



19th ANIC Annual General Meeting (AGM)
2025-2026

ANIC DEPARTMENTS REPORTS

Uniting the Imams in Preserving Islam



Action Against Islamophobia 19th ANIC Annual General Meeting

Sunday 11 October 2026

Yousseff Bardouh

AAI Program Manager

Purpose, Mandate, Key Functions

5 STREAMS OF WORK

1



**Education and
Schools**

Nationwide

- Educational Resource Development
- Professional Learning
- Collaboration with:
 - Department of Education
 - Academics
 - Educator Networks

2



**NSW Police
Engagement and
Hate Crime Unit**

State Driven

- Advocacy & Strategic stakeholder engagement
 - Factsheets
 - Training videos
 - Know your rights
 - Understand laws

3



**AAI Register for
Islamophobic reports**

Nationwide

- Portal & Phone support line
- Case management
 - Support/Advice
 - Legal and Mental health referral
 - Advocacy
- Data collection
- Social media awareness campaign
- Media monitoring

4



**Outreach
Awareness Program**

State Driven

- Festival of Goals initiative
- Regional NSW awareness
- Public awareness initiatives to non-Muslim groups

5



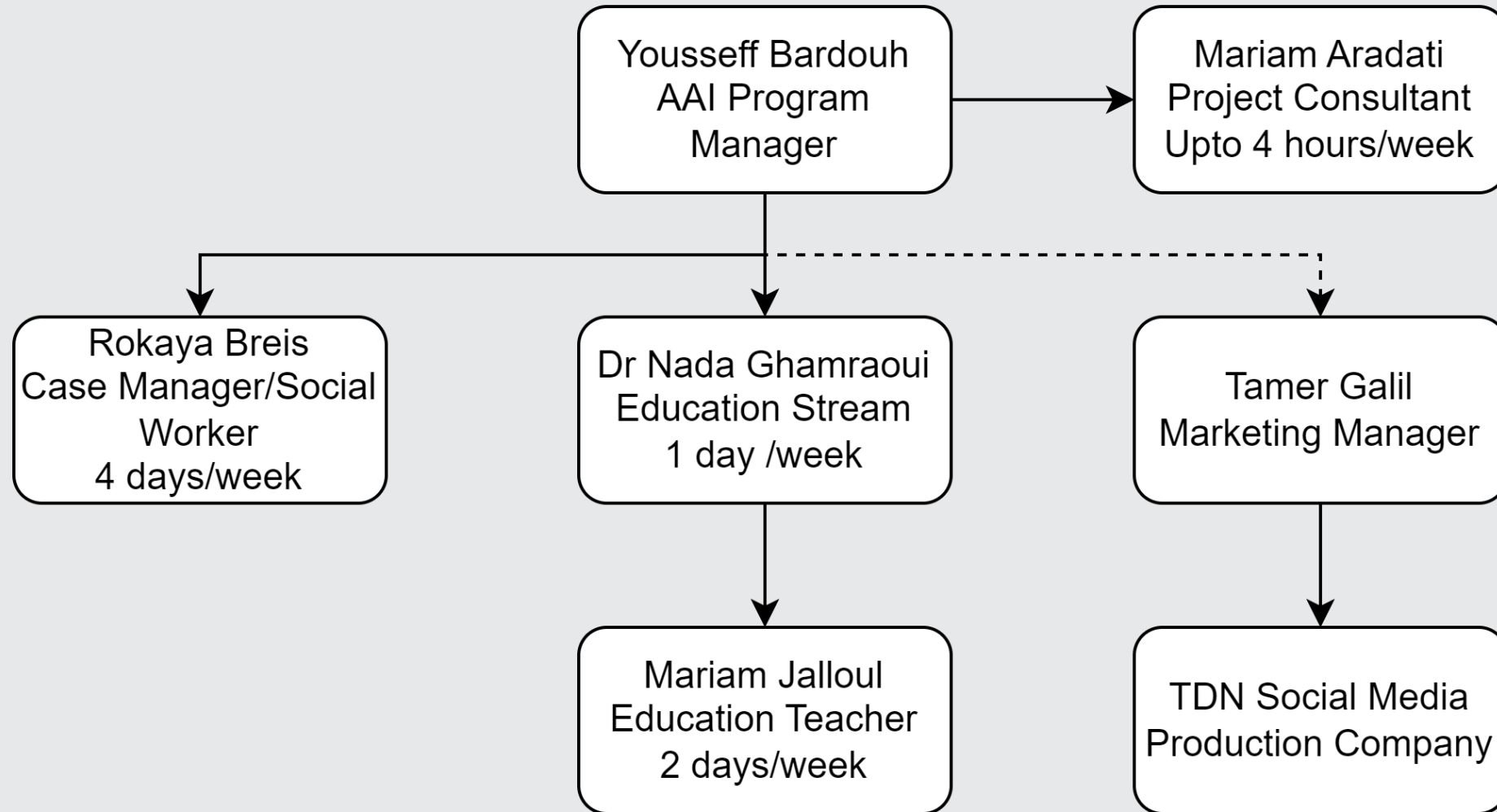
**Muslim Adult &
Youth Community
Engagement**

Nationwide

- Islamic school workshops
- Community and youth centre presentations

Every Initiative began with community voices

Project Team



Key Achievements

1

Onboarded a social worker / case manager and cleared backlog of open cases

2

4 Factsheets produced in partnership with NSW Police Hate Crimes Unit

3

Produced “Knowing Your Muslim Students” Professional Learning Module

4

2 OnePath Network Videos produced for education purposes

5

Over 100 resources / assets produced for Department of Education English and History high school subjects

6

Outreach program – Festival of Goals delivered to 1 Rural NSW location



Challenges & Responses

1

Repeated exposure to hate resulting in potential burnout

Strengthen staff wellbeing and psychological safeguards and minimise unnecessary repeated exposure to harmful content

2

Activity Work Plan yet to be approved by Funders.

