



Human Development Foundation

Team Strategic Planning

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Human Development Foundation

Team Strategic Planning

Introduction

This is the first organized effort for the Human Development Foundation to come up with a formal strategic plan. Ideally the plan should be prepared with input from all the stakeholders. In this case the input was sought from all the teams' members in regards to their own team's plan.

There are many different ways to develop a strategic plan. Usually it takes several months to develop a plan and a lot more discussion takes place before the plan is finalized. The Plan itself is an ever evolving rather than a static document.

The goal while developing such a plan is to take an overview of the organization, i.e. where do we stand at this time and where do we want to go. The process of planning also requires that we do a gap analysis, look at the strengths, weaknesses, opportunities and threats to the organization, and do an environmental scan, then come up with strategies to fill the gap(s) by capitalizing on our strengths, address the weaknesses, seize the opportunities and find ways to avert the threats.

Once the strategies are developed, goals and objectives are set, then an action plan is prepared for each objective. Due to the shortage of time during this planning process the team skipped several steps. In particular, since this was the team's first strategic planning effort and time was short, the team focused only on 2005 rather than creating a 3-5 year plan. The team's hope is that this will be an ongoing exercise and the plan will be modified and improved upon during the year. We also realize that many of the items are more tactical than strategic, but we believe these were necessary to move HDF in the right direction.

The team would like to see this process institutionalized and repeated each year, building steadily upon the previous year's efforts.



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Team Strategic Planning

The Planning Process

The planning process started after the October 2004 board meeting in Chicago. The executive team met on Monday following the meeting and during a brain storming session discussed where we want to be in five years. The group also conducted a SWOT analysis, and appointed a sub team to come with a comprehensive plan.

The Planning team consisted of the following members:

- Shahnaz Khan
- Kevin McDermott
- Naheed Qayuum
- Abrar Ali Syed

The SP team met by conference calls every Wednesday. As each Board team's specific strategic plan was finalized it was put on their listserv to get feed back from that team's members. Once all teams had their plans, the combined plan was presented to the executive team.

Time line:

The planning process was started on Nov 17, 2004 and finished on Jan 29, 2005.



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Executive Summary

This plan was prepared under a directive from the executive team.

Where do we want to be?

This question was discussed in the October board meeting in Chicago. The salient features of that discussion were:

Conceptual

HDF should be creating awareness about the issues regarding Human Development as a movement, using the success of our interventions in Pakistan to build an advocacy program that promotes policies advancing the cause of Human Development. Human Development is defined by the context of the country, and so whereas it may be defined as providing services in the developing world, in the USA it will be geared more towards advocacy.

Organizational

In USA we want to develop strong local networks, which eventually after a process of maturation become the policy making body of the organization. Internationally, we would like to see HDF chapters in multiple countries. The exact structure still needs to be defined.

Financial

We would like to see our expense ratio go down to 25%, build our cash reserves to \$1 Million, own our own office, increase annual revenues to \$5 Million, and aim for getting 10-15% of our revenues through grants by 2007.

Programs

- a. In Pakistan improve and enhance our education sector by moving towards formalization of non-formal schools, initiating about 12 formal schools in larger cities, improving teaching methodology and establishing a teachers' training institute, enlarging the CPI projects and focusing on economic sustainability and job creation by 2007.

- b. In the U.S. start an advocacy program, and build the capacity and incentives to include non-Pakistani Americans into local networks.

SWOT Analysis

HDF enjoys many strengths including:

- A core group of dedicated individuals,
- Grassroots support,
- A shared core vision,
- A unique integrated model of development,
- A participatory decision making process,
- The ability to attract new talented people,
- A strong donor base.

HDF also endures several weaknesses

Too much dependency on a few individuals,

Lack of a proper mix of much needed skills in the board,

Weak operations systems as an organization,

Lack of communication among stakeholders at different levels,

Lack of an active public affairs program and financial instability.

There are several opportunities that, if capitalized upon, will move the organization towards financial sustainability including:

- A large section of Pakistani-American community is still untapped,
- Non-Pakistani Americans have not been reached out to,
- After 9/11 the competitive environment may be more favorable for HDF,
- We not yet reached out to the Islamic Centers in an organized way.

Yet there are threats which, if not addressed, will create problems for HDF. These include:

- The global political situation,
- Pakistan's political instability,
- Brand image confusion,
- Donor fatigue,
- Competition from other organizations from Pakistan raising funds in USA.

Environmental Scan

The team understands that there are factors in the environment that can adversely affect HDF. For example increased scrutiny of the use of donated dollars, stricter regulation increasing donor apprehension in terms of donating to Muslim/Pakistani charities, and changing donor preference for the use of their donated funds can all affect the organization.

