



Understanding Vision

Presented to
The Tenth Ordinary Conference
Dubai, 15-17 September 2006



THE
WORLD
FEDERATION

OF KHOJA SHIA ITHNA-ASHERI MUSLIM COMMUNITIES

Registered charity in the UK No. 282303



UNDERSTANDING VISION AND MISSION

*"I do not fear poverty amongst my Ummah
More than I fear the consequences of poor planning"
-Prophet Muhammad (PBUH)*

*"Success is the result of foresight and resolution;
And foresight depends upon deep thinking and planning"
-Imam Ali ibn Abi Talib (AS)*

*"A vision without action is merely a dream;
Action without vision just passes time;
Vision with action can change the world"
-Joel Barker*

Martin Luther King, Jr. said, "I have a dream," and what followed was a vision that changed a nation. That famous speech is a dramatic example of the power that can be generated by a person who communicates a compelling vision of the future.

Management author Tom Peters identified a clear vision of the desired future state of the organization as an essential component of high performance.

Widely-read organizational development author Warren Bennis identified a handful of traits that made great leaders great. Among them is the ability to create a vision.

WHAT IS A VISION?

A vision is a statement about what your organization wants to become. It should resonate with all members of the organization and help them feel proud, excited and part of something much bigger than themselves. A vision should stretch the organization's capabilities and image of itself. It gives shape and direction to the organization's future. Visions range in length from a couple of words to several pages; however shorter vision statements will tend to be remembered more easily.

There is one universal rule of planning: You will never be greater than the vision that guides you. No Olympic athlete ever got to the Olympics by mistake; a compelling vision of his or her stellar performance inevitably guides all the sweat and tears for many years. The vision statement should require the organization's members to stretch their expectations, aspirations, and performance. Without that powerful, attractive, valuable vision, why bother?

John Bryson, the author of Strategic Planning for Public and Nonprofit Organizations, states that typically, a vision is "more important as a guide to implementing strategy than it is to formulating it." This is because the development of strategy is driven by what you are trying to accomplish, your organization's purposes.

A vision statement should be realistic and credible, well articulated and easily understood, appropriate, ambitious, and responsive to change. It should orient the group's energies and serve as a guide to action. It should be consistent with the organization's values.



THE IMPACT OF VISION

John F. Kennedy did not live to see the achievement of his vision for NASA, but he set it in motion when he said, "By the end of the decade, we will put a man on the moon." That night, when the moon came out, we could all look out the window and imagine... And when it came time to appropriate the enormous funds necessary to accomplish this vision, Congress did not hesitate. Why? Because this vision spoke powerfully to values Americans held dear: America as a pioneer and America as world leader. Similarly a vision statement for a non-profit organization enables all to "see" what the organization wants to achieve and ultimately create excitement, motivation, and direction for the organization.

Other benefits of visioning include:

- Breaks you out of boundary thinking.
- Provides continuity and avoids the stutter effect of planning fits and starts.
- Identifies direction and purpose.
- Alerts stakeholders to needed change.
- Promotes interest and commitment.
- Promotes laser-like focus.
- Encourages openness to unique and creative solutions.
- Encourages and builds confidence.
- Builds loyalty through involvement (ownership).
- Results in efficiency and productivity.

The following is an example of a vision statement. The statement clearly states what the organization wants to become:

"Family Support America envisions a society in which all of us – families, communities, government, social service institutions, and businesses – work together to provide healthy, safe environments in which children and families can live and work"

WHAT IS A MISSION STATEMENT?

Among non-profit organizations, mission statements typically identify both the audience and product or services being offered. They answer twin questions: What are we doing to meet a need and for whom? In addition, we typically find, in a non-profit mission statement, some either explicit or implicit reference to the core values of the organization.

Mission statements potentially serve three functions for an organization: mission statements serve boundary functions, act to motivate both staff and donors, and help in the process of evaluation of the organization.

The following is a mission statement for the New York Children's Health Project:

"The NYCHP intends to provide or arrange for medical care for every homeless, housing vulnerable and medically underserved child in New York City."



Please note how the mission statement answers the question “What do we provide?” (health care) and “For whom?” (the homeless, housing vulnerable and medically underserved). The core values of the organization – belief in the rights of all children to medical care – are left implicit, and thus the motivational portion of the mission statement is less salient.

Mission statements serve functions for each of the constituencies of the nonprofit organization – the staff, the donors and volunteers, and the service users. In designing and revising the mission statement all the constituencies must be kept in mind.



The Community Speaks

Presented to
The Tenth Ordinary Conference
Dubai, 15-17 September 2006



THE
WORLD
FEDERATION

OF KHOJA SHIA ITHNA-ASHERI MUSLIM COMMUNITIES

Registered charity in the UK No. 282303



INCORPORATING THE COMMUNITY'S VOICE IN CREATING A VISION FOR THE WORLD FEDERATION OF KSIMC

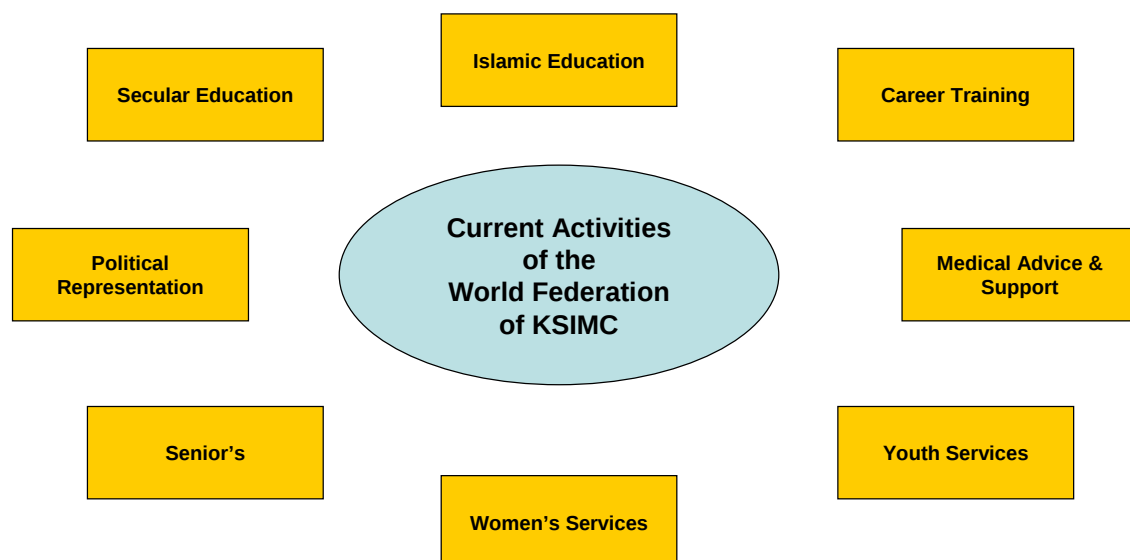
*"I do not fear poverty amongst my Ummah
More than I fear the consequences of poor planning"
-Prophet Muhammad (PBUH)*