Work collaboratively with MNSW to establish a path forward

3

Timing of Islamophobia Awareness presentations

Catering to community timeslots. After Maghrib or Isha prayer. Exhausting requiring flexible working hours

4

Islamophobia Awareness Facilitators

Islamophobia Awareness campaign and Case Management requires additional manpower. Increase advertising

5

Lack of sponsorship / funding for Festival of Goals

Develop a diversified sponsorship strategy and push to network and seek relevant government funding opportunities

Financial Snapshot



AAI Register - Stats

Victims age group	Number of Incidents
0 to 9	6
10 to 20	29
21 to 30	35
17 to 24	1
31 to 40	38
41 to 50	41
51 or above	18
No age group (online incidents)	125

Table 1: Table showing victim age groups across reported incidents to the AAI Register

Victims gender	Number of incidents
Female	85
Male	87
No gender (online incidents)	121

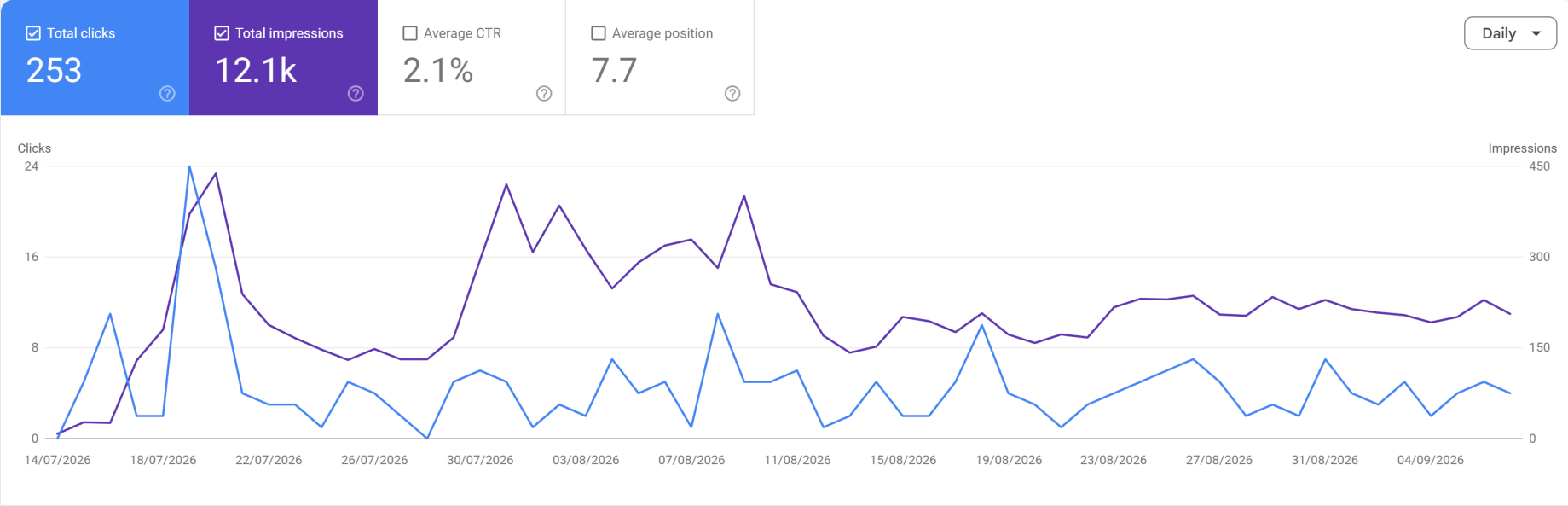
Table 2: Table showing victim gender across reported incidents to the AAI Register



Graph 1: Graph showing number of incidents by Australian states and Territory

All data presented is relevant to the period starting from November 2024 and ending on the 9 September 2026

AAI Website Statistics



Top pages	↓ Clicks	Impressions
https://actionagainstislamophobia.org.au/	165	3,571
https://actionagainstislamophobia.org.au/islam-and-racism/	70	6,807
https://actionagainstislamophobia.org.au/pride-in-being-muslim/	6	1,593
https://actionagainstislamophobia.org.au/festival-of-goals/	4	46
https://actionagainstislamophobia.org.au/contact/	3	47

Support Line Statistics

AAI Queue Activity	Number of Calls
Calls entered AAI queue	63
Calls answered	17
Calls abandoned before being answered	46
Percentage of calls serviced	17%
Total talk time for answered queue calls	2h 13m 31s
Average talk time for answered queue calls	7m 51s

AAI Staff External Call Activity	Number of Calls
External, inbound calls answered	17
External inbound calls unanswered	2
External outbound calls answered	22
External outbound calls unanswered	3
Total Talking time across answered and outbound	3h 43m 17s

Social Media Presence



Instagram

217 posts to date

513

FOLLOWERS

CONTENT MIX

- Education Reels & static posts with CTAs
- Key event coverage



Facebook

1,900

FOLLOWERS

CONTENT MIX

- Education Reels & carousel posts with CTAs
- Key event coverage

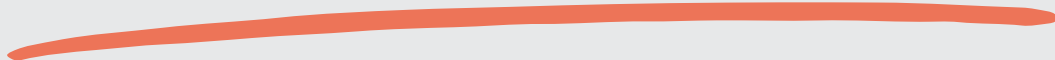


ANIC Monthly Newsletter

Commenced in August 2026

CONTENT MIX: Project milestone updates

Social Media Momentum Acceleration in 2026



Facebook led the growth, while Instagram delivered a step-change in engagement and follower conversion.