Gap Analysis

Due to the lack of time a thorough gap analysis was not done. However, some gaps have been identified within the SWOT analysis, and where possible these have been addressed through individual team plans. Similarly, some environmental factors are addressed within the team plans.

Strategic Plan

The actual plan was made based on the various teams' scope of work. This way all aspects of the organizational needs were addressed. Please refer to each team's individual plan, all of which are attached as part of this document.



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Mission Statement

The mission of The Human Development Foundation of North America shall be to facilitate a non-political movement for positive social change and community empowerment through mass literacy, enhanced quality of education, universal primary health care and grassroots economic development.



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Vision Statement

The Human Development Foundation envisions the development of an institution:

1. With a global presence and networks all across the world to:
 - a) Promote community service, volunteerism and philanthropy, and
 - b) Serve as a platform for individuals and organizations to collaborate for achieving common goals in the framework of Human Development.
 - c) Represent the interests of the community it serves through public education and public advocacy by encouraging its board members, staff, volunteers, and constituents to participate in the public affairs of the community, in a strictly non-partisan way.

2. Based on an all-inclusive & non-parochial organizational culture that fosters:
 - a) Broad based leadership with shared responsibilities
 - b) Respect for collective decision making
 - c) Prepared for a changing environment
 - d) Encouraging visionary thinking, and driven by
 - e) Ethical principles and policies and
 - f) Striving for excellence through Continuous Quality Improvement

3. With the core values of:
 - a) Honesty
 - b) Integrity
 - c) Accountability
 - d) Transparency
 - e) Efficiency
 - f) Fiscal Responsibility

4. The foundation envisions mobilizing and enabling communities it serves to plan, implement and manage an indigenous program of integrated human development that:
 - a) Provides communities with technical assistance for capacity development;
 - b) On issues related to integrated human development;
 - c) Through a collaborative partnership of like minded community organizations where possible;
 - d) Empowering community participation at every stage of decision making;
 - e) Interacting with government agencies to support and strengthen a culture of efficient, honest and professional delivery of quality services; and
 - f) Ensuring constant quality improvement and a broadening of the discourse on community led social development through a comprehensive system of assessment and communication.



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Team Strategic Planning

Long-Term Vision

Where We Want To Be

Creating awareness of the need to help other people
Create an intellectual movement for changing thinking about human interaction
Focus on Pakistan – bring it up to “acceptable” standards
Use success of program services to build advocacy for defining “human dev” and creating policies to advance that definition.
Human development is defined by the context of the country – e.g. HD in the US may be advocacy, but in Pakistan or Nigeria, it may be providing basic services.
Federation (or franchise) model to create a platform for like-minded people to move forward.

Organizational

International

- Chapters/Networks in multiple countries
- Federation of international chapters
- Program services in multiple countries
- Perhaps modeled after Red Cross in acting across international boundaries
- Capability for absorbing smaller organizations

USA

- Strong group of local formal networks
- 50 organized, functioning local networks by 2007
- Policy making comes up through network leaders
- BOT may take on different functions
- Trustees are recruited based on ability to bring in funds and make contacts
- Emphasis on advocacy
- Continue seeking the support of other Pakistani-American Organizations to support the long term goals of HDF

Financial

- Reduce administrative and fundraising expense to 25%
- Increase endowment fund to \$1 MM by 2007 (i.e. \$500K in new money)
- Create operating reserve of \$1 MM by 2007
- \$5 MM annual revenue by 2007
- Own office real estate
- 10% - 15% of U.S. revenue comes from grants by 2007
- \$2.5 MM in revenue for 2005 (some dissension)

Program Services

Pakistan

- Initiate at least a dozen formal schools
- Aggressive shift of moving towards a formal school system in all areas
- At least 100 more non-formal schools
- Move non-formal schools into proper structures with health facilities in proximity
- Establish a structural presence in a major city
- Greater emphasis on physical infrastructure and having a physical showcase for HDF
- More modern methods of education (i.e., computer labs)
- Establish an institute of teachers training
- Focus more on conceptual ideas vs. the number of projects
- Focus on self-governing and self-sustainability
- Focus on job creation & economic sustainability
- Determine % of dollars raised that will be spent on program services vs. other financial policies

USA

- Be able to provide USA based services
- Create an advocacy program that
 - Influences U.S. foreign policy so that Human Development becomes a cornerstone of those policies
 - Protects civil liberties and rights for local (U.S.) communities
- Extend the local networks (and HDFNA) to include non-Pakistani communities



Capability Maturity Model (CMM) Concept

The world of Information Technology (IT) employs a concept known as the Capability Maturity Model (CMM). The CMM was developed by Carnegie Mellon University's Software Engineering Institute in order to measure the state of organizational maturity necessary to conduct the notoriously difficult practice of software development in a manner that consistently produces reliable, cost effective software.

