

# **A Journey of *Ta'awun* (Cooperative Behaviour) in Edu-Action at IIUM Mkitchen® and Masjid al-Syakirin Gombak (MASG)**

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Andi Fitriah bt Abdul Kadir

Hafizah bt Mansor

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INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA

A Journey of *Ta'awun* (Cooperative Behaviour) in Edu-Action at IIUM Mitchen® and Masjid al-Syakirin Gombak (MASG)

First Print 2021

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**A Journey of *Ta'awun* (Cooperative Behaviour) in Edu-Action at IIUM Mkitchen® and Masjid al-Syakirin Gombak (MASG)**

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## Synopsis

This book narrates the journey of *ta'awun* (cooperative behaviour) at IIUM Mkitchen® project with Masjid Al-Syakirin Gombak (MASG). The main objective of the project is transform the mosque as a platform to provide free food, to up skill in foodpreneurship, to create new employment opportunities, to give empowerment and to nurture entrepreneurship (3Es) for poor and needy people in the surrounding area of it. Ta'awun refers to cooperative behaviour among the participants, the sponsors, and the beneficiaries in initiating, planning, sponsoring, executing and evaluating the Mkitchen® project at Masjid Al-Syakirin Gombak (MASG). The journey officially started on 24th January 2021 through its first meeting among the interested as well as committed members. After executing two events, the project was continued with a full scale project for a month. The project has secured its proof of concept (POC). Nevertheless, the project has been continued with a small scale due to the movement restriction by the authority to prevent the spread of coronavirus disease (COVID-19).

*Keywords: Ta'awun, Cooperative Behaviour, Mkitchen®, Community Engagement, IIUM, Masjid Al-Syakirin Gombak*

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## **PROJECT OBJECTIVES**

Objectives of the initiative are to transform Mkitchen<sup>®</sup> or *Masjid/Mosque Kitchen* as:

- Soup Kitchen (free, *halal & toyyiban* food) for low income, poor and needy,
- Incubation facility to create employment, to make empowerment, and to nurture entrepreneurship (3E) in food entrepreneurship for low income, poor and needy, and,
- Alternative stream of income generation for Masjid through rental of facilities and space for Masjid Kitchen.

## **CHAPTER 1**

### **BACKGROUND**

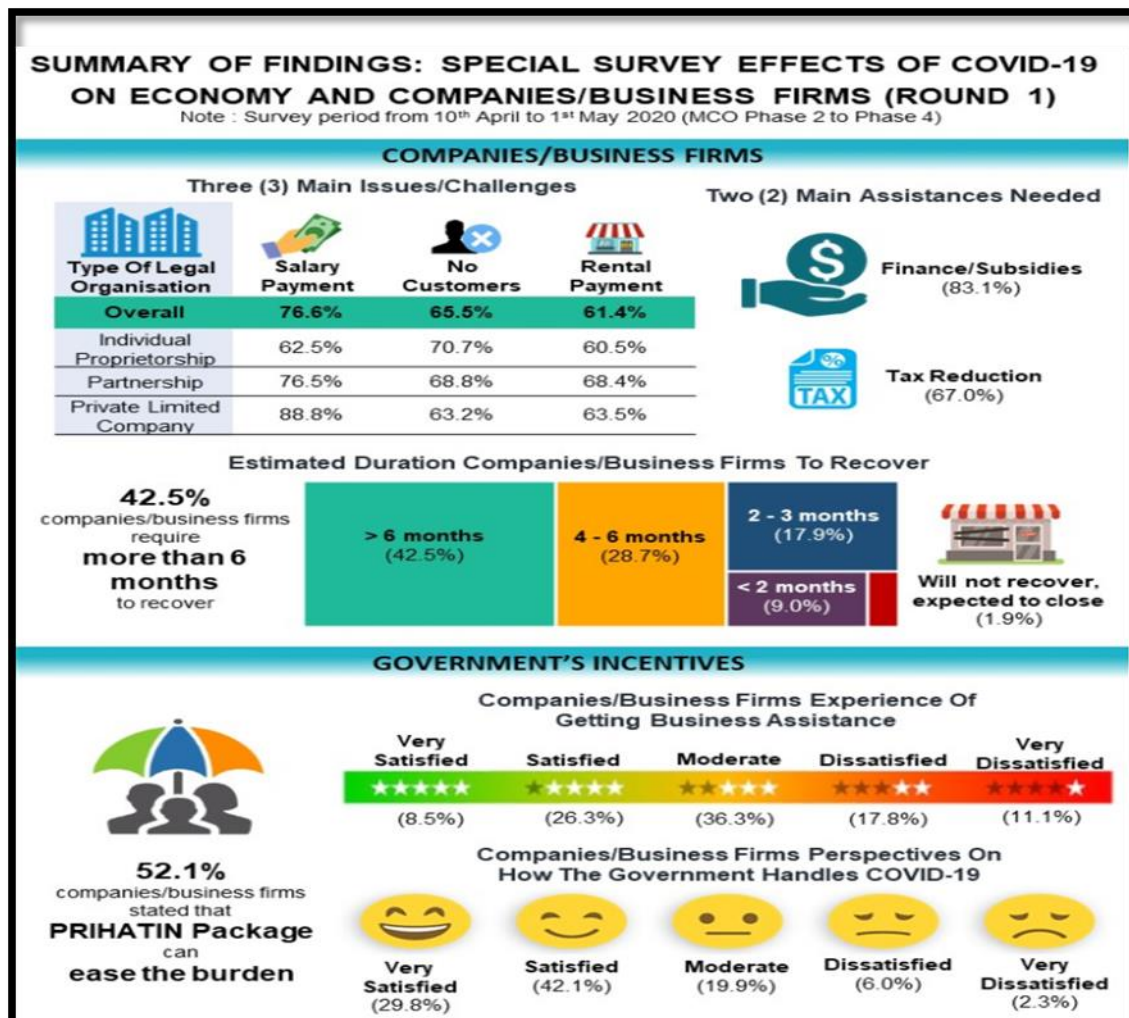
The first Movement Control Order (MCO) lockdown was introduced in March 2020 as a mechanism to curb the spread of coronavirus disease (COVID-19).

The full lockdown measure to curb covid-19 virus has severe effects on the economy in general and specifically to companies as well businesses firms.

The Department of Statistics Malaysia (DOSM) in a survey in 2020 has revealed that in general, businesses are facing three challenges, namely salary payment (76.6%), no customers (65.5%) and rental payment (61.4%).

Figure 1 summarises the findings of the survey conducted by DOSM in year 2020.

Figure 1



For individual proprietorship, the main challenge is for not having customers while for partnership and private limited companies, the most severe problem is to pay salaries for their employees.

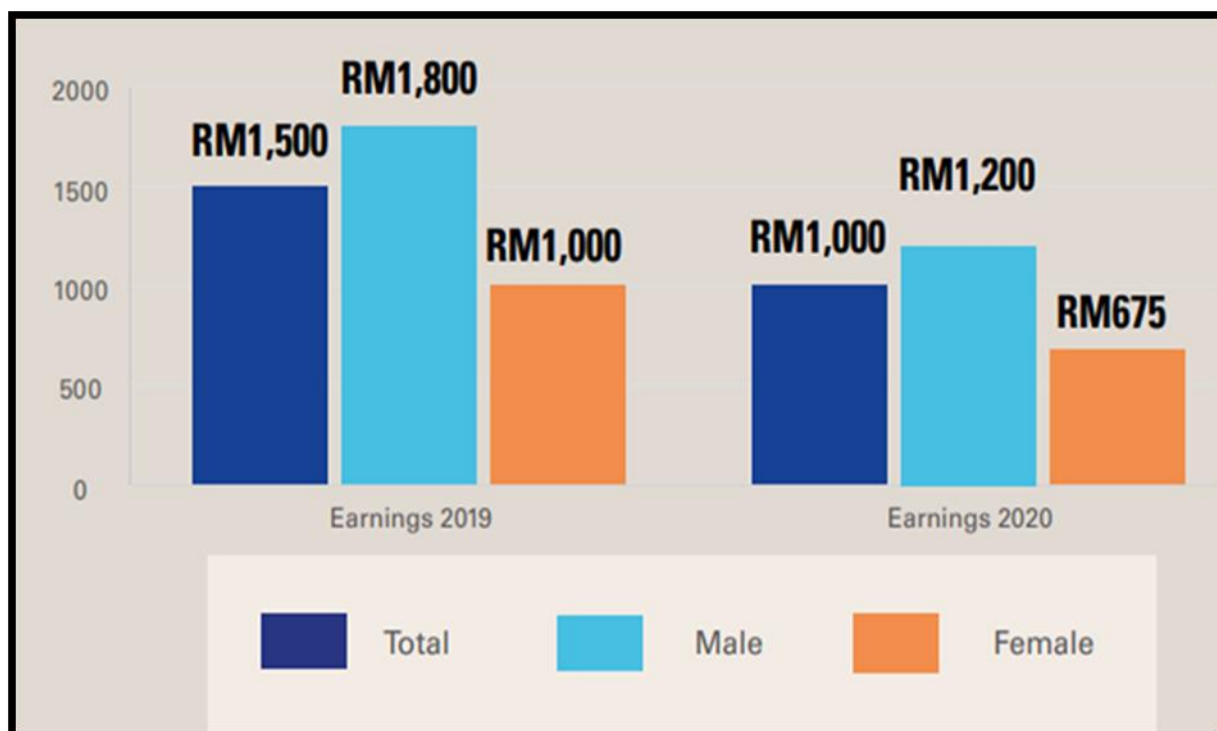


In order to address these challenges, companies sought for immediate finance assistance and tax reduction to ease the short term burdens.

The duration needed is more than 6 months for the companies and businesses to recover based on the assistance given by the government to them. Nevertheless, some of them are not able to recover and have to shut down.

At the same time, unemployment has shot up to 4.8% in November 2020 consisting of 800,000 labours while the median income per month of the urban low income households has dropped to RM1000 from RM1500 in Kuala Lumpur (UNICEF, 2020).

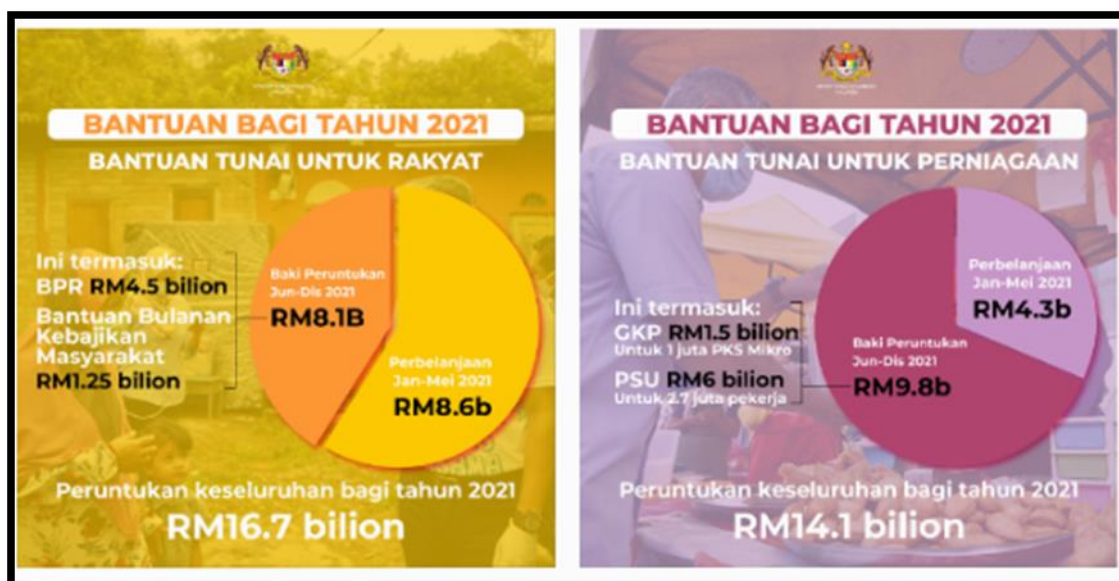
Figure 1.2 shows the changes of monthly earnings between December 2019 and June 2020.



Source: UNICEF (2020).

The government has introduced many fiscal stimulus packages such as Prihatin Rakyat Economic Stimulus Package/ *Pakej Rangsangan Ekonomi Prihatin Rakyat (PRIHATIN)* and Short-term Economic Recovery Plan/*Pakej Jana Semula Ekonomi Negara (PENJANA)* in the year 2020.

Figure 1.3 shows the progress reports for PRIHATIN and PENJANA packages.



Source: Ministry of Finance Malaysia (2021). Laporan LAKSANA. <https://pre2020.treasury.gov.my/flipbook/laksana58/>

The government has extended into enhanced packages, namely People and Economic Protection Package/ *Pakej Perlindungan Ekonomi dan Rakyat Malaysia (PERMAI)*, People and Economic Strategic Empowerment Programme/ *Program Strategik Memperkasa Rakyat dan Ekonomi Tambahan (PEMERKASA)*, and People Protection and Economic Recovery Package/ *Pakej Perlindungan Rakyat dan Pemulihan Ekonomi (PEMULIH)* packages in the year 2021 .

Such packages are hoped able to ease the burden of those affected low income families; however, most of the businesses are not satisfied with the miniscule amount of business assistances provided to them.

According to Malaysian Investment Development Authority (MIDA)<sup>1</sup>, all the economic packages are formulated based on 6R strategy, namely resolve, resilient, restart, recovery, revitalise and reform. PRIHATIN package is meant to resolve and to instil resilient to the people and the economic sector.

As for PENJANA package, it is meant for businesses to restart and to recover from the impact of lockdown and covid-19 restrictions. The PEMULIH and PEMERKASA packages are the short term measures that will be integrated with Budget 2021 and 12<sup>th</sup> Malaysia Plan (2021-2025).

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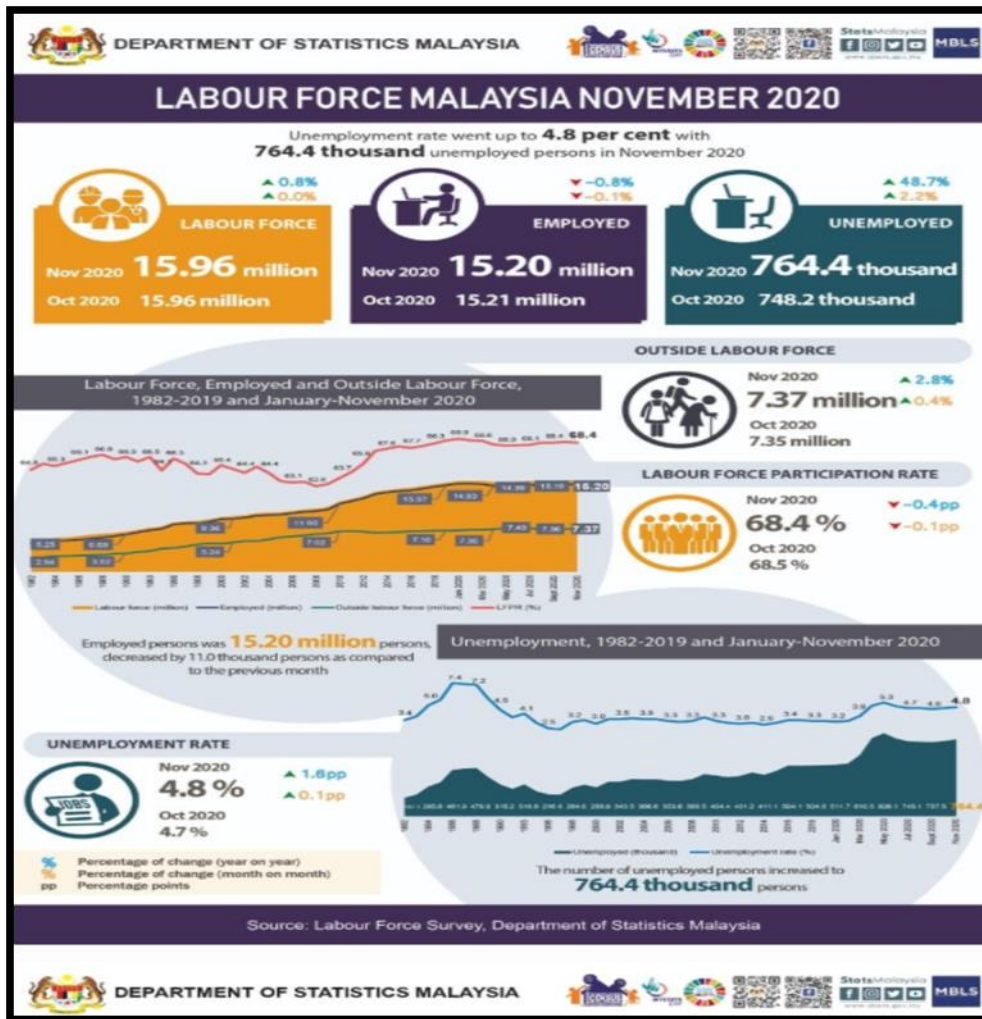
<sup>1</sup> MIDA (2021). <https://www.mida.gov.my/people-and-economic-strategic-empowerment-programme-pemerakasa/>

By 12 July 2021, MIDA has reported that the fiscal measures and programmes have proven some impact to the investment and employment as well as business opportunities. Out of RM80.6 billions of investment secured, RM58.8 billion in manufacturing, RM15.6 billion in services, and RM6.2 billion in primary sector.

There are still many businesses that are dying and seriously need help to ensure their continuity. In fact, Malaysian Employers Federation (MEF) executive director, Shamsuddin Bardan has stressed that as many as 32,000 companies have died last year alone due to the first MCO beginning on 18th March 2020 until 3rd May in the same year.<sup>2</sup> Figure 1.4 depicts the situation of labour forces in Malaysia due to MCO lockdown.

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<sup>2</sup> Free Malaysia Today. Can be accessed at <https://www.freemalaysiatoday.com/category/nation/2021/05/02/companies-struggling-not-trying-to-rip-off-workers-says-mef/>



In addition to that, DOSM has also published that the unemployed number increased from 748,200 (4.7%) in October 2020 to 764,400 (4.8) in Nov 2020.

In summary, there is an urgent need to offer alternative and sustainable means for those who are severely affected economically and spiritually by the lockdown measures to recover.

## CHAPTER 2

### DELIBERATION

The introduction of Movement Control Order (MCO) lockdown measures in March 2020 as a mechanism to curb the spread of coronavirus disease (COVID-19) have created severe consequences to the people and the economy. The measures are meant to curb covid-19 virus, which meant to protect the health, wellness, and wellbeing of people.

