



UGANDA MUSLIM
SUPREME COUNCIL
STRATEGIC PLAN
2023 – 2033





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FOREWORD



Assalam Alaykum Warahmatullah Wabarakatu,

Dear Members of the Muslim Ummah, I bring you greetings from the UMSC Headquarters Old Kampala.

The UMSC was established on the 1st of June 1972 as an unlimited company without share capital and not for profit. It's a perpetual body unifying all Muslims of Uganda with the Supreme legislative body called the General Assembly in which all powers of the UMSC reside, and other Organs as stipulated in its constitution. It is a national umbrella, organization of all Muslims, organizations and institutions in the country. Since then we have witnessed a number of very important imperatives for re-positioning of Uganda Muslim Supreme Council.

First, was the constitution amendment of 2022 which aimed at inclusiveness, power sharing and order of seniority within the council's leadership. This development has significantly reduced internal and external friction and leadership wrangles. This development has led to great reduction on internal friction and leadership wrangles.

Second was the decision by the executive to form sectoral committees from members of general assembly to devolve to departmental offices authority over the development and management of departmental policies and programmes.

Third, the devolution of powers to departmental heads necessitated the creation of regional offices that are headed by Regional Assistants to his eminence the mufti of Uganda to supervise and monitor regional programmes.

Fourth, there was recognition of the need to extend our services to other livelihood challenged Muslim populations across the



country. These developments combined called for a re-focusing of the direction of Uganda Muslim Supreme Council's modus operandi to work with livelihood challenged communities to assist them in re-establishing control over their own future, promoting self-reliance, enhancing their self management systems and uplifting their living standards.

We work with communities and local counterpart agencies supporting the Uganda Muslim supreme council national structures that exist to introduce a development programme aimed at providing basic services including health, water, sanitation, basic education, promoting food security, household income, peace building and strengthening of civil society and dawah for integrity and moral uprightness.

During the process of reviewing the strategic plans relevance and longer-term strategic direction, Uganda Muslim supreme council appreciated the need to engage in sustainable development, and the need to return to the holistic Planning approach in our programming which serves to empower communities to engage in uplifting their livelihood in a sustainable way. This strategic plan has outlined Uganda Muslim supreme council's plans and activities for the next 10 years. The plan was put together by Uganda Muslim supreme council staff members and partners.

The plan of action will involve:

- Enhancing financial Health of UMSC
- Pursuing a regional development approach beyond Muslims to other communities.
- Strengthening the organization to be able to respond to emerging and changing environment.
- Institutional strengthening in our new strategic direction.

Uganda Muslim Supreme Council will expand its programming to include Grants, Donations, contributions, as well as extending its services to livelihood challenged neighboring communities



including Internally Displaced Persons (IDPs) and Refugees. In the next ten years, Uganda Muslim supreme council will expand its partnership to include government and a diverse group of donors involved in providing funding for different basic services such as health, water and sanitation, education and environment and Daawa.

For this strategic plan of action to be a success, it will take a lot of dedication from the communities we work with, our staff, donors, partners, and collaborating agencies.

As an organization, we are committed to fully utilizing our richly diverse technical capacities in order to deliver on these commitments as we strive to help communities become self-reliant by Embracing government programs that are in line with Islam and propel themselves out of the poverty trap INSHA-ALLAH.

I acknowledge and appreciate the National Chairman, of Uganda Muslim Supreme Council Professor Muhammad Lubega Kisambira for leading these efforts that resulted in this strategic plan, I thank Hon. Ismail Gainamungu Isingoma, Shkt. Asma Kanagwa, Hon. Ashad Ssentongo (May Allah be pleased with him), Hon. Abbas Muluubya, all staff in UMSC management and all members of Executive for their efforts in putting this policy together.

I hope that this strategic plan provides UMSCs focused direction with acceptable instructions, builds confidence, and facilitates flexible decision-making across the donor community and government to choose to support the services rendered by the UMSC to all Muslims and the country.

May Allah (Subuhanawatallah) bless you all?

H. E. Doctor Sheikh Shaban Ramadhan Mubaje
Grand Mufti of Uganda.



ACKNOWLEDGEMENTS

Assalam Alaikum Warahmatullah Wabarakatuh.

This Strategic Plan has been developed by Uganda Muslim Supreme Council Management and Executive Members in consultation with National Planning Authority.

At Uganda Muslim supreme Council, several people deserve mention for their effort in making production of this strategic plan a reality. We begin by thanking His Eminence the Mufti of Uganda, Dr. Sheikh Shaban Ramadhan Mubajje for providing overall leadership to us and the entire country as this supported in-country strategic planning processes. We also thank his eminence the mufti of Uganda for reviewing the early drafts of this plan and providing detailed feedback.

The process was further enriched by the contribution of the members of general assembly of Uganda Muslim supreme Council. We appreciate the contribution by the executive committee the policy representative arm of Uganda Muslim supreme council, who contributed to the identification of the strategic issues by responding to questions from the Muslim community. We thank you all for making development of this document achievable. As National Chairman of Uganda Muslim Supreme Council, who coordinated this Strategic Planning process, and who facilitated the Strategic Planning Workshop, I thank Honorable Dr. Gainamungu Ismail Isingoma, the Chairman of Grants and Social Services Committee for finding time to attend the strategic planning workshop in Kampala, and giving a well-thought out presentation of the comprehensive planning strategy, which is one of the key strategic issues addressed in this plan and Dr. Ashad Ssentongo for taking his time to review this strategic plan document (MAY ALLAH BE PLEASED WITH HIM).



We also extend gratitude to honorable Secretary General Honorable Hadji Abbas Ssekyanzi Muluubya who participated actively in the Kampala workshop in design and layout, and in editing the various drafts to arrive at this final strategic plan. Honorable hajj Muhammad Ali Aluma , the Finance and Administration Deputy Secretary General who advised us on various aspects of this strategic plan, Hajj Ali Juma Ngobi for rendering logistical and financial support during the entire process. We also thank Office Of the National Chairman Planning Committee that was part of the Headquarter team that attended the Planning Workshop and gave input. We thank honorable Arinda Abdu-Raazak, our Deputy Secretary General in charge of Planning and Development for giving detailed input and feedback on the document, his input in editing, and in coordinating the publishing of this strategic plan.

I wish to thank the entire management of Uganda Muslim supreme council, Members of general assembly, executive members, Majilis Al-Ulama and the entire Muslim fraternity, who very actively participated in the strategic planning process, and spent countless hours to come up with this plan. In this document, we have set ourselves ambitious targets, which I am confident we will achieve through our ongoing teamwork and dedication to duty in the service of disadvantaged Muslim Community INSHA-ALLAH.

To all these people and others not mentioned, on behalf of Uganda Muslim Supreme Council, I offer my heartfelt gratitude for your commitment, constructive insights that informed the discussions throughout different stages, and dedication to this process, without which this magnificent Strategic Plan would not have been possible.

Yours in service

Hon. Prof. Muhamadi Lubega Kisambira
National Chairman - Uganda Muslim Supreme Council

INTRODUCTION



1.1 Background

The Uganda Muslim Supreme Council (UMSC) was established in 1972 as a faith-based umbrella organization for all Sunni Muslims in Uganda, with various Muslim sects coming together to form the council. The council was founded with the aim of promoting unity and cooperation among the different Muslim sects in Uganda. Currently, Muslims make up an estimated 13 percent of the population in Uganda, with an estimated population of about 14million.

Despite their growing numbers, Muslims in Uganda continue to face marginalization in different spheres, including political, social, and economic spheres. The number of Muslims holding key positions in the government, such as the executive, legislature, judiciary, police, and the military and diplomatic corps, has been and continues to be disproportionate. Educational marginalization is one of the major factors in the social, cultural, economic, and political marginalization of the Muslim community in the country. Muslims in Uganda have been marginalized in formal education since colonial times, although the trend is slowly reversing. Currently, Muslim-founded schools account for only 4.7% of secondary schools in Uganda, compared to 18.3% Catholic-founded and 17.8% Church of Uganda-founded schools.

The disproportionate access to Business, Technical & Vocational Training (BTJET), and higher education is also a concern for Muslims in Uganda, with only 2% of BTJET and primary teachers' colleges being Muslim-founded, compared to 20% Catholic-founded and 18% Church of Uganda-founded. At the university level, as of 2017, of the listed 27 privately owned universities, only 2 were Muslim-founded. This lack of access to education and vocational training makes Muslims more vulnerable to poverty



and unemployment, which in turn makes them more susceptible to radicalization.

In light of these challenges, the UMSC recognizes the need for a high-level strategy and plan to optimize the socio-economic engagement of Muslims in Uganda in developmental activities. This strategic plan is intended to enhance the qualitative standard of living for Muslims in Uganda by setting specific goals to be achieved within specific periods as well as step-by-step means of achieving those goals. The plan will focus on addressing the issues of education and vocational training, poverty and unemployment, and socio-political marginalization.

