

THE STRATEGIC PLAN

OF

THE ISLAMIC MEDICAL

ASSOCIATION OF UGANDA

(IMAU)

2021 - 2025



January 2021

<i>Table of Contents</i>	<i>Page</i>
Abbreviations:.....	iii
ACKNOWLEDGEMENTS:.....	iv
EXECUTIVE SUMMARY	v
BACKGROUND	1
IMAU’s Establishment and Legal Status:.....	1
Reasons for IMAU’s Establishment:	1
Problems that needed to be addressed by IMAU’s establishment:.....	1
Major events in IMAU since its establishment:.....	1
IMAU’s challenges:	2
IMAU’s successes:.....	2
IMAU’s organizational chart:	2
IMAU Organisation Structure.....	3
Saidina Abubakar Islamic Hospital	4
IMAU Programme / Project Organisation Chart	5
IMAU’s workforce.....	6
IMAU clients	6
Core services	6
IMAU’s mandate	6
Religiosity for high quality health care services and healthcare worker professionalism.	9
Islamic Medical Care	10
IMAU’s aspirations.....	11
IMAU mission	12
IMAU vision	12
IMAU’s motto.....	13
IMAU Principles and Organizational Assessment	13
Principles, life and meaning:.....	13
Energizing forces	13
IMAU’s ethics.....	13
Ethical standards and code of conduct :	14
IMAU’s core values :	14
What IMAU has done well:	14
What IMAU needs to improve:.....	15
Reasons for IMAU’s past successes:	15
Threats to IMAU:.....	16
Opportunities for IMAU:	16
Improvement of IMAU communication:	16
Goals and objectives:	16
Key result area 1:	16
Strategies :.....	16
Key result area 2 :	17
Strategies :.....	17
Key result area 3:	17
Strategies :.....	17
Action plan:.....	18
GOAL I.	18
GOAL 2:	22
GOAL 3:	23

Abbreviations:

- | | | |
|-----------------|---|--|
| CIME | - | Continuing Islamic Medical Education |
| CME | - | Continuing Medical Education |
| HIV/AIDS | - | Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome. |
| IMAU | - | Islamic Medical Association of Uganda |

ACKNOWLEDGEMENTS:

IMAU appreciates the valuable contribution made to this strategic plan by all IMAU members.

Special thanks go to the following individuals for their contributions:

- Professor Magid Kagimu - President IMAU
- Sr. Rashidah Nabukalu - Director for Finance IMAU
- Dr. Yusuf Walakira - Training Manager IMAU
- Mr. Ayub Twaha - Deputy Director for Finance IMAU
- Dr. Abubakar Kalinaki - Member National Executive Committee IMAU
- Mr. Kassim Magoba - Secretary General IMAU

EXECUTIVE SUMMARY

The Islamic Medical Association of Uganda (IMAU) was established in 1988 to unite Muslim health professionals and improve their professional and spiritual welfare. The main reason for IMAU's establishment was to improve delivery of health services to all communities using guidance of Islamic teachings. IMAU's successes so far have included national and international recognition in combating AIDS using Islamic principles, acquiring land and beginning construction and management of Saidina Abubakar Islamic Hospital as well as networking with both Muslim and non-Muslim organizations to improve health service delivery.

IMAU gets life and meaning from serving Allah. IMAU members recognize that their life, energy and medical knowledge are gifts and privileges given to them by Allah for the purpose of serving Allah through caring for others. IMAU members therefore, have a spirit of voluntarism and sacrifice as they use their God given gifts and privileges to care and improve the health of the community. IMAU is aspiring to become a model of excellence in Islamic faith based health service delivery for all. IMAU seeks to portray an image of a trustworthy, nonpartisan, efficient organization which provides health services to all with guidance of Islamic principles.

IMAU has set itself the following vision:

“A sound Islamic medical association of Muslim health professionals with excellence in Islamic health service delivery”.

IMAU's mission is as follows:

“To have united Islamic conscious Muslim health professionals who use Islamic teachings to promote a healthy and productive life for all”

IMAU's motto is:

“On Allah's Selfless Health Service”.

In order to achieve its mission and vision, IMAU has set itself three broad goals:

1. To improve the health status of the community using Islamic principles.
2. To improve the scientific, management and Islamic knowledge, attitudes and practices of Muslim health professionals.
3. To achieve a sustainable association of Muslim health professionals that provides high quality health care services.

In pursuit of these goals, IMAU has established Saidina Abubakar Islamic hospital at Wattuba in Wakiso district for promotion of health service delivery using Islamic principles. In addition, IMAU plans to establish similar collaborative health facilities at all its branches. IMAU also plans to improve community knowledge, attitudes and practices on health issues using Islamic principles. IMAU plans to build the capacity of its members to deliver health services using Islamic principles by conducting continuing medical, Islamic and management education activities. IMAU plans to continue networking and partnerships with national and international organizations with similar objectives of promoting health for all.

BACKGROUND

IMAU's Establishment and Legal Status:

The Islamic Medical Association of Uganda (IMAU) was established in 1988 and initially registered as a company with unlimited liability. In 1991 IMAU was registered as a non-governmental organization in accordance with the new government regulations. In 2001 IMAU was registered as a Trusteeship to safeguard the assets acquired over the years.

Reasons for IMAU's Establishment:

The main reasons for IMAU's establishment included the following:

1. To unite Muslim health professionals and promote their spiritual, moral and material welfare.
2. To improve delivery of health services using guidance from Islamic teachings
3. To promote professional and spiritual development of Muslim health professionals.
4. To promote research and publications in medicine from the Islamic view point.

Problems that needed to be addressed by IMAU's establishment:

IMAU was established to address the following problems:

1. There was no professional organization catering for the Islamic spiritual needs of Muslim health professionals.
2. There was no forum where Muslim health professionals could meet and discuss health related issues from the Islamic perspective.
3. There was no professional organization promoting improved provision of preventive, curative and rehabilitative health services from the Islamic perspective.
4. Islamic Medical Associations had been formed in many other countries to address health service delivery from the Islamic perspective but there was no such association in Uganda.

Major events in IMAU since its establishment:

The major events that have occurred since IMAU was established include the following:

1. Actively participated in national and international activities to combat HIV/AIDS especially using the Islamic approach to HIV/AIDS.
2. Launched IMAU/UNAIDS best practice documents on AIDS education through Imams by the President of Uganda, Mr. Yoweri Kaguta Museveni on Friday 26th March 1999.
3. Hosted the 1st International Muslim Leaders Consultation (IMLC) on HIV/AIDS in Kampala in 2001.
4. Participated in organizing the 2nd IMLC in Malaysia in 2003
5. Organized the 3rd IMLC in Addis Ababa, Ethiopia in 2007
6. Organized the 4th IMLC in Kampala, Uganda in 2019.