As the World Federation of KSIMC goes through the process of developing a vision, it is important to understand the needs of the community so that the World Federation can better serve community members all over the world. As part of the strategic planning exercise in 2003, the World Federation interviewed 518 community members of various ages throughout the world to better understand what individuals need and what they expect from the World Federation. Additionally, an analysis was done of all the papers and articles produced by the World Federation which also shed light on what the needs.

This document summarizes the view of the community members as seen from the 2003 surveys and literature research. During the process of developing a vision, keep in mind the views and thoughts of community members around the globe. It is critical that the World Federation's vision incorporates the thoughts of the communities it serves.

CURRENT ACTIVITIES

The World Federation is involved in a variety and diverse set of activities around the globe. The following graphic summarizes some, but not all (such as disaster relief), of the major areas the World Federation works in. Keeping in mind these general areas of activity will help guide the visioning process.





SURVEYS

As seen by the above spectrum of activities, the needs of the community are diverse. While all of the above are viewed as critical, the data from the survey highlighted different levels of emphasis by geographic location. The following table highlights the most common primary and secondary challenges community members are facing around the globe along with some quotations that summarize individual sentiment on these issues:

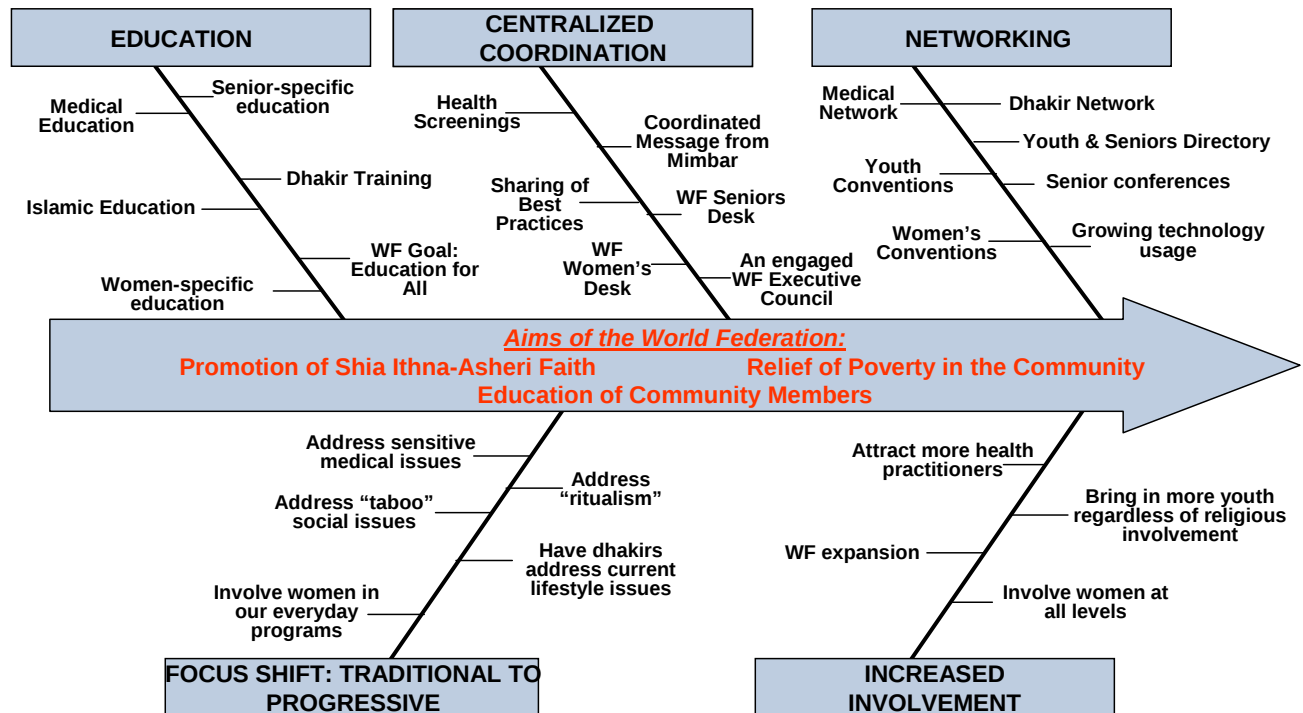
Region	Top Concerns	Secondary Concerns	Comments from Community Members
Africa	Access to medical care	Providing secular education	"The medical facilities provided by the MAB are immaculate and they should expand to other areas of the world..."
Australia	Communication of dhakireen to community members	Meeting the needs of women, youth and seniors	"The WF has not done enough to train dhakireen who are well-versed with current problems and can handle them..."
Canada	Finding jobs	Communication of dhakireen to community members	"We need better communication with the dhakireen who sit on our mimbars so they can understand what we really need..."
Europe	Finding jobs	Meeting the needs of women, youth and religious persecution	"Focus on the young, especially the women who face more obstacles, so they can feel more comfortable in choosing a career, not just finding a job."
Middle East	Providing secular education	Finding jobs; meeting the needs of women and seniors	"Harness the potential of the women in our community...cultivate them instead of waiting for them to evolve..."
Pakistan	Religious persecution	Meeting the needs of women	"There is very little that has been done or communicated regarding the anti-Shia violence in Pakistan..."
United States	Providing secular education, meeting the needs of youth	Meeting the needs of seniors and religious persecution	"We need a scholarship and a loan program so that any KSI that wants a university education can get one..."

