



THE
WORLD
FEDERATION

OF KHOJA SHIA ITHNA-ASHERI MUSLIM COMMUNITIES

Action Plan

2011 - 2014
Partnership For Progress



Document History

Version 1 - 24 September 2011

Version 2 - 18 May 2012



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.

Version Date	24 September 2011
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4. The Action Plan will be tabled at each Executive Council Meeting for the term thereafter to track the progress of the work.



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Capacity Building

"The good of this world and the world to come is with knowledge."

Holy Prophet (saw)

Capacity Building				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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.	We have an LDP planned at Al Muntazir School in Dare-es-Salaam in July 2012 and discussions are underway to hold an LDP in North America in November 2012. The LDP manual is undergoing revision and we will be launching a version for the LDP at Al Muntazir
3. Continue developing the regional Capacity	2011 -	Capacity	The sustainability of the programme	We have not yet



Capacity Building				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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.	2014	building team	Can only be done by creating effective individuals capable of delivering the agenda.	Delivered similar programmes in Pakistan and other areas. However, we had one of the facilitators run a taster programme in Karachi and feedback was good.
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	NO progress on this	
7. Continue to develop Facilitator's in various regions to deliver the local needs.	2011 - 2014	Capacity building team	We ran a facilitator training programme jointly with MCB in February 2012 and we had 7 people from our communities attend this: 1 from NA, 1 from Africa and 5 from Europe	
8. Build the capacity of young couples to sustain marriage.	2011 - 2014	Capacity building team	A programme on this was run in Nairobi. We have supported the facilitators to look at a different model for this development	



Capacity Building				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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	No progress.	
10. Develop and run programmes to build capacity of parents to effectively engage with their children.	2011 - 2014	Capacity building team	No Progress	
11. Continue to run programmes to build capacity of Aalims 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 Aalims 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	We have found that this requires for more formal writing for the qualification to be gained. This has put some challenges for us and we are looking at how to manage this.	
13. Undertake the feasibility of establishing a Capacity Building Academy.	2011 - 2014	Capacity building team	No progress	



Capacity Building				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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	This has been done via the Madrasah Assessment and Evaluation Process where we have trained 22 assessors to undertake assessment of madaris. The assessors came from NA, Africa and Europe.	
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	This has been run in Africa in Nairobi and in Dar-es-Salaam by Sameer Kermalli. Two master classes have been conducted in Toronto by Sis. Farhana Dostmohamed.	
16. Develop a volunteering strategy giving the community guidance in recruiting and retaining volunteers.	2011 - 2014	Capacity building team	As a community with strong ethos of volunteerism, any guidance to enhance and create powerful relationships between our organisations and volunteers will be valuable.	No progress
17. To support the secretariat teams on their capacity building needs e.g. capacity building of Madressa teachers with Islamic Education.	2011 - 2014	Capacity building team	See 14. We have started doing this.	
18. Develop a capacity building website on The	2011 -	Capacity	No progress.	



Capacity Building				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
World Federation portal, allowing resources to be shared for the benefit of all.	2014	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	No progress.	
20. To organise at least one international gathering of facilitators and mentors in the 3 year term.	2011 - 2014	Capacity building team	No progress.	



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."

Communications				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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.	Initial Implementation Complete All Staff are now using the system Donation Data Integration in progress
2. Continue efforts to standardise materials.	Continuous	Secretariat ASG of Communications		Continuous
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.	



