

Shaping Community Religious Life: Youth





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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.



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, youth coordinators and volunteers in fostering engagement with Muslim youths. 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 youths.

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 youth programmes with the mosque’s mission and the broader objectives of the mosque sector.
- **Youth Development Officers (YDOs) and Volunteer Youth Leaders:** To empower those directly involved in planning and executing youth-focused activities with effective techniques and insights.
- **Mosque Religious Officers (MRO):** To offer resources for integrating spiritual, social and emotional guidance into youth 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 youth 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.

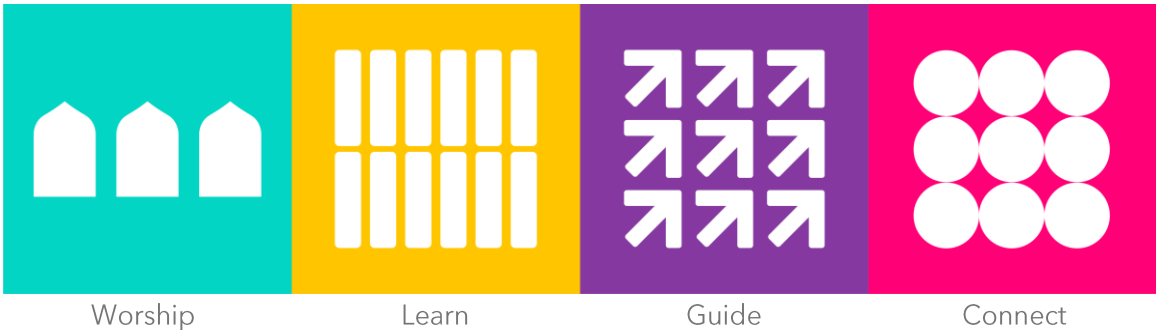
Connecting Vision, Strategy, and Implementation

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	Connect Strong community bonds & belonging and "giving-back" spirit		
Guiding Visions and Aspirations (Youth)	To create youth-friendly worship experiences that deepen spiritual connection and relevance	To foster a culture of lifelong learning on Islamic knowledge that resonates with youth	To empower youth to navigate contemporary challenges with confidence and faith	To build a sense of belonging and encourage youth to contribute actively to their communities		
Delivery Process	Build the Right Team	Understand Community Needs (Sensemaking)	Build Required Capabilities	Plan and Deliver Impactful Programmes	Evaluate and Improve	
Key Working Relationships and Responsibilities	Mosque Management Board (MMB)		District Office		CRL Steering Committee	
	- Provide strategic direction and adapt CRL initiatives to local community needs - Oversee implementation of programmes and day-to-day mosque operations - Foster community engagement and promote social cohesion		- Coordinate and support CRL initiatives across mosques in the district - Facilitate resource sharing, collaboration, and best practice exchange - Provide localised support and address district-specific challenges		- Develop and oversee sector-wide CRL strategies and policies - Ensure alignment and synergy of CRL initiatives across the mosque sector - Guide evaluation efforts and drive continuous improvement of CRL programmes	

The CRL Playbook Framework integrates the vision, strategy, and implementation process to create a cohesive approach to youth 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 characterized by specific behaviours we aim to cultivate in our youth 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 youth and strengthen our community.

ONE MOSQUE SECTOR (OMS) STRATEGIC DIRECTION



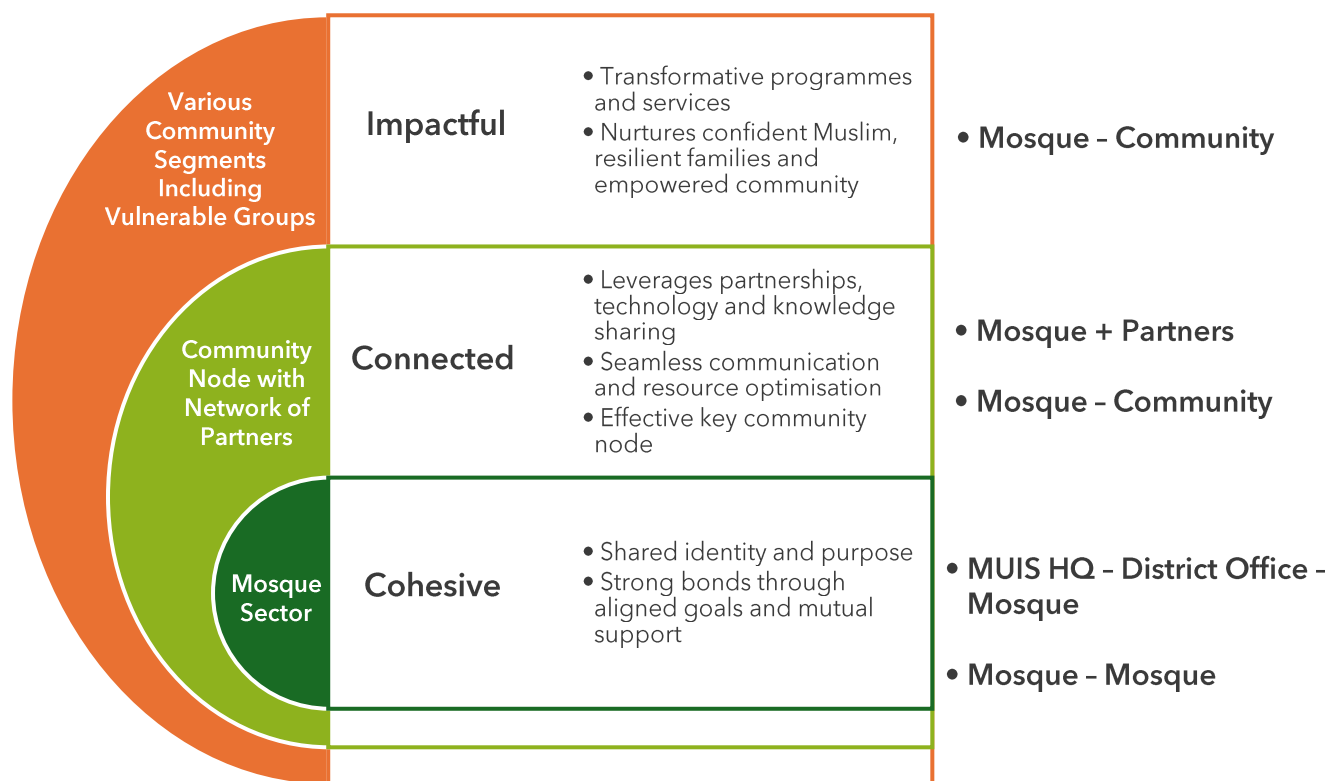
3. OMS Vision

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)
Khidmah , 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.	Itqan , meaning excellence, is a cardinal value in Islam that calls for dedication and mastery in all actions.	Ta'awun , meaning mutual cooperation, emphasises working together for good and righteousness.	Amanah , 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, migration and exposure to global influences through media—calls for inclusive approaches that address varying needs and aspirations.
- **Polarising Geopolitical Landscape.** The global geopolitical climate is marked by rising polarisation, identity politics, processing growing instability (religiously linked or secular), and decrease in trust in political and religious authorities in some regions. These dynamics affect local Muslim communities, especially youths, who may grapple with issues of identity, belonging, and faith amid external pressures.
- **Advancements in Technology.** Rapid advancements in technology have reshaped how individuals interact, learn, and engage with the world.

Digital platforms influence how young Muslims access information about their faith and connect with their peers. 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

The impact of these global driving forces has 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 pressures of modern life, such as academic competition, work stress, and financial instability, have led to a rise in mental health concerns across all age groups. Youths, in particular, face unique challenges related to identity, self-worth, and career uncertainties.
- **Social Isolation and Fragmented Community.** Despite technological connectivity, many individuals often 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.