LITERATURE RESEARCH

In addition to the surveys, the World Federation undertook an exhaustive search into its own literature, including reports produced by its Boards and Desks, to better understand the issues that community members and organizations were working on. The following themes emerged from that desktop research:

1. Education must underpin all our activities
2. Centralization is the key for coordination
3. Networking can bring together like-minded individuals for the good of the community
4. Community members are looking for a progressive and modern mindset
5. We need greater involvement from all segments of the community

The following graphic builds on these themes by giving examples of what actions community members would like to see being done:



CONCLUSION

The community expects many things from the World Federation. As the visioning process continues thought should focus what issues are most critical to the community and how that guides the type of organization the World Federation should aspire to become.



Community 2015

Presented to
The Tenth Ordinary Conference
Dubai, 15-17 September 2006



THE
WORLD
FEDERATION

OF KHOJA SHIA ITHNA-ASHERI MUSLIM COMMUNITIES

Registered charity in the UK No. 282303



GLOBAL TRENDS TO THE YEAR 2015

Shaping a community vision requires a deep understanding of the community itself but also a sense of the trends affecting the world our community lives in. The following document summarizes several global drivers that will continue to affect the world we live in. While these predictions are debatable, they do motivate us to think about the world around us, how it is changing, and ultimately how the forces of change will affect us. Keeping these forces in mind will help better shape a vision for our community.

EXECUTIVE SUMMARY

The world in 2015 will be shaped many drivers including the following which will have a profound influence on our community:

1. Demographics
 - Larger urban populations, over-population in developing countries, and the effects of HIV/AIDS on African populations will create tensions and instability
 - Longer life spans will create the need for huge senior social services. The 'youth bulge' in the developing countries will foster unemployment, communal tension, and instability
2. Natural resources and the environment
 - Availability of food will be a problem because of poor infrastructure and distribution. This will cause an increase of 20% in malnourished people in sub-Saharan Africa
 - By 2015, 50% of the world's population will live in 'water-stressed' areas such as Africa, Middle East, South Asia and northern China
3. Science and technology
 - IT, biotechnology and other new technologies will be building blocks for the global economy
 - New technologies will benefit developed countries and leave developing countries behind
4. Creative Thinking Methodology
 - Thinking outside the box, opportunity assessment and problem solving will become increasingly important. For example, the Japanese and U.S. governments are promoting this type of thinking in an effort to maintain their competitive advantages
5. The global economy and globalisation
 - The unrestricted flow of ideas, information, values, goods and services will characterize the global economy by 2015. This will increase the gap between rich and poor countries.
6. Future conflict
 - Internal conflicts coming from religious, ethnic, or economic tensions will increase
 - Risk of future conflict will be high among developing powers in Asia



7. The role of the United States

- The United States will remain the most powerful country, even though Asia will continue to grow. Its unilateral policies will continue to shape world politics and global economies.



The world around us is changing and to be prepared for the future we must be ready for it. Critical understanding of these and other trends will enable our community to succeed in the future and prevent us from being caught

DEMOGRAPHICS TRENDS

Population Growth

- World population in 2015 will be 7bn, up from 6bn in 2000
- World population growth will diminished from 1.7% per year in 1985, to 1.3 % in 2000, to 1% in 2015. 95% of population growth will be in developing countries
- Muslim immigrant population will decline in the West given post-9/11 restrictions on visas and travel.
- People will live longer in most countries
- Where political systems are brittle, the combination of population growth and urbanization will foster instability.
- Advanced economies and emerging market - declining birthrates and aging will combine to increase health care and pension costs while reducing the relative size of the working population, straining the social contract, and leaving significant shortfalls in the size and capacity of the work force.
- Developing countries, these same trends will combine to expand the size of the working population and reduce the youth bulge—increasing the potential for economic growth and political stability.
- India's population will grow from 1.0 billion to 1.2 billion by 2015
- Pakistan's population will swell from 140 m in 2000 to about 195m
- Africa with high rates of HIV/AIDS will experience reduced population growth or even declining populations despite relatively high birthrates if HIV/AIDS continues to spread unchecked
- West European populations will decline due to low birth rate or immigration.
- North America, the traditional magnets for migrants, will continue to have the highest rates of population growth among the developed countries, with an average annual population growth rate of 0.8%



Divergent Aging Patterns

- Advanced and developed countries: declining ratio of working people to retirees will strain social services, pensions, and health systems. Governments will mitigate the problem by delaying retirement; encourage greater work participation by women and migrant workers. To deal with declining dependency ratios, governments will have to take more extensive measures than they will be prepared to undertake. The shift towards a greater proportion of older voters will change the political dynamics in these countries in ways difficult to foresee.
- Developing countries: "Youth bulges" will persist in Sub-Saharan Africa and Middle East. A high proportion of young people will be destabilizing, particularly when combined with high unemployment or communal tension.

Movement of People

- Urbanization into exceedingly crowded cities and creation of new mega-cities will characterize the next 12 years - each of which poses both opportunities and challenges.
- Immigration from the Muslim world to the West will decline from levels seen between 1970-2000 given the new immigration policies and realities of a post-9/11 world.

Divergent demographic trends, the globalisation of labour markets, and political instability and conflict will fuel a dramatic increase in the global movement of people through 2015. Legal and illegal migrants now account for more than 15 % of the population in more than 50 countries. These numbers will grow substantially and will increase social and political tension and perhaps alter national identities even as they contribute to demographic and economic dynamism.