Communications				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
4. Leverage social networks.	2011 – 2014	ASG Communications	Use of iPhone and Android Apps and Facebook	On-going Working with Islamic Education on Mobile Apps
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.	Planning Stages
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.	Continuous Work on this.
7. Enhance quality of reporting with respect to aesthetics and content.	2011 – 2014	ASG Communications Secretariat	Circulation and quality are crucial to keep audience figures and to inform them effectively.	A baseline expectation is in place and new material is constantly improving on this



Communications				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
8. Generate targeted reporting for donors.	June 2012	ASG Communications Secretariat		40 Mosque Report is personalised and targeted to each individual donor. Future projects will have similar reporting
9. Generate targeted fundraising campaigns.	June 2012	ASG Communications Secretariat		All new campaigns are distributed via newswire for mass appeal with further communication with those donors who have shown an interest in similar appeals
10. Enhance the printed magazines (Insight and Infocus) to make them more appealing and to increase their circulation.	2011 – 2014	ASG Communications		Next Edition out May 2012 - At Printers
11. Centralise communication within the office and staff structures.	2011 – 2014	All ASGs Secretary General		Internal communication is improving Team meetings held every 6 - 8 weeks with OBs, ASGs and Staff



Education

Truly God loves the servant who is faithful and engaged in a profession.
The Holy Prophet SWT

Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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.	Demarcation is underway and will be complete once the new Health/Education Manager is appointed.
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.	With AFED we have a strong partnership however increasing number of students from India and Pakistan wish to pursue higher education in UK, USA or



Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
				Canada and despite costs of education in their countries being far cheaper the applications to study abroad is soaring and needs to be addressed.
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. b. Provide greater opportunities for individual donors or families to offer these scholarships.	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. Donor are not willing to commit to 5 years and this idea needs to be revisited by the OB's	A new family loan scholarship worth CAN \$62,000 has been pledged. Funds should be received in due course. The Hiridjee Loan for 2012 is to be launched in due course.



Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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.	AFED have consulted WF on this and a list of top careers was sent however we must appreciate that despite identifying and advertising such careers, students make their own independent choice and should continue to achieve their dreams without being forced a career which is not their choice. Career banks are popularly available via the internet at zero cost so the information is out there. However we are looking for



Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
				a volunteer to do this work as it will be invaluable for our community.
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.	WF will be reaching out to NASIMCO to see if such a manual can be obtained. We will then study feasibility of implementing a generic manual.



Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
6. Continue Base Line Assessment of our schools in Africa and India when requested.	2014	ASG of Education Regional Federation Secretariats	Required so that our community schools are fully and adequately evaluated. Opportunities for improvement can be implemented and monitored locally.	This is now complete. 2 sets of assessment have taken place in our community schools in E. Africa as well as in India and we are now pursuing if the schools have implemented some of the suggestions made by the assessment.
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	On-going and always willing to provide when requested.	



Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
9. Create a database of specialist educationalists, professionals, business leaders, students etc.	2011 - 2014	ASG of Education	Due to data protection acts in the west, such a project will not be feasible as professionals and business leaders in the majority are reluctant to share their personal details.	This is being undertaken via Business Professional Network.
10. Evaluate the provision for an apprenticeship programme for community students with opportunities within community-based businesses.	2011 - 2014	ASG of Education	This is something that regions are picking up and whilst some regions do it actively with their local jamaats some don't.	WF can only provide guidance to regional partners as opposed to getting involved directly with regions and jamaats.



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)

Family Affairs				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
1. Develop a Migration Policy to assist qualifying individuals and families to migrate to Canada and Australia. The relevant information package will be distributed to Regional Federations, constituent Jamaats, and individual Jamaat members (where no Regional Federation exists).	2011 - 2014	Office Bearers until ASG is appointed.	ASG or Councillor to be appointed to take this project on.	
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.	



Family Affairs				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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 3 rd 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		



Health

The one who visits the sick dives into divine mercy
The Holy Prophet SWT

Health				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
1. Continue supporting the on-going 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, it does not look like we are going to make these eye clinics self-funding, as these clinics have been set up in very poor area and to make them self-funding will actually defeat the purpose as we would be expecting poor patient to pay. For it to be self-funding the clinics will need to be re-located to a more affluent area, where we will not be able to serve the poor.	
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.	Currently looking at opening an eye clinic in Nakuru, Kenya. Feasibility is being done.



