

Shaping Community Religious Life: Seniors



OUR MASJID  SG



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INTRODUCTION



1. Foreword

Assalāmu‘alaikum warahmatullāhi wabarakātuh

The mosque sector has undergone significant transformation in the twenty years since the first Mosque Convention in 2005. This has been achieved through the collective action of generations of mosque leaders, staff, volunteers and community partners working closely with MUIS. Through initiatives developed at the various conventions and townhalls, the mosque sector has matured in many areas. Today, mosques are regarded as key community nodes for the Muslim community and Singapore.

Increasing collaboration among our mosques

However, new challenges are emerging rapidly and in more complex forms, so the mosque sector is called to continuously revisit this key question: what should we be doing today to help build confident Muslims, resilient families and an empowered community?

To remain relevant as cherished places of worship and beacons of guidance will require the mosque sector to do 3 things well - to have a deep understanding of the community's needs, to deliver innovative and impactful programmes to meet these needs, and to continuously improve these programmes based on user experience and feedback over time.

These 3 things are easier said than done. With congregations becoming more diverse and expectations more demanding, any one mosque will find itself too stretched to meet these needs convincingly. Collaboration across the sector is the only way forward. To make meaningful progress, we will need to strengthen how share expertise, resources and learnings with one another.

A practical guide for strengthening our mosques

This series of playbooks have been developed with this in mind. They serve as practical guides for mosque sector practitioners to strengthen their impact on the community's socio-religious life.

Most importantly, the playbooks are living collaborative documents. They bring together research and best practices from subject matter experts as well as case studies from our mosques. They will be updated and enriched over time as our programmes and processes become more sophisticated, and we hope they will be a valued resource.

Learning to do the 3 things well will take time and practice at all levels. As such, we have chosen to focus on two groups of Muslims for a start: youths (who are at a formative stage of their lives and are the future of our community), and seniors (as Singapore becomes a super-aged society this decade). Future editions will cover other segments such as children, families and vulnerable groups, Insha'Allah.



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Each mosque has its own needs and strengths, and we recognise that there is no single formula for success. This playbook is simply a starting point – an invitation to explore, collaborate, and adapt. We can take these ideas and tailor them to meet the specific needs of our communities, drawing on our shared experiences and working in unison toward common goals.

Let us approach this task with openness, humility and some excitement—recognising that we all have something to learn, something to contribute, and a shared vision for what our mosques can become.

Together, we can create mosques that are not just places of worship but vibrant spaces for learning, spiritual growth, and community. May Allah SWT bless our efforts, guide us on this noble path, and grant us success in this world and the hereafter. Ameen.

Wassalāmu‘alaikum waraḥmatullahi wabarakātuh

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2. Purpose of this Playbook

This Playbook is a practical guide for mosque leaders, religious officers, seniors’ coordinators and volunteers in fostering engagement with Muslim seniors. 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 seniors.

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 seniors’ programmes with the mosque’s mission and the broader objectives of the mosque sector.
- Senior Volunteers:** To empower those directly involved in planning and executing senior-focused activities with effective techniques and insights.
- Mosque Religious Officers (MRO):** To offer resources for integrating spiritual, social and emotional guidance into senior 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 seniors 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	Mosques can share resources, organise joint events, and exchange ideas. This collaboration helps mosques accomplish more and create a more cohesive 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.

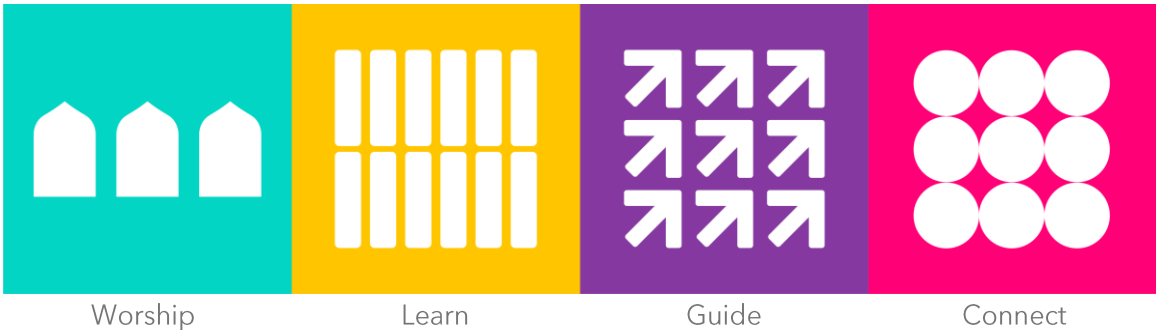
Connecting Vision, Strategy, and Implementation

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	
Guiding Visions and Aspirations (Seniors)	To create an inclusive worship environment that supports and empowers senior congregants, enriching their spiritual lives and the community.		To foster a dynamic learning environment where seniors can both acquire new knowledge and share their wisdom.		To provide compassionate support to seniors while empowering them to apply Islamic principles in their daily lives and decisions	
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 seniors' 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 in our seniors 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 seniors and strengthen our community.

ONE MOSQUE SECTOR (OMS) STRATEGIC DIRECTION

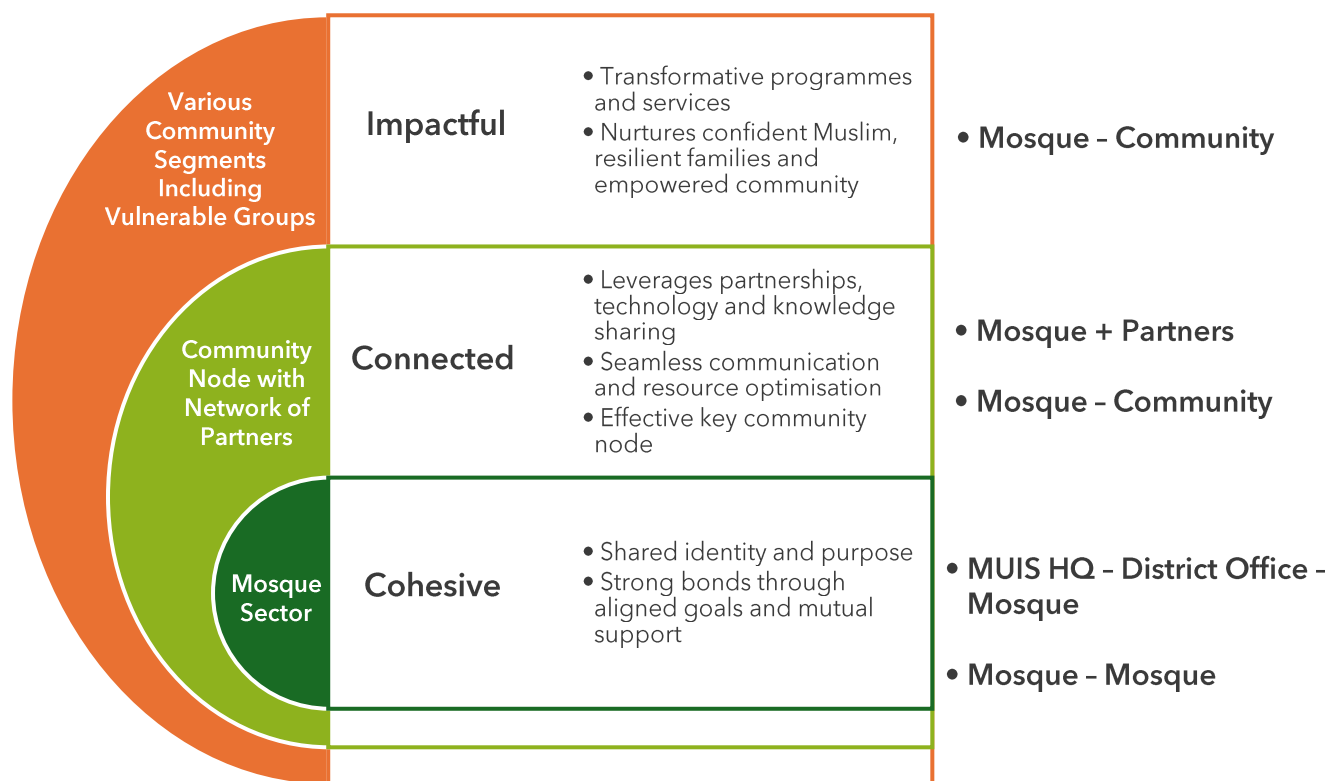
3. OMS Vision

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.



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 and drive meaningful contributions to society, and empowering 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 : 2)	The Qur’an highlights - “...he who is trusted, should deliver his trust and let them fear Allah, their Lord.” (Al-Baqarah : 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, education and social enrichment.	Ta’awun reflects the spirit of collaborative spirit, 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 real 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)
TF-Project ARIF (Achieving Resilient and Inspiring Families)	Providing comprehensive assistance for newlywed Malay/Muslim couples in enhancing maternal and child health outcomes.	KK Women’s and Children’s Hospital (KKH), Association of Muslim Professionals (AMP Singapore)
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)



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 Shifts.** The Muslim community in Singapore is undergoing significant demographic changes, with a growing proportion of youths and seniors. Youths represent the future leaders of the community, requiring strong spiritual grounding and life skills to navigate increasingly complex challenges. Simultaneously, the ageing population highlights the need for enhanced support systems to ensure seniors remain engaged and valued contributors to society. Additionally, the increasing diversity within the Muslim community—shaped by mixed marriages and migration calls for inclusive approaches that address varying needs and aspirations.
- **Polarising Geopolitical Landscape.** The global geopolitical climate is marked by rising polarisation, identity politics, and socio-religious tensions. These dynamics affect local Muslim communities, especially seniors, who may feel disconnected from changing societal structures, highlighting the need for inclusive efforts to bridge these gaps.
- **Advancements in Technology.** Rapid advancements in technology have reshaped how individuals interact, learn, and engage with the world. For seniors, this shift can create challenges in staying connected or adapting to new forms of communication, making it vital for programmes to meet them where they are.

While technology offers vast opportunities for outreach, education, and collaboration, it also presents challenges such as misinformation, online polarisation, and digital fatigue.

Challenges and Opportunities

These global driving forces have created the following key challenges:

- **Contesting Ideas and Lifestyles.** The Muslim community is increasingly exposed to a multitude of ideas, values, and lifestyles through globalisation and digital media. This diversity can lead to challenges in reconciling or renegotiating Islamic values with modern societal norms, potentially resulting in a loss of trust in traditional sources of authority.
- **Stress and Mental Health Issues.** The challenges of later life, such as retirement adjustments, health concerns, and changing family dynamics, have contributed to increased mental health issues among seniors. Older adults may face unique struggles related to loneliness, loss of independence, and adapting to technological changes in society.
- **Social Isolation and Fragmented Community.** Despite technological connectivity, many individuals experience a sense of loneliness and detachment from their community. This is compounded by fragmented networks within the Muslim community, where generational, cultural, or socioeconomic divides can hinder cohesion.