 Facebook 2025 → 2026			
Metric	2025	2026	Growth
Views	14.2K	81.1K	+468.7%
Interactions	439	3.4K	+675.5%
Profile visits	2.2K	3.7K	+68.5%
Follows	167	260	+55.7%
Link clicks	22	48	+118.2%
81.1K views • 41.0K viewers in 2026			

 Instagram 2025 → 2026			
Metric	2025	2026	Growth
Views	54.6K	66.1K	+21.0%
Reach	13.4K	19.6K	+45.8%
Interactions	308	3.4K	+1,000%
Profile visits	935	888	-5.0%
Follows	68	184	+166.7%
3.4K interactions • 184 new follows in 2026			

WHAT DROVE THE RESULT

~2 posts
/ week

Consistent educational, advocacy and topical content

Data & reporting • Rights & advocacy • Videos • Campaigns & events • Calls to action

KEY MESSAGE

2026 delivered stronger reach, engagement and audience growth across both channels.

Islamophobia Awareness Seminars Progress

1

Presented to 5 Community Centres - reaching 500+ (Imams, public & youth)

3

6 Youth Groups Scheduled (covering over 200 Muslim Youth)

5

2 Islamic Schools scheduled (covering 500 teachers & parents + 280 students)

7

Non-Muslim Establishments scheduled including: CSNSW, NSWPolice, MCLO

2

Other community centres in the pipeline

4

Other youth groups in the pipeline.

6

Other Islamic Schools in the pipeline

8

Other non-Islamic Institutions Awareness campaigns planned (AFP, 1st Responders)

Outreach Program – Needs Sponsorship



FESTIVAL OF GOALS

FOOTBALL. COMMUNITY. BELONGING.

Festival of Goals is a fast-paced, place-based football initiative connecting young people, families and supporters through sport, inclusion and positive action against Islamophobia.



OUR IMPACT



6–7 EVENTS PER YEAR

Year-round community activations.



NSW & QLD REGIONAL REACH

Reaching communities across metro and regional Australia.



GROWING YOUTH PARTICIPATION

Creating positive opportunities for young people.



STRONGER, CONNECTED COMMUNITIES

Building belonging, respect and social cohesion.

- Launching with **Inter-mosque competitions**
- **Sydney and Brisbane** events targeted
- **Register your team**
- Brothers competition this year, Sisters next year

Education Curriculum Updates – IN PROGRES

1

English and History High School Curriculum Modules

Professional Learning Modules - On Islamophobia Content

2

Teachers Toolkit – Knowing Your Muslim Student

Professional Learning Module

3

Islamic School Student Workshops

Muslim Student Identity and Islamophobia Education Focus

4

Parent Toolkit

Equip parents with understanding expectations of Muslim Students at School

5

NSW Police Force Training Content

Training Videos and Islamophobia Awareness Material

Call to Action

1

Host Islamophobia Awareness Seminars

Educate your Mosque, Community, Islamic Schools and Youth Groups on how to recognise, respond to and report Islamophobia when it happens.

2

Request or Conduct Regular Islamophobia Khutbahs on Islamophobia

Every 3 months, dedicate Friday khutbah to the impacts of Islamophobia, the support services available, and how members can get help.

3

Find Volunteers and Display Posters, Flyers & QR Codes in Mosques

Come forward and volunteer to run workshops and Islamophobia Awareness presentations. Assist in displaying **AAI posters and QR codes** throughout masjids, community and youth centers for easy access

4

Encourage Logging, Logging and Logging Every Incident

Record all Islamophobia incidents — even the ones you don't take further. Every report builds a clearer picture of what's really happening.

5

Sponsor Festival of Goals Initiative

To bring **communities to together** through friendly competitive soccer competitions.



Annual General Members Report

ANIC AGM Meeting – 11 October 2026

Department Name: Australian Islamic Education Services

Reporting Officer:

Name: Nadine Yakmor

Position: AIES SRE Program Manager

Presenter:

Reporting Period: September 2025 – August 2026

1. Introduction

The Australian Islamic Education Services (AIES) serves as the SRE and educational division of the Australian National Imams Council (ANIC), delivering authentic, curriculum-aligned Islamic education to Muslim youth across NSW public high schools.