1.2 Legal framework of the UMSC

1.2.1 Constitution of the Republic of Uganda, 1995

Article 29(1)(c) of the Constitution of Uganda is part of the Bill of Rights, which sets out the fundamental human rights and freedoms that all Ugandan citizens are entitled to. This provision specifically protects the freedom of religion, which includes the right to practice any religion and participate in the practices of any religious body or organization.

This means that every individual in Uganda has the right to freely and openly practice their religion without fear of persecution or discrimination. It also means that individuals have the right to join or leave any religious organization of their choosing, and to participate in the practices of that organization in a manner that is consistent with the Constitution.

1.2.2 Uganda Muslim Supreme Council Constitution, 1986

The constitution provides a legal framework for the council to carry out its objectives and engage in various activities for the promotion of Islam in Uganda, which is a key guiding framework for the development of the UMSC Strategic Plan. Particularly, the constitution establishes the legal framework for the Uganda



Muslim Supreme Council, a corporation established in 1972 to promote Islam and the welfare of Muslims in Uganda. The constitution outlines the council's objectives, which include promoting Islam, educating and training Muslims and sheikhs, establishing educational institutions, conducting refresher courses for religious leaders, operating institutions of charity, and erecting mosques, schools, and hospitals for the benefit of Muslims and other people.

1.2.3 Linkage to the Uganda Vision 2040

The Uganda Vision 2040 is a long-term development plan aimed at transforming the country into a modern, prosperous, and industrialized middle-income country by the year 2040. As part of the efforts to achieve this goal, the Vision recognizes the critical role of Civil Society Organizations (CSOs), Faith-Based Organizations (FBOs), and other Non-Governmental Organizations (NGOs) in resource mobilization and funding interventions.

FBOs such as the UMSC are known for their significant contributions to various development initiatives in Uganda, including poverty reduction, health, education, and environmental conservation, among others. These organizations have a wide reach and are well-positioned to mobilize resources from both local and international sources. They also have the capacity to implement projects and programs on the ground, ensuring that resources are utilized effectively and efficiently.

As such, the UMSC is envisaged to be a key implementing partner of the Uganda Vision 2040, and will participate in the implementation of government programmes and projects aimed at realizing the country's long-term development agenda.



1.2.4 Linkage with the Third National Development Plan (NDPIII)

Similarly, the third National Development Plan (NDPIII) acknowledges the critical role that cultural and religious institutions play in shaping and promoting positive values, norms, and behaviors towards achieving a shared goal. However, despite the vast potential of social capital to enhance economic prosperity and community development, the government has not effectively harnessed this resource.

In an effort to address this gap, the Muslim Council will play a crucial role in directly contributing to the Community Mobilization and Mindset Change Programme. Specifically, Objective 2 of the programme which aims to strengthen institutional capacity of central and local governments and non-state actors for effective mobilization of communities by implementing intervention 3 which focuses on Institutionalizing cultural, religious and other non-state actors in community development initiatives

1.3 Purpose of the plan

The purpose of the Uganda Muslim Supreme Council (UMSC) Strategic plan is to provide for a clear strategic direction for the organization and ensure that its activities are aligned with its mission and vision. The strategic plan will serve as a roadmap that outlines the organization's long-term goals, objectives, and strategies for achieving them. It will also identify the resources needed to support the organization's activities and measure progress towards achieving its goals. Specifically, the UMSC's Strategic Plan 2023-2033:

- a. **Defines and articulates the organization's mission, vision, and values:** The strategic plan clearly defines the UMSC's mission, vision, and values, ensuring that all stakeholders understand the organization's purpose and guiding principles.
- b. **Assesses the organization's internal and external environment:** The strategic plan analyses the UMSC's



strengths, weaknesses, opportunities, and threats to develop a comprehensive understanding of the organization's environment.

- c. Identifies the organization's goals and objectives:** The strategic plan defines the UMSC's goals and objectives, providing a framework for decision-making and resource allocation and subsequent plan execution.
- d. Provides strategies and action plans:** The strategic plan outlines the UMSC's strategies and action plans to achieve its goals and objectives. It also identifies the resources needed to implement these strategies and prioritize action items.
- e. Establishes performance metrics:** The strategic plan establishes performance metrics to measure progress towards achieving the UMSC's goals and objectives. Regular monitoring and reporting of these metrics will ensure accountability and transparency.
- f. Ensures stakeholder engagement:** The strategic plan involves the UMSC's stakeholders, including members, partners, and community leaders, to ensure that their voices and perspectives are heard and integrated into the plan.

In summary, this strategic plan provides for a clear direction for UMSC to align its activities with its mission and vision, and ensure that it is equipped to address the challenges and opportunities it faces. The strategic plan will enable UMSC to make informed decisions, prioritize its actions, and achieve its goals in a coordinated and effective manner for the betterment of the entire Muslim community in Uganda.

1.4 The process of developing the UMSC Strategic Plan

The preparation of the UMSC Strategic Plan was participatory involving all key stakeholders including Muslim leaders, political leaders, Muslim communities, and civil society among others, to ensure full coverage and understanding of the key issues



affecting the Muslim community in the country. The National Planning Authority (NPA) in line with its mandate of developing comprehensive and integrated development plans was engaged and tasked to take lead in developing the UMSC Strategic Plan under the overall supervision of the Uganda Muslim Supreme Council Leadership. The development of the strategic plan was guided by the NPA Programme Planning Guidelines and several supporting frameworks among which include the 1995 Constitution of Uganda.

CHAPTER TWO: SITUATION ANALYSIS



2.1 Performance of the Previous UMSC Strategic Plan

The Uganda Muslim Supreme Council developed the first 5-year strategic plan for the period 2015/16-2020/21 under the theme 'Leveraging Resources for Integrated, Coordinated and Innovative Service Delivery'. This was in an attempt to address development challenges of the Muslim Community in Uganda. To date, the Muslim Community has increasingly opened up to embrace development interventions and this has created a conducive environment for development partners and other stakeholders to work with UMSC. The plan brought about necessary synergies aimed at addressing the needs and challenges of the Muslim Community in Uganda in a more comprehensive and coordinated manner.

The UMSC Strategic plan 2015/16-2020/21 enabled the Uganda Muslim Supreme Council (UMSC) rank strategic priorities that guided its operations in providing integrated, effective and efficient services to the Muslim community and Uganda at large. Although, a comprehensive evaluation of the plan was not undertaken, the plan prioritized 7 key strategic issues including: Resource mobilization; networking and collaboration; service delivery; governance and management; infrastructure; organizational policies, systems and procedures and human resource. Such strategic issues were well aligned within the country's strategic direction as provided for by the third National Development Plan (NDP III) and are still relevant in the current context.

From that background, the UMSC learnt a number of lessons: (1) There is need to continue implementing activities of Supreme Council following the Plan, (2) Upon the expiry of the timeframe of the UMSC Strategic Plan, a comprehensive end term evaluation



should be undertaken; the UMSC needs to strengthen the documentation process and resource center especially at the headquarters since a lot of information concerning the Muslim affairs is not documented and thus not known, among other lessons.

2.2 Institutional framework of the UMSC

The Uganda Muslim Supreme Council (UMSC) is the mother organization and governing body of all Muslims in Uganda. The Body unifies about 14millionMuslims in Uganda. The institutional framework of the UMSC is composed of the office of: The General Assembly; the office of the Mufti of Uganda, the Office of the National Chairman, Office of the National Muslim Women Chairperson, the Office of the Secretary General; the Directorate of Sharia, Majilis Al- Ulama, the Executive Committee, the Joint Session, the Directorate of Halal services; the Directorate of Legal services; the UMSC Management Committee; the Muslim District Councils; the Muslim District Executive Committees; the Muslim District Joint Committees, the Muslim County Committee and the Jumma Mosque committees as the lowest structure for Uniting Muslims at the grassroot level.

The key offices of the UMSC include: H.E the Mufti of Uganda, H.E the Deputy Mufti of Uganda, Hon. Chairman of Uganda Muslim Supreme Council, Hon. Deputy Chairman of Uganda Muslim Supreme Council as well as the Hon. Secretary General of Uganda Muslim Supreme Council, Deputy Secretary general in charge of Planning and Development and Deputy Secretary General in charge of Finance and Administration all appointed by the Joint Session and approved only by the General Assembly. In addition, there are a number of departments that are entrusted with providing a wide range of services including: Office of His Eminence the Mufti of Uganda; Office of the Secretary General; Office of the Secretary for Administration; Department of Finance and Planning; Department of Religious Affairs; Department of Halal Department; Zakah and Sadaq Department; Department



of Education, Social Services Department, Women and children Affairs Department; youth affairs department, Legal affairs, Awqaaf Department; Directorate of Sharia and department of Information and Communication.