7. Built and opened Saidina Abubakar Islamic Hospital in 2005
8. Launched Religiosity (Diini) for HIV/AIDS prevention on Thursday 20th June 2013
9. Recognition of IMAU as the host and manager of the FIMA HIV/AIDS Resource Centre for Promotion of the Islamic and Faith-based Approach to HIV/AIDS and Health, by the Federation of Islamic Medical Associations (FIMA)

IMAU’s challenges:

IMAU’s greatest challenges since its establishment have included the following:

1. Inadequate funding of activities
2. Donor dependence for funding of activities
3. Lack of permanent branch offices
4. Challenges in mobilization of members and potential members for activities.
5. Challenges in motivating members especially senior Muslim health professionals to participate in IMAU activities.
6. Inadequate support supervision of IMAU branches by the National Executive Committee

IMAU’s successes:

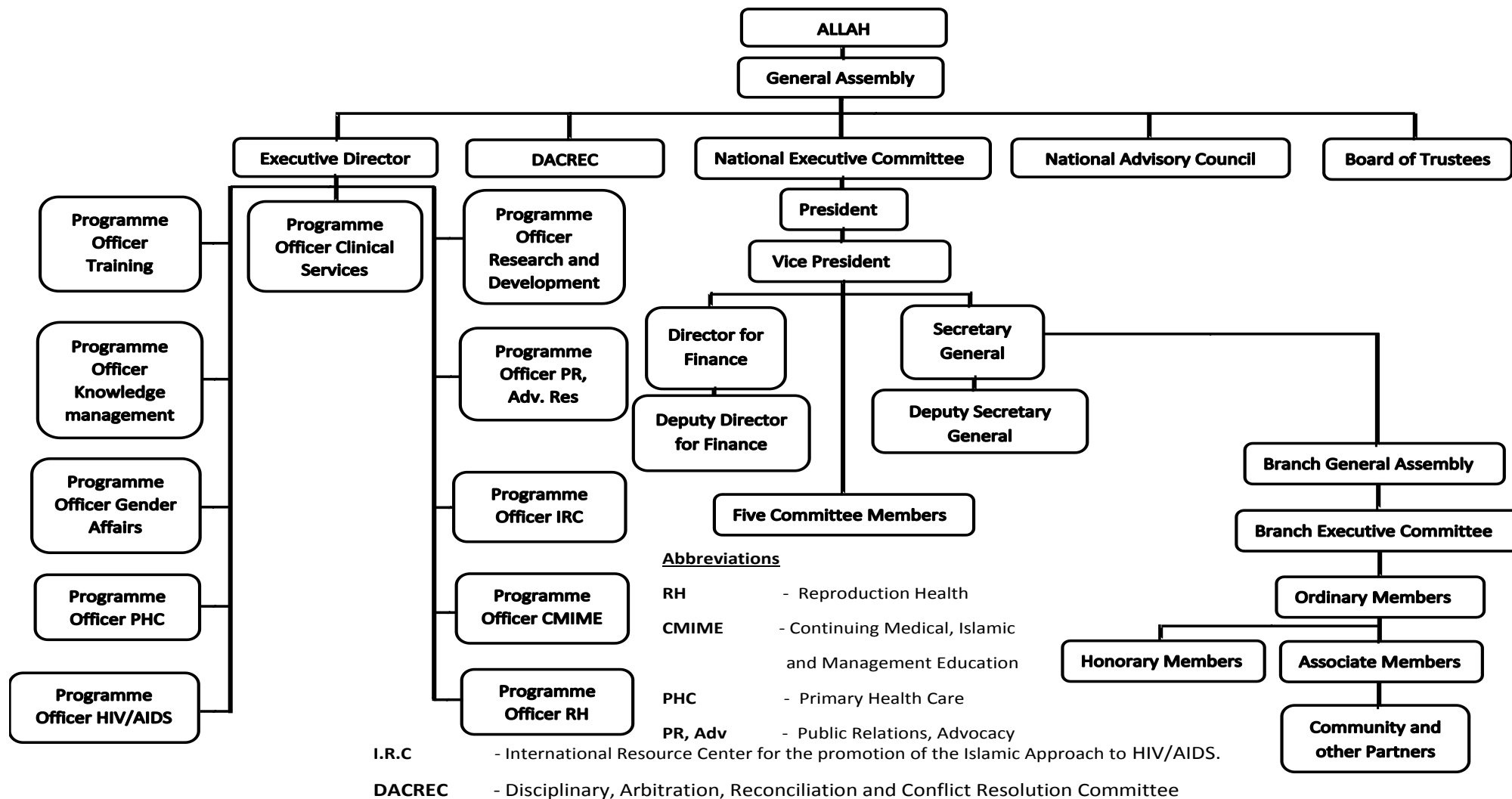
IMAU’s greatest successes have included the following:

1. Land acquisition and construction of Saidina Abubakar Islamic Hospital which include IMAU’s permanent headquarters.
2. National and international recognition in combating HIV/AIDS from the Islamic perspective.
3. Networking and collaborating with both Muslim and non-Muslim organizations in improving health service delivery.
4. Research on and launch of Religiosity (Diini) for HIV/AIDs prevention.
5. Established IMAU Students` Branch (IMAU-SB) and IMAU Women`s Branch (IMAU-WB)
6. Academic and professional advancement of IMAU members with an increase in numbers of Muslim health professionals and Muslim students in Health Professions Training Institutions.

