



The Arab/Regional Network Against AIDS (RANAA)

Strategic Plan 2013-2018

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List of Abbreviations

CAWTAR: Center of Arab Woman for Training and Research

CSO: Civil Society Organizations

CSW: Commercial Sex Workers

IAA: Interior Aids Association

IDU: Intravenous Drug Users

IPPF-AWRO: Planned Parenthood Federation Arab World Region Office

KPI: Key Performance Indicators

MARP: Most at Risk Populations

MENA: Middle East and North Africa

MSM: Men having Sex with Men

NGO: Non-Governmental Organizations

PEST Analysis: Political, Economic, Social, and Technological Analysis

PLHIV : People Living with HIV

RANAA: Regional Arab Network Against AIDS

SMART objectives: Specific, Measurable, Achievable, Realistic, and Time-bound objectives

TOR: Terms of References

UNAIDS: Joint United Nations Programme on HIV/AIDS

I. Introduction¹ and background

The Regional/ Arab Network Against AIDS, (RANAA), was established in December 2002 in Tunisia. RANAA solidifies the commitment to regional civil society groups by unifying and coordinating their action against the spread of HIV/AIDS pandemic within the Middle East and North Africa (MENA) region. In line with the emerging evidence on the growing concentration of the epidemic among of Men having Sex with MEN (MSM), Commercial Sex Workers (CSW) and Intravenous Drug Users (IDU) in the MENA region, (*reference from UNAIDS*), RANAA's work aims to reduce the spread of HIV/AIDS with focus on those most at risk populations (MARPs) and to improve the quality of life of People Living with HIV (PLHIV) in the MENA region. RANAA in many ways endeavors to strengthen the currently 'relatively small' role of the civil society through the development of technical and organizational capacities of civil society organizations that work on HIV/AIDS.

For the past years RANAA has been investing efforts to meet its intended goals. Among other achievement, RANAA has strengthened the secretariat and the network governance, coordinated and built the capacities of NGOs in partnership development, provided technical support to national and sub-regional networks and programming for key populations, and initiated advocacy efforts and resource mobilization.

After 10 years of its establishment, RANAA has decided to review its previous work for the purpose of setting a new strategic plan for the next 5 years (2013-2017). Such a process aims to increase the effectiveness, organizational accountability, and transparency of RANAA. The purpose of this report is to present the stages for the development of the strategic plan.

¹ From RANAA's website

II. Methods and Approach of the SP

For the purpose of setting a new strategic plan, we adopted a participatory approach that aims to reflect on the previous work, identify gaps, set expectations, and subsequently redraft the mission, vision, strategic directions and goals. The adopted approach started by a desk review of RANAA's documents and progress reports, followed by in-depth discussions with the president of RANAA and a two day workshop with board members of the network and the secretariat, and was culminated by drafting the strategic plan in compliance with the results of the discussions and deliberations. While the in-depth discussions with the president and the secretariat drew a rough framework for the expectations from the evaluation exercise, the open discussion with the board members of the network thoroughly discussed salient issues pertaining to RANAA's work. In specific, the two day workshop, which took place on May 3rd and 4th, was guided by a set of strategic planning tools, namely: the PEST analysis, 7S model, and the analysis of the comparative advantage. It is important to note that the following sections report mostly on the main themes as articulated by the participants during the workshop with the board members and meetings with RANAA's team. Therefore, it should not be considered as a comprehensive analysis of the situation of the HIV/AIDS nor of the CSOs that work with HIV/AIDS in the region.

III. Analysis of external trends: PEST analysis

The PEST is a strategic planning tool that is used to evaluate the impact of the external environment, namely the political, economic, social, and technological factors on RANAA's work. The following section will present the main political, economic, social, and technological factors that were perceived by RANAA's board members and secretariat to affect the Network's work:

Political factors

As part of the external factors that affect the work of RANAA, the political factors were given vital importance. Significant focus was given to the political and social repercussions of the Arab uprisings on the work of CSOs. For instance, the post-revolution era witnesses a rise in the number and activity of the civil society groups and shows active cooperation and partnership between CSO in different countries in the MENA region. In line with the new political dynamics, the uprisings brought new or renewed values such as governance, transparency, accountability, social equity, and justice to the political front. The involvement of the liberal and leftist groups, particularly youth groups, in the political activities contributed to creating an open environment to openly address sensitive matters such as HIV/AIDS.

Notwithstanding the latter positive attributes, the uprisings brought up some challenges pertaining to the work of CSOs. For instance, the post-uprisings period highlighted a clear confusion between civil society as a concept and the civil society groups as working collectives. Such uncertainty creates an uncontrolled environment where roles are not set, efforts are not joined, priority needs are not addressed, work is duplicated, and efforts could be wasted. At the legal level, moreover, the change in the bureaucratic process and the legal frame in some countries may hinder the work of the CSO. There are also valid reasons to be concerned about the ongoing constitutional reforms and their effect on civil society and CSOs.

