



ACTION PLAN FOR THE TERM 2011–2014

INTRODUCTION

“Success is the result of foresight and resolution, foresight depends upon deep thinking and planning...”

Imam Ali (as), Nahjul Balagha

Vision Statement

The World Federation exists to achieve the pleasure of God by developing spiritual and vibrant communities serving humanity.

Mission Statement

The World Federation enables its member institutions to promote the values and practices of the Islamic Shia Ithna Asheri faith for the spiritual and material well-being of humanity at large.

Theme for the Term 2011 - 2014: *Partnership for Progress*

In order for The World Federation of KSIMC to realise its Vision, it must have a decisive strategy in place with a clear approach for the term 2011 to 2014. In addition an Action Plan will be critical to maintain accountability and measure overall success. This paper has been created for presentation at the 2011 Conference in Dar-Es-Salaam. It is suggested that:

1. The Conference deliberates and amends the Draft Action Plan.
2. The Plan will then be tabled at the 2nd Executive Council Meeting for the Term 2011-2014 which would include feedback from the new Assistant Secretary Generals (ASGs).
3. The final Action Plan is signed off at the 2nd Executive Council Meeting for the Term 2011-2014.
4. The Action Plan will be tabled at each Executive Council Meeting for the term thereafter to track the progress of the work.

Version Date 24 September 2011



DEPARTMENT: CAPACITY BUILDING			
<i>"The good of this world and the world to come is with knowledge." Holy Prophet (saw)</i>			
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS
1. Continue the Leadership Development Programme (LDP) AFED x2, NASIMCO x2, COEJ x1, other regions x2. 2. Develop a leadership manual as a resource for the LDP programmes.	2011 - 2014	Capacity building team	The LDP has been successful in developing 275 graduates providing them with the tools to enhance their growth.
3. Continue developing the regional Capacity building teams - NASIMCO, AFED, COEJ. 4. Develop similar teams in Pakistan and other areas. 5. Regional teams to undertake needs assessment, evaluation and delivery of local needs.	2011 - 2014	Capacity building team	The sustainability of the programme can only be done by creating effective individuals capable of delivering the agenda.
6. Run Training Programmes for Mentors (TPM). AFED X1, COEJ x1, NASIMCO x1, and create at least 40 trained mentors across the globe.	2011 - 2014	Capacity building team	
7. Continue to develop Facilitator's in various regions to deliver the local needs.	2011 - 2014	Capacity building team	
8. Build the capacity of young couples to sustain marriage.	2011 - 2014	Capacity building team	



9. Undertake special programmes for individuals in positional power or project management roles such as those undertaking Jamaat capital projects.	2011 - 2014	Capacity building team	
10. Develop and run programmes to build capacity of parents to effectively engage with their children.	2011 - 2014	Capacity building team	
11. Continue to run programmes to build capacity of Alims and Zakirs to be able to effectively deliver their Islamic messages.	2011 - 2014	Capacity building team	There is a need to providing training to some of the Alims and Zakirs with the skills to be able to engage with the various audiences across the globe.
12. Accrediting our LDP with the Institute of Leadership and Management (ILM) so that we can provide qualification at the end of our programme.	2011 - 2014	Capacity building team	
13. Undertake the feasibility of establishing a Capacity Building Academy.	2011 - 2014	Capacity building team	
14. Create an understanding within our institutions of the concept of Organisational Development (OD). Support our institutions to undertake OD to deliver their objectives.	2011 - 2014	Capacity building team	
15. Support the Regional teams to develop LDP Alumni groups and then to run Master Classes to further support the development of its members.	2011 -2014	Capacity building team	
16. Develop a volunteering strategy giving the community guidance in recruiting and retaining	2011 - 2014	Capacity building team	As a community with strong ethos of volunteerism, any



volunteers.			guidance to enhance and create powerful relationships between our organisations and volunteers will be valuable.
17. To support the secretariat teams on their capacity building needs e.g. capacity building of madressah teachers with Islamic Education.	2011 - 2014	Capacity building team	
18. Develop a capacity building website on The World Federation portal, allowing resources to be shared for the benefit of all.	2011 - 2014	Capacity building team	
19. To support the Community Leadership to continually undertake 'Talent Spotting' and succession planning by developing a framework that can aid the process.	2011 - 2014	Capacity building team	
20. To organise at least one international gathering of facilitators and mentors in the 3 year term.	2011 - 2014	Capacity building team	

DEPARTMENT: COMMUNICATIONS

God the Almighty said:

"I love those who make friends with each other, associate with each other or visit each other for My sake."

OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS
1. Complete implementation of the new Constituent Management System; then leverage the data.	End of 2012	ASG Communications Secretariat	This will help increase administrative efficiency.
2. Continue efforts to standardise materials.	End of 2011	Secretariat ASG of	



		Communications	
3. Extend standardisation of The World Federation materials to Regional Federations and partners.	End of 2012	Secretariat ASG of Communications.	Agreement of Regional Federations will be needed – request to be put by ASG of Communications.
4. Leverage social networks.	2011 – 2014	ASG Communications	Use of Iphone and Android Apps and Facebook
5. Re-develop The World Federation website.	2011 – 2014	ASG Communications Secretariat	A Relief, ZCSS, Health, Education and Islamic Education portal are currently being drawn up. These are to be finalised by middle of 2012. The World Federation website is still dated and requires aesthetic modernisation.
6. Develop The World Federation's email reach and quality of email mail shots.	2011 – 2014	ASG Communications Secretariat	Circulation and quality are crucial to keep audience figures and to inform them effectively.
7. Enhance quality of reporting with respect to aesthetics and content.	2011 – 2014	ASG Communications ASGs Secretariat	Circulation and quality are crucial to keep audience figures and to inform them effectively.
8. Generate targeted reporting for donors.	June 2012	ASG Communications Secretariat	
9. Generate targeted fundraising campaigns.	June 2012	ASG Communications Secretariat	



10. Enhance the printed magazines (Insight and Infocus) to make them more appealing and to increase their circulation.	2011 – 2014	ASG Communications	
11. Centralise communication within the office and staff structures.	2011 – 2014	All ASGs Secretary General	

DEPARTMENT: EDUCATION

Truly God loves the servant who is faithful and engaged in a profession. (The Holy Prophet, S)

OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS
1. Create a demarcation between the administration of loans and the strategy of developing the secular education of our community.	2011	Secretary General	The Secretariat office can continue monitoring and recouping the loans. The ASG role is now to spearhead a new strategy for Education.
2. Provide guidance to the Regional Federations on university choices and possible destinations for higher education students – considering cost and quality of education as two main factors.	2011	ASG of Education	This project will be on-going and should be detailed. An assessment will be done for universities in Africa, Australia, Middle East, East Asia, North America and Europe, so that families can make more informed decisions.
3. Increase the number of education scholarships offered through The World Federation by securing more funds. a) Find donors who are able to commit for up to 5 years at a time.	2014	ASG Education Hon. Treasurer	We need to arrange more family scholarships as the need for scholarships is very high in all parts of the world.



b) Provide greater opportunities for individual donors or families to offer these scholarships.			
4. Identify careers of the 2020s and 2030s in Europe, North America, Africa, India and Pakistan.	2012	ASG of Education Regional Federation Secretariats	Necessary so that our community youth specialise in careers that are a) suited for them b) progressive financially and academically, and c) have the full range of options in front of them. Develop skills in regions to ensure the selection of right career with the individual's preference. There is a finding that too many of our students are not aware of other possibilities available and The World Federation can provide a centralised career information bank.
5. Create student welcome manuals (a template which can be used by Jamaats when foreign students come to study in their communities).	2011	ASG of Education	The World Federation can make a generic manual based on an excellent manual already developed by ISIJ of Toronto. This can be published and publicised after agreement with ISIJ of Toronto and NASIMCO.
6. Continue Base Line Assessment of our schools in Africa and India when requested.	2014	ASG of Education Regional Federation	Required so that our community schools are fully and adequately evaluated.