At the Lower Levels, there are Regional Assistants to the Mufti (RAMs), District Kadhis (DKs), District chairpersons; Muslim District Executive Committee; District Council of Sheikhs and the Management teams while at the mosque level there are Imams and the Mosque Committees. The UMSC also Operates, Supervises and takes care of several other institutions including: five (5) Universities such as the Islamic University in Uganda; five (5) hospitals; four (4) health center IV facilities; thirty (30) Health Center III facilities; twenty-two (22) Health Center II facilities; six (6) Post-Secondary Institutions; four (4) radio stations, one (1) Uganda Muslim Medical Bureau; one hundred thirty (130) Secondary schools; 1,114 Primary Schools and over 15,341 Mosques country wide.

2.3 Key achievements and challenges

The Uganda Muslim Supreme Council (UMSC) has registered a number of achievements for the Muslim community including:

- i. Continuously uniting Muslims for a common voice and this is one of the main objectives of establishing the council as an umbrella body of all Muslims in the country.
- ii. The UMSC successfully acquired the Old Kampala Hill, the sitting headquarters of UMSC donated by government of Uganda in 1973.
- iii. Improved working relationship between the Muslims and the central government with the formation of UMSC as an umbrella body for Muslims.
- iv. Increased willingness of the development partners to work with the Muslim community. For example, the Arab countries have started dealing with UMSC directly as a block on behalf of Muslims of Uganda.



- v. The first Islamic University was established in Uganda following a pledge by Arab Countries to support Muslim education in Uganda in the 1970s.
- vi. There is creation of a sound Muslim structure due to the unity of Muslims. As a result, there was formation of Muslim governing organs and structures right from the grassroots mosques across the country to the headquarters. This has provided the UMSC with well-defined administrative structure.

2.4 SWOT Analysis

A situational assessment through the SWOT analysis technique was used to identify Strengths, Weaknesses, Opportunities, and Threats related to the environment within which Uganda Muslim Supreme Council operates. This helped to understand key strengths; Weaknesses; Opportunities and threats

2.4.1 UMSC Strengths

- i. The Uganda Muslim Supreme Council (UMSC) is blessed with many endowments such as Land, commercial buildings, schools, hospitals among others.
- ii. There is also presence of capable leadership, Muslim professionals and elites and learned Sheikhs at the various levels.
- iii. There is National and International recognition of Uganda Muslim Supreme Council as an umbrella of Muslims in the Country.
- iv. The existence of a rapidly growing Muslim Community that is fairly united by the Quran, and the Noble hadiths from National, Regional, District, County and at the grassroots (Mosque level).
- v. There is availability of willing Donor Community (both domestic and external) to support the cause of Islam.
- vi. Increasing demand for the Islamic (Halal) way of life (Halal foods, education, fashion, finance etc.) in the Country.



2.4.2 UMSC Weaknesses

- i. Inadequate leadership and managerial skills, especially among most Muslim leaders and managers.
- ii. Inadequate or limited funding/ weak resource base for UMSC activities sometimes limiting the implementation of planned activities and programs.
- iii. Weak linkage between Muslim leadership and the general Muslims (Ummah) especially at the grassroots (Mosque Level).
- iv. Inadequate programming for vulnerable segments of the Muslim Community such as the new converts, Youths, Women, Children, the Old and Persons with Disabilities.
- v. Continued mistrust of Muslim leaders due to perceived misuse of Muslim Assets/mistrust among Muslims leaders and clerics.
- vi. Deteriorating faith among Muslims coupled with low practice of deen, especially at family level mostly influenced by rapid technological advancements
- vii. Inadequate marketing and branding of the UMSC image both internally and internationally.
- viii. Inadequate Capacity in Planning, Resource Mobilization, Budgeting, and general administration amongst the leadership (Imams, UMSC staff, and Masjid Committees).
- ix. Absence of Islamic (Halal) finance programs that can easily be embraced by the Muslim community.

2.4.3 UMSC Opportunities

- i. There is a growing Muslim community that is fairly united by the Quran, especially at the grassroots.
- ii. Availability of a generous and willing Donor Community to the affairs of the Muslim Community.



- iii. Rising number of Muslim Professionals and scholars and businessmen and women with perceived desire to serve their faith.
- iv. Presence of technology and social media for engagement with the Ummah most especially the youth.
- v. Increasing Inter-religious collaboration for example through the Inter-religious Council and other religious based partnerships.
- vi. Increasing demand for Halal foods and products especially through the supermarkets, local markets and globally.
- vii. Increasingly supportive role of the central government to the operations of the Muslim community.

2.4.4 UMSC Threats

- i. Mistrust/divisions/disunity among Muslims especially at higher levels and the presence of many leadership factions.
- ii. Existence of religious sects and factions in the Muslim community that hinder full attainment of unity.
- iii. Increasing perceptions that associate Islam with terrorism / crime / radicalization of some Muslim communities.
- iv. Lack of Islamic finance and the increasing Government and non-government programmes which are not sharia compliant such as micro-finance support centre.
- v. The negative effects of social media on the Muslim community e.g. pornography, homosexuality and violence.
- vi. Conflict among Arab countries (Arab spring) that have affected some UMSC projects e.g. UMSC ICUC University.



- vii. Slow Operationalization of legislation related to Muslim affairs e.g. Operationalization of Muslim Courts (Kadhi courts).
- viii. Effects of climatic change that threatens the livelihoods of Ugandans and the Muslim population in particular.
- ix. Disruptive court rulings/unrelenting litigation.
- x. Economic recessions resulting in a lack of donor support.
- xi. Increasing Poverty among Muslim communities.
- xii. Illiteracy among Muslims.
- xiii. Early Marriages, teenage pregnancies and school leaving (school dropout).

2.6 Summary of emerging issues

In summary, the UMSC is cognizant of the inherent challenges within the Muslim Community and is committed towards building a more empowered and inclusive Muslim community with improved education; improved economic status; improved political representation and improved social cohesion. This will necessitate strengthening UMSC's governance and management processes; strengthening internal management systems of the UMSC for provision of effective, efficient and quality services; building a strong and diversified resource base as well as enhancing strategic partnerships, networking and alliances with local and international organizations.

CHAPTER THREE: THE STRATEGIC DIRECTION OF THE UMSC S.P.



3.1 Theory of Change.

In the next 5 years, we envisage an empowered Muslim Community Socio-Economically and Religiously. The theory of change for this plan is based on the achievement of an empowered Muslim community socio-economically and in the Islam faith majorly through better financial health of the UMSC and the Muslim households. It is envisaged that financial independence will address the critical constraints faced by Muslims including ignorance, disease, poverty, and unemployment. Achieving financial independence amongst Muslim communities is envisaged to be supported by the efficient and effective use of Muslim Assets to generate income. Income generation will result in more children attending school given that households will be in a position to pay dues, as well as improve health at the household level. Nonetheless, for the above to hold, the capacity of Muslim institutions, structures, and leadership at all levels will require strengthening, and where they don't exist, there will be a need to establish them.

The Uganda Muslim Supreme Council's theory of change aims to create a more empowered and inclusive Muslim community in Uganda, one that can fully participate in the country's social, economic, and political life. By empowering individuals and communities, promoting economic development, encouraging political participation, and promoting interfaith harmony, the organization hopes to create a brighter future for Muslims in Uganda. This is envisaged to be achieved through advocating for increased access to quality education for Muslims, particularly for girls and marginalized groups which will play a critical role in empowering individuals and communities. The Council will create

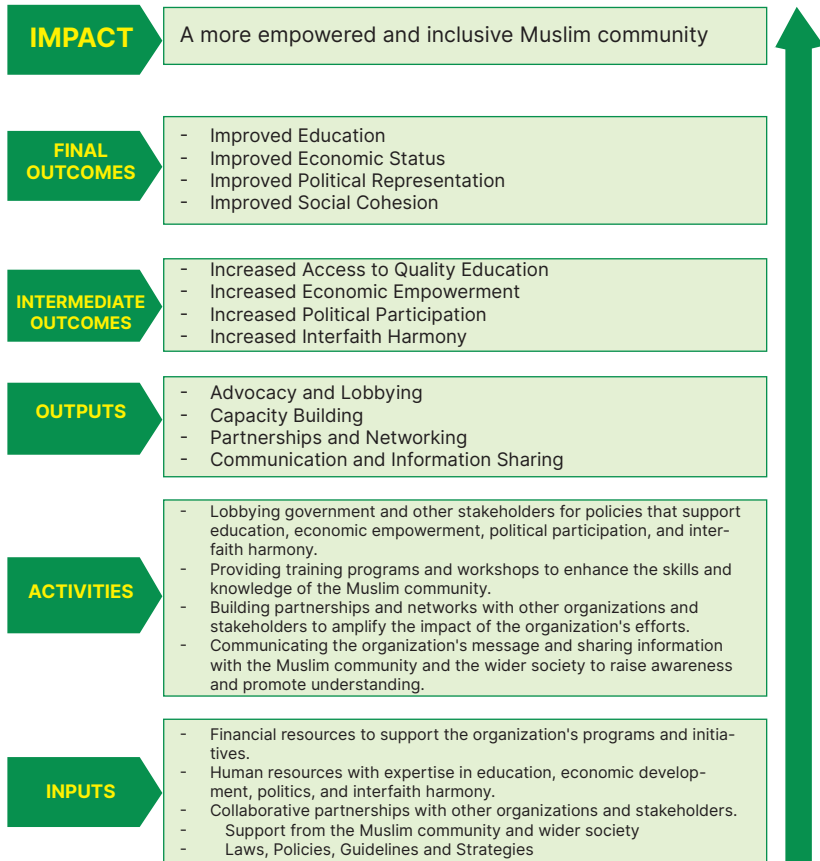


an enabling environment for Muslims to participate in economic activities and attain financial stability through supporting initiatives that promote economic empowerment, such as entrepreneurship, job creation, and financial inclusion for Muslims.

