

Waikato Muslim Association Inc. Strategic Plan 2018-2038

Summary



"O mankind, indeed We have created you from male and female and made you peoples and tribes that you may know one another. Indeed, the most noble of you in the sight of Allah is the most righteous of you. Indeed, Allah is Knowing and Acquainted." (Qur'aan 49:13)

Foreword

I thank the Muslim Community of the Waikato Region for their trust in me to lead as the President of the Waikato Muslim Association Inc. (WMA). I pray that the Almighty SWT gives me the strength and courage to build upon the work that has been done in past, now with your help I seek to develop a strategic focus to address the contemporary and expected future challenges faced by the Muslim Community regionally and nationally. With this in mind, I suggest we seek to develop a 20 years strategic plan based on the following core factors:

- Islamic values
- New Zealand identity
- Multi-ethnicity
- Future focussed

This strategic plan is our “big picture” aspirational dream. The successful accomplishment of this dream will not be possible without the active engagement of the community members who represent different ethnicities. To encourage engagement both regionally and nationally, a one-day symposium was organised. The symposium addressed both short and long-term outcomes to help the strategic plan.

The plan drives the mission of the WMA to deliver effective and efficient services according to an agreed and resourced corporate plan to include environmental responsibility, economic stability, social cohesion and governance in line with the New Zealand system. The implementation of the plan takes a strategic approach towards the needs of women, youth and elderly. It also encourages Waikato Muslims to participate actively in civic, political, cultural, sporting and economic activities in the Waikato Region. This wider, all-inclusive approach of the plan enables the Waikato Muslims to contribute to a fairer community and society where all people support each other and are safe and healthy.

I take this opportunity to thank all the community members for their support and significant efforts in the preparation of the WMA’s Strategic Plan, Community Symposium and the forth-coming one-day retreat. My best wishes to all.

Asad Mohsin (Dr)
President

Waikato Muslim Association Strategy 2018-38

Vision

Waikato Muslims are united in practicing and sharing their Faith freely and actively and are valued members of the New Zealand Society as evident through the quality and impact of its activities nationally and globally.

Mission

The Waikato Muslim Association supports the vision for Waikato Muslims by working with others and delivering effective and efficient services according to an agreed and resourced corporate plan to include environmental responsibility, economic stability, social cohesion and governance in line with the New Zealand system.

Aspirational themes

Islamic practice

Healthy environment

Social cohesion

Social wellbeing

Economic wellbeing

Future-Focussed Goals

In 20 years:

Quality services offered to full satisfaction of the Waikato Muslims	Waikato Muslims are carbon zero	One Waikato Muslim is an elected Member of Parliament	The unemployment rate of Waikato Muslims is below the New Zealand average	Waikato Muslim median household incomes are above the New Zealand average
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Major Objectives

All Waikato Muslim masaajid are accessible, engaged and thriving community centres	Waikato Muslims contribute directly to maintaining a healthy natural environment by participating actively in environmental initiatives	Waikato Muslims participate actively in civic, political, cultural, sporting and economic activities in the Waikato Region	Waikato Muslims contribute to a fairer community and society where all people support each other and are safe and healthy	Economic outcomes for Waikato Muslims improve in a way that is consistent with Islamic principles and has environmental and social benefits for society as a whole
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Flagship initiatives

Purchase and develop a large site (~20 hectares) in a Hamilton growth cell for a future masjid, K-12 schools and community centre	Iqra Educare, WISE, WOWMA youth programme and OSCAR-holiday programme (to be established) partner with EnviroSchools and the Fairfield Project	Develop orientation programme for new refugees and migrants in partnership with, e.g., Settlement Centre Waikato, Red Cross	Establish Halal-compliant saving and housing finance products, such as a rotating savings and credit association	Establish a social enterprise, e.g. an online and bricks-and-mortar Islamic book store or a plant growing collective
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Islamic practice

This theme is about supporting Waikato Muslims to practice their faith freely and fully, as the foundation to being model citizens of the Waikato.

Issues	Opportunities
Burial process is ad hoc and undocumented	Membership of FIANZ gives access to national networks and support
Islamic education delivery is sub-optimal	Improve user experience of regular events such as congregational salaah
Limited support for new Muslims in the Waikato Region	Build on success of Iqra Educare
Limited space for range of community facilities in present and future	Access government/philanthropic resources

Potential actions

- Deliver regular lectures and other educational programmes
- Establish formal processes, documents and community support related to deaths (e.g. wills), marriages (e.g. marriage contracts) and births
- Develop event management teams and plans for daily salaah, salaah-ul-jum'ah, salaah-ul-taraweeh and 'Eidain
- Develop effective and sustainable model for Islamic information and education delivery
- Host a national Islamic information and education symposium/conference in 2018/19 to kick-off development of Arabic language and Islamic studies curriculums for use in madaris and public/private schools
- Establish after-school, weekly and holiday programmes for school-aged children and Muslim male youth building on the WOWMA (Women Organisation of the Waikato Muslim Association) programme
- Establish a library and archive at the masjid complex
- Expand Iqra Educare as a regional or national operation
- Develop a standardised concept and planning for an Islamic Centre
- Proactively plan for new Islamic Centres in line with the population growth areas
- Purchase and develop a large site (~20 hectares) in a Hamilton growth cell for a future masjid, K-12 schools and community centre
- Grow da'wah programme to go beyond the 5-pillars of Islam and involve character building, social cohesion and well-being of the community.