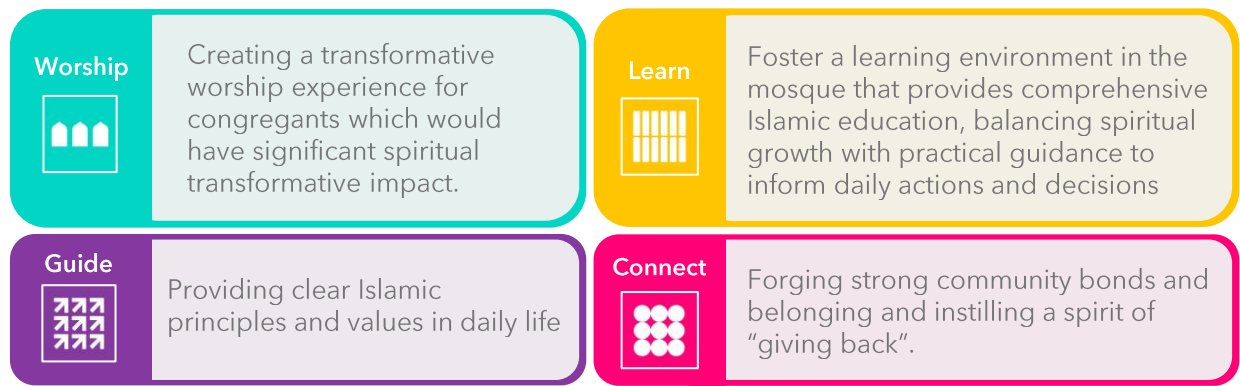
GUIDE FOR MOSQUES: YOUTH CENTRED INITIATIVES



7. Framework for Community Religious Life Initiatives

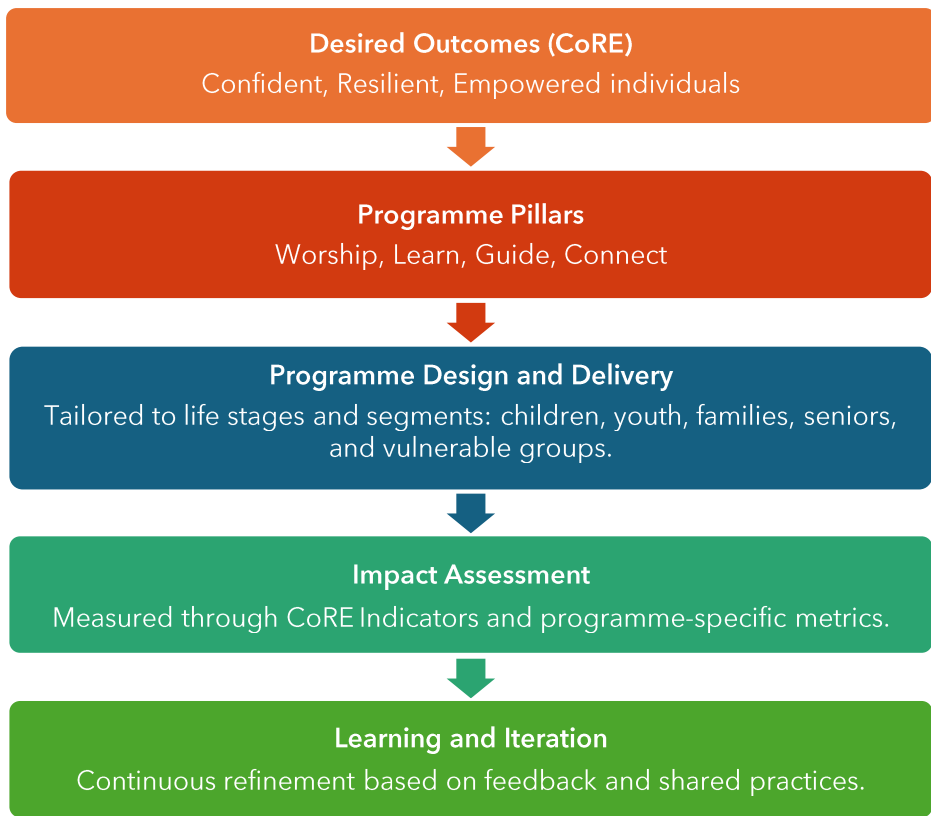
Framework

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



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

This Playbook is all about Youth. It is here to help mosque leaders create programmes that support and shape the religious life of young Muslims. The goal is to offer opportunities that are meaningful and easy for youth to connect with, through relevant, resonant, relatable and reachable programmes.

These ideas are flexible—adjust them to suit your mosque and the youth you serve. Your feedback and experience will help make these programmes even better.

Youth Categories

A recent exploratory study conducted by Nusantara Connect (Juhari and Rudyn 2025), involving 16 Muslim youths and three Focus Group Discussions, categorised young Muslims into three distinct groups based on their engagement with mosque programmes:

Mosque-Loving Youths	Highly engaged and view the mosque as central to their spiritual, social, and educational development.
Mosque-Friendly Youths	Participate selectively in programmes that align with their personal interests and immediate needs.
Mosque-Averse Youths	Exhibit minimal engagement due to negative experiences or a lack of relatability with mosque programmes and environments..

The research also identified a '3Ps Framework' - Programme, People, and Place - as key factors influencing youth participation.

Programme	The relevance and practicality of mosque programmes significantly influence youth engagement. While programmes that address contemporary issues and practical skills attract youths, outdated or overly traditional approaches deter participation.
People	Positive relationships with peers, mentors, and mosque staff play a crucial role in fostering loyalty and enthusiasm among youths.
Place	Ambience and physical environment of the mosque impacts youths' sense of belonging. Welcoming, well-maintained spaces encourage engagement.

The insights from this study offer some ideas that mosques might find helpful in connecting with our youth. Here are a few suggestions to consider when tailoring your approach for different youth groups.

- 1 For those who already love the mosque, mosques could explore creating more leadership roles and advanced programmes.
- 2 For youths who come occasionally, mosques may consider offering practical, innovative activities that speak to their interests.
- 3 For those who rarely come, mosques could look at ways to make the mosque more welcoming and highlight how our programmes can benefit them beyond just religious aspects. Mosques to consider venues beyond their premises to attract youth

8. Guiding Vision and Inspirations

Worship – Transformative Worship Experience



Guiding Vision - To create a youth-friendly worship experiences that deepen spiritual connection and relevance, enabling youth to become Confident, Resilient and Empowered in their worship practices.

Potential Ideas

- Establish youth-centric prayer spaces with appealing designs and welcoming atmospheres.
- Develop a “Worship for Youth” programme that integrates daily life challenges, fostering reflection and relevance.
- Introduce peer-to-peer ibadah mentoring, where youth guide and inspire one another in their spiritual journeys.
- Leverage technology, such as apps for tracking prayers and setting spiritual goals to make worship more engaging.

Success Indicators (Aligned with CoRE)

Confident

- Increased number of youths leading prayers or mentoring others, reflecting growing confidence in their worship practice.
- Positive feedback on youth-led prayer sessions or programmes (e.g., Tarawih Under the Stars).

Resilient

- Regular engagement with worship spaces or apps, showing commitment despite personal or external challenges.
- Improved spiritual resilience as reflected in participant feedback, particularly around overcoming life’s difficulties through worship.

Empowered

- Youth taking active roles in worship-related activities, such as leading peer groups or assisting with prayer logistics.
- Higher levels of youth engagement in mosque programmes, measured by participation rates and feedback.

Case Examples

1) Ramadhan Youth Challenge 2024 (SalamSG Ramadan)



What?

A 2-day Ramadan camp for 250 youths aged 13-25 held across four Districts, ending with a ‘Tarawih Under the Stars’ event at Masjid Petempatan Melayu Sembawang.

Why?

To create youth-friendly worship experiences that deepen spiritual connection and foster community bonds. The event had high participation rates (250 youth), positive feedback on worship engagement, and increased interest in mosque activities.

By Whom?

Organised by SalamSG with support from Masjid Assyakirin, Masjid An-Nahdhah, Masjid Al-Ansar, and Masjid Abdul Gafoor.

Success factors:

- High youth participation (250 attendees aged 13 to 25).
- Multi-district collaboration involving four mosques.
- Increased interest in mosque activities.

In relation to CoRE:

Empowered Community - The camp fosters a sense of belonging and active participation among youth across multiple districts, encouraging their engagement with the broader Muslim community.

Useful learning points:

- Youth-friendly branding (e.g., “Tarawih Under the Stars”).
- Inclusive and accessible, held across four Districts
- Focused on community building and connection.
- Engaging and relevant spiritual activities
- Gateway to connect to other mosque programmes.
- Collaboration among mosques for wider outreach.

Learn - Rich and Deep Spiritual and Intellectual Islamic Exploration



Guiding Vision - To foster a culture of lifelong learning on Islamic knowledge that resonates with youth, building their confidence, resilience, and intellectual depth.

Potential Ideas

- Create a mobile platform offering gamified lessons, daily reminders, and accessible Islamic learning resources.
- Design seasonal programmes for youth leaders from Institutes of Higher Learning (IHL) that build resilience and leadership, incorporating Islamic ethics and critical thinking.
- Introduce youth leadership academies that equip participants with skills in research and advocacy and spiritual growth.
- Promote digital campaigns that highlight positive Islamic values and counter misinformation online.

Success Indicators (Aligned with CoRE)

Confident

- Increased youth participation in leadership academies, mentorship programmes, and digital initiatives that foster lifelong Islamic learning.
- Positive feedback from youth regarding the intellectual depth and confidence-building aspects of Islamic knowledge programmes.