The upheavals that followed the civil mass movements and the confrontation with the governmental authorities in many Arab countries have raised security concerns. Of particular relevance to RANAA is the ways the unstable security conditions have hindered (and could hinder) the implementation and provision of services for the PLHIV and changed the priority interventions. Also, the post-Arab uprisings witnessed a decrease in the funding opportunities and a shift in the funding priorities from HIV/AIDS towards others issues.

Such political dynamics, albeit paradoxical in the sense of bringing both positive and negative consequences on the work of civil society organizations in the Arab World, are to be closely observed. In all cases the political dynamics needs to be factored in when planning RANAA's work in the forthcoming five years. Although the picture is not yet clear, the current dynamics could be an opportunity for RANAA to strengthen its partnerships with civil society groups across the region.

Economic factors

The discussion over the economic factors and recent changes in the economic landscape was seen in relation to the work of RANAA and its members. Financially, the lack of economic resources in most countries in the MENA region, coupled with the cut down in the international funds for HIV/AIDS, was perceived to limit the work of CSOs. Furthermore, the inadequate cooperation between different countries and actors in the MENA region was thought to increase the risk of HIV. In particular, the inadequate exchange of resources, expertise, and information systems between different countries was thought to limit identifying, tracking, and treating cases.

In a slightly related line of thought, the high unemployment rate among the youth, as a result of slow economic activity in the MENA region, was perceived to potentially contribute to the increase in the delinquent behavior, which might lead to increase in the incidents of HIV/AIDS. Following the same rationale, the augmentation in the regional disparities and social inequities was presented as additional reasons that might increase the risk of HIV/AIDS, especially in the presence of inadequate social service systems and decentralized service systems in the MENA countries.

One of the main challenges facing CSOs at the regional level is the lack of sustainable financing to scale up work with key populations. The Regional Resource Group on MSM underscored a fundamental challenge of the "absence of funds for outreach among MSM in

some countries or lack of funding sustainability, affecting the relationships of trust and the continuity of services.

Social factors

Closely linked to the political and economic factors, the social determinants were perceived to affect the work of CSOs, especially those working on HIV/AIDS. For instance, the inadequately documented rate of internal migration and out-migration was presented as a factor that impedes tracking and controlling HIV/AIDS cases. The significance of the latter factor is further amplified in the inadequate HIV/AIDS surveillance systems in most countries in the MENA region, which may increase the number of most at risk populations. In a slightly different line of thought, the change in the social values of the youth and their openness to address taboo/sensitive issues were perceived to have two different consequences. On the one hand, such openness might facilitate the organization of awareness campaigns pertaining to sexual activity, protection, and testing; which might decrease the risk of HIV/AIDS. On the other hand, their openness might increase the prevalence in engaging in risky behaviors; which might increase the risk of HIV/AIDS. Despite the latter, the conservative nature of Arab/MENA countries, represented through traditions and religious teaching, was perceived to put strong restriction on the degree to which sex-related issues are addressed in the public.

Technology factors

The technological factors were discussed in accordance to the recent political movements in the region. The social media, which was considered as a prime factor behind the mass support for the revolutions, was considered the most important channel of communication in our current days. The advancements in the internet and the accessibility of information through Facebook, twitter, and You-tube were considered as important factors that might be used by CSOs to build popular support for any cause, to disseminate information, to

launch awareness campaigns, and advocate for different causes. Moreover, the internet offers unique opportunities for oversea communication through the virtual calls, meetings, and conferences.

IV. Analysis of RANAA's internal dynamics: the 6Ss

This analysis was adapted from McKinsey's 7S model as a strategic assessment model that is used to assess the internal situation of any organization through addressing both the hard and soft elements. While the hard elements include strategy, structure, system, the soft elements include skills, staff, style, and share values. The analysis of the internal dynamics of RANAA addressed 6 of the main 7 elements. The following sections will present the analysis of RANAA's strategy up to 2012, structure, system of work, style, staff, and skills:

The past strategy

The analysis of RANAA's past strategy highlighted both strengths and weaknesses. With respect to strengths, the support and trust of the funders (mainly UNAIDS), together with the overall team spirit and collective interest of the members were considered salient positive assets coupled with the emerging need in the region for such a networking and coordinating forum to empower and link CSOs across the region. With respect to the weaknesses, the unclear mission and strategic objectives were considered major drawbacks in the past strategy of RANAA. The latter ambiguity was thought to have resulted in an imprecise action plan and unclear monitoring and evaluation framework. Such obscurity, coupled with the broad nature of the work of RANAA, was thought to bring forward major problems related to the execution of the work, namely unmonitored participation, weak priority setting, and inadequate partnerships and cooperation with other institutions and weak communication system. Moreover, it was mentioned that RANAA has not contextualized its strategy in some countries, especially those that are more politically and religiously conservative or in conflict. Accepting the difficulty in such countries, not nuancing

its work to the context of those countries would hamper the work of RANAA in places that are mostly needed.