In addition, the Council will encourage Muslims to participate in politics at all levels, from local to national, and advocates for policies that promote inclusion and equal representation since political participation is crucial for the representation and advancement of the Muslim community's interests. Furthermore, the Council will work to create an environment of peace and harmony, where different religious communities can coexist peacefully through ensuring interfaith Harmony promoting dialogue and cooperation among different religious communities in Uganda, and fostering mutual respect and understanding. The attainment of the goal is premised on the receptiveness of government and other stakeholders to the council's advocacy and lobbying efforts. The Muslim community's willingness to participate in the Council's capacity-building programs will also be paramount. Additionally, collaborative partnerships with other organizations and stakeholders will enhance the impact of the Council's efforts. Furthermore, the support from the Muslim community and wider society will be sustained over time. The detailed theory of change is represented in Figure 1



FIGURE 1: THE DETAILED THEORY OF CHANGE



3.2 Theme of UMSC Strategic Plan 2023-2033

The theme of UMSC Strategic Plan 2023–2033 is “Empowering Muslims for Self-Sustaining Development.”

3.3 Vision of the UMSC Strategic Plan 2023-2033

The Vision of UMSC Strategic Plan 2023–2033 is to build a vibrant and cohesive Muslim community that is self-sustaining, progressive, and contributes to the development of Uganda.



3.4 Mission of the UMSC Strategic Plan 2023-2033

The Mission of UMSC Strategic Plan 2023–2033 is to enable Muslims, to attain religious, political, and socio-economic welfare in Uganda. This will help to promote the values of Islam, foster unity among Muslims, advocate for their rights, and provide leadership for their social, economic, and spiritual development.

3.5 Strategic Goal of the UMSC Strategic Plan 2023-2033

The Goal of UMSC Strategic Plan 2023–2033 is to promote the social, economic, and political empowerment of the Muslim community in Uganda. /A productive, prosperous, and united Muslim community practicing their deen but also contributing to national development.

3.6 Strategic Objectives of the UMSC Strategic Plan 2023-2033

Over the next 5 years, UMSC will pursue the following Strategic five (5) Objectives:

1. To build the capacity of UMSC to contribute to the socio-economic transformation of the Muslim community in the country.
2. To increase the socio-economic participation of all Muslims in national development and governance processes; and
3. To strengthen Da’awah and increase access to professional Islamic religious services in Uganda;
4. To strengthen the stability of Muslim families and improve the welfare of marginalised groups such as women, children, youths, and People with disabilities.
5. To increase Muslim access to quality social services (such as education, health, water, and sanitation) in the country.



3.8 Strategic interventions of the UMSC Strategic Plan 2023-2033

Over the next 5 years, UMSC will pursue the following five (5) Strategic interventions:

1. Strengthening the institutional capacity of UMSC and its affiliated organizations.
2. Building strategic partnerships with government, NGOs, and private sector entities.
3. Mobilizing resources and investments to support Islamic education, economic empowerment, and community development.
4. Advocacy and lobbying for policies and programs that promotes the rights and interests of Muslims.
5. Communication and outreach to promote the vision, mission, and values of UMSC among Muslims and other stakeholders.

3.9 Strategic Pillars of the UMSC Strategic Plan 2023-2033

The strategic pillars and focus areas for the 2023-2033 UMSC Strategic Plan are seven (7): these include:

- i. Socio-economic well-being of the Muslims
- ii. Financial health of the UMSC
- iii. Education services
- iv. Health, Sanitation and Water services
- v. Capacity development of Muslim Clerics
- vi. Da'awah and Religious Services
- vii. Institutional development and strengthening



3.10 Key Projects for the UMSC Strategic Plan 2023-2033

Uganda Muslim Supreme council will operate and develop the following project ideas into complete and bankable projects. The projects have been selected based on their massive and anticipated impact on the lives of Muslims as well as alignment to the national development agenda.

1. Agro based development Micro projects (entailing Agriculture Nursery beds, plantations, storage facilities based at community/area mosques and other Muslims properties, agriculture cooperatives etc.)
2. Capacity Building Project for Muslim Clerics, Sheiks, women and youth.
3. Islamic Based Industrial/Manufacturing Development project
4. Islamic Based Tourism Development Project
5. Muslim Agriculture Model Farmer Project
6. Muslim Commercial Bank Project
7. Muslim Community Based Information System project
8. Muslim Education Institutions Revamping and Expansions Project
9. National Muslim SACCO Project
10. Sub-county Muslims Savings Group Project
11. Uganda Muslim Skilling for Employment and Certification Project
12. Uganda Muslim Youths Income Enhancement and Poverty Alleviation Project
13. Uganda Muslim Women Income Enhancement and Poverty Alleviation Project
14. Village Muslims Savings Group Project



3.11 Strategic Priorities and Activities

1. Improve the socio-economic well-being of the Muslim communities

- i. Create a non-ribbah (Halal) revolving fund, particularly for the marginalized segments of the Muslim community including youth, women, and persons with disability
- ii. Provide tractor services at the sub-county level to support agrarian Muslim households intending to engage in commercial agriculture
- iii. Establish regional model demonstration farms on UMSC land for purposes of training Muslim farmers and income generation
- iv. Construct shallow wells, and water reservoirs, and provide solar-powered small-scale irrigation systems for smallholder Muslim farmers outside the government's conventional irrigation systems identified through county sheikhs.
- v. Establish an Islamic Banking Institution to provide non-ribbah (Halal) financial services to, particularly the Muslim business community.
- vi. Support the establishment of Savings and Credit Cooperatives at each Masjid in the country to provide credit to small-scale business communities governed by Islamic Banking.
- vii. Support the establishment of income-generating activity at every Masjid to support its operations. Every Masjid should be required to prepare a business proposal on how to use their idle resources including land, and buildings to be supported through a revolving fund at the UMSC.
- viii. Provide quality agricultural inputs including seeds, pesticides, and fertilizers, through the Masjid networks to improve agricultural productivity.
- ix. Carrying out a Muslim household census in Uganda.



- x. Mainstream mindset changes and entrepreneurship in the Friday sermons aimed at raising awareness on available business ideas and business management practices and markets of agricultural products.

2. Improve the financial health of the UMSC

- i. Establish and update an asset register for all Muslim properties across the country
- ii. Procure titles for all Muslim properties, especially land.
- iii. Strengthen Muslim assets management by (a) establishing an investment arm/holding company to look after the Muslim asset including making an investment decision or (b) an asset management committee staffed with professionals in investment management.
- iv. Lobby for resources to establish housing estates for the different market segments on the various lands owned by the UMSC.
- v. Establish an Islamic finance and insurance institution to provide credit and protection to particularly the Muslim business community.
- vi. Develop and implement a policy on the collection, management, and accountability of Zakah and Sadaq resources.
- vii. Create innovations to stimulate and increase the contribution of Zakah and Sadaq by Muslims such as: (a) sensitization on the benefits of complying with the Zakah obligation and Sadaq (b) establishment of standardized structures for collection, management, and accountability of Zakah and Sadaq contributions from collection points and to higher levels of administration (c) Utilize financial technologies for the collection of Zakah and sadaq conveniently.



