

Strategic Framework 2024 - 2030

STRATEGIC ORIENTATIONS	STRATEGIC OBJECTIVES	SPECIFIC OBJECTIVES-OUTCOMES	ACTIVITIES
SO1	CARITAS is at the heart of the Church <i>To facilitate a network of MOs at the service of the Common Good</i>		
	1.1 The MOs are mobilizers of the Communities at the service of the Common Good	1.1.1 Promoted networking between CI, the Region's Church structures and MOs	1.1.1.1 Inform about available meetings/workshops related to Common Good
			1.1.1.2 Identify and disseminate resources (tools and materials) related to Common Good
			1.1.1.3. Translate and/or adapt other relevant resources (with the support of an external consultant)
		1.1.2 Reinforced relationships with the Catholic Church in the GC	1.1.2.1. Encourage the establishment of a new Caritas organization in the GC
			1.1.2.2. Exchange visits and info with the Catholic Church in the GC
			1.1.2.3. Invite representatives from the GC Church to events
	1.2 Catholic Social Teaching (CST) & Environmental Justice/Care for Creation (Laudato Si') are integrated and promoted by MOs	1.2.1 Strengthened capacity of MOs on CST & Environmental Justice/Care for Creation (Laudato Si')	1.2.1.1. Create CIC Regional Committee
			1.2.1.2. Organize CIC Regional Committee meetings
			1.2.1.3. Develop Training material for CIC Regional Committee, governance induction and key national staff
			1.2.1.4. Translate training material into Arabic, French and English. (with the support of an external consultant)
			1.2.1.5. Prepare Guidelines on how to conduct a synodal approach and conduct online webinars for MOs.
			1.2.1.6 Deliver National Trainings to selected pilot MOs
			1.2.1.7 Provide individual support to MOs in their synodal approach by Caritas MONA, expert partners and the Community of Practice

			1.2.1.8. Identify and disseminate a list of human and technical resources related to CST & Environmental Justice/Care for Creation	
SO2	CARITAS promotes Emergency Response, Integral Human Development (IHD), and Peace and Reconciliation in the communities <i>To support MOs in strengthening the Triple nexus: Humanitarian Actors / Development Actors / Peace Actors</i>			
	2.1 MOs' capacities to promote Emergency Responses are strengthened - Triple nexus: Humanitarian Actors / Development Actors / Peace Actors	2.1.1 Strengthened capacities of MOs on emergency responses and preparedness, at the regional and country-specific level	2.1.1.1. Encourage peer exchange by developing the capacity of MOs in emergency responses and humanitarian preparedness	
			2.1.1.2. Coordinate & facilitate emergency response with MOs and partners	
			2.1.1.3. Attend international and regional meetings on emergency and humanitarian crises	
			2.1.1.4. Accompany MOs in emergency responses and preparedness	
	2.2 MOs' capacities to promote sustainable Integral Human Development (IHD) are strengthened	2.2.1 Strengthened capacities of MOs to mainstream IHD in their programs	2.2.1.1. Facilitate and encourage the participation of MOs in IHD activities and trainings	
			2.2.2.1. Promote and disseminate relevant resources (tools & materials) on Integral Human Development to MOs and the partners' network	
			2.2.2.2 Support & encourage the use of CI mapping Tool platform	
			2.2.2.3 Create a pool of expertise of IHD/ Triple Nexus (TN)	
			2.2.2 Raise awareness among MOs regarding Agenda 2030 / SDGs to enable them to mainstream these goals in their programs	2.2.2.4 Facilitate and promote MOs' engagement in IHD-related activities and training, as well as their attendance in CI Meetings focused on FCP
	SO3	CARITAS builds global solidarity <i>To address the causes of injustice and poverty by strengthening the MOs' communication and visibility to shed light on their solidarity actions</i>		
	3.1 MOs' sensitivity and awareness are raised to	3.1.1 Empowered MOs to act in accordance with	3.1.1.1. Organize induction workshops or orientations for Regional Conference Members (Director & Presidents) on the Caritas mission and values (Cross cutting SO1)	