		Secretariats	Opportunities for improvement can be implemented and monitored locally.
7. Undertake horizon scanning of education.	2012	ASG of Education	Identify emerging trends in education and see how these can be leveraged for the community.
8. Assist regional federation providing to specialist human resources such as educationalist, teachers, evaluation experts, to provide support.	2011 -2014	ASG of Education	
9. Create a database of specialist educationalists, professionals, business leaders, students etc.	2011 -2014	ASG of Education	
10. Evaluate the provision for an apprenticeship programme for community students with opportunities within community-based businesses.	2011 -2014	ASG of Education	
11. Supporting structure for students who fail to receive education loans	2011 -2014	ASG of Education	

DEPARTMENT: FAMILY AFFAIRS

He who fulfills one need of his believing brother, God will fulfil one hundred thousand needs of his on the Day of Resurrection. (Imam al-Sadiq, AS)

OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS
1. Develop a Migration Policy to assist qualifying individuals and families to migrate to Canada and Australia.	2011 - 2014	Office Bearers until ASG is appointed.	ASG or Councillor to be appointed to take this project on.



The relevant information package will be distributed to Regional Federations, constituent Jamaats, and individual Jamaat members (where no Regional Federation exists).			
2. Community-wide census: Gather data on community members from across the world to create a centralised database to store information that will help The World Federation plan initiatives across various regions.	2011 - 2014	Office Bearers until lead coordinator appointed	Appoint a global coordinator to undertake this task and to provide guidance on the legalities and modalities of achieving this objective. Some work has started by Regional Federations; update required.
3. Seniors Needs Assessment	2012	Office Bearers until lead coordinator appointed	The World Federation will need to appoint a coordinator who can deliver for global assessment. This assessment would be broken down by Region. The WF and Regions will then place projects based on this needs assessment.
4. Women's Needs Assessment – implementation	2013	ASG Family Affairs	A needs assessment has been delivered and presented. Implementation is now needed in partnership with Regional Federations. A breakdown of this implementation to be provided at the 3rd Executive Council Meeting.



5. Review into the provision of a form of centralised youth activities such as a Youth Board and youth conferences.	2011 - 2014	ASG Family Affairs	
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DEPARTMENT: HEALTH			
<i>The one who visits the sick dives into divine mercy. (The Holy Prophet, S)</i>			
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS
1. Continue supporting the ongoing health centres and eye clinics. Find ways to allow them to become self-funding, without affecting services provided to the poor and needy people and without compromising on quality of care.	2011 – 2014	ASG Health	Eye clinics are continuing to progress. However, by making them self-funding we would be able to utilise those funds to set up new eye clinics.
2. Set up new eye clinics where possible.	2011 – 2014	ASG of Health	ASG of Health should identify new eye clinics in India, Pakistan, Iraq, East Africa and other places in order to expand the pool of work conducted by The World Federation.
3. Evaluate and appraise all WF sponsored health projects and analyse the work.	2011 – 2014	ASG Health	a) Need to ask: Is it delivering the service for which it was started? Has the community benefitted? What difference has it made to the local communities? Do we continue with what we are doing, close the services or increase the services?



			b) There will be minimal cost involved in doing the assessment.
4. Opening healthcare centres in needy Shia areas of Pakistan	June 2012	ASG Health	This is a result of needs assessments received that indicate opportunities available in Karachi for WF to open a health centre there.
5. Work with Bilal Muslim Missions to start a mobile clinic which will visit all Bilal sectors	June 2012	ASG Health	
6. Perform a feasibility study on a mobile unit for disabled children in Iraq.	June 2012	ASG Health	
7. Review into the feasibility of opening an office in Iraq and register it as a local NGO. All work in Iraq will then be carried out through this office.	End of 2012	ASG Health	The Secretariat office will be used for a) relations with office of Marja b) Promoting Health, Relief projects.
8. Review the working of the Autistic Day Care Centre including the relocation	June 2012	ASG Health	Work with The Africa Federation and Dar es Salaam Jamaat to reach an understanding on the future of the Autistic Centre.
9. Dedicate a Health portal on The World Federation website.	June 2012	ASG Health ASG Communication	