States will face increasing difficulty in managing migration pressures and flows, which will number several million people annually. Over the next 15 years, migrants will seek to move:

- From the least to the most developed countries of Asia, Latin America, the Middle East, and Sub-Saharan Africa.
- To North America primarily from Latin America and East and South Asia.
- To Europe primarily from the post-Communist states of Eastern Europe and Eurasia.
- Less immigration to Europe from North Africa and the Middle East as Europeans struggle to integrate their existing immigrant populations.

Mega Cities (12m plus inhabitants)

- By 2015 half of the world's population will be urban. The number of people living in mega-cities will double to more than 400 million.
- Karachi is expected to contain 20m people



- Urbanization will provide many countries the opportunity to tap the information revolution and other technological advances.
- The explosive growth of cities in developing countries will test the capacity of governments to stimulate the investment required to generate jobs, provide the services, infrastructure, and social supports necessary to sustain liveable and stable environments.

HEALTH

Health disparities between developed and developing countries, particularly the least developed countries, will widen.

Developed countries: by 2015 as a result of generous health spending and major medical advances, major inroads will be achieved against a variety of diseases. Biotechnology revolution holds the promise of even more dramatic improvements in health status. Non-infectious diseases will pose greater challenges to health than infectious diseases. Progress against infectious diseases, nevertheless, will encounter some setbacks as a result of growing microbial resistance to antibiotics and the accelerating pace of international movement of people and products that facilitate the spread of infectious diseases.

Developing countries: are likely to experience a surge in both infectious and non-infectious diseases. In general will have inadequate health care capacities and spending.

- TB, malaria, hepatitis, and particularly HIV/AIDS will continue to increase rapidly. HIV/AIDS and TB are likely to account for the majority of deaths.
- HIV/AIDS will be a major problem in Africa, India, Southeast Asia and other states.
- HIV/AIDS will reduce economic growth by 1% percent of GDP per year and consume more than 50 % of health budgets in the hardest-hit states.
- HIV/AIDS, TB and other associated diseases will have a destructive impact on families and society. In some African countries, average lifespan will be reduced by as much as 30 to 40 years, generating more than 40 million orphans and contributing to poverty, crime, and instability.
- HIV/AIDS, other diseases, and health problems will hurt prospects for transition to democratic regimes as they undermine civil society, hamper the evolution of sound political and economic institutions, and intensify the struggle for power and resources.

NATURAL RESOURCES

- Energy resources will continue to be limited keeping oil prices high and spurring investment into alternate energies. Securing energy interests will shape foreign policies of developed and growing economies such as China and India.
- Overall food production will be adequate to feed the world's growing population driven by advances in agricultural technologies and GM crops



- Despite adequate food, availability will remain a problem due to poor infrastructure and distribution
- Political instability and chronic poverty will lead to an increase of 20% malnourished people in parts of Sub-Saharan Africa by 2015.
- Potential for famine will persist in states with repressive policies or internal conflicts and persistent natural disasters prevents or limits relief work - e.g. Somalia in early 1990s
- Donors will become reluctant to provide relief when the efforts become embroiled in military conflict and security for relief workers deteriorates.
- Despite a 50 percent increase in global energy demand due to sustainable global economic growth and population increase, energy resources will be sufficient to meet demand.
- Water: By 2015, 1/2 the world's population 3bn will live in states that are "water-stressed" -Africa, Middle East, South Asia, and northern China.
 - o Regional tensions over water will heightened by 2015. The possibility of conflict will increase. Posing significant challenges to governments
 - o Measures to increase water availability - using water efficiently, expanding desalinization, developing GM crops that use saline or less water, importing water - will not substantially ease shortages in 2015. Many technologies will be expensive. Policies to price water will not be broadly implemented by 2015. Subsidizing water will not be politically excepted as many low-income states populations expect cheap water.

ENVIRONMENT

The pressure on environment will decrease as a result of development of energy efficient technological, like hybrid engines, solar and wind power, shift towards less polluting fuel like natural gas. However, the present environmental problems like global warming, due to the emission of greenhouse gases, indicated by sea level rising and frequent storms, will grow substantially by 2015. Loss of forest and degradation of arable land due to increase/intense land use will continue. Large losses of biological species will continue in wetlands and coral reefs.

- Developed countries- local environment issues will become mainstream and managed. Such issues are unlikely to constitute a major constraint on economic growth or on improving health standards.
- Developing countries: will face intensified environmental problems due to population growth, economic development, and rapid urbanization. Increasing number of cities, like Tehran, Karachi, Mumbai, Beijing, etc, will face serious air and water quality problems
- India and China will explore less carbon-intensive development strategies, although they will resist setting targets or timetables for carbon dioxide emission limits.
- A number of major firms operating internationally will take steps to reduce greenhouse gas emissions.



SCIENCE AND TECHNOLOGY (S&T)

By 2015, the world will encounter quantum leaps in S&T. Emerging technologies will be

- IT: will be the major building block for global commerce and for empowering nonstate actors (terrorist, criminals, drug traffickers, etc)).
- Genomic profiling, Biomedical engineering, Therapy and drug developments, Genetic modification, DNA identification.
- Alternate energies: investment into hybrid vehicles, fuel cells and other sources or non-petroleum based energies will grow as oil prices will continue to remain high
- Nanotechnology: this decade, developments and commercialization will gain rapid power and sophistication. It will change almost everything—from vaccines to computers to automobile tires to objects not yet imagined. Self-assembled nanomaterials, like semiconductor "quantum dots," could revolutionize chemical labelling and enable rapid processing for drug discovery, blood content analysis, genetic analysis, and other biological applications.
- Material technology: will generate products that are smart, multifunctional, environmentally compatible, longer lasting, and easily adaptable to consumer requirements. E.g. Memory metal that bends back to its original shape.
- Biotechnology: revolution will gradually shift its focus from curing diseases to preventing them and will be in full swing by 2015. Combating disease, increasing food production, reducing pollution, and enhancing the quality of life. Many medical breakthroughs will remain costly through 2015 and will enable world's wealthiest people to improve their health and increase their longevity dramatically. Some biotechnologies, such as stem cell research, will continue to be controversial for moral and religious reasons.
- Some countries will fail to benefit much from the information revolution.
- Among developing countries, India will be in the forefront of IT. In Sub-Saharan Africa, South Africa will make rapid progress in IT.
- Worry about spread of "cultural contamination."
- States will foster IT diffusion, while controlling its "harmful" effects.
- Disaffected states, terrorists, proliferators, narcotraffickers, and organised criminals will take advantage of the new high-speed information environment and other technology to integrate their illegal activities and compound their threat to stability and security around the world

We know that the possibility is greater than ever that the revolution in science and technology will improve the quality of life. What we know about this revolution is exciting as outlined above. What we do not know about the S&T revolution, however, is staggering. We do not know to what extent technology will benefit, or further disadvantage, disaffected national populations, alienated ethnic and religious groups, or the less developed countries. One certainty is that progression will not be linear. Another is that as future technologies emerge, people will lack full awareness of their wider economic, environmental, cultural,



legal, and moral impact—or the continuing potential for research and development.