Notwithstanding these challenges, the impact of these global driving forces also presents several opportunities:

- **Greater Social Awareness and Activism.** There is a growing trend of social awareness and community engagement among Muslim seniors, who are increasingly passionate about contributing their wisdom and experience to address societal issues such as intergenerational bonding.
- **Technology-Aided Collaboration and Outreach.** Advancements in technology present opportunities for mosques to expand their reach and impact. Digital platforms can be used to deliver religious education and facilitate engagement of diverse audiences. Collaborative tools also enable mosques to coordinate efforts across Districts, share resources and collectively address pressing community issues.
- **Strong Community Support.** The mosque sector benefits from a deeply-rooted tradition of community support, gotong-royong (mutual help) and volunteerism. This strength can be leveraged to build stronger networks, enhance resource-sharing, and deliver impactful programmes. By mobilising the community's collective energy and expertise, mosques can create sustainable solutions to current and future challenges.

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:

- **Confident Muslims:** A confident Muslim is one who remains in peace and tranquillity, 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 : 4

- **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).

"Surely with difficulty is ease." Surah Al-Inshirah : 5

- **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 : 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 • Empowered to discern and apply 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

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.

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 maqasid al-Shari’ah), 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 gotong royong (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.

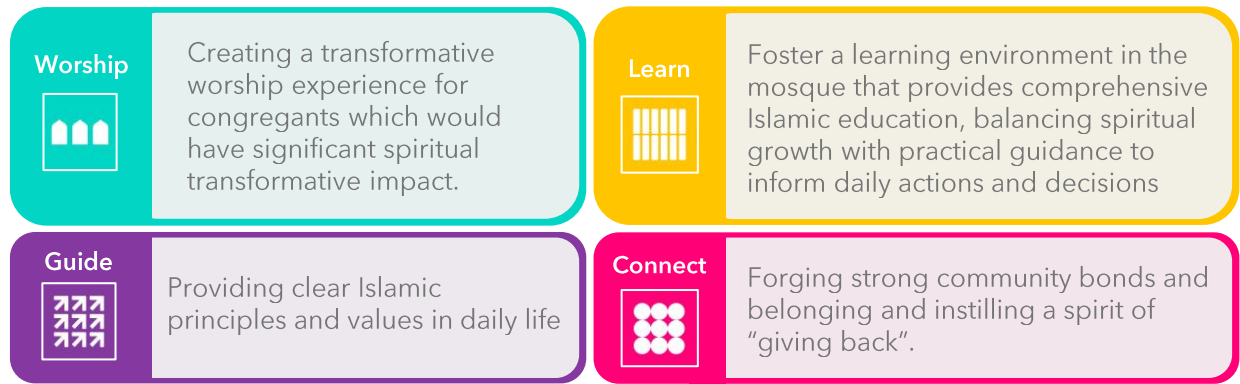
GUIDE FOR MOSQUES: SENIORS CENTRED INITIATIVES



7. Framework for Community Religious Life Initiatives

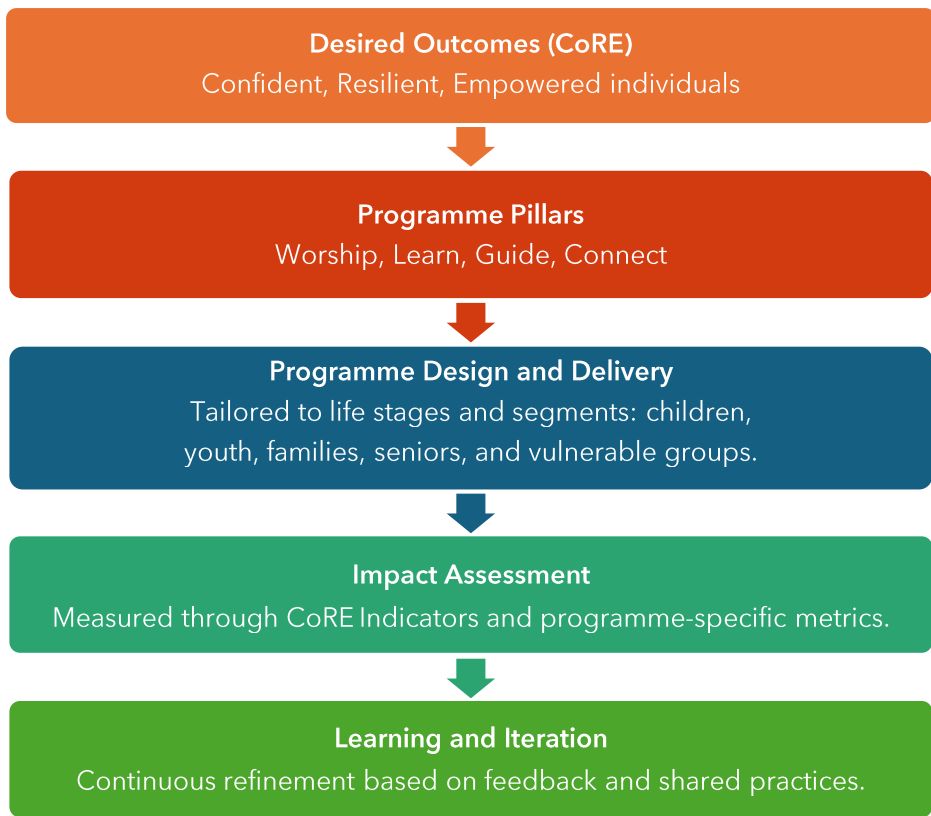
Framework

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 underserved groups such as Zakat Beneficiaries and Muslim Transient Workers.

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 youths and seniors for a start.

Focus on Seniors

This Playbook edition will focus on Seniors. It provides a framework for mosque leaders to create relevant, accessible, and meaningful programmes and services for seniors that meet their religious needs while supporting them in ageing well and staying connected to the community.

The strategies and initiatives outlined serve as a reference point for mosque practitioners. They should be **adapted to suit the specific needs** of your mosque community and the seniors you serve. Your on-the-ground experience and feedback will be crucial in refining and improving these approaches over time.

Wherever possible, mosques should help our seniors access the many national programmes that already exist to serve them.

In the context of seniors, the framework will focus on enriching the spiritual and social lives of our seniors. It aims to:.

- 1

Enhance the worship experience for seniors, ensuring it remains meaningful and accessible.
- 2

Provide continuous learning opportunities tailored to their interests and capabilities.
- 3

Offer guidance and support to seniors navigating the challenges of their golden years.
- 4

Foster connections within the community, combating isolation and promoting a sense of belonging.

Our seniors are not merely recipients of care, but **valuable contributors to our community**. They possess a wealth of wisdom, life experience, and spiritual insight that can enrich our mosque in countless ways. By leveraging their knowledge, skills, and perspectives, we can create a more vibrant, intergenerational community. At the same time, we must ensure our programmes and facilities are accessible and accommodating to those who may have physical or cognitive limitations.

8. Guiding Vision and Inspirations

Worship – Transformative Worship Experience



Guiding Vision - To create an inclusive worship environment that both supports and empowers our senior congregants, enriching their spiritual lives and the community as a whole.

Potential Ideas

- Create quiet, accessible spaces for contemplation and individual worship.
- Adapt physical spaces for accessibility (e.g., ramps, wider spaces for wheelchairs, comfortable seating options).
- Provide large-print Qurans, du’a books, and hearing assistance devices.
- Develop a 'prayer buddy' system pairing mobile seniors with those needing assistance.
- Implement user-friendly technology to support prayer tracking and spiritual goal-setting.
- Organise transportation services to help seniors attend prayers regularly.
- Establish a 'Spiritual Wellness' programme combining worship with health awareness.
- Offer diverse sessions tailored for seniors, including senior-friendly timings and paces. For example, a senior-led *Tadarrus* and *Tadabbur* (Quran recitation and reflection) or *Tahajjud* (night prayer) programme with flexible timing and shorter duration).

Capabilities

- Familiarity with accessibility standards or practices.
- Understanding of common religious issues/needs that seniors face (e.g., performing prayers while facing illness/disabilities).
- Pastoral care and counselling skills to engage Jemaah with wisdom.
- Ability to adapt worship practices to accommodate various physical limitations.

Success Indicators (Aligned with CoRE)

Confident

- Increased senior participation in congregational prayers, with positive feedback on accessibility improvements.
- Increased number of seniors leading or assisting in prayer sessions, demonstrating growing confidence in their worship practice.

Resilient

- Consistent attendance at prayer sessions by seniors, showing commitment despite health challenges or mobility issues.
- Improved spiritual well-being as reported by seniors, particularly in coping with life’s challenges through worship.

Empowered

- Higher levels of senior engagement in mosque programmes, measured by participation rates and volunteer involvement in worship-related activities.
- Positive feedback from seniors on their ability to participate fully and meaningfully in diverse prayer sessions.

Case Examples

1) Tarawih Prayers at *Qaryah* Locations during Ramadan



Tarawih prayers (The Straits Times 2024)

What?

During Ramadan, while the main mosque remains the primary venue for *Tarawih* prayers, some Singapore mosques collaborate with their *Qaryah* (neighbourhood) committees to organise these prayers at various locations. This approach aims to improve accessibility of religious services, especially for seniors and those with mobility challenges, whilst still preserving the significance of the central mosque congregation.

Why?

The initiative aims to enhance accessibility to *Tarawih* prayers, particularly for individuals who might have difficulties heading to the mosque. Simultaneously, it seeks to nurture a stronger sense of community within local neighbourhoods.

By Whom?

Organised collaboratively by mosques and their respective *Qaryah* committees.

Success factors:

- Strong partnership between mosques and *Qaryah* committees
- Careful selection of accessible locations within neighbourhoods
- Clear communication about prayer times and locations to the community
- Close coordination with the main mosque for resources (e.g., prayer mats, audio systems) and religious guidance

In relation to CoRE:

Empowered Community - This initiative encourages local communities to actively participate in religious activities while maintaining strong connections with their main mosque, fostering a sense of shared responsibility for spiritual development.

Useful Resources/Links:

1. [The Straits Times](#)
2. [Berita Harian](#)

Useful learning points:

- Collaborative approach between mosques and local committees can enhance community engagement in religious activities
- Importance of maintaining strong links with the main mosque while offering localised prayer options
- Balancing accessibility with the central role of the mosque in community religious life
- Opportunity to strengthen community bonds at a more localised level while reinforcing connection to the main mosque
- Demonstrates how mosques can extend their reach and impact by working closely with community structures, making religious practices more accessible while maintaining the central role of the mosque.

2) Established Traditional Communal Worship and Practices



What?

Across Singapore, numerous mosques continue to offer traditional communal worship practices that see higher attendance from seniors. These include *Malam Jumaat Tahlils* (Friday Night Recitation sessions) and Mawlid celebrations. Such practices can be observed in various mosques throughout the country, including Masjid Haji Muhammad Salleh and Masjid Khadijah, among others.

Whilst we cherish these traditions, it is crucial to continuously deepen our understanding of Islamic teachings and principles in their entirety. Our religious leaders encourage reflection on how these practices relate to the broader tenets of our faith, promoting a holistic approach to worship and community life.

Why?

Purpose is threefold - to preserve significant cultural and spiritual traditions, to offer familiar and meaningful worship experiences for seniors, and to nurture intergenerational bonds through shared religious practices.

By Whom?

These events are organised by individual mosques, with substantial input and participation from seniors and long-standing volunteers.