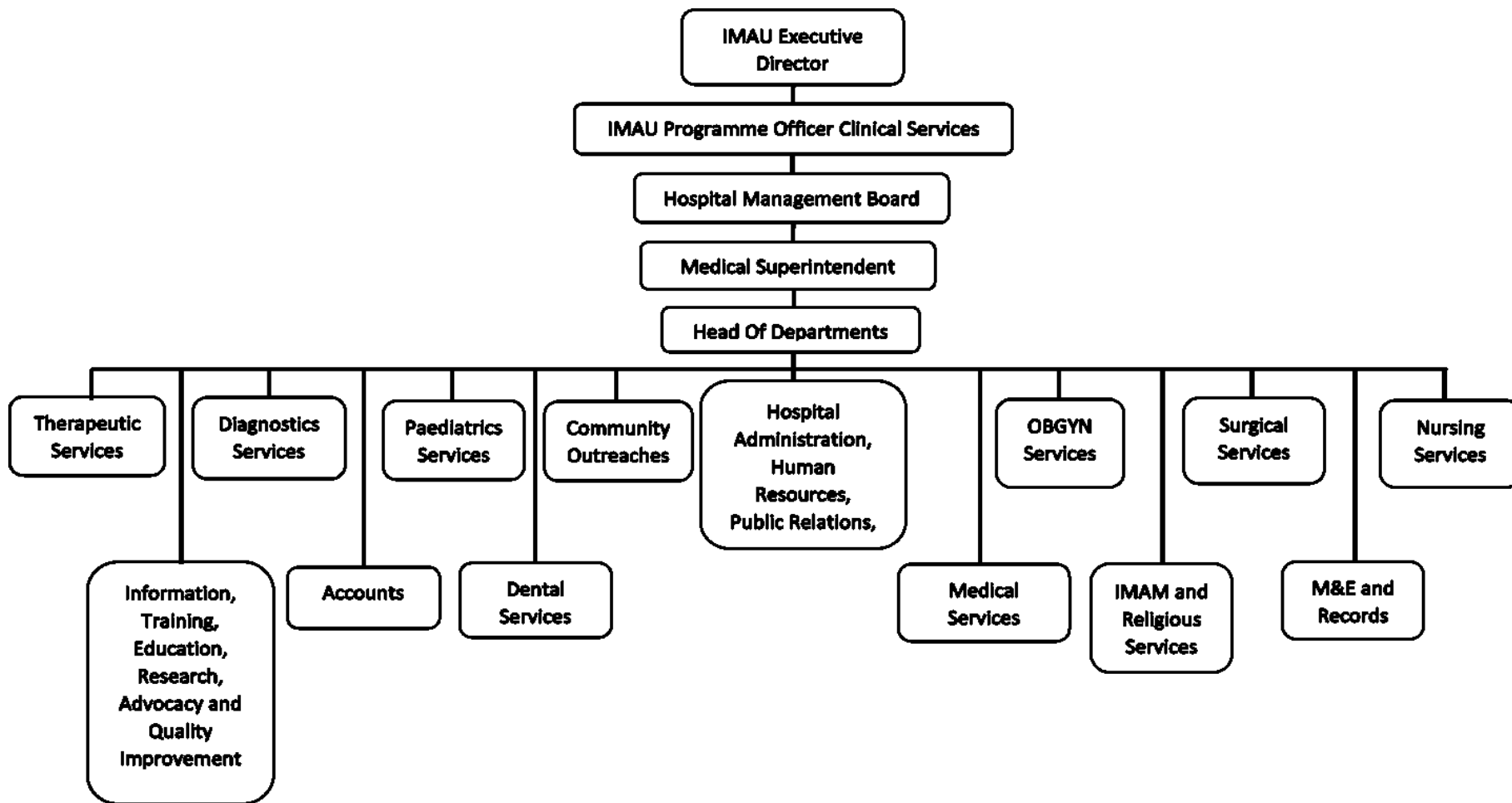
IMAU’s organizational chart:

The highest authority of IMAU is the General Assembly. This organ is assisted by the National Executive Committee to implement policies and activities. The national Executive Committee is assisted by the Branch Executive committees to implement policies and activities in the IMAU branches and reach out to IMAU individual members. The National Executive Committee is supported and advised by the Board of Trustees and other governing organs. IMAU is primarily accountable to Allah. The key IMAU organograms are shown below:

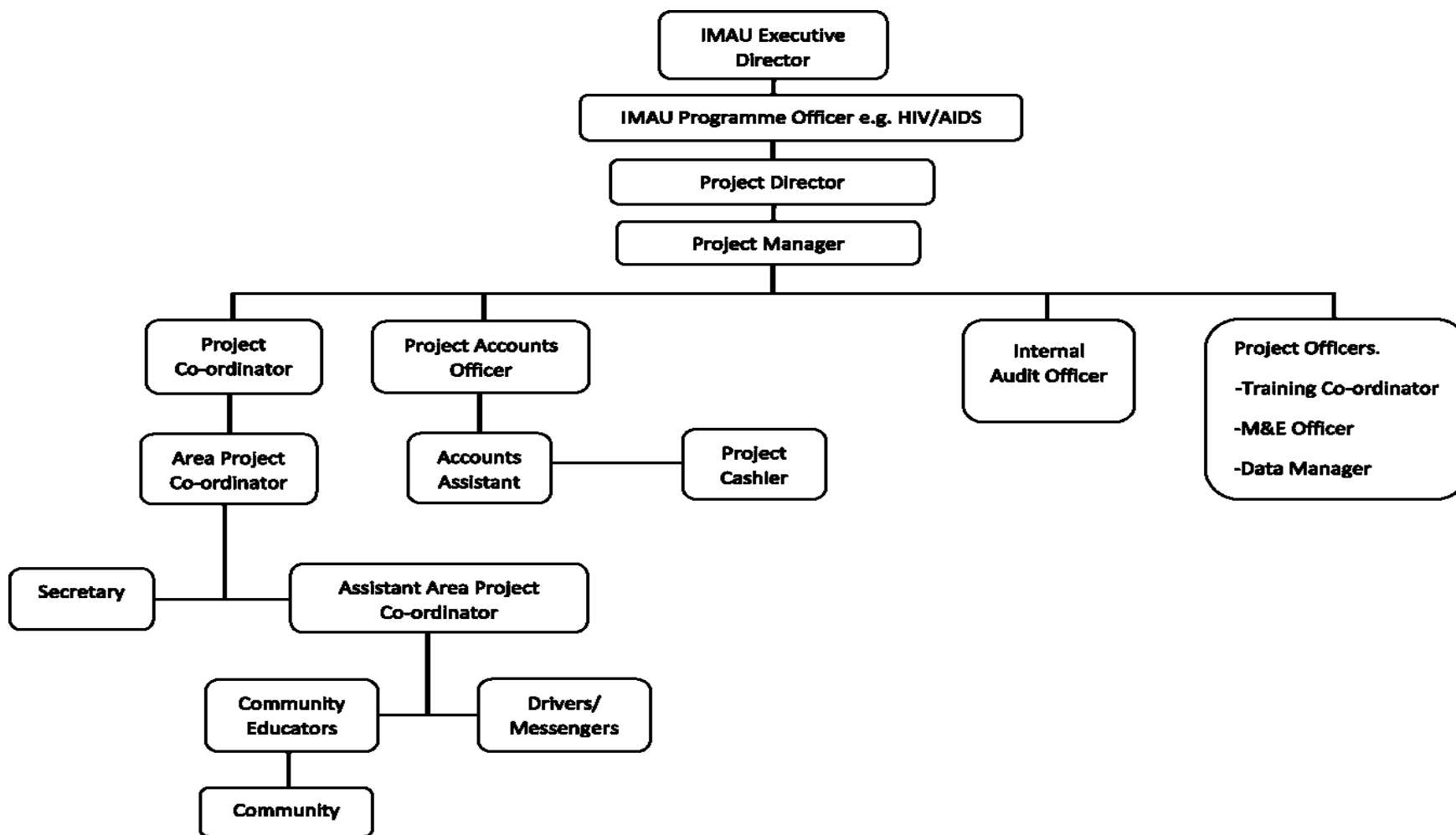
IMAU Organisation Structure



Saidina Abubakar Islamic Hospital



IMAU Programme / Project Organisation Chart



IMAU’s workforce

The size of IMAU’s workforce is not exactly known, but it includes the following categories:

1. Muslim health professionals numbering about 600 including IMAU members and potential members.
2. Muslim students in health professions training institutions.
3. Religious leaders and volunteers trained by IMAU for community mobilization and education on health issues.
4. Full-time and part-time employees on IMAU projects.
5. Volunteers working in IMAU projects

IMAU clients

IMAU’s clients include all communities in general but Muslim communities in particular. All IMAU clients have inadequate health service provision. These clients expect IMAU to improve their health services as well as bring these services nearer to them. At the moment IMAU meets these expectations quite well but not very well. Most of the IMAU clients perceive IMAU as an organization of committed Muslim health professionals striving to improve the health of everyone. They are fairly satisfied with IMAU but not fully satisfied. There is a lot of room for improvement.