CREATIVE THINKING METHODOLOGY

Creative Thinking Methodology is better known as thinking out of the box. This technique searches for opportunity assessment and problem solving and will gain significant grounds in all non industry and industry sectors as well as business functions for the next 12 years across the world.

This problem solving approach is applied to solve practical everyday problems, create opportunities and improve services/products is gaining ground worldwide rapidly. It cuts across all industries and functions and encourages you to look outside your own knowledge, experience, company and even industry to find proven solutions to your problem -perpetuating the fact that 98% of all problems have been solved before and there is no need for reinventing the wheel.

Basically it is a creative means of seeing the problem from many different angles. It allows you to solve the problem quickly and effectively, using fewer resources and more ingenuity than traditional Western methods.

The technique is simple yet so powerful that the Japanese Government has commissioned for its introduction in Primary Schools nation wide to improve the thinking processes of children from an early age for the benefit of the society. In the United States, middle school children that were exposed to Systematic Innovation techniques to develop entrepreneurial skills and attitude showed dramatic results.

GLOBALISATION AND THE GLOBAL ECONOMY

The networked global economy will be driven by rapid and largely unrestricted flows of information, ideas, cultural values, capital, goods and services, and people: that is, globalisation. Although the net contribution of the globalised economy will increase political stability in the world by 2015, but its reach and benefit will not be universal. Leading to widening economic divide between countries, regions and ideologies. The information revolution will make the persistence of poverty more visible.

- Economic growth will be driven by political pressures for higher living standards, improved economic policies, rising foreign trade and investment, the diffusion of information technologies, and an increasingly dynamic private sector. Potential brakes on the global economy—such as a sustained financial crisis or prolonged disruption of energy supplies—could undo this optimistic projection.
- Regions, countries, and groups feeling left behind will face deepening economic stagnation, political instability, and cultural alienation. They will foster political, ethnic, ideological, and religious extremism, along with the violence that often accompanies it.



The global economy is well-positioned to achieve a sustained period of dynamism through 2015. Dynamism will be strongest among so-called "emerging markets"—especially in the two Asian giants, China and India—but will be broadly based worldwide, including in both industrialized and many developing countries. The rising tide of the global economy will create many economic winners, but it will not lift all boats.

Economic Crises and Resilience

The global economy will be prone to periodic financial crises, disruptions in energy supply and natural disasters, but its capacity to correct itself will remain strong. Nonetheless:

- Economic crises will recur.
- Turbulence in one economy will affect others because of globalisation economies. e.g. Russian financial turmoil in 1998 affected Brazil and turmoil in Iraq today is keeping energy prices high
- Disputes over international economic rules will occur. As emerging market countries continue to grow, they will seek a stronger voice in setting the terms of international economic governance. A lack of consensus could at times make financial markets skittish and undermine growth.

Dynamism and Growth

Five factors will combine to promote widespread economic dynamism and growth:

1. Political pressures for higher living standards from rising aspirations from the growing global middle class (now 2bn strong).
2. Improved macroeconomic policies. E.g. – control of inflation, abandonment of unsustainable fixed exchange rate regimes in Asia and the creation of the European Monetary Union (EMU) will contribute to economic growth
3. Rising international trade and investment: will grow for emerging market countries that increase their transparency. Thus spurring rapid increases in world GDP.
4. Incorporation of IT: will produce significant efficiency gains in the US economy. Similar benefits will be witnessed in numerous other countries as the integration of these technologies proceeds, but in varying degrees due to the failure to meet the conditions needed for effective IT utilization, i.e. high educational levels, adequate infrastructure, and appropriate regulatory policies.
5. Increasingly dynamic private sectors: in the emerging markets will use "best practices" and resources more efficiently. Deregulation along with privatization in Europe and Japan will spur economic growth.

Unequal Growth Prospects and Distribution

Countries and regions most at risk of falling behind economically are those with endemic internal and/or regional conflicts and those that fail to diversify their economies. Economies of most states in Sub-Saharan Africa and the Middle East.



Emerging Asia will be the fastest growing region, led by China and India, whose economies already comprise roughly one-sixth of global GDP. India's relatively strong educational system, democracy, and English-language skills position it well to take advantage of gains related to information technology. India nevertheless faces enormous challenges in spreading the benefits of growth to hundreds of millions of impoverished, often illiterate citizens, particularly in the northern states.

Western Europe is likely to narrow what has been a growing economic performance gap with the United States.

Middle East and North Africa will be marked by increasing internal differentiation as some countries respond more effectively to the challenges of globalisation or to the uncertainties of closer integration with the EU while others lag. In **Sub-Saharan Africa**, persistent conflicts and instability, autocratic and corrupt governments, overdependence on commodities with declining real prices, low levels of education, and widespread infectious diseases will combine to prevent most countries from experiencing rapid economic growth.