Resilient

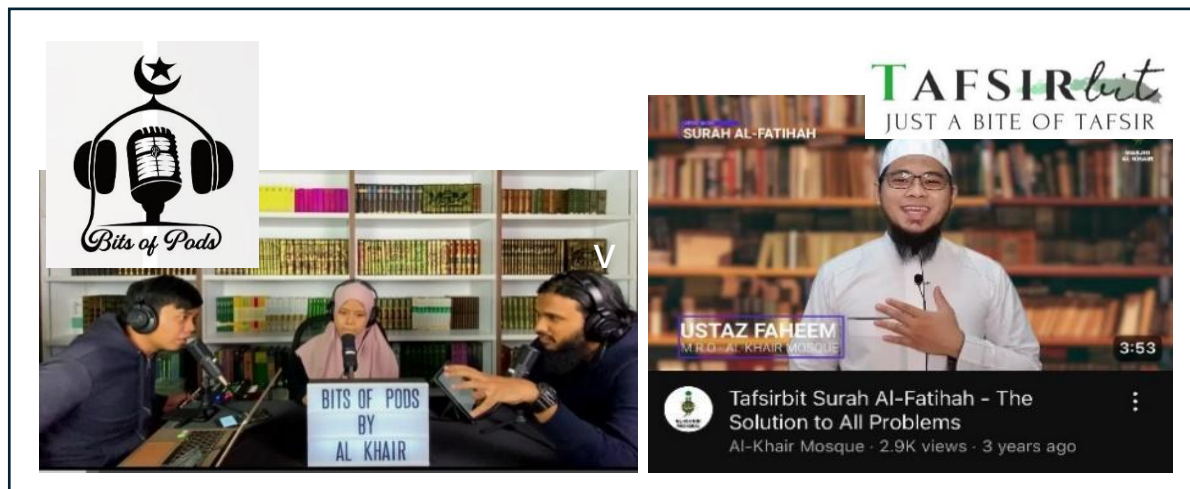
- Youth demonstrating enhanced resilience in applying Islamic teachings to overcome personal challenges, as reflected in their academic, social, and personal lives.

Empowered

- Youth actively contributing to community projects, such as youth-led campaigns or research, that reflect their growing Islamic knowledge and intellectual development.
- Youth involvement in producing or sharing content on Islamic values through various media, demonstrating their engagement with lifelong learning and their ability to make Islamic knowledge resonate with their peers.

Case Examples

1) Darul Tafsir at Masjid Al-Khair



What?

A long-standing Tafsir initiative offering simplified Quranic exegesis through:

- Tafsir Bit: Daily bite-sized Tafsir delivered via WhatsApp.
- Bits of Pods: A youth-focused podcast featuring discussions with asatizah on key Islamic concepts

Why?

To make Islamic learning accessible, engaging, and relevant for youths, fostering a deeper understanding of their faith. The initiatives attain consistent subscription and active participation by youths.

By Whom?

Organised by Darul Tafsir at Masjid Al-Khair.

Success factors:

- Consistent delivery of bite-sized, accessible Tafsir content via popular platforms (WhatsApp, podcasts).
- Youth involvement in content creation, particularly for the podcast.
- Long-standing initiative, indicating sustained relevance and engagement.
- Adaptation of traditional Islamic learning to modern formats and youth interests.
- Addressing contemporary issues alongside Quranic exegesis.

In relation to CoRE:

Confident Muslim - These initiatives foster a deeper understanding of Islamic teachings among youth, equipping them with knowledge to navigate modern challenges while strengthening their faith and identity.

Useful learning points:

- Youth-appealing branding.
- Easy access platforms (e.g., WhatsApp and YouTube).
- Bite-sized information - easy for reflection and practice.
- Topics on daily living and contemporary issues which are relevant and resonate with youths.
- Programmes are not standalone - participants can progress to more advance content offered by Darul Tafsir.
- Youth involvement in running of podcast - connect with target segment and issues.

2) Yaqeen Institute (US)



What?

A US-based Islamic research organisation engaging youth through digital platforms on topics like faith, social justice, and personal development. It has a structured Islamic learning platform with a curriculum roadmap that addresses contemporary issues alongside foundational Islamic knowledge. It includes diagnostic tools to assess youth understanding and engagement. Their approach to digital engagement and addressing contemporary Islamic issues provides a useful model.

Why?

Deepen Islamic knowledge, foster critical thinking, and empower Muslim youth to navigate modern challenges.

By Whom?

Developed by Yaqeen Institute, with lessons adaptable for mosques and Islamic organisations.

Success factors:

- Effective use of digital platforms to engage youth with concise, relevant Islamic content.
- Addressing contemporary issues that resonate with young Muslims.
- Blending online engagement with traditional mosque-based activities.
- Involving local youth in programme development.
- Balancing accessibility of content with depth of Islamic scholarship.
- Diagnostics tools, comprehensive roadmap

In relation to CoRE:

Confident Muslim - Initiative aims to nurture young Muslims who are knowledgeable about their faith, capable of critical thinking, and able to navigate contemporary challenges while staying true to Islamic values and actively contributing to Singapore's diverse society.

Useful Resources/Links:

1. Yaqeen Social Media: [Yaqeen's YouTube](#), [Yaqeen's Instagram](#), [Yaqeen's Facebook](#), [Yaqeen's Tiktok](#), [Yaqeen's Twitter](#)
2. [Yaqeen in Youth: What Shapes Muslim Identity?](#)
3. [Yaqeen's Islamic Curriculum](#)
4. [Search for Youth Related Content](#)

Useful learning points:

- Youth-appealing branding.
- Easy access platforms (e.g., WhatsApp and YouTube).
- Bite-sized information – easy for reflection and practice.
- Topics on daily living and contemporary issues which are relevant and resonate with youths.
- Programmes are not standalone – participants can progress to more advance content offered by Darul Tafsir.
- Youth involvement in running of podcast – connect with target segment and issues.

Guide - Clear Islamic Values for Modern Life



Guiding Vision - To empower youth to navigate contemporary challenges with confidence and faith strengthening their ability to apply Islamic values in everyday life.

Potential Ideas

- Implement youth mentoring schemes, pairing them with inspiring asatizah and Muslim professionals.
- Conduct dialogue sessions on real-world issues such as mental health, career planning and ethical dilemmas.
- Offer workshops on Islamic values in contemporary contexts, addressing topics like social media, financial literacy and self-care.
- Establish counselling services tailored to youth, providing spiritual and emotional guidance.
- Equip MROs with chaplaincy and pastoral care skills to better support youth needs and challenges.

Success Indicators (Aligned with CoRE)

Confident

- Youth demonstrating confidence in applying Islamic principles to tackle contemporary issues, as evidenced by their involvement in mentoring or leadership roles.
- Increased youth participation in counselling services or dialogue sessions.

Resilient

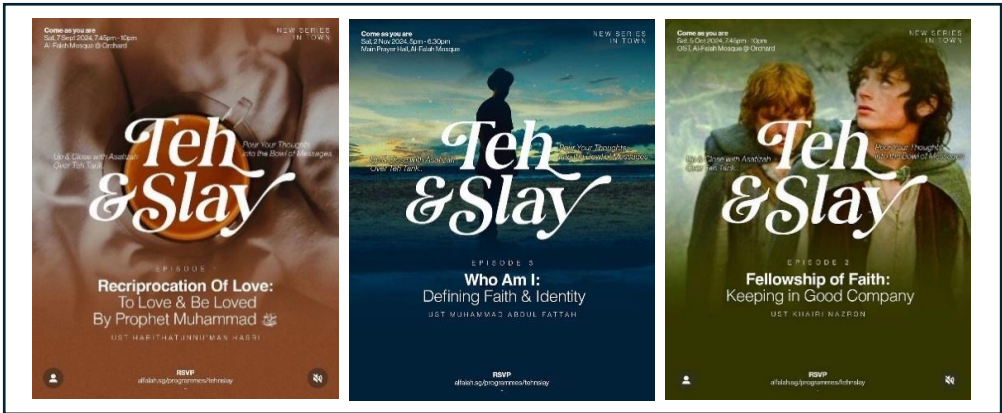
- Youth demonstrating resilience in navigating challenges like mental health, academic pressure, or peer influence, using Islamic teachings as a foundation.
- Enhanced personal growth, as reflected in feedback and self-reports on navigating modern life issues.

Empowered

- Youth taking the initiative to mentor others, engage in meaningful dialogue, or volunteer for community service, reflecting empowerment in their personal and spiritual journeys.

Case Examples

1) "Teh & Slay" series by Masjid Al-Falah



What?

A monthly youth-focused series started in September 2024, held on Saturday afternoons/evenings for 1.5 to 2 hours. Sessions are informal, with interactive discussions between speakers and youth over Teh Tarik. Topics focus on personal relationships and self-identity, resonating with youth.