Success factors:

- Consistent scheduling of traditional practices. Involvement of respected seniors in leading or organising events as volunteers.
- Guidance from Asatizah, who are Asatizah Recognition Scheme (ARS)-certified, on connecting these practices to broader Islamic principles, fostering regular reflection on their significance.
- Creating a welcoming atmosphere for all age groups.

- Balancing traditional practices with contemporary needs and interpretations.

In relation to CoRE:

- Confident Muslim - These practices reinforce spiritual identity, particularly for older generations.
- Empowered Community - They provide opportunities for seniors to take leadership roles and share their knowledge with younger generations.

Useful learning points:

- Traditional practices serve as important anchors for community identity and cohesion, while offering platforms for intergenerational learning and connection.
- Balancing tradition with inclusivity is key to ensuring these practices remain relevant and welcoming to all age groups.
- Mosques can leverage these events to bridge generational gaps and transmit cultural and spiritual knowledge.
- Careful integration of traditional practices with contemporary Islamic education can provide a holistic approach to community religious life.
- Regular reflection on how these practices align with broader Islamic principles can enhance their relevance and impact.

Learn - Rich and Deep Spiritual and Intellectual Islamic Exploration



Guiding Vision - To foster a dynamic learning environment where seniors can both acquire new knowledge and share their wisdom.

Potential Ideas

1. Develop structured courses on Islamic topics tailored for older learners, with flexible pacing and accessible materials.
2. Offer basic digital literacy courses to access online Islamic resources, including guided exploration of reputable Islamic websites and apps (e.g., Muis, Muslim.sg, LearnIslam.sg, Wakaf.sg).
3. Host regular 'Ask the Asatizah' sessions on contemporary *Fiqh* issues relevant to seniors' lives.
4. Organise Quran memorisation and *Tadabbur* (reflection) circles with mixed age groups.
5. Implement peer-led discussion groups on Islamic topics, guided by ARS-certified asatizah.
6. Establish intergenerational knowledge-sharing programmes (e.g., 'Wisdom Library' sessions, 'Grandparents as Teachers' initiatives) where seniors share basic Islamic knowledge, experiences and life lessons with younger generations.

Capabilities:

- Curriculum development expertise with inputs from seniors.
- Familiarity with adult learning principles and methodologies.
- Skills in adapting teaching methods for various learning styles and physical limitations.
- Ability to facilitate intergenerational learning experiences.
- Knowledge of contemporary Islamic scholarship and its application to seniors' lives.

Success Indicators (Aligned with CoRE)

Confident

- Increased number of seniors actively participating in Islamic discussions, with positive feedback on their ability to articulate Islamic concepts with greater clarity.
- Positive feedback on the relevance, depth, and impact of learning experiences, including increased confidence in using Islamic knowledge in daily life.

Resilient

- Consistent engagement in learning programmes despite personal challenges, as evidenced by attendance records and participant feedback.
- Increased reports of seniors applying Islamic knowledge to navigate life's difficulties and support their wellbeing.

Empowered

- Number of seniors completing structured Islamic courses, taking on teaching or mentoring roles, and engaging in self-directed learning (including use of digital resources).
- Increased participation in peer-led discussions and intergenerational knowledge-sharing activities.

Case Examples

1) Islamic Legacy Planning (ILP): Empowering Muslims to Secure their Future



What?

A series of educational events and resources focused on Islamic Legacy Planning, including forums, exhibitions, and practical workshops. Key events include Wakaf Masyarkat Singapura (WMS) Faraid Forum and WMS Legacy Village.

These events cover topics such as creating a Wasiat (Islamic Will), CPF nominations, Lasting Power of Attorney (LPA), Advance Care Planning (ACP), and incorporating sadaqah *jariyah* (continuous charity) into legacy plans via instruments such as Wakaf.

Why?

The initiative aims to prepare every Muslim individual for the future, both for themselves and their families, through comprehensive legacy planning.

It seeks to educate the Muslim community about Islamic principles of wealth distribution, ensuring assets are managed in accordance with both Islamic law and individual wishes, and local regulations after passing. By doing so, it strives to prevent inheritance disputes and promote planned giving for continuous charity, thereby securing a lasting positive impact.

By Whom?

Organised by Muis in collaboration with various partners including CPF (Central Provident Fund) Board, Office of the Public Guardian (OPG), Agency of Integrated Care (AIC), Public Service Division (PSD), Syariah Law Firms, Islamic Financial advisors, and Asatizah trained in legacy planning.

Success factors:

- Comprehensive coverage of Islamic legacy planning topics, tailored to different life stages and circumstances.
- Strong collaboration between Muis, mosques, government agencies, and expert organisations.
- Provision of practical tools and resources, including on-site services and take-home materials.
- Multilingual approach (events in English and Malay) to ensure accessibility for diverse community segments.
- Combination of large-scale forums, exhibitions, and smaller workshops for broad outreach and personalised guidance.
- Integration of traditional Islamic concepts with modern legal and financial planning tools.
- Engagement of respected religious leaders and financial experts to lend credibility and depth.
- Incorporation of real-life case studies and scenarios to make complex topics more relatable and understandable.
- Network of trained Asatizah to guide the Jemaah.

In relation to CoRE:

- **Confident Muslim** - These initiatives empower Muslims with knowledge to make informed decisions about their assets in line with Islamic principles, enhancing their confidence in both religious and financial matters.
- **Resilient Families** - By promoting proper Islamic legacy planning, these programmes help strengthen family bonds and reduce potential conflicts over inheritance, contributing to more resilient family structures.
- **Empowered Community** - The initiatives foster an empowered community by equipping Muslims with the tools and knowledge to manage their affairs effectively, encouraging charitable giving, and promoting active participation in community development through planned giving and wakaf.

Useful Resources/Links:

1. [Islamic Legacy Planning \(ILP\)](#)
2. [Wakaf Masyarakat Singapura \(WMS\)](#)

Useful learning points:

- Importance of integrating religious knowledge with practical financial and legal information in mosque-based education programmes, particularly for complex topics like legacy planning.
- Value of expanding partnerships between mosques, government agencies, and expert organisations to deliver comprehensive community education.
- Potential for mosques to enhance their role as centres for both spiritual guidance and practical life skills education, serving as community hubs for disseminating information and resources.
- Importance of tailoring content for different life stages and addressing age-specific concerns in religious education programmes.
- Effectiveness of multi-format approaches (forums, exhibitions, workshops) in reaching diverse audience segments, which mosques could adopt and adapt.
- Opportunity to integrate Islamic legacy planning into existing mosque programmes, creating more holistic educational offerings, especially for seniors.
- Value of training mosque-based asatizah in basic Islamic legacy planning concepts to provide initial guidance to community members.
- Need for ongoing education and regular updates on complex topics, with mosques playing a central role in delivering this information to the community.

2) ADIL (Adult Islamic Learning) Modules



What?

ADIL offers a range of Islamic education modules, some of which are particularly relevant to seniors' needs and life stages. Key modules include: *Fiqh* for the Sick, *Fiqh* of Planned Giving, *Grief & Suffering*, *Path of Repentance* These modules are part of ADIL's broader curriculum, which includes both Core and Elective modules designed to provide comprehensive Islamic education for adults.

Why?

To offer structured, age-appropriate Islamic learning opportunities that address the spiritual, emotional, and practical needs of senior Muslims, enhancing their understanding and practice of Islam in their later years.

By Whom?

Developed and implemented by Muis through the ADIL centres across Singapore, which include various mosques.

Success factors:

- Flexibility in learning modes, including ADIL Academic Year, Modular Programme, and Self-Paced E-Learning.
- Accessibility through multiple ADIL centres across different districts.
- Non-examinable nature of the programme, reducing stress for senior learners.
- Incorporation of reflective and enquiry-based learning suitable for adult learners.
- Integration of traditional Islamic knowledge with contemporary issues.
- Comprehensive curriculum covering a wide range of topics including those relevant to seniors.

In relation to CoRE:

- Confident Muslim - These modules empower seniors with deeper understanding of Islamic principles relevant to their life stage, boosting their confidence in practicing their faith.
- Resilient Families - By addressing topics like grief and end-of-life matters, these programmes help seniors navigate challenging times and strengthen family bonds.
- Empowered Community - The initiatives foster an empowered community by equipping seniors with knowledge to make informed decisions and contribute wisdom to younger generations.

Useful Resources/Links:

1. [Learnislam.sg - ADIL Programme Brochure](#)
2. [Learnislam.sg - ADIL Class Registration](#)

Useful learning points:

- Importance of providing diverse, structured Islamic education options tailored for adult learners, including seniors.
- Value of addressing practical, age-relevant topics within an Islamic framework.
- Potential for mosques and dedicated centres to become hubs for lifelong Islamic learning.
- Effectiveness of offering multiple learning modes to cater to different needs and preferences.
- Importance of balancing traditional Islamic knowledge with contemporary application.
- Opportunity to leverage technology for accessible learning (e.g., Self-Paced E-Learning modules). Need for qualified asatizah trained in adult education methodologies.

Guide - Clear Islamic Values for Modern Life



Guiding Vision - To provide compassionate support to seniors while empowering them to apply Islamic principles in their daily lives and decisions.

Potential Ideas

1. Establish one-on-one Islamic counselling services for seniors, addressing personal, family, and spiritual concerns.
2. Offer workshops on Islamic perspectives on current issues (e.g., health decisions, family dynamics, technology use).
3. Create peer support groups for seniors facing similar life challenges, facilitated by trained volunteers
4. Provide comprehensive guidance on Islamic Legacy Planning (including zakat, waqf, and inheritance).
5. Develop holistic programmes addressing faith-based approaches to physical, mental, and spiritual wellbeing.
6. Offer end-of-life planning and support services (including palliative care counselling and family support).

Capabilities:

- Pastoral care and counselling skills to engage Jemaah with wisdom.
- Familiarity with common religious issues/needs that seniors face.
- Knowledge of Islamic principles related to financial planning, inheritance, and end-of-life planning and support.
- Ability to apply Islamic teachings to contemporary challenges faced by seniors.

Success Indicators (Aligned with CoRE)

Confident

- Increased confidence among seniors in applying Islamic principles to daily life decisions.
- Positive feedback on the relevance and practicality of Islamic guidance provided.

Resilient

- Number of seniors actively participating in peer support groups and workshops.
- Qualitative reports of improved ability to navigate life challenges using Islamic principles.

Empowered

- Number of seniors who have completed Islamic Legacy Planning
- Increased engagement in faith-based wellbeing programmes and end-of-life planning services.

Learning from Seniors engagement at Masjid Al-Muttaqin

Masjid Al-Muttaqin has developed a comprehensive approach to seniors engagement, addressing diverse needs through tailored programming and strategic partnerships. The programmes target different segments of seniors: Active, Frail, and Palliative.

- 1. **Active seniors:** Independent and able to participate in mosque activities.
- 2. **Frail seniors:** Requiring caregiver assistance for daily activities.
- 3. **Palliative seniors:** Bedridden and needing end-of-life care.