DEPARTMENT: INTERNATIONAL RELIEF AND DEVELOPMENT

God said: 'My creatures are My dependants; the most beloved ones to Me are those who are the kindest to each other and strive to fulfill others' needs. (Imam al-Sadiq, AS)

OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS
1. Undertake Microfinance initiatives - the Khadija Economic Upliftment Programme. Support microfinance initiatives in Africa for KSI community via The Africa Federation and JIBA for the KSI Community	2011 – 2014	ASG Relief Regional Federations	a) Initiate a pilot microfinance project for 5 families (3 in Dar es Salaam and 2 in Mombasa). b) These projects are small home-based businesses such as chocolate and confectionery production, breads and bakery items, home-made ice cream and juices, shoe and small item repairs. c) This initiative will help families become self-sufficient so that they are no longer dependent on others for their basic needs. d) JIBA can assist with training these families and teaching them about home-based business management and bookkeeping.
Support microfinance initiatives in Africa for			



indigenous population via BMMK, BMMT and other organisations under the stewardship of The Africa Federation. Support microfinance initiatives in India (Bihar, Gujarat, Mumbai), Pakistan (via Hussaini Foundation for flood victims).			
2. Addressing global Housing needs - Address housing needs in Africa via The Africa Federation for the KSI community in Mombasa, Dar es Salaam, and other areas. - Address housing needs in Pakistan via Hussaini Foundation for flood victims. - Address housing needs in India (possibly in Gujarat and Mumbai).	2011 – 2014	ASG Relief	WF to await needs assessment from Africa Federation. WF role to support a) financially b) technically and c) through raising global awareness. WF to await needs assessment from Hussaini Foundation. WF to plan needs assessments in India.
3. Water and Sanitation - Address water and sanitation needs in Africa via The Africa Federation and its organisations (BMMK, BMMT, etc). - Address water and sanitation needs in India (Bihar, Gujarat, Lucknow, Mumbai). - Address the water and sanitation needs in	2011- 2014	ASG Relief	Re-igniting the Ali Asghar (AS) Water Appeal to raise funds, driven by youths. Ask agencies of assessments.



Pakistan via Hussaini Foundation.			
4. Explore the possibility of working in new countries where Shias are present where WF has no current activities (for example the CIS states, Eastern Europe, Afghanistan).	2011 – 2014	ASG Relief	A paper will be drawn up for discussion at 3 rd Executive Council Meeting on work done in external areas. This paper should be done in partnership with Islamic Education (as Tableegh work can be done in tandem).
5. Expand the Sponsor Our Seniors Program into other developing regions around the world.	2011 – 2014	ASG Relief	This scheme needs be re-ignited through a) greater marketing b) greater fundraising c) wider network of seniors sponsored from more countries.
6. Continue efforts to strengthen and build upon the NGO agenda with the assistance of NGO ccoordinators from various Regions. The NGO agenda is focussed through policy and projects, network and influencing, and financial sustainability.	2011 – 2014	NGO Development Manager	See IRED Plan for more information.
7. Continue researching for external grant opportunities.	2011 – 2014	NGO Development Manager	See IRED Plan for more information.
8. Continue efforts to develop the IRED website.	June 2012	NGO Development Manager ASG Communication	See IRED Plan for more information.



DEPARTMENT: ISLAMIC EDUCATION			
<i>Knowledge is the lost property of the believer. (Imam Ali, AS)</i>			
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS
1. Hold 4 CPD courses globally each year, targeted to existing Muballigheen and Madrasah Teachers.	2011 – 2014	ASG Islamic Education	Identify courses and experts.
2. Support AFTAB to draw up a strategy for Tableegh in Africa.	2011	ASG Islamic Education AFTAB	This process must have a time limit so that resources are not endlessly diverted to it.
3. Begin to deliver the objectives of the India Office by focusing on short, medium and long term objectives.	2011 – 2014	ASG Islamic Education India Office Manager	India Office objectives: 1. To assist in the coordination of numerous divergent Tableegh initiatives and projects 2. To assist in the personal and professional development of the alims in Mumbai 3. To assist in the redefinition of the role of the alims and to activate them into real propagation work