- viii. Develop proposals for funding of Islamic projects such as the construction of super-specialized education institutions, health institutions, hotels, real estate, Islamic manufacturing development projects (e.g. micro, small, and medium processing factories, and large manufacturing projects), and transport services.
- ix. Establish and streamline annual subscriptions from adult Muslims.
- x. Remuneration of the district Kadhis and their management, and the staff on a monthly basis

3. Improvement of the overall quality of UMSC Education services

- i. Build more Muslim primary and secondary schools.
- ii. Increase engagement and linkages among Muslim educational institutions.
- iii. Establish personal skills and vocational training using the Masjid as a platform.
- iv. Mobilize Muslim professionals to support service delivery in education institutions.
- v. Provide scholastic materials for the needy in-school Muslim children identified through the local area Masjid.
- vi. Develop Muslim Specialized Skills Development Centres of excellence for example in Halal training, sharia, Daawa among others
- vii. Reduce teenage pregnancies and child marriages.
- viii. Lobby and advocate for bursaries and scholarships for the needy yet bright Muslim learners across the different levels of learning.
- ix. Establish a full-fledged operational UMSC Education and Inspectorate department;
- x. Build the capacity of the Muslim family, County,



District, and region to engage with Government and other stakeholders on issues of access to quality education;

- xi. Develop a comprehensive UMSC Education Strategy aimed at enhancing the planning, management, and financing of Muslim education in Uganda;
- xii. Mobilize, support and engage Muslim teachers through UMTA to improve their welfare and professional skills;
- xiii. Maintain and support existing education institutions to improve their capacity to deliver quality education;
- xiv. Use all the UMSC structures to mobilize and sensitize parents to support the delivery of quality education in Uganda;
- xv. Increase the number of Government aided Muslim education institutions through sustained advocacy with the government;
- xvi. Mobilize parents, youth, learners, and the Muslim community to take advantage of the existing Government skilling programmes, especially through the existing vocational schools across the country; and
- xvii. Lobby private entrepreneurs, Muslim communities, and development partners to establish at least one Muslim-founded secondary school per district, at least one Muslim-founded primary School per sub-county and one Muslim-founded ECD centre per village throughout the country;
- xviii. Participate actively in education policy formulation, lobby and advocacy at local, regional, and national levels;
- xix. Collaborate, partner, and network with other FBOs, NGOs, International organizations, LGs, and Government/MOES on matters aimed at increasing access to quality education;



- xx. Mobilize additional resources to support education infrastructure development, scholarships, and capacity building.
- xxi. Restructure Islamic Call University College and further establish ICUC study centres per region.
- xxii. Support the Implementation of the UMSC IPLE, Idaad, and Thanawi Harmonized curriculums.

4. Improvement of the overall quality of UMSC Health, Sanitation and Water services

- i. Establish a functional fully-fledged UMSC Health Department to streamline health planning, management, and resource mobilization;
- ii. Build more Islamic-based health centers and equip the lagging ones;
- iii. Mobilize Muslim professionals to support service delivery in the health sector;
- iv. Provide hygiene products (e.g. sanitary towels) for the needy Muslim children identified through the local area Masjid;
- v. Develop centers of excellence for cardiovascular and oncology services in each region;
- vi. Reduce teenage pregnancies and child marriages by establishing Muslim girls' schools and support particularly Muslim girls with scholarships ;
- vii. Construct functional washrooms on every mosque in the country.
- viii. Design and implement preventive health (nutrition, health education, hygiene, sanitation) and wellness programmes;
- ix. Mobilize infrastructure and Human Resources for the curative health needs of the Muslim community;
- x. Establish the UMSC Health Training Institute in each region;



- xi. Establish UMSC District Health Centre IVs in every local government district;
- xii. Set up a UMSC Referral Hospital in each region;
- xiii. Set up Health out-lets at every parish to manage health education, nutrition, and circumcision;
- xiv. Engage in HIV/AIDS research, prevention, and treatment and establish HIV/AIDS focal offices per region;
- xv. Pilot and scale up a Muslim health insurance scheme, starting with Imams, teachers, and other professionals;
- xvi. Conduct UMSC health outreach programs like medical camps and health awareness;
- xvii. Increase clean water and sanitation coverage throughout the country.
- xviii. Support and Empower Uganda Muslim Medical Bureau service delivery.
- xix. Strengthen reproductive health rights services to the youth, women, and teens.
- xx. Promote sustainable natural resource use and environmental management.

5. Strengthen the capacity of Muslim Clerics in Islamic Theology, Leadership Skills, Management skills, financial literacy, Accountability, ICT skills, and Communication skills.

- i. Develop a standardized national curriculum for training the different levels of Muslim clerics including the Imams, Masjid Committee Members, and UMSC Governing Councils.
- ii. Develop a standardized national curriculum and learning resources for training Muslim clerics in Leadership, Management, Financial Literacy, and Accountability and award certification which should



a requirement for those intending to occupy various positions in the hierarchy.

- iii. Establish a national center and guidelines for standardization and accreditation of Muslim sheikhs, sheikats, and scholars.
- iv. Develop and implement an Islamic Qualifications framework to provide standards and levels of the different competence levels.
- v. Develop, publicize, and enforce Halal standards in the food, beverages, and meats.
- vi. Train Muslim clerics and UMSC staff in digital skills and embark on digitizing most of the UMSC operations.
- vii. Establish and operationalize a planning department at UMSC to undertake the policy development, planning, implementation, evaluation, project development, and capacity development of district/sub-county and community leaders.
- viii. Lobby and advocate for bursaries and scholarships for the Imams, County Sheikhs, and District Kadhi to enable them to undertake different pieces of education and training.
- ix. Establish a national database for licensed Muslim sheikhs, shekats, scholars, and professionals.
- x. Establish a Muslim Community Management Information System (MCMIS) integrated from the community Masjid, parish, sub-county, and district to the national level.

6. Expand Da'awah and Religious Services to spread Islam, and provide continuous professional development at the different levels of leadership

- i. Establish and equip remedial Islamic study programmes (Kabalaza) in both informal and non-formal settings.



- ii. Establish UMSC media house including TV, Radio, Social Media, Newspapers, and Magazines to spread Islam. This can be done by collaborating with the existing media housed like New Vision, and Nations Media, among others for printing press services.
- iii. Establish regional and district-level support centres to support and follow up with the new converts.
- iv. Establish a relief and emergency response office to mobilize resources for supporting those affected by natural disasters, pandemics, and other eventualities.
- v. Establish a professional and fully-fledged professional Da’awah department;
- vi. Conduct regular religious seminars, workshops and conferences at all levels.
- vii. Start a structured programme for training Sheiks in Da’awah, management and administration;
- viii. Strengthen, support and coordinate the MSAs, and Da’awah groups;
- ix. Establish structured mosque Da’awah programmes like Ta’alims and Darasas for children, women and men;
- x. Strengthen the teaching of deen in Primary and Secondary Schools;
- xi. Streamline, popularize, and ease access to Sharia Courts at all levels of the UMSC structures;
- xii. Establish a coordination mechanism and system that encourages and supports Muslims to perform Hajj and Umrah;
- xiii. Streamline Halaal certification and management in a manner that increases benefits and resources;
- xiv. Build a credible Zakat department and system that will increase collection and improve the distribution of zakat;



- xv. Support the existing Convert and Muslim orphanage centres to deliver good services for both men and women.
- xvi. Professionalize and Islamize the management of Islamic ceremonies;
- xvii. Strengthen the capacity of the Mosque, County, Muslim Districts, and Regions to promote dawah and to offer professional religious services;
- xviii. Establish a National Muslim theological institute for the accreditation of Sheikhs and Du'ats.
- xix. Procure equipment for open-door crusades at every Twale.
- xx. Carryout refresher spiritual retreats for the Sheikhs and Imams.

7. Undertake Institutional development and strengthening of the UMSC

- i. Construct the Regional Headquarters and Regional Resource Centres in each region as a training and coordination facilities for the UMSC programmes;
- ii. Construct the District Headquarters and DKs' residential houses in each Muslim District.
- iii. Streamline the recruitment of UMSC managers and employees on professional merit.
- iv. Establish a functional Secretariat that can effectively deliver BMR programmes;
- v. Develop and review existing policies to enhance a professional work environment and Islamic culture within the institution;
- vi. Enhance performance appraisals and transfer of UMSC managers right from Mosque level
- vii. Train all Muslim leaders and structures in the country to improve their attitude knowledge and skills;



- viii. Build the capacity of the Imam and the Mosque as key institutions of UMSC;
- ix. Set up functional UMSC structures, departments, and sectoral committees;
- x. Establish viable sources of income to support UMSC programmes;
- xi. Establish the UMSC database to support evidence-based programme design and implementation;
- xii. Establish a platform that mobilizes Muslim professionals and entrepreneurs to volunteer their time and resources on UMSC programmes e.g. weekend legal clinics for lawyers, Business clinics for management consultants, counseling sessions, careers guidance in schools, Da'awah classes for sheikhs etc,
- xiii. Design and execute a robust communication, advocacy and partnership strategies needed to achieve this strategic plan;
- xiv. Enhance gender mainstreaming in UMSC structures, projects and programmes; and,
- xv. Map out existing mosques and develop a guideline for Mosque planning.
- xvi. Weaken all Muslims factions that compete with the UMSC
- xvii. Establish a modern ,robust and professional communications unit with the UMSC that helps update the general public on day today running of the council.

CHAPTER FOUR: IMPLEMENTATION AND FINANCING ARRANGEMENTS OF THE UMSC STRATEGIC PLAN 2023-2033



4.1 The Overall Cost of the 5-year UMSC Plan

The overall cost of financing and implementing the 5-year UMSC Strategic Plan is estimated at Uganda Shillings One Trillion and Seven Hundred Billion UGX (1,700,000,000,000) as summarized in table 1.