Core services

IMAU’s core services include the following:

1. Community mobilization and education for health promotion.
2. Continuing medical education and professional development for IMAU members
3. Continuing Islamic medical education for IMAU members and target communities
4. Provision of preventive, curative and rehabilitative services.
5. Promotion of the Islamic approach in addressing health issues.
6. Promotion of research and publication on health issues especially from the Islamic perspective.

These services are designed to improve the physical, mental, social and spiritual well-being of the target communities.

IMAU’s mandate

IMAU is mandated to perform activities to fulfill its objectives in accordance with IMAU constitution which came into effect in 1988. This constitution was amended in 1999 and amendments came into effect in 2001 under the national legal framework. It was further amended in 2017. IMAU’s constitutional objectives are as follows in article 3:

ARTICLE 3: The objects for which the Association is established are:

- (a) To be an agent, guide, vehicle and driver to increase the provision of the highest possible quality Selfless Health Services for Allah and our country.
- (b) To contribute positively to the preservation of Religion, preservation of Life, preservation of Wisdom, preservation of Inheritance and heritage, and preservation of Wealth in the health sector, in accordance with the purposes of Sharia.

- (c) To unite all Muslim medical professionals including medical and dental practitioners, nurses and midwives, pharmacists, allied health professionals and other auxiliary health professionals to each other and to encourage them to know each other and to work together in the promotion of Islamic principles and practices in health care.
- (d) To have united, Islamic conscious, Muslim health professionals, who use Islamic teachings and practices to promote a healthy and productive life for all.
- (e) To be a sound, credible, reliable, friendly, trustworthy and sustainable Association of Muslim health professionals with excellence in Islamic health service delivery.
- (f) To encourage Muslim medical professionals to practice and study Islam at work.
- (g) To promote the spiritual, moral and material welfare of Muslim medical professionals.
- (h) To encourage the integration of scientific medical practice with Islamic practice for Muslims in health institutions. This is to include arranging for prayers, preaching and terminal care of Muslim patients.
- (i) To organize seminars, symposia, lectures and practical demonstrations for Continuing Professional Development of health care professionals and for the promotion of Islamic medical care which includes submission to Allah's will and continuously seeking and using health related scientific knowledge and wisdom given to health professionals by Allah as a privilege, in caring for patients and clients, fully conscious that it is Allah who is responsible for the outcome including cure and death and praying for His Mercy, Graciousness and Guidance during all processes of care.
- (j) To promote research and publications in the field of Islamic medical history, Prophetic medicine, Islamic medical ethics and medicine in general from the Islamic view point.
- (k) To set up a library to collect Islamic and other literature for the promotion of Islamic medical care.
- (l) To raise funds through contributions and donations and to create or build up projects for generating funds for the purpose of carrying out the objectives of the Association.
- (m) To establish hospitals, clinics, pharmacies, laboratories, and training schools for the promotion of medical care in the community.
- (n) To provide the highest possible quality of health services to the people in Uganda through the delivery of promotive, preventive, curative, palliative and rehabilitative services, using continuous quality improvement principles in line with Islamic guidelines.
- (o) To encourage the training of Muslims in medical fields of different types and to provide career guidance to Muslim students in secondary schools regarding health professions education and to provide seminars and refresher courses and to look for and utilize scholarship opportunities to educate Muslims in different health professions and to invite lecturers, teachers, specialists and examiners for the purpose of widening medical education to the Muslims and the people of Uganda as a whole.

- (p) To support and to encourage the efficient running of Islamic medical institutions.
- (q) To promote primary health care in the community using the mosque and other appropriate fora.
- (r) To promote good relationships with other Islamic organizations both at home and abroad and to encourage affiliation to other Islamic Medical Institutions through professional cooperation.
- (s) To promote good working relationships and contacts with Government and Non-Governmental organizations including those from other religious denominations, working in the health sector, in accordance with Islamic principles.
- (t) To promote partnerships with local and international organizations and institutions for the purpose of fulfilling the objectives of the Association, in accordance with Islamic principles.
- (u) To enter into any arrangements, cooperation, agreements and relationships with Governments (local and international) or authorities (Municipal, Local or otherwise), Non-Governmental Organizations, International Organizations, corporations, companies, trusts, financial institutions, foundations or other types of public and or private organizations or persons that may seem to IMAU to be conducive to the attainment of IMAU's objectives and to obtain from any such Governments, Authorities, Non-Governmental Organizations, International Organizations, Corporations, and companies, Concessions, rights and interests which IMAU may think desirable and to carry out, exercise and comply with any obligations in agreements and memoranda of understanding made in the process, in accordance with Islamic principles.
- (v) To acquire land freeholds, leases, build premises, for the purpose of fulfilling the objectives of the Association and also to borrow money from financial institutions and to give securities for such loans.
- (w) The Income and property of the Association shall be applied solely towards the promotion of the objectives of the Association and no portion thereof shall be paid, transferred by way of profit, bonus and/or dividends provided that nothing herein contained shall prevent the payment of remuneration to servants and employees of the Association.
- (x) The operations of the Association are to be carried on in Uganda and elsewhere.
- (y) The Association is a Faith-based Private Not for Profit voluntary Islamic Health Service organization.
- (z) The Association shall be registered as a non-governmental organization and as a corporate body under the Trustees Incorporation Act.
- (aa) The Association shall operate within the framework of the Ministry of Health policy.
- (bb) The Association shall be bound by Islamic principles.

Religiosity for high quality health care services and healthcare worker professionalism

Religiosity is defined as the degree of adherence to religious teachings and practices and getting associated spiritual experiences. There is no one word for religiosity in African languages in Uganda. The term used for religiosity is “Diini” which is borrowed from Arabic “El Din” which means “a way of life”. Research from the FIMA HIV/AIDS Resource Center (The International Center for Promotion of the Islamic and Faith-based Approach to HIV/AIDS and Health), hosted by the Islamic Medical Association of Uganda, discovered that lower levels of religiosity among both Muslim and Christian youth 15- 24 years were associated with higher HIV infection rates. Low levels of religiosity is therefore among the drivers of the HIV epidemic in Uganda.

