

# 2006 TRIENNIAL CONFERENCE RESOLUTION

2<sup>nd</sup> EXECUTIVE COUNCIL MEETING, FEBRUARY 2007

THE WORLD FEDERATION OF KSIMC

*"Surely visions have come to you from your Lord, so whomsoever sees (and realises) it is for his own good, and whomsoever is blind (it is) to his own hurt..."*

**Holy Qu'ran** (6:104)

## **Dedication**

The paper is dedicated to the awaited Imam Al-Mahdi (A.S.) who will establish global equity, justice and truth, and who will overcome injustice and oppression.

## **Supplication**

O' Allah, whatever truth You have revealed to us, help us to embody it

And if we are in some deficit of that truth, help us to attain it

O' Allah, through him (The Awaited Imam) rectify our disorder

Gather and unite our factions

Help us resist divisions and polarization

Increase our strength of numbers

**Imam Ali (A.S.)** *'Do not make your hearts busy thinking about what has gone by, so you divert your minds from getting ready for what has not yet come.'*

## **1 Introduction**

This document has been produced by the Secretariat of The World Federation which by the resolutions passed at the Triennial Conference in Dubai and the Executive Council meeting thereafter; was asked to *'develop a clear and detailed framework which will delineate the role of The World Federation.'* The Resolutions can be found in the annex.

In order to undertake such a task, the Secretariat of The World Federation has produced this paper. The content of the paper is based principally upon the questions sent to all the Regional Members by the Secretary General (annexed.) Only two Regional Members have responded: NASIMCO and CoEJ and their views have been duly incorporated. In addition, stakeholders have been asked their opinions and the paper reflects the ideas and thoughts of the current Office Bearers who have signed it off for approval at this Executive Council Meeting.

## 2 Theory

The theory behind this paper has been created by the McKinsey's 7-S' model which is widely used in management consultancy for organizations made up of complex and intricate structures. Information regarding the theory is annexed.

## 3 Vision and Mission

### Vision:

*'The World Federation exists to achieve the pleasure of Allah SWT by developing spiritual and vibrant communities serving humanity.'*

### Mission:

*'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.'*

## 4 Organizational Goals:

### 4.1 Strategic Drivers

- We will focus on delivering those activities that cannot be done unilaterally by our members and require collective coordination centrally.
- Such projects will be undertaken through consensus building.

### 4.2 Policy Setting

- The World Federation will be an organization that will set policies that will be implemented through strengthened regional federation structures.
- A Memorandum of Understanding will be used to clarify the demarcation of boundaries between The World Federation and Regional Federations.
- The Memorandum of Understanding will be utilized for every project undertaken.

### 4.3 Capacity Building

- We always put a great deal of emphasis on ensuring we are developing volunteers to take on the role required of them.

- We will build capacity both within The World Federation and the regional federations to support this way of working.
- We shall strengthen our Mubaligeen who will support the spiritual development of our community and through this build spirituality within our communities.

#### *4.4 Community Cohesion*

- The World Federation will enhance feeling of community cohesions within the Khoja Shia Ithna Asheri communities.
- This will require sharing of good practices, learning from each other.
- The cohesion between East and West and the Anglo-Franco becomes critical in this new environment. The World Federation will develop its communication mediums to support this.

#### *4.5 Partnership Building*

- The World Federation will build partnership with all those global organizations that will add value to the work it does to deliver the vision and mission.
- There is an urgent need for regional federations to build strategic alliances regionally and Jamaats doing the same locally.

#### *4.6 Global Delivery of Certain Projects*

- The World Federation will enable global delivery of projects where individually regions would not be able to deliver on their own.
- The World Federation is an enabler by "coordinating the Regional Federations" to deliver global projects.

#### *4.7 Governance*

- The Executive Council will be the forum where members will share progress made in the implementation of policies by various regions through monitoring processes. It will allow for global accountability.
- Blocks will be identified and strategies for overcoming the obstacles facilitated for implementation.
- The Regions and the various departments of The World Federation will be held to account in each meeting for the progress they made.