Health				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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.	Need to have someone visit all our health centre and report. Hopefully one we have a health manager in place this assessment can be initiated.
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.	Feasibility is being done to open a health centre in Sangli, India. Breast Screening Centre will be starting soon in Mianwali, Pakistan.
5. Work with Bilal Muslim Missions to start a mobile clinic which will visit all Bilal sectors	June 2012	ASG Health		BMMK have finalised the project and are in process of buying the vehicle and equipment.



Health				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
6. Perform a feasibility study on a mobile unit for disabled children in Iraq.	June 2012	ASG Health		This has not been done and not a priority now.
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 Marjah b) Promoting Health, Relief projects.	Currently being looked at by WF Secretariat.
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.	Still waiting for Dar Es Salaam Jamaat to respond to queries raised by WF secretariat.
9. Dedicate a Health portal on The World Federation website.	June 2012	ASG Health ASG Communication		This is in progress



International Relief and Development

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

International Relief and Development				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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 - 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, and	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, homemade 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	Discussions underway to initiate microfinance projects in Najaf, Iraq. IREC will soon begin discussions with other Regions.



International Relief and Development				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
Mumbai), Pakistan (via Hussaini Foundation for flood victims) and other countries.			about home-based business management and bookkeeping.	
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) raising global awareness WF to plan needs assessments in India. WF discussions with Hussaini Foundations underway for building housing colonies for Sadaat families.	a) Pakistan: Since July 2010, WF has funded the construction of 1,122 new homes for flood displaced families. b) March 2012 - 10 new homes built Baluchistan, Pakistan c) April 2012 - WF building 14 new homes in Punjab, Pakistan (estimated time for completion is 6 weeks).



International Relief and Development				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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 Pakistan via Hussaini Foundation.	2011-2014	ASG Relief	Re-igniting the Ali Asghar (AS) Water Appeal to raise funds, driven by youths. Ask agencies of assessments. Pending projects in Pakistan: - 3 wells under construction -15 hand water pumps under construction	a) Pakistan - In December 2011, 5 deep bore wells with hand water pumps completed in Pakistan's flood affected areas. Over 6,000 people are benefitting. b) Afghanistan - In June 2011, WF partly sponsored 2 water projects: i. Hand Water Pump (Syedabad, Raizishq) - 500 families and up to 6,300 locals are benefitting from this water source. ii. Irrigation Scheme (Hasanabad, Injil District) - Finally, this community has its own irrigation system for its farm land and can produce larger harvest, better crops, increased income and better health for approximately 7,900 people from just 1,000 acres.



International Relief and Development				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
4. Explore the possibility of working in new countries where Shias are present and 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).	The paper has not been completed; This initiative requires further discussion between IRED and Islamic Education.
5. Expand the Sponsor Our Seniors Program into other developing regions around the world. - This programme addresses the financial needs of the elderly living in severe poverty. - Seniors receive a monthly cash gift allowing them to afford basic living essentials including food, clothes, prescriptions and health care.	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. Currently, 170 seniors in India and Sri Lanka are benefitting from the SOS programme The cost of sponsoring one senior is £10 (GBP) / \$20 (USD) / \$20 (CDN) per month.	IRED is looking at expanding this program to other geographical areas to sponsor more seniors. A major re-launch is planned for 15th Shabaan to raise more awareness and more funds.