HIV Prevention, Treatment, Care and support requires to integrate behavioral, biomedical, and structural approaches in the interventions. Religiosity strengthens and reinforces all three approaches when well integrated in the interventions. For example, the HIV prevention cascade begins with Motivation, followed by Access and followed by effective Use. Religiosity is a powerful contributor to Motivation, Access, and effective Use when it is well integrated in health care interventions. Religiosity motivates people to take preventive actions, it is readily accessible and it can be used effectively to prevent HIV infections and other health problems. Religiosity can also motivate patients including people living with HIV/AIDS, to take their medicines, increase access to medicines through faith-based health facilities and facilitate effective use by encouraging them to take their medicines religiously. This means taking their medicines regularly and praying to God that the medicines work without unbearable side effects.

Quality improvement needs to be incorporated in all planned activities designed for improving the health of the communities. For billions of people, Universal Health Coverage—the important mainstay of the World Health Organization’s Sustainable Development Goal (SDG) 3—will be an empty vessel unless and until quality improvement, for all nations, becomes as central an agenda as universal health coverage itself. Although different words are used to explain quality, in the perspective of a service user it can be defined as the extent to which a product or service satisfies a person or a group i.e. how much satisfaction the person gets from the service. In the perspective of a manager, employer or service provider, quality can be defined as: “Meeting expectations/standards of various stakeholders/customers/users”. Quality is the degree to which a health or social service meets or exceeds established professional standards and client expectations. This is in concurrence with Edwards Deming’s definition of quality as: “Doing the right thing, in the right way, at the right time” . For example in the context of effective use of religiosity for HIV prevention, this is defined as the use needed to achieve protection against HIV infections and requires adequate adherence over time especially during at-risk periods. Scholars at IMAU define the quality improvement process as: Knowing the best, Doing your best, Striving for the best with determination that we cannot go on without improvement, Leaving the rest to God, In an organized way using quality improvement methods.

Quality religiosity supports and strengthens quality health care, which all health care service providers aspire to give to their clients.

The components of quality religiosity and quality health care are the same and are summarized as **SSSTEEEP**:

Spiritually empowering

Sustainable

Safe and does no harm to anyone

Timely and available whenever needed

Effective and works;

Efficient and minimizes wastage

Equitable and there is universal access to it

Person-centered with the individual at the core of its utilization. Person-centered means it is Personalized; Empowering the client and family to take care of their health needs; Compassionate with sympathy, empathy, respect and dignity to the individual and family; and is Coordinated within the coordination structures and delivery systems (summarized as PECC). Therefore, incorporating quality religiosity in healthcare is the same as incorporating quality in health care.

Religiosity must therefore be incorporated in the professionalism of healthcare workers. Health care professionalism has five pillars summarized in 5Ps as follows:

Prayer : Pray to God for good health for yourself and your patients and clients.

Patients first: Provide selfless health services for God and your Country

Personal responsibility: You are personally responsible to God who gives you health and healthcare knowledge and wisdom.

Passion for excellence: Do your best, strive for the best and leave the rest to God.

Pride in our team: Health care is team work of health professionals, the patients and clients, other support staff and God. Be a team player who is supportive and proud of being a member of this team.

Islamic Medical Care

IMAU is mandated to promote Islamic medical care. Islamic medical care has the following components:

1. Submission to Allah’s Will. As an example of this an IMAU member should pronounce Bismillah Rahman Rahim (In the name of Allah the Most Gracious, the Most Merciful) at the beginning of interactions with patients and clients. This signifies that whatever is being done is done in submission to Allah’s Will.

When greeting Muslim patients and clients an IMAU member should say “Assalam Alaikum” (Peace be upon you). This is again an indicator that it is Allah who is in control. A similar greeting of wishing peace and well being should be used for the non-Muslim patients and clients as guided by Islamic principles.

2. Seeking health related knowledge Islamically from Allah. This includes:
 - i) Continuing medical education through reading and attending various education activities.
 - ii) Conducting research and writing about it.
 - iii) Continuous Islamic medical education. This has two aspects:
 - a) Continuous learning about Islamic teachings relevant to medical or health practice.
 - b) Continuous learning and practicing of Islamic principles and ideals so as to become a better practicing Muslim.

3. Caring for patients and clients Islamically. As an example of this an IMAU member should say the following quietly when taking care of patients. **“In the name of Allah I care and treat you but only Allah is responsible for your cure”**. Caring in the name of Allah means taking care of patients and clients out of love for Allah in appreciation of His gift and privilege of giving you medical knowledge and skills.

The standard operating procedures for Islamic Medical care by a Muslim health professional include the following:

As the Muslim health professional begins work:

1. Believe in Allah and Prophet Muhammad (Peace be Upon Him)
2. Pray to Allah as you start your work to seek Allah’s help to make your work easy.
3. Pray to Allah as you start any procedure on patients to make it easy for you and beneficial to the patient.

When the Muslim health professional meets a patient or client he or she should do the following:

1. Greet the patient: Assalam Alaikum
2. Explain the condition you have found after inquiring, examining and investigating the patient. Inform the patient that it is Allah in charge of making him or her better. Your role is to provide the best care using the medical knowledge and skills Allah has given you as a privilege to enable you to serve others on His behalf. Address the patient’s questions and concerns as well.
3. Pray with the patient asking Allah to improve his or her condition.

The Muslim health professional is encouraged to use similar principles that are relevant to the patient’s faith when providing health services to non – Muslim patients. Non-Muslim health professionals are also encouraged to use similar principles relevant to their faith when providing services to both Muslim and non-Muslim patients.

IMAU’s aspirations

IMAU is aspiring to be a role model in delivering health services to the community with guidance of Islamic principles. IMAU would like others to view it as a model of excellence in Islamic and faith based health service delivery for all.

Excellence in health service delivery means: Prayer and Care.

Care for the ill and injured means doing the following:

1. Professional in approach: Perform your work as a recognized professional in accordance with your reading and learning:

Holy Qur’an: 96:1-5

Proclaim (or read) in the name of the Lord and Cherisher, who created. Created man out of a leech like clot. Proclaim and the Lord is Most Bountiful. He who taught the use of the pen. Taught man that which he knew not.