The current structure

As the organizational framework through which the work in any institution is organized, the discussion of the structure of RANAA was divided into three different levels: *the board*, *secretariat*, and the *national networks*. At the level of the administrative board, while enthusiasm, eagerness to participate, previous experience, diversity were considered strengths, the weak and irregular communication, the lack of initiative taking by some of the members, and the delay in responding to secretariat's requests were considered salient weaknesses. At the level of the secretariat, while the competence and previous experience, commitment, and patience were presented as strengths, the limited human resources and frequent instability and consistency in staffing were presented as weaknesses. Finally, the role of the national networks as intermediaries between RANAA, the country, and the PLHIV, together with the different intervention approaches, and inter-disciplinary nature of the network were presented as strengths. Conversely the difficulty in outreach, decision-making processes, and weakness in the technical and administrative capacities of the members in the national networks were presented as weaknesses in RANAA's structure. Also many of the national networks are nonfunctional due to competition, lack of coordination and lack of clarity of division of labor among its members

The current system of work

As the system of work through which board members, staff and collaborators perform using information, technology, and other resources to reach the intended outcome, RANAA appears to have some strong as well as weak aspects. With respect to the strengths, the partnership between the different board members and the trust of the funders are considered two important assets to facilitate work and to overcome different administrative problems. Moreover, the recent improvements in the financial management, outreaching for new funders, and developing an action plan derived from regional needs and consolidated with key partners were thought to be additional strengths. Conversely, the gaps in communication between the members, the lack of diversity of communication approaches, delay in responses, the absence of a monitoring and evaluation framework and

a proper resource mobilization plan were considered weaknesses. Of vital importance, the reliance and to a large extent the dependency so far on two funding sources were perceived as another weakness, which could limit the nature and scope of interventions and activities performed.

Style of leadership

The leadership style of RANAA's president and board was thought to hold both strong and weak aspects. The leadership style was described to be flexible, positive, confident, knowledgeable, and actively engaging in different activities. This engagement, however, was described to be beyond what is required. In specific, the personal involvement of the president in all activities, and the involvement of the board members in issues that go beyond their mandate were perceived as weak aspects of RANAA's leadership style. In addition to that, the weak communications between the members, augmented by the competition that emerges sometimes between different members and the prioritization of the interests of national networks or CSOs were presented as weak aspects. The way the board is composed of was also seen as a challenge where not all national networks were represented signaling some limitation in the level of representativeness of the board.

Staff and their skills

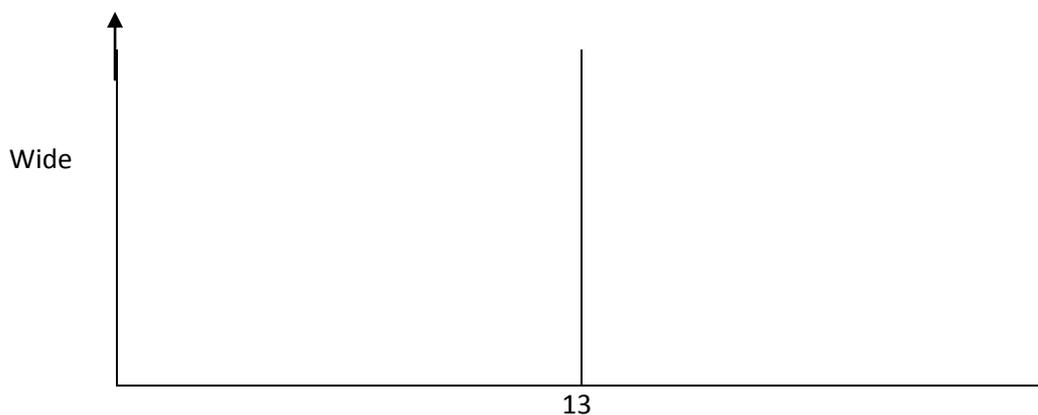
The competency of the staff and their ability to perform their work were commended. On the one hand, the commitment, professionalism, and young age of the team were presented as a positive attribute of the staff. In addition to that, the funders trust and support, together with the systematic transparent structure in financial management, were thought to be a factor that helps RANAA to mobilize funds to reach the objectives. Moreover, the presence of the secretariat in the proximity to the president at a phase of institutionalizing the work of the Network was positively perceived to facilitate communication, thus consequently easing up the work and decision making process. However, the effective communication should be maintained even if the President and the Secretariat are in different geographical locations. Conversely, the inadequate number of employees, employees overburdened with other responsibilities, continuous change of staff, absence of a clear TOR, "dependency on short term consultant to do the technical

work,” absence of a legal framework, and limited continuous education or staff capacity building program were all presented as weakness.

V. RANAA’s position and comparative advantage

Comparative advantage is a strategic assessment tool that aims to evaluate the current position of the organization with respect to other and “similar” actors. The ultimate purpose of the comparative exercise is to identify available assets, improve current situation, and eventually to gain a comparative advantage.

The generic comparative advantage model is visualized through a two dimensional axial representation. The vertical axis represents the type of the targeted group and includes two categories: specific group and wide population. The horizontal axis represents the scope of the activity of the organization and includes two categories: broad to narrow.