The activities cover 5 domains of active ageing programme:

5 domains of Active Ageing Programme				
Physical 	Cognitive 	Social 	Learning 	Volunteerism 
Fitness and strengthening exercises which enhance aerobics, strength, balance and flexibility	Mind simulating activities that addresses at least 1 of 5 cognitive components: Processing speed, Memory, Attention, Executive functions and Cognitive Flexibility	Activities that can strengthen and widen seniors' social circles such as Communal meals, social programmes and social outings	Activities that support seniors in picking up new knowledge and skills such as learn about end-of-life issue; financial / health adequacy and literacy; or new skills such as learning a musical instrument	Volunteering opportunities for seniors to contribute meaningfully to the community

Beyond Santunan Emas and Palliative 101 Workshop, which will be detailed later, Masjid Al-Muttaqin has implemented a range of complementary initiatives. The mosque conducts monthly engagement sessions at nursing homes, collaborating with Ren Ci @ Ang Mo Kio and Assisi Hospice to provide spiritual support for Muslim residents and patients. In a thoughtful intergenerational approach, the mosque’s kindergarten students participate in programmes at St Luke's Day Care Centre, fostering meaningful connections between the young and seniors.

Furthermore, the mosque has established partnerships with healthcare providers and educational institutions such as Alami Clinic and NUS Pharmacy to offer comprehensive health screenings for seniors. These screenings encompass various services, including vaccinations and dementia assessments, reflecting the mosque's holistic approach to senior well-being. Through these diverse programmes, Masjid Al-Muttaqin demonstrates its commitment to supporting seniors across all aspects of their lives, from spiritual nourishment to physical health and social engagement.

Case Examples

1) Program Santunan Emas



PROGRAM SANTUNAN EMAS

Program ini bertujuan memberikan bimbingan dan sokongan rohani, jasmani, kognitif serta sosial kepada warga emas di Masjid Al-Muttaqin. Ia juga melengkapkan program sedia ada melalui kerjasama dengan Muhammadiyah Active Ageing Centre untuk sesi "Active Ageing" di masjid. Program ini terbuka untuk semua khususnya golongan warga emas berusia 50 tahun ke atas.

BUTIRAN PROGRAM:
Masa: 9 pagi - 1 tengahari | Tempat: Foyer, Level 1
Mesra Kerusi Roda

9 PAGI PENDAFTARAN BERMULA

9.30 PAGI - 11 PAGI 300 HADITH BIMBINGAN
Kuliah oleh Ustaz Mohamed Fatris Bakaram

11.15 PAGI - 1 TENGAHARI SESI "ACTIVE AGEING"
Dibimbing oleh Muhammadiyah Active Ageing Centre

UNTUK PERTANYAAN, HUBUNGI KAMI DI: 64547472 ATAU 89329563

DAFTAR DISINI!
Bermula 2 Oktober, setiap Hari Rabu!
Sila Imbas Kod QR atau layari: bit.ly/SantunanEmasMTQ

Pengangkutan Awam
ANG MO KIO
BUS INTERCHANGE
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54241
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851 852 853C 1628

By Whom?

Organised by Masjid Al-Muttaqin in partnership with Muhammadiyah Active Ageing Centre and former Mufti, Dr Mohd Fatris Bakaram.

Success factors:

- Wide reach - Over 500 seniors and caregivers attend weekly.
- Multi-channel delivery - Offered physically at the mosque, via social media, and through Muhammadiyah Active Ageing Centres.
- Accessibility - Live streaming allows homebound seniors to participate remotely.
- Expert involvement - Collaboration with former Mufti adds credibility and depth to religious guidance.

What?

Program Santunan Emas is a comprehensive programme that combines religious guidance with active ageing activities, tailored to meet the needs of seniors and their caregivers.

Why?

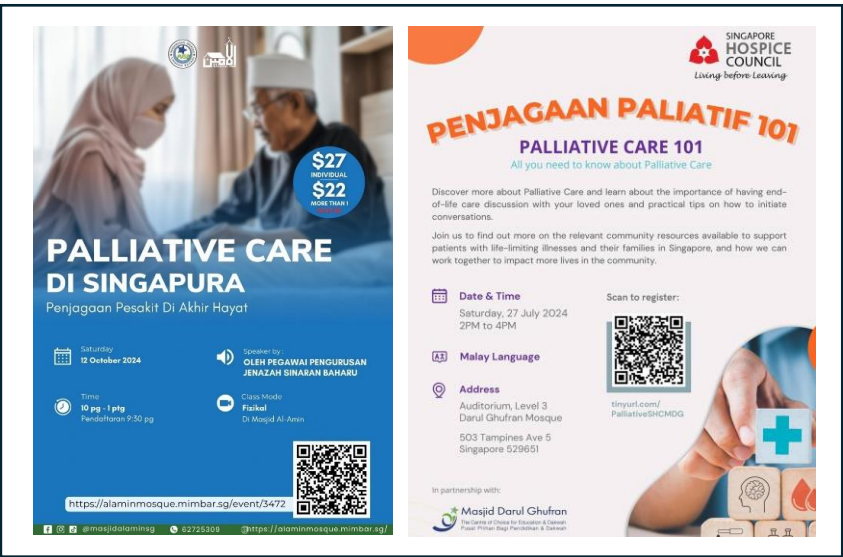
To provide holistic support for seniors, addressing their spiritual, social, and physical needs while promoting active ageing and community engagement.

In relation to CoRE:

- Confident Muslim: The programme strengthens seniors' Islamic knowledge and practice through regular religious guidance, fostering a deeper understanding and conviction in their faith.
- Resilient Families: The inclusion of caregivers in the programme supports family units in caring for their elderly members from an Islamic perspective.
- Empowered Community: By combining religious and active ageing elements, it empowers seniors to contribute meaningfully to their community, transforming them from passive recipients to active contributors in mosque life..

Useful learning points:

- Combining religious guidance with active ageing activities creates a holistic programme.
- Partnerships with established organisations can enhance programme quality and reach.
- Multi-channel delivery ensures inclusivity, catering to seniors with different mobility levels.
- Involving respected religious figures can increase programme credibility and appeal.



What?

A workshop providing basic knowledge of Palliative Care for seniors and their caregivers, with a focus on applying Islamic principles to end-of-life care.

Why?

To equip the Muslim community with the knowledge and skills to address end-of-life issues from an Islamic perspective, and to provide compassionate care for those in the palliative stage.

By Whom?

Organised by various mosques, including Masjid Al-Muttaqin and Masjid Darul Ghufuran, in partnership with healthcare institutions such as the Singapore Hospice Council.

Success Factors:

- Comprehensive training for mosque personnel and volunteers.

- Practical application through volunteering opportunities.
- Islamic context in addressing palliative care situations.
- Addressing a critical need in initiating difficult conversations about end-of-life matters.

In relation to CoRE:

- Confident Muslim: The programme equips participants with Islamic knowledge and principles to navigate end-of-life situations with faith and compassion.
- Resilient Families: By providing guidance on palliative care, the workshop strengthens families' ability to support their loved ones through challenging times.
- Empowered Community: The training creates a network of knowledgeable volunteers who can offer spiritual support to the wider Muslim community during end-of-life situations.

Useful learning points:

- Collaborating with healthcare institutions brings specialised knowledge to the mosque community.
- Addressing sensitive topics like end-of-life care from an Islamic perspective fills a crucial gap in community knowledge.
- Training a diverse group of mosque personnel and volunteers creates a multiplier effect, extending the impact beyond the initial participants.
- Practical volunteering opportunities allow participants to apply their learning, benefiting both the volunteers and the wider community.

3) Program KASIH for Seniors by Masjid Darussalam

Siri Program KASIH

JALAN SANTAI

Henderson Waves - Faber Peak - Faber Point

»»» BAS DUA HALA DISEDIAKAN.
»»» SESUAI BAGI SEMUA LAPISAN UMUR, KECUALI YANG BERKERUSI RODA.

LALUAN SEDIKIT MENDAKI, PASTIKAN ANDA DALAM KESIHATAN YANG BAIK!

Rabu, 25 Dec 2024
8 pagi - 10:30 pagi
Berkumpul di Masjid Darussalam

DAFTAR DI SINI

TINYURL.COM/JALANSANTAI

\$10 setiap peserta

Sarapan Bonding Tazkirah

67770028 / 90698414 3002 Commonwealth Ave West, S129579 darussalammosquesg

SIRI PROGRAM KASIH

MEMAHAMI STROK

Sempena Kampanye Kesedaran Strok Kelangkaan

Q Apa itu **strok/angin ahmar**?

→ Bagaimana nak mengenal simptom dan tanda-tanda awal?
→ Apakah faktor yang **menaikkan risiko** terkena strok?
→ Bagaimana nak **mencegah**?

Khamis, 14 Nov 2024
10 pagi - 12 tgh hari

Kuliah Dhuha : Pahala Hidup 7000 Tahun oleh Ustaz Shazwan

Perkongsian Memahami Strok oleh Stroke Services Improvement Team

DAFTAR SEKARANG

TALIAN 6777 0028 / KAUNTER PEJABAT
TINYURL.COM/SIRIKASIH

67770028 / 90698414 3002 Commonwealth Ave West, S129579 darussalammosquesg

What?
Initiative comprises a series of activities tailored for seniors and their caregivers residing in the Clementi neighbourhood. The programmes encompass active ageing activities such as brisk walking and health talks, as well as spiritual guidance. Moreover, the mosque organises sessions on palliative care to support families and caregivers in managing the challenges associated with caregiving.

Why?
To provide comprehensive support for seniors in the community, addressing their physical, spiritual, and social needs while also supporting their caregivers.

By Whom?

- Organised by Masjid Darussalam, in collaboration with local community partners.

Success factors:

- Diverse range of activities addressing multiple aspects of senior well-being.
- Inclusion of caregivers in the programme, recognizing their crucial role.
- Focus on both active ageing and palliative care support.
- Localised approach, tailored to the Clementi community.

In relation to CoRE:

- Confident Muslim: The programme includes spiritual guidance, helping seniors maintain and deepen their faith as they age.
- Resilient Families: By including caregivers and addressing palliative care, the programme strengthens family units in supporting their elderly members.
- Empowered Community: Active ageing activities encourage seniors to remain engaged and contribute to their community.

Useful learning points:

- Comprehensive programmes that address various aspects of senior well-being can have a more significant impact.
- Including caregivers in senior programmes recognises the importance of family support systems.
- Balancing active ageing activities with support for those needing palliative care ensures all seniors are included.
- Tailoring programmes to the local community context can increase relevance and participation.

4) Age Well SG



What?

A comprehensive national programme led by multiple ministries to support seniors in ageing well in their homes and communities, focusing on active ageing, social connectedness, and community-based care.

Why?

To address Singapore's rapidly ageing population by creating an environment that enables seniors to age actively, stay connected, and receive care within their communities, promoting overall well-being and independence.

By Whom?

Led by the Ministry of Health (MOH), Ministry of National Development (MND), and Ministry of Transport (MOT), with potential for collaboration from community organisations, including mosques.

