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# MADANIYA



A STEP-BY-STEP GUIDE  
INTO THE VISION, MISSION, AND VALUES OF MADANIYA  
NOVEMBER, 2023.

# MADANIYA BOOKLET

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# WHO IS MADANIYA



MADANIYA  
RECLAIMING POLITICAL AGENCY  
BY MAKING CIVIC ACTORS AS  
CONTEMPORARIES  
MADANIYA CONFERENCE  
مدنية  
الخطوة السياسية  
لتفعيل الممارسيين السياسيين  
مؤتمر المدنية  
10-11 ديسمبر 2022  
مركز المؤتمرات في القاهرة  
www.madaniyaconference.com

MADANIYA  
مدنية





# WHO IS MADANIYA

Madaniya, an initiative led and funded by Syrians, independent of political and foreign influence, aims to enhance the political agency of the Syrian civic space. Madaniya works to mobilise Syrian civic actors inside Syria and in neighbouring countries and the diaspora around a shared set of rights-based values, to organise within a unified civic space that transcends geopolitical divisions and enhances a sense of ownership and belonging. Madaniya builds on the collective resources, capabilities, knowledge and political influence of Syrian civic actors, to ensure a leading role for Syrians in decision-making processes related to Syria at the local, regional and international levels. Madaniya welcomes all Syrian civic actors who align with its values, encompassing diverse sectors and geographic locations, including civil society organisations, grassroots entities, victims' associations, unions, syndicates, think tanks, media outlets, and, in due course, individuals.







# OUR STORY

Today, after more than a decade since the 2011 uprising in Syria, we, as Syrians, witness our country being torn into geopolitical divisions, ruled by de-facto authorities hijacked by regional and international powers. As the political process remains deadlocked, normalisation efforts with the Syrian regime on the rise, and a lack of genuine action from the international community to address this reality, we firmly believe that Syrian civic actors around the world have the power to make a difference. By reclaiming our political agency, we can assert our rightful role in shaping the future of our country, influencing accountability, development, and political trajectories.

**IT IS THIS BELIEF THAT GAVE RISE TO MADANIYA'S VISION...**





# MISSION, VISION, VALUES

## رؤية مدنية

من الساعة 09:15 - 09:45



MADANYIA

RECLAIMING POLITICAL AGENCY,  
STRONG CIVIC ACTORS AS  
COUNTERPARTS

MADANYIA CONFERENCE

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الناخبة السياسية  
للضمان المدني السوري

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## VISION

An inclusive, democratic and sovereign Syria, of whose citizens are all equal under the rule of law.

## MISSION

To protect our civic space and support the pioneering role of civil society in building Syria's future.

# VALUES

- Syria is strong in its diversity and pluralism.
- Syria is an independent country enjoying full sovereignty over its entire territory.
- All citizens of Syria have the right to live in dignity, with equal rights, responsibilities, and opportunities, regardless of their gender, ethnicity, religion, language, political opinions, or other factors.
- Syria upholds the Universal Declaration of Human Rights, including freedom of expression and assembly, and freedom of religion and belief.
- Syria protects women's rights, and women play a leading role in public affairs.
- Syria protects children's rights and prioritises their education.
- Syria is committed to democratic governance, rule of law, transparency, and accountability, with separation of executive, legislative and judiciary powers, and an independent judiciary.
- Syria rejects all forms of violence, extremism, terrorism, and racism, and contributes to a just regional and international peace.
- Syria is open to the world with diplomatic, economic, and cultural relations contributing to its prosperity.
- Syrian Civil Society plays a key role in attaining the governance that guarantees these principles, in exercising oversight and accountability, and in contributing to public policymaking.





# GOALS AND OBJECTIVES



# GOALS & OBJECTIVES

Aiming to enhance the political agency of Syrian civic actors, Madaniya strives to mobilise its members within a value-based constituency to elevate their presence as a genuine counterpart in decision-making platforms related to Syria, making all efforts to strengthen their efficiency along the way:

## ③ **VALUE-BASED CONSTITUENCY:**

We mobilise Syrian civic actors who believe in our rights-based values to organise within a unifying civic space that transcends divisions, diminishes polarisation, enhances trust, and stimulates a sense of belonging and ownership.

