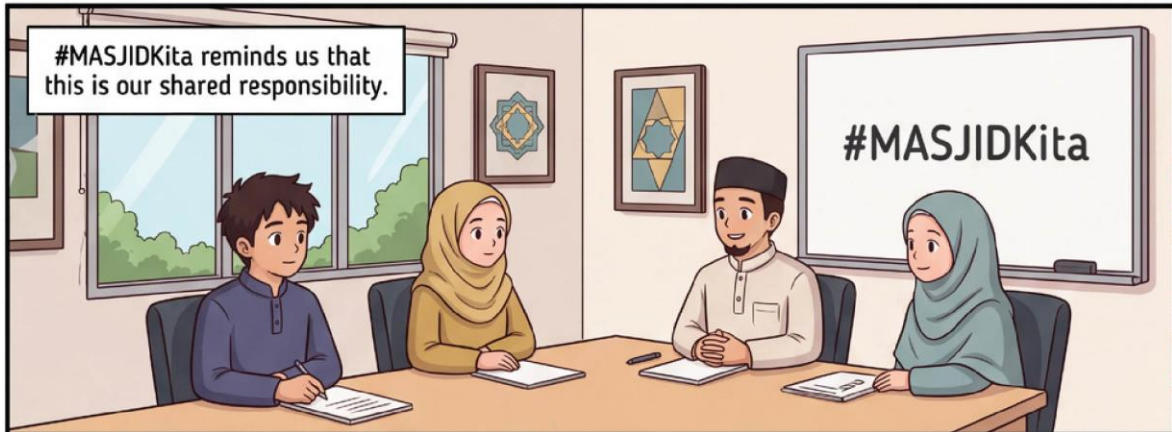
The vision aspires to create a unified network of mosques working collaboratively to serve diverse needs of the Muslim community.

- A **Cohesive Sector** fosters a shared identity and purpose among MUIS officers, mosque leaders, staff and volunteers, strengthening bonds through aligned goals and mutual support.
- A **Connected Sector** leverages partnerships, technology and knowledge sharing to ensure seamless communication and resource optimisation, enabling mosques to serve as key community nodes to address varying community needs effectively.
- An **Impactful Sector** focuses on delivering transformative programmes and services that nurture confident Muslim, resilient families and empowered community.

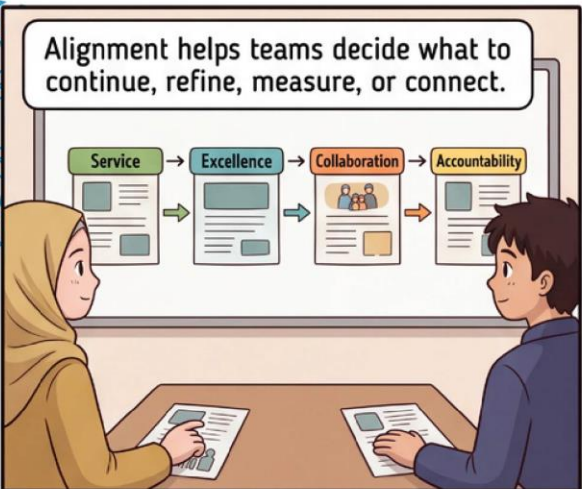
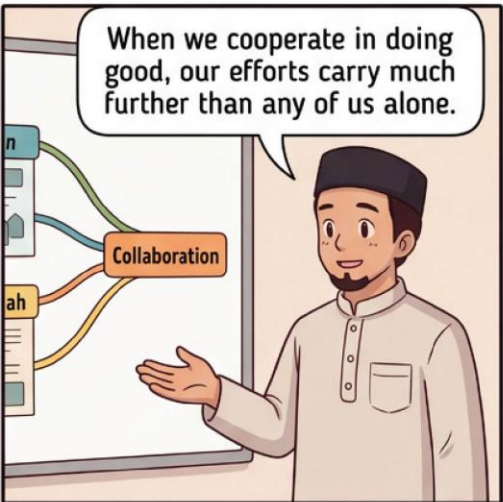
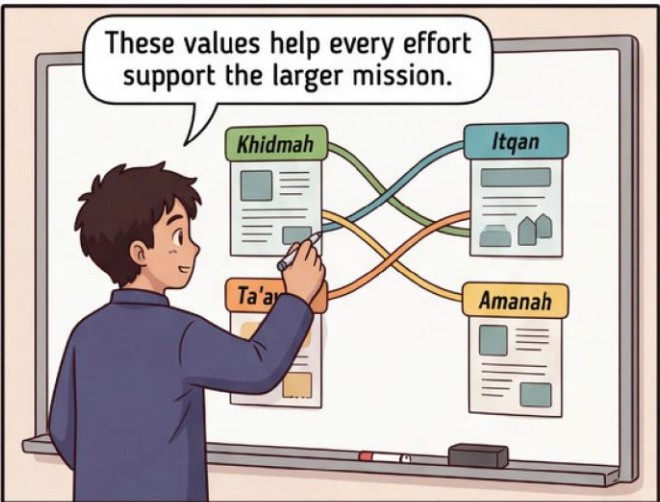
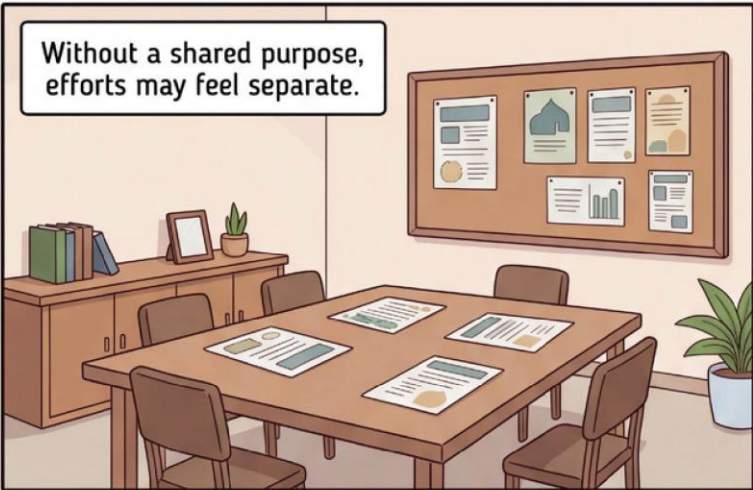
Together, these elements ensure the mosque sector remains a beacon of spiritual guidance, community cohesion and positive societal influence, embodying the principles of faith and service.



What makes our mosque sector strong and impactful?



A shared purpose helps every effort connect



4. Cohesive Mosque Sector - Our Shared Identity and Purpose

OMS Core Values - #MASJIDKita

#MASJIDKita represents the collective spirit of the mosque sector, inspiring leaders, staff and volunteers to embrace a shared vision of unity, empowerment and excellence.

Rooted in the Malay word **"Kita"** meaning **"Our"** - the tagline reflects the **sense of service, shared ownership** and **responsibility that everyone must uphold** to strengthen the mosque sector. **"Kita"** is also an acronym that embodies the core values that serve as guiding principles:

- **Khidmah (Service)** : Upholding selfless service to meet the spiritual and social needs of the community.
- **Itqan (Excellence)** : Striving for excellence and the highest standards in every action.
- **Ta'awun (Collaboration)** : Fostering mutual cooperation to achieve shared goals.
- **Amanah (Accountability)** : Ensuring trust, accountability, and transparency in all endeavours.

Through **#MASJIDKita**, MUIS officers, mosque leaders, staff and volunteers are called to work together towards a cohesive, connected and impactful mosque sector. By embodying these values, we can create vibrant spiritual spaces, nurture resilient communities, drive meaningful contributions to society, and empower lives through faith.

VALUES	STRATEGIC FOCUS
Khidmah (Service)	User / Citizen-centric
Itqan (Excellence)	Quality People and Impactful Delivery
Ta'awun (Collaboration)	Clear and Effective Communications; Sharing of Resources; Partnerships
Amanah (Accountability)	Strong Governance; Measuring Impact

Khidmah (Service)	Itqan (Excellence)	Ta'awun (Collaboration)	Amanah (Accountability)
<i>Khidmah</i>, meaning service, is a mental state or attitude that emphasises selfless acts of helping others, particularly in fulfilling their spiritual and social needs. It embodies the altruistic value of others before self.	<i>Itqan</i>, meaning excellence, is a cardinal value in Islam that calls for dedication and mastery in all actions.	<i>Ta'awun</i>, meaning mutual cooperation, emphasises working together for good and righteousness.	<i>Amanah</i>, meaning trust or accountability, is a cornerstone of Islamic ethics, emphasising integrity and accountability in all actions.
It is deeply rooted in the Prophet's Tradition - "The best of people are those who are most beneficial to others." (Al-Mu'jam Al-Awsat by Imam Al-Tabarani)	The Prophet emphasised the importance of doing good with excellence - "Indeed, Allah loves that when anyone of you does a deed, he does it with excellence" (Al-Tabarani)	The Qur'an commands - "...And cooperate in righteousness and piety, but do not cooperate in sin and aggression." (Surah Al-Ma'idah, 5:2)	The Qur'an highlights - "...he who is trusted, should deliver his trust and let them fear Allah, their Lord." (Al-Baqarah 2:283)
Khidmah manifests through fostering an inclusive and supportive environment in the mosque, catering to the diverse needs of congregants by creating a welcoming space for all Muslims regardless of their starting point, while also being good neighbours to the broader community. By embodying Khidmah, mosque leaders, staff and volunteers not only fulfil their role as servants of Allah but also strengthen the communal bonds, reflecting Islam's emphasis on compassion and collective well-being.	Itqan inspires mosque leaders, staff and volunteers to uphold the highest standards in serving the congregation, from delivering transformative worship experiences to managing programmes and resources efficiently, while recognising and encouraging specialisation and deep expertise in various aspects of mosque service. By striving for excellence in these roles, the mosque becomes a beacon of spiritual, educational and social enrichment.	Ta'awun reflects the spirit of collaboration, where mosque leaders, staff, volunteers and congregants work together to create a vibrant and inclusive environment. Whether through worship, organising religious events, providing pastoral care or fostering community initiatives, mutual cooperation strengthens the mosque's role as a hub of spiritual and social support, embodying the collective responsibility to serve Allah and the community.	Amanah requires mosque leaders, staff and volunteers to uphold transparency and accountability in managing resources, organising programs and serving the congregation. The accountability extends beyond fulfilling obligations - it includes measuring the impact of actions to ensure that our efforts produce tangible benefits and meet current needs, fostering trust within the community and allowing continuous improvement.

5. Connected Mosque Sector - Effective Community Nodes

Mosques administered by MUIS in Singapore are organised into four districts - North, South, East and West. Each district is overseen by a District Office led by District Superintendent of Mosques. District Offices help to facilitate better implementation of mosque policies and programmes. Through this arrangement, there is better coordination on the ground, sharing of expertise and resources, connection to national agencies, and opportunities for partnerships with other institutions and organisations.



District North	16 mosques
District South	20 mosques
District East	18 mosques
District West	16 mosques

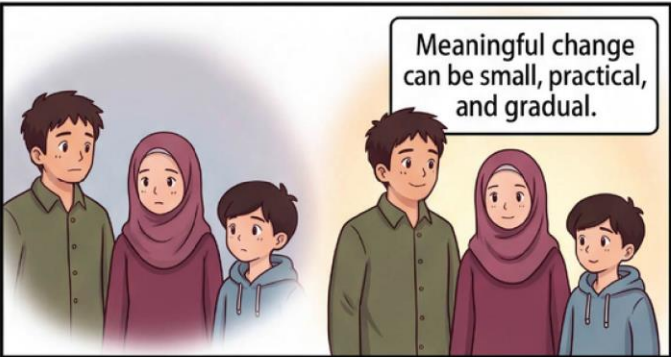
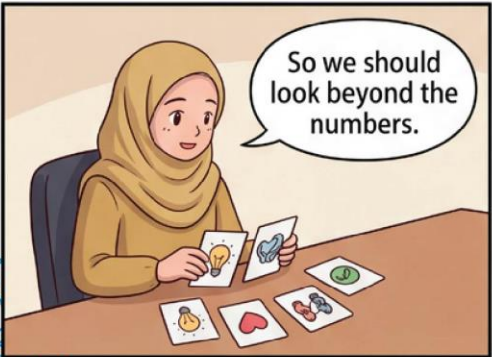
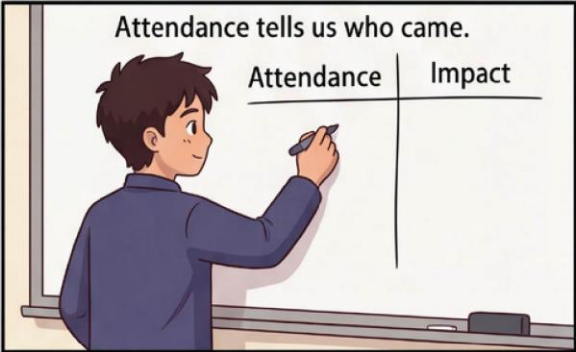
The following are some key programmes and services which involve partnerships with various stakeholders:

Programme / Services	Description	Partners
Supporting Education		
aLIVE (Learning Islamic Values Everyday) programmes	aLIVE is a holistic Islamic education programme offered at mosques in Singapore, providing structured, age-appropriate religious learning for children and youth from 5 to 20 years old.	Islamic Learning Hub And Management Office (ILHAM)
Supporting Families through Marriage, Parenthood and Early Childhood		
Bersamamu	Supporting Muslim couples prior to solemnisation and throughout their first two years of marriage.	Registry of Muslim Marriages (ROMM)
Cinta Abadi Marriage Programmes	Equipping soon-to-wed and newlywed Muslim couples with essential skills for marriage.	Ministry of Social and Family Development (MSF)
ARIF (Achieving Resilient and Inspiring Families)	Providing comprehensive assistance for newlywed Malay/Muslim couples in enhancing maternal and child health outcomes.	Association of Muslim Professionals (AMP Singapore), KK Women's and Children's Hospital (KKH),
Supporting Vulnerable Individuals and Families		
FITRAH (Family and Inmates Throughcare Assistance Haven)	Providing a more coordinated and holistic support to Malay/Muslim inmates throughout their incarceration period, as well as their families.	Singapore Prison Service (SPS)
3SP (Safe, Sound Sleeping Places)	Temporary shelters for the homeless and rough sleepers in Singapore.	Ministry of Social and Family Development (MSF)
Empowering and Mentoring Our Youths		
National Youth Council Singapore programmes	Collaborates with partners to provide opportunities for youth to develop self-awareness, community spirit, and future-readiness.	National Youth Council (NYC) Singapore

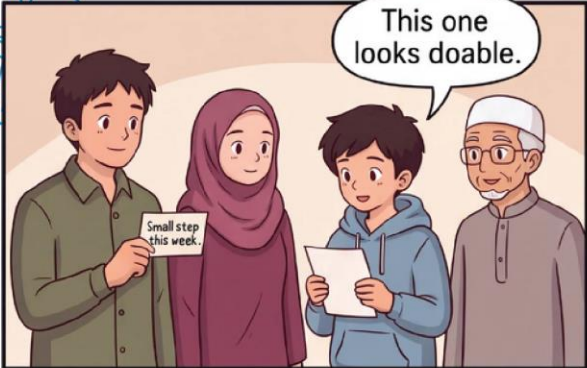
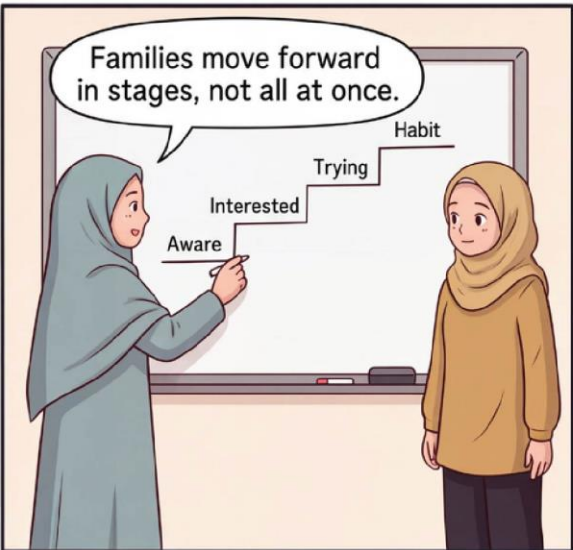
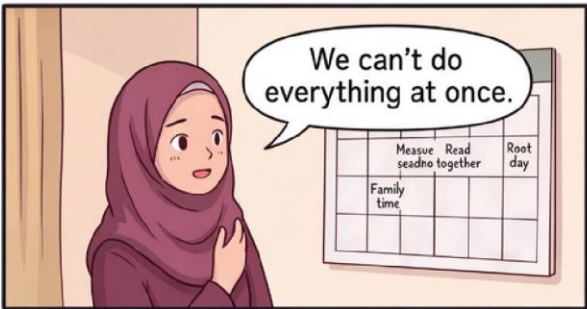
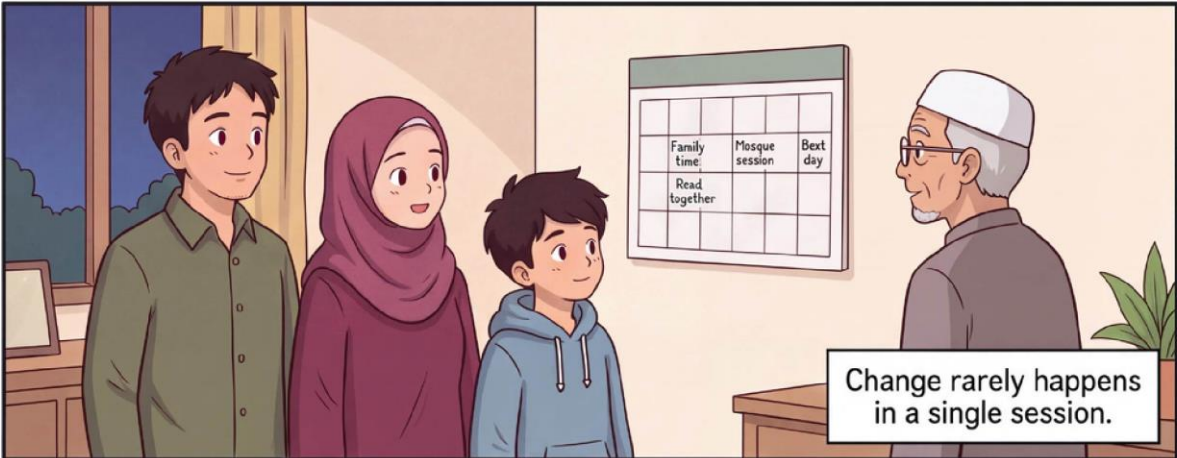
Programme / Services	Description	Partners
Creating A Healthy Community for All		
SGO (Silver Generation Office)	Volunteer-driven initiative that supports seniors' health and well-being through home visits, calls and community programmes.	Agency of Integrated Care (AIC)
Grassroots Organisations (GROs)	Bring people of different backgrounds together by organising a wide range of programmes for residents to meet and interact, encouraging community involvement, raising awareness about community issues, explaining government policies and gathering feedback, as well as helping those in need, to strengthen racial harmony and social cohesion.	People's Association (PA)



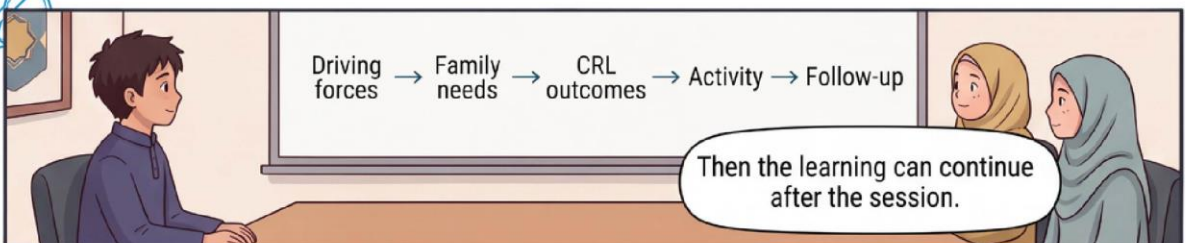
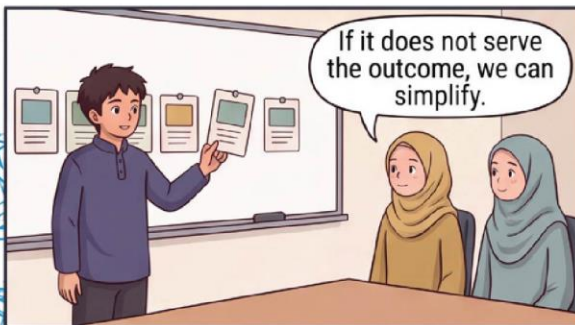
Impact is more than attendance



Transformation is a journey



Start with the change you hope to see



6. Impactful Mosque Sector - Delivering Transformation

Setting the Context – Driving Forces, Challenges and Opportunities

Driving Forces

The operating landscape of the mosque is continuously evolving. The challenges and opportunities are significantly influenced by broader driving forces such as the following:

- **Demographic and Social Changes.** Family structures are becoming increasingly diverse, influenced by factors such as delayed marriage, dual-income households, mixed marriages, and migration. Young couples and new parents face distinct pressures in balancing work, education, and family responsibilities. At the same time, multigenerational households highlight the importance of intergenerational relationships and caregiving, particularly for seniors. These shifts call for family support approaches that are inclusive and responsive to varying needs across life stages.
- **Polarising Geopolitical Landscape.** Families are navigating competing societal influences, including global media, technology, and peer networks. While these provide exposure to new ideas and opportunities, they also present challenges in reconciling traditional Islamic family values with contemporary expectations. Families must consciously negotiate and uphold faith-based principles while adapting to modern lifestyles.
- **Advancements in Technology.** Rapid advancements in technology are reshaping the landscape of family life. Digital platforms offer unprecedented access to knowledge, community support, and flexible learning opportunities, empowering families in their daily lives. At the same time, they bring challenges, including misinformation, excessive screen use, and social comparison, which can affect parenting, work-life balance, and intergenerational relationships. Navigated thoughtfully, technology can strengthen family bonds; if left unchecked, it may create new strains within the family unit.