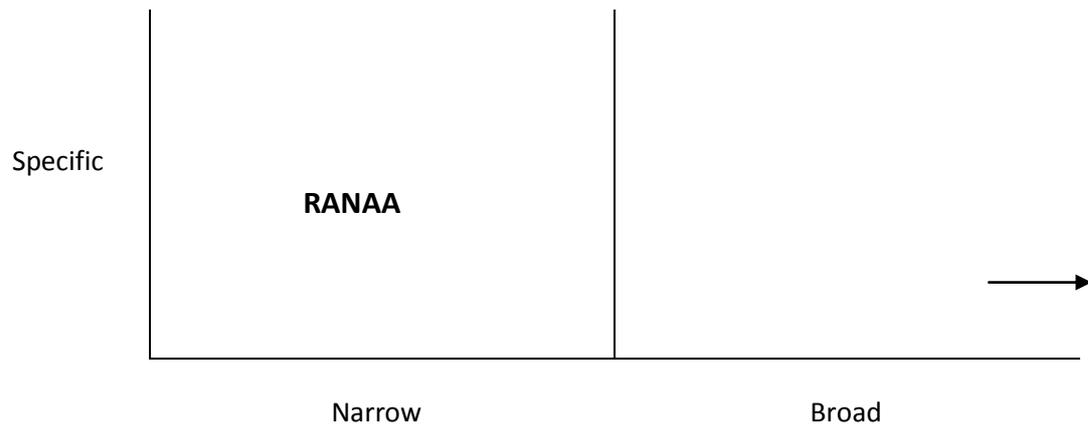


Diagram1: comparative advantage of RANAA

Theme	Strengths	Weaknesses
Strategy		
	Support and trust of the funders (mainly UNAIDS, IHAA, and USAID)	Unclear mission and strategic objectives
		Imprecise action plan and unclear monitoring and evaluation framework.
		Not contextualized strategy in some countries, especially in politically and religiously conservative countries
Structure		
	Enthusiasm, eagerness to participate, previous experience, diversity of the board	Weak and irregular communication, lack of initiative taking of the members, and delay in responding of the board
	Competence and previous experience, commitment, and patience of the secretariat	Lack of human resources and frequent instability and consistency of the secretariat
	Role of the national networks as intermediaries between RANAA, the country, and the PLHIV, together with the different intervention approaches.	Difficulty in outreach, decision-making processes, and weakness in the technical and administrative capacities of the members in the national networks
	Inter-disciplinary nature of the national networks	
Systems of work		
	Partnership between the different board members and the trust of the funders.	Gaps in communication between the members, the lack of diversity of communication approaches, delay in reply, and the absence of a

		monitoring and evaluation frameworks
	Recent improvements in the financial management	Reliance so far on only two funding
Leadership		
	Flexible, positive, confident, knowledgeable, and active leadership style	Involvement of the president personally in all activities, and
		Involvement of the board members in issues that go beyond their mandate
		Weak communications between the members
		competition that emerges sometimes between different members and the prioritization of the interests of national networks or CSOs
		Composition of the board: not all national networks were represented signaling some imperfection in the representativeness of the board
Staff and skills		
	Commitment, professionalism, and young age of the team	Inadequate number of employees and the continuous change of employees
	Funders' trust and support	Absence of a clear TOR
	Systematic transparent structure for financial issues	High dependency on short term consultant to do the technical work
	Presence of the secretariat in the same country of	Absence of a legal framework

	the president	
		Limited continuous education or staff capacity building opportunities
Comparative Advantage		
	The only specialized “network of networks” in the Arab region that addresses issues relevant to limiting the spread of HIV/AIDS.	

Table 2: Strengths and Weaknesses of RANAA

Tailoring this model to RANAA's position showed that RANAA is an organization that **has a specific mandate with a narrow base of beneficiaries**. In particular, RANAA belongs to the **specialized** type of organizations because it works on issues related to HIV/AIDS and PLHIV with a rights-based approach, and to the **narrow** organizations because it targets the national networks in the region that work with MARPs, including HIV/AIDS and with PLHIV (see Annex for comparison with other networks).

This position of RANAA gives it its comparative advantage as the only specialized "regional network" that addresses issues relevant to limiting the spread of HIV/AIDS. Such representational nature allows RANAA to stand out and gives it its niche. Moreover, working with national CSOs in countries that have not established national networks in the MENA region grants RANAA a unique opportunity to positively contribute to bottom-up initiatives.

