



Strategic Plan

International Moot Court Alumni Association (IMCAA)

2021-2024

I. Introductory Statement:

This strategic plan has been developed as a guide for activities undertaken by the International Moot Court Alumni Association, also known as IMCAA, in Afghanistan. All leadership board and ordinary members must consider this document and the charter of the Association when they conduct any activities under the name of IMCAA. Major goals and objectives, vision, values, SWOT analysis and evaluation methods of activities being planned and implemented by the association have been foreseen in this document. Future activities that are not forecasted in this plan will not be implemented, unless approved by the leadership board and in compliance with charter of the association. This document is valid for two years until a new leadership board takes on the responsibilities of the Association and prepares a new strategic plan. The strategic plan should be approved by all leadership board members.

II. Background Statement:

Jessup International Moot Court is the largest academic competition among law students across the globe. Afghanistan law students participated in this prestigious program for the first time in 2006. Until 2017, the program was financially supported by various donors, including UNAMA, USAID, and the University of Washington. The program lost institutional financial support in 2018, and so the national administrator had to fund the program through his own network for two years. In 2020, the Friends of the Public-Private Partnership for Justice Reform in Afghanistan (FPJRA) provided a small package of funding for students to participate in the national rounds.

Since its inception in 2006, Jessup Afghanistan has generated a large network of over 500 law students and graduates. IMCAA has been established to sustain the program and utilize this network equipped with skills and expertise to promote rule of law and justice in the country.

III. Organizational Structure

- 1. Leadership Board:** IMCAA has a leadership board which is comprised of five persons, each with specific roles and responsibilities.
 - **Director:** the director leads the association in implementing its plans and projects.
 - **Deputy Director:** assists the director of IMCAA and plays the role of director in his absence.



- **Program Officer:** designs and implements projects and programs consistent with the strategic plan of the Association and its core values.
 - **Finance and Administrative Officer:** manages issues related to the administration and finance of the Association, including financial reports, and providing receipts and invoices.
 - **Communication Officer:** communicates within the Association and with external bodies which have cooperation with the Association.
2. **Ordinary Members:** In addition to the leadership board, the Association has ordinary members from across the country. Everyone who has participated in the Jessup International Moot Court Competition and fulfills the requirements of becoming a member of the Association can join IMCAA. Ordinary members do not have official roles or responsibilities within the Association.

IV. Vision

IMCAA aspires to promote rule of law and justice in Afghanistan through providing opportunities for young lawyers to acquire knowledge and technical legal skills. To achieve that vision, IMCAA will facilitate events for law students to participate in national and international moot courts and other capacity-building programs.

V. Mission Statement

IMCAA will conduct programs related to rule of law, promotion of justice, capacity building, and networking for its beneficiaries to enable them to learn about updated legal issues, improve their skills, and to support justice organizations through their expertise.

VI. Values

To achieve our goals, we at IMCAA believe in the following core values to lead our actions and programs:

- **Experts:** we believe that expertise in the legal sector can help the country and its justice sector prosper in the long run.
- **Togetherhood:** we believe in working together, and we believe that only together are we stronger.
- **Commitment:** IMCAA members believe in committed work that is inspired by a deep understanding of pertinent issues.
- **Honesty and dignity:** Each member of IMCAA believes and works with total honesty and dignity for the hope of having a better and more prosperous Afghanistan.

VII. Problem Statement:

In Afghanistan, there are limited opportunities for practicing lawyers and law students to improve their knowledge and skills in the legal sector, which is the major cause of weak justice organizations and incapable legal professionals. Such a huge gap in this critically important sector of the country has inspired us to establish IMCAA and work toward tackling the challenge and being part of the solution.



VIII. Goals:

- **Conducting the Jessup Program Annually:** the main purpose of establishing IMCAA is to help law and Sharia students participate in the Jessup International Moot Court Competition. To do that, IMCAA will cooperate with participating universities to select, train, and support their students to attend the Jessup Program in the national and international rounds.
- **Conducting Other Moot Courts:** With the activities and plans of IMCAA going forward, the leadership board may decide to conduct other moot court competition contingent on the needs and requirements of the participants. Such moot courts will be planned and conducted in coordination with the academic and legal institutions of the country.
- **Conducting Workshops on Legal Skills:** Law students need to have a vast array of knowledge and skills to succeed in their search for jobs, including legal research and writing, memo and report writing, legal reasoning, and many others. IMCAA will strive to develop and implement programs related to such skill gaps in the future.
- **Conducting Networking Events:** One of the main objectives of IMCAA is to create a platform for its alumni and members to connect with experts in the legal sector. Currently, there are over 500 Jessup Alumni in Afghanistan, most of whom holding higher degrees of education and have worked with government or civil society organizations. Newcomers to the program can benefit from this national and international network to improve their career opportunities.
- **Conducting Conferences on International Law:** IMCAA will also work with related organizations to hold conferences on topics related to international law, with a focus on issues concerning Afghanistan. These conferences will bring together experts in international law as well as students and enthusiasts in the field to exchange expertise.

IX. SWOT Analysis

Like every other organization, IMCAA has its strengths and weaknesses. A SWOT analysis helps IMCAA and its members understand which areas of its work require additional effort and attention so that the Association can achieve its goals and objectives successfully.

Number	Strengths	Weaknesses
1	Extensive Network: IMCAA is an association of over 500 law students	Being New: It is a new association, not known to many governmental and non-governmental organizations.



	and graduates, which can help the Association succeed in its activities.	
2	Expertise: IMCAA members are expert lawyers, policy researchers and leaders in their fields of study and work. Their expertise ranges from specific legal subjects to leadership and to communication, which will help the Association grow.	Budget: IMCAA does not receive funding from national or international donors. A small budget was allocated by FPJRA for some of its activities this year. The board and members will strive to raise funds to support the activities of the Association.
3	Commitment of Members: All members of IMCAA are committed to bringing prosperity, justice, and rule of law to the country, which is the main reason behind establishing this Association. Despite being employees with various organizations, they have been generous enough to allocate part of their time to IMCAA, which they believe will help Afghanistan exponentially.	Volunteer Work: While IMCAA has a large network, this can be a challenge in certain ways, specifically because the work is volunteer, and the culture of volunteerism is not strong within Afghan society. The leadership board is aware of and sensitive to this issue.

X. Evaluation:

Activities of the Association will be monitored and evaluated based on the regular reports that are submitted to stakeholders and to the leadership board. Further evaluation tools and approaches will be developed contingent upon the needs of the Association.