The CMM categorizes organizations in levels from one to five, with five being the highest level of maturity. (Definitions are from the SEI web site <http://www.sei.cmu.edu/cmm/cmm.sum.html>)

- 1) *Initial*. The software process is characterized as ad hoc, and occasionally even chaotic. Few processes are defined. Success depends on individual effort and heroics.
- 2) *Repeatable*. Basic project management processes are established to track cost, schedule, and functionality. The necessary process discipline is in place to repeat earlier successes on projects with similar applications.
- 3) *Defined*. The software process for both management and engineering activities is documented, standardized, and integrated into a standard software process for the organization. All projects use an approved, tailored version of the organization's standard software process for developing and maintaining software.
- 4) *Managed*. Detailed measures of the software process and product quality are collected. Both the software process and products are quantitatively understood and controlled.
- 5) *Optimizing*. Continuous process improvement is enabled by quantitative feedback from the process and from piloting innovative ideas and technologies.

Most organizations that develop software, not including commercial software companies such as Microsoft, exist at level 1 or level 2. Even major commercial software producers find themselves most often between levels 3 and 4. Only NASA and a few other organizations where human lives depend on reliable software have achieved level 5.

The CMM model is not limited to software. It can be applied to the maturity level of any organizational process. The challenge facing HDF is that nearly all processes are still being practiced at level 1 of the CMM. In fact, we can safely say that HDF as a whole is sitting at level 1 maturity.

Furthermore, there appears to be a general misperception by the Board of the current CMM maturity level of HDF. The Board wants HDF to be operating at level 5, where continuous quality improvement is the watchword for all organizational activities. Yet

HDF is still struggling to make the jump from level 1 to level 2, and the expectation that the organization can function at level 5 at this stage is not realistic.

The challenge, then, is to acknowledge and understand the correct level of CMM maturity of HDF, and then understand the steps necessary to move to the next level.



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Team Strategic Planning

Strengths, Weaknesses, Opportunities & Threats (SWOT)

Strengths

- Financial transparency & tangible results
- HDF Integrated model combined with “building bridges” is a social strength
- A core group of sincere, committed individuals
- Strong donor base (large average donation)
- Grass roots support throughout the U.S.
- Our cause is just
- Improvement in office staff skills
- Shared core vision
- Participatory decision making process
- Ability to attract and retain new talented people

Weaknesses

- Inability to attract necessary new people
- Too much driven by the top
- Organization structure is not aligned with current realities (i.e. SIH, APPNA relationships)
- Lack of sufficient talented people to fulfill the mission
- Insufficient reach out to communities other than physicians
- The BOD does not have the correct mix of skills
- Absence of volunteer management process
- Financial instability
- Lack of liaison with other organizations
- Insufficient financial transparency
- Confusing environment between NCHD, HDF, APPNA, misinformation about how HDF operates
- Too much dependence on heroic efforts of individuals – lack of organizational structure to maintain continuity
- Discontinuity of staff – lack of staff development program
- Absence of a genuine public affairs program – no pro-active brand management
- Absence of meaningful communication problem to key stakeholders other than Executive Team
- Lack of SOP in office
- Lack of institutional memory
- Obsessed with APPNA relationship
- Inability to hold Pakistan fundraisers
- Co-chairs do not communicate sufficiently with key stakeholders
- Inability to make a transition from the “heroic individual” model to a genuine organizational model
- Ineffective team structure and function

Inability to stay focused and disciplined as an organization and in meetings
Implementation and process are not set up to achieve the goals of the
organization (poor project planning and management).
Too much dependence on co-chairs
Exec team and BOD burnout
Underutilization of web site and Internet communications

Opportunities

- a. Expatriate Pakistani community (in the U.S., Canada and other areas) is largely untapped
- b. Competitive environment has been reduced
- c. Grants may be plentiful
- d. Non-Pakistani community is an untapped resource
- e. Youth, children of first generation Pak-Americans
- f. APPNA relationship (APPNA membership)
- g. Current geo-political situation
- h. Mobilizing women to add strength
- i. Mobilize seniors and retired people
- j. Volunteer opportunities in field work
- k. Islamic centers (community centers and Masjids)
- l. MSA/PSA
- m. Liaison with other organizations in U.S. and Pakistan

Threats

- a. Competing organizations
- b. Brand image confusion
- c. Donor fatigue
- d. Political instability in Pakistan
- e. Political variability in the U.S.
- f. Internal organizational weaknesses



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Environmental Monitor

Global Environment

U.S. Pakistani relations are always subject to change
Since 9/11 Islam is seen by many as an enemy

National & State Events

- a. Monitor news stories about donations being diverted to questionable groups or causes
- b. Need anti-terrorism guidelines
- c. Potential possibilities for advancing the cause of Human Development as a potential response to the current divisiveness in U.S. politics.