## 5 Strategy

The World Federation will concentrate on the below:

- Strengthening of Tableegh activities
- Policy making
- Global delivery of projects
- Global intelligence gathering
- Capacity building
- Leadership development and creative thinking
- Strategic thinking
- Resource management
- Working towards a confederation
- Relief of Poverty

However, The World Federation must seek to build strong, robust lines of communication. Moreover, where requested The World Federation must concentrate on building capacity within the Regions by creating clear, workable and succinct operating procedures for the Regions to implement. At the same time, The World Federation must resist temptation to "Just Do It" ourselves as the regions develop the capacity to deliver. A spirit of co-operation and consideration must be used in order to work in partnership on the delivery of projects for our community.

## 6 Style

- Facilitative
- Participative
- Open and transparent
- Supportive
- Bridging
- Unifying
- Adding value
- Outcome focused
- Team working
- Valuing each other
- Sharing
- Networking
- Emotional intelligence

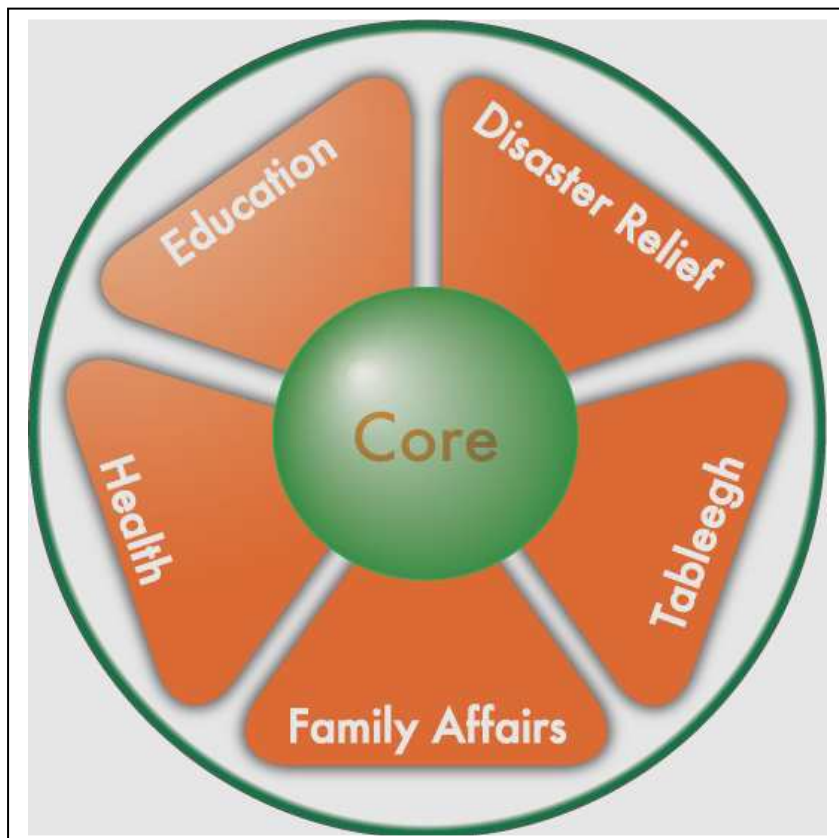
- Trust building
- Valuing each other
- Delegating
- Co-operation
- Consideration

## 7 Systems

Develop a 'Memorandum of Understanding' of how, where and in what form we will work with our Regional Members. Develop Standard Operating Procedures (SOP) of the work we presently undertake which the Regional Federations can deliver where there is capacity and where there is little, we can work together to build capacity to deliver activities.

## 8 Structure

The structure will have to be flat and not hierarchical in order to clarify roles and responsibilities and reduce if not remove beauracracy. It will have to be able to cross pollinate across areas of working and instill a culture of teamwork. The structure will need to have a central core that has generalist skills. These generalist roles will provide these skills across all areas and a specialist connected role for different areas.



