METHODOLOGY

Muslim Ummah of North America (MUNA)

মুসলিম উম্মাহ্ অফ নর্থ আমেরিকা (মুনা)

Operational Procedures [Methodology]

Contents

Modus Operandi / Operational Procedures [Methodology]

01. Introduction

Everything in this universe belongs to Allah *Subhanahu wa Ta'ala*, the Originator of the heavens and the earth, and to Him belongs all power and the sovereignty. All the creation functions according to his injunctions and guidance. his guiding principle. The rising and setting of the sun and the rotation of winter and summer happens according to His commands. It is He, Who has created the earth wonderfully and made it habitable for the human race. He created Adam (AS), the first human, and placed him here with the responsibilities of being a succeeding authority [khalifah]. He has sent prophets and messengers in each era with Divine guidance to guide human beings. He sent Muhammad (ﷺ) as the last and final prophet and messenger for the guidance of all of humanity, who strove against evil & vice, greed & selfishness, envy & jealousy, injustice & persecution and all sorts of oppressions to alleviate humanity of their sufferings. He has guided humanity to a righteous and straight path by establishing a beautiful and beneficent social order. By correctly following his guidance people may carry out God given responsibilities and thereby attain peace in this world and salvation in the hereafter.

In order to prepare oneself for complete following of the Divine guidance and proper obedience of Allah's Messenger (ﷺ), so as to call humanity upon the straight path, it is necessary to exert organized effort. A strong organization with a solid ideological foundation is necessary for that purpose; an organization that will follow the path as guided by Allah and His beloved Messenger (ﷺ), adopt examples of the golden era of the rightly guided caliphs for inspiration, and whose ultimate goal will be attaining the pleasure of Allah. To accomplish this great mission, people who have or will join Muslim Ummah of North America (MUNA), should have a clear understanding of the *Modus Operandi* or *Operational Procedures* [methodology] of the organization. The *Modus Operandi* of MUNA has been designed considering this necessity. It is worth noting that the success of every single effort depends on effective scientific operational procedures and their proper following.

02. The Guiding Principle, Mission, and Five-Point Agenda.

Guiding Principle:
The guiding principles in adopting decisions and carrying out activities of this organization shall be the Qur'ān and the Sunnah. MUNA shall operate as a non-profit organization in accordance with the Federal and State laws and regulations.

This organization believes that Muhammad (peace be upon him) is the last Prophet and Messenger of Allah.

Mission Statement:
The Mission Statement (aim and objective) of this organization shall be to seek the pleasure of Allah by taking up the tasks of improving personal, moral and social lives of people.

Agenda:
1) **Da'wah :** To call Muslims to practice the commandments of Islam and introduce Islam to the non-Muslims.
2) **Organization**: To organize those individuals under this organization, who are interested in working for the betterment of themselves and for the society.
3) **Education**: To strive to improve individual's life through acquiring Islamic knowledge and skills.
4) **Social Service**: To carry out social welfare services for the development of the society.
5) **Relationship**: To try to develop mutually beneficial relationships with different organizations, religious and ethnic communities, and neighbors.

03. The First Agenda: Call (Da'wah)
Da'wah : To call Muslims to practice the commandments of Islam and introduce Islam to the non-Muslims.

There are two aspects of Da'wah :
1) To call the Muslims to practice Islam in their personal, family and social lives.
2) To introduce Islam's message to all others.

The activities of Da'wah (call) and Tabligh (preaching) are as follows:
1) Individual Da'wah
2) Da'wah through group effort
3) To distribute Islamic literature and encouraging people to study them.
4) To arrange distribution and sale of Da'wah materials and organizational publications.

5) Setting up Libraries
6) Book Sales Center and Individual Sale of books
7) General Session or Da'wah Meeting
8) General Discussion Program, Well-Wisher Get-together, and Panel Discussion
9) Seminar
10) Dars-ul-Qur'ān and Tafseer Mahfil
11) Observation of Special Days
12) Observation of Da'wah Fortnight or Da'wah Month
13) Welcome Ramadan Events
14) Iftar Mahfil, Ramadan Dinner and Tea Party
15) Collective Refreshments / Feast
16) Picnic / Educational Tour / Camping
17) Da'wah Activities through Media
18) Da'wah Activities through Masjids and Social institutions

03.01. Individual Da'wah :
It is easier to help people understand Islam by having them sit together in a personal discussion. It becomes easier to understand a person by building personal relationship and then one could discuss different matters with them according to their psychological states. In this way the listener will have paid better attention to the discussion and a better exchange of views will take place due to the cordial relationship established. This is why, personal contact is very important in Da'wah .

03.02. Group Da'wah :
Group contact is one of the best ways of Da'wah works. A group of more than one person could be formed to spread Da'wah activity whenever possible. Every group would have a leader. Also, one assigned person will speak on behalf of each group and others will remember the names of Allah (dhikr). In addition, if possible, the group may carry some booklets and Da'wah materials for distribution. It is to be noted that the group must avoid getting involved in arguments with anyone.

03.03. Distribution of Islamic Literature and let people study books:
Not all the messages could be conveyed through talking and discussions. Besides, not everybody is capable of speaking on all matters making everything clear. That is why, Islamic literature is needed to expand the work of Da'wah. A lot of Islamic literature, translations of Al-Qur'ān, Hadīth, and Tafseer in various languages are available in the market. People should be encouraged to read these literatures and those who are eager should be provided with them. Of course, selection of books should be according to MUNA's syllabus and the reader's mental state. Before distributing any book, the distributor should read the book first.

03.04. Da'wah Materials and Organization's Publications for Distribution and Sale:
The Preamble of the organization, leaflet, bulletin, magazine, calendar, Islamic cassette, CD, etc. could be distributed during personal contact, group Da'wah, monthly general meeting, seminar, various events and in Mahfil. Besides that, to introduce Islam and organization, wherever possible, Da'wah materials should be distributed or sold wisely.

03.05. Establishment of Libraries:
Islamic literature should be made readily available for the readers by establishing libraries in Chapter and Sub-Chapter levels. All the books of different syllabi should be available in the library. Initial priority should be given to the collection of books on Da'wah. Everybody should study the books from the library regularly. Everybody should try to help people read for the expansion of Da'wah; and should try to have a personal library, as well.

03.06. Book Sale Center and Individual Sale of Books:
There should be a sales center for Da'wah books in each active chapter, if possible, so that anybody may buy book(s) from there. All the brothers and sisters of the organization should keep some necessary books with them for sale. This is how the demands for books might be fulfilled. If needed, photocopy of a book can be provided as well.

03.07. General Discussion Session or Da'wah Meeting
Each Chapter and Sub-Chapter should organize da'wah meeting. All activists would invite their friends to attend the da'wah session. Special efforts should be made to have the people of the local area attend the meeting. People could be invited during group da'wah activities, as well. Considering the technical point of view (hikmah) interesting educational topics should be chosen for da'wah session. Upper-level leadership should be consulted to select the topics of discussion. A local leader or person-in-charge should preside over the general session. A person should be assigned to deliver Dars-ul-Qur'ān or Hadīth and lecture on selected topic, prior to the scheduled time. This will allow him/her to be well prepared with notes to deliver the assigned talk or dars.

❖ **Agenda for Da'wah meeting:**
1. Darsul-Qur'ān / Hadīth
2. Talk or lecture on selected topics or mas'ala-masa'il [study rulings of fiqh].

3. Discussion on the Introduction to MUNA and its activities.
4. Concluding remark and duʿā.

03.08. Speakers' Forum, Well-wisher Get-together and Panel Discussion:

Some of the important media of daʿwah are the speakers' forum, well-wishers' session and panel discussion. These types of programs could be organized with full preparation on a planned day and venue by assigning due responsibilities to one or more speakers to prepare on specific topics. If it is felt that the presence of the leaders of upper-level organization will make the program successful, then their presence must be ensured. Regular efforts are needed to be made to attract the attendees to actively participate in the organization, by making post-meeting contacts to distribute literature and giving continuous daʿwah. Prior permission of the upper-level organization and consultation with person-in-charge are needed to organize such programs and to select topics & speakers.

03.09. Seminar:

A seminar on any important topic or issue concerning Islam or Muslims may be arranged in a suitable environment and in an appropriate time with the permission of MUNA National. Intellectual and qualified speakers are needed for the seminars. One or more topics or issues could be discussed in one or more sessions of the seminar. A wise and knowledgeable Islamic personality should preside over the seminar. Prior permission of the National organization must be obtained for organizing seminars and National organization must be pre-informed about the planning, venue and speakers.