International Relief and Development				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
6. Hadith-e-Kisa Blanket Drive To provide warm blankets to struggling families including children and seniors affected by severe cold temperatures.	2011 - 2014	ASG Relief	This scheme needs be re-ignited through - greater marketing - greater fundraising - Wider network of families who need blankets in more countries.	a. Pakistan - In Feb 2012: 1,000 blankets were gifted to needy families living in the flood affected areas of Pakistan. b. Afghanistan - On 21 March 2011 an appeal was launched to raise funds to purchase and distribute 2,000 warm blankets to struggling families in Mazar Sharif, Afghanistan where locals suffer from frostbite and gangrene due to cold winters. The cost of one blanket is \$20 USD / £13 GBP. Our target is to raise \$40,000 USD by Sept 2012 so that we can deliver the blankets in time for next winter.
7. Hunger Relief To provide food and rations to families in response to rising and unaffordable food price and areas of deprivation.	2011-2014	ASG Relief	a) Sri Lanka Hunger Relief Project - in Sri Lanka, the cost of food has doubled in a year. People are buying lower-quality foodstuffs and are eating less by sacrificing a meal.	a) Sri Lanka - between Jan to June 2012, food parcels are being delivered to 75 destitute families on a monthly basis. The cost of one food parcel is \$20 USD and includes rice (15 kg),



International Relief and Development				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
			b) Fill My Cup Program – fighting poverty with a healthy breakfast in Kenya's Madrasahs and schools: (joint initiative with Education) Need to also engage Madaris, Islamic Schools across the world to help fundraise for this initiative. The cost of this initiative is \$3 USD-CAD / £2 GBP per month per child. c) Eid al Hajj Qurbanis Appeal The World Federation's annual Eid al Hajj Qurbanis Campaign arranges Qurbanis on behalf of individuals from around the world.	lentils (2 kg), sugar (2 kg) and soya (1 kg). b) 'Fill My Cup' - launched on 28 March 2012 and students in Kenya are already being provided with a hot cup of porridge when they arrive at the school/madrasah. On 7 April, Stanmore Jefferys held a tube collection where over 100 volunteers raised £3368.89 for "Fill My Cup" c) Nov 2011 - 406 Qurbanis were ordered worldwide for Eid al Haj. All Qurbanis were arranged through The Africa Federation. Where meat was distributed among the needy, including widows, orphans and seniors.



International Relief and Development				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
8. Community Development To facilitate the establishment of strong communities in areas of deprivation.	2011 - 2014	ASG Relief	a) Rebuilding Islamic Centres in Pakistan's flood affected areas to spread the teachings of the Ahlul Bayt (as) (Joint venture with Islamic Education) b) Placing Islamic Scholars in the new Islamic Centres being built in Pakistan (Joint venture with Islamic Education) to provide proper religious guidance to the locals. c) Mass Marriage programme in Pakistan (Joint venture with Health) - People struggling with poverty often cannot afford the cost of a wedding. d) Al Mahdi Islamic School and Centre - Haiti Efforts are underway - in	a) Construction began in Jan 2011. To date, about 56 new centres have been completed and 49 are still under construction b) To date, enough funds have been raised to sponsor 35 Islamic Scholars of the 106 needed. Islamic Education is working to place Aalims in these locations. c) On 29 March 2012, WF with the support of a major donor sponsored the mass marriage of 32 couples in Mianwali, Pakistan d) School Repairs (Haiti) - in September 2011, temporary repairs and renovations of the Al Mahdi



International Relief and Development				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
			partnership with ZCSS and NASIMCO to help strengthen this community post the Jan 2010 earthquake.	Islamic School and Centre were facilitated. Now the children are protected from the hot sun and rains. Next Steps: • The process to purchase the existing land is underway with the overall goal to rebuild the school and Centre. • Funds have already been secured to purchase the existing land from the current landlord • Create a plan to raise funds to rebuild the school and centre e) ZCSS Haiti - 120 children are being sponsored through the ZCSS program.