Table 1: Estimated cost of implementing the 5-year UMSC Strategic Plan

S/N	Strategic Pillars	AMOUNT (UGX)
1	Socio-economic well-being of the Muslim communities	365,000,000,000
2	Financial health of the UMSC	34,650,000,000
3	UMSC Education Services	524,100,000,000
4	UMSC Health, Sanitation and Water services	731,250,000,000
5	Capacity development of Muslim Clerics	4,402,000,000
6	Da'awah and Religious Services	30,112,000,000
7	Institutional development and strengthening	14,739,600,000
TOTAL		1,704,253,600,000

Preliminary detailed costing of the planned interventions are presented in table 2.



Table 2: Detailed costing of the planned interventions

	Amount (UGX)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1. Improve the socio-economic well-being of the Muslim communities						
(i) Create a non-ribbah (Halaal) revolving fund, particularly for the marginalized segments of the Muslim community including youth, women, and persons with disability	50,000,000,000					
(ii) Provide tractor services at the sub-county level to support agrarian Muslim households engaged in commercial agriculture	130,000,000,000					
(iii) Establish regional model demonstration farms on UMSC land for purposes of training Muslim farmers and income generation	20,000,000,000					
(iv) Construct shallow wells, and water reservoirs, and provide solar-powered small-scale irrigation systems for smallholder Muslim farmers outside the government's conventional irrigation systems identified through county sheikhs.	35,000,000,000					
(v) Establish an Islamic Banking Institution to provide non-ribbah (halal) financial services to, particularly the Muslim business community.	10,000,000,000					
(vi) Support the establishment of Savings and Credit Cooperatives at each Masjid in the country to provide credit to small-scale business communities governed by Islamic Banking.	75,000,000,000					
(vii) Support the establishment of income-generating activity at every masjid to support its operations. Every masjid should be required to prepare a business proposal on how to use their idle resources including land, and buildings to be supported through a revolving fund at the UMSC.	20,000,000,000					
(viii) Provide quality agricultural inputs including seeds, pesticides, and fertilizers, through the masjid networks to improve agricultural productivity.	25,000,000,000					
(ix) Mainstream mindset changes and entrepreneurship in the Friday sermons aimed at raising awareness on available business ideas and business management practices and markets of agricultural products.	-					



	Amount (UGX)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
2. Improve the financial health of the UMSC						
(i) Establish and update an asset register for all Muslim properties across the country	500,000,000					
(ii) Procure titles for all Muslim properties, especially land.	800,000,000					
(iii) Strengthen Muslim assets management by (a) establishing an investment arm/holding company to look after the Muslim asset including making an investment decision or (b) an asset management committee staffed with professionals in investment management.	450,000,000					
(iv) Lobby for resources to establish housing estates for the different market segments on the various lands owned by the UMSC.	30,000,000,000					
(v) Establish an Islamic finance and insurance institution to provide credit and protection to particularly the Muslim business community.	1,500,000,000					
(vi) Develop and implement a policy on the collection, management, and accountability of zakat and sadaq resources.	400,000,000					
(vii) Create innovations to stimulate and increase the contribution of zakat and sadaq by Muslims such as: (a) sensitization on the benefits of complying with the zakat obligation and sadaq (b) establishment of standardized structures for collection, management, and accountability of zakat and sadaq contributions from collection points and to higher levels of administration (c) Utilize financial technologies for the collection of zakat and sadaq conveniently.	-					
(viii) Develop proposals for funding of Islamic projects such as the construction of super-specialized education institutions, health institutions, hotels, real estate, Islamic manufacturing development projects (e.g. micro, small, and medium processing factories, and large manufacturing projects), and transport services.	1,000,000,000					



	Amount (UGX)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
(ix) Establish and streamline annual subscriptions from adult Muslims.	0					
3. Improvement of the overall quality of UMSC Education services						
(i) Build more Muslim primary and secondary schools.	400,000,000,000					
(ii) Increase engagement and linkages among Muslim educational institutions.	30,000,000,000					
(iii) Establish personal skills and vocational training using the masjid as a platform.	1,500,000,000					
(iv) Mobilize Muslim professionals to support service delivery in education institutions.	0					
(v) Provide scholastic materials for the needy in-school Muslim children identified through the local area Masjids.	1,800,000,000					
(vi) Develop Muslim Specialised Skills Development Centres of excellence for example in halal training, sharia, da'awa among others	25,000,000,000					
(vii) Reduce teenage pregnancies and early marriages.	-					
(viii) Lobby and advocate for bursaries and scholarships for the needy yet bright Muslim learners across the different levels of learning.	1,500,000,000					
(ix) Establish a full-fledged operational UMSC Education and Inspectorate department;	200,000,000					
(x) Build the capacity of the Muslim family, County, District, and region to engage with Government and other stakeholders on issues of access to quality education;	-					
(xi) Develop a comprehensive UMSC Education Strategy aimed at enhancing the planning, management, and financing of Muslim education in Uganda;	300,000,000					
(xii) Mobilise, support and engage Muslim teachers through UMTA to improve their welfare and professional skills;	-					



	Amount (UGX)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
(xiii) Maintain and support existing education institutions to improve their capacity to deliver quality education;	2,500,000,000					
(xiv) Use all the UMSC structures to mobilize and sensitize parents to support the delivery of quality education in Uganda;	-					
(xv) Increase the number of Government aided Muslim education institutions through sustained advocacy with the government;	35,000,000,000					
(xvi) Mobilize parents, youth, learners, and the Muslim community to take advantage of the existing Government skilling programmes, especially through the existing vocational schools across the country; and	-					
(xvii) Lobby private entrepreneurs, Muslim communities, and development partners to establish at least one Muslim-founded secondary school per district, at least one Muslim-founded primary School per sub-county and one Muslim-founded ECD centre per village throughout the country;	25,000,000,000					
(xviii) Participate actively in education policy formulation, lobby and advocacy at local, regional, and national levels;	0					
(xix) Collaborate, partner, and network with other FBOs, NGOs, International organisations, LGs, and Government/MOES on matters aimed at increasing access to quality education;	0					
(xx) Mobilise additional resources to support education infrastructure development, scholarships, and capacity building.	0					
(xxi) Restructure Islamic Call University College and further establish ICUC study centres per region.	800,000,000					
(xxii) Support the Implementation of the UMSC IPLE, Idaad, and Thanawi Harmonized curriculums.	500,000,000					
4. Improvement of the overall quality of UMSC Health, Sanitation and Water service						
(i) Establish a functional fully-fledged UMSC Health Department to streamline health planning, management, and resource mobilization;	900,000,000					



	Amount (UGX)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
(ii) Build more Islamic-based health centers and equip the lagging ones;	35,000,000,000					
(iii) Mobilize Muslim professionals to support service delivery in the health sector;	-					
(iv) Provide hygiene products (e.g. sanitary towels) for the needy Muslim children identified through the local area Masjids;	350,000,000					
(v) Develop centers of excellence for cardiovascular and oncology services in each region;	25,000,000,000					
(vi) Reduce teenage pregnancies and early marriages by establishing Muslim girls' schools and support particularly Muslim girls with scholarships;	-					
(vii) Design and implement preventive health (nutrition, health education, hygiene, sanitation) and wellness programmes;	5,000,000,000					
(viii) Mobilise infrastructure and Human Resources for the curative health needs of the Muslim community;	7,000,000,000					
(ix) Establish the UMSC Health Training Institute in each region;	15,000,000,000					
(x) Establish UMSC District Health Centre IVs in every local government district;	565,000,000,000					
(xi) Set up a UMSC Referral Hospital in each region;	65,000,000,000					
(xii) Set up Health out-lets at every parish to manage health education, nutrition, and circumcision;	7,000,000,000					
(xiii) Engage in HIV/AIDS research, prevention, and treatment and establish HIV/AIDS focal offices per region;	0					
(xiv) Pilot and scale up a Muslim health insurance scheme, starting with Imams, teachers, and other professionals;	0					
(xv) Conduct UMSC health outreach programmes like medical camps and health awareness;	400,000,000					