03.10. Dars-ul-Qur'ān or Tafseer Mahfil:

Dars-ul-Qur'ān and Tafseer Mahfil are excellent ways to preach Islam. Dars-ul-Qur'ān and Tafsir programs could be initiated in masjids. Large-scale tafsir programs require lot of planning and preparation. This type of programs could be arranged only after the availability of qualified mudarris and mufassir is ensured. Necessary attention must be paid to ensure that the dars and tafsir are correct & sound. Upper-level organization's permission must be attained before a Tafsir mahfil is organized.

03.11. Observation of Special Days:

Some special days may be observed in accordance with the national annual plan. Through discussions, mahfils, and different programs during the observation of these days, the importance of the day, Islamic perspective and the call of the organization could be presented to the general public. The permission of the national

organization must be attained before observing any day that is not in the national plan.

03.12. Observation of Da'wah Fortnight or Da'wah month:

In accordance with the national plan, one or more Da'wah Fortnight or Da'wah Month could be observed. This type of program can be implemented at national, zonal or chapter levels. MUNA members, in well-disciplined groups, will convey the message of the Deen of Allāh to people during this period.

❖ **The agenda of Da'wah Fortnight may be as follows:**
1) A detailed plan, in accordance with the national plan, needs to be worked out in local leaders' meeting.
2) MUNA Introduction, brochures, books, cassettes-CD, etc. suitable for da'wah should be kept with the groups.
3) Each group will have a director, who will oversee everything.
4) The group should go out for the da'wah work with the intention of inviting people to Allāh. Everyone should remain engaged in dhikr without making unnecessary conversation.
5) No one should indulge in arguments during the da'wah work – should positively explain matters of the Deen and introduce the organization to the people.
6) A general gathering of invitees or mahfil or open discussion program should be organized at any time during or at the end of the da'wah fortnight/month.
7) Submit a written report of the da'wah fortnight/month to the higher organization.

03.13. Welcome Ramadan:

Before the month of Ramadan, a welcome Ramadan Mahfil should be arranged to discuss the significance of the month. Efforts should be made to generate awareness about the importance of Ramadan among the common people and MUNA members. In addition to the benefits of fasting, rulings on fasting may be discussed in this program. Arrangement of Tarawih prayers and Iftar may be discussed, as well.

03.14. Iftar Mahfil, Ramadan Dinner and Tea party:

Members and leaders of MUNA may arrange iftar programs, either individually or organizationally, in which the neighbors, friends, families and relatives should be invited. The topics of discussion should be centered around "the significance and lessons of Ramadan", "requirements of Islam" and "preparation for the hereafter". Besides, there could be call for giving assistance to the organization, and following Islam's teachings in their totality in personal, familial and social spheres of life.

Dinner parties may also be arranged in Ramadan for neighbors, people of other faiths and different linguistic backgrounds.

Moreover, acquaintances, relatives, friends, and associates of the organization may be invited to tea-parties and light refreshments, wherein some talk about the deen of Allāh, some discussions from the Qur'ān and hadīth could be done, followed by some du'ā. Best efforts should be made to introduce MUNA beautifully to the newcomers in these occasions. Necessary arrangement must be made in these events, to maintain proper shar'i hijab between men and women, and boys & girls who have reached puberty.

03.15. Collective Refreshments / Dinner:

Occasionally, collective lunch or dinner could be arranged. This can strengthen mutual relationship and provide opportunity to know each other better. Excessive spending or wasting should be avoided. However, giving preference to others over one's own self and setting examples of sacrifice could be done in these programs.

03.16. Picnic/ Educational Tour and Camping:

Not everyone could be attracted to the organization through the same method. Our work involves people of different tastes and nature. Therefore, our approach must have variations. Well-managed picnics, study tours and camping are these sorts of programs. These provide good opportunity for mutual interaction. As a result, through personal contact and collective discussion conveying the message of da'wah becomes very easy. Especially the teenage boys & girls and children could be attracted towards the organization through such programs. Necessary arrangement must be made in these events, to maintain proper shar'ī hijab between men and women, and boys & girls who have reached puberty. Therefore, all activities like sports activities, different types of competition and entertainment and serving food should be done separately for men and women. The program needs to be taken into consideration considering the quality and condition of the participants.

The following activities could be undertaken in Picnics:
➢ Qur'ān recitation and introductory speech
➢ Personal orientation
➢ Poetry, Nasheed and presentation of educational incident(s)
➢ Sports competition
➢ General questions and answers / Quiz Competition
➢ Short speeches from the guests / from the participants
➢ Short speech by the President/Director suitable to the atmosphere of the event
➢ Refreshments/meal
➢ Du'ā

03.17. Da'wah Activity through Media:
Media may play very vital role in spreading the call of our ideals today. Utilizing the beneficial aspects of media, significant role could be played in acquiring knowledge and improving personal, familial and social standards of life. Media's role in spreading the call is unlimited. If any zone or chapter wants to utilize the media, it should submit detailed plans to the Natiomal Organization for approval.

03.18. Da'wah Work through Masajid and Social Institutions:
Masjid is the best place to preach the deen of Allāh. Everybody can participate in different activities of the masjid. Regular Tafsirul Qur'ān program could be introduced in the masjid. Qur'ān tajweed classes and fiqh classes may also be introduced. Indirect da'wah work could be done through social institutions. Everybody should consult with his/her own leader in-charge before joining such organizations.

04. Second Agenda: Organization

04.01. Organization & Its Hierarchy
Organization: To organize those individuals under this organization, who are interested in working for the betterment of themselves and for the society.

Those who sincerely agree with the *'aim and objective, da'wah and agenda'* of MUNA could join this organization. In other words, assembling those under the banner of MUNA, who accept Islam as a total way of life and make an effort to acquire knowledge, follow its commandments and prohibitions in practical life, encourage Muslims to fulfill the requirements of Islam, and Introduce Islam to non-Muslims.

There are two Types Organization Hierarchy:
1) Organization's Manpower Hierarchy
2) Organization's Structural Hierarchy

04.02. Organization's Manpower Hierarchy:
This Organization's Manpower has three levels of membership: -
1) Associate Member
2) Member
3) Senior Member

(1) Associate Member:
A. Requirements to Become an Associate Member:
Any individual, who resides in the USA, can become an Associate Member of this organization if he/she–

1. Interested in performing the basic responsibilities of Islam,
2. Agrees with the aim, objective and agenda of the organization,
3. Makes regular financial contributions,
4. Filling out the prescribed Associate Membership Application form.

(2) Member:
(a) Requirements to Become a Member:
An Associate Member of this organization, who
1. Regularly participates in the activities of the organization;
2. Makes regular financial contributions;
3. Follows the rules and disciplines of the organization;
4. And if the National President of the organization considers him/her eligible to be a Member, then he/she can be a Member following the specified procedures.

(b). Procedures to Become a Member:
An Associate Member, who wishes to become a Member, will study the syllabus given by the organization. And shall fill out the prescribed "Membership Application" form and send it to the National President through the respective chapter president or zonal president. Upon approval, the National President will arrange for his/her oath of membership. From the day of the oath, he/she will be considered as a 'Member' of the organization.

(3) Senior Member:
(a) The Requirements to become a Senior Member
A Member of this organization, who
1. agrees to the Guiding Principles, Aim and Objective, Programs and Methodology of the organization (re: Articles 3, 4 & 5);
2. remains active in implementing the decisions of the organization;
3. adheres to the basic tenets of Islam by following mandatory, permissible and impermissible rules, and puts his/her total efforts to shun major sins;
4. tries to fulfill the requirements of the Bylaws and follows discipline as mentioned therein; and
5. if he/she is considered eligible to be a senior member to the Majlis-e-Shura of this organization,

then he/she might become a Senior Member following the specified procedure.

(b) Procedure to become a Senior Member:

A Member, who wishes to become a Senior Member, will study the syllabus given by the organization and shall fill out an "Application Form for Senior Member" and send it to the National President through the respective chapter president or zonal president. The National President will place the application before the Majlis-e-Shūra and if the Majlis-e-Shūra approves it, the National President will make arrangement for oath taking. From the day of his/her oath, he/she will be considered as a 'Senior Member.'

04.03. Organization's Structural Hierarchy

In this Organization, the Organization's Structural Hierarchy are of four levels:

(1) National Organization
(2) Zonal Organization
(3) Chapter Organization
(4) Subchapter Organization.

(1) National Organization:

The National Organization shall be consisted of the following bodies and positions:

(a) National Assembly
(b) National President
(c) Majlis-e-Shūra
(d) National Executive Committee
(e) National executive Council.
(f) National Advisory Council.

(a) National Assembly:

National Assembly is the body with the supreme authority in the organization. National Assembly is consisted of all the senior members of the organization. The National Assembly shall review the overall functions and activities of the organization and if necessary, approve the proposal to amend the Bylaws. Within the limit of Shari'ah and morality, National Assembly has the right of queries and criticism regarding the activities of the National Organization.