Challenges and Opportunities

The impact of these global driving forces has created the following key challenges and opportunities:

- **Contesting Ideas and Lifestyles.** Families are increasingly exposed to diverse worldviews, lifestyles, and value systems through globalisation, digital media, and peer networks. Reconciling traditional Islamic principles with contemporary societal norms can create tension within households, affect parenting approaches, challenge marital harmony, and complicate intergenerational understanding.
- **Stress and Mental Health Issues.** Urban living, work-life pressures, career uncertainties, academic demands, and rising costs of living contribute to significant stress among families and young parents. These pressures often lead to anxiety, relational strain, and challenges in parenting, highlighting the importance of accessible, culturally sensitive, and faith-informed mental health support tailored to their needs.

- **Social Isolation and Fragmented Community.** The modern urban rhythm – demanding careers, academic pressures, and constant digital distractions – often combines family time into hurried interactions. Within multigenerational households, competing schedules and lifestyle differences can strain intergenerational bonds, leaving family members to navigate challenges in silos rather than as a cohesive unit. At the same time, reduced engagement with extended relatives, neighbors, and mosque communities weakens the broader safety nets that traditionally reinforced family resilience.

As a result, seniors risk loneliness, parents shoulder child-rearing pressures without communal support, and youth grapple with questions of identity and belonging without trusted anchors. This fragmentation not only isolates individuals but also diminishes the family’s capacity to function as a stable, nurturing nucleus of the Muslim community.

Opportunities

- **Greater Social Awareness and Activism.** Singaporean Muslim families are increasingly shaped by both local and global conversations on equity, intergenerational responsibility, and community well-being. Exposure to international studies, overseas movements, and local initiatives has heightened awareness of social justice, sustainability, and family resilience. This growing consciousness presents opportunities to embed values of care, justice, and compassion within households. When channeled constructively, it not only strengthens family bonds but also nurtures a new generation that is socially responsible, ethically grounded, and equipped to engage meaningfully with the challenges of a rapidly evolving society.
- **Strong Community Support.** Singaporean Muslim families draw strength from a unique blend of formal initiatives and grassroots traditions. Mosques, M³ programmes, and family services complement everyday gotong-royong, where mentorship, care, and mutual aid flow naturally across generations. This ecosystem not only helps families manage challenges but also nurtures resilient, connected, and value-driven households.
- **Technology-Aided Collaboration and Outreach.** Digital platforms now offer families unprecedented access to Islamic knowledge, parenting guidance, counselling, and peer support. By adopting blended models of engagement, integrating both online and offline interactions – families and community organizations can deepen learning, strengthen connectivity, and build resilience. Harnessing technology in this way ensures that families remain supported, informed, and connected despite the fast-paced demands of modern life.

Desired Community Religious Life Outcomes

With such a dynamic operating environment, mosques are called to continuously adapt to stay relevant as reference points for religious guidance and hubs for community life. Done well, our mosques support Muslims in charting a path through life that is pleasing to Allah and beneficial to those around them. The mosque sector plays a pivotal role in transforming the Singapore Muslim community to fulfil the following desired qualities and behaviours:

- **Nurture Confident Muslims:** A confident Muslim is one who remains in peace and tranquility, even in difficult times, who focuses on principles and purposes, unshaken. A confidence that is based on knowledge, skills and unwavering faith in Allah. This confidence empowers individuals to navigate modern challenges with clarity, resilience, and purpose. This state of the mind and heart is described by Allah,

"It is He who sent down tranquillity into the hearts of the believers that they would increase in faith along with their (present) faith. And to Allah belong the soldiers of the heavens and the earth, and ever is Allah Knowing and Wise."
(Surah al-Fath, 48:4)

- **Strengthen Resilient Families:** A resilient family is one who sees adversities and problems as opportunities for growth and development. These challenges are causes to bounce back and emerge stronger. These families build supportive social network amidst these adversities. They recognise their vulnerabilities and seek help as a mark of strength. The focus is on fostering a loving family environment (*rahmah*) and developing the ability to overcome adversity and hardship with a deep sense of patience and hope (*sabr*) and trust in Allah (*tawakkul*).

"So, surely with hardship comes ease."
(Surah Ash-Sharh. 94:5)

- **Build Empowered Community:** One who focuses on deeper understanding, principles and purposes, beyond rituals and forms, who discerns and draws wisdom from knowledge, real experiences and lived realities. A community with a deep sense of responsibility for the others, drawing collective wisdom, and transforming individuals from consumers to contributors and ultimately to changemakers (*soleh wa musleh*). This involves transforming the community (*islah*) through a spirit of collaboration and partnership (*ta'awun*). This collective wisdom empowers the community in navigating uncertain and difficult times, yet remain rooted in enduring principles and values.

"...and help one another in goodness and piety..."
(Surah Al-Maidah, 5:2)

Desired Behaviours & Indicators

To achieve the desired CRL Outcomes, we will focus on the desired behaviours and behavioural indicators to track our progress together.

Confident Muslim

Desired Behaviours	Behavioural Indicators
Confidence that is founded on Knowledge, Skills and Unwavering Faith	
KNOWLEDGE	
Knowledge founded on Islamic Principles and Values	• Demonstrates knowledge of core Islamic principles and values. • Connects rituals and behaviours to the purposes and principles • Discerns and applies principles to daily decision-making and interactions. • Seeks to deepen knowledge of faith through continuous learning and reflection.
Adaptability and Critical Thinking	• Makes informed decisions by evaluating situations through both Islamic and contemporary lenses. • Embraces positive change while maintaining core Islamic values. • Innovates and contributes solutions to societal challenges based on Islamic ethics.
SKILLS	
Relevant skills to navigate life challenges and contribute to the society and humanity.	• Possesses relevant life skills and a lifelong learning culture. • Articulates Islamic viewpoints confidently and respectfully in discussions or public settings. • Listens empathetically and engages in constructive relationship and communication with individuals of differing beliefs and views as good citizens. • Demonstrates skills to manage stresses and/or life challenges and complexities.

Desired Behaviours	Behavioural Indicators
FAITH	
Unwavering faith in Allah’s Acts and Wisdom.	• Demonstrates calmness and contentment in good and bad times in leading a positive religious life. • Expresses pride and gratitude in one’s Muslim faith and identity. • Manages stress and setbacks with patience and reliance on spiritual practices (e.g., prayer, supplication). • Maintains connection with God and seeks guidance by observing regular religious rituals. • Demonstrates convictions in what has been destined, and at the same time takes action to improve and contribute positively. • Seeks support from family, friends and professionals when needed, maintaining a balanced approach to mental and emotional well-being.

Resilient Families

Desired Behaviours	Behavioural Indicators
Demonstrating positivity in mind, attitude, and behaviours.	
In Mind	• Believes that adversities and challenges in life are opportunities to emerge stronger, physically, spiritually, intellectually, and socially. • Maintains a positive outlook, relies on spiritual practices, and develops relevant life skills during difficult times.
In Attitude	• Maintains patience and perseverance in face of adversities, vulnerabilities and uncertainties. • Recognises vulnerabilities and demonstrates a strong commitment to seeking mutual help and support

Resilient Families

Desired Behaviours	Behavioural Indicators
Demonstrating positivity in mind, attitude, and behaviours.	
In Behaviours	• Observes family prayer, Quranic recitation, and Islamic traditions together. • Regularly spends quality family time together through meaningful activities. • Practises shared Islamic values, such as compassion, respect, forgiveness and patience in family interactions. • Works together to navigate life transitions (e.g., education, financial stress, or health issues). • Actively participates in mosque programmes and community services as a family. • Models acts of kindness and charity to others, especially within the extended family and neighbourhood. • Promotes a sense of responsibility toward building a cohesive and empowered Muslim community.

Empowered Community

Desired Behaviours	Behavioural Indicators
Empowering the community through shared knowledge and collective action, guided by strong values, a clear sense of purpose, and responsible behaviour.	
Habits of Wisdom	• Practises reflective thinking, taking time to learn from experiences and make thoughtful decisions. • Engages in lifelong learning, seeking knowledge and wisdom through active participation in the community. • Demonstrates empathy and patience when interacting with others, fostering strong relationships. • Upholds integrity and personal ethics in daily life. • Demonstrates gratitude and humility.
Focus on Purpose	• Develops an understanding of Islamic principles and values (e.g., understanding the <i>maqasid al-Shari'ah</i>), distinguishing between core beliefs and cultural practices or rituals. • Able to set clear goals and distinguish between immediate needs and long-term aspirations. • Recognises how individual actions contribute to broader community well-being.
Wisdom in Behaviours	• Manages emotions and actions effectively to promote the greater good. • Demonstrates selflessness and teamwork, prioritising community well-being over personal interest. • Actively participates in <i>gotong royong</i> (mutual support) and volunteerism, fostering a culture of shared responsibility. • Contributes meaningfully to society and humanity. • Upholds mutual respect, understanding, and support among members of the community. • Maintains solidarity and collective action during crises, such as natural disasters or societal disruptions. • Demonstrates resilience and optimism, maintaining a faith-driven perspective when facing challenges. • Proactively seeks solutions to challenges through collaboration and innovation.

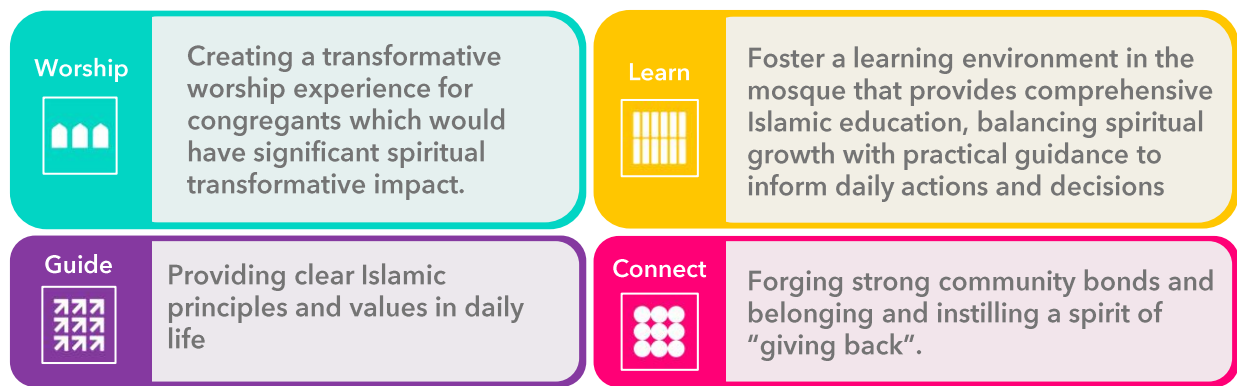


GUIDE FOR MOSQUE: FAMILY CENTRED INITIATIVES

7. Framework for Community Religious Life Initiatives

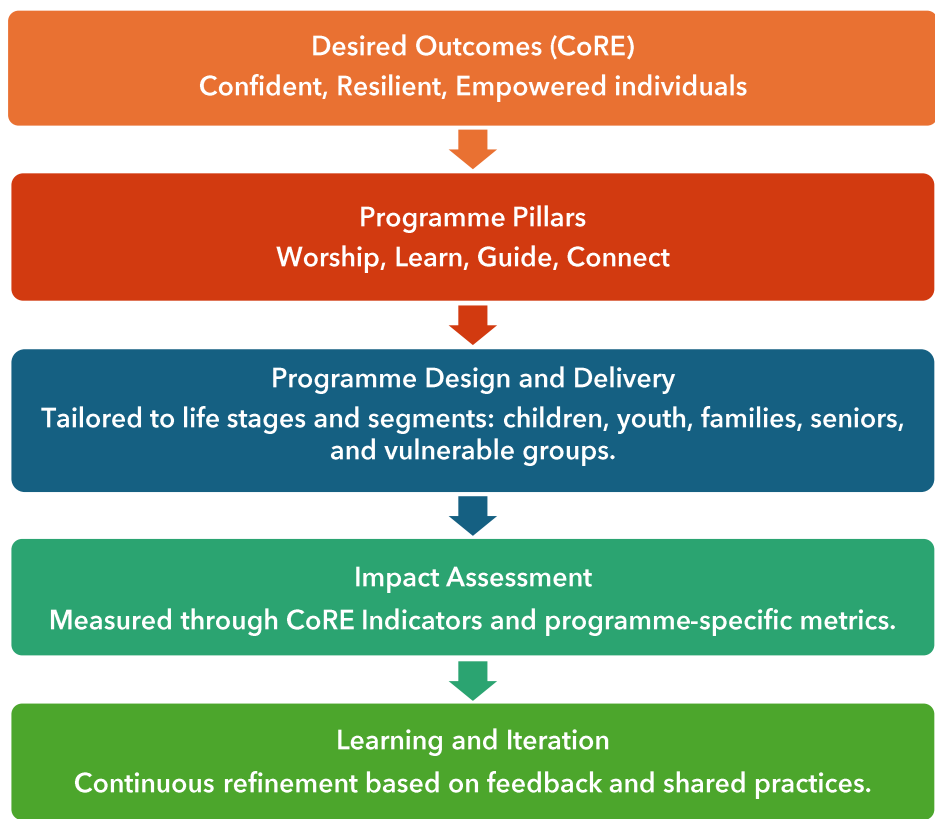
Framework

To fulfil the desired community religious life outcomes, the mosque sector will organise our strategies to achieve four key goals:



The goals help shape programmes and services so mosques can provide meaningful opportunities for growth and positive impact at every stage of life, including children, youth, families, seniors, and vulnerable groups.

This is how each step works together to build a vibrant community religious life:



Considering the present contextual realities identified earlier, we will focus on strengthening our strategies and programmes for families.

Family Categories

Recognising the pivotal role families play in nurturing individuals and sustaining society, it is important to understand the diverse forms they may take. Families exhibit a range of structures and dynamics, each with unique characteristics (Dommaraju, 2023). The following archetypes illustrate these variations and outline the areas of support each family unit may need, providing a framework for understanding the community's diverse family structures. These archetypes are primarily drawn from the traits and characteristics observed among families who frequent the mosques.

Mosques, as vital community assets, can complement this understanding by offering programmes and services that strengthen families’ resilience and capacity. With such support, families are better equipped to nurture capable and responsible individuals, contributing to a sustainable and thriving society.

Nuclear families A set of parents and their child(ren)	A household consisting of parents and their biological child(ren). O Areas of Support: Balancing work-life demands, maintaining emotional connection, and coping with parental stress.
Single-parent families	A household with one parent raising their child(ren), where the other parent is absent due to separation, widowhood, incarceration, or co-parenting arrangements. O Areas of Support: Economic pressures, limited time and support, social stigma, and managing multiple roles.
Extended families	Families that include relatives beyond the nuclear household such as grandparents, aunts, uncles, and cousins who provide emotional and practical support. O Areas of Support: Intergenerational conflicts, unclear roles, and caregiving or financial burdens.
Blended families	Families formed by the union of partners bringing children from previous marriages, including stepparents and stepchildren. O Areas of Support: Navigating stepfamily relationships, loyalty conflicts, and establishing consistent household rules..

Multigenerational families

Households consisting of at least three generations, often including grandparents, parents, and children living together or maintaining close daily interaction.

○ Areas of Support: Privacy concerns, caregiving burdens, and managing intergenerational health or financial needs.

Transnational families

Families in which one spouse originates from another country and currently resides in Singapore, either as a Permanent Resident (PR) or otherwise.

○ Areas of Support: Economic pressures, limited time and support, social stigma, and managing multiple roles.

Skipped-generation families

Households where grandparents are the primary caregivers of grandchildren, with the middle generation absent due to death, separation, or incarceration.

○ Areas of Support: Emotional and financial strain on grandparents, developmental support for grandchildren, and navigating parental absence.

Low-income families

Families with limited financial resources, typically qualifying for MUIS Zakat Financial Assistance, and requiring additional support for education and basic needs.

○ Areas of Support: Limited access to resources, educational support, healthcare, and financial stress.

Senior families

Households composed primarily of older adults, often with children living separately, requiring social engagement and well-being support.

○ Areas of Support: Social isolation, health management, and maintaining meaningful engagement and support networks.

Adopted families

Households that include one or more adopted children, navigating challenges of bonding, identity, and integration.

○ Areas of Support: Bonding and attachment challenges, identity development for children, and navigating legal or social considerations.

Tailoring Mosque Programmes to Different Family Profiles

Programmes should move beyond a one-size-fits-all approach, responding thoughtfully to the unique realities of each family to foster support and belonging.

Here are a few suggestions to consider when tailoring your approach:

Nuclear families	○ Programmes for nuclear families can focus on parenting, early childhood education, and family bonding. By providing educational and interactive activities, mosques can help parents nurture their children’s growth while strengthening family cohesion. Mosques may also tap on existing programmes like Purposeful Play series by MSF’s Families for Life@Community (FFLC).
Single-parent families	○ Programmes designed for single-parent families can include activities that provide children with positive role models, stability, and opportunities for growth. By fostering a supportive environment, mosques can help children feel secure, confident, and connected to their faith, while supporting parents in managing household responsibilities.
Extended families	○ Programmes for extended families can focus on strengthening connections among relatives and encouraging shared responsibilities. By offering interactive and supportive activities, mosques can help family members support one another emotionally and practically, fostering stronger household and community ties.
Blended families	○ Programmes for blended families can provide guidance on navigating complex family dynamics, including differing parenting styles, loyalty conflicts among children, and the integration of stepparents. By offering targeted support, mosques can help families build understanding, cohesion, and resilience.

Multigenerational families

○ Programmes for multigenerational families can bridge age gaps, fostering interaction, shared learning, and mutual understanding. By encouraging communication across generations, mosques can strengthen family relationships and promote lasting familial bonds. Mosques may also tap on existing programmes like the Triple P Level 2 seminar series by FFLC.

Transnational families

○ Programmes for transnational families can focus on strengthening family bonds and supporting household harmony. By offering inclusive workshops, family activities, and guidance on effective communication, mosques can help families navigate differences in backgrounds and lifestyles, foster mutual understanding, and promote the overall well-being of all family members.

Skipped-generation families

○ Programmes for grandparents raising grandchildren can provide support in contemporary parenting techniques, stress management, and applying Islamic teachings in non-traditional structures. Mosques can help reduce caregiving strain through emotional support and resources tailored to their needs. Mosques may also tap on existing programmes like the Triple P Level 2 seminar series by FFLC.

Low-income families

○ Programmes for low-income families can offer access to educational resources, tutoring, after-school care, and workshops on Quranic studies, Islamic history, and life skills. Social Development mosques (SD mosques) may collaborate with MUIS and/or PELITA for such support.

Senior families

○ Programmes for senior families can focus on social engagement, wellness, and meaningful participation in community life. By offering interactive activities, workshops, and support networks, mosques can help elders build friendships, share experiences, and maintain their physical, emotional, and overall well-being.

Adopted families

○ Programmes for adopted families can provide a supportive space for children and parents navigating emotional and social challenges, such as bonding, identity, and stigma. Mosques can offer counselling, support groups, and Islamic guidance to foster healthy relationships and strengthen family connections.

8. Guiding Vision and Inspirations

Worship – Transformative Worship Experience



Guiding Vision – To nurture strong family bonds anchored in faith, creating meaningful worship and community experiences that empower families to be Confident, Resilient, and Empowered in their worship practices.