Healthy environment

This theme is about Waikato Muslims and the WMA contributing directly to maintaining a healthy natural environment through their actions.

Issues	Opportunities
Little discussion about Islamic teachings related to the environment in the WMA activities	Partner with environmental groups to share educational content and link with the WMA activities
No information about current level of environmental performance of Waikato Muslims and the WMA	Understand and improve environmental performance of the WMA to model positive behaviour

Low visibility of participation by Waikato Muslims in environmental initiatives	Partner with environmental groups to add value to their initiatives
Low rate of kitchen gardening among Waikato Muslims due to unfamiliarity with growing crops suitable for local conditions	Encourage more kitchen gardening for skill retention, financial savings and environmental benefits

Potential actions

- Deliver khutbahs (sermons) and lectures on Islam and the environment
- Iqra Educare, WISE (Waikato Islamic School of Education), WOWMA youth programme and OSCAR-holiday programme (to be established) partner with Enviroschools and the Fairfield Project
- Teach Waikato Muslims how to grow their own vegetables and fruit at home
- Actively contribute to the Fairfield Project (gully restoration and community garden)
- Actively contribute to community planting, e.g. Waiwhakareke Natural Heritage Park
- The WMA undertakes waste and resource (energy, water etc) audit and acts on findings
- The WMA becomes carbon zero

Social cohesion

This theme is about fighting exclusion and marginalisation, building trust and a sense of belonging to maximise inclusion and participation of Muslim individuals and ethnic groups in:

- the activities of the Waikato Muslim Association;
- civic, political, cultural, sporting and economic activities in the Waikato Region.

Issues	Opportunities
Ethnic groups do not engage much with each other	Maintain Muslim identity and engage with the wider community
Few social activities for Muslims as a whole	Promote diverse ethnic groups and languages to each other and wider community
Limited practice of Islamic arts	Offer a richer range of interactions within the Muslims and the wider community to promote Islamic arts and crafts
No orientation/support for new migrants/refugees, they depend on support from government and community agencies	Engage with Maori as tangata whenua (people of the land)
Masjid not always inclusive and welcoming of youth, women, people of different abilities, new arrivals	Facilitate Muslims to engage actively in local and central government activities

Potential actions

- Deliver khutbahs (sermons) and lectures on Islam and social cohesion
- Implement inclusive leadership to welcome input from all Muslims
- Ensure all masjid facilities are accessible for those with low mobility
- Ensure all masjid facilities, including gardens, are clean and well-presented, e.g. sign to help make masjid clearly identifiable
- Develop orientation programme for new refugees and migrants in partnership with, e.g., Settlement Centre Waikato, Red Cross
- Train volunteers to be identifiable “greeters” at masjid

- Hold monthly or quarterly social event at masjid hosted by different Muslim ethnic group to educate other Muslims about their food and customs etc
- Offer classes in non-figurative visual arts such as calligraphy and non-instrumental performing arts such as nasheed to Muslims and the wider community
- Initiate engagement with local iwi by visiting marae
- Initiate authentic Te Reo Maori translation of Qur-an
- Continue to participate actively in interfaith, ethnic and other forums and activities
- The WMA leaders visit different Muslim and non-Muslim ethnic groups formally and gift them Quran's translations in their languages
- Advertise for public attendance at masjid for Friday sermons
- Invite Muslim PhD candidates and academics to give monthly presentations/seminars on their research and advertise for public attendance
- Hold public Eid al Adha food fair showcasing foods of different Muslim ethnic groups
- Facilitate Muslims to articulate their community and political priorities
- Invite all candidates to attend community forum at masjid before local and central government elections to state their views on issues important to Muslims and answer questions
- Facilitate Muslims to enrol to vote and to vote in local and central government elections

Social wellbeing

This theme is about contributing to a fairer community and society where all people support each other and are safe and healthy.