In case of a disagreement between the National President and the Majlis-e-Shura, the matter is then placed before the members of the National Assembly and is then decided based on the majority opinion of the members present at the national assembly. The decision of the National Assembly shall be considered final.

(b) National President:

National President is the Chief Executive of this organization. National President is elected from among the male Senior

Members for a two-year term by direct and secret ballot of all Members and Senior Members. The same individual cannot be elected for more than two consecutive terms and not more than four terms in all. Majlis-e-Shūra prepares a three-member panel, for the election, from the male senior members of the organization; members and senior members may vote for any one of them. Voters also have the right to vote anyone of the male Senior Members outside of this panel.

In consultation with the Majlis-e-Shura, National President determines the Organization's policy and makes decision on all the important issues. He is accountable for his actions to the Majlis-e-Shura and the National Assembly.

He, whenever necessary, convenes the National Assembly, National Executive Council's meeting, Majlis-e-Shura's sessions and Executive Committee's meeting. He attains assistance and counsel from the National Executive Council for the regular discharge of his duties.

National President may suspend the membership of any Member for a specified period of time and if necessary, he may suspend the membership of a Senior Member for a specified period of time in consultation with the members of Majlis-e-Shura.

He may approve chapter organization with specific name and area of operation by recommendation of zonal organization. He may suspend or abolish a local organization in consultation with the Majlis-e-Shura.

(c) Majlis-e-Shura:

The Majlis-e-Shura is consisted of members elected, for a two-year term, by the members and senior members, from among the male senior members of MUNA, through direct and secret ballots. The same individual cannot be elected for more than three consecutive terms but may be nominated. Majlis-e-Shura is the policy making body of this Organization and its main duty is to advise the National President. Majlis-e-Shura has the power to interpret the constitution and adopt proposals for amendments of the constitution. It approves or rejects the membership application for Senior Membership. If necessary, Majlis-e-Shura can suspend or cancel the membership of the Senior Member.

National President presides over the session of Majlis-e-Shura by virtue of his position. All attending members should express their opinions frankly and sincerely. Decisions are usually made based on consensus; however, they may be made based on the majority opinions of the attendees. Once a decision is made, it is considered unanimous.

The agenda of a regular Majlis-e-Shura session is forwarded to its members well in advance of the scheduled time. However, this does not apply to the emergency sessions of the Shura. Besides, if any member of the Majlis-e-Shura wants to include any issue in the agenda, then they must send it in writing to the National President or Executive Director (Secretary General) three days prior to the scheduled time; and It is included in the agenda if the National President approves it. If any Member and Senior Member of MUNA wants to raise any issue in a Majlis-e-Shura session, then he/she has to send it in writing at least three days prior to the scheduled time; and it will be included in the agenda with National President's approval. The Quorum requirement is fulfilled if half of the members of Shura attend the session. If a Shura session is postponed due to Quorum requirement then the reconvening of the postponed session would not require a Quorum. However, the postponed session must not be reconvened within 21 days of postponement.

(d) National Executive Committee:
National Executive Committee is formed, and it functions to provide the best assistance possible to the National President to help him implement the plans approved by the Majlis-e-Shura. National President forms the National Executive Committee, consisting of required departmental directors, in consultation with the Majlis-e-Shura. Individually and collectively the members of this Committee carry out responsibilities assigned to them by the National President and the Majlis-e-Shura. National Executive Committee meetings are held regularly. Departmental directors carry out responsibilities of their respective departments, assigned by the National President, and keep the National President and the National Executive Director fully informed.

(e) National Executive Council:
Majlis-e-Shura may form a 'National Executive Council' in order to provide counsel and assistance to the National President during emergencies and regular activities. The Council shall be accountable to the Majlis-e-Shura for its role and actions.

(f) Advisory Council:
An Advisory Council may be formed, if deemed necessary by the Majlis-e-Shura, to counsel the National President and the Majlis-e-Shura regarding important affairs of this organization and to help build mutually beneficial relationships with different organizations and institutions. Majlis-e-Shura determines the number and nominates members to the Council. The Council

has the same duration as the Session of National Organization.

(2) Zonal Organization:
(a) **Zonal President:**
Majlis-e-Shura, may divide the entire organizational area of operation into necessary zones, and shall define zonal organizational structure, policy & procedures, and obligations & responsibilities. National President shall appoint a zonal president after consulting members and senior members of the respective zone or members of the Majlis-e-Shura. Zonal presidents shall take necessary steps to expand organizational activities, member development and increase organizational strength in their respective zones, in accordance with the directives of the National Organization; and they will be accountable to the National President and Majlis-e-Shura for all activities within the zone.

(b) Zonal Shepherd Meeting:
Zonal leadership organizes regular monthly Zonal Shepherd meeting attended by leaders of all the chapters within the jurisdiction of their zone. In this meeting chapter organizational and Baitulmaal [finance] reports are presented and reviewed. Besides different other activities of the chapters are reviewed. This helps the chapters understand each other's activities better and better coordination is established among them; and the chapters also get better informed about the directives, perspectives and planning of upper level organization. As a result, all chapters' performances are developed according to the same policy & procedures, and standards. A Zonal Shepherd meeting may be conducted through teleconference.

(c) Zonal Executive Committee:
A Zonal Executive Committee may be formed with the approval of the National Organization, for the smooth administration of zonal activities. Zonal manpower and volume of activities are taken into consideration in forming the Zonal Executive Committee.

(3) Chapter Organization
A Chapter organization may be formed in a state or city or region of the United States, with the approval of the National President when recommended by zonal organization. Zonal organization recommends the name and area of operation for the chapters. If necessary, more than one chapter may be formed in a city, state or region.

(a) Chapter President:

National President appoints chapter presidents in those chapters where there are at least a total 5 members and/or senior members, after consulting their opinions. In the chapters where there are less than 5 members and/or senior members, the national president consults members, senior members and associate members to appoint a chapter president. The duration of chapter president's presidency is of two-years or of a term determined by the Majlis-e-Shura. Chapter presidents are given their oath of office by the National President or in a method determined by the National President.

Chapter president may form a chapter executive committee for the duration of his/her term and appoint or dismiss departmental leaders in consultation with the in-charge of the respective upper-level organization. He/she conducts all activities by preparing a chapter action-plan in accordance with the National Plan.

If necessary, chapter president may form one or more subchapter(s) and appoint or dismiss persons in-charge [subchapter presidents], in consultation with the members and senior members of the chapter and with the approval of the leaders of the respective upper-level organization. All senior members and members will be associates of respective subchapter(s) and will actively take part in all its activities. Chapter organization prepares the plan of subchapter and directly supervises its implementation.

(b) Monthly Member Meeting:

If there are 5 members and/or senior members in a chapter or if the in-charge of the respective upper-level organization deems necessary, then there would be a regular monthly member meeting in such chapters. Male and female members' meetings will be held separately. A day needs to be preset for the member meeting. The presence of every member and senior member is mandatory in this meeting. The meeting should be started and ended in a preset time. Members' meeting is the vital driving force of the organization. Therefore, this meeting should never be skipped in any circumstances.

Agenda for Monthly Member Meeting as follows:
1. Darsul Qur'ān or Darsul Hadīth or Dars practice.
2. Presentation and review of previous meeting's minutes.
3. Presentation and review of the members' personal report.
4. Presentation and review of chapter and sub-chapter's organizational and Bailtul-mal reports.

5. Adoption of constructive measures to implement higher organization's circulars and dictations.
6. Monthly Planning
7. Miscellaneous / arising matters
8. Constructive Criticism (Muhasaba)
9. Closing and Duʿā

(c) Chapter Shepherd' Meeting:

Monthly Chapter Shepherd' meeting is regularly held where the chapter is constituted of more than one sub-chapter. All chapter leaders and the sub-chapter leaders attend this program. At this program, all sub-chapters' monthly organizational & Baitulmaal reports and the Chapter's previous month's organizational and Baitulmaal reports are presented and reviewed. Various miscellaneous and arising matters are also discussed. The directives or circulars from the upper level organization is discussed and measures taken to implement them, if there is any such directives or circulars. Preparing chapter's monthly report becomes easier through this meeting. Also, through this program subchapters become familiar with each other's activities and the atmosphere of cooperation and coordination is built. It is not necessary to have separate subchapter Shepherd' meeting for every individual sub-chapter.

(d) Other Functions of the Chapters:

1. All chapters shall strive to implement the daʿwah, mission, agenda and planning of the organization in their respective areas of operation.
2. Regularly conducts Associate Member Meeting, Daʿwah Meeting, Daʿwah Training Program, and Associate Member Educational Program, in accordance with the organizational procedures and policies.
3. Making best effort to develop manpower by supervising the maintenance of personal developmental profile and all other relevant activities.
4. Implement all directives of the higher organization with total loyalty.
5. Regularly prepares and sends monthly organization reports to the upper level organization.
6. Regularly collects *iyanat* [donation] and makes necessary steps to prepare monthly bailtulmal report and send that to upper level organization's baitulmal director/secretary.
7. Maintains records and protects all the organizational books and other properties.