International Relief and Development				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
9. Disaster Relief Address the short, medium and long term needs of victims of disasters across the world.	2011 - 2014	ASG Relief	a) Pakistan Flood Relief - a second flood washed through Pakistan's Sindh Province in July 2011. Till today, scores of families are displaced. b) Zanzibar Ferry Disaster - on 10 Sept 2011 a ferry boat carrying more than 500 passengers was travelling off the coast of Zanzibar when it capsized. More than 200 people died. c) Africa Relief - organised by The World Federation in partnership with Africa Federation to deliver humanitarian care to drought and famine victims in East Africa.	a) Pakistan - Emergency aid was distributed to flood victims and consisted of: - 800 blankets - 5,775 family ration packs - 2,500 bed nets - 1,600 non-food items b) Zanzibar - On 13 Sept 2011, The Africa Federation Chairman and a team of delegates visited Zanzibar to give condolences on behalf of the global KSI Muslim community. They were received by the Personal Secretary to the Second Vice President of Zanzibar. WF and AFED contributed \$10,000 USD each for the families of the deceased victims of the accident. c) Food Baskets: Dec 2011: 10,000 food baskets delivered to feed over 70,000 people in refugee camps. Currently looking at the possibility more food programs, establishing a maternity clinic, holding eye clinics and building wells.



International Relief and Development				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
10. Continue efforts to strengthen and build upon the NGO agenda with the assistance of NGO coordinators 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.	
11. Continue researching for external grant opportunities.	2011 – 2014	NGO Development Manager	See IRED Plan for more information.	
12. Continue efforts to develop the IRED website.	June 2012	NGO Development Manager ASG Communication	See IRED Plan for more information.	



Islamic Education

Knowledge is the lost property of the believer.

Imam Ali, AS

Islamic Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
1. Hold 4 CPD courses globally each year, targeted to existing Muballigheen and Madrasah Teachers.	2011 – 2014	ASG Islamic Education	Identify courses and experts.	A CPD on Family Ethics was held in Dar es Salaam in December 2011. The same CPD was then held in Milton Keynes in April 2012. There are two more CPDs planned for Europe in 2012 on Irfan and Quranic Sciences.
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.	A strategy meeting was facilitated and held in Africa with AFTAB. This produced an action plan to be taken forward by AFTAB.



Islamic Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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 Aalims in Mumbai. 3. To assist in the redefinition of the role of the Aalims 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.	English classes for Aalims has begun and the course is well underway. A youth camp is being held in May 2012. IT classes for Hawza students in Mumbai is also being planned. A training programme for Muballigheen is also due to be held in May 2012.



Islamic Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
			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.	A proposal on this is being prepared.
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.	A volunteer in Najaf has been identified. This project will commence after Ramadhan.
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.	A volunteer has agreed to explore this and present a proposal.



Islamic Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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.	The Madagascar Khoja-run Hawza in Najaf has begun to cater for this. India Office is holding the first Mumbai-based Islamic youth course by The World Federation as a pilot in May 2012. If successful, then this will become a regular activity of the India Office.
8. Finish the launch of the remaining Mulla Asghar lecture series.	2011 – 2014	ASG Islamic Education		Costings are being explored to bring this to a conclusion.
9. Establish the Islamic Education portal.	2011	ASG Islamic Education		The portal is nearing completion.
10. Begin podcasts on Islamic Education news and topics.	2011 – 2012	ASG Islamic Education		Proposals are being prepared on this.
11. Work in partnership with NASIMCO to begin Tableegh work in North America.	2011 – 2012	ASG Islamic Education		A proposal is with NASIMCO for exploratory work to commence. Awaiting NASIMCO feedback to the proposed visits to North America.



Islamic Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
12. Conduct a Tableegh needs assessment in Madagascar.	2011 – 2012	ASG Islamic Education	Visit was done in Feb 2012, have identified areas of collaboration in conjunction with Aftab. Esp. support to local scholars, publication in Gujrati, Madrasah support through MCE	ASG recently visited Madagascar and will provide an update on the on-going plans.
13. Make the Qum Office more effective in delivering Islamic Education to the wider community outside Qum.	2011 – 2012	ASG Islamic Education Manager Islamic Education	Requires a major increase in our funding in Qum.	A planning process is underway to plan the operations of Qum Office.
14. Offer more personal development to Muballigheen through short Islamic courses.	2011 – 2014	ASG Islamic Education		A process of engagement with Muballigheen is underway. The first such meeting was held in March 2012 in Watford, and the next one is planned for June 2012 in London.