	Amount (UGX)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
(xvi) Increase clean water and sanitation coverage throughout the country.	5,000,000,000					
(xvii) Support and Empower Uganda Muslim Medical Bureau service delivery.	300,000,000					
(xviii) Strengthen reproductive health rights services to the youth, women, and teens.	200,000,000					
(xix) Promote sustainable natural resource use and environmental management.	100,000,000					
5. Strengthen the capacity of Muslim Clerics in Islamic Theology, Leadership Skills, Management skills, Financial literacy, Accountability, ICT skills, and Communication skills.						
(i) Develop a standardized national curriculum for training the different levels of Muslim clerics including the Imams, Masjid Committee Members, and UMSC Governing Councils.	430,000,000					
(ii) Develop a standardized national curriculum and learning resources for training Muslim clerics in Leadership, Management, Financial Literacy, and Accountability and award certification which should be a requirement for those intending to occupy various positions in the hierarchy.	330,000,000					
(iii) Establish a national center and guidelines for standardization and accreditation of Muslim sheikhs, sheikats, and scholars.	630,000,000					
(iv) Develop and implement an Islamic Qualifications framework to provide standards and levels of the different competence levels.	230,000,000					
(v) Develop, publicize, and enforce halal standards in the food, beverages, and meats.	330,000,000					
(vi) Train Muslim clerics and UMSC staff in digital skills and embark on digitizing most of the UMSC operations.	220,000,000					
(vii) Establish and operationalize a planning department at UMSC to undertake the policy development, planning, implementation, evaluation, project development, and capacity development of district/sub-county and community leaders.	52,000,000					
(viii) Lobby and advocate for bursaries and scholarships for the Imams, County Sheikhs, and District Khadhi to enable them to undertake different pieces of training.	120,000,000					



	Amount (UGX)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
(ix) Establish a national database for licensed Muslim sheikhs, shekats, scholars, and professionals.	730,000,000					
(x) Establish a Muslim Community Management Information System (MCMIS) integrated from the community masjid, parish, sub-county, and district to the national level.	1,330,000,000					
6. Expand Da'awah and Religious Services to spread Islam, and provide continuous professional development at the different levels of leadership.						
(i) Establish and equip remedial Islamic study programmes (Kabalaza) in both informal and non-formal settings.	2,630,000,000					
(ii) Establish UMSC media house including TV, Radio, Social Media, Newspapers, and Magazines to spread Islam. This can be done by collaborating with the existing media housed like New Vision, and Nations Media, among others for printing press services.	5,000,000,000					
(iii) Establish regional and district-level support centres to support and follow up with the new converts.	1,315,000,000					
(iv) Establish a relief and emergency response office to mobilize resources for supporting those affected by natural disasters, pandemics, and other eventualities.	-					
(v) Establish a professional and fully-fledged professional Da'awah department;	120,000,000					
(vi) Conduct regular religious seminars, workshops and conferences;	665,000,000					
(vii) Start a structured programme for training Sheikhs in da'awah, management and administration;	657,500,000.00					
(viii) Strengthen, support and coordinate the MSAs, and Da'awah groups;	-					
(ix) Establish structured mosque Da'awah programmes like Ta'alims and Darasas for children, women and men;	-					
(x) Strengthen the teaching of deen in Primary and Secondary Schools;	2,630,000,000					
(xi) Streamline, popularize, and ease access to Sharia Courts at all levels of the UMSC structures;	5,000,000,000					



	Amount (UGX)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
(xii) Establish a coordination mechanism and system that encourages and supports Muslims to perform Haj and Umrah;	1,315,000,000					
(xiii) Streamline halal certification and management in a manner that increases benefits and resources;	-					
(xiv) Build a credible Zakat department and system that will increase collection and improve the distribution of zakat;	120,000,000					
(xv) Support the existing Convert and Muslim orphanage centres to deliver good services;	665,000,000					
(xvi) Professionalize and Islamize the management of Islamic ceremonies;	657,500,000					
(xvii) Strengthen the capacity of the Mosque, County, Muslim Districts, and Regions to promote dawah and to offer professional religious services;	120,000,000					
(xviii) Establish a National Muslim theological institute for the accreditation of Sheikhs and Du'ats.	2,500,000,000					
(xix) Procure equipment for open-door crusades at every Twale	1,315,000,000					
(xx) Carryout refresher spiritual retreats for the Sheikhs and Imams.	1,000,000,000					
7. Undertake Institutional development and strengthening of the UMSC						
(i) Construct the Regional Headquarters and Regional Resource Centres in each region as a training and coordination facilities for the UMSC programmes;	5,330,000,000					
(ii) Construct the District Headquarters and DKs' residential houses in each Muslim District.	7,995,000,000.0					
(iii) Streamline the recruitment of UMSC managers and employees on professional merit.	0					
(iv) Establish a functional Secretariat that can effectively deliver BMR programmes;	0					
(v) Develop and review existing policies to enhance a professional work environment and Islamic culture within the institution;	-					



	Amount (UGX)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
(vi) Enhance performance appraisals and transfer of UMSC managers right from Mosque level	-					
(vii) Train all Muslim leaders and structures in the country to improve their attitude knowledge and skills;	-					
(viii) Build the capacity of the Imam and the Mosque as key institutions of UMSC;	207,300,000					
(ix) Set up functional UMSC structures, departments, and sectoral committees;	-					
(x) Establish viable sources of income to support UMSC programmes;	-					
(xi) Establish the UMSC database to support evidence-based programme design and implementation;	-					
(xii) Establish a platform that mobilises Muslim professionals and entrepreneurs to volunteer their time and resources on UMSC programmes e.g. weekend legal clinics for lawyers, Business clinics for management consultants, counselling sessions, careers guidance in schools, da'awah classes for sheikhs etc,	-					
(xiii) Design and execute a robust communication, advocacy and partnership strategies needed to achieve this strategic plan;	0					
(xiv) Enhance gender mainstreaming in UMSC structures, projects and programmes; and,	1,000,000,000					
(xv) Map out existing mosques and develop a guideline for Mosque planning.	207,300,000					
TOTAL ESTIMATED RESOURCE REQUIREMENTS		1,699,851,600,000				

CHAPTER FIVE: MONITORING AND EVALUATION ARRANGEMENTS OF UMSC STRATEGIC PLAN



5.1 Introduction

For the attainment of desired results, an effective system of monitoring and evaluation shall be critical at every stage of implementation. At every stage of implementing the plan, there will be a comprehensive and timely M&E intervention. Specific strategies for monitoring and evaluating the UMSC strategic plan shall be developed and linked to specific operational plans.

Therefore, a detailed Monitoring and Evaluation plan shall be drawn up for the various actions and activities of this plan. Activity operational plans shall be developed clearly indicating who is responsible for the various initiatives, the budget estimates, the timeline for completion, the expected outputs and outcomes, the beneficiaries and appropriate indicators. The UMSC shall through a consultative process formulate a detailed M&E framework for monitoring the implementation of its Strategic Plan.

Evaluation reports shall be produced to assess the impact and continuously highlight successes and failures as well as unintentional positive or negative effects. Monitoring and evaluation shall thus be based on indicators and targets of the different elements contained in this strategic plan and according to an agreed schedule of monitoring, and evaluation reporting.



5.2 Monitoring and Evaluation

Monitoring and Evaluation (M&E) entails processes put in place to improve the management of outputs, outcomes, and impact. Monitoring necessitates constant evaluation of programs UMSC based on early comprehensive information about the progress or delay of on-going assessed operations. Evaluation entails assessing the relevance, effectiveness, efficiency, and impact of actions in light of certain goals.

Monitoring and evaluation processes can be managed by funders that fund the assessed activities, an independent branch of the implementing organization, the project managers or implementing team, and/or a commercial corporation. The evaluators' independence has a significant impact on the credibility and objectivity of monitoring and evaluation reports. Their competence and independence are critical to the process's success.

5.3 The Importance of Monitoring and Evaluating UMSC Activities

Monitoring and evaluation (M&E) is a critical component of program, and policy management. It will enable UMSC to evaluate the efficacy, efficiency, and impact of their actions and make evidence-based decisions to enhance their outcomes. The following are some of the primary reasons why Monitoring and Evaluation (M&E) of UMSC projects and programs is important:

1. **Assessing Progress:** M&E will enable UMSC to track progress towards their goals and objectives, as well as detect potential obstacles or issues. This information can be utilized to make changes to project, program, or policy to keep it on track.
2. **Improving Accountability:** M&E will help hold UMSC accountable to their stakeholders by presenting proof of progress and results. This will aid in



demonstrating the effectiveness of initiatives, which can then be used to justify resource allocation and gain financing for future programs.

3. **Facilitating Learning:** M&E will enable UMSC to learn from their experiences and discover best practices. UMSC can utilize data collected and analyzed to discover what works and what doesn't, and use that information to improve the design and implementation of future interventions.
4. **Improving Effectiveness:** M&E can assist UMSC in increasing the effectiveness of their activities by identifying areas for improvement. Using data to inform decision-making will allow UMSC to guarantee that their interventions are efficient, successful, and relevant to their beneficiaries' needs.
5. **Facilitating Communication:** M&E will enable UMSC to communicate their progress and outcomes to stakeholders. UMSC may develop confidence and credibility with their stakeholders by releasing this information in a clear and straightforward manner, as well as demonstrate their commitment to meeting their objectives.

5.4 Performance Reporting

Each implementing UMSC directorate, department, and institution shall develop and integrate a system for quarterly and annual reporting of specific initiatives. The UMSC shall conduct regular research to examine the extent of implementing the planned projects and activities within the Muslim community and provide timely reports. In particular, the following reports shall be produced:

- i. Annual performance report
- ii. Half Year performance report
- iii. Quarterly performance report
- iv. Monthly performance reports



5.5 Results Framework

The results framework will guide UMSC on the type and frequency of data collection, analysis, and reporting to assess the progress towards implementation and realization of the planned results.