FUTURE CONFLICT

- US will maintain a strong war technological edge in 2015.
- The risk of war among developed Western countries will be low while conflict between the Western world and Muslim extremists will be the primary global conflict in the next decade.
- Potential for conflict will arise from rivalries in Asia. E.g. India-Pakistan to China-Taiwan, and among antagonists in the Middle East.
- Oil will be a key underlying factor for future conflicts (e.g., Iraq, Iran) and will be a major factor in the deployment of US lead military forces
- Internal conflicts stemming from religious, ethnic, economic or political disputes will remain at current levels or may increase depending on events in post-war Iraq and Afghanistan.
- UN and regional organisations will be called upon to manage such conflicts Stressed by domestic concerns, perceived risk of failure, lack of political will, or tight resources, will minimize major states direct involvement.

ROLE OF UNITED STATES

Although economic and political power will continue its voyage from the US to Asia, especially China and India, the US still will be the only superpower. US global economic, technological, military, and diplomatic influence will be unparalleled among nations, regions and international organisations in 2015. This power will make US pre-eminence, and a key driver of the international system.

- US will be the main proponent and beneficiary of globalisation.
- It will remain in the vanguard of the science and technology revolution beyond 2015
- Diplomacy will be more complicated. Washington will have greater difficulty harnessing its power to achieve specific foreign policy goals: the US will exercise smaller and less powerful part of the overall economic and cultural influence abroad.



- US will have greater difficulty building coalitions to support its policy goals, although the international community will often turn to Washington, even if reluctantly, to lead multilateral efforts in real and potential conflicts.
- There will be increasing numbers of important actors on the world stage to challenge and check - as well as to reinforce US leadership: countries such as China, Russia, India, Mexico, and Brazil; regional organisations such as the European Union; and a vast array of increasingly powerful multinationals and NGOs with their own interests to defend in the world.

REGIONAL TRENDS

Snapshots of individual regions forecast the major trends affecting specific regions.

South Asia – India and Pakistan

Regional Trends. Widening strategic and economic gaps between India and Pakistan - destabilizing in its own right—will be accompanied by deep political, economic, and social disparities within both states.

- India will be the unrivaled regional power with a large military and a dynamic and growing economy.
- Pakistan will be more fractious, isolated, and dependent on international financial assistance.
- Security and Political Concerns Predominate: threat of major conflict between India and Pakistan remains high as they are both prone to miscalculation. Security will overshadow all other regional issues during the next 12 years. Continued turmoil in Afghanistan and Pakistan will spill over into Kashmir and other areas of the subcontinent, prompting Indian leaders to take more aggressive pre-emptive and retaliatory actions.

India in 2015 – Summary

Size of its population will grow to 1.2bn. It will be a regional power due to its technological driven economic power. Despite rapid economic growth, half a billion Indians will remain in dire poverty. The widening gulf between rich and poor regions and disagreements over the pace and nature of reforms will be a source of domestic strife. Rapidly growing, poorer northern states will continue to drain resources in subsidies and social welfare benefits. Harnessing technology to improve agriculture will be India's main challenge in alleviating poverty in 2015. It will have a continued nuclear standoff with Pakistan.

India's ground water level is decreasing by 3-10ft per year at present and per capita water availability is likely to drop by 50-75 percent. Because many of the region's waterways are interstate, water could become a source of renewed friction. Deforestation in India will exacerbate pollution, flooding, and land degradation.

India's growing economy will also force it to secure cheap sources of energy. This will force India to play a delicate balance between maintaining its economic



relationships in the West and placating its major sources of oil and gas, such as Iran.

Pakistan in 2015 - Summary

Population will grow from 140m in 2000 to 195m in 2015 and will put a major strain on an economy already unable to meet the basic needs of its current population.

Karachi will be a city of 20m and the % of urban dwellers will climb steadily from the current 25-30 percent of the population to between 40-50 percent, leading to continued deterioration in the overall quality of urban life. Inequalities in population wealth will be exacerbated.

Pakistan will not recover easily from decades of political and economic mismanagement, divisive politics, lawlessness, corruption and ethnic friction. Democratic reforms will produce little change in the face of opposition from an entrenched political elite and radical Islamic parties. Further domestic decline would benefit Islamic political activists, who may significantly increase their role in national politics and alter the makeup and cohesion of the military—once Pakistan's most capable institution. In a climate of continuing domestic turmoil, the ties between provincial and central governments throughout the region will be strained and the central government's control probably will be reduced to the Punjabi heartland and the economic hub of Karachi.

Middle East in 2015 – Summary

The US presence in Iraq and pressure from the US to implement democratic reforms will be sources of instability among Arab dictatorships in the Middle East. Additionally, global pressure to crack down on Islamic terror groups will strain relations between governments and the populous they rule. Global trends from demography and natural resources to globalisation and governance appear generally negative for the Middle East. Most regimes are change-resistant, fearful of undermining their rule. Many are buoyed by continuing energy revenues and will not be inclined to make the necessary reforms, including in basic education, to change this unfavourable picture.

- Linear trend analysis shows little positive change in the region, raising the prospects for increased demographic pressures, social unrest, religious and ideological extremism, and terrorism directed both at the regimes and at their Western supporters.
- Nonlinear developments—such as the sudden rise of a Web-connected opposition, a sharp and sustained economic downturn, or, conversely, the emergence of enlightened leaders committed to good governance—might change outcomes in individual countries.
- A key driver for the Middle East over the next 15 years will be demographic pressures, specifically how to provide jobs, housing, public services, and subsidies for rapidly growing and increasingly urban populations. By 2015, in much of the Middle East populations will be significantly larger, poorer, more urban, and more disillusioned. In nearly all Middle Eastern countries, more than half the population is now under 20 years of age. These populations will continue to have very large youth cohorts through 2015, with the labour force growing at an average rate of 3.1



percent per year. The problem of job placement is compounded by weak educational systems producing a generation lacking the technical and problem-solving skills required for economic growth.

By 2015, Israel will have attained a cold peace with its neighbours, with only limited social, economic, and cultural ties. There will be a Palestinian state, but Israeli-Palestinian tensions will persist and occasionally erupt into crises.