Potential Ideas

1. Private Family Spaces:

- Provide rooms for parents to care for toddlers, nurse or attend to young children in privacy and comfort.
- Offer dedicated prayer rooms where families can perform congregational prayers together in privacy.

2. Intergenerational Bonding and Transformative Worship:

- Themed Qiyam Nights: Organise immersive themed *Qiyam* nights with Qur’anic and Prophetic stories brought to life, fostering intergenerational bonding among children, parents, and grandparents.
- Father-Son Worship Activities: Facilitate father-and-son pairs to take turns leading prayers and worship activities (e.g., *azan*, *iqamah*, congregational prayers, *dzikr*, and *dua*), fostering confidence and shared spiritual leadership.

3. Integrate Technology:

- Interactive Worship: Leverage technology (apps, QR codes, online platforms) to deliver worship prompts, family *ibadah* challenges (e.g., reciting Surah *Al-Mulk*, praying together, charitable giving), collective *dua* logs, making worship interactive and engaging.
- Live-Streamed Lessons: Making learning accessible anywhere and anytime.

Success Indicators (Aligned with CoRE)

Confident

- Active engagement in worship, along with reflection on Qur’anic and Prophetic stories, cultivates confidence in practising faith consistently.
- Family members lead prayers or *dua* with growing assurance and competence.

Resilient

- Families remain steadfast in practising faith-inspired solutions at home, work, school, and in the community.
- Families regularly engage with worship spaces or apps, demonstrating consistent dedication despite busy schedules.

Empowered

- Family members independently lead prayers, train or guide younger siblings, and initiate small-scale congregational or home-based worship activities, demonstrating spiritual leadership and ownership.

Case Examples

1) Mosque Night with Mom and Dad by Masjid Al-Falah - For Parents and Children



What?

An overnight family programme that reimagines the mosque as a welcoming space for bonding, learning, and worship. It encourages parents to bring their children without fear of judgment, fostering joy, connection, and a deep sense of belonging within the mosque environment.

Why?

Because families deserve a space where they can connect deeply and confidently. This programme removes the reservations parents often feel about bringing children to the mosque – turning it into a vibrant community hub that strengthens family ties and nurtures lifelong belonging.

By Who?

Brought to life by Masjid Al-Falah, with youth members taking full charge of planning and execution – mentored by mosque officers.

In relation to CoRE:

- **Resilient:** Strengthening the emotional, spiritual, and social bonds within families, nurturing connected, and supportive family units anchored in faith and belonging.
- **Confident:** Encouraging parents to engage the mosque as a welcoming space for their children, fostering confidence in practising and expressing faith as a family.
- **Empowered:** Encouraging families to actively shape their faith journey and strengthen the sense of community within the mosque.

Success factors:

- **Empowered Youth Leadership:** Young mosque members took full ownership of planning and execution, showcasing strong leadership, creativity, and teamwork.
- **Family-first Design:** Every element – from bedtime storytelling to sensory play – was thoughtfully curated to strengthen family bonds through shared joy and learning.
- **Safe and Inclusive Environment:** Parents felt assured and welcomed, free from fear of judgment, creating a positive association with the mosque for both adults and children.
- **Meaningful Engagement:** Activities blended faith, fun, and reflection, allowing families to experience ibadah in a relatable and enjoyable way.
- **Positive Community Response:** Overwhelming feedback from parents highlighted appreciation for the safe, uplifting, and family-centric atmosphere, with strong interest in future runs.

Useful learning points:

- Design family programmes that combine spiritual growth and joy, making faith an enriching shared experience.
- Foster inclusive, welcoming spaces that embrace families from all walks of life, ensuring no one feels excluded.
- Position the mosque as a dynamic family hub, where worship, learning, and joy strengthen and deepen family bonds.

2) Qasidah Jamming by Masjid Jamiyah Ar-Rabitah - For Parents and Children



What?

Qasidah Jamming is a workshop by Masjid Jamiyah Ar-Rabitah, inviting families and children to connect spiritually through devotional songs and collective remembrance. It revitalises traditional *Qasidah* into a lively, inclusive activity, where families come together to celebrate their love for Allah and His Messenger. By blending worship with artistic expression, the programme strengthens family bonds and encourages active spiritual participation beyond traditional learning spaces.

Why?

Qasidah Jamming brings spirituality to life for families, especially children, by creating an immersive, shared experience of faith. It bridges the gap between daily life and devotion, fostering a deep, heartfelt connection to Allah and His Messenger, and inspiring families to grow spiritually together.

By Who?

Qasidah Jamming is jointly organised by the Asatizahs at Masjid Jamiyah Ar-Rabitah and Little Deen Seekers. Both organisations collaborate to provide an engaging and spiritually enriching experience for children, helping them connect to their faith through collective worship and remembrance in a fun, interactive way.

Success factors:

- Multi-Generational Unity: Brings together children, parents, and seniors in a shared spiritual experience through nasheed (Islamic music or chant) and *Qasidah* (Arabic poetic hymn or ode) recitations, strengthening family bonds.
- Inclusive and Welcoming: Creates an environment where everyone, including those distant from formal religious spaces, feels a sense of belonging and connection.
- Emotional and Spiritual Enrichment: Fosters deep emotional and spiritual connections within families, blending devotion with artistic expression.
- Vibrant Faith Expression: Energises the mosque’s spiritual culture, offering a dynamic, joyous celebration of faith and unity.

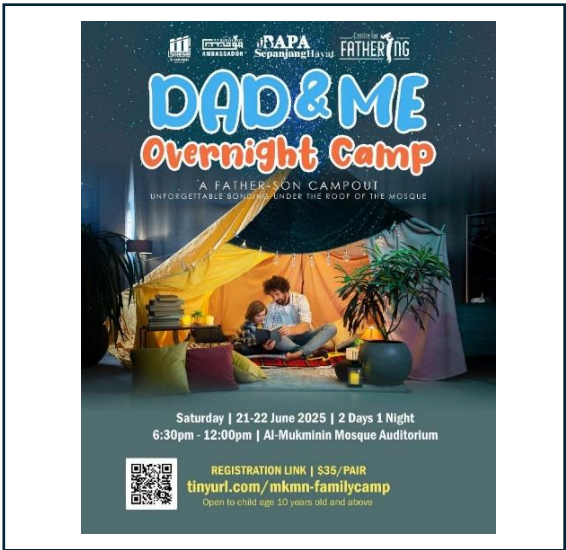
In relation to CORE:

- Empowered – Cultivates empowered families who actively engage in faith-inspired creativity and collective worship, strengthening their sense of unity and spiritual resilience.

Useful learning points:

- Combine spirituality, art, and emotional engagement for a holistic spiritual experience.
- Help families connect with faith through devotional expressions and reflection.
- Position the mosque as a vibrant family hub, where worship and emotional bonds strengthen the community.

3) Dad & Me – Overnight Camp by Masjid Al-Mukminin – For Fathers and Sons



What?

A unique father-son bonding experience, designed to create lasting memories through shared adventure, teamwork, and reflection, all within the nurturing environment of the mosque.

Why?

To strengthen the father-son relationship, empowering fathers to actively contribute to their children’s emotional and spiritual growth. The camp fosters connection and creates a foundation for strong, faith-centred family dynamics.

By Who?

Masjid Al-Mukminin, in collaboration with the mosque’s youth leaders and Bapa Sepanjang Hayat (BSH).

Success factors:

- Intentional Bonding Experiences: Combining fun, teamwork, and meaningful reflection to strengthen the father-son relationship.
- Holistic Approach: Integrating spiritual practices, like joint prayers (Isyak and Subuh), with recreational activities for a balanced experience.
- Continuous Feedback: Ongoing participant input ensures the programme evolves to meet the unique needs of fathers and sons.

In relation to CORE:

- Confident – Fathers gain assurance in their ability to positively influence their children’s emotional and spiritual growth, bolstering their role as strong, supportive figures.
- Empowered – Fathers are equipped with practical tools and insights to take an active, hands-on role in nurturing their children’s development and strengthening the family unit.

Useful learning points:

- Purposeful bonding activities designed to foster teamwork, adventure, and deeper emotional connections.
- Spiritual nourishment through joint prayers and moments of reflection, enhancing both faith and family unity.
- Collaborative leadership where partners, youth leaders, and fathers co-create the camp experience, building stronger community ties.

4) Dadventures by Masjid Darul Ghufuran - For Fathers and Children



What?

A bonding initiative that empowers fathers to connect deeply with their children through engaging, faith-centred activities that blend play, reflection, and shared learning experiences.

Why?

To nurture confident and compassionate children by strengthening the father's role as a mentor and spiritual guide, fostering stronger family relationships anchored in love and presence.

By Who?

Masjid Darul Ghufuran - Marriage and Family Development Department

Success factors:

- Fun, Interactive Activities: Engaging activities blend play with purpose, making learning enjoyable and memorable for both fathers and children.
- Faith-Based Reflections: Fathers reflect on Islamic values, using personal experiences to share important lessons to their children.
- Inclusive Participation: The programme welcomes fathers from diverse backgrounds, ensuring everyone can participate and benefit equally.
- Opportunities for Shared Growth: Fathers and children learn together, fostering personal growth and stronger family bonds through shared experiences.

In relation to CORE:

- Confident Fathers - Fathers are equipped with practical strategies and insights to actively nurture their children's emotional and spiritual development, reinforcing their role within the family.

Useful learning points:

- Position fathers as nurturers, showing how intentional time and attention shape a child's identity and security.
- Use fun activities to help fathers and children connect emotionally while reinforcing Islamic values like gratitude and teamwork.
- Set up follow-up channels for fathers to continue bonding and sharing reflections with peers.
- Create a supportive community where fathers motivate each other to stay engaged in their children's lives.

Learn - Rich and Deep Spiritual and Intellectual Islamic Exploration

Guiding Vision – To cultivate a culture of lifelong Islamic learning within families, nurturing confidence, resilience, and shared spiritual and intellectual growth across all generations.



Potential Ideas

1. Educational Programmes

- Recurring Signature Classes/Forums

Establish a recurring, signature class/forum series on family, creating anticipation and sustained engagement.

- Targeted Thematic Series for Family Pairings

Offer thematic series for family pairings (Fathers and Sons, Mothers and Daughters, Couples, Full Families), for focused intergenerational learning.

2. Practical Learning

- Islamic Ethics Discussion Circles for Couples

Facilitate ethical discussion circles for couples, addressing challenges (finance, work-life balance, family dynamics) through Qur'an and Hadith guidance.

- Reflection Platforms for Intergenerational Dialogue

Create reflection platforms like gratitude walls, journals, or cards for faith-in-action expression and intergenerational dialogue.

- Weekly Family Prayer Story Scrolls

Design story scrolls with weekly Qur'an or Hadith stories, reflection prompts, and guided discussions at home or in the mosque.

3. Hands-On Learning Tools

- Multi-Sensory Islamic Prayer Kits

Provide multi-sensory prayer kits with tasbeeh, siwak, counters, reflection cards, and QR-code audio guides, enriching daily worship.

4. Content Creation

- Family-Focused Article Series

Produce a family-focused article series highlighting inspiring stories, lessons from mosque programmes, and practical guidance on spiritual growth, ethics, and intergenerational engagement.

- Bite-Sized Information

Tips on any topic related to families that are easily digestible on social media.

Confident

- Couples confidently explore and articulate solutions to real-life challenges based on the Qur'an and Hadith.
- Learning, reflection, and shared action strengthen familial and spiritual confidence and assurance.

Resilient

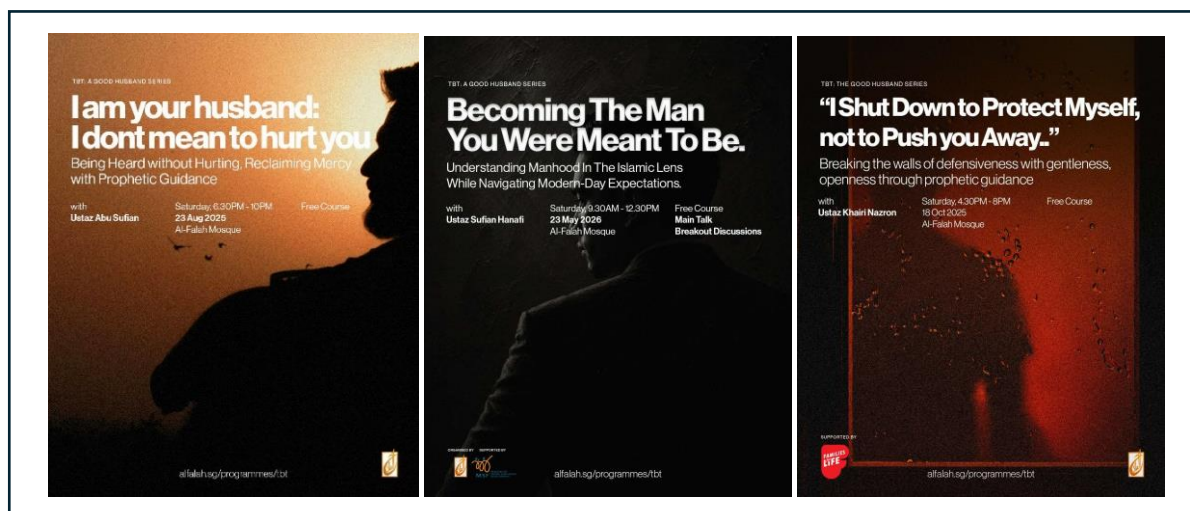
- Participants demonstrate persistence in applying ethical and religious guidance to family, work, or daily situations.
- Fathers, mothers, children, and grandparents support one another through their roles and experiences.

Empowered

- Families cultivate leadership from within, with members independently organising worship, guiding others, and sharing insights from forums and signature series.

Case Examples

1) The Good Husband Series by Masjid Al-Falah - For Husbands and Fathers



What?

A series designed to provide guidance and support for men, particularly husbands, addressing the realities of marriage and family life through safe and open discussions.

Why?

This initiative fills a gap in Muslim men's development, empowering them to navigate contemporary challenges with resilience and faith. By addressing key issues like emotional neglect, unrealistic expectations, and unhealthy relationship dynamics, all framed within Prophetic teachings, the programme seeks to develop confident, resilient, and empathetic family leaders.

Success factors:

- **Safe Space Model:** A supportive, non-judgmental environment where men felt comfortable sharing personal struggles and were validated by peers, fostering trust and openness.
- **Relevance:** The programme tackled practical, real-life issues such as emotional neglect and the dynamics of marriage, offering participants relatable insights.
- **Islamic Foundation:** Emphasis on qawwamah (leadership) rooted in mercy and empathy, equipping men with practical tools for self-improvement and better relationships.

- **Participant Engagement:** Active involvement from participants who shared their challenges and supported each other, demonstrating the programme's effectiveness in building a strong community.

By Whom?

Masjid Al-Falah, supported by Dads for Life (MSF), and delivered by Asatizahs, Counsellors, and Naib Kadis (NKs).

In relation to CoRE:

- **Confident:** The programme fostered confidence by equipping men with the tools and knowledge to lead their families with empathy, understanding, and Islamic principles.
- **Resilient:** By confronting real issues and providing strategies for growth, the programme builds resilience and helps participants navigate challenges in marriage with strength and grace.
- **Empowered:** Participants were empowered to take charge of their personal growth and improve their relationships, strengthening their role as leaders in the family.

Useful learning points:

- Create a safe space for open sharing, fostering trust and belonging.
- Address real challenges like emotional neglect and marriage dynamics, making the content practical and relatable.
- Incorporate Islamic principles to provide both spiritual guidance and actionable tools for personal and marital growth.

2) Mahligai Bahagia by Masjid Jamiyah Ar-Rabitah - For Married Couples and Parents



What?

Mahligai Bahagia is a unique and innovative family programme series organised by Masjid Jamiyah Ar-Rabitah. It offers comprehensive guidance for couples as they transition from early marriage to parenthood. The series blends practical advice, *Fiqh*-based teachings, and interactive sessions to strengthen family bonds and empower couples with the tools and knowledge to create a harmonious and thriving household.

Why?

The programme addresses the evolving needs of couples by providing them with essential tools to navigate modern family life. It empowers couples with the confidence to face challenges in marriage and parenting, fostering strong, resilient relationships and nurturing balanced, faith-centred households rooted in Islamic values.

By Whom?

This programme is delivered by the Asatizahs of Masjid Jamiyah Ar-Rabitah, who draw from their extensive experience working with married and soon-to-be-married couples. Their guidance, rooted in Islamic principles, helps couples strengthen their relationships and prepare for the various stages of family life.

Success factors:

- Engaging and Accessible: A beginner-friendly approach, using clear examples and interactive methods, makes complex concepts relatable and easy to understand for all participants.
- Immediate Real-World Application: Emphasising practical, everyday solutions, the programme empowers couples to immediately integrate what they learn into their daily lives and worship, enhancing family dynamics.
- Structured Learning Journey: Designed to guide couples through key stages of family life – from the early years of marriage, to awaiting a child, and onto the journey of parenthood, ensuring relevant learning at each stage.

In relation to CoRE:

- Confident: Couples gain confidence in both their religious understanding and their ability to make informed, harmonious decisions in family life, guided by Islamic principles.
- Resilient: The programme builds resilience by helping families navigate contemporary challenges, resolve conflicts, and manage co-parenting dynamics with patience and understanding.
- Empowered: Couples are empowered with the knowledge and tools to create balanced, supportive households, fostering strong marital partnerships and intergenerational harmony.

Useful learning points:

- Offer practical, bite-sized insights that couples can easily apply to their daily worship.
- Focus on relevant topics like co-parenting and communication, making them directly applicable to modern family life.
- Use interactive methods, like discussions and Q&A, to boost understanding and retention.

3) Project ARIF SaturDates/SunDates - For Engaged Couples, Married Couples, and Parents



What?

SunDATE/SaturDATE with ARIF are quarterly English public educational talks designed for families. These sessions focus on family wellness, covering health, religious, and social perspectives. Open to the public, the talks are also streamed live on Facebook.

Why?

The initiative aims to educate and provide valuable insights to newlyweds and young couples on essential aspects of family life. By integrating health, religious, and social topics, the sessions offer a holistic approach to family wellness. A diverse range of expert speakers, typically a combination of a healthcare professional, an Asatizah, and a social worker, ensures that the talks address the multifaceted needs of couples and provide well-rounded guidance.

By Whom?

The Project ARIF team collaborates with various mosques to organise the talks. Guest speakers from different fields - including a healthcare professional, an Asatizah, and a social worker - are invited to share their expertise and insights.

Success factors:

- High Participation and Engagement: The initiative consistently attracts strong in-person attendance and even higher online viewership, reflecting its widespread appeal and relevance.

- Valuable Feedback: Participants regularly express how beneficial the sessions are, with many reporting practical takeaways that have positively impacted their personal and family lives.
- Diverse Audience: The sessions draw a broad audience, from newlyweds to individuals at various stages of family life, showcasing the programme's universal appeal.
- Strong Community Impact: The combination of expert speakers and engaging topics leads to ongoing community interest and stronger participation at each session.
- Engaging and Relevant Topics: The sessions address critical and thought-provoking issues, such as autism, breastfeeding during Ramadan, and cancer awareness, offering valuable insights to participants.

In relation to CoRE:

- Confident: Attendees gain confidence in managing family life, supported by a blend of insights across various areas, including health, social dynamics, and religious guidance, helping them make well-rounded decisions.
- Resilient: The programme fosters resilience by emphasising the collective strength of the family, helping participants realise that each member's participation and involvement strengthens the family unit.
- Empowered: Participants are empowered through a diverse range of knowledge, enabling them to make informed, proactive choices that enhance their family's well-being.

Useful learning points:

- Offer a safe and accessible platform for families to engage with expert speakers through both in-person and online Q&A sessions.
- Ensure the sessions are inclusive, welcoming all families, regardless of background, making the content relevant.
- Enhance the mosque's visibility in both religious and broader social and health communities, expanding its influence through partnerships beyond religious circles to strengthen its role in the wider ecosystem.

4) Qur'anic Learning for Couples by Masjid Al-Mukminin - For Married Couples



Success factors:

- Personalised Guidance by Asatizah: Ensuring each couple progresses at their own pace, from Iqra to confident Qur'an recitation.
- Growing Community Engagement: With 10 couples participating since June 2025, strengthening connections through shared faith and learning.
- Strategic Outreach: Personalised brochures distributed during face-to-face NK meetings, inviting couples to incorporate Qur'anic learning into their marriage enrichment.

In relation to CoRE:

- Confident – Couples gain self-assurance in their Qur'anic recitation, building their spiritual confidence while strengthening their marital connection.
- Empowered – The programme equips couples with the spiritual tools to empower each other in their personal and collective growth, fostering a sense of shared responsibility and purpose in their journey as partners.

