UMLAS ABRIDGED 5 YEAR STRATEGIC PLAN 2021-2025

WHO WE ARE

Uganda Muslim lawyers Association (**UMLAS**), is a faith based Non-Governmental organization, operating in Uganda, advocating for justice and equity, influencing public policy formulation, lobbying for social economic opportunities for Marginalized communities, for the purpose of promoting inclusive and sustainable development and justice for all.

VISION

Guided by the Islamic faith and by our values, we aspire for equitable, just and vibrant developed communities.

MISSION

A leading Muslim organization promoting inclusive public policies, competent and strong multi-disciplinary legal, social and economic interventions for the vulnerable.

GOAL

Building community and institutional capacity to mitigate social and economic challenges.

CORE VALUES.

1. **Trust and Integrity (Amana and nazaha**) –Our efforts are driven by sincerity to Allah and to uphold our duty of custodianship and trust of those we serve.
2. **Accountability and Transparency (Ru'ufun)** - we are honest and accountable to the communities we work with, the donors and other partners.
3. **Empathy**-We recognize the humanity in each person we work with and treat everyone with respect and kindness
4. **Professionalism and Commitment**- We use our professional advantages to commit to building interpersonal effectiveness and bonds for mutually beneficial relationships.
5. **Social justice (Adl)** – we work to empower the marginalised towards realizing their God given potential and to develop their capabilities.
6. **Excellence (Ihsan) -** our actions in helping the marginalised are marked by excellence in our operations and conduct.

WHY UMLAS WAS FORMED.

1. To foster for equity and fair representation of all shades of opinion and faith in the management of public affairs.
2. To counter the disparity in the representation of Muslim professionals in the legal institutions.
3. To ensure that Muslim interests are catered for in the laws of Uganda.
4. To extend legal aid services to a growing number of poor/marginalised people languishing in prison and police cells who are unable to get legal representation and to enjoy the right to justice

CHALLENGES.

Whereas there are over 700 Muslim lawyers and legal practitioners, they are not well-coordinated to create any impact in the legal profession and in the community.

- Lack of clear documented policies and procedures
- Qadhi courts not yet functional due to lack of legal instruments operationalize them.

- Islamic Finance and banking not operationalized. Exclusion of some Muslims from the financial sector. Lack of opportunities for lawyers because of little mentorship and capacity building on how to run successful organisations and people/interpersonal management skills. Harmonization of Sharia law with the existing national laws in determining issues of members of the Islamic faith. Insufficient legal aid services for the poor.
- Absence of governance and institutional structures which in turn affects its administrative and managerial capacity hence affecting the realization of its objectives. These include but not limited to the following;
  (i) The absence of the robust fundraising strategy,
  (ii) Inadequate office space,
  (iii) Inappropriate policies
  (iv) Lack of a vibrant communication structures,
  (v) Weak partnerships.

  Tackling inequalities in society.

  Economic inequality – poverty, unemployment, land dispossession, homelessness.

  Discrimination- succession.

  Financial challenge amongst the Muslim lawyers.

THE 5 YEAR STRATEGIC PLAN 2021-2025

To deepen reforms and guide the use of organisation resources, UMLAS executive with the help of a few volunteers initiated a process to formulate a 5-year Strategic Plan in February 2021.The Strategic Plan is designed to address the major challenges identified regarding relevance, access, management and financial sustainability of UMLAS. It also addresses issues of rebranding and reforming the constitutional framework of the organisation.

The main interventions considered critical for a successful reform include:

- Establishing a CG structure
- Development of comprehensive partnership with key stakeholders
  - Rebrand UMLAS as a unified body of professional Muslim legal practitioners
  - Developing organisational policies and procedures
  - Expanding the sources of funding and management of resources

OBJECTIVES AND STRATEGIES

The 5-year Strategic Plan is designed to contribute during the years 2011 to 2020 to the achievement of the following objectives

(1) Enhancing the observance and respect of human rights and Dignity
- Equitable access to legal services by the marginalized.
- Enhancing access to family justice for the marginalized.

(2) Enhancing the social and economic welfare of the marginalized.
- Promoting financial inclusiveness and effective participation of the Muslim Marginalized community.

(3) Building governance and institutional capacity for effective and sustainable service delivery.
  - Establishing vibrant organizational accounting systems and structures.

- Improving the management structure and policies of the organization.
- Establishing a vibrant marketing and communication infrastructure

SPECIFIC OBJECTIVES OF THE STRATEGIC PLAN.

A. Enhancing the observance and respect of human rights and Dignity.
B. Enhancing the social and economic welfare of the vulnerable by Promoting financial inclusiveness and effective participation.
C. Building governance and institutional capacity for effective and sustainable service delivery.