Success factors:

- Whole-of-government approach ensuring comprehensive support across housing, transport, and healthcare
- Significant investment (\$3.5 billion over the next decade) demonstrating strong commitment
- Focus on ageing in place, allowing seniors to remain in familiar environments
- Emphasis on active ageing, social connectedness, and community care
- Integration of various aspects of senior life, including health, housing, and transportation

Useful Resources/Links:

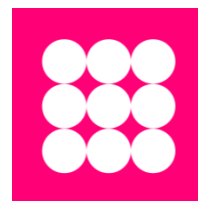
1. [MOH, MND and MOT - Age Well SG](#)

Useful learning points:

- Mosques can align their senior initiatives with national programmes like Age Well SG, ensuring a coordinated approach to senior care that integrates spiritual and cultural needs of Muslim seniors.
- Mosques can leverage their existing volunteer networks to support initiatives, particularly in areas like befriending and community care.
- As community hubs, mosques are well-positioned to facilitate intergenerational activities, supporting goals of social connectedness and active ageing.
- Mosque-based programmes can provide culturally appropriate adaptations of national initiatives, complementing and enhancing the services provided under broader ageing strategies.

Connect - Strong Community Bonds and Giving Back

Guiding Vision - To foster an inclusive community where seniors are active participants, valued contributors, and well-integrated with other age groups.



Potential Ideas

- Establish social groups that support mutual growth in worship, learning, and daily Islamic living for all age groups.
- Create volunteer opportunities within existing mosque programmes, matching participants' skills with community needs.
- Organise regular activities that encourage interaction and knowledge sharing between different generations.
- Facilitate seniors' participation in community service projects, with roles adapted to various abilities and preferences.
- Host inclusive community events that promote social interaction and strengthen bonds across all age groups.

Capabilities:

- Skills in organizing inclusive community events and activities.
- Ability to identify and match seniors' skills with appropriate volunteer opportunities.
- Understanding of intergenerational dynamics and how to foster positive interactions.
- Familiarity with community needs and how seniors can contribute effectively.

Success Indicators (Aligned with CoRE)

Confident

- Increased number of seniors participating regularly in mosque activities and programmes.
- Positive feedback from seniors on their sense of belonging, purpose and value within the community.

Resilient

- Number of seniors engaged in mutual support groups and community activities.
- Reports of improved social connections and support networks among senior participants..

Empowered

- Number of seniors actively volunteering or contributing their skills to mosque projects and activities.
- Increased instances of knowledge and skill sharing between seniors and other age groups in the community.

As stewards of our community’s spiritual and social well-being, it is important that our mosques serve all members, including seniors.

The strategies provide practical steps to address the needs of our seniors, while also valuing their experience. It aligns with Islamic values of respect for elders, lifelong learning, and community support. By applying these strategies, we can help seniors stay connected to the mosque, strengthen relationships across generations, and ensure the mosque continues to serve as a source of guidance and support.

Fostering Intergenerational Connections

While this playbook focuses on senior-specific initiatives, it is crucial to recognise the value of intergenerational interactions. Bridging the gap between seniors and youth can create a more vibrant, cohesive mosque community and enrich the experiences of both age groups. Some benefits of intergenerational programmes:

- **Knowledge Transfer:** Seniors can share their life experiences and religious knowledge with younger generations.
- **Mutual Support:** Youth can assist seniors with technology and physical tasks, while seniors provide emotional support and guidance.
- **Community Cohesion:** Intergenerational activities strengthen the overall sense of community within the mosque.

Some examples of such initiatives include:

Mentorship Programmes	Collaborative Community Service	Shared Learning Experiences	Intergenerational Events	Collaborative Arts and Culture
• Pair seniors with youth for religious study or life skills coaching. • Encourage seniors to share their experiences of practising Islam in Singapore’s evolving social landscape.	• Organise joint volunteer activities where seniors and youth work together on community projects. • Implement a ‘Tech Buddies’ programme where youth assist seniors with digital skills.	• Conduct Islamic history sessions where seniors share personal stories alongside formal teaching. • Organise Quran memorisation circles with mixed age groups.	• Host ‘Family Day’ events at the mosque that encourage participation across all ages. • Organise an annual ‘Wisdom Exchange’ fair where both seniors and youth showcase their skills and knowledge.	• Create opportunities for seniors and youth to work together on Islamic art projects or cultural performances. • Develop a ‘Living History’ project where youth document seniors’ stories about the local Muslim community’s heritage.

- When implementing these initiatives, consider:
- Ensuring activities are accessible and enjoyable for both age groups.
 - Providing opportunities for meaningful interaction, not just shared presence.
 - Regularly gathering feedback from both seniors and youth to refine and improve programmes.

By thoughtfully incorporating intergenerational elements into your CRL strategies, you can create a more holistic, inclusive environment that benefits all members of your mosque community.

Case Examples

1) Digital Transformation for Seniors by Rahmatan lil Alamin Foundation (RLAF)



What?

The Digital Transformation for Seniors programme by RLAF involved partnerships with mosques like Masjid Al-Mukminin and Masjid Assyakirin to provide hands-on training and support. This was especially useful for seniors during the COVID period where seniors had to use digital platforms for mosque booking and other activities.

Why?

To bridge the digital divide among senior Muslims, enabling them to access online religious resources, participate in virtual mosque activities, and stay connected with their community, especially during periods of restricted physical gatherings like the COVID-19 pandemic.

By Whom?

Organised by the RLAF in collaboration with partner mosques.

Success factors:

- Partnerships with mosques to reach target audience effectively.
- Tailored curriculum addressing seniors' specific needs and concerns.
- Hands-on, practical training sessions.
- Provision of ongoing support beyond initial training.
- Integration of digital skills with religious and community engagement.

In relation to CoRE:

Empowered Community - This initiative empowers seniors to independently access digital resources and participate in online religious activities, fostering continued engagement with their faith and community.

Useful Resources/Links:

1. [Berita Harian](#)

Useful learning points:

- Importance of addressing digital literacy among seniors to ensure their continued participation in religious and community life.
- Effectiveness of mosque-based training for reaching and engaging senior community members.
- Need for ongoing support and practice opportunities to reinforce digital skills.
- Potential for digital skills to enhance seniors' access to religious education and community connections.
- Importance of adapting religious services and resources to be accessible through digital platforms under broader ageing strategies.

2) Engaging Seniors in Community Activities



What?

A collection of various initiatives across different mosques and organisations that actively involve seniors in community activities and leadership roles:

- **Senior Exercise Groups:** Informal walking groups for seniors. (e.g. Masjid Al-Mukminin).
- **Pelita Befrienders:** A volunteer programme where many seniors participate in community outreach.
- **Senior Mosque Leaders advisory:** Tapping on experienced leaders' expertise to guide current MMB and volunteers.
- **Giving Ambassadors:** A proposed initiative by Community Funds to train senior amils in Legacy Planning and WMS giving.

Why?

To keep seniors actively engaged in the community, leverage their experience and skills, promote healthy lifestyles, and ensure knowledge transfer between generations of mosque leaders and volunteers.

By Whom?

Various mosques across Districts, Pelita, and Community Funds division of MUIS.

Success factors

- Hands-on community service projects
- Wide range of social causes covered
- Mentorship support
- Collaboration with community partners
- Recognition of achievements through ceremonies

In relation to CoRE:

- **Empowered Community** - These initiatives empower seniors to remain active contributors to their community, sharing their knowledge and experience while staying physically and socially engaged.

Useful Resources/Links:

1. [Berita Harian](#)

Useful learning points:

- Importance of providing varied engagement opportunities for seniors, from physical activities to advisory roles.
- Value of informal groups in fostering community bonds and promoting healthy lifestyles.
- Effectiveness of leveraging seniors' experience in mentoring and advisory capacities.
- Potential for seniors to play key roles in community outreach and philanthropic initiatives.
- Importance of creating structures that facilitate knowledge transfer between experienced leaders and newer volunteers.
- Benefits of combining social engagement with other objectives (e.g., exercise, community service, financial planning).

3) Accessible Prayer Halls in Mosques

What?

Several mosques in Singapore have implemented comprehensive accessibility features in their prayer halls to cater to seniors and wheelchair users. Masjid Ar-Raudhah is one example of mosques that have made significant strides in this area.

Why?

To create more inclusive worship environments that accommodate the needs of an ageing congregation and ensure that mobility challenges do not hinder participation in prayers.

By Whom?

Initiated and implemented by individual mosques as part of their infrastructure upgrade projects, with support from MUIS

Success factors

- Wider prayer spaces to accommodate wheelchairs
- Ramps for easy access to prayer areas

- Adequate lighting and clear signage for those with visual impairments
- Comfortable seating options for seniors who may have difficulty sitting on the floor
- Consultation with users to understand diverse needs
- Integration of accessibility features without compromising the spiritual atmosphere

In relation to CoRE:

Confident Muslim - This initiative enables seniors and individuals with mobility challenges to maintain their regular prayer practices without physical barriers, thus strengthening their spiritual confidence and connection.

Useful Resources/Links:

1. [Berita Harian - Elderly-friendly infrastructure](#)
2. [Berita Harian - Historic mosque](#)

Useful learning points:

- Importance of proactive planning for accessibility in religious spaces to accommodate an ageing population
- Value of consulting with diverse users to understand and address various mobility needs
- Potential for accessibility features to increase overall mosque attendance and community engagement
- Necessity of balancing modern accessibility requirements with traditional mosque aesthetics and atmosphere
- Opportunity for mosques to lead by example in creating inclusive spaces for the broader community
- Importance of staff training to effectively assist individuals with diverse mobility needs

4) Masjid Hang Jebat's Partnership with Jamiyah Nursing Home



What?

Masjid Hang Jebat collaborated with Jamiyah Nursing Home, to bring senior residents to the mosque and provide designated spaces for their residents to pray during Friday prayers. To support this effort, the mosque has implemented accessibility improvements to better accommodate seniors and disabled visitors. The partnership also includes engagement sessions held both after prayers at the mosque and at the nursing home itself.

Additionally, every Monday, Masjid Hang Jebat and Masjid Hasanah jointly organise engagement sessions at Jamiyah Nursing Home. These sessions include zikr (remembrance of Allah), Islamic teachings, discussions related to Islamic fiqh, all tailored to the residents' conditions and needs. This initiative extends the mosques' care and support directly to the nursing home, bringing residents closer to Islamic practices.

Why?

Collaboration aims to facilitate seniors' participation in Friday prayers, whilst making the mosque more accessible and comfortable for them. It seeks to build stronger connections between the mosque and nursing

home residents, whilst maintaining their spiritual connection and sense of belonging to the wider Muslim community.

By Whom?

Organised by Masjid Hang Jebat in partnership with Jamiyah Nursing Home, with additional support from Masjid Hasanah for the Monday sessions.

Success Factors:

- Regular transportation arrangement for nursing home residents
- Dedicated prayer spaces to accommodate wheelchairs and other mobility aids
- Collaboration between religious and healthcare institutions
- Consistent commitment from both mosque and nursing home staff
- Adaptability in mosque facilities to cater to diverse needs

In relation to CoRE:

Empowered Community - This initiative empowers seniors to remain active participants in communal worship, regardless of their living situation, fostering continued engagement with their faith and community.

Useful learning points:

- Importance of proactive outreach to include seniors in care facilities in religious activities
- Value of partnerships between religious institutions and healthcare providers
- Need for physical adaptations in mosques to accommodate diverse mobility needs
- Potential for replication with other care facilities and for different religious activities
- Demonstrates how community collaboration can overcome barriers to religious participation

5) Blue Zone principles



What?