**Figure 1: Structural Diagram**

*The diagram shows 5 departments surrounding a core. The core is the Secretariat of The World Federation which will carry out the functions indicated below. The 5 Departments leads contain the 4 main policy making areas of The World Federation together with Disaster Relief. The outer circle indicates a boundary within which volunteers exist. The movement and work of volunteers is fluid and so volunteers can work either within the core, or within any or all of the departments. This is a significant change from the current Board system as it will bring about a culture of sharing volunteers across community organizations.*

The different specialist role is as follows:

1. Tableegh
2. Family Affairs
3. Poverty and Disaster Relief
4. Health
5. Education

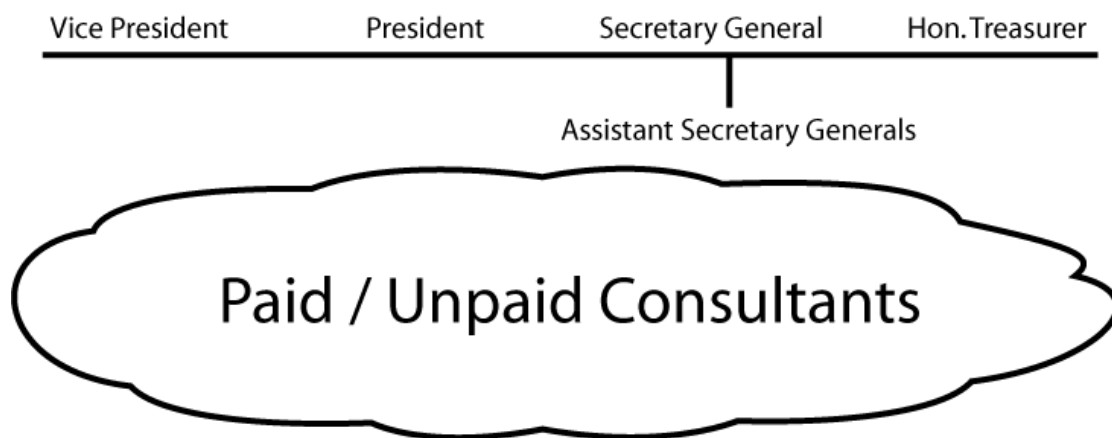
The model above indicates that The World Federation has 5 departments (Tableegh, Family Affairs, Poverty and Disaster Relief, Health Education.) In addition, the core of The World Federation is the Secretariat. The Secretariat will have the following competencies.

The generalist core has the following competencies

- Administrative & Secretariat Support
- Capital Project expertise
- Fundraising
- Strategic Advice
- Change Management
- Training and Capacity Development
- Communication (Internal and External)
- Media relations
- Information Technology
- External Relations
- Intelligence Gathering & Needs Assessment
- Community cohesion
- Internal relations

The new structure will be flatter than the current structure as it removes the concepts of Boards and Desks which were principally delivery vehicles and not policy making units. These departments; led by an appointed Assistant Secretary General will need to be fluid, working with each other and will need to be supported by the Secretariat.

The Assistant Secretary Generals will need to report regularly and receive instructions from the Secretary General.



**Figure 2: Structural Diagram**

*The Assistant Secretary Generals will report to the Secretary General directly; during the interim period between Executive Council meetings. All policy decisions will be given by the Executive Council and will be delivered by Secretary General to the Assistant Secretary Generals.*

## 9 Staff

Both volunteers and paid staff will be required to deliver this role but will need to have a different skill sets. There will be a need to establish gaps in individual skills and identify training programmes to deliver that strategic gap simultaneously.

Staff will require many competencies including strong communication skills, effective management of activities, database skills and the ability to support the volunteer Office Bearers, Executive Councillors and Assistant Secretary Generals and all volunteers in all their activities. Support will include secretarial, administrative and information control.

Staff will be required to provide additional activity that has previously not been required and will need to be trained. The WF will have to ensure job descriptions are developed and recruitment is undertaken on merit.

There is a need to ensure that funding is available for adequate staffing at market levels.

Without adequate resources for strong, efficient and effective Secretariat the new system would not work. Reluctance on this will result in the overall change strategy potentially becoming defunct.