There were exchanges of *whatsapp* messages among the initial team members.

*“Assalamualaikum my brothers? How are you? I hope that you are fine while grading the final exam answer scripts?”*

*“Wa’alaykum salam Sheikh. Alhamdulillah, fine. Yes, very busy indeed. More 200 answer scripts to mark. The due date is very soon. What’s up, Sheikh?”*

"I am not comfortable with the situation now. I read in the news that many people are jobless. Many businesses are closed. Some of my relatives and friends shared their problems. We are fortunate because we still have a job and income. How are they? Let's do something to offer them more sustainable and *sejahtera* solutions. As IIUM academics, we cannot just deaf our ears and blind our eyes to listen and witness such a situation. What do you reckon my brothers?"

*"True! The situation is worsening. When we are busy with our work, we tend to forget our surroundings. The lockdown situation should not lock our conscience. Let's discuss it once I finish grading."*

*"But, please give a thought on the possible solutions while grading and finalising marks. During the interval of marking, you may give a thought."*



Responding to the serious issues in Chapter 1, the Mkitchen® group has conducted several meetings to brainstorm what could be done to address the situation and help these unfortunate groups.

The group has taken a structured brainstorming to deliberate on the issues.

## **2.1 First Discussion on Dapur Masjid**

Sunday, 24th January 2021, [11:00am – 12:00pm]

Join with Google Meet

Link: [meet.google.com/ckq-bnzm-ewe](https://meet.google.com/ckq-bnzm-ewe)

Prior to brainstorming discussion, the project leader, Tuan Haji Abdul Rahman Ahmad Dahlan (also known as ARAD) has proposed the idea of utilizing available resources from the mosques and the manpower or staff of mosques to help the low income, poor and needy among the communities.

The definition of low income, poor and needy is subjected to the definition of various authorities. The Department of Statistics Malaysia in year 2020 has revised the national Poverty Line Income (PLI) from RM980 per month to RM2,280 per month.

However, the measurement of median income, poverty line is defined as RM6,561 for urban and RM3,828 for rural households.

Lembaga Zakat Selangor has introduced the measurement of poverty or “had kifayah.” For example, Mr. Ahmad and his wife rented a house in Batu Caves Selangor and work as general worker at a factory in Batu Muda Industrial Park. He earned RM1,200 per month. His wife is full time house wife. They have two children at secondary school and another two have yet to enrol into school. Their eldest child has just sat for SPM examination.

How to determine the status of Mr. Ahmad, whether he is eligible as poor under the zakat “had kifayah”?

Firstly, let’s do the calculation of the rate of had kifayah based on several items and number of persons. Table 1.1 shows the calculation of *had kifayah* to determine as asnaf miskin.

Table 1.1: Calculation of *Had Kifayah*

No	Category	Rate of Had Kifayah (RM)	No of person	Total (RM)
1	Breadwinner – Mr Ahmad	1,078.00	1	1,078.00
2	Spouse – Mrs Ahmad	181.00	1	181.00
3	Adult not working (awaiting for SPM results)	181.00	1	181.00
4	Child (age 7-17)	334.00	2	668.00
5	Child (age 6 and below)	145.00	2	290.00
	Additional			
	Child with disability	224.00	NA	NA
	Child-care fee	290.00	NA	NA
	Medical cost for chronic disease	222.00	NA	NA
	TOTAL			2,398.00

Source: Lembaga Zakat Selangor. <https://www.zakatselangor.com.my/agihan-zakat/kadar-had-kifayah/>

Next, we need to deduct Mr. Ahmad's monthly income of RM1,200 with his monthly commitment of RM2,398.00 (based on *had kifayah* measurement).

He has shortage of RM1,198.00 to meet his monthly financial commitment. Therefore, he is considered as poor (*asnaf miskin*) and eligible to receive zakat under the poor or *asnaf miskin*.

The Welfare Services Department might define as household income for urban low income and rural low income. The definition is meant for the eligibility to receive financial aid from the agency.

The title of the proposed project for an initial start is MKitchen (Mosque Kitchen). Figure 2.1 depicts the initial title of the project after a few hours of deliberation.



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 INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA  
 يُونُسُ رِسْتَقِي السَّلَامُ، اَبُو اَرْحَمًا مَلِيْسًا

FIVE NECESSITIES OF HUMAN EXISTENCE  
**MAQASID SHARIAH**  
 FAITH LIFE INTELLECT LINEAGE WEALTH

## Dapur Masjid (mKitchen)

*Initial Sejahtera Idea On*

### Transforming Masjid Kitchens as (a) Soup Kitchens, and (b) Potential Employment for B40 and Asnaf



1 NO POVERTY



2 ZERO HUNGER



4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH

**Jamaludin Ibrahim - KICT**  
**Rahmah Ahmad H. Osman - KIRKHS**  
**Suhaimi Mhd Sarif - KENMS**  
**Abdul Rahman Ahmad Dahlan - KICT**

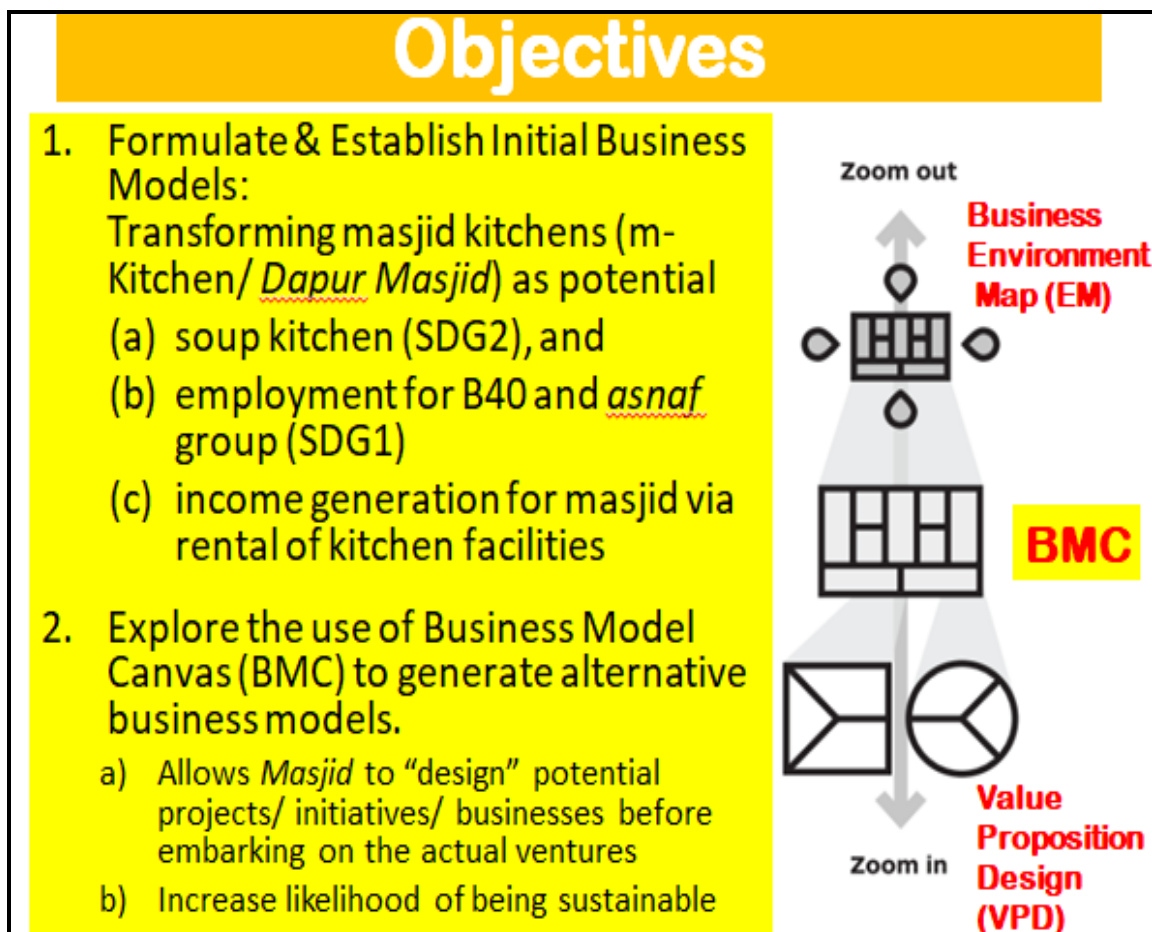


17 PARTNERSHIPS FOR THE GOALS

The project is also aimed to address SDG 1 to end poverty, SDG 4 to provide quality education, and to create decent work and economic growth. The execution of SDG 1 and SDG 4 needs SDG 17 of partnerships for the goals.

## 2.2 Objectives of the project

There are three main objectives of this project as being discussed in the first meeting. The objectives are to formulate and establish initial business models and to explore the use of Business Model Canvas (BMC) to generate alternative business models. Figure 2.2 depicts the objectives of the project.



The first point from the three main objectives of this project which can be further elaborated as (i) to provide free daily food to the Bottom 40 in scheme of income (T20, M40 and B40) and asnaf (zakat recipients, like poor and need) group around the mosque, (ii) to provide employment to the low income, poor and needy, and (iii) to generate sustainable income for masjid via rental of the mosque's kitchen facilities.

The second point focuses on developing the income generation objective in providing the sustainable income that includes the sales of food to be collected as donation, providing food delivery services and kitchen rental services.

## 2.3 Initial Business Model

The idea to have a business model erupts since sustainability is one of the vital features that need to be characterised in any projects and model that can ensure its continuity in giving longer benefits to society.

Using the concept of Business Model Canvas (BMC), one can present the overall planned idea of a business intended to be developed.

In figure below, the BMC is called **Sejahtera Model Canvas** since the aim of this project is not to derive profits as what a normal business would, but to focus on the enrichment of the basic needs, employment and incomes for the unfortunate group in the community around the mosque.



The term 'sejahtera' which means 'wellbeing' and 'prosperity'<sup>3</sup> as being suggested by the Rector, Prof. Emeritus Tan Sri Dato' Dzulkifli Abdul Razak is believed to give impact in paving the right path of the project towards elevating the social motive rather than only the profit motive.

With this kind of model, it gives a strong signal that the social wellbeing of the community is the main concern for this project first, where the profit for its business activities comes at second.

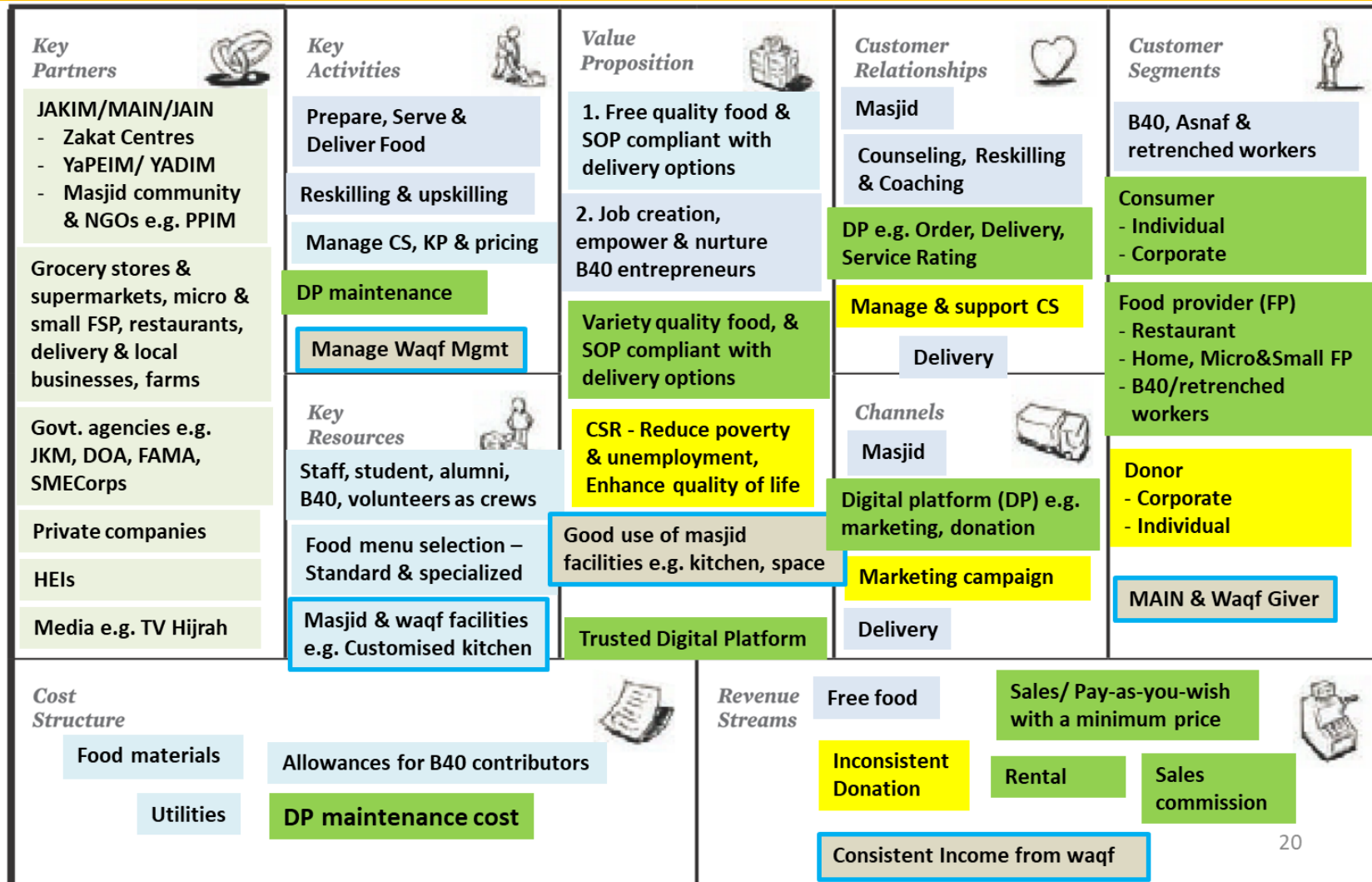
Figure 2.3 illustrates the Sejahtera Model Canvas

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<sup>3</sup> M. Kamal Hassan (2020), The Malay Concept of Sejahtera from An Islamic Perspective: An Introduction

# SEJAHTERA MODEL CANVAS

## Dapur Masjid Version 1 [30 April 21]



## 2.4 Modus of Operandi

Each step requires operational actions. Figure 2.4 shows the steps.

### Next Steps: Transforming Masjid Kitchens (*Dapur Masjid*) as: (a) soup kitchens, (b) job creation, empowering, & nurturing Asnafpreneurs

- 1. Choose a masjid** - A masjid that reaches the most people should be located where the poor, unfortunate & homeless people can reach easily. Improve design of an integrated public kitchen & storage system & MOJA apps.
- 2. Get groceries for the m-Kitchen** - One thing a successful soup kitchen can never buy enough of is food—but where do you get it for affordable prices? This is where the community really has to pitch in. Ask local businesses, restaurants and grocery stores to donate food or give your m-Kitchen a discount.
- 3. Get the right menu & foods – as (a) soup kitchens, and (b) income generation (does not “disturb or kill” the local micro & small food business community)**
- 4. Get donations & community volunteers (waqaf diri)** - This is where the community needs to volunteer at the m-Kitchen. Ask neighbors, friends, family, schools, local businesses and organizations to donate excess food or be a sponsor for the m-Kitchen. Every little bit helps.
- 5. Get collaborating** - There’s no need to reinvent the wheel. Other local organizations & NGOs e.g. PPIM (Persatuan Pengguna Islam Malaysia), have **helped** the poor & unfortunate.
- 6. Empowering B40/asnaf, masjid staff, community volunteers through reskilling/upskilling** e.g. kitchen & storage apps/SOP, office & accounting mgmt., entrepreneurship, customer/partners services
- 7. Get the word out & create public awareness.** Conventional & digital marketing
- 8. Get grants & sponsorship.** Submit proposals to corporations & government agencies
- 9. Get incorporated as a nonprofit agency (?)** - This way, the m-Kitchen will be eligible for grants, funding & can be exempt from paying federal taxes (contact the IRS for more details).

## 2.5 Execution Plan

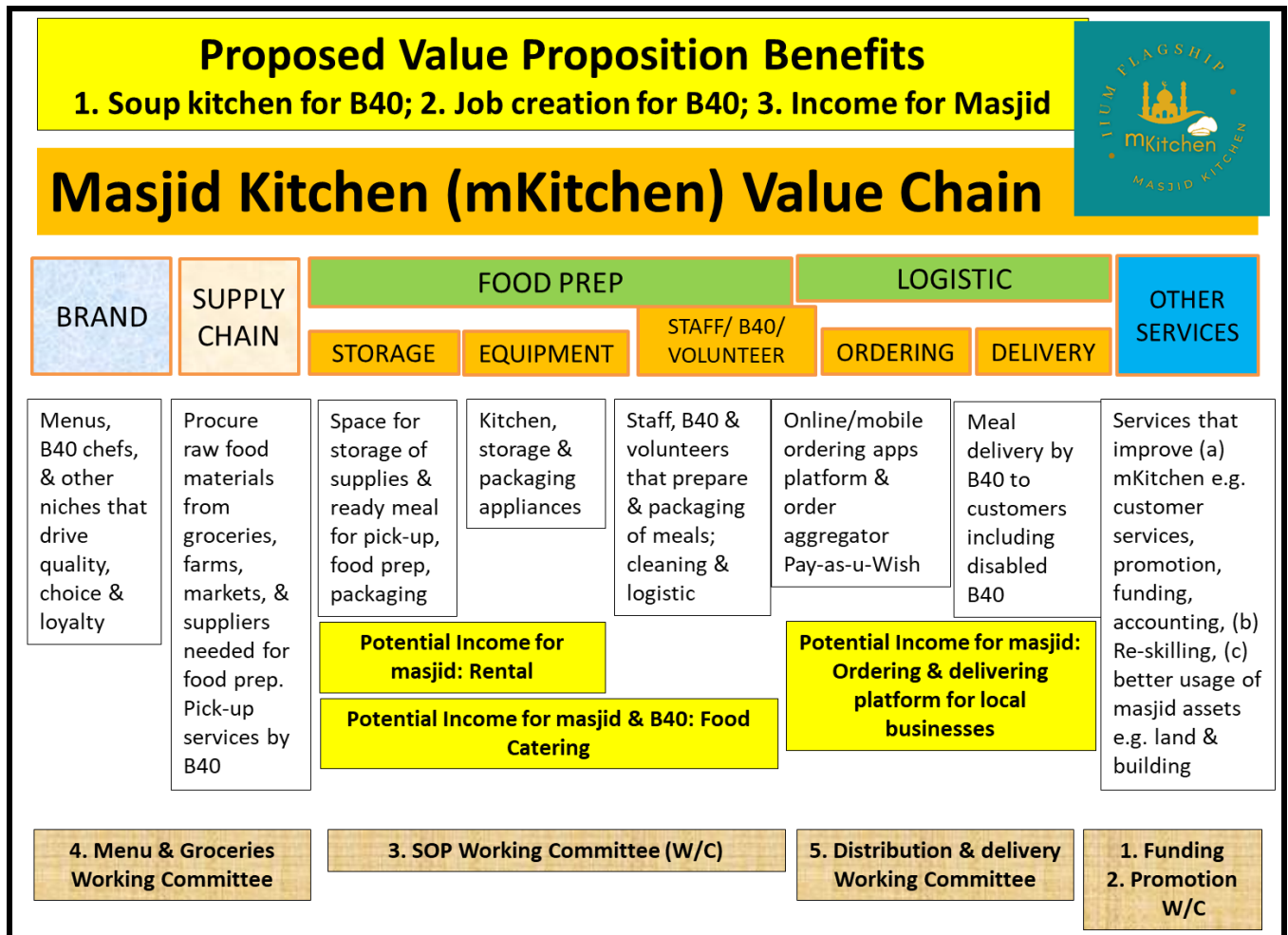
Each step requires execution actions. Figure 2.5 shows the details.