Blue Zones are specific regions around the world where people live notably longer and healthier lives than average. These areas share common lifestyle characteristics that contribute to longevity and wellbeing. These areas share common lifestyle characteristics that contribute to longevity and wellbeing. By adapting Blue Zones principles to our Muslim community, we can create environments that promote healthy ageing, strong community bonds, and purposeful living for our seniors.

Why?

The Blue Zones concept was developed to understand the factors that contribute to longevity and healthy ageing, with the aim of applying these insights to improve health and lifespan.

By Whom?

The Blue Zones were identified and studied primarily by Dan Buettner, a National Geographic fellow and author, along with a team of demographers, anthropologists, and researchers.

Success Factors:

- Move Naturally: This factor emphasises regular, low-intensity physical activity integrated into daily life. In Blue Zones, people do not necessarily go to gyms or engage in structured exercise programmes. Instead, they live in environments that constantly nudge them into moving. This might include walking to work or to run errands, gardening, or doing housework. The key is consistent, gentle movement throughout the day.
- Purpose: Having a clear sense of purpose or ‘reason to wake up’. This sense of purpose has been shown to add up to seven years to life expectancy. It involves having a clear goal in life, contributing to society, and feeling needed.
- Down Shift: This refers to routines for shedding stress. Chronic stress leads to inflammation, which is associated with every major age-related disease. Blue Zone inhabitants have built-in mechanisms to shed stress. This might include prayer, and naps.
- 80% Rule: Stopping eating when 80% full to avoid overeating. This practice helps prevent excessive calorie intake, which is linked to longevity.
- Belong: Engagement in faith-based communities. Research shows that attending faith-based services four times per month can add 4-14 years of life expectancy.
- Loved Ones First: Strong family bonds and commitment. This includes keeping aging parents and grandparents nearby or in the home, committing to a life partner, and investing in children with time and love.
- Right Tribe: Social circles that support healthy behaviours. Social circles in Blue Zones support healthy behaviours. The world’s longest-lived people were either born into or chose to be part of social circles that supported healthy behaviours.

Useful learning points:

- Longevity is influenced more by lifestyle choices and environment than by genetics alone, suggesting that healthy habits can significantly impact lifespan.
- Strong social connections, including family ties and community engagement, play a crucial role in promoting health and longevity.
- Regular, moderate physical activity integrated into daily life is more sustainable and beneficial than intense, sporadic exercise regimens.
- Having a clear sense of purpose and meaning in life contributes significantly to overall health and longevity.
- A holistic approach to wellbeing, encompassing physical health, stress reduction, spirituality, and social connections, is key to achieving a longer, healthier life.

Here are some sample strategies inspired by Blue Zones principles for our CRL adaptation:

Blue Zone Principle	CRL Adaptation	Activities	CORE Alignment
Move Naturally	Active Living	- Walking to the mosque (or parking further away). - Community gardening projects. - Gentle exercise classes (e.g., chair yoga). - Group nature walks with spiritual reflection.	- Confident Muslim: Empowerment through active participation. - Empowered Community: Seniors contributing to mosque activities.
Outlook: Unwind, Faith, Purpose	Spiritual Wellbeing	- Tadabbur sessions on the Quran. - Regular zikr and meditation sessions. - Senior-led study circles on the Quran. - Mentorship programmes. - Quiet spaces for contemplation at mosques.	- Confident Muslim: Deepening spiritual practices and Quranic understanding. - Empowered Community: Seniors sharing wisdom and knowledge.
Eat Wisely	Mindful Nourishment	- Health screenings with nutrition guidance. - Workshops on nutrition and moderation. - Healthy cooking classes with traditional dishes. - Community iftars with balanced, wholesome meals.	- Confident Muslim: Implementing Islamic principles in dietary choices. - Resilient Families: Promoting healthy eating habits within families.
Connect	Community Engagement	- Promote senior activity groups for various pursuits (religious, social, voluntary). - Intergenerational family programmes. - Support groups for elderly caregivers. 'Wisdom circles' for sharing experiences. - Volunteer opportunities for seniors.	- Empowered Community: Active senior participation and leadership in various community activities. - Resilient Families: Strengthening intergenerational bonds and family ties.

Other Considerations in Senior-Focused CRL Planning

While our strategic thrusts establish a strong foundation for senior engagement in our mosque community, we need to consider additional factors to ensure our programmes are truly inclusive, effective, and meaningful. These considerations touch on various aspects of senior life and can help us create more comprehensive and nuanced approaches to CRL activities for seniors.

Diverse Health Conditions	Varied Socioeconomic Backgrounds
• Mobility issues • Chronic illnesses • Cognitive decline and dementia	• Financial constraints • Educational differences • Cultural diversity within the senior population
Changing Family Dynamics	Transportation and Accessibility
• Living arrangements (alone, with family, in care facilities) • Evolving roles within families • Grandparenting responsibilities	• Difficulty in travelling to the mosque • Need for transport services • Home-based participation options
Technology Adoption Levels	Generational Perspectives
• Varying degrees of digital literacy • Access to devices and internet • Preference for traditional vs. digital communication	• Different historical and cultural experiences • Varying interpretations of religious practices • Bridging generational communication gaps
Gender-Specific Needs	End-of-Life Considerations
• Different health concerns for senior men and women • Varied social needs and preferences • Ensuring equal participation opportunities	• Palliative care needs • Islamic guidance on end-of-life decisions • Supporting families through bereavement
Linguistic Diversity	Sensory Impairments
• Catering to seniors who may prefer different languages • Providing translation services when necessary • Preserving vernacular languages	• Accommodating visual and hearing impairments • Creating sensory-friendly environments • Providing assistive devices or services
Dietary Requirements	Weather and Environmental Factors
• Health-related dietary restrictions • Cultural food preferences • Ensuring nutritious meals at community events	• Considering the impact of heat, humidity, or cold on seniors • Indoor air quality and comfort • Scheduling activities with weather patterns in mind

By taking these factors into account, we can create more inclusive, accessible, and meaningful CRL programmes that truly meet the diverse needs of our senior community members.

Moving Forward

In moving forward together, mosques can adapt these potential ideas to your local needs.

1

Collaborative Learning
Use these ideas as templates for shared programmes across mosques and community partners.

2

Flexible Implementation
Encourage mosque leaders to adapt ideas to suit their unique contexts while aligning with CRL objectives.

3

Sustainable Growth
Promote skill-building in areas like programme design, mentorship, and technology use to ensure long-term impact.

Ideate	Inspiration, Not Prescription: Treat these ideas as flexible suggestions, encouraging innovation and co-creation with seniors.
Gather	Community Insights: Gather feedback from seniors to refine and prioritise initiatives that align with their aspirations.
Facilitate	Shared Learning: Facilitate workshops and knowledge-sharing sessions to explore how these strategies can be adapted and scaled.

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 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.

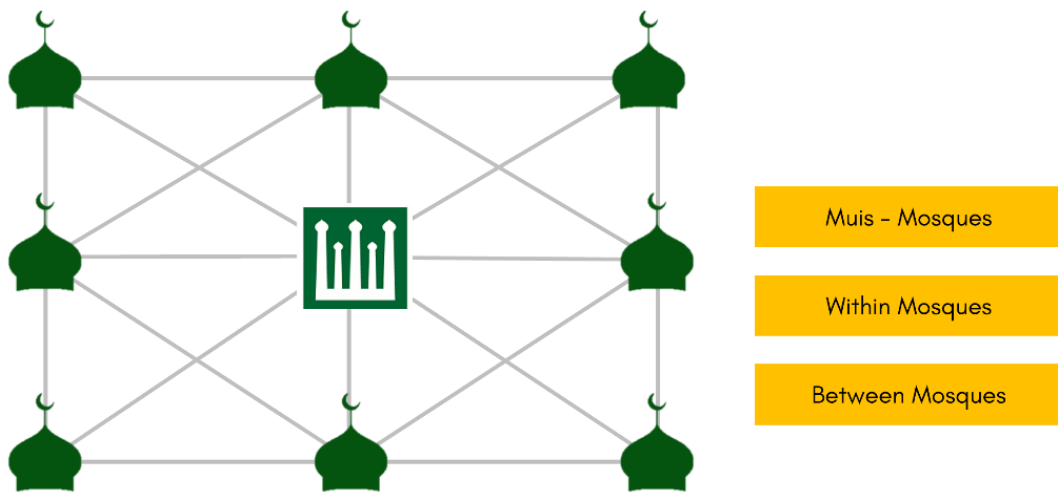
OMS (HQ)	District Office	Mosque
• Develop and communicate overall strategies and policies. • Provide resources and guidance for programme implementation. • Coordinate Sector-wide initiatives and events. • Offer training and development opportunities. • Oversee performance evaluation and improvement efforts. • 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

In essence,

- OMS (HQ) oversee 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.
- 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.

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 on 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.

10. Additional Resources - CRL Collaboration Fund

The CRL Collaboration Fund is a transformative initiative designed to enhance the religious life of the Muslim community in Singapore by supporting innovative and impactful programmes, and an enabler to encourage partnership with other mosques or external experts. This fund aims to catalyse collaboration, innovation, and capacity building across the mosque sector and its community partners, aligning projects with the four CRL goals: Worship, Learn, Guide, and Connect.

Objectives of the Fund

- 1

Driving Innovation: Promote forward-thinking solutions to address emerging challenges and enhance community impact.
- 2

Strengthening Partnerships: Encourage collaborations between mosques and partners such as Muslim organisations and institutions, Social Service Organisations (SSOs), and educational institutions.
- 3

Building Capacity: Equip mosques and community partners with the skills and systems needed for sustainable impact.
- 4

Recognising Excellence: Showcase outstanding projects through platforms like the Muis Mosque Awards to inspire best practices.

Funding and Eligibility

- Funding Amount:** Projects can receive funding per application, with additional incentives for demonstrating strong partnerships, capability building, or innovation.
- Eligibility:**
 - Open to mosques, Muslim organisations and institutions, SSOs, educational institutions, and other Singapore-based organisations with relevant expertise.
 - Applications can be mosque-led or community partner-led, requiring at least one mosque as a collaborator.