What?

Qur'an Learning for Couples (QUR'AN for COUPLES) – A transformative programme designed to strengthen marital bonds through shared Qur'anic learning.

Why?

To nurture both spiritual growth and marital harmony, empowering couples to connect deeper through the recitation and reflection of the Qur'an, ultimately building a faith-centred family foundation.

By Whom?

Organised by Asatizahs, supported by Masjid Al-Mukminin.

Useful learning points:

- Regular in-person sessions create a consistent and supportive learning environment.
- Offer a structured learning plan that guides couples from basic recitation to advanced levels.
- Focus on enhancing marital bonds through shared spiritual growth.
- Target soon-to-be wedded couples with NKs during their Face-to-Face sessions in the mosque, encouraging them to stay connected to the mosque as they build their family life.

5) After I Said Yes By Masjid Al-Istighfar - For Engaged Couples



What?

After I Said Yes is a signature pre-marriage programme by Masjid Al-Istighfar, designed to guide future couples through the mental, emotional, and spiritual preparation needed for a successful marriage.

Why?

The programme serves as an essential reference and support system for soon-to-be spouses, ensuring they begin their marital journey with a strong foundation rooted in Islamic guidance. It also fosters a trusted support network, helping couples navigate their new chapter with confidence and clarity.

By Whom?

The sessions are conducted by experienced Asatizahs from Masjid Al-Istighfar together with NKs from ROMM, ensuring participants receive both religious knowledge and practical marital advice.

Success factors:

- High Relevance: Participants consistently find the content highly relevant to their marriage preparation, returning for follow-up programmes to deepen their Islamic learning journey.
- Building Trust: A number of couples have chosen their NK from among the programme speakers, a testament to the rapport, trust, and meaningful connections built during the sessions.

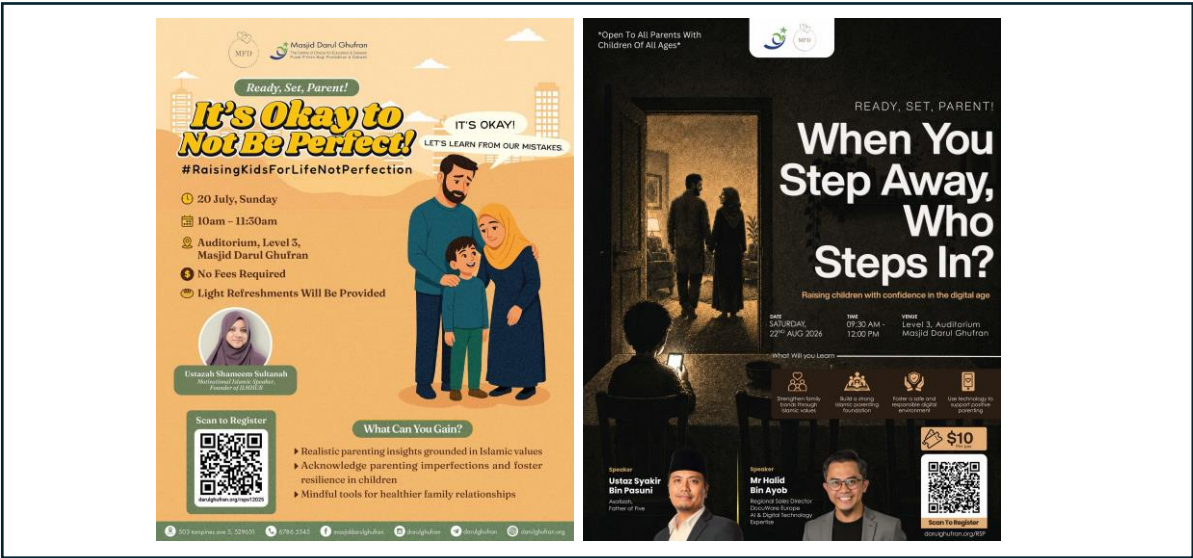
In relation to CoRE:

- Empowered: Empowering individuals with knowledge, self-awareness, and spiritual grounding, preparing them for the sacred journey of marriage.

Useful learning points:

- Comprehensive coverage from selecting a spouse to practical challenges like engagement, living with in-laws, conflict resolution, and intimacy in Islam.
- Bite-sized, practical content that promotes reflection and immediate application.
- Progressive modules evolving from foundational knowledge to deeper marital issues.
- Inclusion of Q&A sessions after each segment ensures participants are clear, aligned, and engaged throughout the programme.

6) Ready, Set, Parent! By Masjid Darul Ghufuran - For Parents



What?

A faith-based parenting workshop that supports the transition from couplehood to parenthood, equipping soon-to-be and new parents with the mindset, skills, and spiritual grounding to raise their children with love (Mawaddah) and compassion (Rahmah).

Why?

In line with the aspiration to nurture resilient Muslim families who embody faith in their daily lives, this initiative supports couples in their early family journey, a critical phase that shapes future family dynamics.

By Whom?

Masjid Darul Ghufuran - Marriage and Family Development Department

Success factors:

- Faith-Based Parenting Integration: Practical insights to incorporate Islamic values into parenting.
- Life-Stage Support: Tailored guidance for parents at key transitions, from pregnancy to early childhood.
- Collaborative Partnerships: Engaging with community partners to share expertise and enhance community programmes

In relation to CoRE:

- Confident Families: Equipping first-time parents with the knowledge, tools, and faith to step into parenthood with assurance, confidently guiding their children through life’s early stages.
- Resilient Families: Helping first-time parents build emotional, spiritual, and practical resilience, enabling them to navigate the ups and downs of parenthood with strength and perseverance.

Useful learning points:

- Designed to help couples transition from marriage to parenting, realigning expectations, routines, and faith practices.
- Islamic teachings integrated into real-life situations like sleep routines, communication, and managing pressure.
- Collaboration with facilitators and Asatizah ensures a balance of psychological and spiritual support.

7) Blessed and Balanced (Financial Literacy) By Masjid Darul Ghufuran - For Married Couples



What?

An interactive workshop that combines Islamic principles with practical financial strategies to help couples manage their money wisely, strengthen communication, and align their financial goals with shared values.

Why?

To empower Muslim couples to make financially sound and faith-conscious decisions, promoting harmony, trust, and responsibility in the family.

By Whom?

Masjid Darul Ghufuran - Marriage and Family Development Department in partnership with financial experts and Family Life Educators.

Success factors:

- Practical, Real-Life Solutions: Participants leave with actionable tools for debt management, budgeting, and savings that they immediately implement, making the content directly applicable to their daily lives.

- Expert-Led, Holistic Approach: The combination of Financial Expertise and Family Life Educators creates a well-rounded learning experience, strengthening both financial skills and marital communication.
- Engagement and Collaboration: Interactive exercises like role-playing and group activities foster active participation, with couples reporting improved teamwork and a shared sense of responsibility in managing finances.

In relation to CoRE:

- Empowered Community: Nurturing families who are financially literate, spiritually grounded, and capable of making responsible decisions that reflect Islamic values.

Useful learning points:

- Design activities that encourage couples to have open and honest discussions about money, fostering respect and shared financial responsibility.
- Provide practical tools such as budgeting templates, debt trackers, and savings planners that couples can immediately apply in their own households.
- Create content that resonates with couples at all stages of marriage, ensuring the programme is relevant for both newlyweds and those with years of experience.
- Help couples view financial management as part of their ibadah (worship), turning financial stress into a source of barakah (blessings) and balance.

Guide - Clear Islamic Values for Modern Life



Guiding Vision - To empower families to navigate contemporary challenges with resilience and faith, strengthening their ability to uphold and apply Islamic values in everyday life.

Potential Ideas

1. Interpersonal Support for Couples and Parents

- Inter-Couple Mentorship Buddy System:
Match seasoned couples with newlyweds for guidance on faith-centred married life.
- Parenting Circles:
A space for mothers and fathers to discuss parenting challenges (e.g., discipline, work-life balance) with guidance from mentors or facilitators.
- Separate Support Groups for Fathers and Mothers:
Offer tailored support on parenting, managing family challenges, and strengthening relationships.
- Support Groups for Single Parents:
Provide spaces for single parents to connect, share strategies, and receive encouragement.
- Peer Support Circles for Parents of Children with Special Needs:
Faith-based support groups for parents with children facing special needs challenges.

2. Skills and Knowledge Development

- Workshops on Practical Skills:
Provide workshops on budgeting, time management, and digital literacy, with an Islamic perspective.
- Parent and Child Play Sessions:
Organize play sessions with professionals on child development, facilitated by trained Asatizahs.

Success Indicators (Aligned with CoRE)

Confident

- Families experience validation and guidance, strengthening their sense of capability and self-assurance.
- Increased family participation in parenting circles, play sessions, or skill-building workshops.

Resilient

- Regular peer support, expert advice, and counselling help families navigate stress, setbacks, and challenges with strength.
- Non-mainstream family archetypes gain validation and support, reducing feelings of isolation and strengthening parenting confidence.

Empowered

- Parents who strengthen their own parenting and faith practices go on to support and guide other families, demonstrating empowerment through action and service.

Case Examples

1) Pot Love (Marriage Support Group) by Masjid Darul Ghufuran - For Married Couples



Success factors:

- **Supportive Space:** Encourages open sharing and trust-building, fostering deeper connections and communication among couples.
- **Structured Yet Flexible Monthly Themes:** Clear, focused themes each month that adapt to couples' evolving needs, fostering continuous development.
- **Experienced Facilitators:** Provides a balance of practical tools and spiritual insights to guide couples through both every day and faith-based challenges.
- **Ongoing Engagement:** Encourages consistent connection among couples, building a supportive community for mutual growth and accountability.

What?

A monthly marriage support circle rooted in Sakinah (Peace), Mawaddah (Love), and Rahmah (Mercy). It provides a safe and guided environment for couples to reflect on their relationship, share experiences, and learn from trained counsellors.

Why?

To sustain marriages and nurture lasting love by equipping couples with tools for empathy, communication, and shared spiritual growth, fostering enduring relationships grounded in faith.

By Whom?

Masjid Darul Ghufuran - Marriage & Family Development Department with certified family counsellors and volunteer facilitators.

In relation to CoRE:

- **Resilient Families:** Strengthen emotional and spiritual bonds between spouses to help them navigate challenges with compassion and maturity.

Useful learning points:

- Small groups build trust, allowing couples to share openly and learn without judgment.
- Couples also learn from each other's experiences, building mutual accountability and a sense of community.
- Faith is explored as a guide, not a lecture, through Qur'anic and Prophetic stories, reflections, and case studies, helping couples connect their beliefs to their daily lives.
- Facilitators provide reflective prompts and challenges for couples to apply at home, ensuring continuous growth beyond the sessions.

2) The Single Love (Singles’ Support Group) by Masjid Darul Ghufuran – For Single Parents



What?

A dedicated support and learning space for single parents to connect, share experiences, and receive psycho-spiritual guidance that strengthens their emotional and spiritual well-being.

Why?

To foster compassion and inclusion by ensuring that single parents are supported, valued, and empowered to raise confident, faith-driven children despite the challenges they face.

By Whom?

Masjid Darul Ghufuran - Marriage and Family Development Department in collaboration with Strengthening Families Programme (FAM@FSC), a programme under Persatuan Pemudi Islam Singapura (PPIS).

Success factors:

- Welcoming Space: A place where single parents feel comfortable sharing their experiences, challenges, and successes.
- Support From Experienced Facilitators: Offering both emotional care and spiritual insights to guide single parents.
- Thought-Provoking Exercises: Group discussions and activities that inspire personal growth, encouraging single parents to uplift and support one another.
- Continuous Peer Engagement: Building long-term support networks through ongoing connections and shared experiences.

In relation to CoRE:

- Resilient Families: Fostering healing, building confidence, and strengthening faith within single-parent households.

Useful learning points:

- Intentionally cultivate a sense of community among single parents who often feel isolated, helping them find solidarity and hope through sharing and self-expression.
- Enable them to recognise their strengths, communicate their needs, and seek appropriate community resources when required.
- Real-life stories and guided reflections are used to help participants apply lessons in their own family contexts, making the learning personal and relevant.
- Ensure participants remain connected through digital channels, enabling them to share advice, celebrate milestones, and continue offering emotional support to one another.

3) Project ARIF's Men on The Move and Men's Sharing Circle - For Husbands and Fathers

What?

Men on The Move (MOTM) is a recurring initiative designed to encourage physical wellness among husbands through trekking activities, while fostering the development of their peer support network. Complementing this, the Men's Sharing Circle (MSC) provides a focused platform for reflection, learning, and personal growth, delivered through online sessions in collaboration with Bapa Sepanjang Hayat.

Why?

While many community support programmes exist for families, few are tailored specifically for men. MOTM and MSC aim to fill this gap. MOTM promotes healthier relationships, emotional resilience, and peer connections through trekking. MSC follows up with more personal support, offering husbands and fathers deeper reflection and guidance. Together, these initiatives combine physical activity, reflection, and spiritual growth.

By Whom?

For MOTM, Project ARIF worked closely with mosques and NKs to conduct its activities, while MSC was facilitated by Project ARIF's Master Trainers and a life coach from Bapa Sepanjang Hayat.

Success Factors:

- Organic Peer Support Networks: Participants have built lasting friendships, forming informal circles of encouragement and accountability.
- Strengthened Institutional Collaboration: MOTM has enhanced partnerships between Project ARIF, partnering mosques, and community organisations, broadening its reach and embedding it within the community fabric.

In Relation to CORE:

- Confident Muslim: Both programmes empowered men to learn from one another, enhancing their confidence and knowledge in navigating their roles as husbands and fathers.
- Resilient Families: A core focus of these programmes was building organic support networks for men, expanding their sources of emotional and social support.

Useful learning points:

- With few men-centric support groups, this platform offers a dedicated, safe space for men in the Project ARIF community to share family challenges and exchange practical advice.
- A unique initiative combining wellness, relationship-building, and spiritual enrichment, offering guidance and practical skills from Kadis, NKs, and a life coach.

4) Redefined Series : Lost in Transition & Navigating Our Emotional Maze - For Mothers



What?

The Redefined Series sets out to empower mums to redefine who they are beyond past experiences, cultural, social and self-imposed expectations. It also gives mums an opportunity to broaden their understanding of matters that affect their sense of worth, self-care and mental resilience.

Why?

Pregnancy and birth are transitional phases in a woman's life that is life changing. Having a space for women to share their experience, have practical tips, as well as receive emotional support can be helpful to mothers as they journey through their new phase in life.

By Whom?

Co-organised by Mums for Life, Ibu Sepanjang Hayat and Masjid Darul Ghufuran

Success Factors:

- **Empowering women:** It is a safe space for mothers to learn how to navigate this new phase of their lives and the cultural, social or self-imposed expectations that redefine who they are as women.
- **Strengthened Institutional Collaboration:** The collaboration with the mosque allows this safe space to transcend culture and religion.

In Relation to CORE:

- **Confident Women:** Women are equipped with knowledge and support to tackle any challenges that come their way as they navigate through new life experiences as a mother.
- **Resilient Women:** Women learn to become mentally stronger in overcoming the difficulties and changes from pregnancy and birth, as well as nurturing another human being.

Useful learning points:

- It is a safe space for women that transcends culture and religion.
- With knowledge and support, women are more confident at overcoming the challenges they face when navigating life transitions as a mother.

5) Purposeful Play - For Parents and Children



What?

Purposeful Play is jointly developed by the Ministry of Social and Family Development (MSF) and the Parenting Research Centre from Australia to help parents of children aged 0-6 years develop their child through play and daily activities.

Why?

It introduces parents to 10 evidence-based strategies that equip parents to create a warm and stimulating environment for their child by using everyday activities to develop language and problem-solving skills to enhance their child’s school readiness, as well as to bond and strengthen their relationship with their child.

By Whom?

Purposeful Play is jointly developed by MSF and the Parenting Research Centre from Australia to help parents of children aged 0-6 years develop their child through play and daily activities.

Success Factors:

- Positive Participant Feedback: Participants highlight the programme’s impact, including improved emotional regulation, encouragement through shared experiences, stronger bonds with children, and a renewed commitment to core values.
- Sense of Community: Participants report feeling that ‘we are not alone,’ building a supportive network throughout the journey.

In Relation to CORE:

- Resilient Families – Purposeful Play empowers parents with knowledge and understanding on nurturing their children and forming positive relationships through their everyday environment.

Useful learning points:

- Provides practical learning tips based on evidence from experts in the field

6) Asatizah Solace Care (Faith-Based Consultation) by PERGAS - For Families & Individuals



What?

Asatizah Solace Care provides one-to-one, faith-based emotional and spiritual support for anyone in the community who is experiencing stress, family conflict, marital or parenting issues, financial worries or other life challenges. Launched during the Covid-19 period as a virtual initiative, Asatizah Solace Care continues to be offered online, giving adults, caregivers and youth a safe and confidential space to share their concerns and receive spiritual guidance without needing to visit a physical space.

Why?

Families today face multiple pressures; work and financial stress, caregiving responsibilities, changing family roles, as well as emotional strain arising from local and global crises. While there is growing awareness of mental health, some still hesitate to approach mainstream services due to stigma, cost or concerns about religious alignment. Asatizah Solace Care addresses this gap by offering accessible, faith sensitive support that encourages help-seeking as a strength.

By Whom?

Asatizah Solace Care is run by the Singapore Islamic Scholars and Religious Teachers Association (Pergas).

Sessions are led by ARS-certified Asatizahs with counselling training or experience, providing Islamic guidance alongside basic psychosocial support and, where needed, referrals to professional services.

Success Factors:

- Integration with Community Resources: Aligned with wider community and national support systems, with Asatizah Solace Care often listed alongside helplines and mental health tools, reinforcing its role within the broader support ecosystem.
- Accessible Delivery: Sessions are virtual, free, and confidential, reducing financial, time, and stigma barriers for the public, including busy parents and caregivers.
- Trained Faith-Sensitive Asatizah: Facilitators address religious questions, provide empathetic emotional support, and refer to professional services when issues exceed their scope.

In Relation to CORE:

- Resilient Families – Asatizah Solace Care normalises help-seeking, provides a structured space to process difficulties, and guides individuals and families to respond according to Islamic teachings, helping them view adversity as growth, regulate emotions, and strengthen relationships and support networks.

Useful learning points:

- Virtual, low-barrier access demonstrates how simple digital touchpoints (online booking, video/phone sessions) extend support beyond mosque premises and make timely help-seeking easier.
- Positioning Asatizahs as first-line responders highlights their role as trusted initial contacts who listen, provide support, and refer to specialised services when needed.

Connect - Strong Community Bonds and Giving Back



Guiding Vision – To foster a deep sense of belonging within and among families, inspiring them to actively engage in their communities and nurture Confident, Resilient, and Empowered family units.

Potential Ideas

1. Family Volunteering

- Organise Family Volunteer Days:
Parents and children serve together in mosque-led initiatives such as distributing food to the needy, visiting the sick, or supporting elderly homes, guided by the prophetic value of khidmah (service).
- Launch Family-Led Charity Drives:
Households collect and distribute essentials like food, clothing, or school supplies, fostering sadaqah jariyah (continuous charity) as a shared family practice.
- Develop Family Skills-for-Community programmes:
Families contribute their skills such as tutoring Qur'an, cooking, or financial literacy – as a form of amal soleh (righteous deeds).

2. Family Mentors:

- Check ins:
Families extend ukhuwah (brotherhood and sisterhood) by checking in on vulnerable neighbours, including the elderly and single-parent households.
- Facilitate Interfaith Family Engagements:
Mosques are open to the community during Ramadan or Eid, embodying rahmatan lil-'alamin (a mercy to all) and fostering connections with neighbours of all faiths.

Success Indicators (Aligned with CoRE)

Confident

- Families strengthen confidence through repeated, hands-on participation in mosque-led programmes.
- Families become confident in leading community activities, proudly representing Islamic values and inspiring others.

Resilient

- Families continue to engage with mosque and community programmes, demonstrating resilient commitment despite obstacles.
- Serving the needy and vulnerable helps families build resilience, patience, and empathy together.

Empowered

- Families share skills and engage in interfaith initiatives, feeling empowered to positively influence their community and shape meaningful change.
- Families embrace learning and mentoring others, feeling empowered to grow spiritually, socially, and practically.

Case Examples

1) Project ARIF Cares - For Married Couples



ARIF Cares
Ramadan
Charity Drive

Sunday
16
March 2025

2.30 - 5.00pm
Masjid Jamiyah Ar-Rabitah
601 Tiong Bahru Rd S(158787)

Program Highlights

- Tazkirah by Asatizah
A spiritual reminder on the virtues of giving in Ramadan.
- Iftar Food Distribution
Delivering meals to the Mosque's Zakat recipients

Register now at tinyurl.com/arifcares

Let's make this Ramadan more meaningful by sharing our blessings with others. Come and be a part of this noble cause!