## Examples of Work with the Regional Federations

These are examples of work conducted between The World Federation and Regional Federations, where The World Federation has delineated itself from implementation and has acted as a strategic policy making body. These examples highlight excellent working co-operation between the World Federation and the Regional Members.

### *9.1 A Project on a Global Level: Mubaligeen Training Programme*

The World Federation Strategic Plan "Creating Futures together" identified a need that the Dhakireen and Ulema need to be more effective at providing Islamic guidance to our community. Subsequently, the Islamic Education Board facilitated a retreat in 2005 to seek input for Mubaligeen and Ulema to formulate an action plan to enhance the level of Islamic guidance. At this retreat, various papers were discussed relating to Tableegh. One such paper was a training programme. The retreat identified this as one of the major initiative that The World Federation should embark upon. Subsequently, a Mubaligheen training programme coordinator was appointed and tasked to visit the various members of the World Federation and experts in this area.

The purpose of this visit was to identify whether there was a need and how this could need be met. Over 95 Jamaats were visited and from this emerged a framework for the inputs of the programme. The report and the emergent action plan were subsequently presented at the Triennial Conference. Conference agreed for this project to be delivered in the Term 2006-2009

### *9.2 A project working in partnership with a regional federation: North America Tableegh Task Force*

The Strategic Plan "Creating Futures Together" identified Tableegh as a top priority for the communities in North America. In 2004, a North American Tableegh Task Force was set up after the 1st Executive Council meeting in Brampton. The TTF was charged to identify strategies on how to rejuvenate the Tableegh agenda in North America identifying projects that could jump start such an activity. The task force comprised of individuals from North America and administrative and financial support was provided by The World Federation. The task force undertook a needs analysis of the present situation and identified gap; and projects that could subsequently fill these gaps. A report was subsequently presented at the Executive Council meeting in September 2005.

The report has identified 3 priorities and a total of \$100,000 has been allocated to deliver them.

For each of the projects, a tender document was designed. The theme for these tender documents were based on feedback that had been received the TTF and through focus groups of workers in this area. The project has been funded jointly by NASIMCO and the World Federation. A tender for one of the priority has been awarded.

### *9.3 A project working in partnership with a regional federation:*

#### *Africa Federation: Africa Tableegh Task Force*

The Mubaligeen Retreat in 2005 identified that the Tableegh agenda being undertaken in East Africa within the indigenous Shia community needed to be strengthened. A paper presented identified the concept of empowerment. At an Executive Council meeting that was held in Dar-Es-salaam, various stakeholders working in this area were invited to deliberate upon the paper and identify future direction. Views and opinions were sought and the consensus that emerged was a needs analysis of each of the centre where Tableegh is undertaken is done. Consequently, Africa Federation and the World Federation jointly formed the Africa Tableegh Task Force and an administrative support appointed.

The ATTF is now working on the strategies that need to be implemented. The World Federation is taking a facilitative approach to deliver the change required locally.

### *9.4 A project working in partnership with a Jamaat: Dubai*

#### *Jamaat: Relief Work*

After the Bam earthquake, The World Federation responded to this disaster in partnership with a Jamaat. The skills and expertise of the community local to the disaster were harnessed and a project team headed by an Executive Councillor. The project team visited Bam and undertook a needs analysis. A medium and a long term capital project were identified. The local team identified fundraising strategies and these were implemented globally.

The Secretariat provided support in coordinating fundraising across the regions. The team in Dubai delivered the project coordinating with local decision makers; and subsequently monitored the project.

### *9.5 A project working in partnership with Jamaats and organizations in Pakistan: Kashmir Earthquake*

After the Kashmir Earthquake, The World Federation responded to this disaster in partnership with various organizations in Pakistan.

The skills and expertise of the local community were harnessed by the leadership and the work was undertaken after a needs analysis. The role of The World Federation was to facilitate the process and to fundraise.

## **10 Taxonomy of the structure**

Whether it is a business or a charitable institution, the taxonomy of the structure is always considered to be important. Each of the five areas identified will be led by an Assistant Secretary General who would have a competency in that particular area. The role of the Assistant Secretary General will be to facilitate the implementation of the strategies in each of the five identified areas.