### Project Implementation Plan – 2 years

- 1. Start small experiment/pilot M-Kitchen (6 months)**
  - a. Validate business model to achieve **problem-solution fit**
  - b. Initial value proposition fit
  - c. Establish Masjid m-Kitchen eco-system including kitchens, call centre system/ apps, project manager, bank account, B40 full-time volunteers
  - d. Reskilling including entrepreneurial paradigm shift, digital entrepreneurship, food handling. **Possible incubators, spin-off in the food related service industry**
  - e. **Target Ramadhan 2021**
  - f. **Nurture Asnaf entrepreneurs in F&B**
- 2. Gather evidence and to nurture M-Kitchen pilot (6 months)**
  - a. Begin Blue Ocean Strategy
  - b. Achieve market traction to gain **product-market & business-model fit**
- 3. Innovate to scale up M-Kitchen startup (12 months)**
  - a. Expand M-kitchen options & locations to other masjid with niche food menu & services
  - b. **Scaling up the Business Model fit**

## 2.6 Value proposition

The group also has formulated value proposition benefits for the project. Figure 2.6 depicts the details.



## 2.7 Future Direction

Way forward, since the group was not sure how to proceed with the project. Figure 2.7 shows the future direction for the project.

**MOVING FORWARD .....**

FIVE NECESSITIES OF HUMAN EXISTENCE  
**MAQASID SHARIAH**

FAITH LIFE INTELLECT LINEAGE WEALTH

"YOUR **FUTURE** IS CREATED BY WHAT  
**YOU DO NOT { TODAY } TOMORROW"**

1 NO POVERTY  
2 ZERO HUNGER  
4 QUALITY EDUCATION  
8 DECENT WORK AND ECONOMIC GROWTH  
17 PARTNERSHIPS FOR THE GOALS

1. Unit Perancang Ekonomi (EPU), Unit Penyelarasan & Pelaksanaan (ICU), DBKL, Jabatan Kebajikan Masyarakat (JKM), Kementerian Pengajian Tinggi, MEDAC, Pejabat Pembangunan Negeri Wilayah Persekutuan, & Yayasan Wilayah Persekutuan.
2. Agensi-agensi agama Persekutuan seperti JAKIM, JAWI, Yayasan Wakaf Malaysia, & Yayasan Pembangunan Ekonomi Islam Malaysia

## **CHAPTER 3**

### **ENGAGING OTHER STAKEHOLDERS**

After a long deliberation, the group has decided to share the deliberation with relevant stakeholders.

#### **3.1 Presentation to Yayasan Inovasi Malaysia**

The first stakeholder was Yayasan Inovasi Malaysia under the Ministry of Science, Technology and Innovation Malaysia (MOSTI). This project is one of the projects presented by several IIUM lecturers under the flagship of Islamic Innovation Projects.

Date : 26 January 2021 (Tuesday)

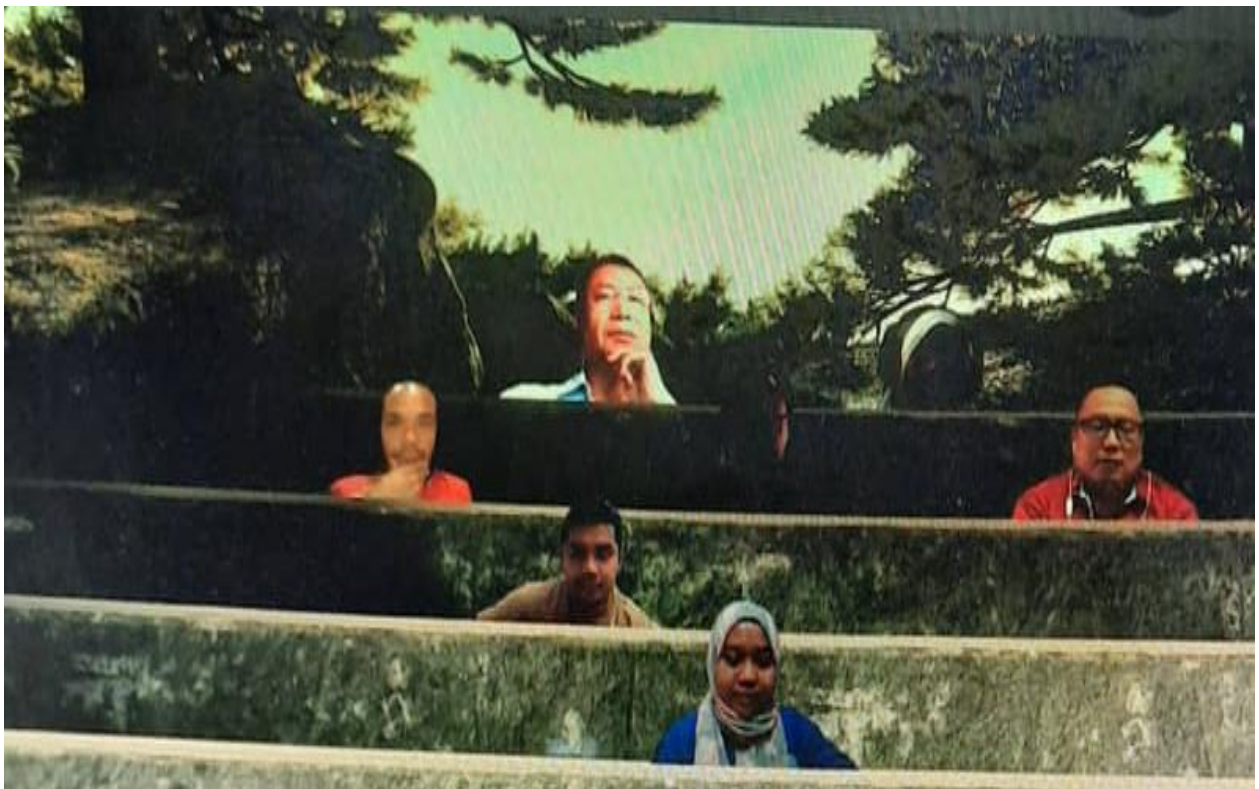
Time : 5.00 p.m.

Platform : Skype

Link : <https://join.skype.com/VgwDkpOYocUi>

The discussion was between IIUM teams and Yayasan Inovasi Malaysia (YIM). Masjid Kitchen project led by Tuan Haji Abdul

Rahman (ARAD). A few members were attended namely Tuan Haji Jamaludin Ibrahim, Dr Rizal and Dr Suhaimi. Figure 3.1 shows the photo during the first presentation to Yayasan Inovasi Malaysia.



After the brief presentation, the group entered into project defence session with the top management of Yayasan Inovasi Malaysia (YIM).

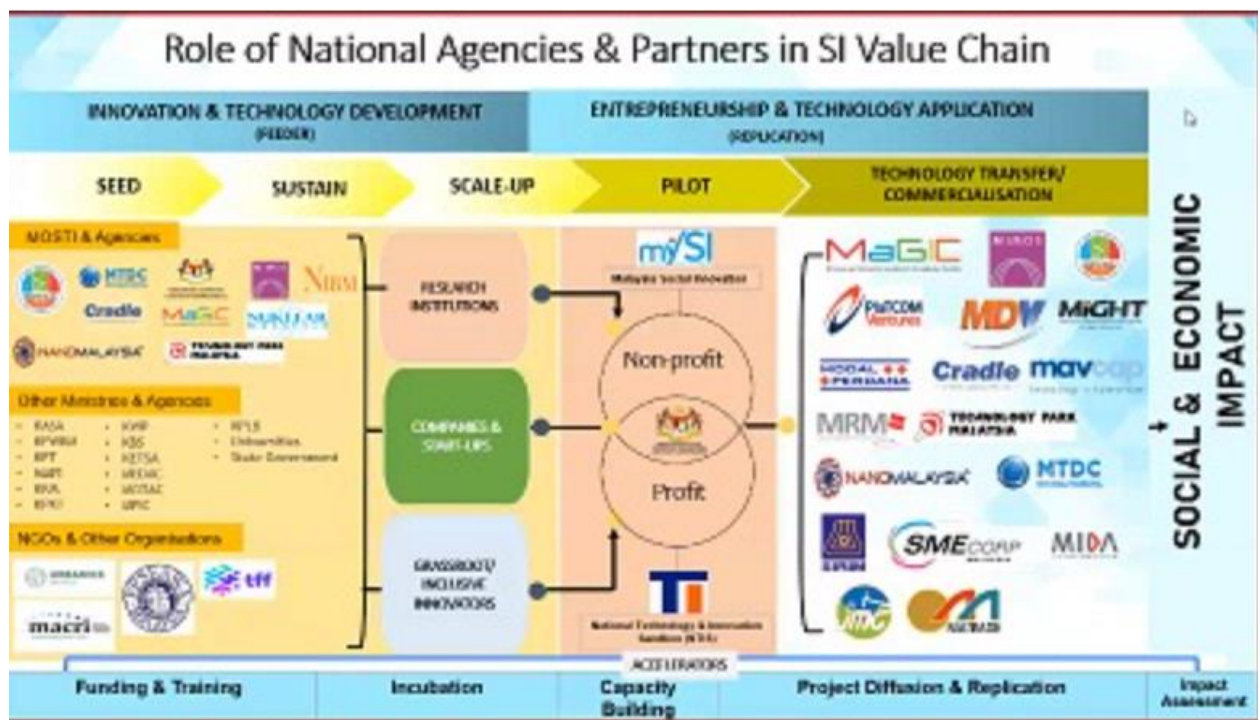




Zoom meeting between Mkitchen® Team (Haji Abdul Rahman, Tuan Haji Jamal and Prof Suhaimi Mhd Sarif) together with YIM.

YIM responded that the main problem with the proposal was due to no projection of costing and benefit of the project. In addition, the Mkitchen® (Dapur Masjid) project was not fit in the framework of YIM.

Figure 3.2 depicts the framework of innovation shared by YIM for the project representatives to consider incorporating in the future proposal.



Source: MOSTI (2021).

Without any prior experience, YIM seems to face difficulties evaluating the project and yet it has only a limited amount of funding. Hence, the proposal is ‘rejected’.

After the ‘rejection’ from YIM, the MKitchen group wanted to proceed with Jabatan Agama Islam Wilayah Persekutuan (JAWI).

A suggestion came from the follow up conversation,

*“Let's us do this with our masjid and nearby masjid dulu, Masjid UIA-Masjid Zakaria (masjid kariah UIAM)-Masjid Asyakirin (ada MOU dengan UIAM)? Dr Saupi Man - Nazir Masjid Asyakirin.”*

Immediately, a message appeared:

*“Can I share our slide with Dr Ghazali of Aikol, Masjid As Shakirin, Bt 6 Gombak?”*

While brainstorming, three members recalled their consultancy work with USAS Kuala Kangsar.

After 12 months of working at Office of Corporate Strategy (OCS), International Islamic University Malaysia with high intensity and rigorous, with almost 365 days non-stop, Tuan

Haji Abdul Rahman, Tuan Haji Jamaludin and Dr Suhaimi have developed ta'awun (cooperative behaviour).

Figure 3.3 shows a photo during a consultancy work at Universiti Sultan Azlan Shah (USAS), Kuala Kangsar, Perak. USAS is state government owned university.



*Ta'awun* or cooperative behaviour is an outcome for a number of inputs and processes. The Commandment of Allah for Ta'awun can be read from Surah Al-Maidah, verse 2:

*“O you who have believed, do not violate the rites of Allah or [the sanctity of] the sacred month or [neglect the marking of] the sacrificial animals and garlanding [them] or [violate the safety of] those coming to the Sacred House seeking bounty from their Lord and [His] approval. But when you come out of iḥrām, then [you may] hunt. And do not let the hatred of a people for having obstructed you from al-Masjid al-Ḥarām lead you to transgress. And cooperate in righteousness and piety, but do not cooperate in sin and aggression. And fear Allah; indeed, Allah is severe in penalty.”*

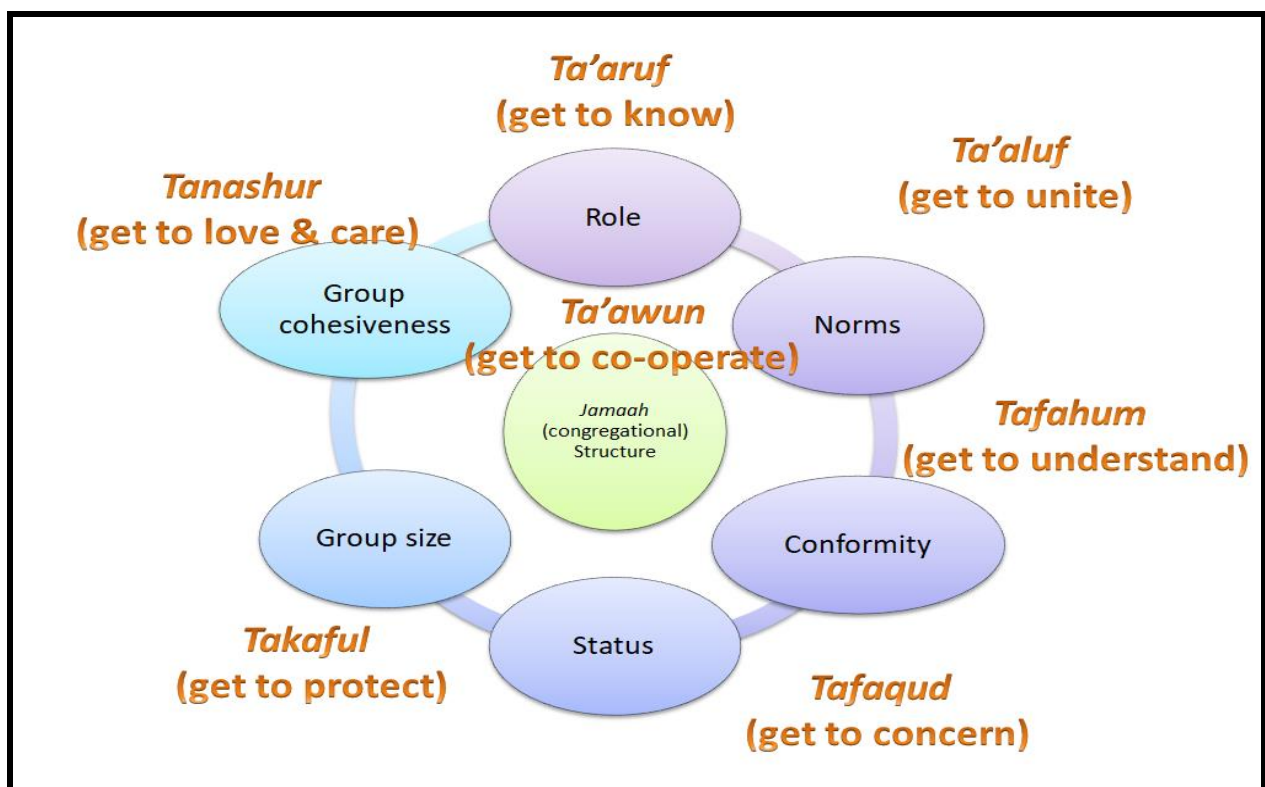
The main input is *ta’aruf* (get to know). The Commandment of *ta’aruf* can be read from Surah Al-Hujurat verse 13.

*“O mankind, indeed We have created you from male and female and made you peoples and tribes that you may know one another. Indeed, the most noble of you in the sight of Allah is the most righteous<sup>1</sup> of you. Indeed, Allah is Knowing and Aware.”*

The main driver for *ta'aruf* is acceptance of diversity. People are created in male and female from different races and tribes. The differences should not be hindrances for people to get to know (*ta'aruf*).

After *ta'aruf* (get to know), people will go into the next processes namely *ta'aluf* (get to unite), *tafahum* (get to understand), *tafaqud* (get to concern), *takaful* (get to protect) and *tanashur* (get to love and care).

Figure 3.4 depicts *Ta'awun* (cooperative behaviour) process.



Another key member of the project, Prof Dr Rahmah tried to contact His Excellency Dato' Sri Syed Hussin, chairman of Majlis Agama Islam Wilayah Persekutuan (MAWIP) at that time. However, Dato' Sri Syed's term was expiring and could not commit anything.

In the meantime, the group submitted the proposal as IIUM Flagship.

“Wow. Inspirational. Thanks Sheikh ARAD and sheikh Suhaimi. Still busy marking and organising files for mark checkers.” 31 January 2021 at 12.52pm.

Figure 3.5 shows the sharing of the group members.



*“Hebat public kitchen di Sumatra Utara. Kesungguhan n komitmen penduduk Kg. Matfa.” Inspired the group.”*

“Huge delivery service market in Malaysia.  
<https://www.thestar.com.my/business/smebiz/2019/11/11/food-delivery-firm-delivers-on-growth>”

“Perhaps it's more optimal to unbundle the delivery from the food kitchen business. See:

[https://miro.medium.com/max/3306/1\\*CWe-](https://miro.medium.com/max/3306/1*CWe-DZrZQYW_ywQnB7vomg.png)

[DZrZQYW\\_ywQnB7vomg.png](https://miro.medium.com/max/3306/1*CWe-DZrZQYW_ywQnB7vomg.png)

More on Deliveroo”



## **CHAPTER 4**

### **IIUM FLAGSHIP**

Members of the project believed that the project should be streamlined to the mainstream. At least, MKitchen® should be part of the IIUM Flagship project. It can be on its own flagship or be part of an existing flagship. There is a merit point for members of the IIUM if they are part of any project with flagship status.