Islamic Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
15. Showcase Islamic Education efforts through Jamaat road-shows.	2011 – 2014	ASG Islamic Education	This initiative needs to become global so as grassroots can engage and have a better understanding of the workings of IE, esp. with the Launch of the MCE. Regions are requested to grant access to IE for such road shows around the world.	A number of European Jamaats were visited in 2011. More road-shows are required. Feedback from grass-roots indicates they appreciate the chance to engage with The World Federation.
16. Support Bilal Muslim Mission of Kenya through annual Muballigheen Training course.	2011 – 2014	ASG Islamic Education		This has now run for two consecutive years with the financial and logistical support of WF Islamic Education. Support has also been offered to Bilal Muslim Mission of Tanzania, no response received as yet.
17. 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	A sustainability plan on Bosnia is to be presented at May 2012 EXCO.



Islamic Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
18. 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		A voluntary lead has been identified for External Tableegh. Awaiting proposal.
19. Continue to distribute free literature to Tableegh institutions in East Africa.	2011 – 2014	ASG Islamic Education		Approximately one-third of all WF Islamic Education publications are earmarked for free distribution throughout the world.
20. Work in partnership with Al Kauthar Islamic University of Islamabad and its founder Sheikh Mohsin Najafi, as well as Ayatollah 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 one Aalim in a centre for one year is only USD \$1,540.	2011 – 2014	ASG Islamic Education	Coordinate with IRED.	A trip is planned during July 2012 to place Aalims in the centres built by WF donors. A substantial amount has been raised but we are still short of our objective. Councillors are urged to assist in this matter.



Islamic Education				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
21. Publish three Islamic titles per year.	2011 – 2014	ASG Islamic Education		The following titles have been published: 1. Karbala: The Complete Picture 2. Selecting a Spouse 3. From Resolution to Revolution 4. Anecdotes for Reflection volumes 1, 2, 3 (reprint) 5. My First Book of Faith 6. Mind maps for GCSE units 8 and 9 The following publications are in the pipeline: 1. Mukhtar 2. History of Prophet Muhammad (saw) 3. Anecdotes for Reflection volume 4 4. Nabi Yusuf 5. Ahinsa 6. Sacred Effusion volume 2 7. AS Level Manual 8. Lives of the Ulama



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, SWT

Secretariat				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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.	Work on this has commenced but still in embryonic stage. A new Business and Professional Network will be launched in a few months.
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.	



Secretariat				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
			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		A paper has been drafted and is being debated by the OB's.
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.	This has not been implemented yet



Zainabiya Child Sponsorship Scheme

He who does not learn as a child does not progress as an adult.

Imam Ali, AS

Zainabiya Child Sponsorship Scheme				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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) effect 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.	A significant amount of time has gone in the collection of data, which is critical to the development of this paper. We are hoping that by the next Executive Council meeting, this paper would be ready.



Zainabiya Child Sponsorship Scheme				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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.	The work has commenced on data collection, before we move to this stage of the process.
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.	Data collection has is now in its final stage which will allow us to prepare the paper required for the Executive Council.
4. Recruit new volunteers to the ZCSS team, especially female volunteers.	End of 2011	ASG ZCSS		On Going
5. Improve ZCSS reporting for donors.	End of 2011	ASG ZCSS		Recommended
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.	On-going and the verbal report will highlight those changes.



Zainabiya Child Sponsorship Scheme				
OBJECTIVE	TIME FRAME	PERSON RESPONSIBLE	COMMENTS	PROGRESS
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.	Work on this has commenced.
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		Informal discussion have commenced.
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	Discussion will commence with AFED to discuss a long-term partnership and commitment.
10. Develop a ZCSS website on The World Federation portal.	June 2012	ASG Communications		This will fall within the overall strategy of the Secretariat.



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.