Why?

To create a safe and relaxed space where youth can discuss issues close to their hearts, fostering self-awareness, confidence, and a stronger connection to Islamic values as well as the ability to navigate contemporary challenges.

- Providing a platform to discuss modern issues through an Islamic lens.
- Offering practical guidance on applying Islamic values to everyday situations.
- Creating a safe space for youth to seek answers and share experiences.
- Fostering connections between youth and knowledgeable asatizah.

By Whom?

Organised by Masjid Al-Falah with invited asatizah and youth facilitators.

Success factors:

- Diverse participation (aged 13 to 45, including converts and non-locals).
- Over 200 individuals benefiting from the programme.
- 50% of attendees becoming frequent mosque visitors.
- 5% of participants newly introduced to the mosque environment.
- 5% joining other mosque events and programmes.
- 20% actively engaging with asatizah through follow-up questions.
- Consistent growth in attendance and return participants.

In relation to CoRE:

Confident Muslim - The initiative nurtures youth who are knowledgeable about their faith, capable of addressing contemporary challenges, and able to apply Islamic teachings in their daily lives, fostering a generation of Muslims confident in their identity and values.

Useful learning points:

- Youth-appealing branding – consistent and catchy.
- Informal setting – encourages any profile of youths to come.
- Topics covered resonate with youth.
- More space given for youths to ask and clarify – not a one-way lecture.
- Young asatizah speakers who can connect with audience.
- Flexibility of programme – long-term commitment not required; suitable for youths who are new to the mosque.

2) The Youth Mentoring Programme - Mawarid Lifestyle (UK)



What?

An innovative approach to Islamic education that focuses on long-term mentorship and personal development for Muslim youth. The programme combines a structured curriculum with personalised one-on-one mentoring and on-demand courses.

Why?

The programme aims to guide Muslim youth in their spiritual and personal development, helping them navigate their faith journey in the context of a diverse society. It addresses the need for:

- Deeper understanding of Islamic principles.
- Practical application of faith in contemporary settings.
- Personal growth and character development.
- Building resilience in facing modern challenges.
- Empowering youth to confidently express their Islamic identity.

By Whom?

Organised by Mawarid Lifestyle in the UK.

Success factors

Structured Long-Term Engagement:

- 3-year programme duration allows for in-depth exploration of Islamic topics.
- Sustained personal growth over time.
- Flexibility to join at any year, accommodating different starting points.
- Enables gradual building of knowledge and skills.

Comprehensive Islamic Curriculum:

- Weekly online sessions cover a wide range of topics.
- Includes foundations of Iman, spirituality, Islamic jurisprudence, and practical religious guidance.
- Ensures a well-rounded Islamic education.
- Addresses both theoretical knowledge and practical application.

Personalised Mentoring Approach:

- Emphasizes one-on-one mentoring.
- Includes personal development planning.
- Creates safe spaces for discussion.
- Allows for tailored guidance addressing individual needs and questions.
- Goes beyond traditional teaching methods.

Leveraging Digital Platforms:

- Conducts sessions online.
- Offers on-demand courses.
- Increases accessibility and flexibility in Islamic education.
- Blends scheduled sessions with self-paced learning.
- Caters to different learning styles and schedules.

In relation to CoRE:

Empowered Community: Comprehensive curriculum empowers youth with knowledge to make informed decisions, and practical application focus enables youth to actively implement Islamic values in daily life.

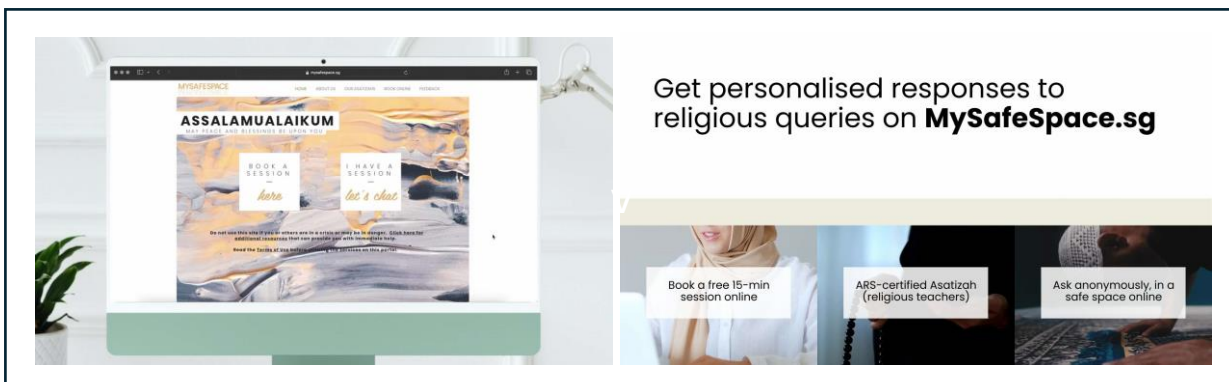
Useful Resources/Links:

1. [The Youth Mentoring Programme - Mawarid Lifestyle](#)

Useful learning points:

- Long-term engagement for sustained growth.
- Comprehensive curriculum blending theory and practice.
- One-on-one mentoring for tailored guidance.
- Digital tools for accessibility and flexibility.
- Adaptable model for local youth programmes.

3) MySafeSpace: Anonymous Islamic Guidance Online



What?

MySafeSpace (mysafespace.sg) is a chat portal offering free, anonymous 15-minute online sessions with asatizah for personalised Islamic guidance.

Why?

This initiative addresses a gap in religious guidance services, providing accessible and confidential support, particularly appealing to tech-savvy Muslims and youth.

By Whom?

- Founded by a member of the public with a passion for technology.
- Sessions conducted by asatizah, primarily from the Asatizah Youth Network (AYN).
- Now funded by Muis.

Success factors

- Founder's tech skills and identification of a community need.
- Involvement of AYN members, trained in youth engagement.
- Anonymity, increasing accessibility and user comfort.
- Support and funding from MUIS.

In relation to CoRE:

Confident Muslim, and Empowered Community: enabling Muslims, especially youth, to seek knowledge and guidance independently and anonymously.

Useful learning points:

- Leverage technology for accessibility – digital platforms to make religious guidance more accessible, especially to tech-savvy youth.
- Collaborate with young asatizah – engage with AYN or similar groups of young religious teachers.
- Provide targeted support – consider offering short, focused guidance sessions. This form can be more accessible for those seeking quick advice.
- Focus on youth empowerment – design services that enable youth to seek knowledge and guidance independently. This approach can help build confidence in their Islamic identity and practice.

4) Muslim chaplaincy to support the mental wellness of Muslim Youth

What?

A Muslim chaplain dedicated to the mental wellness of youth, primarily serving students at the University of Alberta, Northern Alberta Institute of Technology, and MacEwan University.

Why?

Provide support and guidance to Muslim youth struggling with various life issues, including questions about faith, stress management, and dealing with incidents of discrimination. The chaplain helps bridge the gap for those who may not feel comfortable turning to a mosque but still want direction from someone who understands Islam.

By Whom?

Muslim Student Association and is based at the Islamic Family Social Services Agency (IFSSA).

Success factors

- The chaplain provides a safe space for youth to confide their struggles and receive guidance.
- The chaplain helps youth understand and articulate their needs for religious accommodation.
- The chaplain supports students in dealing with incidents of hate or discrimination.
- The chaplain offers strategies for stress management and self-care within an Islamic context.

In relation to CoRE:

Confident Muslim: By providing guidance rooted in Islamic understanding, the chaplain helps youth feel more secure in their faith and identity.

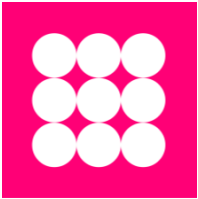
Empowered Community: The chaplain assists youth in articulating their needs and navigating challenges, empowering them to practice their faith confidently in various settings.

Useful learning points:

- Recognising the unique needs of Muslim youth in educational settings and providing tailored support.
- Collaboration between student organisations and community agencies to create impactful initiatives
- Importance of having support figures who understand both the religious and cultural context of Muslim youth
- Addressing mental wellness within a faith-based framework

Connect - Strong Community Bonds and Giving Back

Guiding Vision - To build a sense of belonging and encourage youth to contribute actively to their communities, supporting the development of Confident, Resilient, and Empowered young leaders.



Potential Ideas

- Launch 'Youth Changemakers' programmes to involve youth in meaningful community projects.
- Facilitate intergenerational bonding through skill-sharing workshops, storytelling sessions and community heritage projects.
- Train youth to become mosque ambassadors, representing their communities at events and dialogues.
- Form and empower Mosque Youth Panels to lead efforts like engaging non-Muslim neighbours during Islamic calendar events to foster understanding and unity.