Prior to the flagship agenda, a few members of the project had contemplated to use digital entrepreneurship approach to address post COVID-19 lockdown consequences.

#### **4.1 Building Digital Entrepreneurship**

This module is helpful to facilitate SME's Quick Recovery from COVID-19 Post MCO Crisis.

Small and Medium Enterprises (SMEs) businesses and entrepreneurs are very important to any economy. They are the engine of growth and innovation. They are usually the largest employer and job creator of developing economies. A healthy economy requires strong, innovative, and vibrant entrepreneurs.

Unfortunately, the recent COVID-19 pandemic has exacerbated the SMEs. The pandemic crisis incident response measures such as Movement Control Order (MCO) has greatly impacted their business viability – disrupted supply chains, no customer and no cash-flow.

Social distancing and MCO are basically COVID-19 Pandemic Crisis Response phase. Once the infection has subsided the country has to activate the Business Recovery phase, executing plan and strategy for the whole country to recover including the economy – to return to the old normal if possible.

The recovery strategy must be chosen properly to ensure no return of the pandemic, safe and fast recovery. It is mission critical for the SMEs (old and new startups) to embark on the right recovery strategy and desirably the strategy that would enable them to create their own Blue Ocean market.

In this time of rapid change, we have a golden opportunity to engage the SMEs to rethink and adopt a more scientific approach to restarting their businesses – a better recovery strategy.

For the stalled economy to recover fast, it is crucial for the country to revive and restart the SMEs the soonest, and **COVID-19 safe**. However, the COVID-19 pandemic has changed much of the business landscapes.

Without proper vaccine for COVID-19, businesses must contend with the new normal. Social distancing has disrupted

how business is conducted. SMEs must adapt to this new customer behavior. In order to survive and thrive, Post COVID-19 MCO entrepreneurs must acquire the ability to quickly foresee and adapt to potential crisis.

All these require flexible modeling tools that allows analysis to be made on the fly. Specifically, in this research project, we are going to employ the Business Model Canvas and Value Proposition Canvas (BMC-VPC) as the tool to help analyse and build compelling business model to catalyse recovery.

Using the BMC-VPC paradigm, we will build a **Meta-business model** by analysing each of the nine BMC components for any disruption caused by the pandemic crisis. Alternative course of actions will be formulated to leverage on the changes. For example, the main delivery channel Post COVID-19 MCO would mainly be based on ecommerce.

However, this may change with the discovery of COVID-19 vaccine. From the VPC, customer profile will include the pains and gains caused by the pandemic resulting in different painkillers and gain creators.

All these will generate different value proposition prototypes that will readily comply with the constraints posed by the pandemic. The new design space of the meta-business model will inform the entrepreneurs the feasible business model prototypes it could choose to test, validate, and implement. This flexibility would allow the entrepreneurs to analyse and formulate the necessary changes quickly.

Given the Meta-business model, we will be designing, testing, validating, and implementing an entrepreneurship training module prototype to help entrepreneurs meet the challenges posed by the new normal – helping them to recover fast and adept to the new normal.

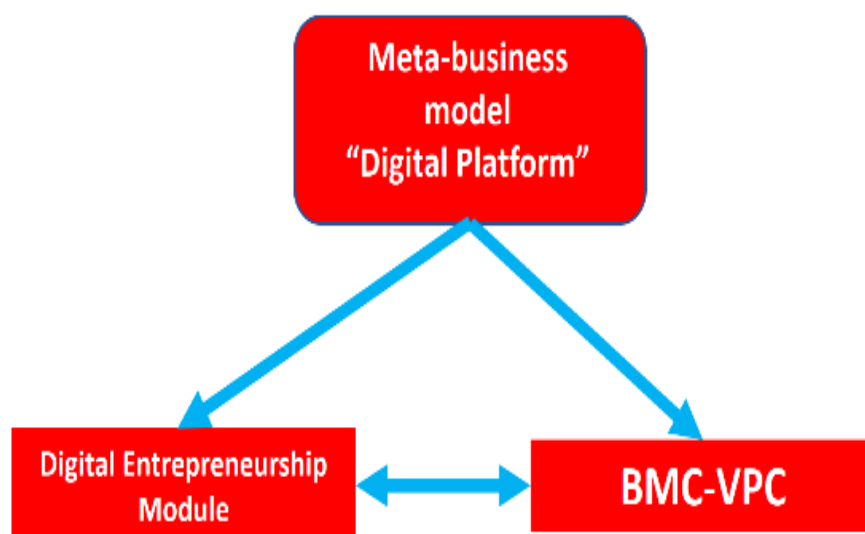
We called it Digital Entrepreneurship module because of the pervasiveness of digital technology and business modeling being used to help SMEs business owners and new entrepreneurs to design their businesses leveraging on the new normal.

This scientific approach will allow the entrepreneurs to build prototypes, test, validate and improve them before embarking on full-fledged business investment. Entrepreneurs could thus optimize within the feasible design space of the meta-business model and could possibly create their own Blue Ocean Strategy.

The final output of the research will be the COVID-19 Pandemic compliant SMEs Business Recovery Tool (see figure below). A tool to be used by stakeholders (such as business model designers, coaches, mentors, funders, SME owners and entrepreneurs) to help SMEs recover. The main component of this tool is a digital platform called the Meta-

business Model. Conceptually, the Meta-business Model is the generic BMC-VPC model used to generate compliant Digital Entrepreneurship Module required to reskill SME Owners and new entrepreneurs. Furthermore, the Meta-business Model is also used to generate alternative BMC-VPC model prototypes for specific business ideas, products and services. The tool will be tested of its effectiveness in aiding the recovery of the participating SMEs owners and entrepreneurs. Figure 4.1 depicts the SMEs Business Recovery Tool.

## SMEs Business Recovery Tool



COVID-19 has brought about new challenges and opportunities to businesses, especially SMEs. The pandemic has changed the business landscape. The lack of vaccines and social distancing requirements made business more challenging.

The lockdowns measures have exacerbated the survival of small businesses. It has not only disrupted the demand for products and services, but it has destroyed the supply chains that are crucial to the continuity of businesses. The value chain from raw materials to customer is disrupted and in need of new thinking. The old supply chain may have disappeared altogether.

Entrepreneurs must rethink their approach and redesign their business models to meet these challenges. The early birds will have the opportunity of creating blue-ocean business models – having the whole market to themselves for a period. We need to question assumptions made about the business model before the pandemic.



COVID-19 kills people and fuels fear. It cripples businesses and shrinks bank accounts. Pity the countless workers who may lose their jobs. And the numerous employers who feel they are sinking in a financial quicksand.

Based on different scenarios for the impact of COVID-19 on global GDP growth, the International Labour Organisation (ILO, 2020) estimates indicate a rise in global unemployment of between 5.3 million (“low” scenario) and 24.7 million (“high” scenario) from a base level of 188 million in 2019. ILO calls for urgent, large-scale and coordinated measures across three pillars: (i) protecting workers in the workplace, (ii) stimulating the economy and employment, and (iii) supporting jobs and incomes. Underemployment is also expected to increase on a large scale, as the economic consequences of the virus outbreak translate into reductions in working hours and wages.

A survey, with 168,182 respondents aged 15 years and above, conducted by the Department of Statistics Malaysia (DOSM, 2020) via online from March 23 until March 31, 2020 following Covid-19 and the Movement Control Order (MCO) being enforced has found that:

a. 46.6% of self-employed respondents had reported losing their jobs.

b. The agriculture and services sectors recorded the highest percentage of job losses as compared to other sectors, with 21.9% and 15.0% respectively. “For the agriculture sector, 33.0% of workers in the fisheries sub-sector reported job losses whilst 21.1% in agriculture & plantation. In the services sector, job losses were in the Food & Beverage Services sub-sector recording 35.4%, followed by the Transport & Storage sub- sector with 18.7%.”

c. An estimated nine out of 10 respondents were still working with lower than usual salaries.

d. In terms of financial savings, more than two-thirds (71.4%) of self-employed respondents have sufficient savings for less than one month. Only 6.2% of respondents said they

were less affected and 52.6 per cent of respondents informed they were financially most affected.

e. The duration of employee tenure also influences the financial savings of which 69.7% of those who have worked for less than one year stated that their financial savings may only support them for less than a month. About 11.4% of those working for 21-30 years and 11.7% working over 30 years had sufficient financial savings up to 4 months.

f. The majority of respondents said they are unprepared if the duration of the MCO was extended except for employees under Government Linked Companies (GLC) and multinational companies (MNCs).

## **4.2 Digital Entrepreneurship Module Overview**

The module equips participants with a practical design technique to understand the digital platform business model: the creation of digital communities and marketplaces that allow different groups to interact and transact. Participants need to learn on the new digital entrepreneurial

competencies and how they can work in this new world of ecosystems which requires a completely new way of dealing with customers, partners and traditional competitors. It is critical for the success of any digital strategy that a business needs to have the ability to compare and contrast these transformation changes against the industry trends as they prepare to enter the digitalisation era.

Throughout this module, participants will be equipped with the knowledge and practical skills that enable them to comprehend, explain and analyse, thus understand how their current business is currently operated which enable them to visualise the business model improvement for their immediate and future businesses. The business modelling tools (BMC, VPC & EM) can be used to describe, design, challenge and pivot their business model based on the industry best practices.

### **4.2.1 Module Objective**

To assist SME owners and retrenched workers by up-skilling or reskilling them with the required attitudes, mindsets, and digital entrepreneurial competencies – knowledge, skill and value - in enhancing the probability of their business success while assisting them to create job opportunities for others.

### **4.2.2 Benefits**

Upon the completion of this module, participants will acquire the knowledge, skills and values to:

- a) Understand the core concepts of Customer Centricity and Business Model Canvas. Learn the various elements of the Business Model Canvas and how to visualize them.
- b) Make comparisons and understand the different between Business Models of various businesses.

c) Modify various aspects of the business model for improvement and visualize the impacts to the overall business success.

### **4.3 Masjid Kitchen (Mkitchen®) on 2 February 2021**

Indeed, 7 in 10 of these households reported that COVID-19 had affected their ability to meet their basic living expenses, with 37 per cent reporting that they struggle to purchase enough food for their families while 35 per cent are unable to pay their bills on time.

Families need assistance due to their inability to resume work or economic activities, with many preferring cash and rental assistance, as well as job opportunities. Coverage for assistance can be improved, in particular for the self-employed, given that only 2 per cent of the self-employed applied for the *PRIHATIN* Special Grant.

The main objective of this project is to transform one of the key resources of masjid i.e. kitchens (m-Kitchen®) as a potential:

(a) Soup Kitchen [S.K.] (SDG2), and

(b) Job creation for B40 and *Asnaf* groups (SDG1, SDG4 & SDG8).

The 17 SDGs are: SDG (1) No Poverty, (2) Zero Hunger, (3) Good Health and Well-being, (4) Quality Education, (5) Gender Equality, (6) Clean Water and Sanitation, (7) Affordable and Clean Energy, (8) Decent Work and Economic Growth, (9) Industry, Innovation and Infrastructure, (10) Reducing Inequality, (11) Sustainable Cities and Communities, (12) Responsible Consumption and Production, (13) Climate Action, (14) Life Below Water, (15) Life On Land, (16) Peace, Justice, and Strong Institutions, (17) Partnerships for the Goals.

This is aligned with motivation to turn a zakat recipient to a zakat payer or '*Dari Penerima Zakat Ke Pembayar Zakat*'.

#### **4.3.1 How to do it?**

Firstly, the team has to decide what the practical and realistic deliverable is. As for now, the team has to make sure M-Kitchen® can be a soup kitchen and employment creation.

### 4.3.2 What does the team have to do?

Firstly, the team has to get interested parties to sign Memorandum of Understanding (MOU) with either: (a) identified Masjid As-Syakirin & Majlis Agama Islam Selangor (MAIS), or (b) Social Welfare Department or Jabatan Kebajikan Masyarakat (JKM) under the Ministry of Women and Family Development.

Secondly, the team has to establish partnership with groceries, suppliers & donors for the m-Kitchen®.

Thirdly, the team has to decide the right menu & food.

Fourth, the team has to drive and recruit for community volunteers (or some kind of self *waqf* or *waqaf diri*).

Fifth, the team has to establish partnerships with local NGOs & collaborators.



Sixth, the team has to develop vocational programmes for re-skill or up-skill low income, poor and needy or B40/asnaf, masjid staff, community volunteers.

Finally, the team and collaborators must engage in aggressive campaigning for Public awareness.

### **4.3.3 What are the activities to achieve the deliverable and milestone?**

Firstly, the team needs to choose a masjid. A masjid that reaches the most people should be located where the poor, unfortunate & homeless people can reach easily. Improve design of an integrated public kitchen, storage system, and tracking system like Menjejak Asnaf (MOJA) application.

Secondly, the need to establish a MKitchen eco-system including kitchens, call-centre system/apps, project manager, bank account, B40 full-time.

Thirdly, the team needs to get groceries for the m-Kitchen - This is where the community really has to pitch in. Ask local businesses, restaurants and grocery stores to donate food or give your m-Kitchen a discount.

Fourthly, the team needs to get the right menu & foods – as (a) soup kitchens, and (b) income generation (more importantly, it *does not “disturb or kill” the local micro & small food business community*).

Fifth, the team needs to get donations & community volunteers (waqaf diri) - This is where the community needs to volunteer at the m-Kitchen. Ask neighbors, friends, family, schools, local businesses and organizations to donate excess food or be a sponsor for the m-Kitchen. Every little bit helps.

Sixth, the team needs to get collaborators. There is no need to reinvent the wheel. Other local organizations & NGOs e.g. PPIM (Persatuan Pengguna Islam Malaysia), have help the poor & unfortunate.

Seventh, the team needs to offer reskilling/upskilling programmes for B40/asnaf, masjid staff, community volunteers e.g. kitchen & storage apps/SOP, office & accounting management, entrepreneurship, customer/partners services.

Finally, the team needs to get the word out (word of mouth) and to create public awareness.

Table 4.1 summarizes the deliverable, milestone and activities.

<b>Deliverable</b>	<b>Milestone</b>	<b>Activities</b>	<b>Start - End Date</b>
M-Kitchen® as soup kitchen and employment creation	<ol style="list-style-type: none"> <li>1. Establish MOU with either: (a) Masjid As-Syakirin &amp; MAIS, or (b) JKM.</li> <li>2. Establish partnership with groceries,</li> </ol>	<ol style="list-style-type: none"> <li>1. Choose a masjid - A masjid that reaches the most people should be located where the poor, unfortunate &amp; homeless people can reach easily. Improve design of an integrated public kitchen &amp; storage system &amp; MOJA apps. Establish m-Kitchen</li> </ol>	1/3/2021 - 28/2/2022

	<p>suppliers &amp; donors for the m-Kitchen.</p> <p>3. Establish the right menu &amp; foods.</p> <p>4. Recruit community volunteers (waqaf diri)</p> <p>5. Establish partnership with local NGOs &amp; collaborators.</p> <p>6. Re-skilled/upskilled of B40/asnaf, masjid staff, community volunteers.</p> <p>7. Public awareness</p>	<p>eco-system including kitchens, call-centre system/apps, project manager, bank account, B40 full-time.</p> <p>2. Get groceries for the m-Kitchen - This is where the community really has to pitch in. Ask local businesses, restaurants and grocery stores to donate food or give your m-Kitchen a discount.</p> <p>3. Get the right menu &amp; foods – as (a) soup kitchens, and (b) income generation (<i>does not “disturb or kill” the local micro &amp; small food business community</i>).</p> <p>4. Get donations &amp; community volunteers (waqaf diri) - This is where the community</p>	
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		<p>needs to volunteer at the m-Kitchen. Ask neighbors, friends, family, schools, local businesses and organizations to donate excess food or be a sponsor for the m-Kitchen. Every little bit helps.</p> <p>5. Get collaborating – There’s no need to reinvent the wheel. Other local organizations &amp; NGOs e.g. PPIM (Persatuan Pengguna Islam Malaysia), have help the poor &amp; unfortunate.</p> <p>6. Reskilling/upskilling programmes for B40/asnaf, masjid staff, community volunteers e.g. kitchen &amp; storage apps/SOP, office &amp; accounting mgmt., entrepreneurship,</p>	
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		customer/partners services.	
		7. Get the word out & create public awareness	

#### **4.4 First M-Kitchen IIUM-MASG meeting on 8 February 2021**

This meeting marks the first milestone of mKitchen® to start collaborating with the mosque outside the campus and help the unfortunate communities.

Figure 4.1: Meeting between Office Bearers of Masjid Al-Syakirin Gombak (MASG) and Mkitchen®



After the *Google Meet* meeting. A member texted a message to the Team Leader.

*“Hj ARAD. At the outside level kita kena form working Committee juga rasanya.”*

Immediately, the Team leader proposed for a list of committees, namely:

1. Funding committee

2. Promotion committee
3. SOP committee for *Majlis Keselamatan Negara*
4. Groceries and menus committee
5. Distribution and delivery committee

The team leader texted the list with a note:

*“Masjid juga akan have the same line up. Cuma tambahan masjid satu komiti khas yg handle asnaf. Dr Ghazali.”*

While contemplating how the project of Masjid Kitchen to operationalize, the group recalled in early days “delivery service”. It was fascinating to realize that since 1985, a religious group named al-Arqam had already initiated the food delivery businesses. How impressive was that!

#### **4.5 Notified Honourable IIUM Rector on 20 February 2021**



The team shared the humble and small project called Masjid Kitchen (mKitchen) with Honourable Rector of IIUM. A brief description was sent to the Honourable Rector of IIUM.

The note emphasised that this idea was suggested by Prof Rahmah Ahmad H. Osman, after her meeting with the Secretary General (KSU) of Ministry of Science, Technology and Innovation (MOSTI).

The main objective of the project is to transform Masjid Kitchens as **potential** (a) Soup Kitchens for B40/Asnaf, (b) Job Creation for B40/Asnaf, and (c) Income contribution for Masjid.

#### **4.6 Second meeting with MASG**

The Masjid Al-Syakirin Gombak (MASG) invited for a special meeting on 20 February 2021, 9.30 am -12.30pm. The MKitchen Agenda has been numbered as Agenda 4 after confirmation of meeting minutes and financial reports of MASG.