VI. RANAA's strategic directions

As the course of action that ultimately leads to the achievement of the stated goals of an organization, the formulation of the strategic direction of RANAA is a vital step in the development of its new 5-year strategy. In brief, the strategic directions build on the values, vision, and mission, and suggest set of strategic goals. While the values are considered the guiding principles on how things should be done, the vision communicates both the purpose and values of the organization and defines the organization's purpose. The mission, in addition, attempts to capture the organization's distinctive purpose and defines the key measures of the organization's success. The strategic goals, finally, are the outcomes that need to be fulfilled and evaluated. Accounting to the ambiguity, as highlighted in the analysis of RANAA's internal dynamics (Section IV), the following section will present improved versions of the vision, mission, and strategic directions:

Working Vision of RANAA:

A strong active civil society in the MENA region working collectively on HIV/AIDS towards having no new incidents, reaching low rate of mortalities, and ensuring the rights of PLHIV to live in dignity and have access to treatment & care.

Working Mission of RANAA:

RANAA works to strengthen the role of the civil society in limiting the spread of HIV/AIDS in the MENA region, including those working with most at risk populations (MARPs), and ensuring the rights of PLHIV to live in dignity and have access to treatment & care, through enabling its members and providing them technical support, acting as a regional hub for and on civil society that works on HIV/AIDS and assuring their representation through networking at the regional and international levels.

Strategic Directions:

Following up on the results of the external and internal analysis, and building up on the above vision and mission, RANAA will move into taking three strategic directions:

- **Member Enabler:** As previously mentioned, the recent uncontrolled increase in the number of CSOs in the MENA led to the creation of an unmonitored working environment. In such an environment, efforts are not joined, priority needs are not addressed, work is duplicated, and subsequently efforts are wasted. Such a shortcoming, coupled with the weak technical, organizational and administrative capacities of the members of the national networks, promotes RANAA to take the role of a **member enabler**. Subscribing to the latter role, will provide the tools, resources, and skills (ex: communication, managerial, organization, planning, proposal writing skills, monitoring and evaluation) through training workshops, participation in conferences, and dissemination of information, tools and guidelines, and exposure to different funding sources. These new assets will help the members of the national networks to identify priority needs, to establish their organizational structure, and indeed to develop their capacities. Special emphasis will be put on CSOs working with most at risk populations.

- **Regional hub:** As previously mentioned, the absence of monitored HIV/AIDS surveillance systems in most countries in the MENA, together with the insufficient exchange of resources, expertise, and information systems between different countries prompt the need for a well-managed resource hub on issues related to HIV/AIDS. As a specialized regional network in the MENA region that addresses issues related to HIV/AIDS, RANAA will take the role of a **regional hub**. In particular, RANAA will act as a technical resource hub for its members and for the members of the national networks that work on HIV/AIDS in the region. While the responsibility of generating strategic information and conducting Bio behavioral surveys to guide interventions is far beyond RANAA's responsibility, its role as a regional hub will be to facilitate the access to relevant information pertaining to HIV/AIDS, updated statistics and data from different countries, and relevant resources/materials for advocacy and awareness.

- **Representing, networking and bridging:** As previously mentioned, the open communication forums and new technological advancements, coupled with the progressive activity of old and new CSOs, created new opportunities for cooperation between different countries. As a representative of various Arab national HIV/AIDS networks in the MENA region, including those that deal with MARPs and PLHIV, RANAA will organize and make use of this window of opportunity and take on the role of a **bridging and networking agent**. As such, RANAA will represent its members in regional and global forums and will work on connecting academic, government institutions, funding agencies, and other types of organizations with members of the network. In this line of action, RANAA will organize activities to network and bridge between CSOs, international and regional bodies (e.g. the Arab League), governmental institutions, national networks, and funding agencies².

VII. Strategic Objectives, KPIs and strategic initiatives

Building on the three strategic directions of RANAA, a number of goals have been identified. For each goal, a set of SMART objectives has been proposed along with their KPIs. At the

² It is to be noted that the three strategic directions are interconnected. For ex: RANAA's role as a networking agent is directly linked to it's role as a member enabler and regional hub. In the same sense, RANAA's role as a regional hub is directly related to it's work in enabling it's members and networking with other groups.

end of this planning cycle, a number of initiatives would have been achieved that would transform to a large degree the work of RANAA.

Goals	Objective	KPI
1.To enhance RANAA's secretariat	<p>1.1 To assess by mid of 2013 the capacities of RANAA's staff, and identify major strengths and weaknesses through utilizing self-assessments surveys and interviews</p> <p>1.2 To sign-in the secretariat staff in at least a workshop each year on a subject/theme highlighted by the capacity assessment exercise.</p> <p>1.3 To restructure the secretariat by creating new positions that go in line with the outputs of the desk review and the assessment of the other consultants(e.g. Communication and Fund Raising Officers)</p> <p>1.4 To create by the end of 2015 a "virtual office"³</p>	<p>-Capacity assessment report that highlights the main gaps and suggests themes for training workshops or adjustments in the work process</p> <p>-Training report workshops by the secretariat</p> <p>- New IT system established to optimize virtual communication with members</p>