Success Indicators (Aligned with CoRE)

Confident

- Increased number of youth leading community initiatives or volunteering in mosque-related programmes.
- Positive feedback from community partners on youth engagement and leadership.

Resilient

- Youth showing resilience in their commitment to long-term community projects, despite personal or external challenges.
- Increased engagement in intergenerational programmes and fostering of inclusive communities.

Empowered

- Youth taking on leadership roles in mosque or community events, demonstrating empowerment through active participation.
- Successful implementation of community outreach programmes, showcasing youth's ability to bridge gaps and promote understanding.

Case Examples

1) Fityan Darul Ghufuran – Connecting youth through physical activities



What?

Regular sports and physical activities, including silat and fitness programmes, organised by Fityan Darul Ghufuran, the youth wing of Masjid Darul Ghufuran.

Why?

Create a sense of belonging among youth and connect them to the mosque, contributing to the goal of fostering strong community bonds and spiritual growth. The initiative had led to a higher retention of youths in mosque-related activities.

By Whom?

Organised by Fityan Darul Ghufuran with support from Masjid Darul Ghufuran.

Success factors:

- Provides a platform for youth to engage in healthy physical activities within an Islamic context.

- Creates opportunities for youth to build relationships with peers who share similar values.
- Offers a structured environment where Islamic principles can be applied to sports and fitness.
- Encourages regular attendance at the mosque, potentially increasing exposure to other religious programmes.

In relation to CoRE:

Empowered Community: By providing youth with opportunities to engage in physical activities and build community connections within the mosque setting, youths are able to:

- Take an active role in their personal development.
- Contribute to the mosque community.
- Apply Islamic values in a practical, everyday context (through sports and fitness).
- Develop a sense of belonging and identity as young Muslims in Singapore.

Useful learning points:

- Sports and fitness activities effectively attract youth to the mosque.
- Regular programmes help maintain a committed group of participants.
- Complementing physical activities with Islamic learning and well-being initiatives ensures sustained engagement.
- Involving youth wings like Fityan fosters leadership and responsibility.
- Activities create a sense of belonging and connection to the mosque. This approach can be replicated in other mosques for broader impact.

2) Our Singapore Leader's Programme (OSLP)

What?

Leadership development programme that focuses on young adult leaders between the age of 25 to 35 years. Since 2022, the 4D3N programme has been expanded to include Secondary 4 students (including Madrasah students). The programme aims to expose Singaporean youths to national perspectives and policy considerations.

Why?

Our youth leaders have an important role in shaping the future of Singapore. In today's rapidly shifting global environment, staying on top of geopolitical implications, multi-faceted issues such technological advancements and sustainability helps young Singaporeans understand the complexities behind policy shifts and trade-offs.

By Whom?

Organised by the NYC and supported by the Ministry of Culture, Community and Youth (MCCY).

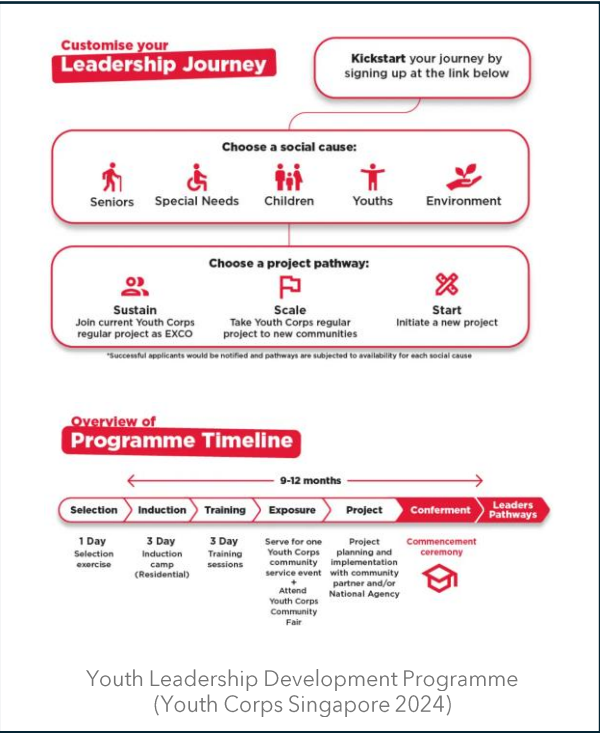
Success factors

- **Diverse representation:** The panels include youth from various backgrounds and age groups (16-35), allowing for a wide range of perspectives.
- **Shared experience:** The intense residential programme allows students to bond and forge friendships.
- **Addressing contemporary issues:** The panels focus on current challenges like geopolitics, social mobility, helping youth engage with relevant societal issues.

Useful learning points:

- Organise talks or workshops about national issues at the mosque to get youth interested.
- Plan group activities or camps for mosque youth. This can help them bond and build a strong Muslim community.
- Address current issues in mosque programmes. This could involve discussions on topics like technology use in Islam or environmental care from an Islamic viewpoint, helping youth connect their faith with modern challenges

3) Youth Corps Leaders Programme



What?

A 9 to 12-month leadership development programme for youths aged 17-25 with prior leadership or community service experience. Participants customise their leadership journey, focusing on social causes, project pathways, and partnerships.

Why?

Empower youth with skills and opportunities to design and implement sustainable service-learning projects that address community needs, while fostering long-term passion for volunteerism. Success indicators include project completion rates and sustained involvement in community service.

By Whom?

Organised by Youth Corps Singapore in collaboration with national agencies and community partners.

Success factors

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

Useful Resources/Links:

1. [Youth Corps Leaders Programme](#)

Useful learning points:

- Customised leadership journeys for youth.
- Training in leadership and community engagement
- Collaboration with agencies and partners
- Focus on sustainable, impactful projects
- Recognition as Youth Corps Leaders with ongoing opportunities
- Adaptable model for similar programmes

4) NYC Youth Panels

What?

These panels bring together 20-30 young individuals from diverse backgrounds to co-create policies on key topics such as sustainability, employment, cost of living, and digitalisation. With a year-long commitment involving monthly meetings, the process culminates in the publication of policy recommendations, as seen in the Youth Policy Forum, where preliminary recommendations were presented to over 1,000 youths.

Why?

To provide opportunities for young Singaporeans and the Government to work together on policies, allowing youth to understand government processes, appreciate policy considerations, and be involved in engagements and discussions.

By Whom?

Organised by the NYC and supported by MCCY.

Success factors

- **Diverse representation:** The panels include youth from various backgrounds and age groups (15-35), allowing for a wide range of perspectives.
- **Real-world impact:** Participants develop recommendations that could become government policy.
- **Skill development:** Youth gain experience in research, critical thinking, and policy formulation.
- **Addressing contemporary issues:** The panels focus on current challenges like job markets, financial literacy, sustainability, and digital wellness, helping youth engage with relevant societal issues.
- **Public presentation:** Youth present their ideas at events like the Youth Policy Forum, building confidence in public speaking and idea articulation.

Useful Resources/Links:

1. [National Youth Council - National Youth Dialogues](#)
2. [National Youth Council - Youth Panels](#)
3. [Youth Plan - About SG Youth Plan](#)

Useful learning points:

- Sustained engagement can help build stronger connections between youth and the mosque community.
- Focus on relevant contemporary issues within an Islamic context helps youth apply Islamic principles to real-world challenges
- Two-way engagement creates a platform where mosque leaders can tap into youth ideas and perspectives, where youth voices are heard and valued in mosque decision-making processes.
- Identify and nurture potential youth leaders within the Muslim community.
- Actionable recommendations that can be implemented within the mosque or wider Muslim community gives youth a sense of meaningful contribution and impact

5) Well-Being Circles

What?

Well-Being Circles (WBC) bring people together to learn well-being skills through reflection, personal stories, and social support. WBC is one of the largest community well-being programmes in Singapore to date. It endeavours to equip participants with skills to improve happiness and well-being. WBC is conducted through 8 sessions twice weekly for one month.

Why?

In 2022, Institute of Policy Studies (IPS) reported that people in their 20s and 40s have seen their mental and emotional health declining. WBC provides a space for youths to learn well-being skills aimed to shield against mental health conditions - including ways to help youths manage and prevent burnout, become more altruistic, and find strategies to realise their passions and goals.

Participation in WBC has seen significant improvement in Well-Being Skills and Well-Being Outcomes measures with effects sustaining 6 months after programme.

By Whom?

Organised by Happiness Initiative, in partnership with NYC and Mental Well-Being Network.

