



International Coalition of
SITES of CONSCIENCE

**GLOBAL NETWORKS STRATEGIC
PLAN REPORT 2021 – 2024**



MIDDLE EAST AND NORTH AFRICAN (MENA) SITES OF CONSCIENCE NETWORK STRATEGIC PLAN 2021-2024

Overview Middle East And North African (MENA) Sites Of Conscience Network

The MENA Sites of Conscience Network (MENA Network) brings together 23 members across 11 countries to preserve memory as a universal right, make it accessible to current and future generations, and use the lessons of the past to build a present and a future that protects human dignity and freedom.

MENA Sites of Conscience have earned credibility with local communities and are trusted to convey their collective and individual voices. They possess deep expertise in documentation and the use of new technology and digital tools, and are resilient, adaptable, and unafraid to become political and advocate for change. As a network, MENA Sites of Conscience have increased their presence at the local, regional, and global levels and enhanced their work through the exchange of experiences.

As a result of the Strategic Planning process carried out from October 2020-January 2021, the MENA Network has identified its potential to more proactively support the safety and security of its members, and to respond to pressing issues with a unified voice. Recognizing that by working thematically and engaging a diverse range of actors, network members articulated a plan to strengthen their collective approach to shared challenges and advance towards lasting social change in their communities, countries and region. They agreed that with tools such as the Digital Map of Human Abuses in the MENA Region, the Network's track record using digital tools and conducting documentation work and new and improved skills in dialogue facilitation, the MENA Network is primed to advance accountability, justice, and reconciliation processes in the region. The MENA Network commits to adopting a gender transformative approach in all its work.

VISION STATEMENT

The MENA Network envisions a society that embraces justice and accountability, preserves and protects memory as a universal right, builds bridges between different perspectives to reveal truth, fosters a culture of reconciliation and human rights, and fights impunity with the goal of achieving a democratic and peaceful future for all.



Enab Baladi, Syria

STRATEGIC GOAL #1:

Strengthen the MENA Network and the capacity of its members to preserve and protect memory as a universal right, build bridges between different perspectives to reveal truth and foster a culture

OBJECTIVE 1.1.:

Position the MENA Sites of Conscience Network to speak with a unified voice.

Activity 1.1.1: The MENA Network will develop a manifesto on a joint approach to memory in the region to guide individual and regional actions, advocacy campaigns, and procedures to support members at risk.

Activity 1.1.2: Members of the MENA Network will work together to strengthen the network's internal structure by:

- Improving coordination and communication among network members through real-time communication tools such as WhatsApp, and
- Carrying out coordinated fundraising efforts to increase and diversify the funds available to the MENA Network.

Activity 1.1.3: Members of the MENA Network will work together to strengthen the network's external reach by:

- Developing new partnerships and expanding access points for their work across the MENA region (i.e. engaging new arts and cultural organizations and universities); and
- Improving outreach to members in the region through new cultivation and engagement efforts.

OBJECTIVE 1. 2:

Strengthen the capacity of individual MENA Sites of Conscience to implement effective memorialization projects that engage a diverse range of actors in dialogue and action.

Activity 1.2.1: The MENA Network will carry out capacity-building opportunities for regional members in the use of civic dialogue to foster truth, justice and cultures of human rights, which can include:

- Dialogue facilitation trainings;
- Mentorship and exchange with Sites of Conscience around the world and staff members from the International Coalition of Sites of Conscience; and
- Training in the use of testimonies as an entry point for dialogue.

OBJECTIVE 1.3.:

Ensure a gender transformative approach in all aspects of the MENA Network's work.



AHRDO, Afghanistan

Activity 1.3.1: Members of the MENA Network will develop internal structures and decision-making processes that offer opportunities for all members to actively challenge gender norms, promote positions of social and political influence for women, and address power inequities between persons of different genders.

Activity 1.3.2: The MENA Network will set project planning procedures to ensure their programmatic work supports and advances the SDGs as they refer to gender equality and the empowerment of women and girls.

STRATEGIC GOAL #2:

Develop new and expanded initiatives that promote justice, accountability, human rights, and reconciliation in the MENA region

OBJECTIVE 2.1.:

Develop MENA Sites of Conscience projects that counter impunity and promote justice and accountability

Activity 2.2.1: Members of the MENA Network will conduct a critical examination of transitional justice processes within the region and beyond to gain a deeper understanding of when and where these processes succeed and how lessons learned from them can best be applied to the MENA region. This will include an outline of principles and practical recommendations for countries undergoing or discussing transitional justice processes which will serve as a road map for using memory to promote justice, accountability, reconciliation and a culture of human rights in the region.

Activity 2.2.2: Members of the MENA Network will carry out advocacy campaigns that draw on the extensive documentation that has taken place in the region to advocate to governments and policymakers to fight impunity, build bridges between different perspectives to reveal truth, and foster reconciliation and a culture of human rights in the region.

Activity 2.2.3: Members of the MENA Network will expand the potential of the Digital Map of Human Abuses in the MENA Region, transforming it from a repository of information into a tool to fight for justice and accountability and end impunity in the region. This may include:

- Hosting a virtual launch of the final map including a webinar and launch events open to embassies, policymakers, and other key stakeholders in transitional justice in the MENA region; and
- Coordinating a virtual conference to discuss how to best use digital maps to support advocacy efforts.

OBJECTIVE 2.2.:

Engage youth in the MENA region to become agents of change.

Activity 2.2.1: The MENA Network will capitalize on its deep knowledge of digital tools to effectively engage and mobilize youth in the region as key human rights advocates through new and expanded programs designed specifically for this demographic.

Activity 2.2.2: The MENA Network will develop a social media strategy for youth in the region to use the Digital Map of Human Abuses in the MENA Region to advocate for justice, accountability, and human rights.

Activity 2.2.3: The MENA Network will develop learning exchanges for youth within the region and with youth members outside the region.



Act for the Disappeared, Lebanon



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