2. Key Achievements – Past 12 Months

Provide a concise yet detailed account of major accomplishments:

- **Strategic SRE Peak Representation:** Appointed as the official Islamic SRE Representative for all Islamic providers with the NSW Department of Education (DoE), advocating collectively for Islamic scripture education across the state.
- **Parliamentary Recognition & Co-Hosting:** Selected to co-host the prestigious biannual SRE Celebrations at NSW Parliament House in Sydney in November 2026, representing the Islamic education sector before parliamentary leaders, interfaith providers and community stakeholders.
- **NZF Funding Partnership:** Secured a vital funding partnership with the National Zakat Foundation (NZF) to subsidize volunteer teacher travel and out-of-pocket costs, enabling coverage for hard-to-reach schools and eliminating empty classrooms.
- **Teacher Expense Donations Campaign:** Launched a targeted community fundraising drive dedicated to covering volunteer fuel, tolls and classroom supplies so educators are never left out of pocket.
- **Volunteer Wellbeing Workshop:** Delivered a specialised wellbeing session focusing on burnout prevention, emotional resilience and mutual peer support for frontline facilitators.



- **Curriculum Modernisation:** Re-engineered the high school syllabus into a 10-lesson, "teacher-ready" framework featuring glanceable bullet points and structured lesson guides for seamless classroom delivery.
- **Training & Compliance:** Ran mandatory intensive workshops covering proactive classroom management, child protection compliance and observational quality audits.
- **School Executive Engagement:** Maintained strong, collaborative ties with executive leadership across more than 50 public high schools throughout NSW.

3. Challenges & Lessons Learned

- **Regional Teacher Gaps:** Centralised recruiting cannot cover every distant school; long commutes, tolls and fuel place an unsustainable burden on volunteers.
- **The Solution:** A decentralized model where local community leaders take active ownership of recruiting and supporting teachers for high schools in their immediate neighborhoods.
- **Operational Bottlenecks & Capacity Limits:** Running an initiative of this magnitude—coordinating over 180 classes across 50+ high schools, 90+ volunteers, curriculum design, school liaisons, and DoE compliance—solely through a single individual poses significant operational risk and limits departmental growth.
- **The Solution – Administrative Expansion:** Actively pursuing the creation of a part-time operational role to assist with day-to-day administration, scheduling and facilitator support, ensuring the program's sustainability and long-term momentum.

4. Financial Summary (Overview Only), if applicable.

N/A

5. Key Statistics and Outcomes

Where applicable, provide measurable results for the reporting period.

- **Schools Served:** 50+ public high schools across NSW.
- **Classes Running:** 180+ active classes per fortnight.
- **Student Reach:** 4,500+ Muslim high schoolers reached.
- **Volunteer Force:** 90+ dedicated facilitators, trainers, and regional supervisors.
- **Curriculum Units:** 10 core thematic units restructured into standard lesson-plan format.

6. Looking Ahead – Goals for the Next 12 Months

Outline what the department aims to achieve in the coming year:

- **Decentralise Regional Management:** Establish localised community clusters where regional leaders and mosque committees actively recruit, mentor and oversee SRE facilitators for high schools in their immediate zones.



- **Expand Reach & Onboard New Schools:** Continue expanding our footprint across emerging growth corridors and underserved areas, onboarding new high schools to ensure Muslim students statewide have access to SRE.
- **Guarantee 100% Timetable Coverage:** Leverage the NZF travel fund alongside local community backing to deploy floating relief teachers and eliminate class cancellations statewide.
- **Host an Annual Volunteer Appreciation Dinner:** Convene a dedicated celebratory dinner to formally honour our 90+ volunteer educators, celebrate team milestones and strengthen community among facilitators.
- **Accelerate Sponsorship & Donor Campaigns:** Scale up community fundraising and secure corporate/organisational sponsorships to establish a sustainable, long-term fund for teacher travel subsidies and classroom learning materials.
- **Host a Collaborative Parent Seminar:** Partner with allied community organisations to deliver an educational event guiding parents on how to help their children thrive in public high schools, featuring SRE enrolment, and its benefits as a core topic.

7. Recommendations & Call to Action

- **Share the Responsibility:** Our central team's reach is limited, but together we can cover every single school in NSW. We urgently call on local Imams, community leaders and mosque committees to take direct ownership of their neighbourhood high schools by recruiting and managing local volunteer teachers.
- **Sustain the Travel Fund:** Continue contributing to our teacher expense fund so no volunteer is left out-of-pocket for serving our youth.

8. Closing & Acknowledgements

- We extend our gratitude to our 90+ volunteer teachers, our funding partner NZ, our community donors and the ANIC Executive Committee. May Allah SWT reward all efforts to protect and educate the next generation.

Please attach a financial report or any other relevant documents, if applicable



CIWA Department Report

For ANIC Annual General Meeting – October 2026

Department Name: Council of Imams Western Australia (CIWA)

Reporting Officer:

Name: **Sr Hanan Mzakzak**

Position: **Operations Manager**

Reporting Period:

October 2025 – September 2026

1. Key Activities and Initiatives

Membership and Council Development

- Since October 2025, CIWA onboarded 11 new members: 8 Imams and 3 Sisters. Current membership stands at 54 members, including 14 Associate Members.

Marriage Celebrant and Minister of Religion Registration

- Five Imams were approved by the CIWA Executive Team for appointment as Ministers of Religion & Marriage Celebrants: Imam Abdalla Abubakar, Imam Khalid Alef, Imam Mubarak Omo, Imam Iqbal Abdul Rashid and Imam Muhammad Hizam.
- The Council reinforced the ANIC requirement that applicants maintain active membership for a minimum of one year before applying for appointment as a Marriage Celebrant.
- A structured competency assessment was introduced as a due diligence measure. Applicants use ANIC-approved learning materials and complete a multiple-choice assessment covering the Marriage Act 1961, celebrant responsibilities, and relevant legal and procedural requirements. The assessment supplements, but does not replace, the existing Executive Council validation process.