2. Polished in technique: Perform your work for Allah to the best of your ability:

Holy Qur’an: Chapter 5 Verse 35: *O you who believe! Do your duty to Allah, seek the means of approach unto Him, and strive (with might and main) in His cause: that ye may prosper.*

Hadith: *The Prophet (PBUH) said, "Allah (SWT) loves if any of you has done a deed to perfect it". (Narrated by: Tabarani, 901 – Hathami, 98/4 – Al-Siyouti, 5232).*

3. Safe in practice: Perform your work with aim of saving life both in this world and the hereafter.

Holy Qur'an: 5:32

On that account: We ordained for the children of Israel that if any one slew a person unless it be for murder or for spreading mischief in the land, it would be as if He slew the whole people: And if any one saved a life, it would be as if he saved the life of the whole people. Then although there came to them our messengers with clear signs, yet, even after that, many of them continued to commit excesses in the land.

4. Honest in ignorance: Perform your work while understanding your limitations. Be truthful as you do your work. Consult others to assist you whenever you have limitations. Above all consult Allah whenever you reach your limitation.

Holy Qur'an: 4:58

Allah does command you to render back your trusts to those to whom they are due; and when you judge between people that you judge with justice: Verily how excellent is the teaching which He gives you! For Allah is He who hears and sees all things.

Prayer means doing the following:

1. Ask the client to pray to God to improve his or her health condition.
2. Ask the client to understand the scientific knowledge about his or her health condition in line with his or her faith teachings regarding learning.
3. Ask the client to make use of his or her faith teachings that can help in improving or tolerating his or her health condition.
4. Ask the client to make use of the concept of self control as recommended by faith teachings in order to improve or tolerate his or her health condition.
5. Ask the client to work with his or her local religious leader in praying to God or getting any other spiritual support to improve or tolerate his or her health condition. Inform the client that religion helps one to cope with his or her health condition as well as helping to give one hope that God will take care of him or her in the best way God knows.

IMAU mission

In view of the foregoing, IMAU has set itself the following mission:

“To have united Islamic conscious Muslim health professionals who use Islamic teachings to promote a healthy and productive life for all”

IMAU vision

In undertaking all its activities IMAU’s vision is as follows:

“A sound Islamic Medical Association of Muslim health professionals with excellence in Islamic health service delivery”

IMAU’s motto

IMAU’s catch phrase or motto which summarizes to each member, partners and supporters what IMAU is all about is as follows:

“On Allah’s Selfless Health Service”.

In practical terms for an individual member, “**On Allah’s selfless health service**” means doing the following:

1. Submission to Allah’s Will.
2. Seeking Allah’s help and guidance in health service delivery through prayers and Islamic teachings and principles.
3. Sacrificing time, life, energy, knowledge and other resources given by Allah to take care of the health of others in appreciation and love of Allah for the privileges He has given to you.
4. Using scientific knowledge given by Allah to care for the health of all those in need.
5. Using Allah’s guidance on unity to improve provision of health services. This implies remaining united and loyal for a common purpose in order to increase the impact of each individual effort.

IMAU Principles and Organizational Assessment

Principles, life and meaning:

IMAU as an organization gets life and meaning from the following:

1. Serving Allah
2. Committed, active, united and loyal members of the association
3. Members consulting and assisting each other using their Islamic spirit given to them by Allah.
4. Voluntarism among members
5. Adherence to Islamic principles in the activities of the association
6. Stable good leadership
7. Transparency and accountability in IMAU transactions
8. Continued support from donors and partners.
9. Extending health services to the poor
10. Sense of pride in belonging to an Islamic Medical Association
11. Decentralization of activities to the branches.

Energizing forces

IMAU as an organization is energized by the following:

1. Allah’s mercy
2. Provision of selfless health services for the love and pleasure of Allah
3. Presence of challenges that necessitate upholding Islamic values and ideals
4. Supportive community
5. Networking, collaboration and partnerships with others with similar objectives.
6. Prayers and thanksgiving to Allah.

IMAU’s ethics

The ethics guiding IMAU’s conduct of affairs come from the following;

1. Holy Qur’an
2. Hadith (Saying of Prophet Muhammad – Peace be upon Him)
3. Ijima (consensus of learned people)
4. Qiyas (Analogy)
5. Hikma (Wisdom).

Ethical standards and code of conduct :

IMAU expects its members to observe the highest ethical standards already set by Islamic principles and guidance. IMAU members are also expected to comply with the ethical standards set by the Ministry of Health. IMAU members are therefore expected to follow an Islamic code of conduct which includes the following:

1. Being spiritually upright and healthy as guided by Islamic principles.
2. Living within Islamic principles
3. Following standard professional ethics
4. Law abiding
5. Trustworthy.

IMAU's core values :

Through the conduct of its members in all transactions, IMAU as an organization seeks to project an image including the following characteristics:

1. Religiousness
2. Efficiency
3. Transparency
4. Trustworthy
5. Integrity
6. Exemplary
7. Non-partisan
8. Patience and perseverance
9. Passion for Islamic health service delivery
10. Conducting affairs by mutual consultation

IMAU members embrace these principles and ideas to some moderate extent. However, there is need for regular encouragement of members to comply with the principles. In addition, there is need for regular assessment of the extent to which IMAU members embrace IMAU principles and ideals for the purpose of improving IMAU's image.

What IMAU has done well:

IMAU has done well in the following areas:

1. Holding annual conventions
2. Mobilizing and educating the community on health issues
3. Involving communities in implementation of activities.
4. Reaching the grassroots communities
5. Working together with other faith groups in its programmes
6. Accountability of donor funds
7. Sustainability of some of its health programmes
8. Adherence to Islamic principles in its programmes
9. Networking and collaborating with other partners both government and non-governmental organizations.
10. Alleviation of poverty in some communities
11. Building the capacity of some of its members and some communities
12. Provision of bicycles as motivation to the volunteers

13. United Muslim health professionals
 14. Publication and distribution of newsletters.
 15. Advocacy and lobbying for some of its projects.
 16. Involvement of religious leaders and community leaders in its programmes.
 17. Improving communications and setting up a website.
 18. Attending international conferences
 19. Research and publications on Religiosity for HIV prevention.
- IMAU's best practice has been HIV/AIDS prevention, care and support using the Islamic approach.

What IMAU needs to improve:

The areas that IMAU needs to improve include the following:

1. Encouragement of members and potential member to participate in IMAU activities
2. Laying strategies for resource mobilization
3. Support supervision of branches by the headquarters
4. Scaling up of mobilization and education of communities on health related issues.
5. Encouragement of members to pay subscription fees regularly
6. Collaboration, partnership and networking with more Muslim and non-Muslim organizations.
7. Initiation of more activities at the headquarters and in the branches.
8. Initiating more activities at the IMAU Women's Branch.
9. Proposal writing for resource mobilization to implement strategic plans
10. Research and publications
11. Data management and documentation of IMAU activities
12. Information exchange among IMAU members and between IMAU and its partners.
13. Continuing medical education and continuing Islamic medical education for members.
14. Operationalizing all constitutional provisions.
15. Islamic consciousness and Islamic spirit of work among all IMAU members
16. Career guidance and counseling in schools to encourage students to join health professions
17. Availing the IMAU constitution to members and improving their understanding of its contents and provisions.
18. Initiating a scholarship scheme for IMAU members.
19. Career guidance to families to encourage more students to join the health professions.