5.6 Key Components of Monitoring and Evaluation (M&E)

The major components of Monitoring and Evaluation (M&E) are as follows:

1. Clear and quantifiable goals and objectives are required to offer a framework for monitoring and assessment activities. These aims and objectives shall be consistent with the overarching vision of the project, program, or policy.
2. Indicators and Targets: Indicators are specific measurements used to monitor progress towards goals and objectives. Targets are precise levels of performance that are expected to be met within a set timeframe. Indicators and targets must be SMART (specific, measurable, achievable, relevant, and time-bound).
3. Data gathering Methods: Select appropriate data gathering methods to guarantee that relevant data is collected on time and at a reasonable cost. Surveys, interviews, focus groups, observations, and document reviews are all possible approaches for collecting data.
4. Data Management: Collected data will be maintained and kept correctly to ensure its correctness, completeness, and security. Data management solutions should be in place to help with data entry, analysis, and reporting.
5. Data Analysis and Reporting: The collected data will be analyzed to discover trends and patterns, as well as to monitor progress towards meeting the goals and objectives. Reports should be written in such a way that they clearly and concisely explain the findings to stakeholders.



6. **Feedback and Learning:** Feedback mechanisms will be established to guarantee that stakeholders are kept up to date on the results of monitoring and evaluation activities. Learning activities should also be carried out to identify lessons learnt and best practices for future programming.
7. **Action Plan:** Using the findings from the monitoring and evaluation activities, an action plan should be established to address any obstacles or concerns that were found. The action plan should outline explicit procedures, deadlines, and responsibilities for implementation.

Monitoring and Evaluation Plan

Task	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Project Planning	Orange	Orange										
Baseline Study		Green	Green									
Tool Development			Purple	Purple								
Data Collection			Black	Black								
Data Analysis				Blue	Blue							
Mid-Term Evaluation				Orange	Orange							
Reporting						Green	Green					
Dissemination of Findings								Red	Red			
Final Evaluation										Yellow	Yellow	
Project Closure											Grey	Grey

8. UGANDA MUSLIM SUPREME COUNCIL STRATEGIC PLAN 2023-2033 RISK PROFILE

The Uganda Muslim Supreme Council acknowledges that Uganda Muslim Supreme Council strategic plan’s developmental trajectory faces multiple risks that could hinder the realization of its objectives. The risks are categorized into Operational/Preventive Risks, External Risks, and Strategic



Risks. These risks need to be proactively managed to ensure the sustainability and success of UMSC's economic and social development initiatives.

8.1 Operational/Preventive Risks

These risks arise from weaknesses within UMSC's systems, processes, and institutional capacities, directly affecting the efficiency of public service delivery and project execution under UMSC SP 2023-2033.

- i. **Infrastructure Gaps and Maintenance.** Challenges. Inadequate infrastructure, including poor road networks, unreliable electricity, and underdeveloped public utilities, continues to impede economic productivity and service delivery. Infrastructure deficits lead to delays in project implementation, increased costs, and reduced access to essential services, particularly in rural areas. As of 2023, only 25% of Uganda's roads are paved, with many rural roads in poor condition, hampering trade and connectivity (Uganda National Roads Authority, 2023). Uganda's national electricity access stands at 42%, with frequent outages disrupting industries and public services (Ministry of Energy and Mineral Development, 2023).
- ii. **Weak Institutional Capacities and Corruption.** Weak institutional capacities, including understaffing, lack of technical expertise, and corruption, undermine the effective implementation of UMSC programs. Poor governance and financial mismanagement delay project execution, inflated costs, derail development outcomes. Uganda ranked 142nd out of 180 countries in Transparency International's 2023 Corruption Perceptions Index, with corruption estimated to cost the country 5% of its GDP annually (Transparency International,



2023). A 25% increase in corruption-related cases was reported in 2024, particularly in public procurement and infrastructure projects (Inspectorate of Government, 2024)

- iii. **Supply Chain Disruptions.** Uganda faces operational risks from global supply chain disruptions, which affect the importation of essential construction materials, medical supplies, and energy resources. Delays in material and resource availability lead to project overruns and increase the cost of public projects. The World Bank reported a 38% rise in fuel prices in East Africa between 2022 and 2023 due to global conflicts and supply chain disruptions (World Bank, 2023). The National Medical Stores recorded 18% stock outs of DRAFT 290 critical medicines in health facilities due to supply chain issues (National Medical Stores, 2023).

8.2 External Risks

External risks are those beyond UMSC's immediate control, often driven by global factors such as climate change, economic instability, and geopolitical tensions, which influence the country's growth prospects and stability.

- i. **Global Economic Instability.** UMSC's economy is vulnerable to fluctuations in the global market, including inflationary pressures, rising debt levels, and disruptions in trade. Global economic downturns, increase inflation, and strain fiscal budgets, limiting resources for UMSC SP 2023-2033 projects. Global growth is expected to slow to 2.9% in 2024, down from 3.4% in 2022, which may affect Uganda's export markets (IMF, 2023). Uganda's inflation stood at 2.7% as of September 2024, driven by global fuel and food prices (UBOS, 2024).
- ii. **Climate Change and Environmental Degradation.** Uganda is highly vulnerable to climate-related



risks such as floods, droughts, and rising temperatures, which threaten its agriculture-based economy. Climate change undermines food security, agricultural productivity, and infrastructure resilience, leading to economic losses and increased poverty. Uganda has experienced a 1.3°C rise in average temperatures over the past 50 years, intensifying droughts and floods (Uganda National Meteorological Authority, 2023). The Ministry of Water and Environment reports that Uganda loses 2.8% of GDP annually due to climate-related impacts (Ministry of Water and Environment, 2023)

- iii. Geopolitical Conflicts. Global and regional conflicts, including the war in Ukraine and instability in neighbouring regions, have a significant impact on UMSC (Uganda)'s economic stability, particularly through disruptions in trade and rising fuel prices. Geopolitical instability increases costs of imports, affects food and fuel supplies, and creates security concerns due to refugee influxes. Uganda hosts over 1.5 million refugees, the largest number in Africa, placing pressure on public services (UNHCR, 2023). The World Bank reported a 38% increase in fuel prices in East Africa between 2022 and 2023, largely due to the Ukraine conflict (World Bank, 2023).

8.3 Strategic Risks.

Strategic risks are long-term and systemic challenges that could affect UMSC's ability to achieve sustainable development. These include risks related to governance, security, and demographic pressures.

- i. Governance and Political Instability. Weak governance, political unrest, and insecurity, particularly in the eastern and northern regions, pose serious threats to Uganda Muslim supreme council's stability and execution of Strategic plan



initiatives. Governance challenges reduce investor confidence, disrupt economic activities, and divert public resources from development projects to address security concerns. The Uganda Police Force reported 450 terrorism related incidents in 2023, primarily attributed to insurgent groups like the Allied Democratic Forces (Uganda Police Force, 2023). Uganda ranked 36th in the Global Terrorism Index in 2023 due to increased extremist activity in the region (Global Terrorism Index, 2023).

- ii. **Demographic Pressures.** UMSC's rapidly growing population presents a long-term strategic risk, as it exerts pressure on UMSC services, infrastructure, and job markets, particularly for the youth. High youth unemployment and demographic growth can lead to social unrest, reduced economic productivity, and strains on healthcare, education, and housing services. Uganda's population is growing at 3.3% per year, with the population projected to reach 60 million by 2040 (UBOS, 2023). Youth unemployment remains high, with 13.3% of Ugandans aged 15-24 unemployed as of 2023 (UBOS, 2023).
- iii. **Corruption and Financial Mismanagement.** Corruption and financial mismanagement continue to undermine UMSC's development efforts, posing a major strategic risk to the success of UMSC Strategic Plan. Misallocation of funds and corruption delay project implementation, inflate costs, and erode public trust in government institutions. Corruption costs Uganda an estimated 5% of GDP annually, with the country ranking 142nd out of 180 countries in the 2023 Corruption Perceptions Index (Transparency International, 2023). The Inspectorate of Government reported a 25% rise in corruption-related cases in 2024, particularly in infrastructure projects (Inspectorate of Government, 2024).



Generally, the UMSC Strategic Plan 2023-2033 faces a complex risk landscape, including operational, external, and strategic risks that must be managed effectively to achieve the plan's goals. By strengthening Systems, addressing institutional weaknesses, and adopting a risk-informed approach, Uganda Muslim Supreme Council can mitigate these risks and ensure that its development initiatives are resilient and sustainable. Prioritizing governance reforms, building climate resilience, and investing in youth employment will be critical to navigating these challenges successfully Insha-Allah.



UGANDA MUSLIM
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