Action Against Islamophobia (AAI)

- Planning commenced for an AAI Awareness Campaign across Western Australia to increase awareness and community engagement.

Advocacy and Community Representation

- CIWA leadership continued advocacy on behalf of Muslim community members requiring support with workplace, professional, educational and institutional matters.

Australian Islamic Education Services (AIES)

- AIES progressed planning to expand Islamic education and Special Religious Education opportunities in WA schools, including preparation of an Expression of Interest process for volunteer recruitment, screening and vetting.

Community Engagement, Programs and Leadership Representation

- 27th November 2025 – Meeting with Colleen Egan MLA at her electorate office in Thornlie.
- 9th December 2025 – Leadership meeting with Minister Toni Buti at Parliament House.
- 30th January 2026 – Lunch with Minister Toni Buti and Colleen Egan at Masjid Al Rahman.
- 8th May 2026 – Sr Khadija Al Kaddour's six-week motherhood program "Thriving Muslim Child". For raising resilient, emotionally healthy children.
- 20th June 2026 – Cyber Security Workshop conducted by Imam Sameh El Gawady.



- 9th June 2026 – Muslim Community Morning Tea hosted by WA Police Commissioner Col Blanch.
- 18th June 2026 – Sh Salmaan participated in a Multicultural Leaders Forum with the Minister for Immigration, Hon Tony Burke MP.
- 4th July 2026 – “Have Our Leaders Done Enough?” community forum hosted by the CIWA Executive Team.
- 11th July 2026 – CARD Awareness Webinar hosted by Sh Salmaan Parkar, Sh Faizel Gaffoor, Sh Mohamad Kammoun and Sh Khalid Shah.
- 2nd August 2026 – CIWA Annual General Meeting.
- 11th August 2026 – Scholarship & Shared Experiences Dinner with guest Sh Hamza Karamali.
- 13th September 2026 – Leadership Reception bringing together leaders from government, faith, business, academia, community organisations and the wider Muslim community.

2. Achievements and Outcomes

- Membership growth has strengthened CIWA’s representation and engagement across the Western Australian Muslim community, reaching 54 members, including 14 Associate Members.
- The Minister of Religion & Marriage Celebrant framework now has 23 current registered celebrants, with a more structured competency and compliance assessment supporting Executive Council decision-making.
- The new celebrant assessment provides additional objective information regarding applicant’s knowledge, competency and understanding of legal obligations while maintaining the existing Executive Council validation process.
- CIWA’s President, Sh Salmaan Parkar, continued to provide advocacy and representation for community members, including support in matters involving potential workplace discrimination, professional recommendations, endorsements, formal religious documentation and verification with a total of 19 advocacy support letters written this year.
- AIES has established a clear pathway toward school engagement by prioritising volunteer recruitment and vetting before approaching schools for potential SRE partnerships.
- CIWA leadership maintained engagement with government, political, law-enforcement, community and other stakeholders through meetings, forums, workshops, community events and the planned Leadership Reception.
- The breadth of activity demonstrates CIWA’s ongoing focus on member development, community advocacy, education, public engagement and stronger relationships with the wider Australian community.

3. Challenges and Lessons Learned

Key lesson: As CIWA continues to grow and expand its initiatives, having clear processes, appropriate preparation, and a sufficient number of committed volunteers will be essential to effectively support the implementation of planned activities and achieve the Council’s goals and objectives. Strong collaboration with the heads of each department and project managers will also be important to ensure initiatives are coordinated effectively, responsibilities are clearly defined, and the goals and projects of CIWA are successfully brought to fruition here in Western Australia.



4. Upcoming Plans (Next 3 Months)

- Deliver the CIWA Leadership Reception in September 2026, bringing together leaders from government, faith, business, academia, community organisations and the wider Muslim community.
- Launch a targeted volunteer recruitment drive to build a reliable pool of committed volunteers who can support CIWA's departments, projects, events and initiatives.
- Progress the AAI Awareness Campaign across Western Australia once the required promotional and resource materials are received.
- Launch and promote the AIES Expression of Interest process to recruit prospective volunteers, followed by screening and vetting in preparation for engagement with WA schools.
- Continue processing Marriage Celebrant applications in accordance with ANIC membership eligibility requirements and the strengthened competency and compliance assessment process.
- Continue membership development and engagement with Imams, Associate Members and Sisters across Western Australia.
- Maintain CIWA's advocacy and stakeholder engagement activities in support of Muslim community members and stronger relationships with government and community partners.

5. Requests or Recommendations for ANIC

Continued collaboration between ANIC and CIWA on education, advocacy and community engagement initiatives is recommended to strengthen national and state-level outcomes.

Prepared for presentation at the ANIC Annual General Meeting – September 2026



Department Report

For ANIC Executive Committee Meeting – 11 OCT 2026

Department Name: ANIC HALAL AUTHORITY

Reporting Officer:

Name: Nagi Taleb

Position: Operations

Reporting Period:

July – September 2026

1. Key Activities and Initiatives

- Renewal of Coles certification.
- Singapore accreditation renewed.
- BPJPH Approval Pending final approval.
- New company discussions pending Indonesia Approval.
- New Poultry Facility onboarding.
- 7 Eleven certification renewed.
- New Admin support hired, New Auditors trained for Export Audits.
- New Operations System finalised.