The meeting has been titled as “Mesyuarat Bulanan Pegawai Masjid dan Ahli Jawatankuasa Kariah Bil. 01/2021 Sabtu | 20 Februari 2021 | 9:30am – 12:30pm.”

All members and invited guests were asked to join with Google Meet: [meet.google.com/cyo-sxwi-fzp](https://meet.google.com/cyo-sxwi-fzp)

A special notification read as:

1. All committee members of MASG must get into the Google Meet 10 minutes before the actual meeting.
2. All members must adhere to the instruction to “TURN OFF MICROPHONE (Ctrl + D)” while meeting in progress or no permission to speak is given.
3. Any member of meeting will TURN ON MICROPHONE (Ctrl + D) if permission is granted to ask question or to deliberate some points.
4. Every member needs to ensure the Internet access is good and avoid noises.

Organizer of meeting was Mr. Ahmad Zulzaidi Zulkarnain

While awaiting for the turn to present to the meeting, the team leader received a text message:

*“Salam Sheikh. Slides presentation to AJK Masjid pagi ni. Saya ada tambah 3 slides - asnaf di Masjid As Syakirin, Value Chain mKitchen, IIUM team members. Feel free to adjust and improvise the slides. Terima kasih.”*

Some points were mentioned to the team members.

In Selangor, there are a few examples of food business at mosques such as Masjid As-Salam Puchong Perdana, Masjid Al-Falah Subang Jaya and Masjid Al-Ghufran TTDI, however, their models just rent seeking basis.

Masjid provides space for commercial activities and at the same time able to generate income, but not able to empower

the community for new business opportunities and employment.

These masjids are cited in scholarly journals:

Adnan, A. A. (2015). Pengurusan derma awam dalam menjana ekonomi masjid: perbandingan Masjid Negara dan Masjid Al-Ghufran Pinggiran Taman Tun Dr Ismail Kuala Lumpur/Amru Alhaz bin Adnan (Doctoral dissertation, University of Malaya).

Marzukhi, M. A., Afiq, M. A., Leh, O. L. H., & Abdullah, Y. A. (2018). The defensible space concept in neighbourhood park case study: Taman Tasik Puchong Perdana, Selangor, Malaysia. *Planning Malaysia*, 16(7).

Mustari, M. I., & Jasmi, K. A. (2008). Fungsi dan peranan masjid dalam masyarakat Hadhari. Skudai Johor: Penerbit UTM.

Yatim, N. H. M., Yatin, S. F. M., Kamal, J. I. A., & Mutalib, S. K. S. A. (2011). Key Performance Indicator (KPI) of Mosque Management in the State of Selangor: Records Management Perspective. 6th World Congress of Muslim Librarians and Information Scientists 2011 (WCOMLIS 2011), held on the 16-17th November 2011, at the Cultural Activity Centre, International Islamic University Malaysia (IIUM).

Uddin, U., & Rehman, B. (2014). Role of Masjid in Society: Issues and Challenges. In International Conference on Masjid, Zakat and Waqf (IMAF 2014) (pp. 11-15).

After getting the note, a member replied:

“Excellent! I will contribute one or two chapters at least on Masjid Soup Kitchen Business Modeling and Business Continuity for Charity Organization. With a pinch of salt.”

Figure 4.3 shows the situation of meeting.



Since the holy month Ramadan is around the corner, the mKitchen team would not want to miss the opportunity to hold a few programs related to their three missions. Hence, a committee is immediately formed:

#### **4.7 Committee of M-kitchen® *Iftar* Ramadan 2021**

After a long deliberation, the team of MKitchen® and MASG agreed to form a special task force and committee.

Advisor: Dr Saupi Man (Nazir, MASG & IIUM)

Director: Ustaz Halim Othman (Ihya Ramadan MASG)

Deputy Director (Strategy): Hj Abd Rahman (KICT IIUM)

Deputy Director (Operations): Dr Ghazali (MASG & IIUM)

The main office bearers will appoint more people for the operational posts.

Head, Operations & SOP

Head, Kitchen Management

Head, Funding and Sponsorship

Head, Asnaf and Volunteers

Head, Marketing

Head, Menu and Raw Materials

Head, Packing and Distribution

Head, Safety and Cleanliness

After the listing, the team leader received another message.

*“Kita perlu ada juru kira2 utk wang masuk& keluar?”*

The team leader replied:

*“I will talk to Dr Ghazali. Betul, our plan was to offer upskilling and reskilling in terms of digital entrepreneurship including digital marketing. Then moving to another masjid. Kita sebagai pencetus idea utk jadikan aset-aset masjid seperti dapur, facilities, tanah - dapat memberi manafaat utk jemaah serta kumpulan asnaf. Operasi - kita serahkan kpd usaha jemaah masjid itu sendiri.*

*cc Br Jamal, Dr Suhaimi, Prof Rahmah.”*

More messages:

*“Siber sejahtera, sustainable social bank (kalau tak silap dari Masa Chain), escroll adalah lanjutan dari flagship 2019. Begitu juga dgn Flagship Dr Majdan.”*

Nevertheless, more encouraging message:



*“Betul. Later, kalau dapat nama flagship ke Sejahtera Mosque - mungkin kita boleh ada mFarm, mGrocery, mDobi, mCafe, mDelivery, mChildCare, mTuition, mSkill, mTeman, m..... Saya nampak begitu”*

Another reminder about funding, there was a message alerted everyone:

*“Salam Sheikhs.*

*Boleh join meeting dgn Bank Islam esok 16/3/2021, 12.30 - 1.30 tgh?”*

About funding, there was a message appeared:

*“Assalamualaikum. From Tengku Syamil, If need any help setting up the campaign, you can contact this number thru whatsapp: +60 11 1602 6460.”*

The reply was:

*“My teammates that specialize in campaign setups should be able to help inshaAllah.:*

## **CHAPTER 5**

### **PREPARATION**

#### **5.1 Operations Team**

The project steering committee in collaboration with Masjid committee members have established a joint-operation committee task force and cooking team.

The task force for the operations comprised of Masjid Committee members and Mkitchen® from IIUM. Figure 5.1 shows the list of task force members.

#### **Penasihat / Advisor**

- 1. Pengarah / Project Director**
- 2. Tim. Pengarah**
- 3. Setiausaha / Secretary**
- 4. Ketua Dana & Sponsor (Bendahari) / Treasury**
- 5. Ketua Operasi & SOP / Head of Kitchen Operation**
- 6. Ketua Pengurusan Dapur**

**7. Ketua Asnaf & Sukarelawan / Head of Asnaf & Volunteer**

**8. Ketua Promosi & Marketing**

**9. Ketua Menu & Penyediaan Bahan Mentah**

**10. Ketua Pembungkusan & Edaran**

**11. Ketua Keselamatan & kebersihan**

**12. Ketua Perhubungan Komuniti & Media**

The participants were selected as low income earners, poor and needy.

In this example, at Masjid Al-Syakirin Gombak, the committees have decided to divide the participants into four teams, namely Team 1, Team 2, Team 3, and Team 4.

In each team, there is one cook (Tukang Masak/TM) and two assistants (Pembantu Tukang Masak/PTM). In other words, each team has three members.

In short, there are a total of 12 members for the four teams. All the four teams are assisted with two runners or helpers

(Pembantu Dapur/PD). Figure 5.2 summarises the total manpower involved in the cooking operations.

### **Advisor & Coach:**

- 1. TEAM 1: TM & 2 PTM**
- 2. TEAM 2: TM & 2 PTM**
- 3. TEAM 3: TM & 2 PTM**
- 4. TEAM 4: TM & 2 PTM**
- 5. 2 PD**

### **5.2 Ta'awun (Cooperative Behaviour)**

The Masjid Committee members who are in the task force and the participants among the low income, poor and needy have participated in many activities of the Masjid and the community.

Prior to any operations, the Masjid's education bureau organized induction and preparatory training.

Firstly, the bureau organized the ice-breaking or *ta'aruf*. Each of them was grouped in a study circle and was assigned with some activities that could build bonding (*ukhuwwah*) among them.

Any conflict or negative or strains in relationships identified in the team building activities was eliminated through reminders.

The education bureau has to conduct the preparatory session to assure the group cohesion and bonding. The session can be in the forms of formal and informal activities. During the informal, the education bureau organized social visits and sometimes educational visits to charity homes.

Through the sessions, the participants are able to reinforce social bonding.

Social bonding is a continuous agenda. It is not seasonal or when need arises. It has to be naturally organized in accordance with human socialization.

### **5.3 Preparation of the Kitchen on 14 March 2021**

Before starting the cooking activities, the committee members of Masjid, the steering committee members of Mkitchen®, the sponsors, the participants and community members organized a spring cleaning communal work.

The main purpose was to make sure the kitchen is in good condition. Due to MCO restriction of no social activities, the kitchen was not used for many months. The masjid area is exposed to the vulnerable surrounding with high density of population and business activities.

Figure 5.3a shows the participants were checking the conditions of the stoves. They have to make sure the stoves are functional. The procurement of the stoves was very challenging. The committee had to convince donors during crowdfunding to purchase those stoves.



Our team said: “Do you know what the Malay elderly used to say about helping each other? *“Berat sama dipikul, ringan sama dijinjing.”* This is true when you have to lift a heavy object like the kitchen stoves, you really need many hands.

When the group had to do the kitchen work that out of their daily job scope, they felt very fatigue.

*“Dalam keletihan, ada kebahagiaan. Dunia bukan tempat tinggal, tetapi tempat meninggal. Namun dunia ada medan untuk ke akhirat. Di sini huma, sawah, bendang, kebun untuk ke akhirat.”*

Some of the participants were jokingly noticed the essence of the temporary nature of the worldly life.



A member said in local poem: *“Kampung Pandan ke Kampung Tengah, salah Jalan sampai Simpang Tiga, hancur badan jadi tanah, budi Mitchen® dikenang juga.”*

The situation was really a typical communal work in the Malay society.



Figure 5.3b shows a group of ladies washing plates and food containers. Before MCO, it was common for them to use the plates and food containers. Since the assets were stored for a long time, they had to wash them.



Figure 5.3c shows the men sanitizing the chillers, freezers and refrigerators. They adhered to cleaning and sanitizing procedures from the health department.



## **5.4 Food Handling Training**

On 14 March 2021, all participants and committee members were involved in the compulsory course required by the Ministry of Health Malaysia for all individuals who are involved in food handling.

Food handling is not limited to cooking staff. All members in the supply chain as well as the value chain of food must attend the lifetime course. The fee is just RM50 for a half-day course.

The food handling course has a few segments.

Firstly, the trainer introduced to the participants the basic concepts about food handling.



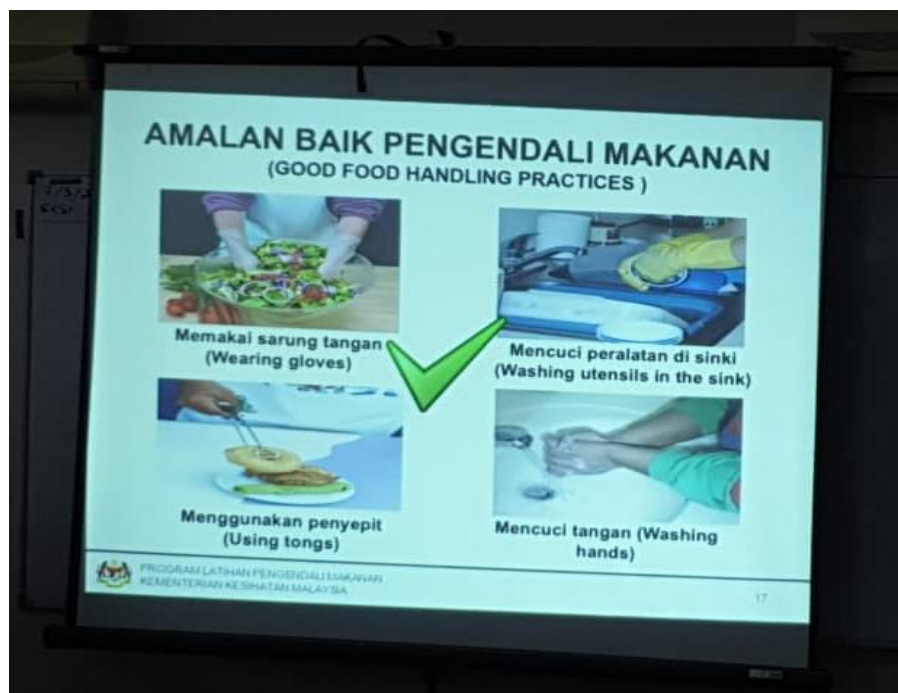
Secondly, the trainer showed some examples on food handling procedures.



Thirdly, the trainer provided some examples and hands-on experience to all participants.



Some examples were shown to the participants.



## **CHAPTER 6**

### **FIRST DRY RUN 28 MARCH 2021**

The plan of the First Dry Run is on 28th March 2021, but the preparation must be started way earlier than that, especially in regard to food handling.

MKitchen® team realizes this.

The awaited day has arrived. Today is the first event of MKitchen staff from IIUM to collaborate with the MASG. The plan was very simple.

Firstly, there will be free food to be delivered which amounts to 300 packs. Secondly, there are few programs.

#### **6.1 Supply of ingredients**

The team has decided to collaborate with Ladangku Gombak and Balada Mini Market Gombak. The selection of these

companies is based on the long-term relationships between Masjid Al-Syakirin Gombak and the companies.

Ladangku Gombak as a chicken supplier agreed to supply chicken that has been cut into 14 or 16 on a daily basis. The meaning of 14 or 16 cut size is about the value of chicken for each pack.

For Balada Mini Market Gombak, the store has agreed to supply vegetables daily, and other groceries like cooking oil, rice, onions, dried spices on every three days or weekly depending on the quantity of orders and needs.

Owners of Ladangku Gombak and Balada Mini Market Gombak have agreed to be raw material partners in the Mkitchen® project at Masjid Al-Syakirin Gombak. They have been assisting the Masjid for cooking activities prior to Movement Control Order and the presence of deadly coronavirus (COVID-19).

Figure 6.1 shows the discussion session with Ladangku Gombak and Balada Enterprise.



A special poem for the relationships:

*Ladangku Gombak supplies chicken,*

*Balada Enterprise supplies cooking groceries,*

*Mkitchen® MASG ties participants unshaken,*

*Wide open hands with papeteries.*

*When cook with passion,  
Food consumes with nutrition,  
MASG patronages deep invasion,  
No crying for any indemnification.*

## **6.2 Cooking Operations**

First step was to prepare the cooking ingredients. The work was massive. They have to come as early as 7.30 in the morning to prepare for the ingredients. Based on the food safety procedure, food is safe to be consumed after 4 hours of cooking. When the food is to be distributed at 12 noon, the food must be in the food packaging or containers by 11.30 a.m. The beneficiaries can have four hours from 11.30 a.m. – 2.30 p.m. to consume the food.

Figure 6.2 shows the ladies prepared for the ingredients.





While preparing the ingredients, the crew shared a simple poem:

*Besen Merah Besen Biru  
Elak Marah Senyum Selalu*

Red Container and Blue Container  
Avoid Angry Smile Always



These ladies are not typical ladies who were frequenting to the Masjid for charity activities. They have tied their hearts with the Masjid. They can do work while standing, while sitting, and while facing the walls, coupled with the adherence to the Standard Operating Procedure in the kitchen.

The group had a local poem to portray the good cooperation in the project “we are small, but do not see as children; If we are big, please do not see as parents. “

Cleanliness is emphasized by the team members. The Standard Operating Procedures are emphasised on safety and health. The crew adhered to the requirements and the SOP.



Second step was to open a few stoves to cook for different dishes.

Figure 6.3 shows the cook and his assistant was handling three stoves at one time.



A secret of cooking is to give our passion and sincerity in our food. A pinch of salt is wonderful. However, a touch of salt may be awful.



The cooking crew attended all stoves and dishes simultaneously while adhering to the safety, hygiene, and healthy target.

Figure 6.4 shows quality inspection from the advisor and coach of cooking.



The ability to control the heat from the stove and the room temperature is essential to ensure the food is of well-done cook and tasty. No compromising in quality, safety and health.

Third step was the packing of the food.

Figure 6.5 shows a group of ladies packed the food according to various dishes.



While some crew members were on packing the plain rice into special containers, another crew members were packing different dishes into different casing.



Fourth step was the distribution of the food.

The food has been arranged systematically. Every participant among low income, poor and needy gets a reasonable number of packs. The project crew members were in red t-shirts, while the delivery team or riders were in green t-shirts.



The project team has briefed Honourable Rector of IIUM, Honourable Professor Emeritus Tan Sri Dato' Dzul kifli bin Dato' Abdul Razak about the distribution arrangement. The



crowd management requires speedy and systematic arrangement to avoid unnecessary exposure to the hot temperature of the day.



Immediately after the briefing, Y.Bhg. Tan Sri Dato' Dzulkifli made the distribution.



Some participants were amazed with the virtue of giving food. They shared with us some poems.

*Yang merah itu saga,  
yang lorek itu kendi,  
Yang indah itu bahasa,  
yang elok itu budi.*

As if there were poem festival in the distribution of food. The poem has been answered by another person:

*Kalau menebang si pohon jati,  
Papan di Jawa dibelah-belah,  
Kalau hidup tidak berbudi,  
Umpama pokok tidak berbuah.*

However, at the same time, some people were asking with a poem:

*Bunga Selasih si Bunga Selasih,  
Kembanglah mekar di dalam taman,  
Pertama kasih kedua budi,  
Yang mana satu nak didahulukan?*

Another person (a committee member) answered:

*Dari kelapa diperah santan  
Kelapa segar Bernam Hulu  
Budi Setahun Segunung Intan  
Mestilah Kasih Ditanam dulu*

The community leaders were very supportive with the Mitchen® project.



A recipient said:

*“I have five children. My income as a general labourer is very far from adequate. This masjid is helpful to the low income people like me and others. On monthly, this masjid distributed grocery items to us. This is very helpful. In addition, this Mitchen provides us ready to eat food. This is our weekend feast. When I know that the kitchen crew members are my friends, similar to me, they can get some income. From the speech just now, they are not just getting wages, but will be entrepreneurs. Masha Allah, this is very wonderful. This model is good. The fishing rod is good for us. We have dignity too. We don't just receive groceries and food forever. If the mkitchen can extend to other services and for other types of job, I can offer myself a job.”*



Another recipient said:

*“I was told by my friends that Masjid is now helping the low income people to get some food and some opportunities for food. At this time, every NGO is trying to assist the poor in different ways. I hope that this project will continue. “*

In short, the first dry run was successful and has created new insights for many people to try best level to take part in the charity work.