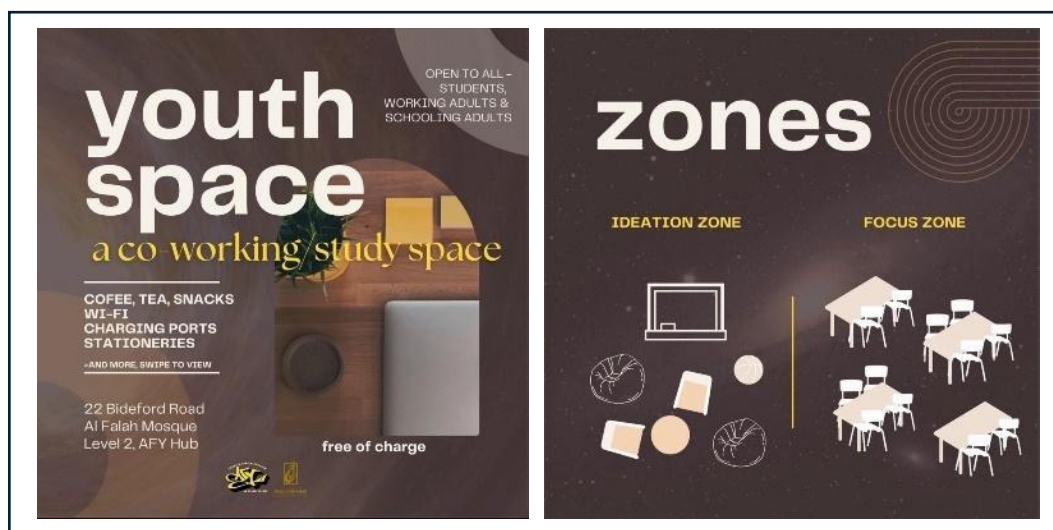
Success factors

- **Community Building:** A safe space for youths to have conversations and be equipped with well-being skills.
- **Evidence-Based:** Outcomes matrix are carefully curated and designed, with process tracking to ensure participant's sustained well-being.
- **Strong Network of Partners:** WBC is strongly supported by various partners, allowing effective spread of resources and increased issue awareness.

Useful learning points:

- Create regular well-being sessions for youth at the mosque, focusing on mental and emotional health.
- Develop a structured programme (e.g., 8 sessions over a month) to ensure consistent participation and skill development.
- Provide a safe space for youth to have open conversations about their well-being within an Islamic framework.
- Track the outcomes of the programme to measure its effectiveness and make improvements.

6) Youth Space @ Masjid Al-Falah



What?

Youth Space at Masjid Al-Falah - a dedicated co-study and co-working area designed specifically for Muslim youths. This vibrant space is open daily from 9:00 AM to 9:00 PM, located on Level 2 at the AFY Hub within Masjid Al-Falah. The Youth Space offers:

- Comfortable and varied seating options including tables, chairs, floor chairs, and beanbags.
- Refreshment facilities with a hot water dispenser, hot drinks, snacks, and packet drinks.
- Study essentials such as stationery, calculators, and paper.
- AV equipment to support presentations and collaborative work.
- Leisure activities including board games for short breaks and social bonding.
- An easy-to-use online booking system for reserving spaces.

Why?

- Providing a conducive environment within the mosque for academic pursuits.

- Positioning the mosque as a safe and welcoming space for youth.
- Fostering engagement and participation in mosque activities.

By Whom?

Masjid Al-Falah.

Success factors:

- High utilisation with over 300 youth benefiting from the space.
- 10% of users participating in mosque programmes and events.
- 10% of users signing up as volunteers.
- 3% of users newly introduced to the mosque environment.

In relation to CoRE:

Empowered Community - initiative transforms youth from consumers to contributors by encouraging their presence in the mosque and facilitating their involvement in mosque activities and volunteerism.

Useful learning points:

- Addressing a clear community need (i.e. study space for youth).
- Providing essential amenities such as comfortable seating, refreshments and study essentials.
- Offering easy accessibility such as online booking system.
- Creating opportunities for engagement
- Fostering a welcoming atmosphere that encourages repeats and deeper involvements.

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 youth.
Gather	Community Insights: Gather feedback from youth 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.

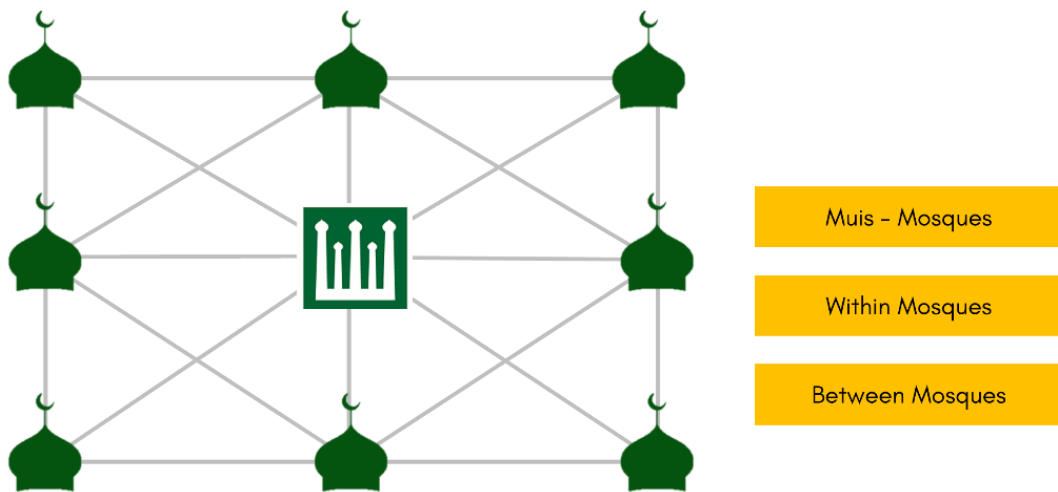
OMS (HQ)	District Office	Mosque
• Develop and communicate overall strategies and policies. • Provide resources and guidance for programme implementation. • Coordinate Sector-wide initiatives and events. • Offer training and development opportunities. • Oversee performance evaluation and improvement efforts.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

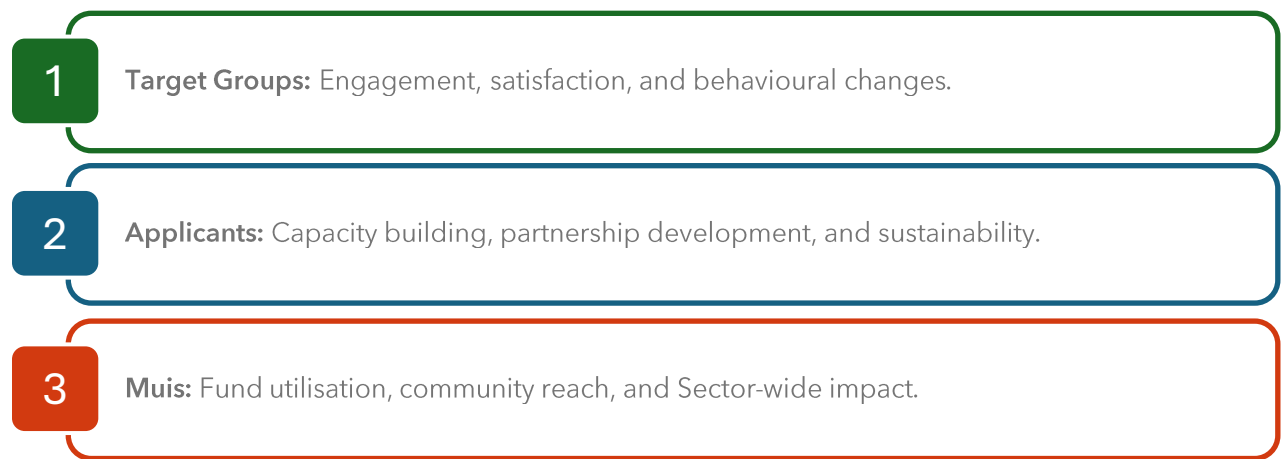
Assessment Criteria: Proposals are evaluated based on their alignment with the CoRE desired outcomes and programme pillars, innovation, impact, partnership strength, feasibility, and sustainability.