2. Achievements and Outcomes

- Coles certification expanded, and further expansion anticipated throughout the year.
- Increase in business activities and transitioning to new pricing Schedule.
- Bpjph anticipated acceptance by 18th Sep 2026.
- Extension of Muis Singapore recognition.

3. Challenges and Lessons Learned

- Correspondence with international bodies a challenge.



- Navigating challenges of meat and poultry issues in certification still ongoing.
- Balancing certification between international and domestic Halal standards.

4. Upcoming Plans (Next 3 Months)

- *Complete BPJPH Certification*
- Facilitate agreement for market access to GCC markets.
- Complete image overhaul and planned website and portal systems.

5. Requests or Recommendations for ANIC

- Continue pressure on Halal issues within the industry making certification difficult. i.e poultry and domestic abattoirs.
- Foster a stronger relationship with international Halal bodies.
- Educated community on importance of Halal and genuine accreditation.



Annual General Members Report

ANIC AGM Meeting – 11 October 2026

Department Name: CARD

Reporting Officer:

Name: Rihab Fares

Position: Administrative Support Officer

Presenter:

Reporting Period:

1. Introduction

The **Centre for Arbitration and Resolution Disputes Ltd (CARD)** is a service and division of the **Australian National Imams Council (ANIC)** established to provide structured Islamic dispute-resolution services to the Australian Muslim community.

CARD facilitates the resolution of marital, family and community disputes through Islamic mediation, conciliation and arbitration, with matters overseen by qualified Imams and scholars in accordance with Islamic principles and relevant Shariah guidelines.

CARD seeks to provide a professional, accessible and confidential environment in which individuals and families can address disputes and obtain appropriate Islamic guidance. Its work is guided by the principles of justice, fairness, confidentiality, compassion, accountability and respect for all parties.

CARD's key functions include:

- Islamic mediation and dispute resolution;
- Islamic arbitration where appropriate;
- Assistance with marital separation, reconciliation, Islamic divorce and Khulu;
- Guidance concerning Mahr, Talaq and related Islamic matters;
- Community support and advisory services; and
- Referral to appropriate legal, counselling and other professional services where matters extend beyond CARD's role.

CARD also works closely with ANIC's senior scholars, Imams and affiliated organisations to ensure that complex or disputed matters receive appropriate scholarly consideration.



Purpose

CARD's purpose is to provide structured, faith-based mediation, conciliation and arbitration services to assist in resolving marital, family and community disputes within Australia's Muslim communities.

Vision

To be a leading Australian Islamic authority in faith-based dispute resolution, promoting peace, reconciliation, justice and community wellbeing.

Mission

To provide accessible, professional and Sharia-compliant mediation, conciliation and arbitration services led by qualified Imams and scholars, supporting the resolution of disputes in a fair, ethical, respectful and culturally appropriate manner.

2. Key Achievements – Past 12 Months

Provide a concise yet detailed account of major accomplishments:

Over the past 12 months, CARD continued to provide Islamic dispute-resolution services to members of the Australian Muslim community and managed a range of sensitive marital, family and community matters.

The Department continued to strengthen its processes for mediation, reconciliation, Islamic divorce, Khulu and arbitration while improving coordination between case officers, Imams and senior scholars.

Community Support and Advocacy

CARD provided a structured and accessible service for individuals and families seeking Islamic guidance regarding:

- marital disputes;
- separation and reconciliation;
- Islamic divorce and Khulu;
- family disputes; and
- other matters requiring Islamic dispute resolution.

CARD worked closely with qualified Imams, senior scholars and ANIC leadership to ensure complex matters were appropriately considered and escalated when required.

The Department also promoted appropriate professional referrals where matters involved legal, counselling, financial or other issues outside CARD's scope.



A key focus remained ensuring procedural fairness by providing both parties with an opportunity to present their circumstances, concerns and supporting information.

Religious Guidance and Islamic Dispute Resolution

CARD managed applications involving Islamic divorce and Khulu and coordinated consultations between applicants, spouses, Imams and scholars.

The Department assisted with matters involving:

- disputed claims concerning Talaq;
- questions regarding the continuation or termination of an Islamic marriage;
- reconciliation and mediation;
- Mahr and financial obligations;
- conditions associated with Khulu; and
- complex matters requiring senior scholarly determination.

Where appropriate, CARD encouraged reconciliation and constructive dialogue. At the same time, the Department recognised that some relationships experience significant or irreversible breakdown and require consideration of appropriate Islamic separation processes.

Case Management and Professional Development

CARD continued developing structured approaches to:

- case intake and assessment;
- documentation and record keeping;
- communication with parties;
- scholarly consultation and escalation;
- appointment coordination; and
- case follow-up and closure.

Greater emphasis was placed on maintaining accurate case records, facilitating communication between parties and scholars, and ensuring appropriate professional boundaries and confidentiality.

Community Engagement

CARD continued promoting awareness of Islamic dispute-resolution pathways and encouraging individuals experiencing marital difficulties to seek assistance at an early stage.

The Department's work emphasised respectful communication, reconciliation where appropriate, protection of dignity and wellbeing, and consideration of children and family circumstances.



Support to ANIC and Member Organisations

CARD provided administrative and case-management support to Imams and scholars, including:

- coordinating appointments;
- facilitating communication;
- maintaining case records;
- documenting statements and correspondence;
- supporting scholarly consultations; and
- escalating complex matters to senior Mashaykh.