Social & Cultural Environment

- a. APPNA relationship, if there is a bad outcome, could negatively affect HDF in the community.
- b. Pakistani-American community contributes more than \$1 Billion in charity and so the potential to increase donations to HDF.
- c. Transparency to donors is extremely important. Remove fear from donors that HDF may be a dangerous recipient for their Zakat donations.
- d. Education seems to be the primary interest of our donor community – we need to accommodate this desire.
- e. Donors sometimes want to see their money spent on local (i.e. U.S.) community

Industry or Service Sector

- a. Greater audit scrutiny and attention to cost ratios in U.S.
- b. In Pakistan, the checkered reputation of NGO's
- c. More accountability in the grant application and administration process
- d. More personal ownership by donors of projects (e.g. specific school sponsorships).
- e. Possibility of collaboration between NGO's on particular projects in Pakistan.
- f. Many charities focus on acute intervention and disaster relief, but the longer term, integrated model is not as common and so HDF has an advantage of having a unique model of development.

Competitive Environment

NCHD, PHDF, APPNA are major competitors for the donation dollars within the current HDF donor base.

Others that are out in the community may be CAIR, AKF, Islamic Relief, local Masajids, Citizen Foundation

There is an opportunity with the fallout from 9/11 to show HDF as a worthy recipient of Islamic funds. As many of the Islamic charities are closed by the government, some of those funds can come to HDF by proper planning.

Opportunity exists to change public paradigm from immediate relief to long-term capacity building. Also an opportunity for a paradigm shift from building Masajids/buildings to building community

Use disaster relief as a mechanism for introducing HDF to new areas.

Internal Monitor

Ability to attract more volunteers

Ability to develop a board with diversified skills

Develop an advisory board



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Board Development Plan

Goal

Develop a Board of Directors with diverse skills, substantial energy, active commitment to HDF and its mission, and genuine professionalism, that will move HDF into the first tier of international civil society organizations.

Objective 1

Develop an Advisory Board for HDF, that brings knowledge and skills which complement the knowledge and skills of the formal board members, helps in governing the organization more effectively, and serves as recruiting grounds for future board members.

Deliverables:

- a. Develop an inventory of skills needed for and by BOD by Feb. 28th, 2005.
- b. Compile an inventory of skills available or present in the current BOD by Feb. 28th, 2005.
- c. Perform a gap analysis of BOD skills (a minus b) by Feb. 28th, 2005.
- d. Identify volunteers/candidates for advisory board with emphasis on those who have skills available that can fill these gaps by May 31st, 2005.
- e. Form advisory groups and/or organize an advisory board and/or appoint members of advisory board to appropriate teams by June 30th, 2005.
- f. Design a formal structure and processes for the functioning of the advisory board by August 31st, 2005.
- g. Repeat a, b, c, d and e each year.

Objective 2

Develop policies and procedures for identifying and acquiring needed board member skills.

Deliverables:

- a. Develop an inventory of skills needed for and by BOD by Feb. 28th, 2005.
- b. Compile an inventory of skills available or present in the current BOD by Feb. 28th, 2005.
- c. Perform a gap analysis of BOD skills (a minus b) by Feb. 28th, 2005.
- d. Arrange for or provide a mechanism for Continuing Professional Education (CPE) for board members to enhance existing skills, develop new skills and complete the full spectrum of needed skills in the BOD.
- e. Develop a schedule of educational programs by March 31st, 2005.

- f. Repeat a, b, c, and d each year.

Objective 3

Identify, recruit and nominate new board members for BOD and BOT, and conduct their elections.

Deliverables:

- a. Reelect the current BOT for a one-year term for the year 2005, at the February BOD meeting.
- b. Complete the election process for the BOD for year 2005 as currently planned at the February BOD meeting, with the following schedule: (Nominations received November 1 through 30; Applications mailed out during first half of December, to be returned postmarked no later than January 10; Interview and evaluate candidates during January; Finalize recommendations February 11, and present slate for elections to BOD on February 12.)
- c. Present the following schedule for elections 2005 to the BOD for approval at the February meeting: October 1 call for nominations; November 1 send out applications to all nominees; November 30 last day for receipt of nominations; December 1 through 31 conduct interviews and evaluate nominees and board needs; and present slate to BOD for elections at the February 2006 meeting.
- d. HDF office to develop and finalize a turnkey system for BOD and BOT elections and present to the BOD for approval at the May 2005 BOD meeting, and incorporate this system in the HDF SOP Manual.
- e. Board Development Team will develop a system for identification and recruitment of new board members, which incorporates an assessment of organizational needs and gaps in skills, and availability and performance of advisory board members, board team members, and officers and directors of the local networks by April 30th, 2005.