(4) Sub-Chapter Organization:
The chapters that feel that they need to have separate programs due to manpower increase or obstacles for a group of people to have meetings together or distances preventing people to come together, may divide their area of operation into subchapters and have separate programs for each one of them. At least three active associate members are needed to form a subchapter. In case of a lack of three active associate members chapter may declare a da'wah area with an in-charge and conduct regular da'wah and training programs. When the number of associate members reaches the required level then a regular subchapter would be formed.

Usually, a Sub-Chapter functions under the jurisdiction of a Chapter. If necessary, the Sub-Chapter could function under direct jurisdiction of a Zone. For the convenience organizational operations, a zone or a chapter may form or abolish subchapters, rename or reapportion the areas of subchapters, after consultation in member/senior member meeting and with the permission of the leader of the upper level organization. Sub-chapter president is appointed or dismissed by the chapter or upper level organizational leadership. Sub-chapter president doesn't need to take any oath. If it is necessary, the chapter will establish a subchapter working committee for the smooth functioning of its activities. The term of operation of the subchapter is same as that of the chapter. Sub-chapter's functions are conducted in accordance with the plan of the chapter. Subchapter must submit all the iyanat collected for baitulmal to the chapter along with monthly organizational and bailtulmal reports. Chapter will provide for the needs of expenditure by a subchapter.

Female subchapters are formed for women, female students and young girls who are MUNA supporters, associate members, members or Senior members. Exceptions may also be considered. Local chapters supervise female subchapters. MUNA Youth and Young Sisters of MUNA will form separate subchapters under a chapter.

(a) Sub-Chapter Programs are as follows:
- ❖ Associate member meeting (must)
- ❖ General or da'wah meeting
- ❖ Associate member education session
- ❖ General education session

(b) Sub-Chapter's Responsibilities:

1) All the sub-chapters make efforts to implement organization's da'wah, aims and objectives, agenda and the plans in their respective areas of operation.
2) Regularly conduct Associate Member Meeting, General Da'wah Program, General Education Program, and Associate Member Education Programs in accordance with this methodology and the directives of higher-level organization.
3) Making best efforts to develop manpower by supervising the maintenance of personal developmental profile and all other relevant activities.
4) Implements all directives of the higher-level organization with total loyalty.
5) Regularly prepares and submits monthly organization reports to the upper level organization.
6) Regularly collects *iyanat* [donation] and makes necessary steps to prepare monthly bailtulmal report and submit that to upper level organization's baitulmal director/secretary.
7) Maintains records and protects all the organizational books and other properties.

(c) Associate Member's Meeting:
At least one associate member's meeting is held monthly in every chapter or sub-chapter. Male associate member's program and female associate member's program are held separately. Basically, the progress of the organization and the development of the manpower depend on the chapter or sub-chapter's associate member's meeting regularly and according to the proper method. Therefore, associate members' meeting should be conducted with total devotion and sincerity. Nobody should be absent from this type of programs without permission. Concerned associate members, members, and senior members should be present in the associate members' meeting.

The meeting should not be skipped at any circumstances. With the absence of regular associates' meeting different types of laxity develops among the concerned manpower. If anybody cannot attend due to an appropriate excuse then he/she should make sure to have his/her personal and organizational activity reports submitted to the person in-charge and must learn about the decisions made and any responsibility delegated to him/her. If anyone is absent without an excuse, then a brother/sister should be assigned the responsibility of inquiring about the absentee. One important task of the meeting is to make the planning of

activities and reviewing them. Through this program, mutual relationship becomes stronger, personal standard grows and unity of thought develops.

Agenda for associate member's Meeting:
1. Darsul Qur'ān / Hadīth (In every meeting, a new person will do it in cyclic order)
2. Presentation and deliberation of personal report.
3. Presentation and deliberation on last meeting's minutes.
4. Presentation and deliberation of chapter/sub-chapter's organizational and baitulmal reports.
5. To take initiatives to implement the plans and directives of higher-level organization.
6. Planning for upcoming activities
7. Collection of iyanat [donation]
8. Miscellaneous
9. Concluding remarks and Du'ā

04.04. Procedures to Establish a New Chapter / Sub-Chapter:

Establishing a new chapter or sub-chapter is an important task in MUNA. It could be done like the following: a higher responsible person or an associate member from a neighboring chapter will try to develop associate member(s) in an area where there is no organizational activity, by encouraging anyone to read our literature and participate in our activities, through regular personal contact. Through this individual other people should be contacted and encouraged to read our literature and participate in our activities. A "da'wah area" could be declared after a general willingness is raised among the contacts; and da'wah meeting and general education meetings could be initiated experimentally, by appointing the most suitable person from the contacts as in-charge. After a few such regular experimental programs, a chapter or subchapter could be formed with the most capable person being appointed president, if doing so would be wise and viable. An active person in-charge is necessary for this purpose; and to be an active person in-charge, the person must be an associate member of good standing.

04.05. Da'wah Area:

A "Da'wah Area" is formed under the jurisdiction of the chapter or sub-chapter. Da'wah areas may also be formed under the direct supervision of a zone. Wherever it is not feasible to form a subChapter due to the lack of there being at least three active associate members, a "da'wah area" may be formed there.

04.06. Da'wah Halaqah:

A halaqah is the regular gathering of several individuals and/or families to conduct Islamic discussions whether they are conducted

in the name of MUNA or not. Halaqas can play a pivotal role in the initial stages of da'wah work in a new area. Zone, chapter, or sub-chapter assigns a brother or a sister the responsibility to look after a halaqah. Over time, a halaqah may develop into a da'wah area, which may then become a formal sub-chapter later on.

04.07. Task of the Children Section:

Local chapters or sub-chapters take care of the children's section (boys and girls). Boys and girls of certain age limit, in accordance with the shari'ah, may work together in the children's section under the supervision of a local chapter with the permission of higher level person in-charge.

04.08. Rules for the meetings:

All meeting at all levels of MUNA – national, zone, chapter and subchapter – should be conducted according to the following rules:

1. Everybody should attend the meeting in time.
2. If anyone who would be absent, then he/she must attain prior permission to do so from the brother or sister in-charge. Note that simply informing of being absent does not mean permission.
3. The language used in the meetings should be polite and courteous.
4. Attacking language must not be used; and in no circumstances anger and vexation may be expressed.
5. The dignity and honor of everyone present must be given due attention to and no contempt should be shown to anyone.
6. Irrelevant discussion must be abandoned; and any brother or sister may draw chairperson's attention to it.
7. Everybody must address the chairperson only, while speaking.
8. No one should start speaking without the permission of the chair.
9. Anybody who wants to show personal excuse can do so with the permission of the chair.
10. If chairperson starts speaking during a member's speech that particular member should stop his/her speech.
11. If the chair requests a person to end his/her speech that person should stop right away.
12. Utmost effort must be exerted to make decisions based on consensus; however, if that is impossible, then it should be based on the majority opinion. Once a decision is adopted then it would be considered unanimous. Expression of disagreement after a decision is made is considered breach of organizational discipline. Everybody should make sincere effort to execute the adopted decisions.
13. All the discussions of the meeting would be deemed a sacred trust [amanah] on everybody, which must not be breached.

14. The topics discussed in the policy making meetings and executive committee meetings must not be expressed to any individuals or collectively to any other forums without the president's approval; doing so is tantamount to treachery.

04.09. Maintaining Personal Development Profile:

An individual is responsible for his/her personal development. Knowing mistakes and weaknesses and the feelings to rectify them could only be developed once a person does self-evaluation. Maintaining personal development profile is an advanced effort of self-development and a good tool to eliminate weaknesses. Thus, an individual's deficiencies and weaknesses may gradually decrease and virtuous qualities may gradually flourish, through maintenance of personal development profile. Leaders, who are in-charge, may sometimes review personal development profile and provide valuable oral or written suggestions.

04.10. The Importance and Necessity of Maintaining Personal Development Profile:

Gaining Allāh's pleasure is the earnest desire of every believer. That is possible by leading a well-planned and well-disciplined life in accordance with the guidance given by Allāh and demonstrated by His Messenger (ﷺ). A servant of Allāh may develop a balanced and virtuous life by maintaining precise profile of his/her personal activities and through effective self-evaluation.