Reasons for IMAU's past successes:

The main reasons for IMAU's past successes include the following:

1. Association's good leadership
2. Accountability
3. Confidentiality
4. Islamic spirit in team work
5. Integrity
6. Voluntarism
7. Transparency
8. Good past record of performance
9. Committed leadership and members

Threats to IMAU:

The threats that IMAU is facing or likely to face in future include the following:

1. Donor fatigue with cessation of donor funding.
2. Inadequate information flow from the district authorities to the district branches
3. Negative media publicity
4. Secular un-Islamic culture overwhelming the Islamic culture.
5. Negative information about IMAU
6. Bureaucracy and prejudices in some districts
7. Laws unfavourable to NGOs.
8. Inadequate publicity for IMAU at the district

Opportunities for IMAU:

The opportunities that IMAU has or is likely to have in future include the following:

1. Continuing donor funding
2. Expansion of IMAU activities in other districts.
3. Increasing numbers of Muslim health professionals
4. Existence of Saidina Abubakar Islamic Hospital
5. IMAU members placed at various strategic positions of responsibility.
6. National and international recognition.

Improvement of IMAU communication:

IMAU’s internal communication can be improved through the following avenues:

1. Use of internet services
2. Use of mobile phones.
3. Publication and dissemination of newsletters
4. Visit to the headquarters by branch members.
5. Making and disseminating quarterly reports
6. Regular meetings at various levels of the IMAU hierarchy.
7. Regular supervision of branches by IMAU headquarters.
8. Inter branch communications
9. Establishment of an information department or desk at IMAU headquarters and branches.
10. Carrying out Home visits to IMAU members.
11. Holding radio and TV talk shows

Goals and objectives:

IMAU has set itself the following goals and objectives:

Key result area 1: To improve the health status of the community using Islamic principles.

Strategies :

1. Expansion and improvement of the running of Saidina Abubakar Islamic Hospital located at Wattuba.
2. Establishment of collaborative linkages for the Islamic approach to health with health facilities in at least six IMAU branches.

3. Significantly improving community knowledge, attitudes and practices on health issues, using Islamic principles and guidance by.
4. Networking and partnerships with at least 10 national and 10 international Islamic and other organizations involved in health promotion.
5. Significantly contribute to the national and international response to HIV/AIDS guided by Islamic teachings and scientific knowledge.

Key result area 2 : To improve the scientific, management and Islamic knowledge, attitudes and practices of Muslim health professionals:

Strategies :

1. Provide continuing medical, Islamic and management education to at least 600 IMAU members.
2. Conduct research and publication on health issues and the Islamic approach to them in at least 20 IMAU branches.

Key result area 3: To achieve a sustainable association of Muslim health professionals that provides high quality health care services.

Strategies :

1. Increase IMAU membership by at least 50%.
2. Have an updated register of all members in all the IMAU branches.
3. Improve regular communication between the headquarters and at least 20 IMAU branches.

Action plan:

IMAU has planned several activities to enable the organization achieve its goals and objectives. These activities are shown in the following table.

GOAL I. To improve the health status of the community using Islamic principles.

Objectives	Activities	Time frame (Years)					Indicators	Means of verification	Assumptions	Responsible person(s)	Costs (US\$)
		1	2	3	4	5					
1. To expand and improve the running of Saidina Abubakar Islamic hospital, located at Wattuba.	1. Complete 1 st phase construction	x	x				Buildings completed	Quarterly progressive reports	Funds received	IMAU Executive	700,000
	2. Equipping 1 st phase of the hospital.	x	x	x			Equipment procured	Procurement report & inventory	Funds received	IMAU Executive	500,000
	3. Appoint IMAU Program Officers and Directors for HIV/AIDS, Reproductive health, Information, CME and CIME, Training Resource Mobilization, Research, etc.	x	x	x	x	x	Number appointed	Quarterly reports	<ul style="list-style-type: none"> Cooperation from members Funds available 	Executive committee.	50,000
	4. Recruitment of Hospital staff phase 1	x	x	x	x	x	No. of staff recruited	Quarterly reports	<ul style="list-style-type: none"> Funds received Recruits assume offices 	<ul style="list-style-type: none"> IMAU Executive Appointment committee 	560,000
	5. Orientation of staff to Islamic approach to health		x	x	x	x	No. of orientation courses	Quarterly reports	Funds received	Executive Committee	10,000

	6. Maintain hospital management Board and committees	x	x	x	x	x	No. of functional committees.	<ul style="list-style-type: none"> Quarterly reports Minutes of Committees 	Willingness to serve by members	Executive/Board/ Branch C/persons	15,000
	7. Make architectural plans for 2 nd phase of hospital	x	x				Plans made	Quarterly reports	Funds received	IMAU Executive	13,000
	8. Construction of hospital 2 nd phase	x	x	x			Buildings completed	Quarterly reports	Funds received	IMAU Executive	500,000
	9. Equip 2 nd phase of hospital.	x	x	x	x		Equipment procured	Procurement report and inventory	Funds received	IMAU Executive	700,000
	10. Recruit hospital staff 2 nd phase	x	x	x	x	x	No of staff recruited	Quarterly reports	<ul style="list-style-type: none"> Funds received Recruits to assume offices 	<ul style="list-style-type: none"> IMAU Executive Appointment committee. 	600,000
	11. Orientation of hospital staff 2 nd phase			x	x	x	No. of staff recruited	Quarterly reports	Funds received	IMAU Executive	8,000
	12. Provision of health services			x	x	x	<ul style="list-style-type: none"> No. of clients served Research published 	Quarterly reports	Funds received	<ul style="list-style-type: none"> IMAU Executive Management committee 	1,350,000
	13. Proposal writing for resource mobilization	x	x	x	x	x	Proposals submitted	Quarterly reports	Expertise in writing available	National & branch Executive Comm.	10,000
	14. Fundraising	x	x	x	x	x	<ul style="list-style-type: none"> Fundraising sessions Funds raised for projects 	Quarterly reports	Expertise in fundraising available	IMAU Executive Committee	20,000
2. To establish collaborative	Identify health facilities to affiliate to IMAU in each branch	x	x	x			Health facilities affiliated	Quarterly report	Partners willing to be affiliated	Branch Executive Committee	5,000

linkages for the Islamic and faith-based approach to health with health facilities in IMAU branches.	1. Sign memorandum of understanding on affiliation	x	x	x			M.O.U signed	Quarterly reports	Partner collaboration	National & Branch Executive Comm.	2,500
	3. Equipping health facilities	x	x				Equipment procured	Quarterly report	Funds available	Branch Executive Committee	250,000
	4. Provision of health services	x	x	x	x	x	No. of clients served	Quarterly reports	Funds available	Branch Executive Committee	600,000
	5. Orientation of health staff on Islamic and faith-based approach to health.	x	x	x	x	x	Number of staff oriented.	Quarterly reports.	Funds available	Branch executive committee.	20,000
3. To significantly improve community knowledge, attitudes and practices on health issues using Islamic principles.	1. Make curricula for community health education on Islamic perspective on HIV/AIDS, reproductive health, malaria, water and sanitation, nutrition, TB, immunization, blood transfusion, mental health, addictions, Covid-19 etc.	x	x	x	x	x	Curricula made	Quarterly reports	Funds available	<ul style="list-style-type: none"> • IMAU Executive • Training coordinator 	15,000
	2. Train IMAU Trainers	x	x	x	x	x	No. of trainers trained	Quarterly reports	Funds available	IMAU Training Coordinator	300,000