## **CHAPTER 7**

### **SECOND DRY RUN 4 APRIL 2021**

The team has learnt something from the First Dry Run on 28th March 2021. This time the project was more serious with the involvement of a master chef who has volunteered to be a coach to the kitchen crew.

The awaited day for second dry run on 4 April 2021 has arrived. Today is the second event of MKitchen staff from IIUM to collaborate with the MASG. The plan was very simple. However, the nervous is the same.

The same idea was to cook free food and to deliver 300 packs. The team has decided to cook premium food in the presence of a master chef.

## **7.1 Supply of ingredients**

The team has decided to continue the collaboration with Ladangku Gombak and Balada Mini Market Gombak. The long-term relationships between Masjid Al-Syakirin Gombak and the companies are essential.

As agreed, Ladangku Gombak has agreed to supply chicken that has been cut into 14 or 16. The meaning of 14 or 16 cut size is about the value of chicken for each pack.

As for groceries, Balada Mini Market Gombak also has agreed to supply vegetables daily, and other groceries like cooking oil, rice, onions, dried spices on every three days or weekly depending on the quantity of orders and needs.

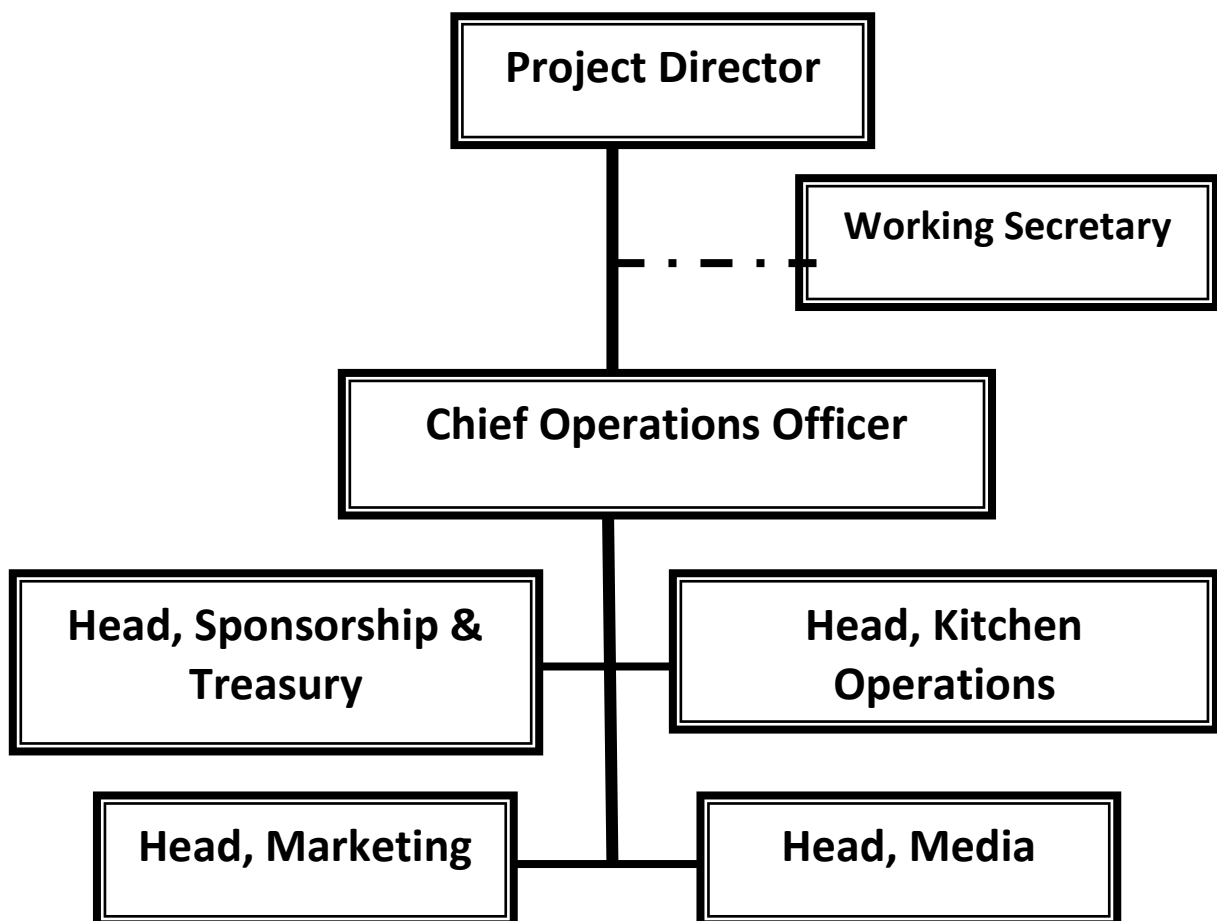
Many committees of the project are familiar with the owners of Ladangku Gombak and Balada Mini Market Gombak. When they have agreed to be raw material partners in the Mkitchen® project, it just a good news to frequent congregational members of Masjid Al-Syakirin Gombak. They



have been assisting the Masjid for cooking activities prior to Movement Control Order and the presence of deadly coronavirus (COVID-19).

## 7.2 Execution Task Force

The task force for the operations comprised of Masjid Committee members and Mitchen® from IIUM. Figure 7.1 shows the organizational chart of the task force.



The project director and key office bearers served as steering command of the project. Each office bearer has own team among the participants of Mkitchen® and volunteers. The participation was on a pro-bono basis. No monetary rewards for the steering command office bearers.

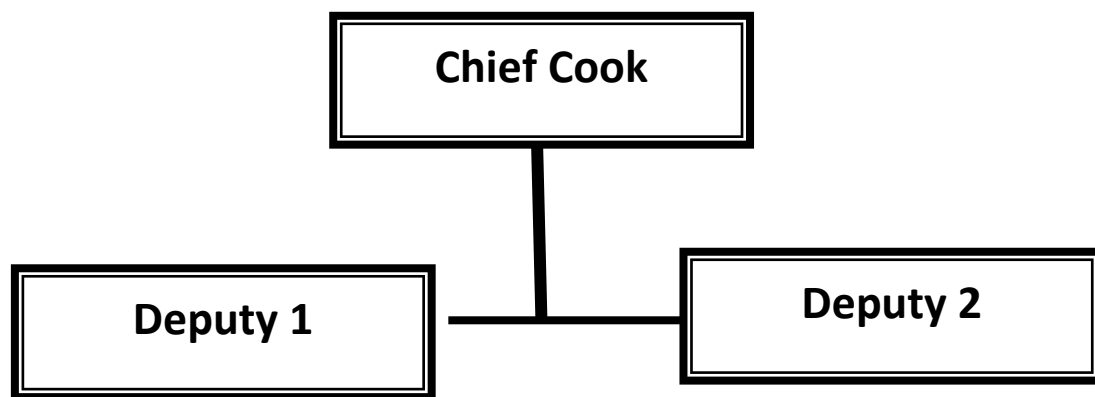
Interestingly, social work accepts *waqaf* time and efforts instead of wages or honorarium or allowances. The charity is not limited to monetary terms, but also non-monetary terms.

### **7.3 Kitchen Crew**

The kitchen crew members were selected among the low income earners, poor and needy who have demonstrated commitment based on previous charity projects at the masjid.

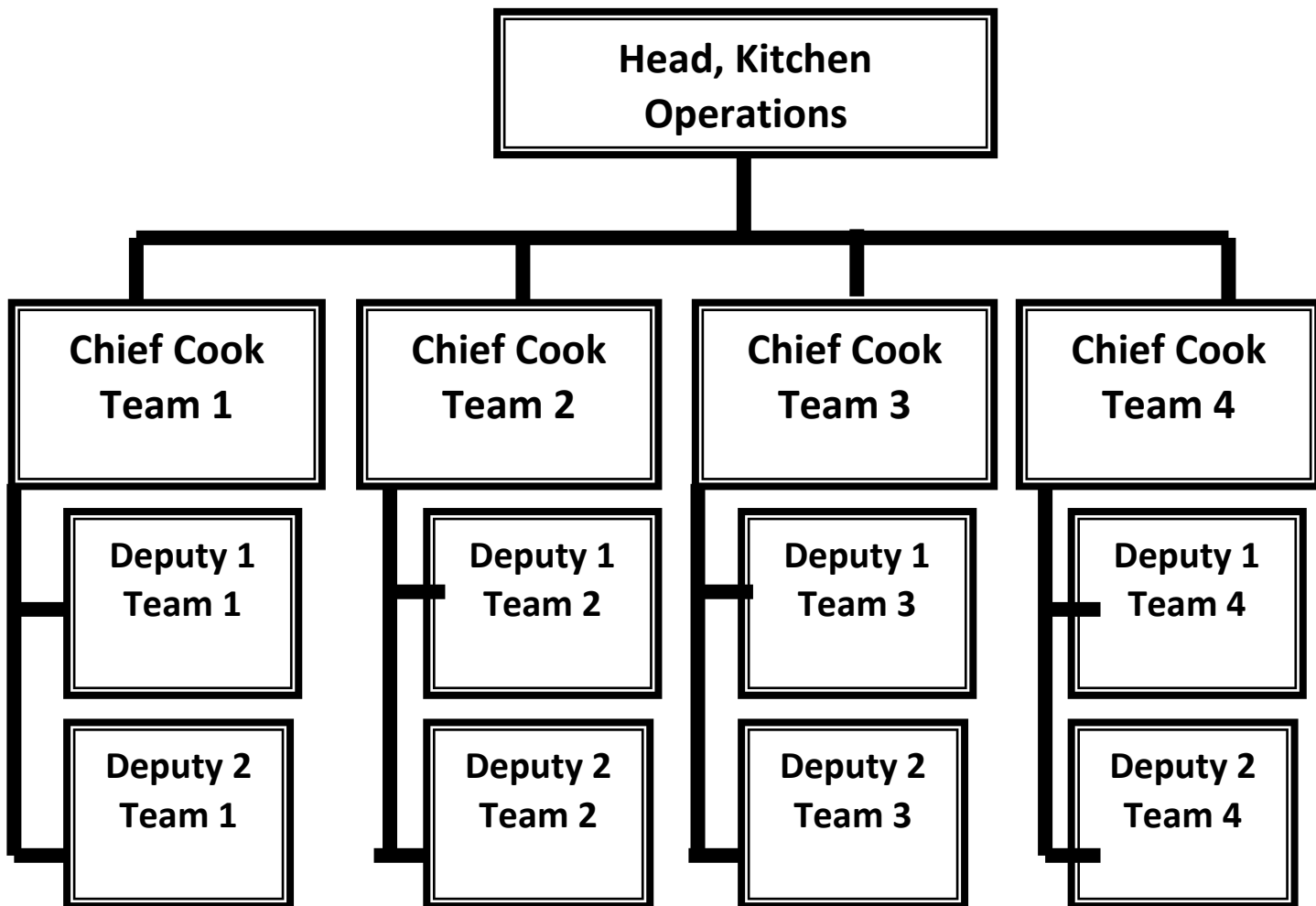
The kitchen crew personnel have been divided into four teams, namely Team 1, Team 2, Team 3, and Team 4.

In each team, there is one cook (Tukang Masak/TM) and two assistants (Pembantu Tukang Masak/PTM). In other words, each team has three members. Figure 7.2 Organizational Chart for each team.



In total, there are a total of 12 members for the four teams. All the four teams are assisted with two runners or helpers (Pembantu Dapur/PD).

Figure 7.2 summarises the total manpower involved in the cooking operations.

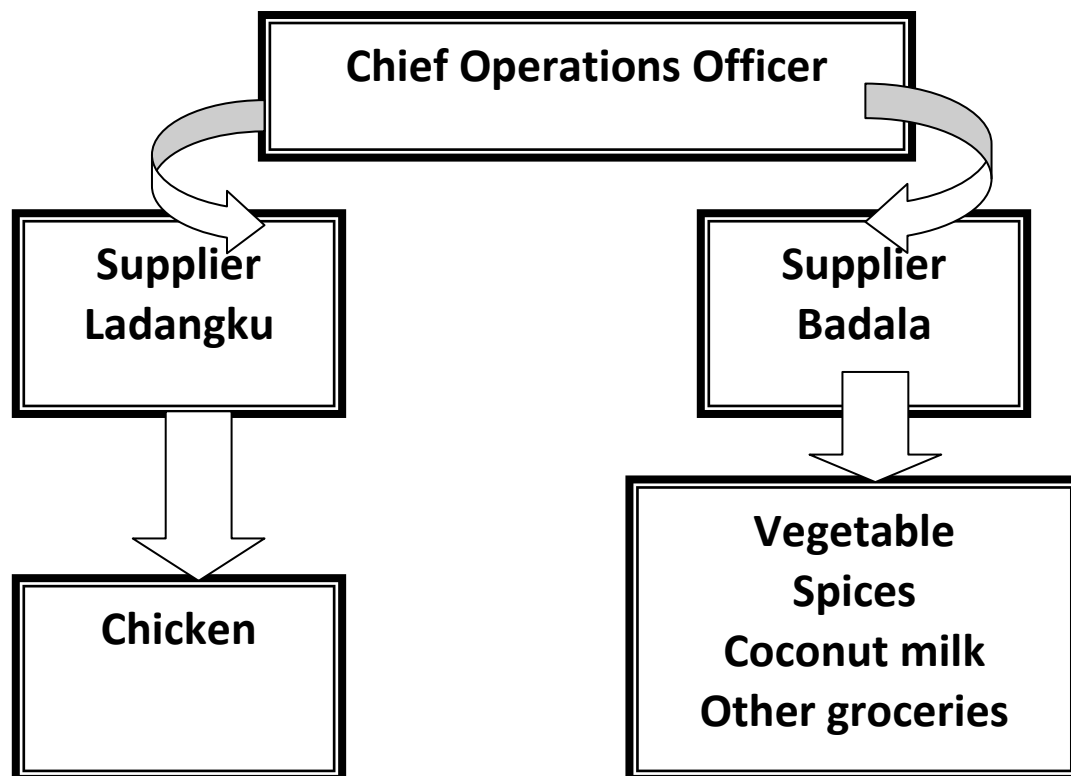


## 7.4 Ta'awun (Cooperative Behaviour) in Second Dry Run

The Masjid Committee members who are in the task force and the participants among the low income, poor and needy have participated in many activities of the Masjid and the community.

Prior to any operations, the Masjid's education bureau organized induction and preparatory training.

Figure 7.3 shows the flow chart of supplies of raw ingredients and groceries



As agreed in a telephone conversation between the Chief Operations Officer of Mkitchen®, the managers of Ladangku and Balada supplied the raw materials for cooking as scheduled. Table 7.1 depicts the schedule of the kitchen operations.

Time	Description/Tasks
7.30 a.m.	Arrival of raw materials from the suppliers at the kitchen. Kitchen crew has to check the raw materials quantity and quality.
8.00 a.m.	Kitchen crew cut vegetables, chicken, and other ingredients according to quantity with different containers.
9.00 a.m.	Start to cook under the supervision of Head, Kitchen Operations and in presence of guest of honor (Master Chef Beriyani).
11.00 a.m.	All food are packed into suitable containers
12.00 noon	Distribution of food according to the list prepared by the Chief Operations Officer.

Figure 7.4 shows the kitchen operations and distribution of food to all recipients by the kitchen crew without the presence of local community leaders. During the first dry run, the committee invited local community leaders due to their commitment to support the project morally and financially.



## **CHAPTER 8**

### **DIGITAL ENTREPRENEURSHIP TRAINING**

After two pilot projects, the kitchen crew realized that they need digital training to empower them with digital competency in promotion of products.

The team has decided to organize a workshop called Workshop on Empowering Digital Entrepreneurs. The program held on Saturday 10 April 2021, from 9am-1pm.

#### **8.1 Information about Workshop**

The workshop has been named as Workshop on Empowering Digital Entrepreneurs. The promotional e-banner has been written as ***“Bengkel Pemerkasaan Usahawan Digital (Sabtu 10 April 2021 9.00 am - 1pm).”***

The committee provides the details of the workshop. Figure 8.1 shows the banner of the workshop.



**Peserta: Asnaf/team mKitchen/AJK Masjid & ahli kariah yang berminat**

**Tarikh: Sabtu 10 April 2021 Masa: 9.00 am - 1pm**

**Tempat: Dewan Khadijah, Masjid As Syakirin, Gombak**

**Jurulatih: Dr. Nurhafizah Mahri & Puan Noor Azian (UIAM)**

## **8.2 Tentative of Workshop**

A full-fledged workshop requires 2-3 days at a training centre with both concept and actual hands-on. However, the 4-hour training could be considered a crash course.

The nature crash course should be just a refresh course for those who had the exposure. If a beginner were to participate in the 4-hour crash course, he or she could have more difficulties.

Figure 8.2 shows the tentative of the workshop.

Agenda:

8.30 a.m. – Registration

8.45 a.m. – Opening remarks and motivation talk by Chief Operations Officer of the project

9.00 am – Recall session during the first dry run. “Sesi Imbas Kembali Pelancaran Dapur Masjid (MKitchen®)”

9.30 am - Slot 1 – Whatsapp

11.00 am – Break

11.30 am - Slot 2 – Facebook

1.00 pm – Closing

### **8.3 Group Activities during Workshop**

The participants were given choices whether to attend Whatsapp application to digital business or Facebook in digital business. It seems that all participants attended both sessions. They were very curious to learn both.

Group 1 - Whatsapp (Slot 1 - 9.30 am - 11.00am)

Scope of work: To take order and to deliver orders through Whatsapp.

Target: Raiders

Group 2 - Facebook (Slot 2 - 11.30 am - 1pm)

Scope: Administration of Facebook and advertisement in the Facebook.