The importance of maintaining personal development profile and self-evaluation can be traced from the Qur'ān to the lives of the sahabah (RAA). In the Qur'ān, Allāh says, "Read your record; this day you suffice to take account of yourself." [17: 14]

We can also understand from the Qur'ān that two noble angles – two honorable writers [kiraman katibin] – are duly recording the accounts of all of our good and bad deeds. This account will be presented in the court of Allāh on the Day of Judgment and people will receive reward or punishment accordingly. Sayyiduna Umar (RAA) used to say, "Take account of your own selves before you are accounted for." Ayesha (RAA) narrated that Allāh's Messenger (ﷺ) said, "Allāh loves those acts of worship that are done regularly." [al-Bukhari]

It is necessary for all associate members, members and senior members to maintain personal development profile as part of their organizational responsibilities.

04.11. Procedure for Maintaining Personal Development Profile:
(1) Qur'ān Study:

The main inspirational source of a believer is Kalāmullāh – the Qur'ān. It is the primary source of Islamic knowledge. In order to

truly develop the life of a believer there is no alternative to Qur'ānic knowledge. Therefore, one must study the Qur'ān every day. Besides the regular recitation, one must study the meaning and explanation. This will be recorded by checking (√) the appropriate column in the personal development profile for the day in which it is done properly.

(2) Hadīth Study:
Another important source of Islamic knowledge is hadīth. One should study hadīth daily with meaning for understanding, along with Qur'ān, as it is the exposition of the Qur'ān and contains the real-life practices of the Prophet (ﷺ). The number of the hadīth studied is recorded in the appropriate column.

(3) Islamic Literature Study:
To remain firm on Islam and to practice its teachings, one needs proper knowledge and strength of Iman. These could be attained by studying different Islamic literature. It is necessary to read the books included in the syllabus of the organization. The number of pages of the books (including those of the syllabus or outside of it) you have read should be recorded in the column of Islamic literature study.

(4) Salah in Jama'at:
The Salah is the first sign of servitude to Allah and obedience to His Prophet (ﷺ). Salah needs to be performed in jama'ah [congregation] with humility and deep concentration. Salah is the most significant means to get closer to Allāh. Through salah a servant of Allāh attains the indomitable inspirational strength to carry out religious duties. Salah is the most suitable tool to prepare a balanced Islamic personality inside out. Salah must be performed in their prescribed times and the number of times performed in jama'ah should be recorded in the appropriate column. [Salah in jama'ah is optional for women and children]

(5) General Study:
Besides the organizational syllabus, MUNA's manpower need to acquire knowledge from various other sources. The amount of time spent reading magazines & newspaper, listening to or viewing educational lectures or videos through conventional or electronic media, including internet browsing may be recorded in the general study column.

(6) Da'wah Contact:
Calling humanity to Islam with wisdom is an incredibly significant task. The success of a believer lies in carrying out this task properly. Uncountable rewards await with Allāh for those who perform this task. Therefore, well planned da'wah contact must be carried out.

Hardworking, intelligent, honest, sociable, truth-loving & morally upright people of the society should be selected for friendship and regularly contacted with the intention of da'wah. In-person and/or online [phone/text/messenger] daily contacts should be recorded.

(7) Fellow contact:
Fellow contact is a way of mutual interaction between two individual activists of MUNA. The main goal of fellow contact is to inspire each other to do good in Allah's path, knowing each other, trying to solve each other's problems, giving advice to each other, and trying to correct each other. This cannot be done without pure intention and sincerity. The fellow contact is done with prior plan by the individual activists deciding the time, place and mode of contact. This could be done over the phone or face to face. The number of contacts should be recorded in the personal development profile.

(8) Organizational Sitting:
The number of programs that you have participated in or attended to, should be recorded in the column of the personal development profile. General program, educational session and such programs should be included in the organizational programs.

(9) Organizational Time Spent:
The number of hours spent in the organizational programs should be recorded on the column that is labeled as organizational time spent. This will be included in all the organizational programs.

(10) Supervision Contact:
Every MUNA activist is responsible in one way or the other. Therefore, any kind of supervisory contact, like inquiring about a given task or supervising in carrying out a responsibly, providing guidance on a specific task done to other activists for which one is responsible, should be noted in "Supervision Contact" column.

(11) Self-Evaluation and Repentance:
Self-evaluation is to take account and evaluate one's own actions. One should select a suitable time for this. A suitable time and calm & quiet environment should be selected after a busy day's work, to review the whole day's activities. One should think deeply of what he/she has done for the sake of Allah and how much he/she has improved in acquiring knowledge and acting in accordance with the knowledge and how much he tried to attain closeness of Allah by doing acts of worship. One should reflect on how much of his time & wealth is spent in Allāh's cause; how appropriate was his/her manners with his/her associates, etc. One should thank Allah for his/her good deeds and repent to Him for his/her bad deeds and ask Allah for forgiveness and prepare him/herself for the next day. Self-

evaluation and repentance column is checked (√) after conducting such self-evaluation.

(12)Personal Comments (short note on everyday work):
One should write a note in this column of his/her activity for the day, so that he/she can understand what he/she has done throughout the day. For example, you record that you attended a member or associate member sitting or any other program; or you may record how & where you have spent the day; or record a specific action that might reflect on the good or bad aspects of your day's report. You may also record a specific incident or business or assignment of the day.
- A few important matters are mentioned at the bottom of the personal development profile form that need to be filled up. Check any of the social service actions performed.

04.12. Muhasaba (Constructive Criticism for Correction):

Da'wah activists are like mirrors for one another. A mirror quietly reflects the real picture of a person standing in front of it. It does not create a hue and cry about the matter. It also does not keep the picture once the person is removed from before it. It reflects, as well, the exact picture without distorting it. When a person removes spots and stains from his/her body and stands before the mirror again, it does not reflect the previous picture by reflecting his/her past. This is how MUNA co-activists could help each other in correcting their mistakes. Instead of talking about someone's mistakes here and there, inform the person himself/herself and make sincere du'ā for the person's reform. While talking to the person about their mistakes, inform him/her with sincerity & wisdom and being a well-wisher. Do not show frustration and impatience; continue your personal effort to reform the person, besides making sincere du'ā. If the mistakes are not corrected from your co-activist after several efforts, at least three attempts on your part, then inform the immediate higher responsible brother or sister. You may raise the issue at an appropriate meeting with the leader's permission and present the case with politeness and humility, without any exaggeration. The presenter's aim would be not to humiliate the brother/sister concerned, rather sincere correction. If the allegation is true then the person concerned should accept it, seek du'ā from the brothers & sisters, and make sincere effort to reform himself/herself. On the other hand, if he/she claims that the allegations are not true then he/she should present his/her case politely and nicely without being defensive and irritated. Both the parties must accept the decision given in the meeting, however. Thus, the efforts of rectifying personal faults mutually, seeking the pleasure of Allāh is called Ihitisab/Muhasaba or constructive criticism. This work is highly effective for a healthy organization. The

organizational health and its smooth operation largely depend on this.

If you are hurt by words, actions, or behavior of someone, then forgive him/her and make du'ā for him/her to Allāh. There is nobility and greater goodness in forgiveness and overlooking others' misbehaviors. A person proves himself/herself to be great if he/she can control anger and withstand humiliation. Allāh taught His Prophet (ﷺ) that he should forgive his companions and pray for their forgiveness to Allāh.

04.13. Organizational Tour (Safar):

To tour lower level organizations by the leadership, for the purposes of organizational expansion, da'wah and educational program implementation, manpower development, local problem solving, organizational decisions communication, etc., is known as organizational tour. Personal or collective contact, attending leadership programs [Shepherds' Meetings] and special events, inspection of office management, auditing library and baitulmal, etc. are done in this kind of tours. Organizational tour (safar) could also be done from one sub-chapter or chapter to another sub-chapter or chapter.

04.14. Organizational Fortnight or Month:

There should be a plan to observe organizational fortnight or month every year. It may be observed nationwide, zone wise or chapter wise. During these periods upper-level organizations need to comprehensively inspect and audit the lower level organizations. During this period, supervisions are necessary from the higher level to the lower level organizations. To properly implement the programs and agenda of the organizational fortnight, it is necessary to do some prior preparatory programs by the organizational level concerned.

04.15. The Agenda for the Organizational Fortnight are as Follows:

1. Zones and chapters must update the necessary books and files as listed in the organizational records.
2. Updating complete manpower roster including name, mailing address, telephone number, email address, etc. of the Senior members, members, associate members and supporters.
3. Auditing and examining the baitulmal records of the lower level organization by the upper level organization.
4. Making a drive to increase contributions (iyanat) in the baitulmal.
5. Organizing the library by duly updating the records of books and their circulation, auditing circulation and stock register, and

making a drive to increase collection of materials for the library.

6. Auditing and examining all the records, registers and files of lower level organization by the upper level organization.

7. Conducting personal contact with manpower, interviewing them to examine their readiness for standard improvement and supervising them to help maintain or upgrade individual standard.