Where appropriate, CARD also supported consultation with recognised Islamic scholars and institutions regarding complex matters requiring broader scholarly consideration.

Overall Achievement

The past 12 months have represented a period of continued development and service delivery for CARD. The Department responded to increasing demand for structured Islamic dispute resolution while strengthening internal processes, scholarly collaboration and professional referral pathways.

CARD's work demonstrates ANIC's commitment to providing the Australian Muslim community with accessible, fair and professionally managed services that promote **reconciliation, justice, dignity, accountability and community wellbeing**

3. Challenges & Lessons Learned

CARD has continued to respond to complex and sensitive matters involving religious, interpersonal, financial, legal and social considerations. These experiences have highlighted areas requiring further development.

Increasing Case Complexity

CARD has managed increasingly complex marital and family matters involving:

- prolonged separation;
- disputed accounts of events;
- Mahr and financial disagreements;
- Talaq;
- Khulu;
- reconciliation; and
- requests for Islamic divorce.

Some matters required multiple consultations and involvement from several Imams and senior scholars before an appropriate pathway could be determined.



Operational and Administrative Capacity

The volume and complexity of cases have increased demands on CARD's administrative resources. Coordinating appointments, communicating with both parties, documenting information and facilitating scholarly consultations can be particularly demanding where matters remain unresolved over an extended period.

This reinforces the importance of continued investment in staffing, case-management systems and administrative infrastructure.

Consistency and Case Management

The diversity of cases has highlighted the need for consistent procedures covering:

- intake;
- assessment;
- documentation;
- communication;
- escalation; and
- case closure.

Clear processes are particularly important where parties provide conflicting accounts or matters involve multiple Islamic and professional considerations.

Community Needs and Conflicting Expectations

Many individuals approaching CARD are experiencing circumstances extending beyond the immediate Islamic dispute, including financial hardship, family breakdown, parenting issues, emotional distress and legal proceedings.

Spouses may also have substantially different expectations regarding Talaq, Khulu, Mahr and reconciliation. CARD must therefore maintain a balanced process while clearly communicating its role and limitations.

Interaction with Legal Proceedings

Some matters occur alongside Australian legal proceedings concerning divorce, children, property, finances or other issues. CARD must maintain an appropriate distinction between Islamic dispute resolution and matters determined through the Australian legal system.



Key Lessons

The past year has reinforced the importance of:

1. **Early intervention** to create greater opportunities for reconciliation.
2. **Consistency and transparency** in CARD's procedures.
3. **Balanced consideration** of both parties' positions.
4. **Senior scholarly oversight** for complex Islamic matters.
5. **Professional collaboration** where legal, counselling or other specialist assistance is required.
6. **Effective communication** to reduce misunderstandings and unnecessary escalation.
7. **Sustainable capacity** through appropriate staffing, funding, technology and administration.

4. Financial Summary (Overview Only), if applicable.

Centre for Arbitration and Resolution Disputes (CARD)

The following provides an overview of CARD's financial activity for the financial year **1 July 2025 to 30 June 2026**. The figures are presented as an overview only and should be read in conjunction with the full financial records and any separately prepared financial report.

Financial Overview

- **Total income received during FY 2025-2026: \$42,800**
(including amounts received through the account and cash)
- **Total payments made during FY 2025-2026: \$34,690**

Based on the figures provided, CARD maintained a positive difference between reported income and payments during the financial year. Detailed financial records should be reviewed separately to confirm the treatment and reconciliation of cash and account-based transactions.

Financial Sustainability

CARD remains committed to responsible financial management and ensuring that available resources are directed towards the delivery of its Islamic dispute-resolution services.

As demand for CARD's services continues to develop, maintaining sustainable funding will be important to support administrative operations, case management, technology, staffing and the continued improvement of service delivery.



5. Casework Overview

For the period **1 July 2025 to 30 June 2026**, CARD managed a substantial number of Islamic dispute-resolution matters.

- **Open cases:** 83
- **Closed cases:** 51

The casework reflects the continued demand within the Australian Muslim community for structured assistance in relation to marital disputes, Islamic divorce, Khulu, reconciliation and other family matters.

The volume and complexity of matters managed during the reporting period reinforce the importance of maintaining adequate administrative capacity, clear procedures and appropriate scholarly oversight.

5. Key Statistics and Outcomes

Where applicable, provide measurable results for the reporting period.

- **National Imam Development Program**
Launch a dedicated program to support the professional growth of current and emerging Imams across Australia, focusing on leadership, communication, and community engagement.
- **Annual National Imams Conference**
Organise the 2026 National Conference to discuss national priorities, strengthen collaboration, and unify religious leadership on key matters affecting Australian Muslims.
- **Community Outreach Projects**
Expand programs addressing youth development, family wellbeing, and women's involvement, including public forums, open mosques initiatives, and interfaith activities to promote social harmony.
- **Public Policy and Media Engagement**
Implement a national advocacy strategy to respond to policy developments and shape public narratives around Islam and Australian Muslims.

Capacity Building

- **Organisational Growth**
Increase staffing capacity by appointing dedicated roles in program coordination, media, policy, and administration to support ANIC's expanding work.
- **Digital Infrastructure Enhancement**
Develop a national digital hub for ANIC members, including access to resources, khutbah materials, and training tools to ensure consistency and efficiency.