Objective 4

Recommend officers for BOD and BOT.

Deliverables:

- a. Board Development Team will conduct an organizational need assessment for officer's positions, and a job description for each position, and present to BOD by the Oct. 2005 meeting.
- b. Board Development Team will conduct an officer's performance assessment each year and share with the Executive Team and the BOD at/in the Oct. 2005 meeting.
- c. Board Development Team will present nominations for officers when required by the Bylaws to the BOD for election.

Objective 5

Conduct elections for BOD and BOT members and officers.

Deliverable:

- a. This has been combined with Goal 3.

Objective 6

Conduct initial orientation and continuous education for the board members.

Deliverables:

- a. First orientation session under this plan is to be conducted on Feb. 12th, 2005.
- b. Develop a CPE Calendar based on educational needs assessment by May 31st, 2005.
- c. Develop rules and regulations regarding board member CPE requirements by April 30th, 2005.
- d. Sign up all board members for membership and for newsletters from at least two well recognizes nonprofit governance and/or management organizations by Feb. 28th, 2005.
- e. Management Team to arrange for education of all board members for use of HDF Intranet and other needed electronic skills.

Objective 7

Develop policies and procedures for and conduct performance evaluation and recommend improvement plan for BOD and BOT and individual board members.

Deliverables:

- a. Board Development Team to present at least two proposals for board performance evaluation through a professional organization at the February 2005 meeting, for final selection of one of them by the BOD.
- b. Implement the selected plan by the September meeting.

Objective 8

Ensure effective board policies, procedures, structure and roles.

Deliverables:

- a. Conduct a survey of key stakeholders about their vision of the future structure and functions of the foundation by Aug. 31st, 2005.
- b. Perform a current situational analysis by Aug. 31st, 2005.
- c. Complete gap analysis by Sept. 15th, 2005.
- d. Present new structure and policies and procedures to the BOD at the Oct. 2005 meeting.



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Team Strategic Planning

Foundation Development Plan

Goal

Retain high-profile donors, promote and manage fundraising events and fundraising campaigns. Create and maintain a structured fundraising process that identifies, attracts, and, and continually explores and develops new methods for fundraising.

Objective 1

Raise \$450K in Zakat fund

Deliverables:

- a. Ramadan Direct mail plan
- b. Increased advertising in media during Ramadan (coordinate with PAT)
- c. Increase e-newsletter appeals during Ramadan (coordinate with PAT)

Objective 2

Raise \$100K for Endowment

Deliverable:

- a. Find 10 founding members

Objective 3

Raise \$1.35 million for annual fund

Deliverables:

- a. 15 Fund raising events raising \$50K to a total of \$650,000
- b. Telethon to raise \$100K
- c. Continue Recurring billing \$150K
- d. Misc. Income \$140 K
- e. Report to the Comm. and LYBUNT Campaign \$50K
- f. Friends asking friends program
 - 1. Family sponsorship program through PSAs to raise \$10K
 - 2. Small home events through existing supporters to raise \$100K

Objective 4

To Identify and cultivate 10 new prospective major donors

Deliverable:

Develop policies and procedures to identify and cultivate new prospective major donors.

To develop a plan to find 10 new prospects in 2005 and track their progress

Objective 5

Retain 90% existing donors and upgrade 50% of existing donors in 2005

Deliverables:

- a. Develop a plan to communicate with donors (coordinate with PA team)
- b. Develop systems in the office to track donors and trends in giving through finding and implementing appropriate donor management system (coordinate with the OM team)
- c. Generate quarterly reports to keep track of the progress. (Coordinate with the OM Team)
- d. Develop and implement a plan for donor acknowledgement

Objective 6

100% of board (BOD & BOT) members are actively involved in fund raising activity

Deliverable:

Develop and implement a plan for board involvement in fund raising activity

Objective 7

Keep the cost of fund raising below 25%.

Deliverable:

- a. To develop policies/procedures for fund raising events to keep the cost below 25%
- b. To coordinate with FMT in this area.

Objective 8

Constantly explore new ways to raise funds

Deliverables:

- a. Come up with 2 new ways to raise funds in 2005

Objective 9

Coordinate with PA team for marketing and advertising activities



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Office Management Plan

Goal

Develop and deliver seamless, reliable, structured and continually improving administrative support for all HDF functions in all three categories of work, Administrative, Foundation Development, and Program Services.

Administrative:

Objective 1

Achieve a near zero-error rate for all Board meeting, team meeting and conference call related activities and communications including Board elections.

Deliverables:

- The purpose of this objective is to minimize or eliminate complaints, and therefore the deliverable is actually a lack of substantiated complaints.

Objective 2

Achieve a near zero-error rate for all financial transactions.