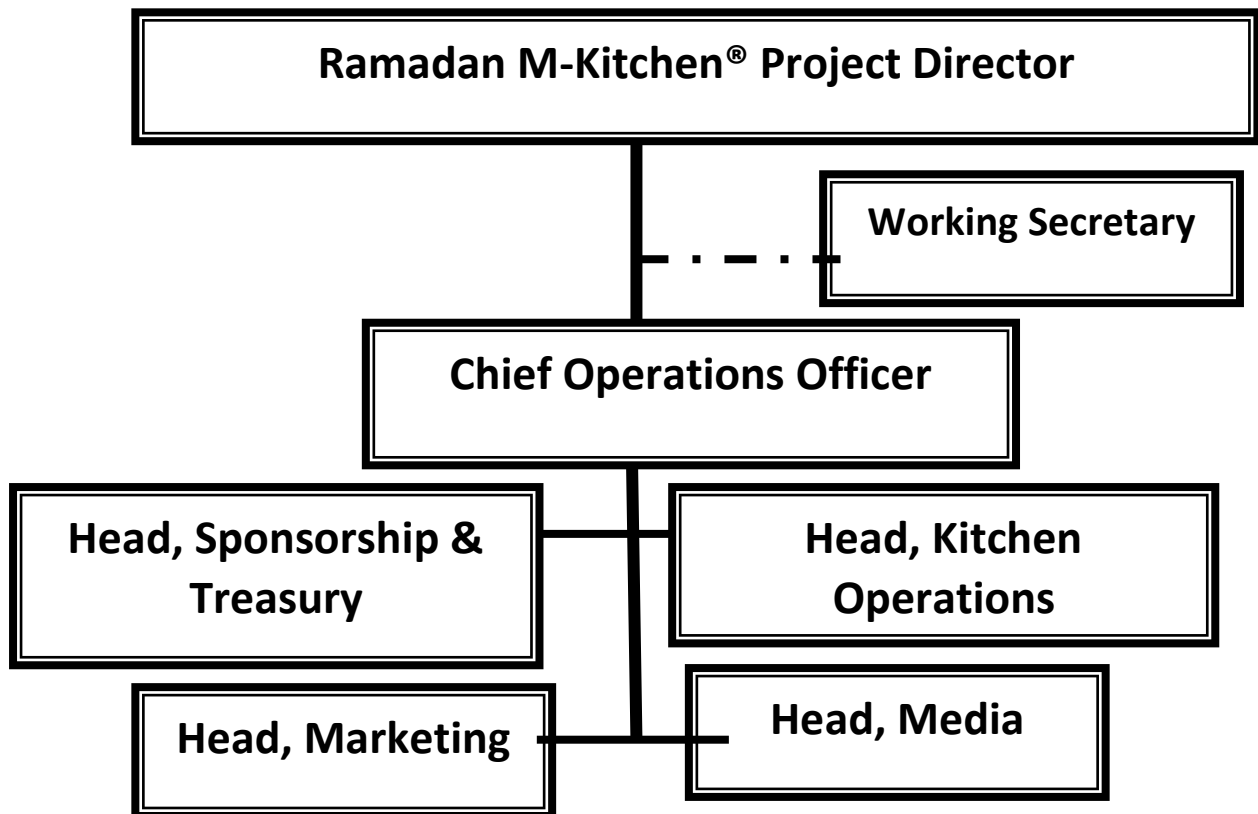
Target: All Masajid with facebook account.

After attending this crash course, the participants have started to use both digital applications to start selling their products (not related to Mkitchen<sup>®</sup>).

## CHAPTER 9

### RAMADAN

The two dry run projects and one digital workshop have given confidence to the Kitchen crew to run the Ramadan M-Kitchen. The suppliers have given their agreement too to supply chicken and other raw materials in 30 days of Ramadan. Figure 9.1 shows the organizational chart of the task force for Ramadan M-Kitchen®.



## 9.1 Donation drive

The project needed to secure some money to assure the 30 days of kitchen operations. Based on the Masjid's previous experience, the project could attract more donations from the public. However, the previous experience was before the global pandemic. The lockdown order in 2020 has halted the masjid from organizing *iftar* Ramadan. Figure 9.1 depicts the poster to drive donations for *Iftar* Ramadan M-Kitchen®.

The poster is for 'IFTAR RAMADAN M-KITCHEN (IHYA' RAMADAN 1442H)' organized by 'Flagship IIUM dan Masjid Al-Syakirin'. It features three main categories of support: 'IFTAR PERCUMA' for B40, asnaf, and those in need; 'SUMBANGAN' (donations) of raw materials and other items; and 'PELUANG PEKERJAAN' (job opportunities) for B40, asnaf, and those in need to work in the mosque kitchen and food delivery. Contact information includes 'BANK ISLAM' with account number '1211 30100 28083' and 'MASJID AL-SYAKIRIN GOMBAK'. A yellow box highlights 'Online Donation: <https://ezy.u/mjaqiftarmkitchen>'. The bottom section lists contact persons: HJ Abdul Rahman (019 2202032), HJ Nazli (012 382 1971), Dr Ghazali (012 9783071), and Dr Suhaimi (013 3483803), with a link to <http://bit.ly/mkitchen2021>. Logos for IIUM Flagship and Masjid Al-Syakirin are also present.

**IFTAR PERCUMA**  
Untuk B40, asnaf, gelandangan dan yang memerlukan

**SUMBANGAN**  
Sukarelawan, Infaq, derma bahan mentah & lain-lain sangat dialukan

**PELUANG PEKERJAAN**  
Untuk B40, asnaf & gelandangan bekerja di dapur Masjid & penghantaran makanan

**BANK ISLAM**  
**1211 30100 28083**  
MASJID AL-SYAKIRIN GOMBAK  
Rujukan: M-Kitchen 2021

Online Donation:  
<https://ezy.u/mjaqiftarmkitchen>

SEPERTI ORANG YANG BERPUASA

**BERMINAT HUBUNGI**

1. HJ Abdul Rahman 019 2202032
2. HJ Nazli 012 382 1971
3. Dr Ghazali 012 9783071
4. Dr Suhaimi 013 3483803

<http://bit.ly/mkitchen2021>

Each donation received abundant rewards. Allah has mentioned in the Quran:

*“The example of those who spend their wealth in the way of Allah is like a seed [of grain] which grows seven spikes; in each spike is a hundred grains. And Allah multiplies [His reward] for whom He wills. And Allah is all-Encompassing and Knowing.”* (Surah al-Baqarah, verse 261)

## **9.2 Food Menu for Iftar Ramadan.**

The Kitchen Operations has proposed the food menu and has endorsed by the congregational members of the Masjid through random survey.

The new norms for *iftar* in pandemic covid-19 situation prohibited for dine-in mode.

Figure 9.2 shows the list of food menu for *iftar* Ramadan.

Day 1: Nasi putih, kari ayam, sayur kubis & karot

Day 2: Nasi minyak, kurma ayam & salatah (timun acar)

Day 3: Nasi tomato, ayam sambal & sayur campur

Day 4: Nasi putih, ayam goreng berempah, dalca sayur & daging

Day 5: Nasi putih, ayam masak kicap & sayur campur

Day 6: Nasi ayam, ayam goreng, salad & tomato

Day 7: Nasi beriani & ayam beriani, & sayur acar

Day 8: Nasi putih, kari ayam, sayur kubis & karot

Day 9: Nasi minyak, kurma ayam & salatah (timun acar)

Day 10: Nasi tomato, ayam sambal & sayur campur

Day 11: Nasi putih, ayam goreng berempah, dalca sayur & daging

Day 12: Nasi putih, ayam masak kicap & sayur campur

Day 13: Nasi ayam, ayam goreng, salad & tomato

Day 14: Nasi beriani & ayam beriani, & sayur acar

Day 15: Nasi putih, kari ayam, sayur kubis & karot

Day 16: Nasi minyak, kurma ayam & salatah (timun acar)

Day 17: Nasi tomato, ayam sambal & sayur campur

Day 18: Nasi putih, ayam goreng berempah, dalca sayur & daging

Day 19: Nasi putih, ayam masak kicap & sayur campur

Day 20: Nasi ayam, ayam goreng, salad & tomato

Day 21: Nasi beriani & ayam beriani, & sayur acar

Day 22: Nasi putih, kari ayam, sayur kubis & karot

Day 23: Nasi minyak, kurma ayam & salatah (timun acar)

Day 24: Nasi tomato, ayam sambal & sayur campur

Day 25: Nasi putih, ayam goreng berempah, dalca sayur & daging

Day 26: Nasi putih, ayam masak kicap & sayur campur

Day 27: Nasi ayam, ayam goreng, salad & tomato

Day 28: Nasi beriani & ayam beriani, & sayur acar

Day 29: Nasi putih, kari ayam, sayur kubis & karot

Day 30: Nasi minyak, kurma ayam & salatah (timun acar)



Table 9.1 depicts the schedule of the kitchen operations during Ramadan.

Time	Description/Tasks
11 a.m.	Arrival of raw materials from the suppliers at the kitchen. Kitchen crew has to check the raw materials quantity and quality.
12.00 noon	Kitchen crew cut vegetables, chicken, and other ingredients according to quantity with different containers.
2 p.m.	Start to cook under the supervision of Head, Kitchen Operations and in presence of guest of honor (Master Chef Beriyani).
4 p.m.	All food are packed into suitable containers
4.30 p.m.	Distribution of food according to the list prepared by the Chief Operations Officer.
6 p.m.	The remaining packs to be distributed to orphanage.

### 9.3 Promotional Materials

In marketing is known with the acronym 4Ps or marketing mix, namely product, promotion, price, and place. In this project, the product is the packed food. The needy recipients do not have to pay. There is cost in the food preparation. For the public who wanted to patronage the food, they have to pay at market price. If they were to pay more, the project encouraged them.

Figure 9.3 shows the sticker as label for the packaging.



The colour reflects kitchen and food. The plate with spoon and fork indicates the food is ready to be consumed.

Figure 9.4 depicts the promotional materials




# Salam Ramadan

## dari M-Kitchen Masjid al-Syakirin Gombak

(Projek Dapur Masjid membantu Asnaf dan B40)

*"Membeli sambil berinfaq"*

<div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0;">  <p>Menu Hari 1, 8, 15 &amp; 22 Ramadan</p> <p>Nasi Putih, Kari Ayam, Sayur Kubis dan Karot</p> <p style="text-align: center; background-color: #000; color: #fff; border-radius: 10px; padding: 5px;"><b>RM6/pek</b></p> </div>	<div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0;">  <p>Menu Hari 5, 12, 19 &amp; 26 Ramadan</p> <p>Nasi Putih, Ayam Masak Kicap, Sayur Kubis dan Karot.</p> <p style="text-align: center; background-color: #000; color: #fff; border-radius: 10px; padding: 5px;"><b>RM6/pek</b></p> </div>
<div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0;">  <p>Menu Hari 2, 9, 16 &amp; 23 Ramadan</p> <p>Nasi Minyak, Ayam Masak Kurma, Acar Kuning (Timun Karot)</p> <p style="text-align: center; background-color: #000; color: #fff; border-radius: 10px; padding: 5px;"><b>RM6/pek</b></p> </div>	<div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0;">  <p>Menu Hari 6, 13, 20 &amp; 27 Ramadan</p> <p>Nasi Beriani, Ayam Beriani, Acar Timun &amp; Nenas</p> <p style="text-align: center; background-color: #000; color: #fff; border-radius: 10px; padding: 5px;"><b>RM9/pek</b></p> </div>
<div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0;">  <p>Menu Hari 3, 10, 17 &amp; 24 Ramadan</p> <p>Nasi Tomato, Ayam Masak Sambal, Acar Jalatah</p> <p style="text-align: center; background-color: #000; color: #fff; border-radius: 10px; padding: 5px;"><b>RM7/pek</b></p> </div>	<div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0;">  <p>Menu Hari 7, 14, 21 &amp; 28 Ramadan</p> <p>Nasi Ayam, Ayam Perap Goreng, Timun &amp; Salad) Sup Sos &amp; Kicap</p> <p style="text-align: center; background-color: #000; color: #fff; border-radius: 10px; padding: 5px;"><b>RM6/pek</b></p> </div>
<div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0;">  <p>Menu Hari 4, 11, 18 &amp; 25 Ramadan</p> <p>Nasi Putih, Ayam Goreng Berempah, Dalca Sayur Campur Daging.</p> <p style="text-align: center; background-color: #000; color: #fff; border-radius: 10px; padding: 5px;"><b>RM6/pek</b></p> </div>	<div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0;"> <p style="text-align: center; background-color: #000; color: #fff; border-radius: 10px; padding: 5px;"><b>CAJ PENGHANTARAN</b></p> <p>Khariah Masjid: <b>RM3.00</b> Luar Khariah: <b>RM5 dan ke atas</b></p> </div>

"Selera Anda Keuntungan Kami"

Untuk tempahan atau infaq pek iftar Ramadan,  
Sila hubungi : **011-5693 5998** 



## 9.4 Appreciation Note

As a token of appreciation, the committee could only express in a page poster.

*“Orang berbudi kita berbahasa,  
Orang memberi kita merasa.”*

Figure 9.5 depicts the appreciation note.

daripada  
TEAM MKITCHEN MASJID AL-SYAKIRIN  
GOMBAK

**Salam Aidilfitri**  
*Maaf Zahir & Batin*

Yang dihormati para  
dermawan/penyumbang/pelanggan/sukarelawan  
dan ahli kariah.

Terima kasih atas sokongan tuan/puan sepanjang  
operasi Mkitchen pada bulan Ramadan yang lalu.

Kami mengharapkan sokongan berterusan dari  
tuan/puan bagi membantu Mkitchen untuk terus  
beroperasi. InshaAllah kami merancang untuk terus  
menyediakan makanan percuma kepada asnaf dan  
ahli kariah yang memerlukan.

Mkitchen juga bersedia untuk menyediakan pek  
makanan kepada syarikat /NGO/penaja bagi tujuan  
CSR kebajikan.

Mkitchen juga akan membuka order dan delivery  
kepada pelanggan setia kami. Menu-menu baru yang  
lebih menyelerakan akan diperkenalkan selepas ini.  
Nantikan promosi kami.

**SUMBANGAN DAN TAJAAN ANDA DIPERLUKAN**

**Projek Dapur  
Masjid 2021  
(M-Kitchen)**

Kerjasama antara :  
Universiti Islam  
Antarabangsa &  
Masjid Al-Syakirin, Gombak

**BANK ISLAM** 12113010028083 | Masjid al-Syakirin Gombak | Rujukan: MKitchen  
M-Kitchen@alSyakirin

Last but not least, the committee wish the best for all the contribution. *“Kalau ada sumur di ladang, boleh kami menumpang mandi; Kalau ada umur yang panjang, boleh kita berjumpa lagi.”*

## CHAPTER 10

### EVALUATION OF THE PROJECT

The Mkitchen® project has taken its journey from zero to until it is today. The journey was within 1 Muharram 1442 until 30 Zulhijjah 1442. The journey has been full of colours. It took a lot of sacrifices, but the value is of lifetime achievement in spreading mercy to the world (*rahmatan lil 'alamin*). The steering and strategic committee had no rest. Weekly strategic meetings have been a routine. Sometimes, there were ad-hoc meetings on weekdays and weekends. Figure 10.1 shows the energetic and enthusiastic faces of the committee members.



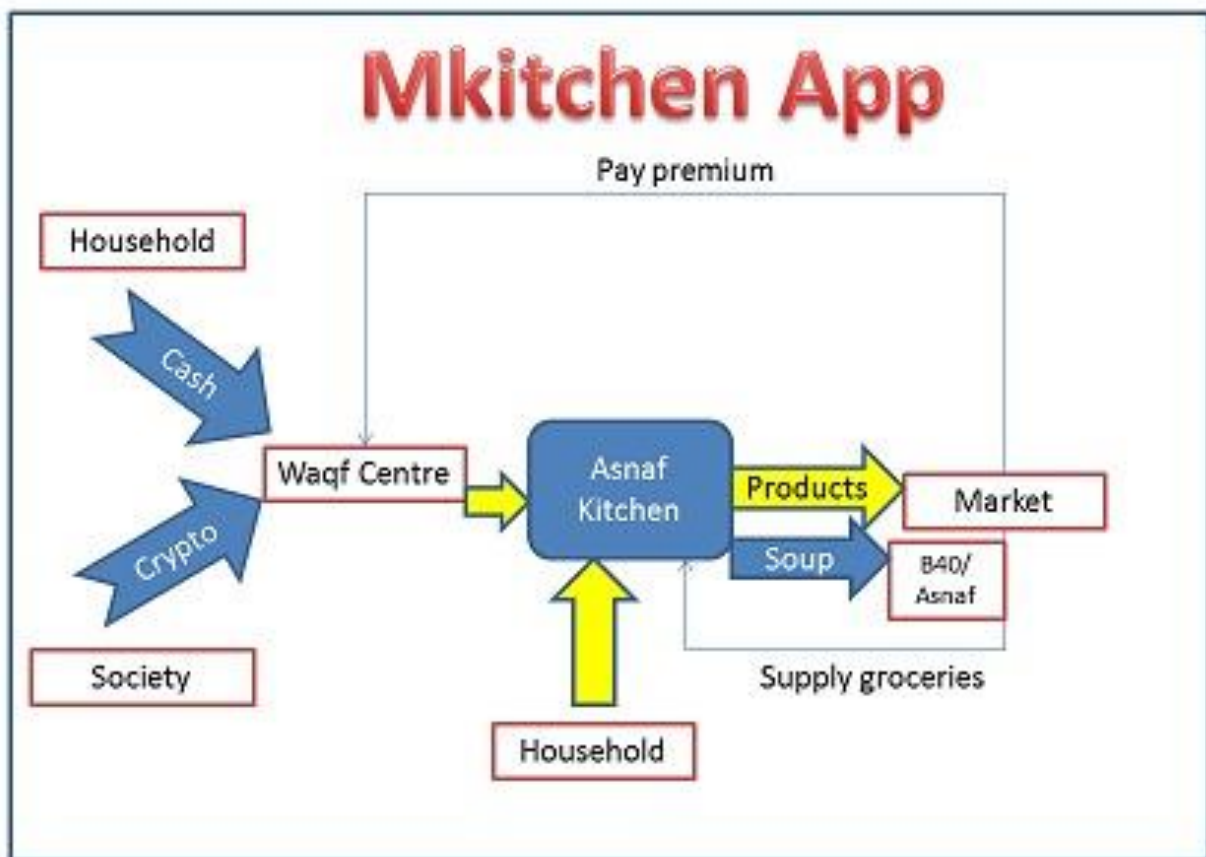
## 10.1 Outcomes

All stakeholders (participants, donors, partners) of MKitchen® have done their best level. Alhamdulillah, there have some outcomes to proof the concept of MKitchen® has value for all. Table 10.1 summarises the outcomes of MKitchen® (within 1 Muharram – 30 Zulhijjah 1442 Hijriyyah).