³http://en.wikipedia.org/wiki/Virtual_office

<p>2.To enable and develop the capacities of the staff and boards of RANAA's member networks</p>	<p>2.1 To conduct a new updated mapping for the members of the network in the MENA region</p> <p>2.2 To assess by the end of 2013, the capacities of the staff and boards of member networks by applying the UNDP Capacity Assessment Framework and through conducting self-assessments</p> <p>2.3 As of 2014, to organize at least 3 workshops per year to the members on subjects and themes highlighted by the capacity assessment report.</p>	<ul style="list-style-type: none"> - Updated database for the members of the network (build up on the database prepared by the UNAIDS consultant) -Capacity assessment report that highlights the main gaps and suggests recommendations (themes for training workshops or adjustments in the work process) -Training report workshops -Number of participants in each workshop - Training manual for the selected topics in the workshops - Evaluation report: process evaluation for the sessions, outcome evaluation for the workshop, and impact evaluation 6 month following the workshops (to assess the effectiveness of the training on the participants' job)
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	<p>2.4 To organize knowledge exchange visits per year between members of RANAA from different countries in the region.</p> <p>2.5 To establish by end of 2016, the first Arab NGO training academy for HIV/AIDS, working with MARPs and PLHIV issues</p>	<ul style="list-style-type: none"> - at least 2 visits per year executed - Visits' reports -A concept note on the feasibility of the Academy in 2014 -A proposal to establish the Academy in 2015 -The Academy first annual workshops/courses delivered in 2016
<p>3.To establish the first resource hub on issues related to HIV/AIDS and PLHIV in the Arab and MENA region</p>	<p>3.1 To identify by the end of 2013 the major centers (academics institutions, research centers, funding agencies, international organizations, governmental departments, etc..) who work on issues related to HIV/AIDS and rights of PLHIV in the Arab and MENA region, through conducting a comprehensive mapping and utilizing a snowball approach.</p>	<ul style="list-style-type: none"> - An updated list of the local, regional, and international centers and organizations who work on HIV/AIDS and rights of PLHIV - An updated list of the regional and international funding agencies which work on HIV/AIDS and rights of PLHIV

	<p>3.2 To create by the end of 2014 a database/resource hub of all the academic articles, reports, funding opportunities and training resources related to HIV/AIDS and rights of PLHIV in the region.</p>	<p>- A free online open resource center/unit for scientific and legal information, material and manuals on HIV/AIDS and rights of PLHIV launched by the end of 2014</p>
<p>4.To enhance the networking and representation function of RANAA</p>	<p>4.1 To enhance its external representation by organizing an annual conference, where the General Assembly can be organized as a fringe activity, for all members and stakeholders.</p> <p>4.2 To participate at least once a year in the major international conferences or forums or other events, to promote the interests of members</p> <p>4.3 To enhance the visibility and image of RANAA</p>	<p>- Conference report</p> <p>- A list of attended international and regional conferences on HIV/AIDS and PLHIV</p> <p>- A List of all NGOs who work on issues related to HIV/AIDS and the rights of PLHIV in the MENA region and those that are RANAA members</p> <p>-promotional material designed and produced</p> <p>-public events organized (e.g. Asmaa Film Tour)</p> <p>A concept note by end 2013 on the value added to being a member</p>

	<p>4.4 To create more value for RANAA’s membership through periodical knowledge transfer activities – linked to the work of the Hub-</p> <p>4.5 To expand by the end of 2015 its member representation profile so that it represents 80% of all the NGOs in the MENA region who work on HIV/AIDS and the rights of PLHIV</p>	<p>-Feasibility study of a membership annual fee</p>
<p>5.To build new partnerships including those with funders and donor agencies</p>	<p>5.1 To diversify funding sources by 2017 by having 50% of its funds from new donors other than the current ones– Refer to the fund-raising strategy-</p> <p>5.2To build as of 2014 a new partnership relation every year with at least one human rights NGO or network in each country in the MENA region</p>	<p>-Annual financial reports-</p> <p>-Annuals reports that documents the partnership and cooperation framework between RANAA and its partners</p>

NB. RANAA has developed a M&E Plan that will be implemented on the abovementioned activities.

VIII. Action plan for 2013

The action plan for the first year of the planning cycle will set the foundations for the forthcoming five years. It will mostly assess the current needs and start the first steps of the proposed initiatives. The foundation year is essential in winning the minds and hearts of the members and indeed in setting a baseline to allow for monitoring the progress and evaluating the outcome of this 5-year plan.

IX: Annex: Examples of networks from across the world

1. Global Network of People living with AIDS: (GNP+): *(example of a global network that coordinates with and guides the work of the regional and local networks)*

<http://www.gnpplus.net/>

GNP+ is **a global network of networks** that envisions a powerful and united worldwide social movement of PLHIV, with PLHIV leadership and voices at the centre of the response to the HIV pandemic.

GNP+'s mission is to improve the quality of life of people living with HIV. GNP+'s work, mainly with independent and autonomous regional and national networks of people living with HIV in **Africa, Asia-Pacific, the Caribbean, Europe, Latin America and North America**, is guided by the needs of people living with HIV in those areas.