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

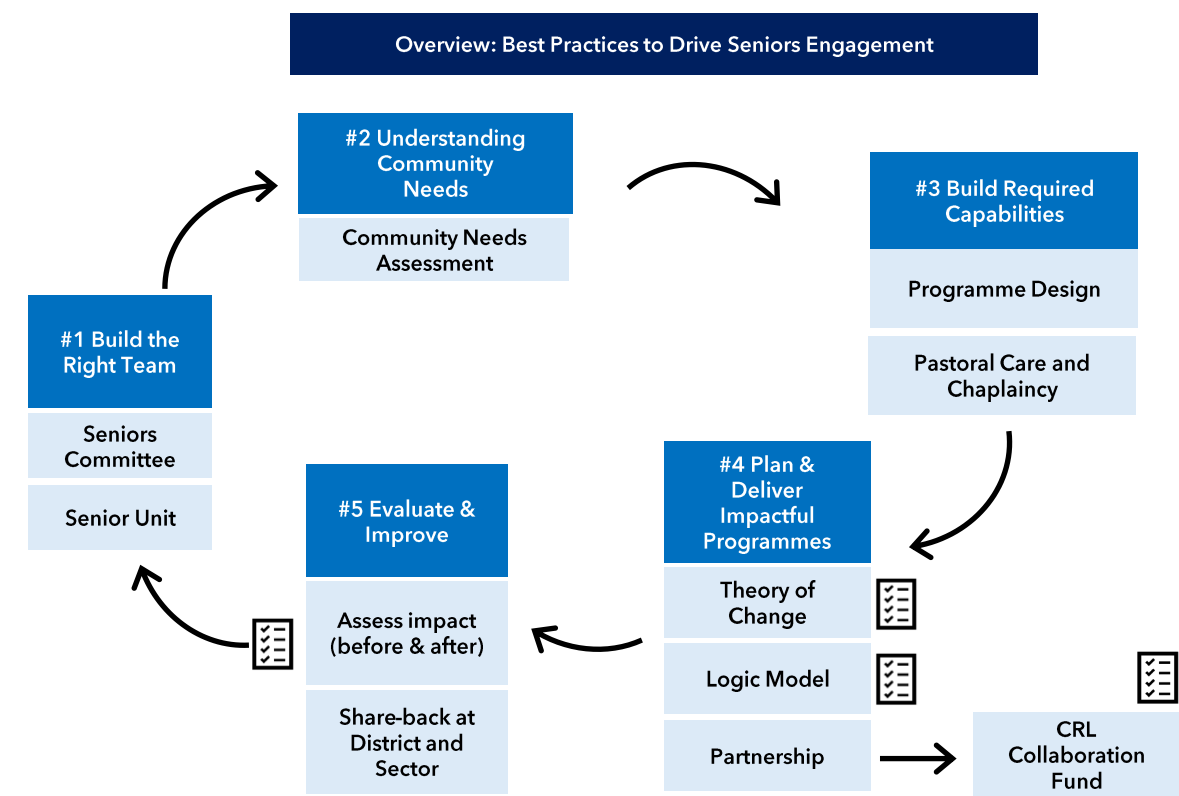
Projects are assessed using an Impact Analysis Framework across three levels:



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 Youth Engagement Efforts



Engaging youth effectively in mosque activities requires a multifaceted approach that incorporates appealing programming, genuine inclusion in decision-making, and utilization 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 youth engagement:

1. Build a Team to focus on Youth Engagement

- Consider appointing a **Person-in-Charge (PIC)** for Youth on the MMB. This helps institutionalise younger MMB members who are better suited to youth development
- **Youth Committees:** Establish or strengthen youth committees that have real influence over mosque activities. This will show that young people are not just seen as participants but planners and future leaders. The committee can be led by a volunteer youth leader and guided by an MMB member focussed on youth development. If such a setup is new to a mosque, start by assigning a smaller set of projects or responsibilities to the committee. MMBs should also provide clear desired outcomes, delegation of some decision-making powers and a dedicated budget to start with. This can be scaled up as trust and familiarity with mosque operations grow.
- **Engage a full-time YDO:** Mosques with available resources should consider engaging a full-time YDO or create a youth development function to support the development and delivery of youth programmes. Mosques with limited resources may consider partnering with other mosques with YDOs. YDOs should preferably be an *asatizah* to provide appropriate religious guidance.
Volunteering opportunities: Create structured volunteer programs that allow youth to contribute to the mosque and the wider community, providing them with a sense of ownership and accomplishment.

2. Conduct Needs and Interests Assessment (Sensemaking)

- **Surveys and Focus Groups:** Regularly conduct surveys and focus groups with the youth 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 youth feel heard and valued (more details can refer to **Chapter 12**)

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 youth programmes. Design thinking may be an area of expertise which would be useful for this purpose. The team may also work with other partners to leverage their expertise in areas which are required for the programme (more details can refer to **Chapter 13**)

For YDOs and Youth Leaders	• Train in programme design and design thinking.
For YDOs	• Develop skills in pastoral care, counselling, and mentoring. • Encourage participation in national youth development activities (via NYC and others) to build capabilities and stay current.
For Youth Leaders	• Provide basic leadership training, potentially at the District level. • Encourage mentoring of younger volunteers to develop a leadership pipeline.
For Asatizah working with Youth	• Provide specialised training in pastoral care and youth engagement.

- **Mentoring and Guidance:** Encourage older youth to mentor younger members, facilitating a supportive environment where experiences and knowledge are shared. Invest in developing capabilities in mentoring within the team. Mastery in pastoral care giving would also be important especially for asatizah involved in providing religious guidance to youth.
- **Training asatizah in Youth Pastoral Care:**
 - Invest in specialised training for asatizah who work with youth, focusing on pastoral care skills.
 - This training should equip them to provide effective spiritual guidance and emotional support tailored to the unique needs of young people.
 - Mastery in pastoral care is crucial for asatizah to address the complex challenges youth face in their faith journey and personal lives.
- **Establishing Mentoring Arrangements:**
 - Set up both formal and informal mentoring programmes that encourage older youth to guide younger members. This can create a supportive environment where experiences and knowledge are shared across generations. Consider a) pairing experienced youth volunteers with newcomers, b) creating structured mentoring programs with clear goals and expectations, or c) facilitating informal mentoring through regular youth gatherings and activities.

4. Develop Relevant Programming (Impactful Delivery)

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

5. Continuous Improvement via Programme Evaluation

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

By following these steps, mosques can create a more engaging, supportive, and enriching environment for the youth. 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 Youth-Focused CRL Initiatives

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

Strengthening Leadership Competence

Practical Training

- Conduct focused workshops for mosque officers, such as Youth Development Officers (YDOs), to address key areas like mentorship, programme design, and community engagement.

Peer Learning

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

Enhancing Youth Engagement Skills

Pastoral care and counselling skill

- Equip mosque staff with pastoral care and counselling skill that empower them to guide youth in personal development, faith-based decision-making, and leadership growth.

Culturally Relevant Engagement

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

Aligning Resources with Needs

Toolkit Development

- Distribute user-friendly toolkits with templates for planning, executing, and evaluating youth-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 youth leadership camps or inter-mosque competitions, to maximise impact and strengthen communal ties.

Shared Expertise

- Encourage mosques with successful youth programmes to mentor others, ensuring Sector-wide growth.

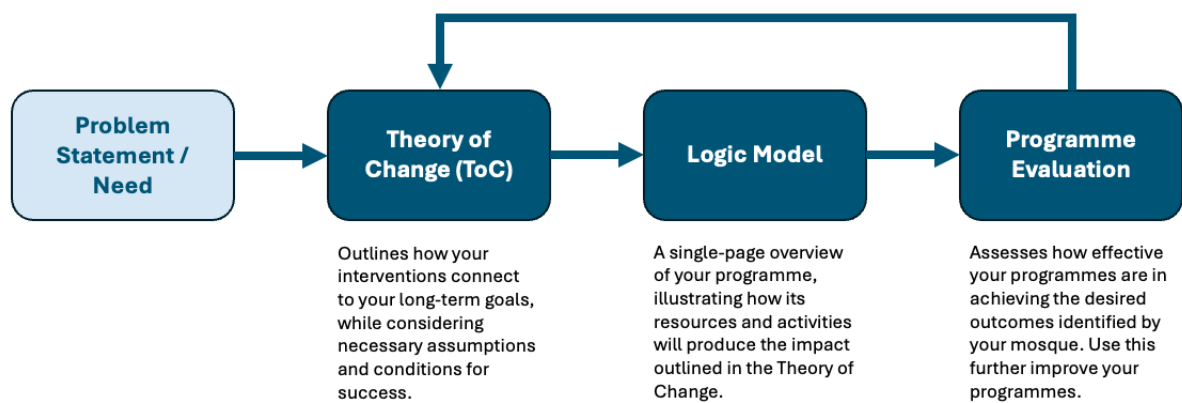
14. Impactful Delivery

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.