			4. To assist local endeavours in producing high quality IRE for children 5. To organise Islamic youth camps 6. To provide a service to the women of the community whereby they are educated on Fiqh, Aqaid and Family Ethics 7. To assist the existing media projects by establishing a regular slot on one of the channels 8. To act as the interface of The World Federation Tableegh work and to assess proposals for further work
4. Provide an Islamic youth course for ages 25-30.	2011 – 2014	ASG Islamic Education Regional Federations	Build on existing models such as Madinah and Bab.
5. Provide an avenue for the answering of community Fiqh questions via a liaison in Najaf.	2011 – 2014	ASG Islamic Education	Find a liaison person based in Najaf who can take on this role.



6. Provide opportunities for university students to pursue a gap year in an Islamic / humanitarian environment.	2011 – 2014	ASG Islamic Education	Need to partner with existing institutions to offer such opportunities.
7. Provide Madinah and Bab Summer Course for French speaking community members, and for Urdu speaking community members.	2011 – 2014	ASG Islamic Education India Office Manager AFED / Regional Council	Requires a major increase in our funding in Qum.
8. Finish the launch of the remaining Mulla Asghar lecture series.	2011 – 2014	ASG Islamic Education	
9. Establish the Islamic Education portal.	2011	ASG Islamic Education	
10. Begin podcasts on Islamic Education news and topics.	2011 – 2012	ASG Islamic Education	
11. Work in partnership with NASIMCO to begin Tableegh work in North America.	2011 – 2012	ASG Islamic Education	The situation for Islamic Education in North America is dire. We must clarify with NASIMCO whether they wish to address this issue, if not then we should question our prolonged efforts in this project.
12. Work in partnership with Dubai Jamaat to introduce Islamic Education efforts there.	2011 – 2014	ASG Islamic Education	



13. Conduct a Tableegh needs assessment in Madagascar.	2011 – 2012	ASG Islamic Education	
14. Make the Qum Office more effective in delivering Islamic Education to the wider community outside Qum.	2011 – 2012	Manager Islamic Education	Requires a major increase in our funding in Qum.
15. Offer more personal development to Muballigheen through short Islamic courses.	2011 – 2014	ASG Islamic Education	Partner with ICAS.
16. Showcase Islamic Education efforts through Jamaat road-shows.	2011 – 2014	ASG Islamic Education	
17. Support Bilal Muslim Mission of Kenya through annual Muballigheen Training course.	2011 – 2014	ASG Islamic Education	
18. Develop new areas for External Tableegh (outside of Bosnia) such as Commonwealth of Independent States (CIS) states in co-ordination with IRED.	2011 – 2012	ASG Islamic Education	Co-ordinate with IRED. Review strategy to promote Shia awareness through educationalists
19. Work on a strategy to introduce a Reverts Desk at Islamic Education, so that WF-IE is the first port of call for reverts throughout the world.	2011 – 2014	ASG Islamic Education	
20. Continue to distribute free literature to Tableegh institutions in East Africa.	2011 – 2014	ASG Islamic Education	
21. Work in partnership with Al Kauthar Islamic University of Islamabad and its founder Shaykh Mohsin Najafi, as well as Ayatullah Bashir al-Najafi of Najaf who have agreed to assist The World Federation in selecting suitable Aalims to fill the positions in the new centres. Raise funds to financially sponsor each of these Aalims in their appointed positions. The cost of employing	2011 – 2014	ASG Islamic Education	Coordinate with IRED.



one Aalim in a centre for one year is only USD \$1,540.			
22. Publish three Islamic titles per year.	2011 – 2014	ASG Islamic Education	
23. Implement the Madrasah Strategy Paper as adopted at the 2011 Conference.	2011 – 2014	ASG Islamic Education	
24. Hold Quran Week across Europe.	2011 – 2014	ASG Islamic Education	
25. Influence Madaris in Australia to adopt Madrasah initiatives.	2011 – 2014	ASG Islamic Education	