With the exception of Israel, Middle Eastern states will view globalisation more as a challenge than an opportunity. Undeveloped infrastructures, and cultural obstacles, the information revolution and other technological advances probably will have a net destabilizing effect on the Middle East by raising expectations, increasing income disparities, and eroding the power of regimes to control information or mould popular opinion. Attracting foreign direct investment will also be difficult: except for the energy sector, investors will tend to shy away from these countries, discouraged by overbearing state sectors; heavy, opaque, and arbitrary government regulation; underdeveloped financial sectors; inadequate physical infrastructure; and the threat of political instability.

Inequities between and within states will grow. Islamists could come to power in states that are beginning to become pluralist and in which entrenched secular elites have lost their appeal.

Sub-Saharan Africa in 2015 – Summary

Africa will be internationally marginalized due to the interplay of demographics and disease plus poor governance. Most African states will miss out on the economic growth created by globalisation and by S&T advances. Only a few countries will do better. Ethnic and communal tensions will intensify, periodically escalating into open conflict, often spreading across borders.

HIV/AIDS and other diseases will reduce the economically productive adult population, leading to a huge orphaned children population and youth bulge. This condition will strain the ability of the extended family system to cope and will contribute to higher levels of dissatisfaction, crime, and political volatility.

Poverty and poor governance will further deplete natural resources and drive rapid urbanization. Many cities will double in population by 2015, but infrastructure will be inadequate to support urbanization. Cities will be sources of crime and instability as ethnic and religious differences exacerbate the competition for ever scarcer jobs and resources. The number of malnourished people will increase by more than 20 percent and the potential for famine will persist where the combination of internal conflict and recurring natural disasters prevents / limits relief efforts.

Conditions for economic development are limited by the persistence of conflicts, poor political leadership and endemic corruption, and uncertain weather conditions. Africa's most talented individuals will shun the public sector or be lured abroad by greater income and security. Effective and conscientious leaders are unlikely to emerge from undemocratic and corrupt societies.

Most technological advances in the next 15 years—with the possible exception of genetically modified crops—will not have substantial positive impact on the African economies.



Although West Africa will play an increasing role in global energy markets, providing 25 percent of North American oil imports in 2015, the pattern of oil wealth fostering corruption rather than economic development will continue.

There will be exceptions to this bleak overall outlook. The quality of governance, rather than resource endowments, will be the key determinant of development.

Europe in 2015 – Summary

Most of Europe in 2015 will be relatively peaceful and wealthy. Its residents will do extensive business with the rest of the world but politically will be more inward-looking than the citizens of Europe in 2000. By 2015, Europe's agenda will be to put in place the final components of EU integration; to take advantage of globalisation; to sustain a strong IT and S&T base to tackle changing demographics. One of the main challenges in Europe will be to find a medium between its immigrant communities desire to maintain their own identity and integrate into the dominant culture. Issues such as hijab in the public sector will continue to grow.

Foreign policy will be used to protect their social and cultural identities from the "excesses" of globalisation—and from its "superpatron," the US. Greater percentage of state budgets will have to be allocated to the ageing. There will be significant, chronic shortages both of highly skilled workers in IT, other professions and unskilled workers in basic services. Legal and illegal immigration will mitigate labour shortages to a limited extent but at a cost in terms of social friction and crime. But anti-immigrant sentiment will be prominently in the political arena throughout EU.

Canada in 2015 – Summary

Canada will be a full participant in the globalisation process in 2015 and a leading player in the Americas after the US, along with Mexico and Brazil. Canada will promote policies designed to attract professional; and skilled immigrants from East and South Asia—to ensure that Canada will be able to take full advantage of global opportunities.

Ottawa will still be grappling with the political, demographic, and cultural impact of heavy Asian immigration in the West as well as residual nationalist sentiment in French-speaking Quebec. Ottawa will continue to emphasize the importance of education, and especially science and technology, for the new economy.

Canada will remain stable amidst constant, dynamic change.

Role of Nonstate Actors

The atrophy of special relationships between European powers and their former colonies in Africa will be virtually complete by 2015. Filling the void will be international organisations and nonstate actors of all types: transnational religious institutions; international nonprofit organisations, and drug traffickers; and international terrorists seeking safe havens, international crime syndicates and foreign mercenaries. The latter two will assist, with the help of some state leaders, in the plundering of national assets, while faltering regimes will willingly trade their sovereignty for cash.



Africa will continue to receive more development assistance, from international organisations, per capita than other regions of the world.

- The international financial institutions will be a continuing presence in Africa, as many donor countries funnel development assistance through them.
- The perpetuation of poor governance and communal conflicts in a region awash with guns will generate frequent natural and man-made humanitarian crises, precipitating international humanitarian relief efforts.
- The Economic Community of West African States (ECOWAS) and the SADC will be the primary economic and political instruments through which the continental powers, Nigeria and South Africa, exert their leadership.

The Role of Nonprofit Sector

Nonprofit organisations deliver critical services to individuals and private groups, with 67% of nonprofit activities in health, education, and social services alone. They provide information and expertise, advocates policies on behalf of their interests, and work through international organisations, both as implementing partners and as advocates. In many development projects and humanitarian emergencies, nonprofits will continue to deliver most of the aid from governments and international organisations.

Nonprofit networks with affiliates in more than one country will grow through 2015, having expanded more than 20-fold between 1964 and 1998. Within individual countries, the nonprofit sector also will expand rapidly.

By 2015, international and national nonprofits will have expanded but changed in significant ways.

- Nonprofit organisations will have more resources to expand their activities and will become more confident of their power and more confrontational. Nonprofits will move beyond delivering services to the design and implementation of policies, whether as partners or competitors with corporations and governments.
- Western preponderance will persist but at a declining level as economic growth in Asia and Latin America produces additional resources for support of civil society. In addition, autocratic governments and Islamic states or groups will increasingly support nonprofit groups sympathetic to their interests.
- Nonprofit organisations will be expected to meet codes of conduct as charity scandals increase. Governments and corporations—which are increasingly held to standards of transparency and accountability—will, in turn, expect nonprofits to meet similar standards.