Key Target	Output/Outcome
Soup Kitchens for B40 & <i>Asnaf</i>	Provide and deliver free daily food packs to at least 100 B40/ <i>Asnaf</i> & mKitchen® crews by 5.30pm
Sales of food packs - change in Revenue Streams model due to insufficient donation fund	Average daily sales of 150 food packs. Sales start at 4.30 pm. Unsold packs are distributed to B40/ <i>Asnaf</i> starting at 5.30 pm
Job creation for <i>Asnaf</i>	Employed 26 <i>asnaf</i> as: 4 Tukang Masak – TM (paid RM150/day for 7 days each) 8 Pembantu TM (RM80/day for 7 days each) 2 Pembantu Dapur (RM80/day) 6 Pembungkus Makanan (RM30/day) 6 Riders
Mindset shift, upskilling, empowering, and nurturing <i>Asnaf</i> Entrepreneurs	Upskilling of 4 <i>Asnaf</i> preneurs Building-up the mKitchen brand in Gombak district
Utilisation of <i>Masjid Kitchen</i>	MKitchen pilot implementation with no rental cost
Publication on MKitchen® Sejahtera Model	2 conference papers – SIMPAN21 & ICT4M
Sponsorship & donations	Received corporate sponsorship after 17 days of pilot implementation kick-off. Received individual donation as iftar sponsorship a few days before pilot implementation kick-off. [RM10,900]

## 10.2 Revisit

Based on the experience of three phases of Mkitchen®, the team has decided to revisit the modus operandi to be fully inclusive and digitalized with *Sejahtera Lestari Afiyah Rahmatan lil 'alamin*. Figure 10.2 envisages the Mkitchen® way forward concept and modus operandi.



### 10.3 Academic Outputs

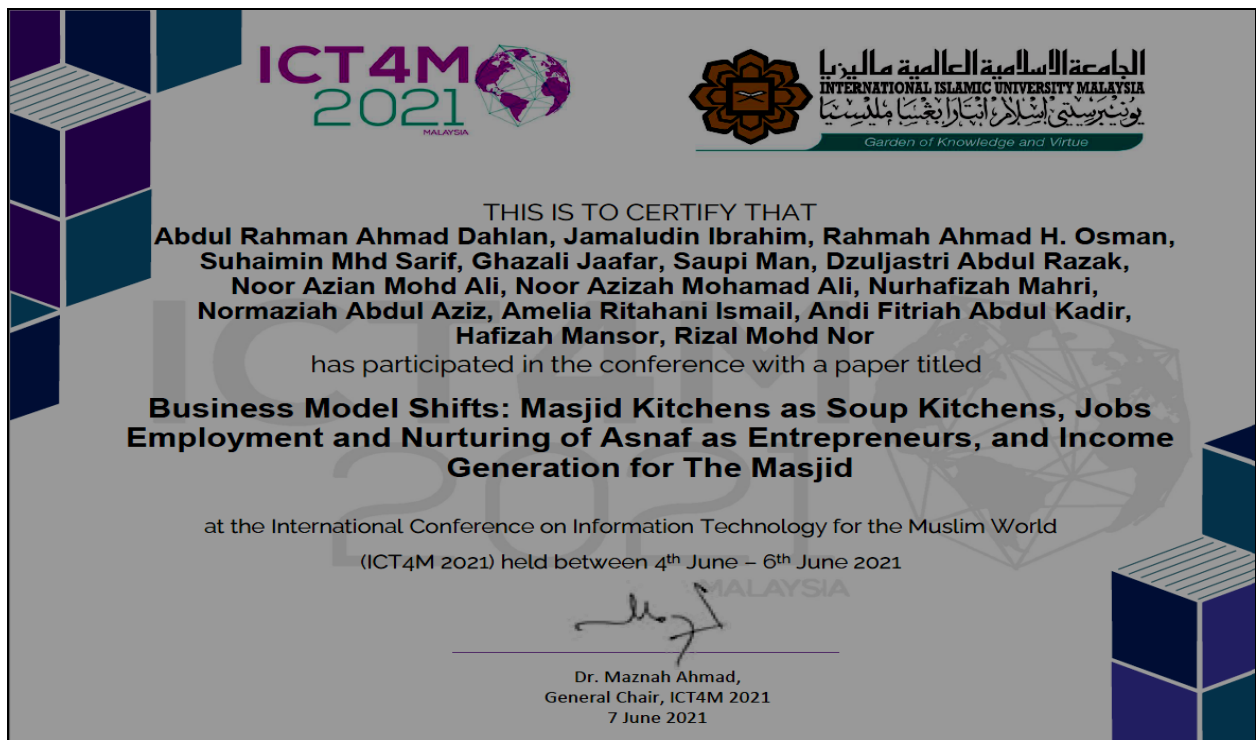
Mkitchen® project has extended the outcomes into academic outputs. Figure 10.3 shows certificate of presentation and best paper award at Seminar on Mosque Innovation during Pandemic (SIMPan21). The objectives of the seminar are in tandem with Mkitchen® with *Sejahtera* substance.







Figure 10.4 shows the certificate of participation at the International Conference on Information Technology for the Muslim World (ICT4M 2021).



## 10.4 Sharing with other mosques

With the spirit of *Sejahtera Lestari Afiyah Rahmatan lil 'alamin*, the team shared with other mosques. Figure 10.5 shows the engagement with Masjid Salahuddin Al-Ayubbi Taman Melati Kuala Lumpur (within 10km from IIUM Gombak) on 7 June 2021.



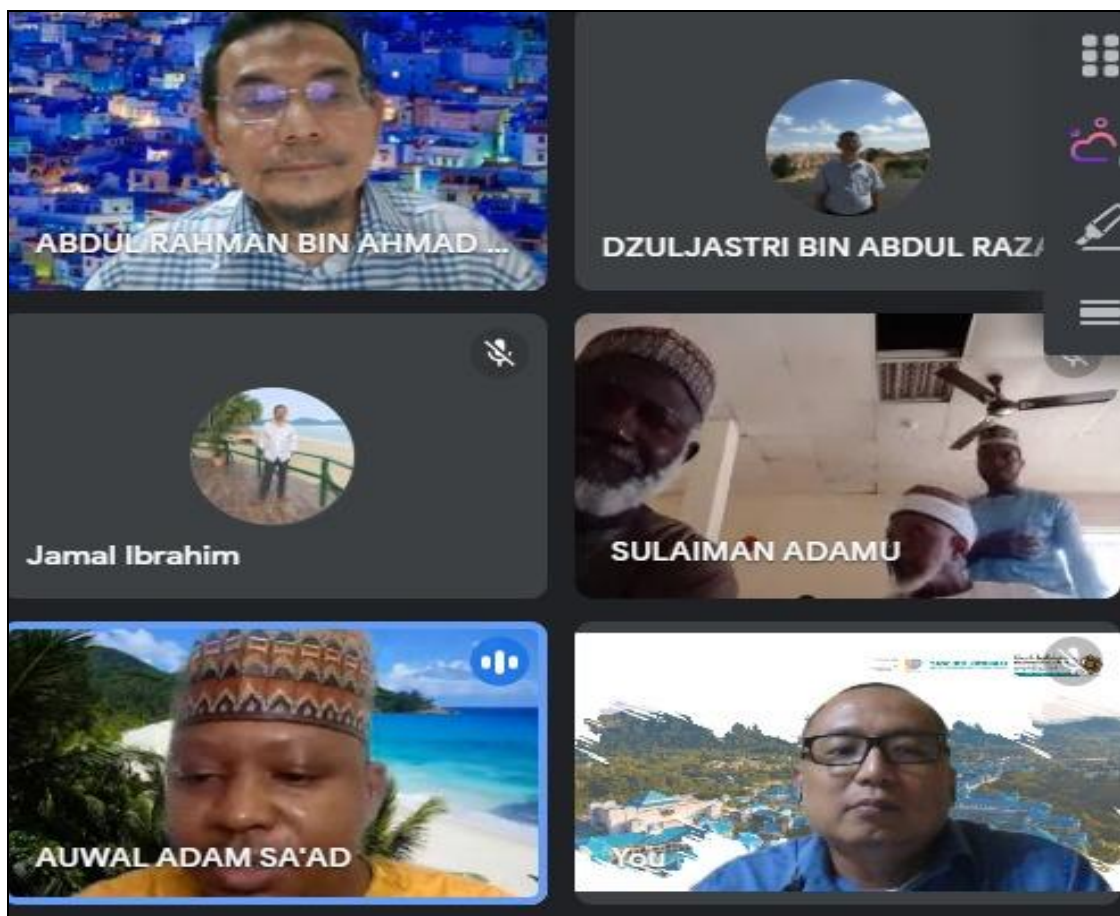
Interestingly, Masjid Salahuddin Al-Ayubbi (under Jabatan Agama Islam Wilayah Persekutuan) has similar socio-demographic attributes with Masjid Al-Syakirin Gombak (MASG) (under Jabatan Agama Islam Selangor) although both are under different Islamic administration jurisdiction.

Not to forget the territorial mosque (masjid kariah) Masjid Gombak Utara on 10 June 2021. IIUM Gombak is within the territorial jurisdiction of Masjid Gombak Utara. Previously, it was known as Masjid Zakaria. This masjid has been the first community engagement partner for IIUM Gombak in 1996. Ahmad Ibrahim Kulliyah of Laws (AIKOL) IIUM Gombak was the first entity in IIUM established partnership with Masjid Zakaria. Figure 10.6 shows the interaction between the Chief Imam of Masjid Gombak Utara (Ustaz Hamidi al-Hafiz, also BBA graduate of IIUM under the Darul Quran and IIUM smart partnership).



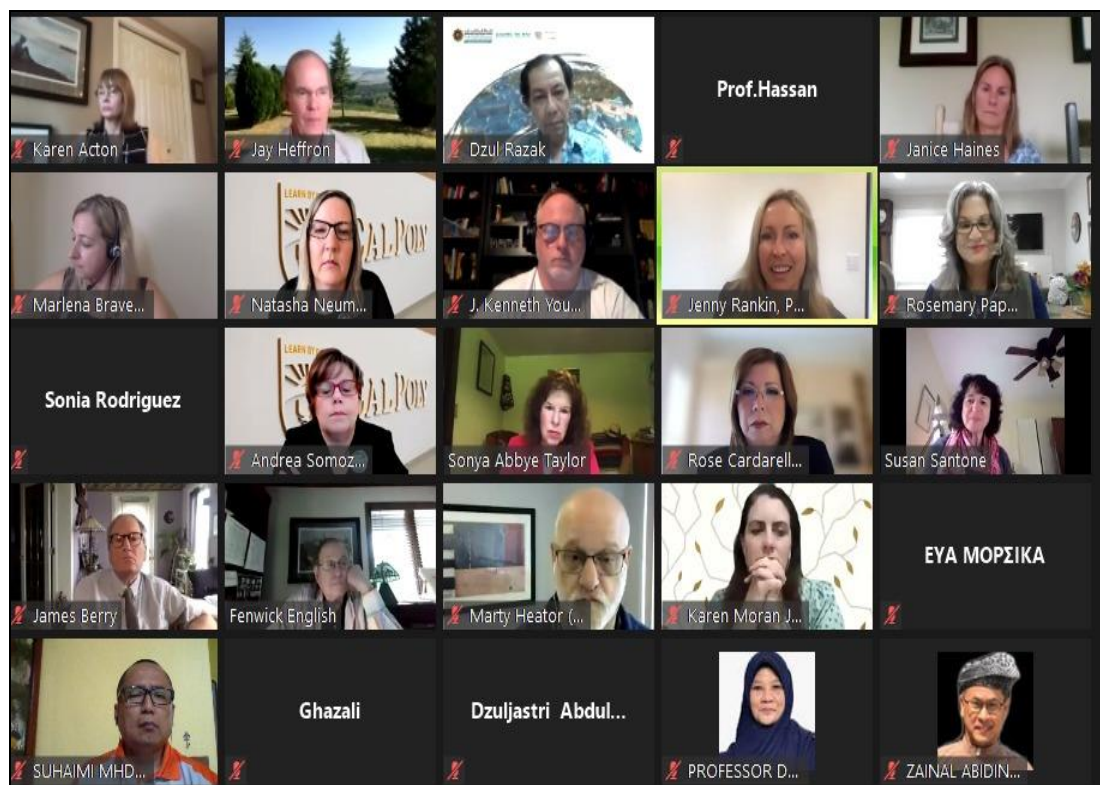
The committee also approached a few mosques, namely, **Masjid Muadz bin Jabal (MMJ)**, Taman Setiawangsa, **Masjid As-Sobirin (MAS)** Lembah Keramat, and **Masjid Al-Akram (MAA)** Datuk Keramat.

The group has shared MKitchen® model with Gwallaga Central Mosque , Bauchi State, Nigeria on 23 June 2021. Figure 10.7 shows the interaction with Gwallaga Central Mosque.



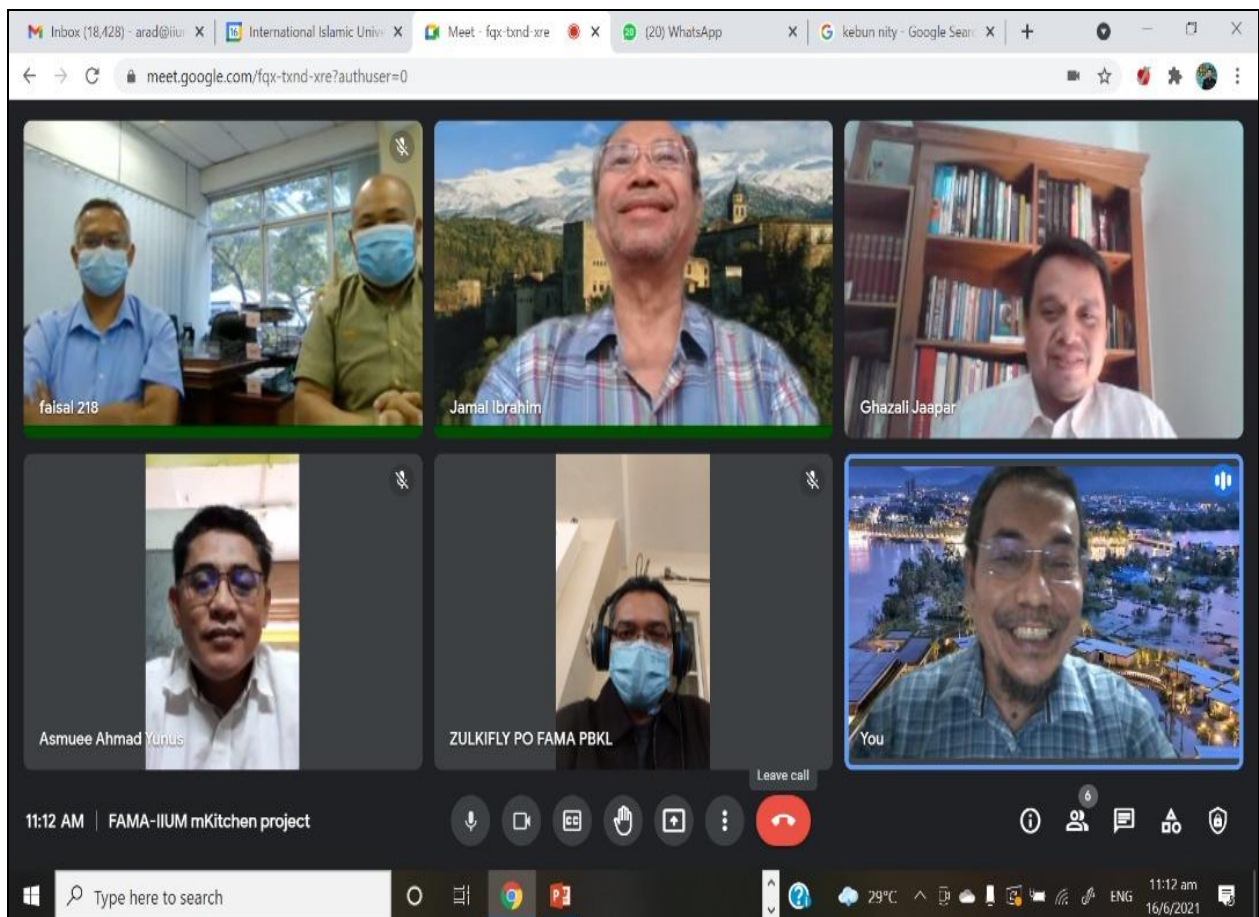
## 10.5 Sharing with International bodies

The Honourable Rector of IIUM has invited MKitchen® to share its model with international educational leaders in a webinar entitled “Education Leaders Without Borders (ELWB)” on 4 June 2021. Figure 10.8 shows the participants during the presentation of MKitchen®. Tuan Haji Abdul Rahman presented MKitchen® model in the webinar.



## 10.6 Exploring with FAMA

Mkitchen® is not just about cooking and serving food. The group has identified The Federal Agricultural Marketing Authority (FAMA), a statutory body under the Ministry of Agriculture and Food Industries (MAFI) Malaysia. Figure 10.9 shows the interaction between Mkitchen® committee and FAMA senior management on 16 June 2021.



FAMA has explained its role in assuring food safety and stable supplies. Figure 10.10 depicts the value chain of food from farm to folk.



Besides the value chain process, FAMA has formulated long term strategies to incorporate digitalization. Figure 10.11 shows the digitalization of FAMA services.



## CONCLUSION

Mkitchen® project received warm welcome from various entities in the society in principle. Each entity proposed for customized modus of operandi to meet the uniqueness and contexts of different entities. The way forward in the 1443 *hijriyyah* calendar will be inclusive, customized and driven by *Sejahtera Lestari Afiyah Rahmatan lil 'alamin* with *Ta'awun* (cooperative behaviour) and digitalization.



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9. Masjid Al-Syakirin Gombak (MASG)
10. Lembaga Zakat Selangor
11. Yayasan Inovasi Malaysia, Kementerian Sains, Teknologi dan Inovasi Malaysia
12. Bank Islam Malaysia Berhad
13. Maybank Islamic Berhad
14. Ladangku
15. Balada Enterprise

This book narrates the journey of *ta'awun* (cooperative behaviour) at IIUM Mkitchen® project with Masjid Al-Syakirin Gombak (MASG). The main objective of the project is transform the mosque as a platform to provide free food, to up skill in foodpreneurship, to create new employment opportunities, to give empowerment and to nurture entrepreneurship (3Es) for poor and needy people in the surrounding area of it. Ta'awun refers to cooperative behaviour among the participants, the sponsors, and the beneficiaries in initiating, planning, sponsoring, executing and evaluating the Mkitchen® project at Masjid Al-Syakirin Gombak (MASG). The journey officially started on 24th January 2021 through its first meeting among the interested as well as committed members. After executing two events, the project was continued with a full scale project for a month. The project has secured its proof of concept (POC). Nevertheless, the project has been continued with a small scale due to the movement restriction by the authority to prevent the spread of coronavirus disease (COVID-19).

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