8. Organizing personal libraries, files and records of all leaders and manpower.

04.16. Proper Maintenance of Documents (Files and Records):

Records are maintained in accordance with the following list:

1. Maintaining minutes register (attendance, description and decisions of meetings).

2. Maintaining manpower list (name, mailing address and phone number) in English.

3. Maintaining Baitulmal register [records of iyanat collection and other related accounts].

4. Maintaining updated organizational report files.

5. Maintaining updated Baitulmal report files.

6. Maintaining updated planning files.

7. Maintaining updated incoming and outgoing mail's files.

8. Maintaining updated register of organization's library books list and distribution.

9. Maintaining an updated list of names, addresss & phone numbers different mosques, Islamic organizations, social organizations, etc., so that they could be contacted in order to build relationship with them.

10. Maintaining updated records of all movable and immovable properties of the organization. Detail information about the custodians of every property, like mic, sound system, computer, printer, fax machine, projector, camera, etc., needs to be maintained.

04.17. Planning:

All the activities of Muslim Ummah of North America (MUNA) are conducted in accordance with a plan. Therefore, all zones and chapters make their planning in light of the National Planning and submit a copy of their planning to the zones and national organization, respectively. They discuss different subjects of their plans with the national leadership. The plans need to be reviewed every few months to make sure that any deficiency is addressed in the next plan. The following matters need to be considered while making the plan: quantity of manpower, quality of the leadership and

manpower, operational jurisdiction, clear objectives, executive perspective, different relevant statistics, financial conditions, environmental strength, weaknesses, opportunities and threat.

In addition to organizational planning, all manpower should have their own personal plan. Proper planning helps develop both personal and organizational standards.

04.18. Baitulmal or Finance Department:

Baitulmal is the backbone of the organization. Strong baitulmal is necessary for the implementation of planning. According to the bylaws, baitulmal system should be in each and every level of the organization. Leadership must maintain a cautious supervision over the baitulmal departments of the organization. Regular auditing needs to be done for the lower-level baitulmal. Organizational expenditure in each level is provided from the baitulmal.

Sources of Revenue for Baitulmal are as follows:

1) Manpower's Financial Donation [Iyanat]:

All associate members, members and senior members need to make fixed amount of financial contribution (iyanat) to the baitulmal regularly. Individuals decide how much iyanat will they contribute. One should decide the amount in view of the importance of the call of Allah for *infaq fi sabil Allah*. Besides the regular monthly iyanat, all the manpower of the organization have to do special monetary sacrifice whenever there is a need.

2) Supporters and Well-Wishers' Donations:

Those, among the supporters and well-wishers, who cannot act as regular activists, but love the organization and desires its prosperity, make monthly or lump sum contributions.

3) Zakāt or Charity:

The activists, supporters and well-wishers should try to give their entire zakāt or part of it to the Zakāt Fund of the organization. They also make an effort to collect the zakāt from others for MUNA Zakāt Fund. Lower level organizations need upper level organizations' permission to collect zakāt. The zakāt account is maintained separately from that of the regular *iyanat* and the collection is submitted to the National Organization along with a written report. The money collected for the zakāt fund is only spent in the sectors designated by the Qur'ān

4) Lower Level Organization's Donation:

The main source of revenue for the higher-level organization is the donation collected by the lower level organization. Sub-chapters

need to deposit their collection of donations [*iyanat*] along with baitulmal report to chapters. Chapters need to deposit their dues along with their monthly baitulmal report to zonal organization and zonal organization, in turn, deposits that to the national organization.

04.19. Reporting:

To make organizational activities smooth and dynamic, they need to be reviewed in light of the planned goal. For this purpose, maintaining a system of record keeping and reporting is indispensable. Therefore, every subchapter will prepare monthly organizational and baitulmal reports, and submit them to respective chapter. Chapters will prepare their organizational and baitulmal reports and submit organizational report to respective zones and baitulmal report to the national organization. Zonal leadership keep record of chapter's monthly organizational reports and submit them to the national organization quarterly. National organization will present the reports to the executive committee and majlis-e-shura. Office copies of the reports should be kept and filed at each organizational level.

❖ **There are three types of reports:**

(1) Organizational Report:

For organizational report, "Monthly Organizational Report Form" needs to be filled up in each month and submitted to the upper-level organization. Leaders must make efforts to submit this report as early as possible.

(2) Baitulmal Report:

There is a specific form for baitulmal report termed as "Monthly Baitulmal Report Form". This form is filled up and submitted to the upper-level organization along with the donation [*iyanat*] collected. There is also a voucher form, used to maintain smooth recording of the expenditure of baitulmal. Baitulmal is extremely important for the organization, like the blood circulation in the body. Maintaining proper accounts of the baitulmal is a sign of amanah [trustworthiness]. Therefore, proper accounts, along with vouchers, must be maintained. At end of every month, due accounts need to be prepared and a copy of the report must be submitted to upper-level organization along with the donations collected.

(3) Personal Development Profile:

Organizational development cum the societal development depends upon the personal development of every individual activist of the organization. The personal development profile report of all members and senior members should be collected in "Personal Report Collection Form" and submitted to zonal or

national organization along with the monthly organizational report.

05. Third Agenda: Education

Education: To strive to improve individual's life through acquiring Islamic knowledge and skills.

The Educational activities are as follows:
1) Group Study
2) Sahih Qur'ān Ta'lim (Authentic Qur'ān Recitation Class)
3) General Educational Sitting
4) Associate Educational Sitting
5) Study Circle
6) Education Session
7) Education Camp
8) Qiamul Lail
9) Speech Practice (Speakers forum)
10) Du'ā, Dhikr and Nafl Ibadah
11) Family Sitting

05.01. Group Study:

Many a times a person may not understand the contents of a book while studying it alone. Besides, to have a deeper understanding of something, mutual discussion with others is necessary. This is why group study sessions are arranged. Group study could be done on part of a book, a scholarly or educational essay/article, one or two verses of the Qur'ān, one hadīth or on any other educational topic. One person will read with the direction of the facilitator and the rest will listen. After reading a certain section, discussion would be held for everyone's understanding. The moderator will facilitate the program's smooth running and maintaining its focus. Thus, reading something in such a group is named group study. Group study could be a part of the associate member education session or it could be held as an independent session.

Following are some recommended books for group study:
1. Fundamentals of Islam / Let Us be Muslims
2. Kalima-e-Tayyiba
3. Tawhid, Risalat and Akhirat
4. Iqamat-ud-Deen
5. Islamic Movement and Organization
6. Interpersonal Relationship in Islam
7. Witness unto Mankind
8. The Moral Foundation of Islamic Movement
9. Islamic Movement: Prerequisites for Success
10. Introduction of Tafheemul Qur'ān
11. Jihad Fi-Sabilillah

05.02. Sahih Qur'ān Recitation [Tajweed] Class:
Al-Qur'ān is Allah's Speech [Kalamullah]. It is obligatory to recite the Qur'ān correctly. Reciting Qur'ān in salah is mandatory. Therefore, to have one's salah done correctly depends on the correct recitation of the Qur'ān. It is very incumbent on all the activists of MUNA that they make necessary efforts to learn to recite the Qur'ān correctly. Every chapter and subchapter should conduct "Sahih Qur'ān Recitation Class". There are plenty of books in Bangla and English in the market on the subject. CD/DVDs and other media are also available to learn the Qur'ān correctly. Little children should be taught correct Qur'ānic recitation through some attractive media.

05.03. General Education Session:
General Education Session is an educational session where the organizational activists and the general public are gathered based on specific plan and educational activities are conducted with the objectives developing personnel and encouraging people to adopt Islamic ideology and the organization as a platform for activism. In this session the following programs are adopted to inspire and encourage people to follow Islam's teachings in their personal lives: Sahih Qur'ān Recitation, Group Study on a specific book, and discussion on fiqhi masa'il, salah, sawm, zakāt , halal-haram, hijab, etc. This program could be conducted at both chapter and sub-chapter levels.

Agenda for General Study Session:
(1) Qur'ān Recitation with meaning or Dars-ul-Qur'ān/Hadīth
(2) Learning how to recite the Qur'ān correctly
(3) Learning necessary Du'ās and fiqhi rulings
(4) Group Study (on the selected book or part of the Qur'ānic verses or Hadīth)
(5) Discussion on specific topics of interest
(6) Concluding remarks & adhkār

05.04. Associate Member Education Session:
Education Session conducted to develop chapter's or subchapter's manpower standard is known as "Associate Member Education Session". Through this program an associate member acquires a complete and correct understanding about Islamic way of life and begins sincere effort to implement and practice that in his/her personal life. Enthusiasm and dedication are generated in organizational activities, as activists gain correct and appropriate understanding about the organization. As a result, one makes progress towards attaining Allah's pleasure by purifying life through wisdom and taqwa (piety).