To fulfill the latter mission, GNP+'s evidence-informed Global **Advocacy Agenda** focus on empowerment, human Rights; positive health, dignity and prevention; and sexual and reproductive health and rights of people living with HIV. **It's work particularly focus on working with regional and national networks** to promote access to HIV treatment, care, support and prevention; fight stigma and discrimination against people living with HIV and, promote the greater involvement of people living with HIV (GIPA).

The organizational structure of GNP+ is encompassed of a **Secretariat Council** consisting of the 2 Co-chairs, **Treasurer**, GNP+ **International Coordinator** / CEO and up to three other **Board members**, supports. Two of the board members are nominated to represent the six regional networks which GNP+ helped found: Africa (NAP+), Asia-Pacific (APN+), the Caribbean (CRN+), Europe (GNP+ Europe), Latin America (Redla+) and North America (GNP+ NA). Board members serve a 2 year term, with the Board having at least one face to face meeting annually.

2. Hivos (*example of a network that provides direct support to the regional and local NGOs*)

<http://www.hivos.nl/eng/>

Hivos's mission is **to support** the work of partner organizations to contribute to a world with equal opportunities for people to develop their talents.

Hivos fulfills the latter mission by supporting the work of 708 local civil society organizations from 30 countries in Africa, Asia and Latin America who work in four different themes, namely: expression and engagement, rights and citizenship, green entrepreneurship, and action for change. Their support takes the shape of **long term and flexible financial support**, advise and consultation organizations to implement projects, **cooperation and networking between organizations in developing countries and in Europe**, **advocacy by increasing the awareness of governments**, decision makers and the general public on rights and justice related issues, providing education and exchanging knowledge.

Of particular interest the multidisciplinary program, integrating knowledge development, knowledge transformation and knowledge application on specific topics with academic institutes, think tanks and a wide array of civil society practitioners. In order to share its own expertise more systematically with interested parties, Hivos has created a **virtual platform** where they can add and exchange information and knowledge themselves. This platform is called the Hivos Virtual Office.

The management team of Hivos is encompassed of **the two executive directors and the four directors** of the regional offices in Southern Africa, Central America, India and Southeast Asia. **The Supervisory Board supervises the actions of the management.** The Supervisory Board consists of nine members, three of whom were nominated by the constituent organizations Humanist League, Humanitas and Weezenkas, anchoring the humanist nature of Hivos in the supervisory body. The other members are from the wider network of Hivos and from relevant positions in society.

3. International Council for AIDS Service Organizations(*example of a network that works on including the communities and the local NGOS in the struggle to end the AIDS pandemic.*)

<http://www.icaso.org/>

ICASO was founded in 1991, and has been working ever since on facilitating the inclusion and leadership of communities in the effort to bring about an end to the AIDS pandemic, recognizing the importance of promoting health and human rights as part of this undertaking.

ICASO work is based on four core components: **policy analysis and strategic information-gathering**, with a particular focus on community-based research; **building the capacity of community leaders** to act as strong advocates and as stewards of community-based structures for HIV mobilization and engagement; **advocacy for accountability**, for evidence-based and human rights-based approaches, and for the strategic use of HIV resources for maximum impact; and **developing networks** to support an HIV movement that contributes more broadly to health, human rights and gender equality.

Of particular important, ICASO's emphasize on building strong and self-sustaining organizations and networks at all levels that are strategically and effectively linked. ICASO is committed to supporting communities engage in policy dialogue and provide them with access to information that they can use to make informed decisions about involvement and policy action.

CASO has a governing board of thirteen people. ICASO is committed to having representation from each of the following regions; Africa, Asia, Europe and the Americas to support global accountability and ensure community leadership. To ensure that ICASO's work responds to the needs of the community sector within an evolving global AIDS response, consideration is also given to members who bring critical expertise, experience, and leadership. In addition, the Board has been strengthened with two positions, which are dedicated to People Living with HIV as a way to guarantee that the perspectives and voices of people affected by HIV is integral to all the work ICASO engages in. The Executive Director is an ex-officio member of the Board.

3. The Arab NGO Network for Development (ANND): (example of a network that while working with other NGOs, it mostly implements everything itself)

www.annd.org/

The Arab NGO Network for Development (ANND) is a regional network, working in 11 Arab countries with 8 national networks (with an extended membership of 200 CSOs from different backgrounds) and 30 NGO members. ANND aims at strengthening the role of civil society, through implementing **programs of advocacy and lobbying on regional and national policy-making in three main areas; development, trade, and democracy**. ANND, as a network, fulfills the latter objectives through networking, capacity building and information and experience sharing (research and material development), advocacy strengthening, coalition building, monitoring, evaluation, and engagement with policy-making processes and related institutions among civil society groups.