Co-organised by





ARIF CARES 2026

VOLUNTEERS NEEDED!

Join us for ARIF Cares 2026 as we support SalamSG Gives by distributing essential items to beneficiaries. Let's come together to serve, share, and make a meaningful impact in our community. 🤝

Details

- 📅 7 February 2026
- 🕒 10.00am - 1.00pm
- 📍 Yusof Ishak Mosque



REGISTER NOW

<https://tinyurl.com/arifcares2026>

What?

Project ARIF Cares is a volunteering initiative conducted in collaboration with mosques during Ramadan, where newlyweds assisted the mosque in distributing food to the less fortunate for Iftar. During the session, an Asatizah from the participating mosque also provided a Tazkirah.

Why?

The programme provides opportunity and encourages couples to actively participate and contribute back to society.

By Whom?

Project ARIF newlywed couples, in collaboration with the participating mosques.

Success factors:

- Strong Participation: Newlyweds, along with their families, enthusiastically joined the initiative.
- Commitment Despite Fatigue: All participants completed the task willingly, despite the challenges of fasting.

In relation to CoRE:

- Confident Families: Engaging in acts of service and witnessing the direct impact on those in need fosters a strong sense of accomplishment, enhancing self-belief and bolstering confidence in their capabilities.
- Empowered Families: By providing support to underserved communities, newlyweds acquire valuable skills and insights, empowering them to apply these learnings to other areas of their lives.

Useful learning points:

- Volunteering allows newlyweds to meet new people, learn skills, make a difference, and find a sense of purpose and community.

9. Roles and Responsibility

The table below provides a more general framework of roles and responsibilities that can apply to various aspects of mosque operations, including but not limited to Community Religious Life (CRL) initiatives. It offers flexibility for mosques of different sizes and capacities while outlining core responsibilities at each level. It is important to note that specific duties may vary based on individual mosque circumstances, community needs, and ongoing initiatives.

OMS (HQ)	District Office	Mosque
• Develop and communicate overall strategies and policies. • Provide resources and guidance for programme implementation. • Coordinate Sector-wide initiatives and events. • Offer training and development opportunities. • Oversee performance evaluation and improvement efforts. • Manage relationships with external stakeholders and partners.	• Facilitate communication between HQ and mosques. • Support implementation of initiatives at District level. • Coordinate District-wide programmes and events. • Assist mosques in resource sharing and collaboration. • Provide localised support based on District needs. • Help identify and address District-specific challenges.	• Implement programmes and services for local community. • Engage with and understand community needs. • Collaborate with other mosques and community partners. • Provide feedback on initiatives to District and HQ. • Participate in training and development programmes. • Manage day-to-day operations and maintenance. • Foster community bonds and promote social cohesion

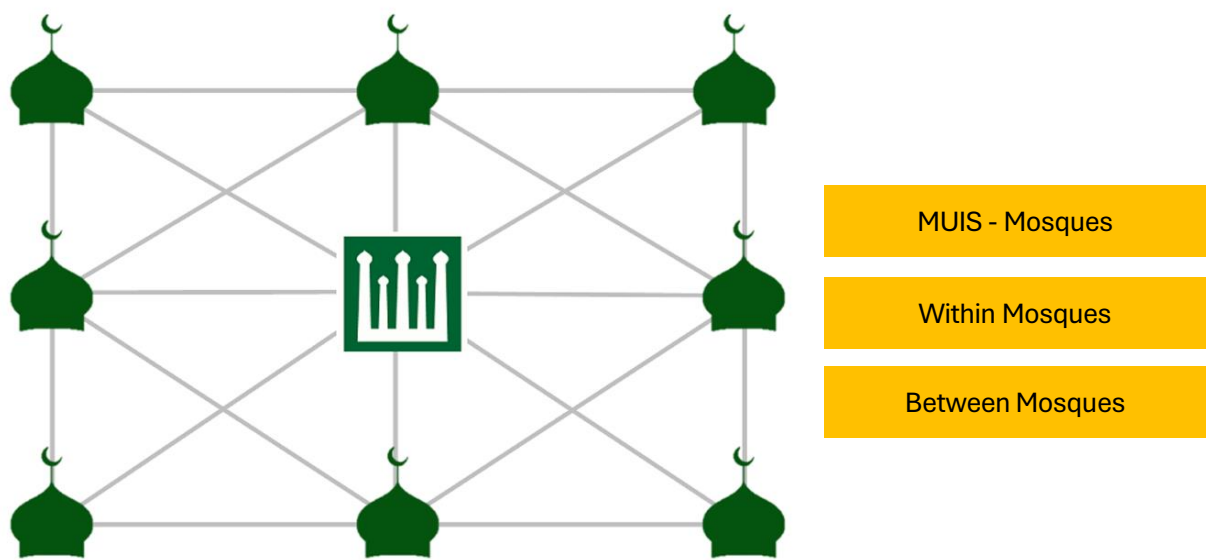
CRL Steering Committee, which will serve as the apex body for CRL initiatives, will be responsible for setting overall direction, discussing Sector-wide best practices and challenges, and promoting group learning across all mosques. By establishing this committee, we aim to create a more coordinated and effective approach to engagement, ensuring that insights and successful strategies are shared and implemented across the entire mosque sector.

In essence,

- **OMS (HQ)** oversees the implementation of the Sector-wide community religious life strategies and assesses its impact.
- **District Offices** support mosques by coordinating efforts and ensuring alignment with the broader plan.
- **Mosques** carry out local initiatives, following the Playbook’s guidelines to meet the needs of their communities.
- **Mosque Management Board (MMBs) and CRL Steering Committee** provide direction and guidance to help mosques stay on track and adapt strategies to local needs.
- **Community Partners** collaborate with mosques to identify areas for support and joint efforts.

To ensure effective implementation and continuous improvement, it is important that these efforts are supported by strong working relationships at multiple levels. This collaboration helps align goals, share resources, and strengthen the impact of community initiatives across the mosque sector, as highlighted in the Key Working Relationships.

3 Key Working Relationships



1. MUIS - Mosque Relationship:

- Regular communication: Participate in platforms like OMS Townhalls and OMS Summits.
- Collaborative planning: Engage in co-creation processes for CRL initiatives.
- Feedback mechanisms: Provide input on programmes and policies.
- Training participation: Attend training sessions organised by MUIS.
- Data sharing: Contribute to data collection efforts for Sector-wide improvement.

2. Within Mosque:

- Clear role definition: Ensure clear understanding of roles and responsibilities among MMB, staff and volunteers.
- Regular internal meetings: Hold frequent discussions to align goals and strategies.
- Cross-functional collaboration: Encourage cooperation between different departments or teams.
- Mentorship programmes: Implement mentoring systems for knowledge transfer.
- Continuous learning: Foster a culture of ongoing education and skill development.

3. Between Mosques:

- District-level collaboration: Participate in District-wide planning and events.
- Resource sharing: Explore opportunities to share resources and best practices.
- Joint programmes: Collaborate on initiatives that benefit from combined efforts.
- Knowledge exchange: Participate in inter-mosque learning sessions or workshops.
- Mutual support: Offer assistance to other mosques when needed, fostering a spirit of cooperation.

Good ideas need support to grow



10. Additional Resources - CRL Collaboration Fund

The CRL Collaboration Fund was established to expand support beyond current offerings for existing programmes that support the religious, educational, and social needs of the Muslim community. The fund aligns with MUIS' strategic priority to shape religious life and the CRL strategic thrusts of Worship, Learn, Guide and Connect, aiming to create transformative worship experiences, enrich Islamic learning, guide individuals in integrating Islamic values into daily life, and foster stronger community bonds.

The fund supports collaboration through mosque-to-mosque joint projects and mosque-community partner initiatives. All projects must align with at least one CRL Strategic Thrust (Worship, Connect, Learn, Guide) and demonstrate impact and alignment, innovation, partnership and capacity building, and feasibility and sustainability. Ultimately, the fund seeks to transform the mosque sector into a hub of creativity and collaboration, addressing the needs of the Muslim community with sustainable, impactful programmes that reflect MUIS's commitment to an inclusive religious life.

Objectives of the Fund

1

Driving Innovation: The fund supports innovative programmes aligned with CRL strategic thrusts, including strengthening worship, enhancing Islamic learning, providing practical guidance rooted in Islamic values, and fostering community bonds.

2

Strengthening Partnerships: The fund fosters strategic collaborations across the sector, including mosque-to-mosque and mosque-to-community partnerships, to broaden impact and enable resource sharing. It also enhances the capabilities of mosques and partners in project design, delivery, and sustainability, focusing on long-term sector development.

3

Recognising Excellence and Building Capacity: Recognises excellence by highlighting and celebrating impactful projects, encouraging sector-wide learning and inspiring the replication of best practices.

Funding and Eligibility

- **Funding Amount:** Projects can receive up to **\$50,000** per application, with additional incentives for demonstrating strong partnerships, capability building, or innovation.
- **Eligibility:**
 - Open to AMLA-recognised mosques, acting as the primary applicant, in partnership with MMOs, SSAs, educational institutions, external collaborators offering specialized expertise, resources, or services, as well as Muslim individuals, groups, and other relevant entities.

Application and Assessment

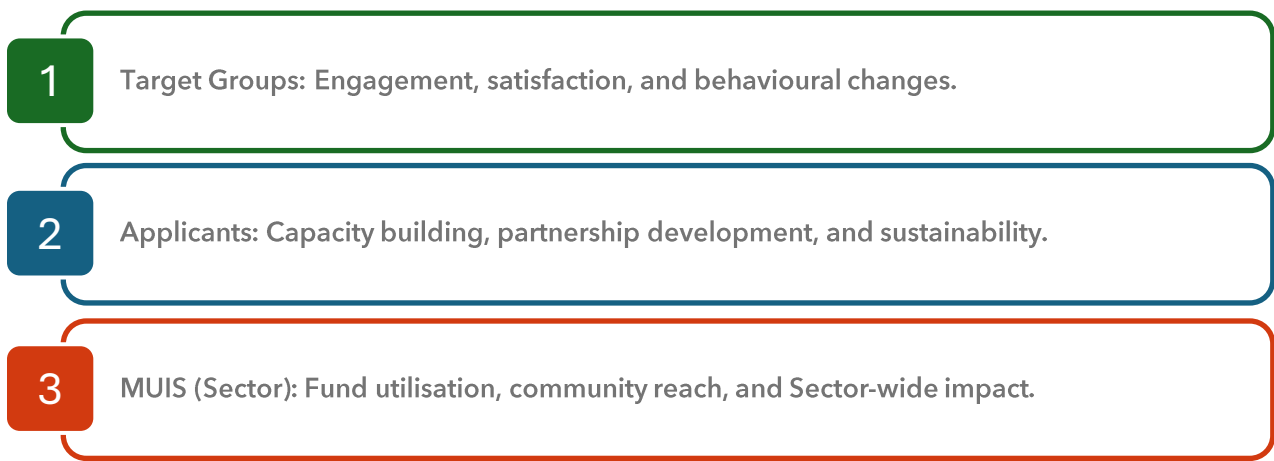
- **Cycles:** The fund operates with two annual funding cycles: one from March to April, and another from October to November.
- **Assessment Criteria:** Proposals are evaluated based on their alignment with the CRL strategic thrusts, innovation, impact, partnership strength, feasibility, and sustainability.

Fund Structure and Accountability

- **Disbursement Model:** Funding is provided in two phases:
 - **Initial Disbursement (60%):** Upon project approval and agreement signing.
 - **Final Disbursement (up to 40%):** Upon submission and verification of the DUR-Final report 2 months after project completion.
- **Compliance Requirements:** Recipients must submit a DUR-Final report, Impact Analysis Framework (3Q model), including financial accountability.

Impact Evaluation

Projects are assessed using an **Impact Analysis Framework** across three levels:



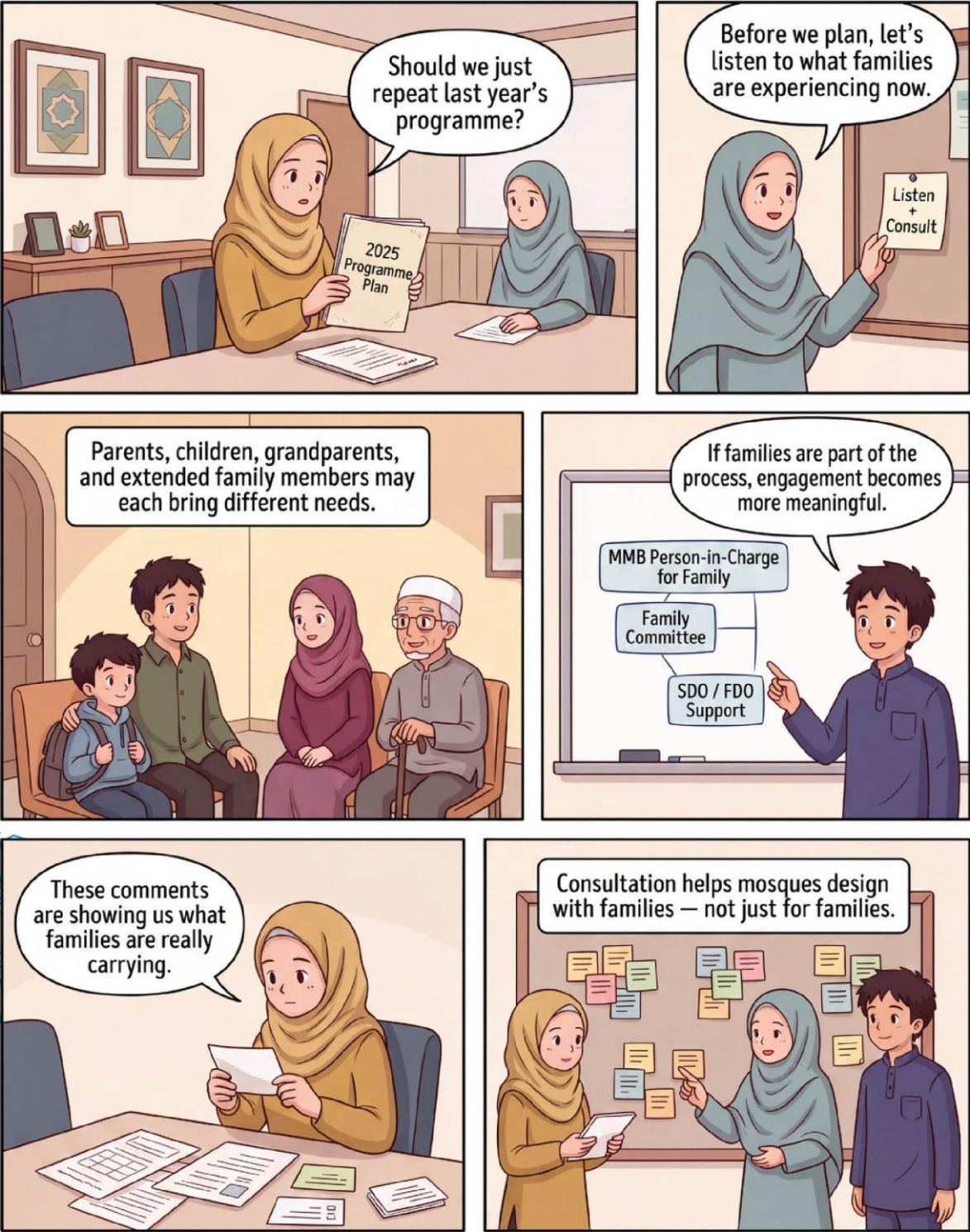
Sustainability and Knowledge Sharing

To ensure long-term impact, recipients are required to:

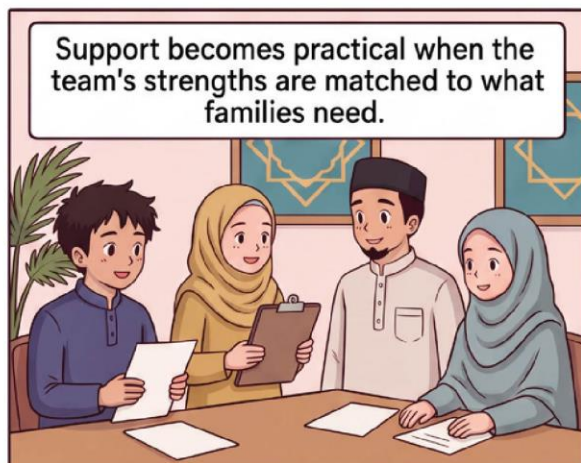
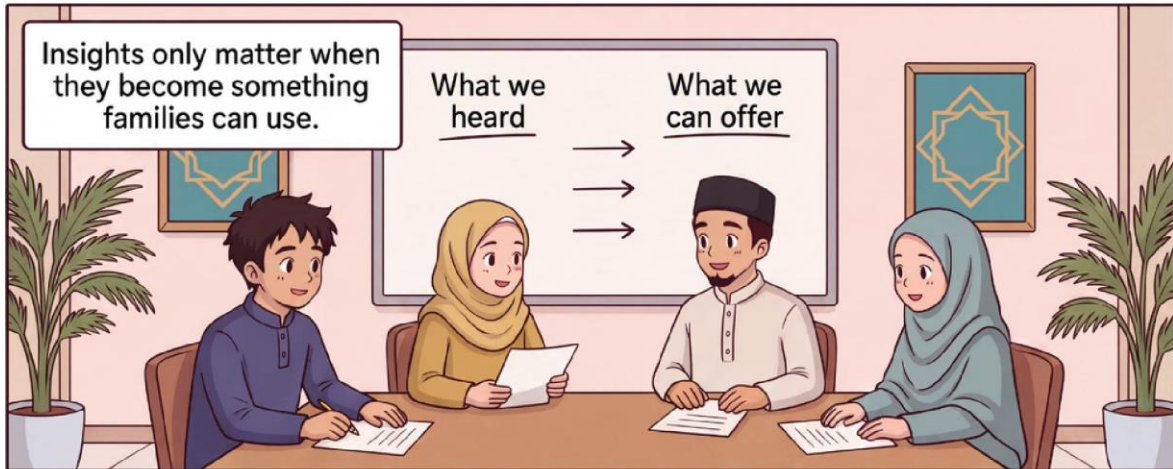
- Share project outcomes and lessons learned through workshops or reports.
- Develop sustainability plans for continued project benefits post-funding.

Interested applicants to submit completed application forms, along with supporting documents (e.g. agreement between mosque and community partners), via email to the CRL Secretariat at crl_secretariat@muis.gov.sg by the respective funding cycle.

Step 1: Listen before planning



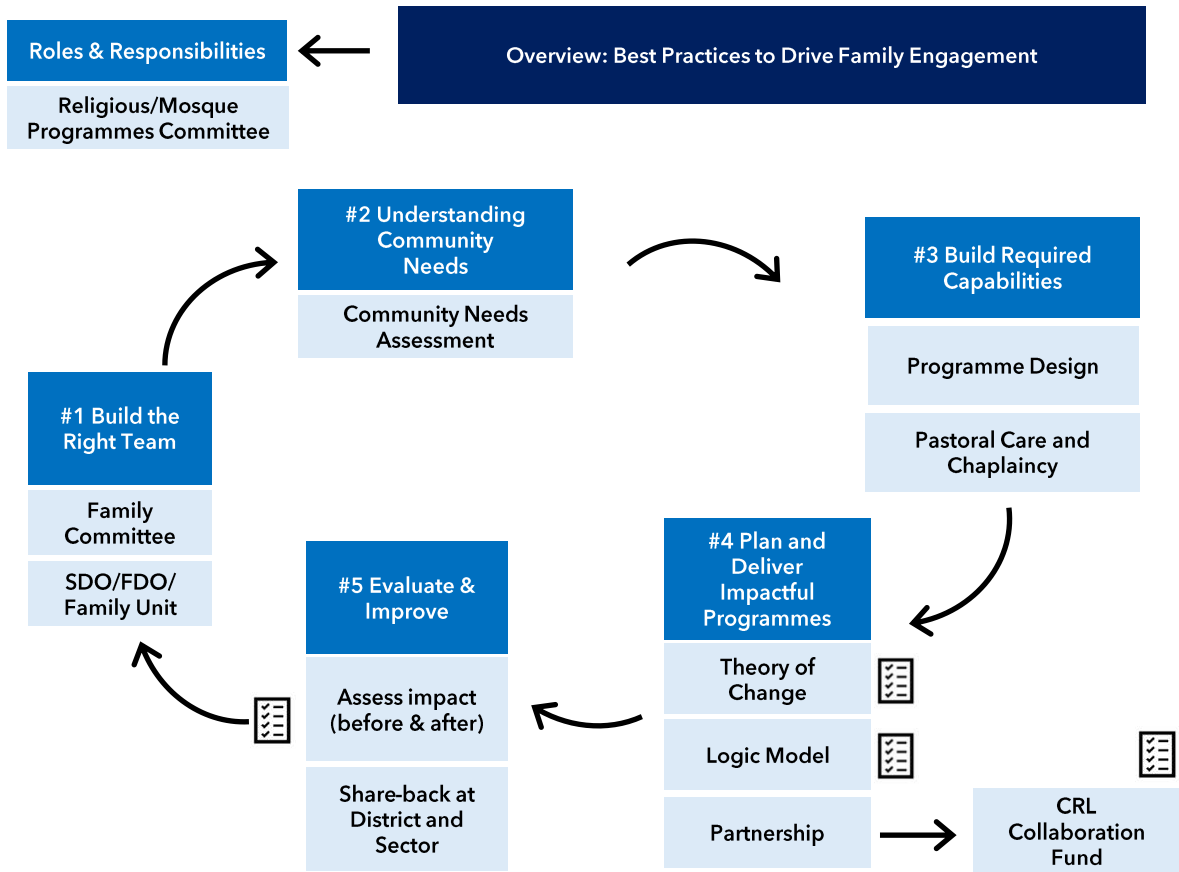
Step 2: Turn insights into practical support



Step 3: Continue the relationship



11. Steps Mosque Can Take to Drive Family Engagement Efforts



Strengthening family engagement in mosque activities requires a holistic approach that brings together meaningful programmes, opportunities for families to be part of decision-making, and the use of modern communication methods. A family-centric focus ensures that parents, children, grandparents, and extended family members all feel included and valued in the life of the mosque. This chapter provides an overview of best practices that mosques can adopt to deepen family connections, with the following chapters exploring practical ways to put these practices into action.