Application and Assessment

Cycles: The fund operates on cycles throughout the year

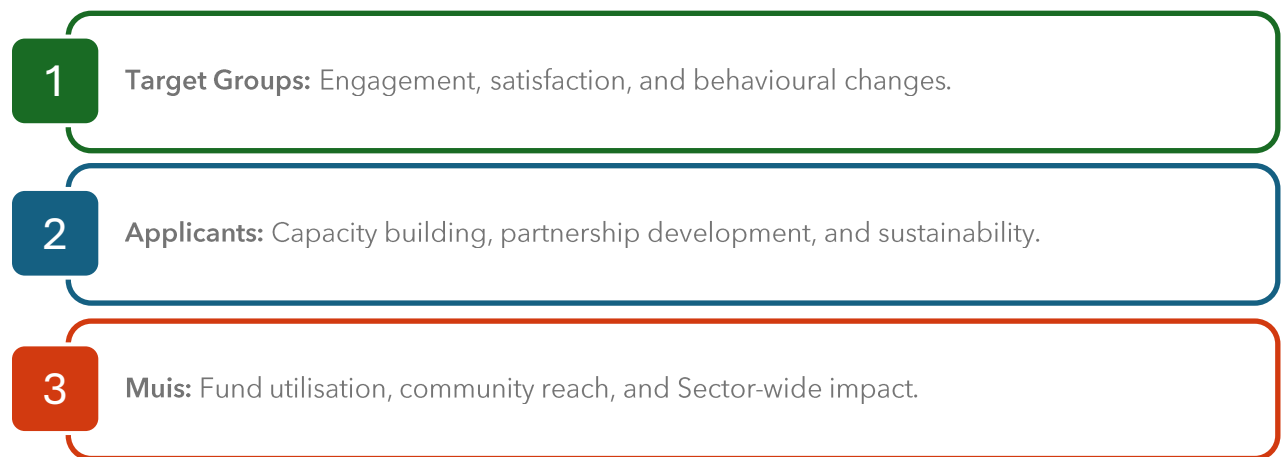
Assessment Criteria: Proposals are evaluated based on their alignment with the CoRE desired outcomes and programme pillars, innovation, impact, partnership strength, feasibility, and sustainability.

Fund Structure and Accountability

- **Disbursement Model:** Funding is provided in three phases, tied to project milestones to ensure accountability:
 - **Initial Disbursement (50%):** Upon project approval.
 - **Second Disbursement (30%):** Upon submission of an interim report.
 - **Final Disbursement (20%):** Upon submission of a final report.
- **Compliance Requirements:** Recipients must submit detailed interim, final, and follow-up reports, including financial accountability and impact assessments.

Impact Evaluation

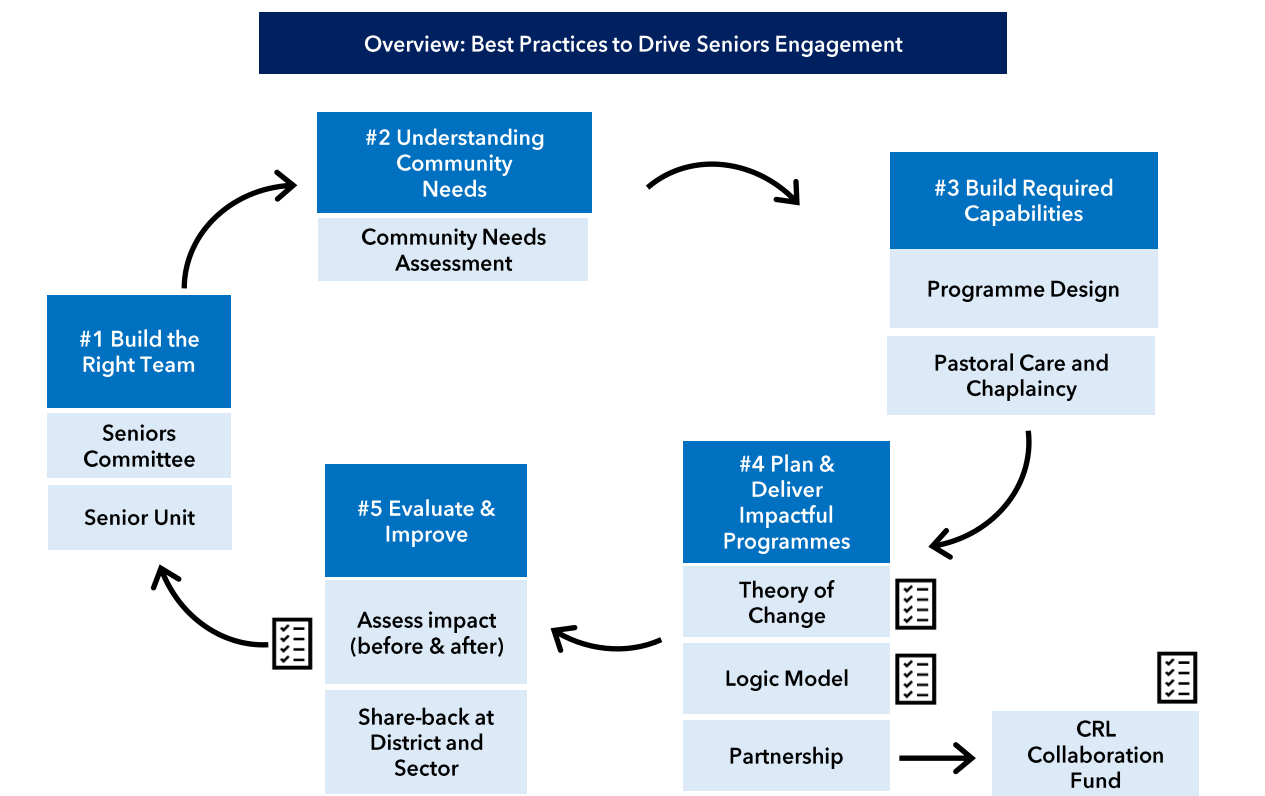
Projects are assessed using an Impact Analysis Framework across three levels:



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.

11. Steps Mosque Can Take to Drive Seniors Engagement Efforts



Engaging seniors effectively in mosque activities requires a multifaceted approach that incorporates appealing programming, genuine inclusion in decision-making, and utilisation of modern communication methods. This chapter provides an overview of best practices that mosques can adopt to enhance youth engagement. The following chapters will dive deeper into the "how" of implementing these practices.

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

1. Build a Team to focus on Seniors Engagement

- Consider appointing a **Person-in-Charge (PIC)** for Seniors on the MMB. This helps institutionalise a dedicated focus on addressing the needs and concerns of the seniors' community within the mosque's leadership structure.
- Seniors Committees:** Establish or strengthen seniors' committees that provide valuable input on mosque activities and community needs. These committees should leverage the wealth of experience and wisdom that older adults bring to the community. Led by respected senior members and supported by an MMB representative focused on senior welfare, the committees can address issues such as accessibility, health programmes, and intergenerational activities. Start by involving the committees in specific projects that benefit from their life experience, such as community outreach or mentoring programmes. MMBs should provide clear objectives, appropriate decision-making authority, and a dedicated budget to support senior-focused initiatives. As the committees demonstrate their value, their role can be expanded to influence broader mosque policies and programmes, ensuring that the needs of seniors' community members are well-represented in mosque operations.

- Engage senior volunteers: Mosques to consider engaging senior volunteers to support the development and delivery of programmes tailored for older adults. Mosques with limited resources may consider partnering with other mosques or community organisations that have expertise in senior engagement. Senior volunteers should ideally have experience working with older people or helping people in the community, with knowledge of Islamic principles, to provide appropriate support and guidance for seniors. Additionally, they should be skilled in coordinating with healthcare providers and social services to address the holistic needs of the seniors’ community.

2. Conduct Needs and Interests Assessment (Sensemaking)

- Surveys and Focus Groups:** Regularly conduct surveys and focus groups with the seniors to understand their interests, concerns, and needs. This helps tailor programmes that are relevant and engaging.
- Feedback Channels:** Establish open channels for feedback through social media, suggestion boxes, and direct communication to make the seniors 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 seniors’ 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 programmes.

For Senior Volunteers:	- Train in programme design and design thinking tailored for senior-focused activities. - Develop skills in geriatric pastoral care, counselling, and mentoring older adults. - Encourage participation in national senior engagement activities (via relevant agencies) to build capabilities and stay current on seniors’ needs. - Provide basic leadership training, potentially at the District level, focusing on senior-led initiatives. - Encourage mentoring of younger volunteers to foster intergenerational connections and knowledge transfer.
For Asatizah working with Seniors:	Provide specialised training in geriatric pastoral care and senior engagement techniques.

- Mentoring and Guidance:** Encourage seniors to mentor younger members, facilitating a supportive environment where life experiences, wisdom, and knowledge are shared across generations. Invest in developing mentoring capabilities within the senior community. Mastery in pastoral care giving would also be important, especially for Asatizah involved in providing religious guidance to seniors.
 - Training Asatizah in Seniors’ Pastoral Care:
 - Invest in specialised training for Asatizah who work with seniors, focusing on pastoral care skills tailored to older adults.
 - This training should equip them to provide effective spiritual guidance and emotional support addressing the unique needs of seniors.
 - Mastery in geriatric pastoral care is crucial for Aatizah to address the complex challenges seniors face in their faith journey, health issues, and life transitions.

- Establishing Mentoring Arrangements:
 - Set up both formal and informal mentoring programmes that encourage seniors to guide younger members of the community. This can create a supportive environment where wisdom, life experiences, and knowledge are shared across generations. Consider a) pairing experienced seniors with younger adults, b) creating structured mentoring programmes with clear goals and expectations that leverage seniors' expertise, or c) facilitating informal mentoring through regular intergenerational 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. E.g. offer classes tailored to seniors, such as Tafsir (Quranic exegesis) sessions, Fiqh (Islamic jurisprudence), and workshops on topics like estate planning according to Islamic law.
- **Foster a Supportive Community:** Implement a Befriender-style programme where volunteers assist and engage with seniors through mosque visits, home visits, or calls. Create Senior Committees to empower members in planning age-specific events and programmes.
- **Educational Workshops and Seminars:** Organise sessions on topics that are pertinent to seniors, such as health and wellness in later life, intergenerational relationships, retirement planning, and lifelong learning opportunities.
- **Community Service and Mentoring:** Encourage and facilitate volunteering opportunities for seniors in roles matching their capabilities and interests. Develop intergenerational programmes that bring youth and seniors together.
- **Digital Platforms:** Utilise accessible digital platforms and technologies to engage with seniors in a comfortable and supportive manner. This includes easy-to-navigate online resources, virtual community gatherings, and guided digital learning sessions with patient, step-by-step instructions. **Health and Wellness Activities:** Organise regular health screenings, exercise classes suitable for seniors, and sessions on nutrition.

5. Continuous Improvement via Programme Evaluation

- **Regular Review:** Regularly review and assess the effectiveness of seniors' 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 programmes 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 the seniors. This not only helps in their personal and spiritual development but also ensures that mosques remain relevant as key community nodes.

12. Sensemaking

Understanding your Community Needs

Finding out what the community CRL 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 real, 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 Jemaah 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 Senior-Focused CRL Initiatives

Equipping mosque leaders and staff with the skills and clarity needed is vital for impactful and sustainable senior-focused CRL initiatives. Below are some strategies for consideration to support this goal.

Enhancing Senior-Friendly Leadership Skills

Practical Training

- Conduct focused workshops for mosque officers to address key areas like health and wellness programmes, intergenerational activities, and community support networks

Peer Learning

- Establish regular knowledge-sharing sessions between mosques to exchange best practices and discuss challenges in engaging seniors effectively

Enhancing Senior Engagement Skills

Intergenerational Mentorship Programmes

- Equip mosque staff with support frameworks that empower them to assist seniors in healthy ageing, faith-based activities, and community involvement.

Culturally Relevant Engagement

- Provide training on understanding senior dynamics, including integrating age-friendly technologies and accessible platforms into outreach programmes.

