



FEZANA STRATEGIC PLAN

SECOND 10 YEAR PLAN

2012-2022

CONTEXT

The Second ten year FEZANA Strategic Plan (2012-2022) is a road map for our Zarathushti community in North America. It is a continuation of the first ten year plan (1997-2006), where much was achieved. We are an evolving, progressive community living in a dynamic global environment that is rapidly changing. We need to collectively come together by consolidating resources available to us under the frame-work of FEZANA to face the challenges that face us in a manner that is objective, unbiased, unprejudiced, factual and tangible.

VISION

To create an environment conducive for growth and progress where every individual feels part of the whole community and every association feels part of the larger organization.

MISSION

“To develop a Zarathushti community in North America that is well-connected, well-educated, well-grounded in Zarathushti religious thought, values, and ethics, respectful of diversity, strong in collective giving, economically prosperous, a community which will be recognized for its contribution in all aspects of religious and communal life.”

CORE VALUES

- Creating an environment of “HAMAZORI” (harmony) built upon a strong foundation of Zarathushti values and principles
- Respecting, accepting and celebrating differences by empowering individuals of different views on the religion to work together in a synergistic manner
- Recognizing and promoting a Zarathushti way of life, by enhancing education, religious and cultural knowledge
- Increasing awareness of Zarathushti religion and culture domestically and globally through carefully planned community initiatives and interfaith participation
- Establishing a strong foundation of economical stability and financial growth
- Volunteerism, in the spirit of participation develop and nurture Zarathushti community programs

STRATEGY

- To develop and nurture a knowledge and activity base within the community to strengthen religiosity, inculcate pride and accept ownership of Zarathushti values and culture
- To develop and nurture an infrastructure for the domestic and global Zarathusti community, through constructive framework of available resources

STAKEHOLDERS/RESOURCES

- Standing and Ad Hoc Committees
- As stakeholders, the Member Associations and Corresponding Members will assist the Committees to execute the plan
- Complimentary Organizations (WZO, WZCC, NAMC, NEXTGENNOW) are encouraged to work in liaison with FEZANA entities to maximize the outcome
- Zarathushti Community

TIME FRAME

- "Immediate" short term (2012-2013)
- Short term (2014-2016)
- Long term (2017-2022).

GOALS

FEZANA will have five goals to focus upon for the next ten years. These 5 goals are constant key elements for FEZANA Standing and Ad Hoc Committees, Members and Corresponding Members.

They are as follows:

1. ***Showcase FEZANA globally***
2. ***Increase awareness of FEZANA domestically***
3. ***Foster HAMA ZORI (harmony) by building strong relationships between various Zarathushti entities/groups***
4. ***Advance religious education, cultural awareness, and outreach initiatives through interfaith dialogue***
5. ***Ensure economic stability through fund raising and prudent investments***

ACTION ITEMS

There are action items (objectives) under each of the 5 goals. These are specific targets for Standing and Ad Hoc Committees. A Primary Committee will be identified for each action item. Chair for the Primary Committee will be responsible for the outcome of all the identified action items, resulting in an individual Strategic Plan for each Standing and Ad Hoc Committee.

The Primary Committee Chair is encouraged to work with resources available to them as follows:

- Associated Committees (can be more than one) who will provide assistance

- Members and Corresponding Members will provide support to the committees
- Complementary Organizations (WZO, WZCC, NAMC, NEXTGENNOW), that can be approached to provide further assistance

IMPLEMENTATION AND COORDINATION

Vice President of FEZANA who is also the Chair of the Coordination and Planning Committee (CAPC) will be coordinating efforts between essential entities for the implementation phase that includes all three time frames.

- CAPC plays a key role in overseeing Committee goals, provide assistance and evaluate progress

The “**Way Forward**” is the “immediate short term” phase of the implementation stage.

It will include the following:

- Standing and Ad Hoc committees of FEZANA to start implementing their individual plan.
 - Some action items may require more than one Committee working together to achieve the same outcome.
 - Members/Corresponding Members will engage accordingly to assist Committees
 - The Primary Committee may need assistance from external Complementary resources, as needed
- Terms of Reference for each of the Standing and Ad Hoc Committees will need to be developed, reviewed, revised and modified to reflect their Committee objectives

Subsequently, the short term and the long term objectives will have similar guidelines in which Committees will further execute the plan as follows;

- Standing and Ad Hoc Committees will, after completion of the immediate short term objectives review and revise their short term and long term objectives, as needed
- Standing and Ad Hoc Committees to follow the same principles as mentioned above

COMMUNICATION

The Standing and Ad Hoc Committee progress will be communicated by the Vice President, CAPC Chair, as follows:

- Monthly updates of primary responsible committees to FEZANA Executive.
- Quarterly progress reports to be communicated to Member Associations/Corresponding Members via e-mail and/or FEZANA Bulletin
- Progress Reports from Committees at the FEZANA Annual General Meeting

EVALUATION

The FEZANA executive will oversee the execution of the plan. Evaluation of outcomes and Committee action plans will be reviewed each year by the Vice President of FEZANA.

AD HOC STRATEGIC PLANNING COMMITTEE

**Mahrukh Motafram, mahrukhm83@gmail.com
Dolly Dastoor, dollydastoor@sympatico.ca
Farrokh Mistree, farrokh.mistree@lycos.com**