	advocate against dehumanizing poverty, injustice and exclusion and to promote the rights of the poor and the marginalized	Caritas' mission and values	<p>3.1.1.2. Organize induction workshops or orientations for Governance Bodies for each MO on the Caritas mission and values; Creation of TORs for Governance body selection (Cross cutting SO1)</p> <p>3.1.1.3. Organize induction workshops or orientations for Senior Management staff and team of MONA MOs on the Caritas mission and values (Cross cutting SO1)</p>
	3.2 MOs' internal and external communications and visibility are enhanced to eradicate poverty and fight against social exclusion and injustice	3.2.1 Strengthened MOs' communication and visibility capacities to address the causes of injustice and poverty and advocate for an integral and unified approach towards empowering vulnerable communities	<p>3.2.1.1. Support with CI Global Campaign - Organize Regional meetings with the Integral Ecology Group</p> <p>3.2.1.2. Update and review the RS' Communication Strategy</p> <p>3.2.1.3. Implement the RS' Communication Plan</p> <p>3.2.1.4. Produce bi-annual newsletters incorporating MOs' activities</p> <p>3.2.1.5. Identify Regional Advocacy focuses (Advocacy - Survey)</p> <p>3.2.1.6. Co-produce & publish Advocacy papers</p> <p>3.2.1.7. Attend Regional & Int'l advocacy meetings</p> <p>3.2.1.8. Attend high-level coordination meetings/conferences (i.e. ROACO, DIHD, ICVA) to promote MOs' situation (Cross cutting SO1)</p> <p>3.2.1.9. Promote & encourage MOs to use the E-learning and Baobab platform (Cross cutting SO1, SO2 & SO4)</p>
SO4	CARITAS is a professional network <i>To strengthen MOs' capacity, reinforce organizational skills, improve the quality of partnership in a spirit of fraternal cooperation and promote Youth and Women involvement in communities' lives</i>		
	4.1 Fraternal Cooperation/ Partnership are promoted among MOs	4.1.1 Promoted communication of initiatives and systematization of experiences among MOs in terms of Fraternal Cooperation/ Partnership (FCP)	<p>4.1.1.1. Translate and disseminate the Caritas Fraternal Cooperation/ Partnership Guiding Principles (GP)/Modus Operandi (with the support of an external consultant)</p> <p>4.1.1.2 Attend MOs partners' Meeting</p> <p>4.1.1.3. Facilitate the implementation of the Modus Operandi with the MOs and partners'</p>

	4.2 MOs' ownership of organizational development and sustainability are promoted	4.2.1 Adopted IDCS by MOs at the regional level	4.2.1.1. Organize Regional Training Workshops on Caritas's Identity and Mission for CIC Regional Committee, governance induction and key national staff
			4.2.1.2. Organize or facilitate thematic focused regional trainings for CI MS Coordinators and Assessors
		4.2.2 Integrated CI Management Standards by MOs at the regional level	4.2.2.1. Organize IDCS Trainings based on topics from Improvement Plans
			4.2.2.2. Facilitate integration of CI MS Improvement Plan
	4.2.2.3. Organize accompaniment of MOs in the CI MS process		
	4.2.2.4. Monitor and track the progress of the MOs IPs (Apply MEAL Tool)		
	4.3. MOs' organizational structures standards are enhanced	4.3.1 Strengthened capacities of emerging/vulnerable Caritas MOs with limited capacities in organizational expertise and standards	4.3.1.1. Provide MOs with integrated coaching and mentoring to assess their situation and improve their organizational structure
			4.3.1.2. Identify and disseminate MOs resources (human, technical, and financial) available within the MONA Region, CI and the network/Index of existing resources
		4.3.2 Increased awareness of MOs on accountability and Protection from Sexual Exploitation and Sexual Abuse (PSEA)/Safeguarding principles mainstreaming	4.3.2.1. Reimplement the Sexual Exploitation and Abuse (SEA) reporting tool and encourage MOs to fill it every 3 months
			4.3.2.2. Share opportunities to attend trainings/activities on safeguarding
4.3.2.3. Participate in safeguarding taskforces on national level			
4.3.2.4. Replicate successful safeguarding trainings between MOs			
4.3.2.5. Translate and disseminate safeguarding -standards (with the support of an external consultant)			
4.3.2.6. Coordinate with CI and review the RS' mandate regarding the implementation of the safeguarding-standards			

	<p>4.4 MOs' capacities to mainstream the focus on Women and Youth are strengthened</p>	<p>4.4.1 Strengthened MOs' capacities to enhance Women and Youth leadership opportunities</p>	<p>4.4.1.1. Co-organize and coordinate with the MOs to empower and promote leadership opportunities for women and youth to exchange experiences/good practices (Cross cutting SO1, SO2 & SO3)</p>
	<p>4.5 Regional Secretariat's operational and administrative capacities are enhanced</p>	<p>4.5.1 Enhanced operational and administrative capacities of the Regional Secretariat for effective coordination and support to MOs</p>	<p>4.5.1.1. Update and review the RS' Office Manual: Policies & Procedures according to the CI MS IP</p> <p>4.5.1.2. Register the RS' office/ Registration Process through a legal advisor</p> <p>4.5.1.3. Organize Regional Commission Meetings</p> <p>4.5.1.4. Organize Regional Conference 2025 & 2027</p> <p>4.5.1.5. Organize RS Annual Staff Team Building & CS</p> <p>4.5.1.6. Plan for RS:-HR / Structural Strategies</p> <p>4.5.1.7. Organize IDCS Regional Committee Meetings</p> <p>4.5.1.8. Produce Interim & Annual Narrative/Financial Reports</p> <p>4.5.1.9. Produce Projects Reports</p> <p>4.5.1.10. Produce Mid-year-review of RS AP</p> <p>4.5.1.11. Develop Proposals & related budgets</p> <p>4.5.1.12. Organize and coordinate Meetings with visiting CIMOs/MOs</p>
		<p>4.5.2 Strengthened engagement and collaboration with CI Committees for coordinated actions and shared learning</p>	<p>4.5.2.1 Attend CI Committees, REPCO/EXBO Mtg ... etc</p> <p>4.5.2.2 Establish Regular Communication Channels and Joint Workshops</p> <p>4.5.2.3 Develop a Shared Repository of Learning and Organize Bi-annual Collaborative Reviews</p> <p>4.5.2.4 Collaborate on Resource Mobilization and Foster Peer Support Networks</p>