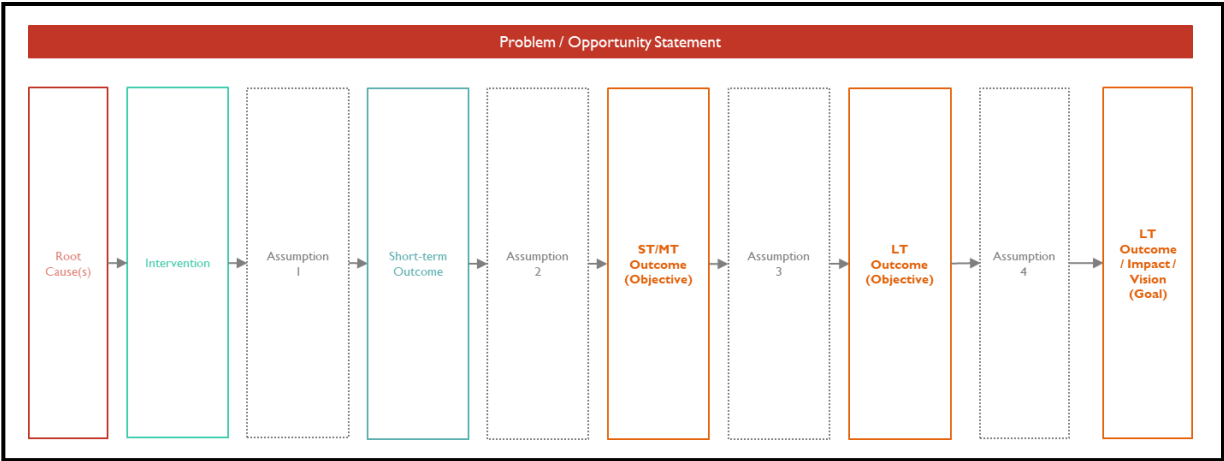
In the section below, we look at how to develop a Theory of Change and build a Logic Model. These tools will help you understand and explain how your programme works. Then, we will explore how to create good indicators to measure your programme’s success, as well as the types of evaluation you can conduct 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			
Young Muslim adults (18-25 years) are struggling to navigate the challenges of adulthood while maintaining their Islamic identity and practices. How can mosques provide relevant support and guidance to help these young adults successfully transition into Muslim adulthood?			
Intervention			
<u>Worship</u> • Young adult-led Qiyam nights • Peer-led Quran study circles	<u>Learn</u> • ‘Adulting 101’ workshops (e.g., financial literacy, time management, work-life balance) • ‘Ask the Scholar’ sessions on contemporary fiqh issues	<u>Guide</u> • Mentorship programme pairing young adults with older peers or professionals • One-on-one counselling sessions with trained YDOs or volunteer	<u>Connect</u> • Monthly young adult social gatherings • Young adult-led community service projects

Assumptions

- Young adults are seeking guidance on balancing Islamic practices with modern life challenges
- Mosques can provide relevant, practical support for young adults' needs
- Peer support and mentorship can enhance young adults' resilience and Islamic identity
- Increased engagement with the mosque will strengthen young adults' connection to the community

Short-Term Outcome

- Increased young adult participation in mosque activities
- Enhanced understanding of Islamic principles applied to adult life situations
- Improved practical life skills (e.g., financial management, time management)
- Stronger peer support network among young adult mosque attendees

Medium-Term Outcome

Increased confidence in navigating adulthood challenges while maintaining Islamic values
Enhanced ability to make informed decisions aligned with Islamic principles
Stronger sense of belonging to the mosque community
Increased engagement in community service and leadership roles

Long-Term Outcome / Impact

Confident Muslim

- Young adults demonstrate a strong Islamic identity while successfully navigating modern life
- They can articulate and apply Islamic principles in various life situations

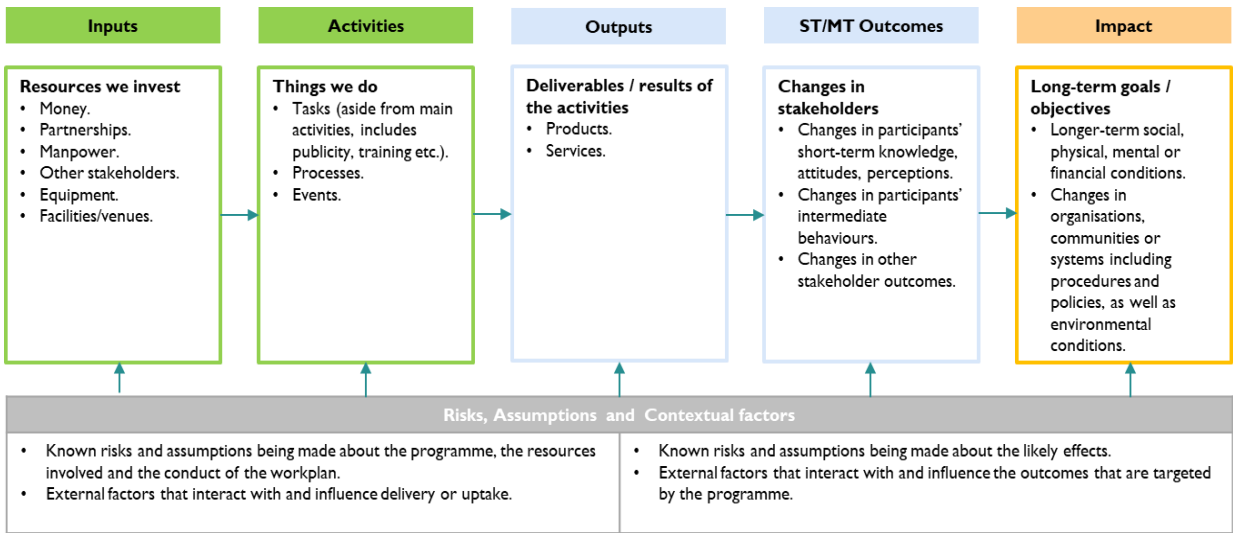
Resilient Families, Empowered Community

- Young adults are better prepared for marriage and family life
- They demonstrate strong problem-solving skills and emotional resilience

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 helping young adults navigate adulthood successfully.

Inputs			
• Dedicated Youth Development Officer (YDO) • Volunteer mentors (older young adults and experienced professionals) • Funding from mosque • Expertise from various fields (finance, career counselling, mental health, Islamic scholars)			
Activites			
<u>Worship</u> • Young adult-led Qiyam nights • Peer-led Quran study circles	<u>Learn</u> • 'Adulting 101' workshops (e.g., financial literacy, time management, work-life balance) • 'Ask the Scholar' sessions on contemporary fiqh issues	<u>Guide</u> • Mentorship programme pairing young adults with older peers or professionals • One-on-one counselling sessions with trained YDOs or volunteer	<u>Connect</u> • Monthly young adult social gatherings • Young adult-led community service projects

Outputs			
<u>Worship</u> • Number of young adult-led Qiyam nights conducted • Percentage of young adults participating in peer-led Quran study circles • Frequency of young adult attendance at congregational prayers	<u>Learn</u> • Number of 'Adulthood 101' workshops conducted • Attendance rates for 'Ask the Scholar' sessions • Quantity of educational resources developed and distributed to young adults	<u>Guide</u> • Number of active mentorship pairings • Frequency of one-on-one counselling sessions conducted • Number of young adults receiving guidance on specific life challenges (e.g., career,	<u>Connect</u> • Number of monthly young adult social gatherings held • Quantity of young adult-led community service projects implemented • Number of young adults actively participating in mosque committees or leadership roles
Outcomes			
<u>Short-term</u> • Increased young adult participation in mosque activities • Enhanced understanding of Islamic principles applied to adult life situations • Improved practical life skills (e.g., financial management, time management) • Stronger peer support network among young adult mosque attendees			
<u>Medium-term</u> • Increased confidence in navigating adulthood challenges while maintaining Islamic values • Enhanced ability to make informed decisions aligned with Islamic principles • Stronger sense of belonging to the mosque community • Increased engagement in community service and leadership roles			
Impact			
<u>Confident Muslim</u> • Young adults demonstrate a strong Islamic identity while successfully navigating modern life • They can articulate and apply Islamic principles in various life situations			
<u>Resilient Families, Empowered Community</u> • Young adults are better prepared for marriage and family life • They demonstrate strong problem-solving skills and emotional resilience			

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:

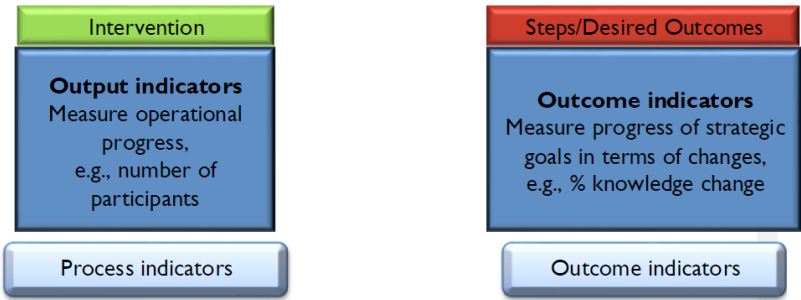
- Direct conversations with participants at the event location
- Getting attendees to complete brief pre- and post-programme surveys.

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

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

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

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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