Agenda for Associate Member Education Session:

    (1) Dars-ul-Qur'ān or Hadīth – everyone learns to deliver dars (practice of dars)

    (2) The rules of learning the correct recitation of the Qur'ān (Training in Tajweed)

    (3) Group Study / Speech Practice

    (4) Learning important supplications (Du'ās) with meaning or learning fiqhi rulings [masa'il]

    (5) Group Discussion on a book or subject (surah or part of the Qur'ān, any hadīth or part of any book etc., are pre-selected for this)

    (6) Concluding remarks and du'ā.

05.05. Study Circle:

"Study Circle" is a program in which certain selected people make an effort to understand a book and/or a subject through collective study, discussion and exchanging views. The upper level organization should be consulted in selecting the facilitator and topics of discussion.

Aims and Objects:
1. Developing individual standards of activists
2. Developing organizational standards
3. Providing mutual assistance in developing thought, knowledge and practice [amal].
4. Developing responsible and able leadership through nurturing talent.

Benefits:
(1) Develops thought and research perspectives
(2) Expands logical and intelligent thinking.
(3) Increases the capacity and enthusiasm to clarify matters to others.
(4) Develops the mindset to arrive at consensus in decision making.
(5) Develops the idea-sharing mindset.
(6) Creates coordinated thought.
(7) Develops the mindset of sacrificing personal opinions whenever necessary.
(8) Develops team-spirit.

What should be done about Study Circles
1. Punctuality:
   - ➢ Must start on time
   - ➢ Must end on time
2. Give due attention
3. Everybody should participate in discussion
4. Provide opportunities to everybody to participate
5. References should be provided in discussion
6. Sacrifice personal opinion for a better argument
7. accept the others' opinions.

8. Come prepared with good notes

A Study Circle is made of a facilitator and several members. The topic(s)/subject(s) of study is decided in light of the necessity of the participants' personal & organizational development, quality development, developing leadership ability, growth of merit, etc. All members should do extensive study and do a lot of reflections on the assigned topics. The facilitator will lead the discussion point by point. Thus, an extensive and clear concept can be developed on a specific topic or subject through a few sessions of the study circle. There should be at least one session per month for the study circle and it is better for each session not to linger more than two hours.

If the number of participants become exceptionally large or members have little opportunity to prepare then the circle could be divided into two sections whereby competitive learning method would be implemented, in which group members would learn through question and answer. One group will question and the group will answer. The questioning group would answer the question if their counterparts fail to answer. The other group will then take lead in questioning and the process would proceed this way. The facilitator will coordinate between the two groups. Thus, the facilitator would try his/her best to attain the goal of study circle by having a complete discussion on the assigned topic.

Some suggested books and subjects for study circle:
1. Introduction to the Qur'ān (Introduction in Tafheemul Qur'ān)- S.A.A. Mawdudi
2. Constitution and Methodology of MUNA
3. Inter-personal Relationship in Islam by Khurram Murad
4. Islamic movement and organization- Maulana Nizami
5. Islam and Ignorance – S.A.A. Mawdudi
6. Islam and Western Civilization – S.A.A. Mawdudi
7. Moral Foundation of Islamic movement – S.A.A. Mawdudi
8. Islamic Movement: Prerequisite for Success – S.A.A. Mawdudi
9. The Primary Capital of Islamic Movement Activists - Prof Golam Azam
10. Jihad Fi-Sabilillah – S.A.A. Mawdudi
11. The Method of Establishing Islam – S.A.A. Mawdudi
12. Towards Understanding Islam – S.A.A. Mawdudi
13. Seerah of the Prophet by - Abu Salim Abdul Hai
14. Obedience, Consultation and Accountability
15. Self-development, Activist Development and Activism Development
16. Infaq Fi-sabilillah {Spending wealth in Allah's path]
17. Companions of Prophet (SAAS)
18. Often recited surah in salah

19. Purification of Soul (Tazkiyatun Nafs)
20. The reality of pledge of allegiance (Bay'ater Haqiqat)
21. Tajweed (Rules of correct recitation of the Qur'ān)

05.06. Education Session:

Education Session (E.S.) is a beautiful program for quality development of associate members. An E.S. is held in a pre-selected venue with a package of preplanned educational agenda to help associate members develop their quality. The main objective of the program is to better educate associate members about the Da'wah & programs of MUNA, spirit of Islam, knowledge and contemporary thoughts. A moderator/facilitator will conduct the session. A beautifully planned agenda will be adopted to utilize the entire time effectively. Participants must take notes. The program must start and end on time as planned. An E.S. should be at least four hours long. Everyone should pay due attention to time and follow the rules and procedures for the smooth running of the session.

Education Session Agenda:
(1) Openning Remarks
(2) Darsul Qur'ān/Hadīth
(3) Lecture/Talk
(4) Speakers' Forum
(5) Group discussion
(6) Workshop on organizational methodology/hands on learning
(7) Concluding Remarks and Du'ā.
There should be no more than two lectures/talks in a single E.S. There should be breaks between different agenda.

05.07. Education Camp (E.C.):

We want to build up our life based on Islamic ideals. This is why, preparation is necessary for sincere learning of the knowledge of Allah's deen and truly practicing it. Special arrangement is also necessary for acquiring correct knowledge of deen and inspiration to practice it. Education Camps just serve that purpose. The duration of an E.C. could be 24 hours to 3 days long.

Education Camps could be organized by chapters, zones or national organization. Prior approval must be attained for chapter or zone wide E.C. Education Camps should be held in accordance with the annual plan.
To gain true benefit from the E.C., time-appropriate agenda, brotherly atmosphere, discipline, smooth direction and due obedience are necessary.
An organizing committee with duly assigned responsibilities should be formed for implementing the education camps.

❖ **Agenda for Education Camp:**
(1) Opening Speech/Remarks
(2) Darsul Qur'ān/Hadīth
(3) Speeches/talks on preassigned topics/subjects
(4) Group discussion
(5) Discussion on the methodology of regular activities of MUNA
(6) Hands on learning / Workshop
(7) Lessons on correct recitation of the Qur'ān / Salah practice
(8) Important Fiqhi Rulings [Mas'ala-Masa'il]
(9) Muhasaba /constructive criticism
(10) Concluding speech/remark and supplication [Du'ā].

05.08. Qiyamul-Lail:

Earnestly seeking Allah's forgiveness at the last third of night and shedding tears in doing so are special characteristics of the believers. A believer attains closeness to Allāh through these. As a result, he/she develops a lot of positive fundamental qualities in him/her. That is why MUNA organizes night vigil or qiyamul-layl. The main objective of such program is to provide for an opportunity to purify one's self and attain closeness to Allāh through prayer (salah), supplication (du'ā) and being in the presence of Allāh without much sleep at night. The agenda of this program should be only geared towards developing a closer relationship with Allāh, not those that generally concern the organization.

❖ Qiamul-Layl Agenda
(1) Darsul Qur'ān / Hadīth
(2) Lecture/Talk
(3) Sleep
(4) Personal worship
(5) Collective worship / Tahajjud
(6) Supplication (Du'ā)

Note: Qiamul-Lail does not mean just staying awake or having an education session; rather it is a way of spending a night in gaining knowledge, sleeping, doing acts of worship ('ibadat) and striving to gain Taqwa throughout the night.

05.09. Speech Practice

When a speaker is able to present his speech in a clear and organized fashion then he is able to make people understand him well. Other than that, it would a futile exercise of wasting time thorough unnecessary babbling, which MUNA does not like. A person needs to be a good speaker who is able to precisely and beautifully convey the message of our deen and organization to the public. Groups of a few activists could be formed, with a good orator

as trainer, to train them how to learn to speak well.

05.10. Supplication (Du'ā), Dhikr, and Nafl Worship:

We are working for Allāh's deen in a very difficult environment. Many a times, worldly temptations, hard-hit poverty and severe attack of falsehood make us weak. In such circumstances, only piety and fear of Allāh could be our way to salvation. The Prophet (ﷺ) showed the guidance on how to be aware of Allāh's piety all the times. Reciting the supplications taught by him (ﷺ) for different occasions and activities with a conscious heart aware of their meaning generates piety [taqwa of Allāh] in us. That is why, all of our activists must learn all these adhkār and du'ā, and develop the habit of practicing them in different activities, even when they are busy. This is extremely important, even though this is something supererogatory [nafl]. Supererogatory salat and sawm are also extremely effective in building close relationship with Allāh. An activist should perform nafl salah or sawm whenever there is an opportunity for that. Tahajjud is the best of the nafl salawat that should not be ignored.