Deliverables:

- The purpose of this objective is to minimize or eliminate complaints, and therefore the deliverable is actually a lack of substantiated complaints.

Objective 3

Achieve the highest possible audit rating for minimizing legal, financial, and operational risks through proper insurance, compliance with standards and legal regulations, implementation of "best practice" internal controls and safeguards and financial reporting.

Deliverables:

- An unqualified audit.

Objective 4

Meet or exceed all stakeholder expectations about the timeliness, accuracy, comprehensiveness, and relevancy of communications to/from the BOD and team leaders on all financial, legal, and operational matters.

Deliverables:

- The purpose of this objective is to minimize or eliminate complaints, and therefore the deliverable is actually a lack of substantiated complaints.

Objective 5

Meet or exceed all stakeholder expectations of local networks in support of network fundraising events, network organizational efforts, and network formation.

Deliverables:

- The purpose of this objective is to minimize or eliminate complaints, and therefore the deliverable is actually a lack of substantiated complaints.

Objective 6

Achieve on-time, on-budget performance for all high priority projects agreed to during the course of quarterly business planning.

Deliverables:

- No unplanned interruptions to service, and no complaints from stakeholders.

Objective 7

Achieve no more than 20% turnover in personnel for the year 2005.

Deliverables:

- No more than one employee resignation in the course of 2005.

Objective 8

In conjunction with the Board Development team, create a new Board Elections process.

Deliverables:

- New elections process.

Objective 9

Achieve a zero-error rate for all legal, governmental, and insurance related transactions.

Deliverables:

- The purpose of this objective is to minimize or eliminate complaints, and therefore the deliverable is actually a lack of substantiated complaints.

Objective 10

In conjunction with the Foundation Development team and the Financial Management team, create a workable plan for achieving a 25% expense ratio within three years.

Deliverables:

- Completed financial and fundraising plan.

Foundation (Resource) Development:

Objective 1

In conjunction with the Foundation Development team, increase returns on non-event related fundraising efforts by 30% over 2004.

Deliverables:

- Year-end financial results.

Objective 2

Improve the donor retention rate from its current 60% to 75%.

Deliverables:

- Year-end financial results.

Objective 3

Reduce pledge write-offs to 5% (measured in dollar amounts) of the total outstanding balance.

Deliverables:

- Year-end financial results.

Objective 4

Maintain a pledge collection rate of 90% for all pledges that are less than 120 days past due.

Deliverables:

- Year-end financial results.

Objective 5

Achieve 100% accuracy in Fundraising Event related reporting, with final reports issued no later than four weeks after the event.

Deliverables:

- Event results posted on the HDF Intranet no later than 4 weeks after any event.
NOTE: These results will be posted regardless of the quality or timeliness of information coming from event organizers. If incorrect information – or no information – is received from organizers then this fact will be noted on the Intranet results.

Objective 6

Increase monthly recurring revenues from current \$13,500/mo to \$25,000/mo.

Deliverables:

- Year-end financial results.

Objective 7

Develop a volunteer management system and process that increases volunteer participation by 100% over 2004 levels.

Deliverables:

- Measurable work product from 12 volunteers.

Program Services:

Objective 1

Create an issues advocacy program that establishes a working relationship with at least two members of the U.S. Congress.

Deliverables:

- Two working relationships with congressional offices.

Objective 2

Create a community outreach program that results in at least six new community awareness events.

Deliverables:

- Six new community awareness events.

Objective 3

Assume responsibility for management and maintenance of YesPakistan.com by July 1, 2005

Deliverables:

- This Objective has been removed by the Executive Team.

Objective 4

Establish an introductory relationship with the Pakistan Caucus in the U.S. Congress.

Deliverables:

- At least one meeting with the caucus.

Objective 5

Establish an introductory relationship with the producers of "Pakistan This Week" on MSNBC.

Deliverables:

- At least one meeting with the producers.

Background Duties & Responsibilities:

Process all incoming donations from opening mail through month-end reconciliation

Provide logistical and administrative support for all BOD meetings

Provide logistical and administrative support for all Network fundraisers

Manage and implement all non-event fundraising campaigns

Act as staff liaison and provide admin support to all Board teams

Manage the financial workflow of HDF including accounting, pledge collections, and financial reporting to the Board

Manage the donor relations administrative process (NOTE: this task is separate from the Found. Dev. team's responsibility for recruitment of new major donors).

Coordinate all volunteer outreach and activities except those involved in Network fundraisers

Manage relationships and filings for all matters concerning external auditing, regulatory, insurance, intellectual property, etc.

Manage office logistics (assets, supplies, postage, equipment maintenance, etc.)

Hire, train, and manage skilled, productive staff and create maximum conditions for success for that staff.

Create and maintain job descriptions for each staff position.

Develop policies and Standard Operating Procedures for the management of HDF.