DEPARTMENT: SECRETARIAT

A Muslim cannot acquire anything more beneficial as his embracing Islam than a brother he benefits from for the sake of God. (The Holy Prophet, S)

OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS
1. Post information lists of business, tender and employment opportunities on The World Federation website to encourage and promote business development in the KSI community. Review how we can organisation such as Jiba.	2011 – 2014	Secretariat	This is new for the Secretariat and resources will need to be developed.
2. Expand the donor base to increase total donations collected.	2011 – 2014	Hon. Treasurer	a) Seek matching grant donors. b) Use our NGO status to seek organisations that specialise in fund collection. c) Develop a donor database.



			d) Keep donors and potential donors informed of WF activities. e) Determine if we need a separate department to handle this or leave it to the Office Bearers to take it on. f) Revive the Foundation Fund. g) If donations increase, we can reduce the 7% administration fee gradually.
3. Encourage greater political participation of our male and female community members, especially among our youth in the municipal, city, county, provincial and national politics of their relative countries.	2011 – 2014	Secretariat	
4. Build more partnerships with KSI community organisations including family foundations and other Shia charities in Europe, North America, Middle East and various developing nations.	2011 – 2014	Secretariat	At present, WF works in partnership with a few family foundations and other Shia charities in Europe, North America, Middle East and various developing countries as well as with agencies outside its community. Building partnerships with KSI community organisation will promote brotherhood and cooperation. Need to develop MOUs to work



			together.
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DEPARTMENT: ZAINABIYA CHILD SPONSORSHIP SCHEME

He who does not learn as a child does not progress as an adult. (Imam Ali, AS)

OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS
1. Review the strategy and organisational structure of the ZCSS department.	End of 2011	ASG ZCSS	Greater staff and human resources required to administrate and progress this scheme. A paper will be brought to the 3rd Executive Council which will evaluate the scheme and give suggestions for enhancing it in the future. The paper will cover a) number of students b) affect on primary, secondary and higher education students c) success and failures d) financial costs and e) a future strategy that will re-vamp this scheme to include regional or local funding like Pakistan.



2. Re-organise the strategy of ZCSS to focus on Higher Education.	Mid 2012	ASG ZCSS Office Bearers	ZCSS with limited funds cannot perform a role in sponsoring Primary, Secondary and Higher Education. It must focus on Higher Education in order to provide the boost needed.
3. Revamp the ZCSS product for the 21 st century and beyond to keep up with other organisations providing similar services.	End of 2011	ASG ZCSS Office Bearers	A detailed paper will be drawn up for the Executive Council to deliberate.
4. Recruit new volunteers to the ZCSS team, especially female volunteers.	End of 2011	ASG ZCSS	
5. Improve ZCSS reporting for donors.	End of 2011	ASG ZCSS	
6. Rapidly enhance the quality of marketing for the Scheme. Promote the ZCSS brand thoroughly and consistently.	End of 2011	ASG ZCSS Communications	This will include more newswires, posters, targeted donor campaigns.
7. Perform a thorough review into each agency of the ZCSS and to evaluate them based on set criteria.	Mid 2012	ASG ZCSS	This needs to be done in order to assess the performance of the agencies.
8. Develop links with external bodies who operate in the same field to share best practices and networks (such as Sajjadiya Trust)	End of 2011	ASG ZCSS	
9. Assist community students in Africa by reviving schemes like MAMAS (Mulla Asghar Memorial Scheme).	End of 2011	ASG ZCSS	ZCSS must look to widen its ambit and workings beyond India and should work with regions
10. Develop a ZCSS website on The World Federation portal.	June 2012	ASG Communications	



CONCLUSION

The World Federation of KSIMC will have a number of key projects over the term 2011 to 2014. However, in order to implement these projects The World Federation will need to:

- a) Maintain and recruit high calibre volunteers
- b) Work as a team internally. The ASGs and the Office Bearers must work in unison.
- c) Work as a team with Regional Federations in order to implement such work.
- d) Gain further trust and confidence of the global community and look to fundraise to support both existing and future initiatives.