05.11. Family Sitting:

Those of the manpower of the organization, who have a family with them should have one or more family sitting every month. Husband, wife and all children – young or adult should participate in this program. Those whose families are not with them but live together in a mess should have group family-sitting of their own. In it Qur'ān or hadīth with meaning should be recited and any other topic(s) regarding family matters could be discussed. The main objective of the program would be to create a stronger mutual relationship among family members and building an ideal family and improving the practice of deen & good deeds. Number of family sitting performed in the month should be recorded in the personal development profile.

06. Fourth Agenda: Social Service:

Social Service: To carry out social welfare services for the development of the society.

❖ Social services are as:
1. Helping the unemployed find jobs
2. Helping those in need of housing find accommodations
3. Helping relatives in their necessities
4. Helping in relief works for the distressed
5. Providing or arranging goodly loans (Qard Hasanah)
6. Providing financial help for the needy
7. Arranging treatment and nursing for the sick and visit hospital
8. Actively participating in preparing funerals and Janajah prayers

9. Providing family counseling or helping people in forming ideal families based on Islamic values.
10. Helping neighbors regardless of them being Muslims or non-Muslims.
11. Interfaith visit or meet people from different faith and ideologies
12. Helping others learn correct Qur'ānic recitation or a second
13. Looking after people of the neighborhood/society during their need and expressing sympathy towards them.

07. Fifth Agenda: Mutual Relationship

Relationship: To try to develop mutually beneficial relationships with different organizations, religious and ethnic communities and neighbors.

Try to strengthen good relationship:
➢ Enhancing relationship with other Islamic organizations, centers and personalities
➢ Meeting people of other faiths and enhancing relationship with them by exchanging views and opinions.
➢ Enhancing relationship with neighbors from different backgrounds by keeping in touch with them and looking after them.

08. Miscellaneous Activities:

08.01. Expansion of Islamic Culture:
It is possible to awaken the feelings for the beauty of Islam, requirements of Iman, love for Muhammad (ﷺ), sovereignty of Allah, etc. in people's mind through Hamd, Naat, Islamic nasheed, etc. There could be exhaustive practice and performance of these activities with the help of the national and local organizations. In this fashion, it is easier to spread the words of Da'wah to every section of the society. It is also possible to initiate the development of the Islamic cultural environment through personal and collective interactions such as manners of talking & interaction, behaviors, business transactions, morals and manners, etc.

(1) **Publication of magazines, calender, etc.:**
The national organization may publish journals, bulletin, magazines and calendars time to time. If the subsidiary organizations wish to publish something, prior permission should be taken from the national organization.

(2) **Composing Islamic songs and its practice:**
The Islamic songs approved by the organization could be gradually cultivated at all organizational levels.

(3) **Recording of Qur'ān Recitations and Islamic songs:**
Qur'ān recitation, Hamd-Naat, and Islamic songs could be recorded in a broad scale and distributed for marketing.

(4) **Islamic audio, video & CD:**
Wide scale distribution of audio and video materials (cassette CD, DVD, etc.) of Islamic songs.

(5) **Slide Shows and Exhibitions:**
Exhibitions on Muslim History and Heritage could arranged depending on the financial capability of the organization.

(6) Stickers, Eid card, etc. that are based upon Islamic creed could be distributed in a broad scale.

(7) Islamic website: Regularly visiting MUNA's website, www.muslimummah.org, and encouraging encourage others to do so.

08.02. Research activities:

Muslim Ummah of North America (MUNA) tries its best to provide guidancee everyone residing in America, especially the Muslim society, through Islamic research activities.

(1) To continue to research the Qur'an to obtain the answers for various questions of modern life.

(2) To conduct extensive research on existing social and economic problems in light of the Qur'an and Sunnah. The following are some areas of interest: Banking, Insurance, Halal food, Halal earnings, and mutual problems among individuals and different groups of people, nurturing and raising children and developing of Islamic educational system suitable for new generation of Muslims.

(3) Researching on how to develop individuals suitable for different sectors of Islamic living.

(4) Conducting quantitative research related to different aspects of Muslim life.

(5) Conducting research to develop ways and methods to to solve the existing problems among Muslim youth and women.

09. Appendix – 1

Subjects for Discussion:
1. MUNA's mission and five-point agenda.
2. Maintaining Personal Development Profile and its importance
3. The Necessity of MUNA and Its Characteristics
4. Lives of the Members and Senior Members in Light of the Pledge of Allegiance.
5. Sense of Responsibility and Sincerity of Members
6. Methodology of MUNA.
7. Iman (Faith) and Practice (Amal) in American Society.
8. Islam and Muslims in American Society
9. Requirements of Faith in American Society
10. Da'wah [Preaching Islam] to the Neighbors.

11. Family Life in Islam
12. Discipline and Organization in Personal and Organizational Life.
13. The Characteristics of an Ideal Organizer
14. Reporting and Record Keeping
15. Planning and Implementation
16. Self-Development, Manpower Development and Execution of Responsibility
17. Self-Development, Quality Improvement and Work Expansion
18. Sacrificing Wealth and Self: Requirements of Faith
19. Spending in the Path of Allah
20. Purification of Nafs [Self]
21. Tawbatun Nasuhah or Sincere Repentance
22. Methods of Improving Relationship with Allāh
23. After Life and the Consequences of Worldly Actions
24. Sadaqah Jariyah [Perpetual Charity] and Our Hereafter.
25. The Importance of Islamic Ways in Family Life
26. A Believer's Responsibilities and Self-improvement.
27. The true life of a believer is the life of the hereafter.
28. Ulumul Qur'an: Introduction to the Qur'an.
29. History of the Compilation of Ahadith.
30. The Evolution of Fiqh
31. Islam: A Complete Way of Life
32. The Significance of Al-Kalimah At-Tayyibah
33. The True Meaning and Significance of Ibadah
34. Five fundamentals of Islam and their significance.
35. Scientific Foundation of Iman
36. Tawhid, Risalat & Akhirat
37. Risalat and Its Significance
38. Makkan Life of the Allāh's Messenger
39. Madinan Life of the Allāh's Messenger
40. Sacrifice of the Sahabah
41. Islam's Da'wah Throughout the Ages.
42. Hereafter: Logic and Reality
43. Al-Qur'an: What & Why?
44. Al-Kalimah At-Tayyibah: A Revolutionary Declaration
45. What is meant to be a Muslim?
46. Islam: The Harbinger of Freedom for Humanity
47. Islam: The Way Liberty for Humanity
48. Islam: A Balanced Way of Life
49. The Significance of Learning and Practicing Islamic Knowledge
50. The Requirements of Islam from a Muslim Youth
51. The Requirements of Islam from a Believer
52. Essential Elements of Character Building
53. Islam – the True Way to Build Up Ideal Citizen
54. Islam – The Only Way to Build True Humane Character
55. Propagation of Islam: The Mission of Believer's Life
56. A Muslim Youth's Role in The Establishment of Spread of Islam

57. The Youth and the Challenges of Contemporary World
58. The Necessity and Significance of Da'wah in Islam
59. Islamic Da'wah : What & Why?
60. Da'wah : the Requirement of Iman
61. The Necessity of Islamic Da'wah
62. Islamic Da'wah : An Historical Necessity
63. True Jihad and Its Significance
64. The Necessity of Islamic Organizations
65. The Role of Youth in Islamic Da'wah
66. The Process of Islamic Social Change
67. The Fundamental Problems of the Muslim World and Their Solutions
68. The Roles and Responsibilities of the Muslim Ummah
69. Islam: The Fundamental Connection to The Unity of Muslim World
70. Islamic State vs Muslim State
71. State and Politics from Islamic Perspective
72. An Exploitation Free Society is Only Possible in Islam
73. Arrival of Islam in America
74. The Evolution of Islam in American Society
75. Islam and Other Ideologies
76. Islam and Capitalism
77. Islam and Communalism
78. Democratic Values and Islam
79. The Clash between Islam and Ignorance
80. The Clash between Islam Tawheed and Materialism
81. What is the Fundamental Problem of Humanity?
82. Islam & and Science: A Deliberation
83. Islam: The Response to the Queries of Time
84. Islam and Nationalism
85. Riba [Usury]
86. Islamic Culture
87. Islam and Hijab
88. Islam and Secularism
89. Perfect Usage of Time
90. Balanced Way of Living
91. Civic Right and Its Awareness

❖ This Methodology of MUNA was first amended and adopted in the Majlis‑e‑Shura of February 5, 2006 in accordance with the 4 [th] Amendment of the Constitution of MUNA.
❖ This Methodology went into effect after the final approval and adoption the 5th Amendment of MUNA constitution at the Majlis‑e‑Shura Session of June 7, 2014.
❖ The Bangla edition of the Constitution was adopted as the original version and the English edition is adopted as a translation only. If any commentary on this methodology is needed, then the explanation in accordance with the Bangla edition will only be accepted.