SOURCES

A variety of sources were used to complete this chapter including:

Political, Economical, Social

1. Global Trends 2005
2. Global Trends 2015, CIA, 2000
3. Scenario Europe 2010
4. IPTS Futures Projects
5. Millennium Project
6. World Values Study
7. Global Complexity
8. FutureWatch.org
9. View Of A Changing World
10. Sociovision
11. Stop History, Alan Mitchell
12. The Essential Guide to the 21st Century, BBC World Service
13. FUTURedition, Arlington Institute
14. WorldFuture 2003: 21st Century Opportunities And Challenges, World Future Society's Annual Conference, July 2003
15. Alternative Futures For 2025
16. Global Future Report, Dr Terry J. van der Werff
17. Europe 2020
18. Top 10 Forecasts From Outlook 2003
19. University of Cincinnati Faculty Peers Into The Future
20. Wikipedia – 'Prediction For The 21st Century As Of 2002 C.E'
21. Horizon On-Ramp
22. 100 Phenomena, Risto Linturi and Iijka
23. Centre For Future Studies
24. The Challenge Forum – 'Current Challenge! Forum Scenarios For 2025'
25. Kenya At The Crossroads
26. Accenture – Reappraising the Future – Scenario for 2012; Business in a Fragile World'
27. Predicting the Future Of The World – The World Scenario, The Royal Academy of Engineering, UK, May 1997
28. Shell's Global Scenarios to 2020
29. Shell – Vision Of The Future
30. Scenarios For The Voluntary Sector
31. The Economist Intelligence Unit Country Reports
32. Chronicle Of The Future, Sunday Times
33. Future History, David Cary
34. The Way The Future Was, 2002, Johnny Pate
35. Dr. Tomorrow
36. Rational Futures: Making It Happen, Perry Cohen
37. Global Exchange
38. Governance Through Terrorism
39. The Future Of Global Economy, The Lugano Report, Susan George
40. The Development Gap
41. Third World Network
42. The World In 2005 According To The Globalist.com
43. The 6 Challenges Of Changes In A Cross Cultural World
44. Who Gets Eaten And Who Gets To Eat



45. Our Future Climate – India
46. Asia 2200
47. The Future Of Asia Conference

Demographics

1. Long-Term Global Demographic Trends: Reshaping The Geopolitical
2. Secret Of Ageing

Education

1. Career Parent: Planning The Career Of Children

Health

1. Future File: The Future of Medicine/Health
2. Science And Environmental Policy Project

Technology

1. Futurepundit.Com
2. 10 Emerging Technologies That Will Change The World, David Kirpatrick, Fortune.Com, April 2003
3. Top 10 Technologies For The Next Decade
4. 21st Century Agenda For Science And Technology Policy
5. Five Biggest trends In Technology
6. Need To Know Technology: “10 Innovation That Will Have The Biggest Input On Business Over The Next 5 Years
7. Newsday – 21 Inventions For The 21st Century
8. Ready Or Not, Here It Comes, High-Tech 2025-Business Model Of The Future
9. Red Herring – 10 Trends For What’s Ahead
10. The Future Of Technology
11. The Next 20 Years, Technology
12. Untangling The Future
13. What Will We Teach The Future, Frank Maddlone
14. Why The Future Doesn’t Need Us, Bill Joy, Wired Magazine, April 2000
15. “The Cost Of Past-Oriented Thinking, Ivana Milojevic, The University Of Queensland
16. What’s Our Future?
17. The Global Technology Revolution – Describes Life In 2015
18. Cordis-Science and Technology Foresight
19. An Illustrated Speculative Timeline of Future Technology And Social Change, J.R Mooneyham
20. Some Patterns In The World History And How They Can Be Used To Predict The Future
21. The Strategic Impact Of Nano Technology On The Future Of Business And Commerce
22. Future Science And Technology Trends



- 23. Future Bay – Trends
- 24. Future Looks – Life Style And Technology In The Future
- 25. George Washington University Forecast Of Technology And Strategy

Leadership And Organisation Structure

- 1. Fast Company: Future Trends In Leadership, John Jones And Robin Reed
- 2. Rethinking Organisation

Sustainability

- 1. Support Individuals Who Changes Lives In The Communities



Draft Vision and Draft Mission Statements

Presented to
The Tenth Ordinary Conference
Dubai, 15-17 September 2006



THE
WORLD
FEDERATION

OF KHOJA SHIA ITHNA-ASHERI MUSLIM COMMUNITIES

Registered charity in the UK No. 282303



CRAFTING THE DRAFT VISION AND DRAFT MISSION STATEMENTS

Background

In early 2006 the World Federation began a process of shaping a shared community vision and mission statement for the organization. While the purpose of the World Federation has not changed, clarifying the organization's vision and mission only serves to enhance the focus of the World Federation as well as allow others to better understand the organization.

The Process of Creating the Draft Statements

1. Task force: Initially a task force was created consisting of community members familiar with the work of the World Federation from North America, Europe and the Middle East to discuss the idea of designing a draft mission and vision statement. This group met several times via teleconference and helped design a broader community meeting in Milton Keynes in March 2006.
2. Milton Keynes Meeting: The World Federation invited approximately 60 community members from around the globe to a meeting in Milton Keynes. This diverse group represented men and women, young and old, people familiar with the World Federation and those who had limited exposure to the organization. The meeting was facilitated by a professional facilitator whose profession is to help organizations have discussions that enable the creation of vision statements. During this meeting the group discussed the issues that bind our community together through a shared history and a common vision for the future.
3. Synthesizing Meeting Output: The Milton Keynes meeting produced dozens of themes that community members felt should be included in a vision and mission statement for the World Federation. Ultimately several members of the initial task force synthesized these sentiments into a draft vision and mission statement.
4. Community feedback: The first draft of these statements was then posted on the World Federation website and sent via Newswire to the community to solicit the feedback of all community members around the world.
5. Final draft statements: After all of the input was received from members of the global community, the draft mission and vision statements were again revised to reflect everyone's collective input.



Draft Vision and Draft Mission Statements

After going through the process described above, the following draft statements are presented.

Vision Statement: *"The World Federation envisions spiritual and vibrant communities serving humanity."*

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