Issues	Opportunities
Relatively few elders means less social capital, low visibility and few services/facilities for them	Formalise and channel existing charitable giving to greatest need, e.g. zakah and sadaqah
No safe environment for social activities for youth, especially males and elderly	Develop faith- and community-based solutions to housing issues
Little support for new mothers (first three months)	High number of youth
Incidents of family violence	Build on success of WOWMA's programme for female youth

Potential actions

- Deliver khutbahs (sermons) and lectures on Islam and social wellbeing
- Establish a formal system of zakah calculation, collection and distribution
- Upskill/facilitate access of elders to each other and activities and groups who need them
- Establish after-school, weekly and holiday programmes for school-aged children and Muslim male youth building on WOWMA programme
- Waikato Muslims with skills in different sports give training, especially to youth
- Facilitate access to/establish a youth recreation facility
- Parenting classes and mentoring for new mothers
- Work with CYFS to facilitate more Muslim foster families
- Establish shari'a-compliant saving and housing finance products, such as a rotating savings and credit association
- Establish a night shelter and/or safe house
- Facilitate Waikato Muslims to volunteer for wider community activities, e.g. blood donations, night patrols around the city, ERT (emergency response team) etc.

Economic wellbeing

This theme is about improving economic outcomes for Waikato Muslims in a way that is consistent with Sharia principles and has environmental and social benefits for society as a whole.

Issues	Opportunities
Lack of employment opportunities for Waikato Muslim youth: over 300 young Waikato Muslims have moved to Australia in search of employment	Programmes such as Immigration New Zealand “graduate employment assistance programme” and The Warehouse apprenticeship programme
Low confidence among Waikato Muslim youth means they can’t access work experience	Waikato Muslims who work in human resources are willing to help
No sharia’s compliant finance for business investment	Growth of social enterprise and impact investment
Need for more vocational training to improve employment prospects	Support halal /sharia’s-compliance of Waikato food, tourism, education businesses to boost exports to/investment from Islamic markets

Potential actions

- Deliver khutbahs (sermons) and lectures on Islam and economic wellbeing
- Understand reasons for low educational achievement and target intervention accordingly
- Understand issues for low youth unemployment and target intervention accordingly
- Develop and maintain database of Waikato Muslim professionals and businesspeople for referrals, networking, mentoring
- Waikato Muslims who work in human resources take applications for unpaid training
- Identifying apprenticeship programmes and unpaid internship opportunities and educating parents that these are just as valuable as short term income, e.g. fruit picking
- Establish/facilitate a sharia-compliant business investment fund
- Establish a social enterprise, e.g. an online and bricks-and-mortar Islamic book store or a plant growing collective
- Establish halal /shari’a-compliance accreditation for businesses in partnership with FIANZ

Corporate plan

The plan is about organising and resourcing the WMA to play its part in delivering on the outcomes and actions prioritised in the strategy, as well as its usual business. It will do this effectively and efficiently and with high levels of engagement, input and satisfaction by Waikato Muslims.

Issues	Opportunities
Volunteer capacity in the 30-50 year age group is stretched	First point of contact is always available for Waikato Muslims and anyone who needs to interact with
Low engagement of Muslims in the activities of the WMA	Ensure the WMA administrative and financial processes are robust, transparent and comply with regulations
Administration and facilities management not consistently organised and resourced	Increase the WMA income

Potential actions

- Deliver khutbahs (sermons) and lectures on Islam and governance, volunteering
- Appoint a (part-time) administrator-committee secretariat and fill in gaps with volunteer roster
- Develop and maintain a contact database of all Waikato Muslims and interested parties
- Develop engagement strategy for Muslim community to recruit volunteers
- Develop a volunteer policy and plan and engage a volunteer coordinator
- Review the WMA organisational structure to ensure it is fit for purpose for the next 20 years
- Review the WMA constitution to reflect the strategy and organisational structure
- Develop rules of procedure for the WMA Committee and subcommittees
- Review and document the WMA's administrative and financial processes
- Develop facilities and equipment booking/hire system
- Develop facilities management plan, including:
 - a) Service level agreement for planned maintenance
 - b) Reactive maintenance
 - c) Daily cleaning schedule
 - d) Cleaning programme (annual etc)
 - e) Reactive cleaning
- Develop process for annual plan and budget
- Provide quarterly public reports on activities and finances
- Develop and implement funding strategy (including, for example, donations, subscriptions, fees for service, hire/rent, investment)

Implementing the strategy

Once the strategy is adopted, an implementation plan would need to be developed annually to ensure progress towards achieving its goals. The implementation plans would focus on a few priorities and document the projects, their timeframes, who would be involved in delivering them, the resources to be used and the outcomes anticipated. With the anticipation that once the strategy is adopted at the WMA AGM in May 2018, the 2018/19 annual plan would be developed afterwards. Draft annual plans could be submitted for adoption at AGMs subsequently.

Partners

The strategy is broad in scope and ambitious in its aspirations. It will take a collective effort with the WMA championing, coordinating and monitoring the strategy overall and different organisations and individuals taking the lead on scoping, resourcing and delivering actions. The potential partners include both, those the WMA works with already, and those with which relationships will be developed.

Monitoring and evaluation

A monitoring and evaluation plan will be developed as part of the first implementation plan to develop a framework, collect information and report progress against the selected actions, medium-term objectives and long-term goals. The results would be presented as part of the WMA's annual report.