It would be essential that no further division of the area is undertaken as that could result in silo mentality and prevent cross pollination of ideas.

Each of the area would be classified as a Department. The Assistant Secretary General would be selected by the Office Bearers; and the individuals would report to the Secretary General during the interim period between Executive Council meetings.

## **11 Terms of references of the five areas**

All 5 departments of The World Federation would work with the Secretariat of The World Federation. In addition, the Assistant Secretary General under the

Secretary Generals would need to work directly with the Secretariat / Directorate of the regional federations who would take on the role of delivery units of projects. The Assistant Secretary Generals would not form Boards with team members but instead work towards creating strategy and policies which can be implemented at the regional level in collaboration with them.

## 12 Frequency of the Executive Council meeting

Communication will be critical in this new structure. To facilitate this, it is envisaged that the Executive Council meetings will increase.

### **ANNEX Part 1**

#### Questionnaire: Resolution Dubai, 2006

The Triennial Conference Dubai, 2006 passed the following resolution unanimously:

"This Conference hereby resolves that the Executive Council be authorised to enter into memorandum of understanding with its members to develop a clear and detailed framework which will delineate the role of World Federation and its working relationship with its members, and implement such measures in consultation with leadership of its members, in this respect including but not limited to dissolution, merger, and or reorganisation of its boards and / or workings of The World Federation if necessary."

The Executive Council met immediately on 17 September 2006, and the following resolution was subsequently passed:

"In accordance with resolution passed at the Tenth Triennial Conference in September 2006 in Dubai this Executive Council hereby resolves that the Secretariat of the World Federation be authorized to prepare and take all necessary measures for execution of such Memorandum of Understanding with its Members as are necessary to develop a clear and detailed framework which will delineate the role of the World Federation and its working relationship with its Members and in conjunction with the Office Bearers take such measures in this respect including dissolution, merger and / or reorganization of its boards and report the progress to the Executive Council at its next meeting".

The following questions intend to gather feedback around the appropriate role and structure of the World Federation given the Resolution passed at the Triennial Conference, Dubai, September 2006.

#### **Section 1: Role of the World Federation from the Viewpoint of its Members**

1. What type of work will the World Federation principally concentrate on?
2. Of the different types of work described above, what are the top 5 major activities the WF should be involved in?
3. How can The World Federation restructure its Boards and Desks in order to best deliver these goals in light of the resolution?
4. What skills will The World Federation need to develop in order to deliver this?

#### **Section 2: Demarcation of responsibilities to avoid duplication.**

Given your views of the activities the World Federation should be in, the next section seeks your opinion on how the World Federation and its members can work in a complimentary fashion and avoid duplication.

5. What type of projects should the World Federation principally concentrate on?
6. How should the World Federation be structured to accomplish the work described above?

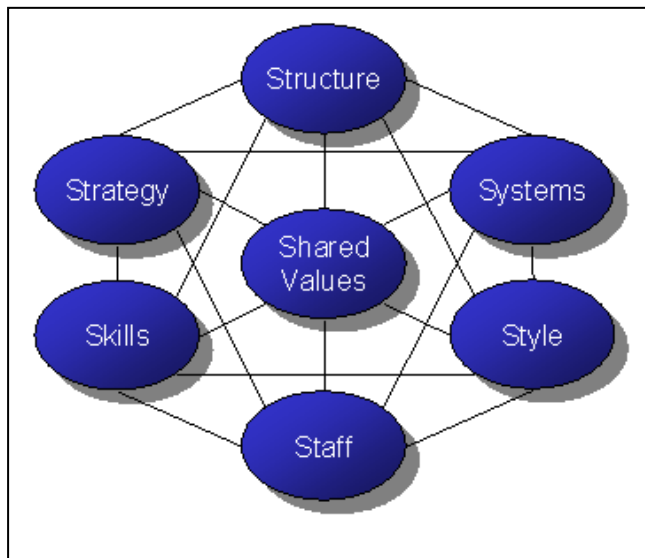
7. What skills and resources does the World Federation need, to deliver these activities?
8. How will the role of the World Federation and the Regional Members bring greater clarity and create demarcation between the responsibilities undertaken by The World Federation and its Regional Members?