The organizational structure is encompassed of the general assembly, coordination committee, and the executive direction. The **General Assembly (GA)** receives new memberships and approves the financial and internal documents, including the annual program documents and annual budget, and it follows up on the implementation of ANND programs. It also assigns the Executive Director, who becomes a member of the Coordination Committee (CC). The GA meets at least once each two year period. The **CC** is elected every two years by the GA, on the basis of one representative from each member country. It includes 14 representatives from the member countries, whose elections considers geographic and gender representation. CC members are not elected for more than two terms. The CC finalizes the Network's program document and is responsible for its implementation. Also, it finalizes the budgets and financial reports of the organizations. The CC is responsible for setting a plan to mobilize the Network's resources and collaborate with various consultants and experts. The CC often represents the Network in various local, regional, and international events. Finally, the **Executive Director (ED)** directs the Executive Office and is responsible for hiring staff for the financial and administrative work of the Office. He consults and collaborates with consultants for the implementation of various activities when the need arises. The ED receives support from the members of the CC and the GA, who are available in the country where the Executive Office is, in implementing and following up on the Network's program document.

4. IJMA3: *(example of a network that promotes its members and builds the capacity the members of its network so that they can act autonomously)*

IJMA3 believes that ICT will serve as a powerful engine for growth and development in the Middle East. Growth in ICT linked to solid economic growth for a host of economies around the region, and in some countries, is a key driver for economic expansion. In addition, ICT holds impressive potential in realizing a host of development goals currently being prioritized by regional governments and the international donor community. ICT has proven track record of improving effective participation by civil society in governance, improving access to government information and improving feedback channels, in spreading education and literacy, and in promoting the role of women in society. Each of IJMA3's member associations, supported by IJMA3's developing expertise, is harnessing ICT to achieve these and other objectives.

Objectives

IJMA3 *strives to achieve to promote and serve as a champion for the interests of member associations* in domestic, regional and international ICT forum, encourage the development of standards and performance guidelines that members would champion in their respective ICT communities, participate in conferences, exhibitions, trade shows and other events, organized by IJMA3 or others, which promote the interests of member associations, assist member associations with the development of and lobbying for legislation, and serve as a best practices repository of demonstrated best practices in the ICT regulation, publish, disseminate and gather relevant information on ICT through journals, websites, reports as relevant, and develop a library of relevant materials from around the world, develop linkages with regional and global organizations and institutions which share common objective.

IJMA3 have been active in **workforce development** (ex: preparing job applicants, particularly youth and fresh graduates, for opportunities that have a likelihood of emerging in the future, **Educational services** (ex: upgrading the ICT capacities of schools, both in the hardware available in the schools, and in the ICT skills of school teachers, administrators, and students), **Professional training** (ex: Training for on-the-job skills is a key way of

achieving this), **Community ICT centers** (ex: develop centers which provide ICT-related services like network access, training, and business support services), **Civil Society capacity building** (ex: supporting capacity building efforts for NGOs), **Harness ICT as development engine** (ex: ICT can support the objectives of projects in community development, administrative reform, and economic development), **Conflict Resolution**: IJMA3's innovative "Consensus Hunt" methodology which creates dialogue teams who cooperatively think through a series of actions related to a conflict situation), **ICT Camps** (ex: develop proven methodologies for organizing camps built around an ICT theme), **Association Building** (ex: helping to train associations in advocacy, membership activities, and business development, and strategic consulting services.

5. The Palestinian Non-Governmental Organization Network *(example of a network that focus mainly to build the capacities of its members so that the members can be autonomously active)*

<http://www.pngo.net/default.asp?i=194>

PNGO envisages the establishment of an independent and democratic Palestinian state based on the rule of law, social justice and the respect for human rights. PNGO's overall goal is to **reinforce the role played by NGOs through contributing to the development and empowerment of civil society** within an independent Palestinian state based on the principles of democracy, social justice and respect for human rights.

PNGO believes that the above-mentioned goal can be achieved through conducting various studies on civil and democratic society as well as on laws on how to regulate the activities of Palestinian NGOs, organize seminars, conferences, workshops and regular meetings for NGOs whenever the need arises in order to discuss topics, such as democracy and civil society, develop a comprehensive system of providing information on Palestinian NGOs, i.e. their goals, activities and methods of operation, make this information available to researchers and concerned people locally and abroad, issue a periodical news bulletin as well as other publications in order to enhance dialogue and coordination among Palestinian NGOs and disseminate information on their activities, and develop other mechanisms in order to achieve the above-mentioned goals.

Organizational Structure

The organizational structure is encompassed of: the General Assembly (GA), the Steering committee, and members. The General Assembly is made up of the entirety of the Network's member organizations. Among others, GA's responsibility is to discuss and approve the Network's annual plan and its audited budget, to discuss and approve future annual plans, to review and approve the Network's financial plans and policies, to elect member organizations which are to form part of the Network's Steering Committee once every two years.

The Steering Committee is comprised seven to nine member organizations that work voluntarily and have responsibilities which include implement the goals of the Network by formulating annual administrative and financial plans and programs, prepare detailed work plans derived from the annual plans, meet at least once every two weeks in order to supervise the Network's daily performance, and to supervise the process of receiving and disbursing funds. Finally, the **Members are** organizations, not individuals. Among the many eligibility conditions, the organization should be established for at least two years before applying for membership, have a clear strategy, goals and activities.

Activities