	3. Train Community Educators	x	x	x	x	x	<ul style="list-style-type: none"> No. of community educators trained Workshops held 	Quarterly reports	Funds available	Branch Executive committee	600,000
	4. Educate communities through media, sermons, home visits, group talks	x	x	x	x	x	<ul style="list-style-type: none"> No. of people educated. No. of activities held 	Quarterly reports	Funds available	Branch Executive committee	480,000
	5. Identify available services and develop referral mechanisms for services	x	x	x	x	x	<ul style="list-style-type: none"> No. of people referred for services No. of collaborating referral sites. 	Quarterly reports	Funds available	Branch Executive committee	25,000
4. To continue networking and partnerships with national and international Islamic & other organizations involved in health promotion.	1. Attend district, national and international meetings	x	x	x	x	x	<ul style="list-style-type: none"> No. of IMAU members attending meetings. No. of meetings attended 	Quarterly reports	Funds available	IMAU Executive committee	60,000
	2. Disseminate information and publications about IMAU to partners	x	x	x	x	x	No. of partners who receive and acknowledge IMAU updates	Quarterly reports	Funds available	<ul style="list-style-type: none"> IMAU Executive Branch Executive 	25,000

<p>5. To significantly contribute to the national and international response to HIV/AIDS guided by Islamic teachings and scientific knowledge.</p>	<p>Implement activities in IMAU HIV/AIDS strategic plan</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>No. of activities accomplished</p>	<p>Quarterly reports</p>	<p>Funds available</p>	<ul style="list-style-type: none"> • IMAU Executive • Branch Executive 	<p>13,095,000</p>
--	---	----------	----------	----------	----------	----------	---------------------------------------	--------------------------	------------------------	--	-------------------

GOAL 2: To improve the Scientific, management and Islamic knowledge, attitudes and practices of Muslim health professionals

Objectives	Activities	Time frame					Indicators	Means of verification	Assumptions	Responsible person	Costs (US \$)
		1	2	3	4	5					
<p>1. To provide continuing medical, Islamic and management education to at least 600 IMAU members.</p>	<p>1. Continue to obtain guidance and authorization to conduct CME from the MOH.</p>	<p>x</p>					<p>Guidance and authorization obtained</p>	<p>Quarterly reports</p>	<p>MOH cooperation</p>	<p>IMAU Executive</p>	<p>500</p>
	<p>2. Conduct CME, CIME and CMME for IMAU members</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<ul style="list-style-type: none"> • No. of IMAU members educated • No. of education sessions held 	<p>Quarterly reports</p>	<p>Funds available</p>	<p>IMAU Executive</p>	<p>80,000</p>
	<p>3. Solicit for scholarships and funds for scholarships</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<ul style="list-style-type: none"> • No. of IMAU members obtaining scholarships • Funds raised for scholarships. 	<p>Quarterly reports</p>	<p>Funds available</p>	<p>IMAU Executive</p>	<p>100,000</p>

2. To conduct research and publication on health issues and the Islamic and faith-based approach to them in IMAU branches.	1. Conduct training in research, monitoring and evaluation.	x	x	x	x	x	<ul style="list-style-type: none"> No. of IMAU members trained No. of sessions held. 	Quarterly reports	Funds available	Executive Committee	20,000
	2. Conduct research on health issues, IMAU projects and the Islamic approach to addressing health issues.	x	x	x	x	x	No. of research projects done	Quarterly reports	Funds available	<ul style="list-style-type: none"> IMAU Executive Committee Branch Executive 	200,000
	3. Publish IMAU research findings and IMAU activities	x	x	x	x	x	No. of publications on IMAU activities	Quarterly reports	Funds available Publishers accept articles.	IMAU Executive.	25,000

GOAL 3: To achieve a sustainable association of Muslim health professionals that provides high quality health care services to all.

Objectives	Activities	Time frame					Indicators	Means of verification	Assumptions	Responsible person	Costs (US \$)
		1	2	3	4	5					
1. To increase IMAU active registered membership by 50%.	1. Recruit and register all categories of IMAU members.	x	x	x	x	x	Number registered	Members list	Cooperation from members	Executive Committee	5,000
	2. Conduct annual national conventions, branch conventions, national and branch executive committee meetings and workshops.	x	x	x	x	x	<ul style="list-style-type: none"> No. of members attended No. of meetings, conventions, workshops held. 	Quarterly reports	Funds available	Executive Committee.	55,000

	3. Conduct support supervision visits to branches.	x	x	x	x	x	No. of branches supervised	Quarterly reports	Funds available	Executive committee	30,000
	4. Provide certificates, badges, literature and other motivators to IMAU members.	x	x	x	x	x	No. of IMAU members motivated	Quarterly reports	Funds available	Branch Executive Committee.	5,000
	5. Conduct career guidance sessions in schools and institutions	x	x	x	x	x	No. of schools and institutions visited	Quarterly reports	<ul style="list-style-type: none"> Funds available Members volunteering 	Branch Executive	2,500
	6. Organize motivators for health profession students e.g. Duwas, workshops etc.	x	x	x	x	x	No. of motivator sessions held	Quarterly reports	Funds available	Branch Chairpersons	15,000
2. To have an updated register of all members in all IMAU branches.	Provide computers and internet services to all IMAU branches	x	x	x	x	x	No. of computers procured and internet services active	<ul style="list-style-type: none"> Procurement reports Quarterly reports 	Funds available	<ul style="list-style-type: none"> Branch Executive National Executive 	30,000
3. To improve regular communication between headquarter and IMAU branches	Perform regular conversations with all branches at least once a month and open email address for each branch member	x	x	x	x	x	<ul style="list-style-type: none"> No. of conversations held. Active emails 	Quarterly reports	<ul style="list-style-type: none"> Members willing to communicate Funds available 	<ul style="list-style-type: none"> Branch Executive National Executive 	10,000
										GRAND TOTAL	21,091,500