Here are best practices that mosques can take to enhance family engagement:

1. Build a Team to focus on Family Engagement

- Consider appointing a **Person-in-Charge (PIC)** for Family on the MMB. This helps establish experienced MMB members who are best suited for family engagement.
- Family Engagement Committees:** Establish or strengthen family engagement committees with meaningful influence over mosque activities. This approach demonstrates that families are recognised not merely as participants but as key contributors to planning and governance. Such committees may be led by a volunteer family representative and supported by an experienced MMB member specialising in family engagement. The MMB should provide clear objectives, delegate appropriate decision-making authority, and allocate a dedicated budget to support the committee’s initiatives. This framework can be progressively expanded as confidence and familiarity with mosque operations develop.

- **Engage Full-Time Social and Family Development Officers (SDO/FDO):** Mosques with sufficient resources should consider engaging full-time Social Development Officers (SDOs) and/or Family Development Officers (FDOs) to support the planning and delivery of social and family-focused programmes. Mosques with limited resources may explore partnerships with other mosques that have these officers. Ideally, the SDO and FDO should be Asatizahs or qualified individuals capable of providing appropriate religious guidance and holistic support to the community.
- **Volunteering opportunities:** Develop structured volunteer programs that enable families to actively contribute to the mosque and the broader community. These opportunities foster a sense of ownership, strengthen family bonds, and promote a spirit of collective accomplishment.

2. Conduct Needs and Interests Assessment (Sensemaking)

- **Surveys and Focus Groups:** Regularly conduct surveys and focus groups with families, engaging various family members – including parents, youth, adolescents, and seniors – to gain a comprehensive understanding of their diverse interests, concerns, and needs. This approach enables the development of programmes that are relevant, supportive, and inclusive of all generations within the family.
- **Feedback Channels:** Establish open channels for feedback through social media, suggestion boxes, and direct communication to ensure that individuals and families feel heard and valued.

3. Build Capacity in Relevant Competencies (Capacity-Building)

- **Programme Design and Delivery Capabilities:** Ensure that the team has relevant people to conceptualise, design and deliver effective family programmes. Design thinking may be an area of expertise which would be useful for this purpose. The team may also work with other partners to leverage their expertise in areas which are required for the programme.

For SDOs/FDOs and Family Leaders	• Train in programme design and design thinking.
For SDOs/FDOs	• Develop skills in pastoral care, counselling, and mentoring. • Encourage participation in family support programmes FSCs, MSF, Mendaki, and others to build capabilities and stay current.
For Family Leaders	• Provide basic leadership training, potentially at the District level. • Facilitate opportunities for family volunteers to engage and build relationships, promoting leadership development and strengthening community networks.
For Asatizah working with Family	• Provide specialised training in pastoral care and family engagement.

- **Mentoring and Guidance:** Encourage experienced volunteering families to mentor and guide aspiring volunteer families, creating a supportive environment for sharing knowledge and best practices. Invest in developing capabilities in mentoring within the team. Mastery in pastoral care giving would also be important especially for Asatizahs involved in providing religious guidance to families.
- **Training Asatizah in Family Pastoral Care:**
 - Invest in specialised training for Asatizahs who work with family, focusing on pastoral care skills.
 - This training should equip them to provide effective spiritual guidance and emotional support tailored to the unique needs of family members, including parents, spouses, children, and elders, recognising the different challenges each group may face.
 - Mastery in pastoral care is crucial for Asatizahs to address the complex challenges families face in their faith journey and personal lives.
- **Establishing Mentoring Arrangements:**
 - Set up both formal and informal mentoring programmes that encourage experienced family volunteers to guide newer families who aspire to volunteer and contribute. This fosters a supportive environment where experiences and knowledge are shared across generations. Consider a) pairing experienced volunteering families with newcomers, b) creating structured mentoring programmes with clear goals and expectations, or c) facilitating informal mentoring through regular family gatherings and activities.

4. Develop Relevant Programming (Impactful Delivery)

- Develop a **Programme Theory of Change** (more details can refer to Chapter 14).
- Develop a **Programme Logic Model** (more details can refer to Chapter 14).
- **Spiritual and Religious Programmes:** Design engaging Islamic learning and reflection circles that are interactive and incorporate modern pedagogical methods.
- **Educational Workshops and Seminars:** Organise sessions on topics relevant to family members, such as strengthening marital relationships, parenting challenges, mental wellness, balancing work and family life, and navigating contemporary societal challenges with Islamic principles.
- **Developmental Programmes:** Organise relevant developmental programmes through sports, the arts or community service.
- **Digital Platforms:** Utilise social media and other digital platforms to engage with families in a space they are comfortable and active. This includes live-streaming events, interactive webinars, and digital Questions and Answers (Q&A) sessions.

5. Continuous Improvement via Programme Evaluation

- **Regular Review:** Regularly review and assess the effectiveness of family programmes through surveys, direct feedback, and participation rates (more details can refer to Chapter 14).
- **Adapt and Innovate:** Stay flexible and ready to adapt strategies based on feedback and changing dynamics to keep programs fresh and engaging (more details can refer to Chapter 14).

By following these steps, mosques can create a more engaging, supportive, and enriching environment for families. This not only helps in their personal and spiritual development but also ensures that mosques remain relevant as key community nodes.

Different families may need different kinds of support

The same programme is experienced differently by different families.

Some families may need accessible and practical support that suit their schedule.

Needs may differ by age, life stage, location, and where people naturally gather.

Sensemaking also asks what support already exists.

Before we respond, we need to understand the full picture.

Let's verify what we're hearing, then design what they need.

Look for patterns, not just comments



Different families may need different kinds of support

The same programme is experienced differently by different families.

Some families may need accessible and practical support that suit their schedule.

Needs may differ by age, life stage, location, and where people naturally gather.

Sensemaking also asks what support already exists.

Before we respond, we need to understand the full picture.

Let's verify what we're hearing, then design what they need.

12. Sensemaking

Understanding your Community Needs

Finding out what the community needs before you begin your programme

Before launching your CRL programme, it is crucial to understand your community’s needs. Start by identifying the common issues residents face. Then, explore the underlying causes and contributing factors to these challenges. This groundwork will equip you to serve your community more effectively, ensuring your CRL programme addresses current, local needs and concerns.

Understanding community needs: Why it matters

- **Tailoring CRL Programmes to Community Needs.** Knowing your community’s specific needs and concerns allows you to create targeted initiatives. These custom-designed programmes can directly address local concerns, ensuring your efforts are relevant and impactful.
- **Optimising Resource Allocation.** Understanding community needs helps you to a) prioritise pressing issues; b) direct limited resources effectively; and c) focus on high-impact areas. This approach ensures efficient use of available means to address the most crucial community concerns.
- **Fostering Community Trust.** By investing time to understand local needs and develop relevant programmes, you demonstrate commitment to the community, fostering trust and stronger relationships.

Strategies for Deeper Community Insight

- Use this guide to structure your community needs assessment, as part of ground sensing.

Areas	Key Inquiry Points
Target Group	• How is your community composed in terms of age, gender, and other relevant factors? • What population subsets could gain most from CRL initiatives?
Community Distribution and Gathering Spots	• Are there specific zones within your community where they gather or cluster? • Which venues, organisations or digital platforms, beyond mosques, serve as natural congregation points for these Muslim residents?
Specific CRL needs or issues	• What key challenges does your community face that a CRL programme could address? • Consider the strengths of the mosque, what needs are pressing and addressable, and what the government and/or other organisations are already providing.
Root Causes and Underlying Issues	• What elements in your community's environment or circumstances may require the need for this CRL programme?
Current CRL programmes and services	• What programmes, initiatives, or support related to CRL are already available in your area?

Information Gathering Strategies

To understand your community and their needs, use practical methods to gather information. This will help you identify the goals and purpose of your CRL programme. With these insights, you can better determine the resources required to meet community needs. By using a systematic approach to data collection, you will be well-equipped to develop a CRL programme that reflects the specific needs of your community.

Information Gathering Strategies	Explanation
Casual Conversations	Casual conversations with community members can provide valuable insights. Engage with the <i>Jemaah</i> at various times and locations to gather diverse perspectives. These informal chats help you understand community experiences and challenges. By talking to a range of local stakeholders, you will gain a holistic view of the community’s needs and concerns. This approach provides information and builds rapport, benefiting your CRL programme development.
On-site Assessment and Observations	Observing how people interact in everyday situations can reveal underlying issues, existing support systems, and attitudes towards available help that people might not express directly, providing valuable insights for your CRL planning.
Engagement with Local Stakeholders	Engage with local community groups through informal discussions to gain insights into existing initiatives. These conversations can provide valuable information about current community efforts and potential areas for collaboration or support for your CRL programme.
Data	Incorporate statistics, data, and existing research from various sources. This should include government agencies (such as MUIS), and other community organisations. This approach ensures that strategies are grounded in a broad base of evidence and align with wider community efforts.

13. Capacity Building

Building Capacity for Effective Family-Focused CRL Initiatives

Equipping mosque leaders and staff with the skills and clarity needed is vital for impactful and sustainable family-focused CRL initiatives. As we think about how to support our mosque leaders and staff, we might want to consider working together more closely with our District Office and other mosques. By sharing our ideas, resources, and experiences, we can learn from each other and possibly create even better training and programmes. Below are some strategies for consideration to support this goal.

Strengthening Family-Friendly Leadership Competence

Practical Training

- Conduct workshops for mosque religious, family development, and social development officers to strengthen their ability to support families. Focus on family mentorship, engaging all members, and strengthening parent-child and intergenerational relationships.

Peer Learning

- Organise regular inter-mosque sessions to share best practices in engaging families of all types, addressing challenges, and strengthening community bonds.

Enhancing Family Engagement Skills

Pastoral care and counselling skill

- Equip mosque staff with pastoral care and counselling skills that empower them to guide families in strengthening relationships, making faith-based life decisions, and nurturing collective growth.

Culturally Relevant Engagement

- Provide training on understanding family dynamics, including integrating modern tools and platforms like social media into outreach programmes.

Aligning Resources with Needs

Toolkit Development

- Distribute user-friendly toolkits with templates for planning, executing, and evaluating family-centric initiatives.

Resource Optimization

- Leverage available grants including the CRL Collaboration Fund and M³ Social Objectives Grant, alongside strategic partnerships, to amplify the impact of mosque programmes while sharing costs and resources.

Promoting Inter-Mosque Collaboration

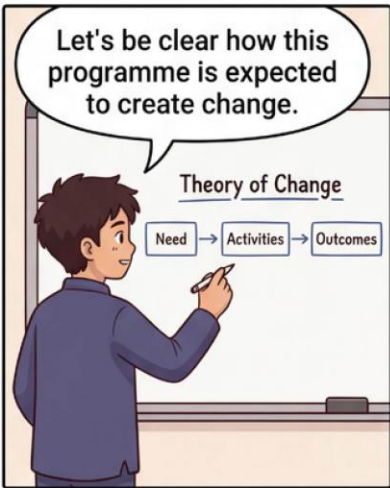
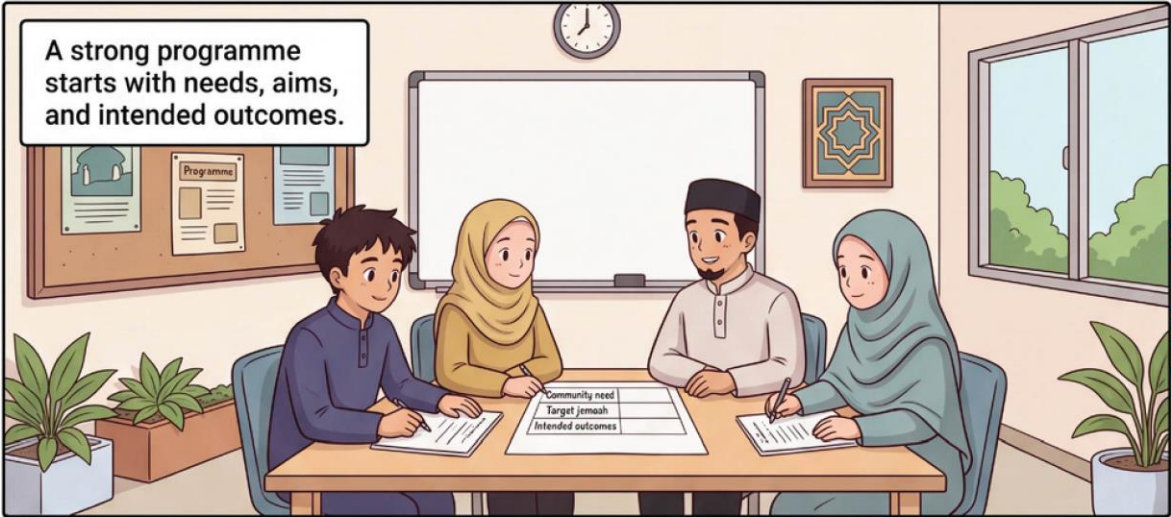
Joint-Initiatives

- Foster collaborative programmes, such as district-wide family bonding, learning, and wellness initiatives, to maximize impact and strengthen communal ties.

Shared Expertise

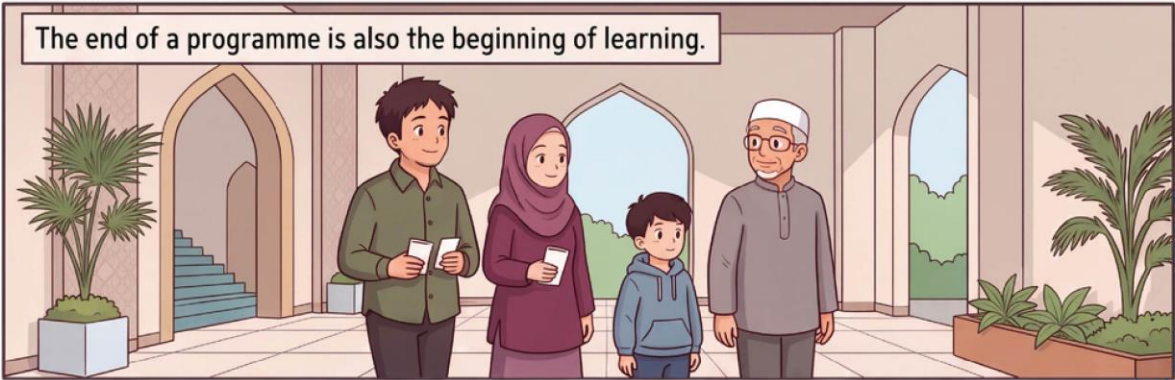
- Encourage mosques with successful family programmes and services to mentor others, ensuring sector-wide growth in family engagement.

Good delivery brings the plan to life

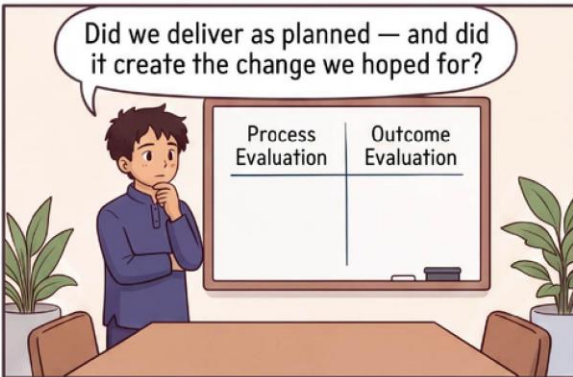


Impact grows when we keep learning

The end of a programme is also the beginning of learning.



Did we deliver as planned — and did it create the change we hoped for?



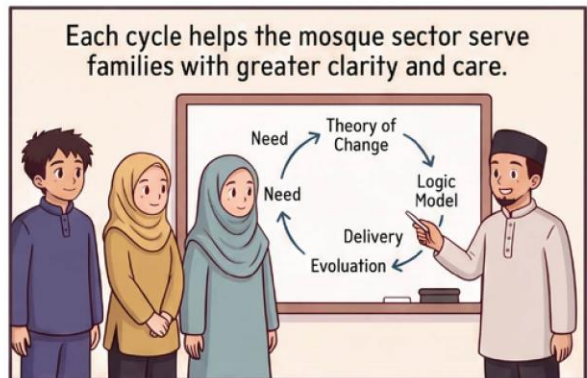
These details help us see what worked and what needs refining.



Clear indicators help us track progress with care and accountability.



Each cycle helps the mosque sector serve families with greater clarity and care.



Together, we build a mosque sector that supports families with purpose, compassion, accountability, and impact.



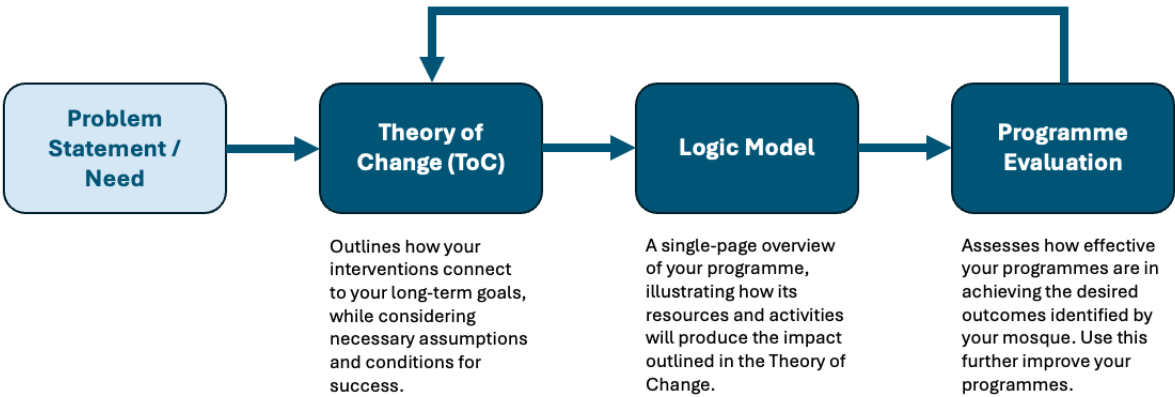
14. Impactful Delivery

Tailoring CRL Programmes to Community Requirements

The effectiveness of your CRL programmes depends on two key factors: (i) how well they have met your target *Jemaahs'* needs, and (ii) the extent to which they have achieved the aims you set initially. These objectives will have been shaped by your initial community needs assessment.

Programme design is crucial for the success of CRL. By tailoring programmes to your community's specific needs and interests, you enhance engagement and maximise benefits for your *jemaah*.

This keeps your CRL relevant and valuable to your target audience over time. This chapter briefly introduces a process that you can use to design CRL programmes to meet needs or that your mosque has identified.



Tip

A structured process like this can be used to align expectations between MMB members and mosque staff and demonstrate that mosque resources are being used effectively to meet mutually agreed outcomes.

Mosque staff tasked to develop CRL programmes will be provided further training to use this framework.