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Team Strategic Planning

Pakistan Development Team

Goal

Create and maintain a management structure and reporting process that ensures the most effective use of donor funds, both in terms of financial efficiency and social effectiveness, in providing program services in Pakistan.

Objective 1

Create a social effectiveness measurement system that accurately conveys the overall effect of HDF programs on social progress.

Deliverables:

- Act as a liaison between Pakistan and USA Boards
- Develop and oversee metrics for assessing genuine social progress as a result of delivered program services
- Oversee and guide Pakistan strategic planning process
- Defined metrics for measuring social progress
- Baseline studies for each social indicator
- Pakistan strategic plan

Objective 2

Create a financial reporting mechanism that aligns Pakistan financial information with USA financial information.

Deliverables:

- Oversee personnel and staffing of executive positions in Pakistan
- Evaluate and monitor the Pakistan Project, and make recommendation to the US Board regarding Pakistan activities
- Monitor Pakistan Funds expense accounting and match to USA Funds raised
- Reformatted quarterly financial reports that are compatible with USA reports



Human Development Foundation

Team Strategic Planning

Public Affairs Team

Goal

Create and maintain a positive, high profile public image for HDF that helps the organization advance the Human Development movement and the specific goals of HDF through media, government and community channels.

Objective 1

Manage and promote HDF brand (marketing)

Deliverables:

Choose and promote theme for 2005.

Create and distribute a PP presentation for fundraising events to ensure a consistent message.

Create a multimedia DVD for small group presentations.

Negotiate, oversee, and monitor all ads in media.

Promote HDF among non-Pakistani/Muslim population through yearbook ads.

Remove HDF brand confusion with NCHD/OHDF.

Website management.

Promote *Visionaries*.

Promote other HDF activities e.g. telethon, fund raising events etc.

Objective 2

Retain and upgrade donors and volunteers (coordinate with FD & OM teams).

Deliverables:

a. Develop a system of reach out to the donors and volunteers on a regular basis through HDF quarterly report.

Objective 3

Develop and implement an advocacy program for HDF. Plan to educate the elected representatives, government officials, public, media representatives, and

thought leaders regarding issue related to the human development and ask them to take action that is favorable to the promotion of human development agenda and the mission of the Human Development Foundation.

Deliverables:

Create and manage a database of all the above stakeholders

Craft a message for each of the above stakeholders

Develop collateral material for distribution

Objective 4

Disseminate the above material through mail, email, community events booths, and web site.

Deliverables:

Have editorial and op-ed articles written on the issue of human development

Develop a program of regular press releases

Identify and built relationship with like-minded organizations

Objective 5

Coordinate the Board's role in media for public relations and advocacy.



Executive Team

Goal

Provide continuing management oversight for HDF within the parameters defined and approved by the Board, reviewing and coordinating the work of all other teams, and acting on behalf of the entire Board of Directors to advance the operational and philosophical objectives of the organization.

Objective 1

Define Brand Image.

Deliverables:

Ensure to hold at least one session of the board annually to align and create unity of vision among the board members, staff and other stakeholders the brand image of the organization.

Objective 2

Act on behalf of the Board, within carefully defined boundaries, between the Board meetings.

Deliverables:

Meet regularly to review all operational, programmatic and financial matters.
Provide input to all governance related matters.
Develop a system of regular updates to the board members.

Objective 3

Oversee and provide motivation for team assignments and teamwork plans.

Deliverables:

Create a forum and reporting mechanism that requires each team to report monthly to the ET on the team's progress.

Develop a review process to ensure that each team has defined team goals and objectives, and that each team's work plan is aligned with those goals and objectives.

Coordination of activities of all the other teams.

Review and evaluate Team recommendations before presentation to the Board.

Objective 4

Define the process for establishing an international presence.

Deliverables:

Definition of International structure.

Present to the Board for approval.

Establish time line for its implementation.

Objective 5

Create a strategic planning process and timeline.

Deliverables:

Assign a sub team to develop the plan.

Review and approve the plan before presentation to the Board.

Objective 6

Establish and implement the process for development, and performance assessment of the Chief Executive.

Deliverables:

Assign a sub-team to develop the criteria and guidelines.

Review and approve the sub-team's recommendation.

Objective 7

Develop and regularly review and ensure the consistent application of the bylaws and rules and regulations for the organization that are consistent with relevant regulatory agencies and changing needs of the organization and that provide infrastructure for the smooth running of the organization.

Deliverables:

Establish a system of annual review of the bylaws/rules/regulations.

Establish a system of regular evaluation of the needs of the organization.

Assign a sub-team to recommend any changes if and when needed to the current bylaws.