LEGAL

Enhancing the observance and respect of human rights and Dignity.

(i) Equitable access to legal services by the vulnerable.

(ii) Enhancing access to family justice by the vulnerable.

- Legislative reforms
- Legal representation
- Legal aid
- Influence public policy formulation
- Outreach programs for legislators, technicians, judiciary and executive
- Operationalization of Qadhi courts.
- Harmonization of sharia laws with National laws to help determine issues of people in the Muslim faith.
- Creating the capacity of upcoming lawyers to handle legal Aid.
- Advocating for the introduction of courses that integrate secular and Sharia law.

ECONOMIC.

A. Enhancing the social and economic welfare of the vulnerable.

Promoting financial inclusiveness and effective participation through

- Capacity building for the vulnerable community. Economic empowerment of the vulnerable.
- Operationalization of Islamic banking
- Establishing partnership for enhancing effectiveness of UMLAS
- Establishing economic ventures like SACCOs and investment clubs for the vulnerable.
- Establishing financial services for the vulnerable Muslims that respect the Islamic.
- Awareness programs.
- Rehabilitation programs for the prisoners and ex-prisoners.

B. Mindset change.

C. Economic empowerment

SOCIAL

Building governance and institutional capacity for effective and sustainable service delivery.

- Developing strong accountability systems and structures.
- Improving the managing structures and policies of the organization.
- Establishing a vibrant market

1. Capacity building for UMLAS members and leadership i.e. to continue our legal education, inductions and leadership training.

2. Building a robust management structure to promote corporate governance.
3. Mentorship and career guidance for potential members from secondary and university institutions of learning.
4. Establishing partnerships for enhancing effectiveness of UMLAS.
5. Establishing a vibrant community infrastructure.

MEETINGS

a) AGM.

b) Board meetings.

c) Beneficiary meetings.

d) Management meetings.

e) Retreats.

f) Stakeholder meetings.

FUNDRAISING INITIATIVES.

a) Fundraising dinners

b) Swadaq drives.

c) Sports.

d) Resource mobilization plan.

ESTABLISHMENT OF MEMBERS AND BENEFICIARY'S DATA BASE.

- Acquire adequate office space.
- Reward system for active participation of UMLAS members.
- Formulation of organizational policies.
- Establishing accountability systems that follows generally accepted Accounting Practices (GAAPS).

INSTITUTIONAL

1. Strategic planning review sessions
2. Monitoring and evaluation of initiatives.
3. Asset register.
4. Marketing and rebranding.

FOUNDATION OF STRATEGIC PLAN

1. UMLAS Constitution 2005
2. The Constitution of the Republic of Uganda 1995 as amended
3. NGO Act as amended
4. Strategic Developments Goals 2016
5. National Development Plan 2040
6. Wide Consultation of the Management of UMLAS
7. UMLAS Annual General Meeting
8. Literature Review (newspapers, journals etc.)

SCOPE

GEOGRAPHICAL SCOPE

National level interventions with emphasis to vulnerable communities

BENEFICIARIES

Primary beneficiaries.

- The marginalized members of society, male and female.
- The poor
- Voiceless prisoners. (adults/minors)
- People with disabilities.
- Youth.
- Women
- Elderly.

- Unemployed.

Secondary Beneficiaries.

- Family members of the marginalized.
- Community.
- Government of Uganda.
- Muslim fraternity.
- Children.

PROPOSEDCONSTITUTIONAL RESTRUCTURING

GENERAL ASSEMBLY.

The supreme authority of UMLAS shall be the General assembly.

BOARD OF DIRECTORS.

The BOD shall be responsible for

(i) Strategic management and decision making.
(ii) Oversees implementation of decision made by AGM.
(iii) Strategic planning.
(iv) Budget for mutation.
(v) Policy routines, formulation, implementation and review.
(vi) Audit.
(vii) Monitoring and evaluation.
(viii) Capacity development.
(ix) Resource mobilization.

MANAGEMENT TEAM

The day to day operations of UMLAS shall be managed by

(a) Executive Director who shall be the chief executive officer
(b) Finance & Administration Director.
(c) Human resource Director.
(d) Legal and research Director.
(e) Monitoring and evaluation Director.
(f) Social &economic welfare Director.

INEQUALITIES IN SOCIETY.

Economic inequality – poverty, unemployment, land dispossession, homelessness.

Discrimination- succession.

Financial challenges amongst the Muslim lawyers.

UMLAS ORGANISATIONAL RESTRUCTURE