In the section below, we look at how to develop a Theory of Change and build a Logic Model. These tools will help you understand and explain how your programme works. Then, we will explore how to create good indicators to measure your programme's success, as well as the types of evaluation you can conduct on your programmes.

At the end of each section below, we apply each framework to a sample family programme to demonstrate how it could be used.

Step 1: Developing a Programme Theory of Change

A Theory of Change is a structured explanation of how and why a programme is expected to lead to desired outcomes, by clearly linking programme activities to short-, medium-, and long-term changes and making explicit the underlying assumptions about how change happens.

A proposed Theory of Change for: Dadventures (Masjid Darul Ghufuran)

If we create structured, faith-centred bonding activities for fathers and children that integrate play, reflection, and shared learning, then fathers will take on stronger mentoring and guiding roles, leading to more confident and compassionate children, because active father involvement and relational bonding strengthen family relationships and child development outcomes.

As illustrated above, Dadventure’s Theory of Change shows the connection between desired outcomes and the activities conducted to achieve those outcomes, based on an informed working assumption related to the activities and outcomes.

The proposed Theory of Change can be broken down into the following components:

Proposed Activities

Create structured, faith-centred bonding activities for fathers and children that integrate play, reflection, and shared learning.

Desired Outcomes

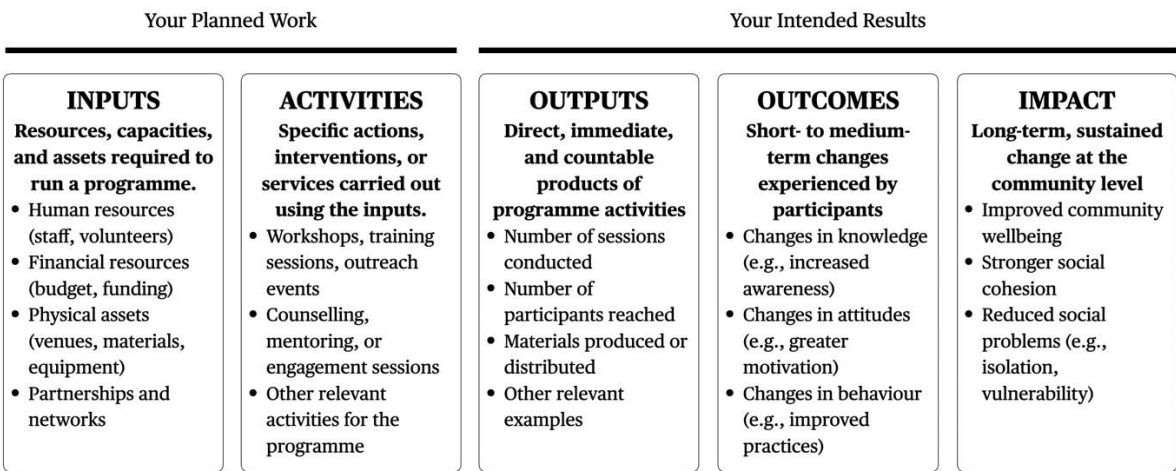
Fathers taking on stronger mentoring and guiding roles, leading to more confident and compassionate children.

Working Assumption

Active father involvement and relational bonding strengthen family relationships and child development outcomes.

Step 2: Building a Logic Model for your programme

A Logic Model provides a concise, single-page overview of your programme, illustrating how its resources and work plan implement interventions designed to achieve the outcomes outlined in the Theory of Change.



Logic Model for Dadventures

Inputs			
• Mosque staff and facilitators • Father-child participants • Programme funding and materials • Activity spaces and facilities • Islamic learning resources • Volunteers and support staff • Reflection and discussion tools • Communication and follow-up platforms			
Activites			
<u>Worship</u> • Faith-based outdoor activities for fathers and children • Discussions on Islamic values within family life	<u>Learn</u> • Interactive learning games and bonding exercises • Practical parenting workshops • Father-child support circles	<u>Guide</u> • Workshop in supporting fathers in reflecting on their role as mentors and spiritual guides • Provide practical guidance via printed collaterals on nurturing children’s emotional and spiritual growth	<u>Connect</u> • Build a supportive community of engaged fathers
Outputs			
<u>Worship</u> • Number of faith-based reflection sessions conducted • Number of fathers and children participating in reflection activities • Number of Islamic values discussions facilitated	<u>Learn</u> • Number of interactive activities conducted • Number of parenting and bonding concepts introduced • Number of father-child shared learning experiences completed	<u>Guide</u> • Number of guided reflection conversations facilitated • Number of fathers exposed to mentoring and parenting strategies • Number of resources or follow-up materials distributed	<u>Connect</u> • Number of bonding opportunities created • Number of peer-sharing interactions among fathers • Number of follow-up engagement channels established • Number of returning or continuing participants

Outcomes

- Fathers demonstrate greater confidence in their role as nurturers and spiritual guides
- Fathers increase intentional engagement and quality time with their children
- Children experience stronger emotional connection and sense of security with fathers
- Fathers and children develop stronger communication and relational bonds
- Increased awareness and practice of Islamic family values within daily interactions

Impact

- Stronger and more resilient Muslim families anchored in Islamic values
- Children grow with greater emotional confidence, compassion, and sense of belonging
- Fathers sustain active and positive involvement in their children’s development
- Stronger family relationships contribute to healthier community and mosque engagement
- A supportive culture of involved fatherhood and family nurturing is strengthened within the mosque community

Step 3: Evaluating your CRL programmes

Documenting your implemented programmes and activities is crucial, as is monitoring and recording their results.

There are two types of evaluations you can conduct on your mosque programmes:

- **Process/implementation evaluation** focuses on how a programme is run. It looks at whether the programme is following its plan and how it can be improved.
- **Outcome/impact evaluation** measures the results of a programme, and whether the programme achieved its goals and made the intended changes.

Outcome/impact evaluations requires that you keep good data from your programmes, so these can be used to assess if the programme has impacted your *jemaah* positively in the way that your Theory of Change and Logic Model intended.

Tip

To assess your programme’s results, consider using the feedback collection techniques. These methods can be valuable for obtaining input from your participants. These methods often yield more insightful feedback than other approaches.

Generally, the most effective approaches involve:

- Direct conversations with participants at the event location
- Getting attendees to complete brief pre- and post-programme surveys.

Step 4: Choosing indicators to track progress

A programme is effective if it gets your mosque closer to your desired outcomes. Indicators (or metrics) are used to monitor such progress. An indicator is a measurement that provides a relatively simple and reliable way to monitor progress towards a desired output or outcome.

When you select and define indicators, you are putting parts of your Theory of Change into practice.

A diagrammatic example (Research For Impact Pte. Ltd. 2024)



Tip: Designing SMART KPIs and Indicators

When choosing indicators to assess your programme's effectiveness consider using these SMART principles.

A diagrammatic example (Research For Impact Pte. Ltd. 2024)



Specific

- Is the target/indicator clear about what should be achieved?
- Is the variable to be measured/area for improvement specified?
- Is the extent of improvement articulated?



Measurable

- Is the target quantifiable? If qualitative, are there clear and feasible criteria?
- Is there a reasonable method used for measuring results?
- Is the data availability and quality acceptable?



Attainable

- Is the area of improvement directly attainable through the programme?
- Is the magnitude of change desired actually feasible?



Relevant

- Is the target/indicator linked to the theory of change and/or logic model?



Timebound

- Does the target/indicator clearly specify the timeframe for the outcome to be achieved?



15. Conclusion

As you implement the strategies from this Playbook, focus on the key insights that resonate most with your mosque's unique context, i.e., the demographics of your congregants and the resources that you have. You are encouraged to collaborate with other established family-related agencies or support groups. Remember, this is a living document – your experiences and feedback are crucial for its evolution. We encourage you to adapt these ideas, learn from the outcomes, and share your findings.

To support this process, we'll be offering follow-up training sessions for officers in family-focused departments within the mosques. These will provide opportunities to discuss challenges, celebrate successes, and collectively refine our approach to better serve our community.

This guide offers a step-by-step process to help you begin your journey in developing your CRL programme. While this Playbook serves as a starting point, you can access additional resources and networks to support your efforts. Further information can be found in Chapter 10 for your reference.

ANNEX



16. Acknowledgement

We would also like to extend our heartfelt gratitude to the OMS Townhall, Post OMS Townhall FGDs, MRO FGDs, and YDO FGDs attendees for your active participation and valuable input. Your feedback has played a key role in shaping the direction of this Playbook and ensuring it reflects the collective vision of our community.

OMS Townhall - Saturday 31 August 2024 @ Masjid Al-Amin

Masjid	Name
Abdul Aleem Siddique	Juriah Binte Yatim
Abdul Aleem Siddique	Moiz Tyebally
Abdul Aleem Siddique	Yacoob Ahmed Piperdi
Abdul Gafoor	Dr Thowfique Ibrahim
Abdul Gafoor	Muhd Ashiq Bin Abdul Aziz
Abdul Hamid Kampung Pasiran	Abdul Hadi Bin Rafie
Abdul Hamid Kampung Pasiran	Iwan Dharman Bin Yusha
Ahmad	Hjh Mariati Binti Ahmad
Ahmad	Muhammad Marzuqi Bin Zaidi
Ahmad	Suhanisza Binte Sudirman
Ahmad Ibrahim	Ali Bin Salleh
Ahmad Ibrahim	Ithnain Bin Karolah
Ahmad Ibrahim	Rabiul Awal Hossain
Al Abdul Razak	Mohammed Shahrin Bin Shamsuddin
Al Abdul Razak	Sahmil Bin Isa
Al Abdul Razak	Syed Salleh Bin Ahmad
Al-Abrar	Mohamed Sulaiman Mohamed Arif
Al-Abrar	Muhammad Abdul Hakim Bin Mohamed
Al-Amin	Ahmad Firdaus Bin Daud
Al-Amin	Hj Noordin Bin Mustafa
Al-Ansar	Khadijah Binte Aron
Al-Ansar	Muhsin Bin Zaidi
Al-Ansar	Muhammad Arshad Kader Shareiff

OMS Townhall - Saturday 31 August 2024 @ Masjid Al-Amin

Masjid	Name
Al-Falah	Abdul Halim Hidayat
Al-Falah	Bahar Ali Bin Sakor
Al-Falah	Khairul Anwar Mohd Aznan
Al-Falah	Mohamad Irshad Abbas
Al-Firdaus	Azman Bin Ab Jalil
Al-Firdaus	Rawi Bin Ahmed
Al-Firdaus	Sobri Bin Omar
Al-Huda	Ahmad Farid Bin Mohd Fadzuli
Al-Huda	Mohamad Idris Bin Mohd Khair
Al-Huda	Mohamed Zakeer Bin Mohamed Zaini
Al-Huda	Mohd Yasin Bin Yahya
Al-Iman	Hussni Bin Md Yosof
Al-Iman	Muhammad Saleh Bin Abdul Rahiman
Al-Islah	Muhd Haikal Mohamed Harun
Al-Istighfar	Nur Kamaliah Bte Kamaludin
Al-Istighfar	Sharifah Lili Muslimah Ahmad Nassir
Al-Istiqamah	Saleem Akhtar
Al-Istiqamah	Yacob Hussein
Alkaff Kampung Melayu	Hairul Isham Bin Ismail
Alkaff Kampung Melayu	Mohamed Faizul Bin Othman
Alkaff Kampung Melayu	Salahuddin Bin Sarif
Alkaff Upper Serangoon	Akbar Ali Bin Mohd Salleh
Alkaff Upper Serangoon	Mohd Azhar Bin Khalid
Alkaff Upper Serangoon	Muhammad Syahrizal Bin Isnin
Al-Khair	Abdul Jabar Bin Mustafa
Al-Khair	Siti Manisah Binte As'at
Al-Mawaddah	Husein Rawi
Al-Mawaddah	Mohamed Ejjad Abd Rahim
Al-Mukminin	Muhammad Rithaudin
Al-Muttaqin	Abdul Razak Bin Ahmad
Al-Muttaqin	Haniiss Bin Ali

Oms Townhall - Saturday 31 August 2024 @ Masjid Al-Amin

Masjid	Name
Al-Taqua	Khairilanoar Bin Junid
Angullia	Abdul Aziz Bin Yusof
Angullia	Gamal Sulleiman Angullia
Angullia	Muhammad Ferozudeen
An-Nahdhah	Aneesa Faruvin D/O Mohamed Ibrahim
An-Nahdhah	Kamal Bin Abdul Gafor
An-Nur	Qamarul Zaman Bin Hussin
An-Nur	Salim Bin Ahmad
Ar-Raudhah	Hendra Wahyuni Bin Abdul Rasul
Ar-Raudhah	Noreeman Bin Abdul Manan
Ar-Raudhah	Salmah Binte Roslan
Assyafaah	Nahri Hizal Bin Ismail
Assyafaah	Saharudin Bin Hamid
Assyakirin	Azman Bin Kassim
Assyakirin	Fa'izal Abdul Rahim
Assyakirin	Muhammad Khairon Bin Yunus
Bencoolen	Ajmal Khan
Bencoolen	Haji Mohamed Rafeeq S/O Mohamed Yusof
Bencoolen	Md Ilmudeen
Bencoolen	Ammaar Ibn Muhammad
Bencoolen	Khaja Kamaludeen Muhammad Shameem
Bencoolen	Shafeeq Amirudeen
Burhani	Hozehfa Mohamed Husin Topiwala
Darul Aman	Izammuddin Bin Mohamed Ali
Darul Aman	Raudhah Binte Mohd Sharifuddin
Darul Aman	Roslan Bin Mohamad Hamin
Darul Makmur	Hj Abdul Hadi Bin Abu Bakar
Darul Makmur	Hj Buzari Bin Kayat
Darul Makmur	Hjh Nor-Anisah Binti Slamet
Darussalam	Imran Chg Pia Ser
Darussalam	Norrasyidah Tukiman

Oms Townhall - Saturday 31 August 2024 @ Masjid Al-Amin

Masjid	Name
En-Naeem	Maria Bte Kamis
En-Naeem	Rodziah Binti Atan
Haji Mohd Salleh (Geylang)	Saifulbahri Rasno
Haji Muhammad Salleh	Abdul Hamid Bin Abdul Rashid
Haji Muhammad Salleh	Mohammad Rozairy Amr
Haji Yusoff	Haji Mohamed Amin Bin Mohamed
Haji Yusoff	Kamarudin Kadir Ibrahim
Haji Yusoff	Suaidi Bin Maswari
Hajjah Fatimah	Abdul Razak S/O Abdul Latif
Hajjah Fatimah	Syed Fares Aljunied
Hajjah Rahimabi Kebun Limau	Hafez Sorouri Zanjani
Hajjah Rahimabi Kebun Limau	Mohamed Hassan Kuthoos
Hajjah Rahimabi Kebun Limau	Muhamad Firdaus Bin Salim
Hang Jebat	Fauzi Saini
Hang Jebat	Mohamed Hassan Bin Noordin
Hang Jebat	Sugyanto Bin Suryono
Hang Jebat	Mohamed Nizamuddin S M Tahuddin Sayeed
Hasanah	Ahmad Shahrom Bin Ali
Hasanah	Noor Azlan Bin Musa
Hasanah	Shamshenesa Binte Shahabudin
Hussain Sulaiman	Jamaludin Hashim
Hussain Sulaiman	Mohamatariami Salim
Hussain Sulaiman	Mohd Azmian Bin Abdullah
Jamae Chulia	Ahamed Jalaludeen
Jamae Chulia	Mohamed Sarjoon
Jamae Chulia	Muhammad Waasiq
Jamek Queenstown	Mohammad Alnizom Bin Abdullah
Jamiyah Ar-Rabitah	Ahmad Fakhruddin
Jamiyah Ar-Rabitah	Mohamed Rizal Bin Mohamed Yunos
Jamiyah Ar-Rabitah	Shaick Fakruddin
Kampong Delta	Abdul Muttalib Abbas

OMS Townhall - Saturday 31 August 2024 @ Masjid Al-Amin

Masjid	Name
Kampung Delta	Haji Johari Samsudin
Kampung Delta, Al-Amin	Khalid Shukur Bin Bakri
Kampung Siglap	M Subeeri Ali Adi
Kampung Siglap	Md Farhan Md Tayib
Kassim	Mohamed Zain Bin Mohamed
Kassim	Muhd Iylia Bin Mohd Shukor
Kassim	Zulraidah Binte Arsad
Khadijah	Husein Rawi
Khadijah	Murtaza Bin Basiron
Khadijah	Rezlan Bin Mohd Yusof
Khadijah	Sahmil Bin Isa
Khalid	Haji Alla'udin Bin Mohamed
Khalid	Md Ariffin Md Kawaja Kamaludin
Khalid	Shaikh Ismail Shaik Kader
Maarof	Md Effendy Saadon
Maarof	Mohd Zulkefli Bin Abdol Rahman
Maarof	Osman Farouk S/O Hassan Mohamed
Malabar	Ansar Bin Sadali
Malabar	Hj Mohd Yusoff
Moulana Mohd Ali	Ariff Sultan
Muhajirin	Kamaruzaman Bin Afandi
Muhajirin	Mohd Amin Bin Mohd Zain
Muhajirin	Syed Abdul Rahim
Muhajirin	Zafaran Khan S/O Behram Khan
Mujahidin	Mohamed Meeranudeen
Mujahidin	Sarimah Bte Talip
Mujahidin	Syed Mamdu
Mydin	Fadil Jaafar
Omar Kampong Melaka	Syed Abdullah Aljunid
Omar Kampong Melaka	Ust Dr Mohammad Yusri Yubhi Bin Md Yusoff
Omar Salmah	Shamrie Bin Rahmat

OMS Townhall - Saturday 31 August 2024 @ Masjid Al-Amin

Masjid	Name
Omar Salmah	Ustaz Abdul Hakeem Bin Mohamed Ismail
Omar Salmah	Abdul Hamid Sulaiman
Petempatan Melayu Sembawang	Mohamad Shafi'e Bin Abdullah
Petempatan Melayu Sembawang	Muhammad Elias Bin M Ibrahim
Pulau Bukom	Ismail Bin Omar
Pulau Bukom	Kamarudin Bin Mohamed Amin
Pusara Aman	Ahmad Juan Mohamed
Pusara Aman	Izzairin Swandi
Pusara Aman	Mostafa Abdollah
Pusara Aman	Muhammad Noor S/O Muthan
Sallim Mattar	Eddy Asmara Rahman
Sallim Mattar	Fauzi Saini
Sallim Mattar	Md Sharul Abdul Latib
Sultan	Mohamed Hazmi Bin Mohd Zin
Sultan	Mohd Puzi Bin Mohamed
Sultan	Muhammad Khalid
Tasek Utara	Mohd Ridzwan Bin Mohammad
Tentera Di Raja	Mohd Noh B Masood
Tentera Di Raja	Muhd Zahirrudin B Kasmal
Tentera Di Raja	Razali B Ali
Wak Tanjong	Nailul Hafiz Abdul Rahim
Wak Tanjong	Nailul Hafiz Bin Abdul Rahim
Wak Tanjong	Nazlin Mustafa
Wak Tanjong	Norhalijah Sabtu
Yusof Ishak	Mohamed Rizal Snin
Yusof Ishak	Mohd Alomgir Hossain
IM Youth	Habeeb Mohamed s/o Mohamed Rasheed
IM Youth	Kader Mohaideen Abdul Muizz

Post OMS Townhall FGDs 1 and 2 - Friday 04 and 25 October 2024 @ Masjid Al-Muttaqin

Masjid	Name
Ahmad	Muhammad Marzuqi Bin Zaidi
Ahmad Ibrahim	Rabiul Awal Hossain
Al-Ansar	Nur Hidayah Binte Roslee
Al-Falah	Ahmad Faritz Bin Mohamed Hairudin
Al-Firdaus	Sobri Bin Omar
Al-Iman	Muhammad Zuhdi Bin Md Yusof
Al-Islah	Muhammad Haikal
Alkaff Upper Serangoon	Mohd Azhar Khalid
Al-Khair	Abdul Hadi Bin Jamil
Al-Khair	Abdul Jabar Bin Mustaffa
Al-Khair	Masturah Bt Bidin
Al-Mukminin	Mohammad Fitry Bin Redwan
Al-Mukminin	Zuraimi Abdul Basheer
Al-Muttaqin	Haniss Bin Ali
Angullia	Muhammad Ferozudeen
Ar-Raudhah	Ahmad Khalil Bin Mohamed Rafii
Ar-Raudhah	Hendra Wahyuni
Darul Ghufuran	Fakhrudin Bin Amin
Darul Ghufuran	Muhammad Syakir Bin Zainal
Darul Ghufuran	Sa'adah Binte Hasan
Darul Ghufuran	Umar Bin Mohammad Bahrul-Ulum
Darul Ghufuran	Ustaz Muhammad Shafaat Shonan
Darul Makmur	Izuan M Rais
Darussalam	Imran Chng Pia Ser
En-Naeem	Maria Kamis
Haji Yusoff	Jawad Abdullah
Hasanah	Muhammad Fazli Bin Naim
Jamiyah Ar-Rabitah	Mohamed Rizal Bin Mohamed Yunos
Jamiyah Ar-Rabitah	Shaick Fkrudeen
Jamiyah Ar-Rabitah	Siti Zubaidah Binte Mohamed
Kampung Siglap	Mohd Farhan Tayib