**Section 3: Role of the Executive Councillors?**

In order to generate more value from this part of the organization please describe your views on the Executive Council.

9. What do you feel the role of The Executive Council of The World Federation should be?
10. What role should the appointed, nominated and elected Executive Councillors play?

**Annex Part 2:**



**Figure 3:** Mckinsey’s 7 S Model – widely used for organisation with intricate working patterns and complex internal structures

**Shared Values**

Shared values means that the employees share the same guiding values. Values are things that you would strive for even if they were demonstrably not profitable. Values act as an organisation's conscience, providing guidance in times of crisis. Identifying corporate values is also the first essential step in defining the organisation's role in the larger community in which it functions.

**Strategy**

The integrated vision and direction of the company, as well as the manner in which it derives, articulates, communicates and implements that vision and direction.

**Structure**

The policies and procedures which govern the way in which the organisation acts within itself and within its environment. The organigram (e.g. hierarchical or flat) as well as the group and ownership structure are included here. Also note Porter's categorisation of group structures: Efficient allocators of Capital; Allocation of Resources, etc.

## **Systems**

The decision making systems within the organisation can range from management intuition, to structured computer systems to complex expert systems and artificial intelligence. It includes:

- Computer Systems
- Operational Systems
- HR Systems

## **Style**

Style refers to the employees shared and common way of thinking and behaving - unwritten norms of behaviour and thought:

- Leadership Style
- Organisational Culture

## **Skills**

Skills refers to the fact that employees have the skills needed to carry out the company's strategy.

## **Staff**

Staff means that the company has hired able people, trained them well and assigned them to the right jobs. Selection, training, reward and recognition, retention, motivation and assignment to appropriate work are all key issues.

## **Annex Part 3:**

### Resolution (Triennial Conference)

In keeping with the spirit and essence of the deliberations on the recommendations made in the Strategic Plan Update, namely to examine and redefine the working relationship between the World Federation and its members.

NASIMCO hereby proposes that the following resolution be adopted:

This conference hereby resolves that the Executive Council be authorized to enter into such memorandum of understanding with members as are necessary to develop a clear and detailed framework which will delineate the role of the World Federation and its working relationship with its Members and take such measures in this respect including dissolution, merger and / or reorganization of its boards.

### Resolution #2 (Executive Council)

In accordance with resolution passed at the tenth triennial conference September 2006 in Dubai this executive council hereby resolves that the Secretariat World Federation be authorized to prepare and take all necessary measures for execution of such Memorandum of Understanding with its Members as are necessary to develop a clear and detailed framework which will delineate the role of the World Federation and its working relationship with its Members and in conjunction with the Office Bearers take such measures in this respect including dissolution, merger and / or reorganization of its boards and report the progress to the Executive Council at its next meeting.

## **Annex Part4:**

### The role of the Executive Council

The role of the Executive Council is set out in the Constitution. The pertinent clauses are listed below.

**19.2.1** The Executive Council shall implement decisions of the Conference and shall subject to any direction, decision or rules made by the Conference manage the Federation and may exercise the powers of the Federation between meetings of the Conference;

**19.2.2** The Executive Council shall discuss, formulate and recommend to the Conference for approval policies and actions which in its view would facilitate the attainment of aims and objects of the Federation;

**19.2.3** Subject to any decision of the Conference the Executive Council shall have the power to make such rules or regulations (which are not inconsistent with any decision or rules or regulations made by the Conference) as may be necessary for the furtherance of the aims and objects of the Federation and such rules or regulations shall be valid and binding on all members until they are revoked or amended by a resolution passed by the Conference or the Executive Council;

**19.2.4** The Executive Council shall have the power to establish such committees and to assign them such duties as may be necessary and with the approval of the Conference to delegate to them such powers as may be deemed necessary.