- **Resource Development**

Produce updated educational and religious materials to support Imams in addressing contemporary issues in a unified and effective manner.

Engagement

- **Strengthen Member Participation**

Establish regular communication channels such as newsletters, webinars, and state visits to increase engagement, consultation, and feedback from members.

- **Nationwide Collaboration**

Deepen cooperation with state Islamic councils, Muslim organisations, schools, and youth groups to align efforts and promote shared objectives.

- **External Engagements**

Build stronger relationships with government bodies, NGOs, academic institutions, and interfaith partners to advocate for the interests of the Muslim community and contribute to national conversations

6. Looking Ahead – Goals for the Next 12 Months

CARD's strategic priorities for the next 12 months are focused on strengthening operational capacity, improving case management, enhancing scholarly collaboration and expanding community awareness.

1. Strengthen the Dispute-Resolution Framework

Continue developing clear, consistent and transparent procedures for:

- mediation;
- reconciliation;
- Islamic divorce;
- Khulu; and
- arbitration.

The objective is to ensure matters are handled fairly, efficiently and consistently.

2. Enhance Scholarly Collaboration

Strengthen coordination between CARD, Imams and senior Mashaykh so that complex and disputed matters receive appropriate scholarly consideration and timely escalation.



3. Improve Case Management

Further develop systems for:

- case intake;
- documentation;
- communication;
- follow-up;
- appointments; and
- case closure.

Improved systems will support efficiency, accountability and continuity.

4. Expand Professional Referral Pathways

Strengthen relationships with appropriate legal, counselling, family-support and other professional services to ensure individuals receive specialist assistance where matters extend beyond CARD's scope.

5. Community Education and Awareness

Develop educational resources and community sessions explaining Islamic dispute-resolution processes, including:

- reconciliation;
- Talaq;
- Khulu;
- Mahr; and
- the importance of seeking assistance at an early stage.

6. Digital Infrastructure

Continue developing secure and efficient digital systems for case records, communication, appointments and document management, with appropriate attention to confidentiality and privacy.

7. Sustainable Funding and Capacity Building

Explore sustainable funding opportunities and assess staffing requirements to support CARD's continued growth and professional development.



Looking Forward

Over the next 12 months, CARD will focus on strengthening its operational capacity, improving case-management systems, enhancing scholarly collaboration, expanding community awareness and developing sustainable resources.

These priorities are intended to ensure that CARD remains a trusted, professional and accessible Islamic dispute-resolution service capable of responding effectively to the evolving needs of the Australian Muslim community

7. Recommendations & Call to Action

The continued development of CARD requires active collaboration between ANIC members, Imams, scholars, affiliated Islamic organisations and the wider Muslim community.

Recommendations for ANIC General Members

1. Strengthen Referrals to CARD

Members are encouraged to refer appropriate marital, family and community disputes to CARD through established procedures. Early engagement can create opportunities for Islamic guidance, reconciliation and constructive resolution.

2. Promote Awareness of CARD Services

Members should inform their communities about CARD's role and the pathways available for mediation, reconciliation, Islamic divorce, Khulu and other dispute-resolution matters.

3. Support Consistent Islamic Guidance

Members should work collaboratively with CARD, Imams and senior scholars to promote consistent approaches to Islamic dispute resolution and ensure complex matters are appropriately referred.

4. Encourage Early Intervention

Imams and community leaders are encouraged to identify marital and family difficulties at an early stage and, where appropriate, encourage individuals to seek guidance before disputes become further entrenched.

5. Support Professional Referrals

Where matters involve legal, counselling, financial, family or other issues beyond CARD's scope, members should encourage appropriate referrals to qualified professional services.



6. Support CARD's Development

Members are encouraged to support CARD's efforts to strengthen:

- administrative capacity;
- case-management systems;
- professional development;
- digital infrastructure; and
- sustainable funding.

Requests for Participation and Feedback

ANIC members, Imams and affiliated organisations are encouraged to:

- participate in CARD consultations and training;
- provide constructive feedback regarding procedures and service delivery;
- contribute relevant expertise to policy and resource development;
- strengthen collaboration with mosques and Islamic organisations;
- support sustainable funding and partnerships; and
- remain informed about CARD's procedures and developments.

Together for Stronger Dispute Resolution

Through unity, professionalism, collaboration and shared responsibility, ANIC members and CARD can strengthen Islamic dispute-resolution services and ensure that Australian Muslims have access to appropriate, fair and compassionate support when facing marital and community disputes.

CARD welcomes continued support, participation and constructive feedback as it works towards building a stronger, more accessible and sustainable service for the Australian Muslim community.

8. Closing & Acknowledgements

CARD acknowledges and thanks the ANIC leadership, Imams, senior Mashaykh, volunteers, staff, member organisations and community partners for their continued support and contribution to Islamic dispute resolution.

The Department remains committed to serving the Australian Muslim community through professional, ethical and accessible Islamic dispute-resolution services.

CARD looks forward to strengthening its capacity, improving its systems and expanding collaboration with ANIC members and community organisations over the coming year.



Annual General Members Report

Together, we can strengthen families, support individuals and contribute to a more united, peaceful and resilient Australian Muslim community.

Jazakum Allahu Khairan for your trust, dedication, and ongoing support.

We look forward to the year ahead with renewed vision, shared purpose, and collective strength

Please attach a financial report or any other relevant documents, if applicable