Post OMS Townhall FGDs 1 and 2 - Friday 04 and 25 October 2024 @ Masjid Al-Muttaqin

Masjid	Name
Kassim	Mohamed Zain Bin Mohamed
Khalid	Ariffin Kawaja
Maarof	Hajjah Marina
Maarof, Al-Firdaus	Ridwan Alwi
Moulana Mohamed Ali	Noor Mohamed
Mujahidin	Mohamed Meeranudeen
Mujahidin	Syed Mamdu Syed Taha
Omar Kampong Melaka	Abdillah Bin Amirnordin
Omar Kampong Melaka	Mohammad Yusri Yubhi Md Yusoff
Pusara Aman	Sa'odah bte Saba
Sallim Mattar	Mohamed Jeeshan S/O Gulam Razul
Sallim Mattar	Muhamad Sharul Bin Abdul Latib
Sultan	Muhammad Syahid Bin Abdul Latif
Tasek Utara	Mohd Ridzwan Bin Mohammad
Wak Tanjong	Nailul Hafiz Bin Abdul Rahim
Yusof Ishak	Mohammad Fairuz Shah Bin Sudiman

MRO FGDs 1 and 2 - Wednesday 21 February 2024 @ Masjid Yusof Ishak, and Wednesday 24 April 2024 @ Masjid Al-Amin

Masjid	Name
Abdul Aleem Siddique	Md Azmi Bin Rabani
Abdul Gafoor	Abdul Malik Mohamed Azeezullah
Abdul Gafoor	Faheem Ahamad Bin Syed Muhammad
Abdul Gafoor	Muhammad Sufi Bin Abdul Salim
Abdul Hamid (Kg Pasiran)	Muhammad Solihin Bin Sadikin
Ahmad	Muhammad Haziq Bin Mohamed Yasin
Ahmad Ibrahim	Muhammad Lutfi Bin Zulkiflee
Al Abdul Razak	Syed Yusuf Bin Syed Edross
Al-Amin	Abdul Rashid Bin Suhaimi
Al-Amin	Muhammad Haikal Bin Ab Halim
Al-Amin	Muhammad Syafiee Bin Mohamed Hassan
Al-Amin	Naszirah Binte Abdul Kadir
Al-Ansar	Ahmad Mursyid Bin Mohamad Ariff
Al-Ansar	Hidayah Roslee
Al-Ansar	Muhammad Imran Bin Othman
Al-Ansar	Sukri Bin Ahyar
Al-Falah	Ahmad Faritz Bin Mohamed Hairudin
Al-Falah	Hanan Farihin Bin Jasmani
Al-Falah	Muhammad Arsyad Bin Kasim
Al-Firdaus	Muhd Nur Shafaat
Al-Huda	Muhammad Asyraaf Bin Ibrahim
Al-Iman	Dzikry Hakim Bin Jasmani
Al-Iman	Muhammad Zuhdi Bin Md Yusof
Al-Islah	Aidah Sukor
Al-Islah	Muhamad Atiq Bin Hashim
Al-Islah	Muhammad Aniq Faris Bin Amin
Al-Islah	Muhammad Ridwan Sarmidi Putra
Al-Islah	Uwais Al-Qarni Bin Mohamed Fawzi
Al-Istighfar	Maznan Bin Haron
Al-Istighfar	Muhammad Izaan Bin Mahat
Al-Istighfar	Muhammad Nazeeh Bin Mohamad

MRO FGDs 1 and 2 - Wednesday 21 February 2024 @ Masjid Yusof Ishak, and Wednesday 24 April 2024 @ Masjid Al-Amin

Masjid	Name
Al-Istighfar	Muhammad Zuhaily Bin Md Ahzman
Al-Istiqamah	Firdaus Bin Azhari
Al-Istiqamah	Muhammad Firdaus Bin Suraidi
Al-Istiqamah	Muhammad Irfan Bin Haron
Alkaff (Upper Serangoon)	Isa Hassan
Alkaff (Upper Serangoon)	Muhammad Huzaifah Bin Abdul Raub
Alkaff (Upper Serangoon)	Muhammad Khairuddin Bin Kamarazaman
Alkaff Kampung Melayu	Abdul Rahman Bin Salam
Alkaff Kampung Melayu	NurulHuda Muhammad Zulkiffli
Alkaff Kampung Melayu	Sheikh Umar Abdul Aziz
Al-Khair	Abdul Hadi Bin Jamil
Al-Mawaddah	Mohammad Zaid Bin Isahak
Al-Mawaddah	Muhammad Azim Bin Mohamed Foad
Al-Mawaddah	Nur Rashidah Sabani
Al-Mukminin	Mohamed Hafiz Bin Mohamed Rahmat
Al-Mukminin	Muhammad Faris Ilyasa Bin Baharin
Al-Mukminin	Muhammad Syamir Bin Jamalludin
Al-Mukminin	Saifullah Mubarak
Al-Mukminin	Syahirah Atikah Jumat
Al-Muttaqin	Muhammad Khidir Bin Haji Mohamed Ibrahim
Al-Muttaqin	Muslim Bin Amad
Al-Taqua	Abdul Manaf Bin Rahmat
Al-Taqua	Ismail Bin Ahmad
Angullia	Abdul Kadir Bin Hisop
An-Nahdhah	Muhammad Luqman Hakim Bin Roslan
An-Nahdhah	Syed Mustafa Bin Syed Abdolgadir Altahir
An-Nur	Muhammad Nasir Bin Abdul Rahim
An-Nur	Muhammad Umaruddin Bin Zainuddin
An-Nur	Muhammad Zuhaili Bin Md Yusof
An-Nur	Qamarul Ariffin Bin Kamarazaman
Ar-Raudhah	Ahmad Syarif Bin Senewi

MRO FGDs 1 and 2 - Wednesday 21 February 2024 @ Masjid Yusof Ishak, and Wednesday 24 April 2024 @ Masjid Al-Amin

Masjid	Name
Ar-Raudhah	Mohamed Ali Atan
Assyafaah	Amirul Fahmi Bin Bajuri
Assyafaah	Nurunaisa Binte Aron
Assyakirin	Faizal Abdul Rahim
Assyakirin	Muhammad Syahid Bin Abdul Latif
Bencoolen	Sinnakandu Abdul Vahab Kalil Ahamed
Darul Aman	Khalil Rosli
Darul Aman	Muhammad Hazim Bin Mohd Isa
Darul Aman	Muhammad Ridzwan Bin Abdul Manap
Darul Ghufuran	Muhammad Maz Indra Bin Mohamad Noor
Darul Ghufuran	Muhammad Nurdanish Bin Anuar
Darul Ghufuran	Muhammad Shafaat
Darul Ghufuran	Umar Bin Mohammad Bahrul-Ulum
Darul Makmur	Mohamad Ghouse
Darussalam	Amirah Aisyah Binte Ya'acob
Darussalam	Muhammad Haziq Bin Zainal
Darussalam	Muhammad Shazwan Bin Mansoor
En-Naeem	Fahmi Hamdan Ali
En-Naeem	Muhammad Fouzy Bin Suhaimi
En-Naeem	Muhammad Jazli Bin Muhamad
Haji Mohd Salleh (Geylang)	Rohmani Arwani
Haji Muhammad Salleh (Palmer)	Abdul Hafiz Bin Habib rahman
Haji Yusof	Sufi Ridhwan Bin Rahmat
Hajjah Rahimabi Kebun Limau	Mohamad Haffiz Bin Zakaria
Hang Jebat	Muhassan Bin Ariffin
Hang Jebat	Syed Ali Bin Abdul Hamid Alkaff
Hasanah	Muhammad Fazli Bin Naim
Hasanah	Muhammad Syahd Bin Salleh
Jamae (Chulia)	Buhari Sheik Mohammed
Jamiyah Ar-Rabitah	Muhamad Nuzhan Bin Abdul halim
Kampung Siglap	Jazair Bin Jummat

MRO FGDs 1 and 2 - Wednesday 21 February 2024 @ Masjid Yusof Ishak, and Wednesday 24 April 2024 @ Masjid Al-Amin

Masjid	Name
Kampung Siglap	Muhammad Najib Ahmad
Kassim	Ahmad Rushdy
Khalid	Muhammad abdul fattah Abdul rahman
Maarof	Ammar Yasir Bin Mohamed Fatris
Maarof	Muhammad Haziq Bin Mohamed Rahmat
Maarof	Muhammad Mustafa Bin Roslan
Malabar	Muhammad Khairul Jameel Bin Yahya
Muhajirin	Mudzaffar Bin Abdul Hadi
Muhajirin	Muhammad Asyraaf Ahmad
Mujahidin	Mohamed Iszam Bin Karim
Omar Kampong Melaka	Muhammad Khairulanwar Bin Shamsuri
Omar Salmah	Lukman Hakeem Ahmad
Petempatan Melayu Sembawang	Muhammad Huzaifah Bin Izhar
Pusara Aman	Amir Amri Alfian
Pusara Aman	Hasbi Ahmad
Pusara Aman	Mohammad Akmal
Sallim Mattar	Barra' Habibullah
Sallim Mattar	Suffiyan Bin Zainal Shah
Sultan	Muhammad Zul Fadhli Bin Abdul Razak
Tentera Di Raja	Ahmad Helmi Bin Muji
Tentera Di Raja	Muhammad Imran Bin Mohammad Yusof
Yusof Ishak	Muhammad Idris Bin Rifaie
Yusof Ishak	Muhammad Mansor Bin Abdul Rahim

YDOs FGD - Monday 11 November 2024 @ Masjid Darul Ghufuran

Masjid	Name
Al-Ansar	Nur Hidayah Roslee
Al-Firdaus	Mohamed Faizal Bin Alaudin
Al-Islah	Uwais Fawzi
Al-Istighfar	Muhammad Zuhaily Bin Md Ahzman
Al-Istiqamah	Muhammad Irfan
Alkaff Kampung Melayu	Irwan Saian
Alkaff Upper Serangoon	Erwin Shah Bin Effandy
Al-Taqua	Farlida Mohd
An-Nahdhah	Muhammad Luqman Hakim Bin Roslan
An-Nur	Muhammad Khairuddin Bin Kamarazaman
Ar-Raudhah	Ahmad Syarif Bin Senewi
Ar-Raudhah	Muhammad Haziq Rahman
Assyafaah	Razin Muzakkir
Assyakirin	Nur Hidayati binte Aznim
Darul Aman	Khairunnisaa' Bte Sharil
Darul Ghufuran	Umar Bin Mohammad Bahrul-Ulum
Darul Makmur	Muhd Amran Bin Addin
Darul Makmur	Khalil Afifi
Darussalam	Muhammad Haziq Bin Zainal
En-Naeem	Muhammad Fouzy Bin Suhaimi
Hasanah	Muhammad Fazli Bin Naim
Jamiyah Ar-Rabitah	Azman Bin Ahmad Danial
Maarof	Muhammad Fauzi Bin Hj Mokhtar
Muhajirin	Mudzaffar Bin Abdul Hadi
Omar Salmah	Lukmannul Hakeem Ahmad
Petempatan Melayu Sembawang	Muhammad Huzaifah
Pusara Aman	Muhd Helmi
Tentera Di Raja	Nurfariihin Mohamed Moktar
Yusof Ishak	Abdul Fattah

CRL Taskforce, OMS Townhall Organising Committee, FGD Facilitators and Attendees

Unit / Organisation	Name
Central Provident Fund Board	Nur Iva Melati Aminuddin
Collaborate@OMS	Anggun Dalilah Rostan
Collaborate@OMS	Faeizah Mohd Hussein
Collaborate@OMS	Liyana Abdul Rahaim
Collaborate@OMS	Mohd Nazirin Abu Bakar
Collaborate@OMS	Muhammad Ashraf Yusoff Subri
Collaborate@OMS	Nadiah Fatehah Mohamed Rafi
Collaborate@OMS	Nur Syarfeena Mohd Fauzi
Collaborate@OMS	Salim Akbar
Collaborate@OMS	Siti Aisyah Ramli
Collaborate@OMS	Siti Nur Fatimah Abdul Rashid
District East	Abdul Rahman Bakar
District East	Azman Mohd Ariffin
District East	Firdaus Khan Jamal Khan
District East	Khairul Nizam Zarai
District East	Mohd Firdhaus Abd Jaber
District East	Mohd Khalid Mohd Lani
District East	Mohamed Imran Omar
District East	Muhammad Faizal Abdollah
District East	Nurazlin Mohd Aniba
District North	Izuan Mohamed Rais
District North	Juraiman Rahim
District North	Mohd Jeffrey Low
District North	Mohamad Roslan Jamaludin
District North	Mohammad Fairuz Shah Sudiman
District North	Muhammad Fahrur Razi Abdul Hamid
District North	Muhammad Firdaus Suraidi
District North	Mukminah Abdul Razak
District North	Yacob Ahmad
District South	Iskandar Yuen
District South	Khairul Anwar Mohd Aznan

CRL Taskforce, OMS Townhall Organising Committee, FGD Facilitators and Attendees

Unit / Organisation	Name
District South	Khalid Shukur Bakri
District South	Muhammad Aizat Zulkifli
District South	Muhammad Hafiz Abdul Rashid
District South	Muhammad Khairul Jameel Yahya
District South	Paiman Supangat
District South	Siti Nuraini Asmuri
District West	Faizal Abdul Rahim
District West	Mohd Rafi Eusope
District West	Mohamed Ali Atan
District West	Norhalizah Rosley
District West	Rahidah Jemadi
District West	Ridwan Alwi
District West	Suhaimi Mustar
Fitrah	Mohamed Farik Omar
Ilham Office	Mohamad Khidir Abdul Rahman
Office of the Mufti	Izal Mustafa Kamar
Office of the Mufti	Mohd Murat Md Aris
Pelita	Muzaiyanah Hamzah
Pelita	Nur Dina Amalina Sahfuddin
PolicyFutures@OMS	Khairul Anwar Mohamed Norahim
PolicyFutures@OMS	Mohamed Rafii Abdul Hamed
PolicyFutures@OMS	Muhammad Firdaus Hassan
PolicyFutures@OMS	Noor Ezza Varhana Surya Dinata
PolicyFutures@OMS	Nur Syazwani Rauzan
Rahmatan Lil Alamin Foundation	Adnan Abdul Hamid
Religious Policy and Development (Engagement)	Kamaruzaman Afandi
Religious Policy and Development (Engagement)	Zauwiyah Majid
Religious Policy and Development (Policy)	Muhammad Saiful Adli Ayob
Religious Policy Development	Mahmoud Mathlub Sidek
Religious Talent Development	Amatullah Azmi
Religious Talent Development	Nur Aisyah Arshad

CRL Taskforce, OMS Townhall Organising Committee, FGD Facilitators and Attendees

Unit / Organisation	Name
Strategy and Organisation Excellence	Hirman Abdullah
ZakatSD@OMS	Afdzal Ibrahim
ZakatSD@OMS	Mohamad Zulfadhli Mohd Gazali
ZakatSD@OMS	Mubarak Johari
ZakatSD@OMS	Siti Syaikhah Muhammad

17. References

Dommaraju, P. (2023). Transformation of family structure in Southeast Asia. [National Technological University, School of Social Sciences] Dommaraju - 2023 - Transformation of family structure in Southeast Asia.pdf_safe.pdf

Juhari, M. S., and Rudyn, G. S. (2025). An investigation of the varying dynamics of Muslim youths' engagement with mosque programmes and activities in Singapore. Nusantara Connect Pte Ltd. [Commissioned by Majlis Ugama Islam Singapura (MUIS)]

Majlis Ugama Islam Singapura. (n.d.). Social development & assistance for the poor & needy – Zakat Social Development & Assistance for the Poor & Needy - Zakat | Majlis Ugama Islam Singapura (Muis)

Masjid Al-Falah. (2024). Mosque Night with Mom & Dad. Instagram.
<https://www.instagram.com/p/C73tgliSupR/?igsh=MTZ5NmhuY2R1YnFvOA==>

Masjid Al-Falah. (2025). I am your husband: I dont mean to hurt you. Instagram.
<https://www.instagram.com/p/DM-URaePUYV/?igsh=bHdiNHgzeWs1azR5>

Masjid Al-Falah. (2025). I Love My Wife, But... What About Me?. Instagram.
<https://www.instagram.com/p/DLy3qXtTbWG/?igsh=MW50YmNiMHo3Y3ZwbQ==>

Masjid Al-Istighfar. (2025). After I Said Yes. Instagram.
<https://www.instagram.com/p/DJRDFQVBLhL/?igsh=MWxnbXEzZnBtb2FyYw==>

Masjid Al-Mawaddah (2024). [Raising Children with Love]. Instagram.
<https://www.instagram.com/p/DBGdBMxiA2k/?igsh=MTU1bnptbDdmZzM0OQ==>

Masjid Al-Mukminin (2025). Dad & me overnight camp. Instagram.
https://www.instagram.com/p/DK_VW6TBcxm/?igsh=MTZjOWk0azd0aHEzbQ==

Masjid Al-Mukminin (2025). Quran for Couples. Instagram.
<https://www.instagram.com/p/DJ1H4kqRSKI/?igsh=amxhc3k4cXEzbW hr>

Masjid Darul Ghufuran (2024). Dads & Children. Instagram. <https://www.instagram.com/p/C-XXyCxyDkX/?igsh=MXRjZTI0cW4zcmY2MA==>

Masjid Darul Ghufuran (2025). Modesty Begins at Home. Instagram.
<https://www.instagram.com/p/DN7nRlxDBA6/?igsh=MXFoZGZpMjBucG12cw==>

Masjid Darul Ghufuran (2025). Blessed & Balanced: Barakah in Marriage. Instagram.
<https://www.instagram.com/p/DNShWYUM-qQ/?igsh=MTQ3anBnMWpnM3Bzdw==>

Masjid Darul Ghufuran (2024). Pot Love. Instagram.
https://www.instagram.com/p/C_HjItTSTDI/?igsh=MXVxczdIZ3h0eXI5ZA==

Masjid Darul Ghufuran (2024). The Single Love. Instagram.
<https://www.instagram.com/p/DAXRXR3STBk/?igsh=eXNqMGE0bHhnbzF1>

Masjid Darul Ghufuran (2025). Purposeful Play. Instagram. https://www.instagram.com/p/DNhbu_IMzs-/?igsh=emgxcXlqOXA3M2tn

Masjid Darul Ghufuran (2024). Redefined Series: Lost in Transition & Navigating Our Emotional Maze. Instagram. <https://www.instagram.com/p/DBQWhMAS9Lz/?igsh=MmowNWlpbTJkdG02>

Masjid Jamiyah Ar-Rabitah (2024). Qasidah Jamming. Instagram.
<https://www.instagram.com/p/DDeay0QS3hV/?igsh=MWRnNnNwMnFhcHhoYg==>

Masjid Jamiyah Ar-Rabitah (2025). Step up or step aside? Instagram.
<https://www.instagram.com/p/DLAFC6wRo3g/?igsh=MWk5bjMxOTF5MzRnZg==>

Masjid Jamiyah Ar-Rabitah (2025). Sujud Together, Succeed Together. Instagram.
https://www.instagram.com/p/DGSIVbSys_f/?igsh=eWplemhxbHhbdZm

Masjid Jamiyah Ar-Rabitah (2025). Menantikan Cahaya Mata. Instagram.
<https://www.instagram.com/p/DErrC4iv4Nw/?igsh=dGltYTdpMGJjMHhz>

Ministry of Culture, Community & Youth. (2022). The importance of championing the family The Importance of Championing the Family | Ministry of Culture, Community & Youth Project ARIF (2025). Bedroom, Baby and Belief. Instagram
<https://www.instagram.com/p/DJsmfWcTBnF/?igsh=MW5wcjZ2YnRpdmRtag==>

Research For Impact Pte. Ltd. (2024). Programme Evaluation Fundamentals Resources Kit and Templates. Programme Evaluation Principles for Social and Community Impact. Research For Impact Pte. Ltd. (2024). Programme Evaluation Principals for Social and Community Impact: Two-day workshop

Skorupska, K. A., & Hotz, S. J. (2023). Age-related fertility decline. StatPearls Publishing Age-Related Fertility Decline - StatPearls - NCBI Bookshelf