Aligning Resources with Needs

Toolkit Development

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

Resource Optimisation

- Leverage available grants like the CRL Collaboration Fund and 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 senior wellness events or inter-mosque social gatherings, to maximize impact and strengthen communal ties

Shared Expertise

- Encourage mosques with successful senior programmes to mentor others, ensuring sector-wide growth in elderly engagement.

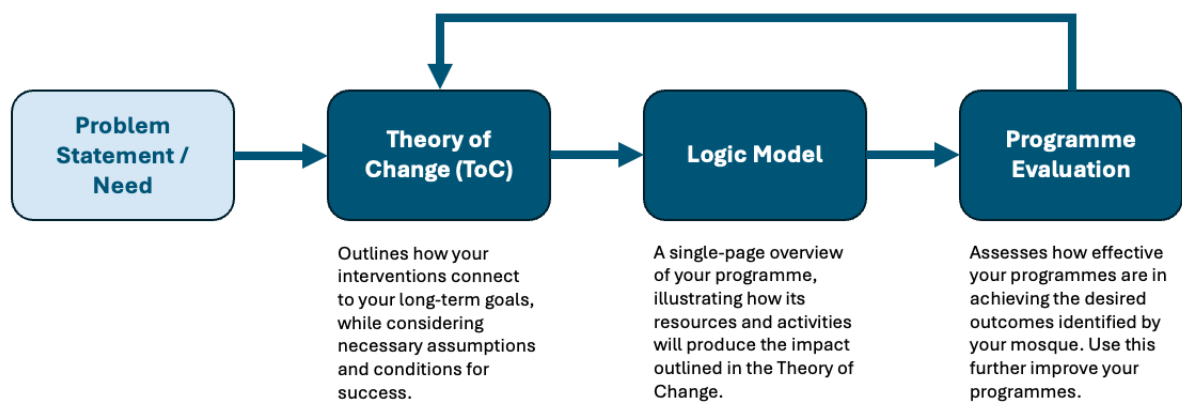
14. Impactful Delivery

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 “problem statements” 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.

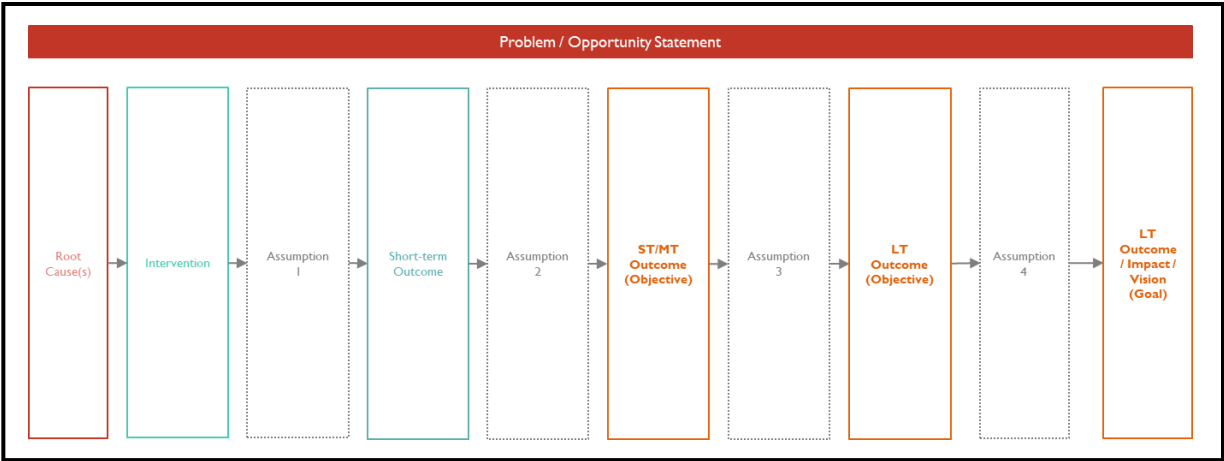
In the section below, we look at how to develop a Theory of Change and build a Logic Model. These tools will help you understand and explain how your programme works. Then, we will explore how to create good indicators to measure your programme’s success, as well as the types of evaluation you can conduct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

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

Step 1: Developing a Programme Theory of Change

A Theory of Change (ToC) outlines how your interventions connect to your long-term goals, while considering necessary assumptions and conditions for success.

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



CRL Example: A simplified Theory of Change for helping young adults navigate adulthood successfully.

Problem/Opportunity Statement			
Many Muslim seniors are hesitant or uncomfortable attending mosques due to factors such as unfamiliarity, perceived lack of relevance, or feelings of disconnection. How can we create welcoming, accessible, and meaningful pathways for these seniors to engage with mosques and benefit from CRL activities?			
Intervention			
<u>Worship</u> - Organise small-scale prayer groups in community spaces familiar to seniors. - Facilitate home-based spiritual guidance and prayer support.	<u>Learn</u> - Conduct 'Islam in Daily Life' talks at non-mosque settings. - Host informal Q&A sessions with religious teachers in non-mosque settings.	<u>Guide</u> - Implement a 'Seniors Befriender' programme for peer support and guidance. - Offer one-on-one sessions with asatisahs to address concerns and resistance to coming to mosque.	<u>Connect</u> - Organise social activities that blend Islamic elements with general interest topics. - Facilitate intergenerational programmes that involve seniors' family members.

Assumptions

- Barriers to mosque participation are often based on misconceptions or past experiences that can be overcome.
- Tailored outreach and gradual engagement can help build trust and comfort with mosque environments.
- Peer influence and family encouragement play significant roles in changing seniors' perceptions of mosques.

Short-Term Outcome

- Increased comfort with Islamic practices and discussions among mosque-averse seniors.
- Enhanced accessibility to Islamic learning and spiritual guidance outside traditional mosque settings.
- Improved perception of mosques and their relevance to seniors' lives.
- Stronger connections between mosque-averse seniors and the wider Muslim community.

Medium-Term Outcome

- Gradual increase in mosque-averse seniors' participation in mosque-affiliated activities.
- Enhanced ability to integrate Islamic teachings into daily life.
- Stronger support network connecting mosque-averse seniors with active mosque-goers.
- Increased willingness to explore mosque environments and programmes.

Long-Term Outcome / Impact

Confident Muslim

- Former mosque-averse seniors find renewed connection with their faith
- They become advocates for mosque engagement among their peers

Resilient Families

- Improved intergenerational religious connections within families

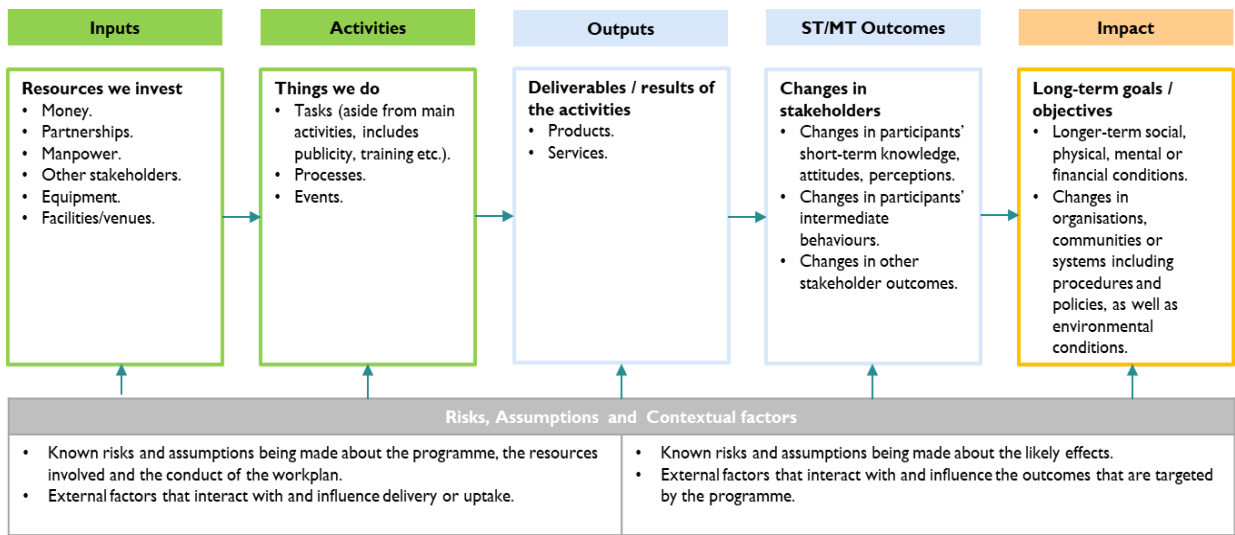
Empowered Community

- More diverse and inclusive mosque communities that actively integrate previously disengaged seniors

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

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



CRL Example: A simplified Logic Model for seniors who are hesitant or uncomfortable attending mosques.

Inputs			
• Dedicated personnel focusing on senior engagement • Trained volunteers for community outreach and home visits • Funding for off-site programmes			
Activities			
<u>Worship</u> • Organise small-scale prayer groups in community spaces familiar to seniors. • Facilitate home-based spiritual guidance and prayer support.	<u>Learn</u> • Conduct 'Islam in Daily Life' talks at non-mosque settings. • Host informal Q&A sessions with religious teachers in non-mosque settings.	<u>Guide</u> • Implement a 'Seniors Befriender' programme for peer support and guidance. • Offer one-on-one sessions with asatisahs to address concerns and resistance to coming to mosque.	<u>Connect</u> • Organise social activities that blend Islamic elements with general interest topics. • Facilitate intergenerational programmes that involve seniors' family members.

Outputs			
<u>Worship</u> • Number of community-based prayer groups conducted. • Percentage of mosque-averse seniors receiving home-based spiritual support.	<u>Learn</u> • Number of 'Islam in Daily Life' talks held in non-mosque settings. • Attendance rates for informal Islamic Q&A sessions.	<u>Guide</u> • Number of active 'Seniors Befriender' pairings. • Frequency of one-on-one counselling sessions conducted.	<u>Connect</u> • Number of Islamic-themed social activities held in non-mosque settings. • Quantity of intergenerational programmes involving mosque-averse seniors.
Outcomes			
<u>Short-term</u> • Increased comfort with Islamic practices and discussions among mosque-averse seniors. • Enhanced accessibility to Islamic learning and spiritual guidance outside traditional mosque settings. • Improved perception of mosques and their relevance to seniors' lives. • Stronger connections between mosque-averse seniors and the wider Muslim community. <u>Medium-term</u> • Gradual increase in mosque-averse seniors' participation in mosque-affiliated activities. • Enhanced ability to integrate Islamic teachings into daily life. • Stronger support network connecting mosque-averse seniors with active mosque-goers. • Increased willingness to explore mosque environments and programmes.			
Impact			
<u>Confident Muslim</u> • Former mosque-averse seniors find renewed connection with their faith • They become advocates for mosque engagement among their peers <u>Resilient Families</u> • Improved intergenerational religious connections within families <u>Empowered Community</u> • More diverse and inclusive mosque communities that actively integrate previously disengaged seniors			

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 experiment the strategies from this playbook, focus on the key insights that resonate most with your mosque's unique context. 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 and regular review meetings. 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.

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

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

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

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

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

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 Ezra 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





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