Human Development Foundation

Team Strategic Planning

Financial Management Team

Goal

Achieve Financial Stability, Sustainability & Transparency and to create a culture of fiscally sound and responsible spending

Objective 1

Obtain audit approval for a new system of financial controls that ensures proper checks and balances for all budgeting and revenue & expense management.

Deliverables:

Maintain compliance with Federal, State, local and other regulatory financial reporting requirements including monitoring and reporting to the BOD of any findings of examinations or reviews by regulatory agencies

Develop competitive bid process for approval of outside services (above a certain dollar level)

Develop, refine and implement a new set of financial controls for governing all monetary transactions handled by the office.

Get audit approval for the above procedures.

Objective 2

Settle all questions regarding repayment of the draw down from the Endowment Fund.

Deliverables:

Create a proposal for settling the repayment of the Endowment Fund draw down.

Objective 3

Build a reserve fund equal to one quarter's expenses.

Deliverables:

Budget for a one-quarter operating reserve.

Objective 4

Implement an investment policy that protects capital (no annual loss greater than 10%) while ensuring the potential for acceptable growth.

Deliverables:

Pick a new stockbroker.

Objective 5

Provide the Board with sufficient and timely financial information for assessing the financial health of the organization and for making sound decisions.

Deliverables:

Complete/update document for Financial Policy & Procedures that ensures adequate checks and balances for internal controls and external reporting
Present financial policies and procedures for office for approval by Board
In consultation with the CPA update COA, and develop a financial reporting system to BOD on a regular basis.

Deliver high quality, high integrity, and professional quarterly financial reports to the Board and donors, on a timely basis.

Produce and present a budget variance report and forecast for each quarter.

Objective 6

Satisfy donor needs for financial transparency and confidence.

Deliverables:

Post all donor focused financial information on the web in a timely fashion.

Objective 7

Reach and maintain an overhead (i.e. admin and fundraising) expense ratio of less than 35% of total expenses.

Deliverables:

Approve 2005 budget, incorporating experience learnt from 2004 revenue streams and expense patterns. Endowment loan repayment to be incorporated

Conduct and present variance analyses for 2004 fundraisers, and thereby monitoring and regulating the Regional Network FR expenses by implementing strict guidelines.

Objective 8

Strive to meet eligibility criteria for Grants and outside funding sources.



Human Development Foundation

Team Strategic Planning

US Community Development (& Network Governance) Team

Goal

Create and maintain a process for developing and delivering program services in the U.S. through coordination with local networks, affiliate organizations, and project-specific partners, and create and maintain the relationship management process with local networks necessary to achieve the program services goal.

Objective 1

Assume the Duties & Responsibilities of the ad-hoc Network Governance team and take responsibility for creating a network relations management process.

Deliverables:

Approve contract terms for HDF – Local Network operating agreement
Present nomination and election processes for local Boards and officers
Present nomination and election processes for local Boards and officers
Finish definition of Level III
Provide a continuing certification process for all levels.

Objective 2

Develop criteria and processes for evaluating local project proposals and for monitoring the progress of projects that are approved and launched.

Objective 3

Create and maintain relationships with potential partner organizations for implementing local projects.



Human Development Foundation

Team Strategic Planning

Quarterly Review Plan

The Strategic Plan (SP) will require continual review and revision in order to be successful. Studies of successful corporations, from start-ups to Fortune 500's, show that all successful organizations continually review their plans and adjust them to changing circumstances. Organizations that slavishly follow a pre-conceived plan, no matter how well conceived to begin with, inevitably run into trouble. Therefore, the success of the HDF SP is directly affected by the quality and timeliness of the reviews it undergoes.

Quarterly Schedule

- By end of the first month of each new quarter, the previous quarter's results will need to be reviewed in light of their adherence to the SP.
- Reviews will be cumulative, so that the second quarter review looks at each of the first two quarters, the third quarter looks at each of the first three quarters, etc.

Items To Be Reviewed

- Team Objectives and Deliverables (Part 1) – due deliverables must be examined to see if they have been met, and the quality and timeliness of the finished product(s).
- Team Objectives and Deliverables (Part 2) – the upcoming deliverables must be reviewed to ensure that they are still achievable and relevant.
- Organizational Strategy – all deliverables, both due and upcoming, should be reviewed to ensure that they still advance the organization's overall strategic plan.
- New Opportunities and/or Threats – do new opportunities/threats present themselves that may replace or change current objectives and deliverables?
- Strengths & Weaknesses – have the due deliverables addressed any of the existing weaknesses or shored up strengths? Are the upcoming deliverables still capable of improving either strengths or weaknesses?

Report

The SP team should issue a short quarterly report summarizing the results of the review, to be submitted at the current quarter's Board meeting. In other words, the report will be completed by the end of the first month of the quarter in time to be included in the package of material released to the Board for the meeting held during the second month of the quarter.