## ③ **COUNTERPARTS:**

We are a key interlocutor for international policymakers, advocating for our values and introducing Syrian civic actors as counterparts in Syria-related decision-making processes.

## ③ **EFFICIENT ACTORS:**

We work to increase the efficiency of civic work related to Syria by supporting each other to improve our institutional capacities and stimulate an inductive work environment that protects civic actors, allows them to efficiently navigate the international assistance landscape, and encourages their coordination and collaboration to ensure complementarity and intersectionality and reduce polarisation, individuality, and speculation.







Supporting the future  
of Syria and the region

**'HAKAWATI'**  
telling stories from Syria

**CULTURAL  
AGENDA**

HITACHI



# ADDED VALUE

ALL MEMBERS OF MADANIYA ENJOY EQUAL RIGHTS TO RECEIVE ITS SERVICES AND CONTRIBUTE TO ITS PLANS AND EVENTS. SERVICES, PLANS AND EVENTS ARE DESIGNED PERIODICALLY IN CONSULTATION WITH MEMBERS AND ACCORDING TO THEIR NEEDS AND REALITIES.

## ACCESS TO OPPORTUNITIES:

OUR INTERACTIVE DIGITAL MEMBERSHIP PLATFORM WILL GRANT ACCESS TO OPPORTUNITIES, RESOURCES, AND KNOWLEDGE THAT CAN ENHANCE THE EFFICIENCY OF CIVIC ACTION. THIS INCLUDES:

- updated database of funding opportunities
- updated database of training and capacity-building opportunities
- updated library of key Syria-related reports, documents and datasets
- updated calendar of main events related to Syria
- periodicals that identify the most important developments related to civil work in Syria
- periodic updates on key aspects of recent political debates taking place within lobbies influencing international decision-makers



## **ACCESS TO SUBSIDISED SERVICES:**

**OUR MEMBERS WILL ENJOY ACCESS TO SUBSIDISED SERVICES THAT CAN ENHANCE THEIR INSTITUTIONAL CAPACITIES. THESE CAN INCLUDE:**

- Organisational Development strategies
- Gender Mainstreaming strategies
- Fundraising strategies
- MEAL strategies
- Communications strategies
- Governance strategies
- Legal services
- Compliance services
- IT services
- Psychosocial support services

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## **STRATEGIC SOLUTIONS TO STRUCTURAL ISSUES:**

- **INNOVATIVE FIN-TECH SOLUTIONS:**

that can facilitate financial transactions for Syrian civic actors in an innovative yet compliant way.

- **LEGAL COVER:**

for civic actors operating in oppressive settings with no legal cover.



## WORKING GROUPS:

WE FURTHER SUPPORT THE ESTABLISHMENT OF WORKING GROUPS TO DEVELOP PRACTICAL SOLUTIONS BASED ON NEEDS. THEMES CAN INCLUDE:

- Building common ground based on values and principles
- Protecting the civic space and improving its efficiency
- Building community capital
- The relationship of civic space with governmental and political bodies and platforms
- Coordinating relations with international bodies to enhance advocacy and lobbying efforts

## JOINT INITIATIVES:

We facilitate and support joint initiatives working to bridge silos and develop cross sectoral and cross geographic collaborations.





# HOW TO JOIN MADANIYA



# WHO JOINS MADANIYA

Madaniya is open to all Syrian civic actors who believe in its values, whether inside Syria, in neighbouring countries or in the diaspora, including well-established civil society organisations, grassroots and community-based groups, syndicates and unions, victims' associations, media outlets, research centres, and social enterprises. At a later stage, Madaniya will be open to individuals who share its values.

All members of Madaniya enjoy equal rights to contribute to its plans and events and to receive its services. Membership contributions are not tied to decision-making power. Plans, events, and services are designed periodically in consultation with members and according to their needs and realities.

Madaniya operates a membership-based financial model that allows it in the long run to be financially self-sustained. Members are expected to pay annual membership contributions based on their size and capacity. Membership contributions range between \$100 and \$20K per annum and are designed to take into account the different capacities and realities of different organisations.



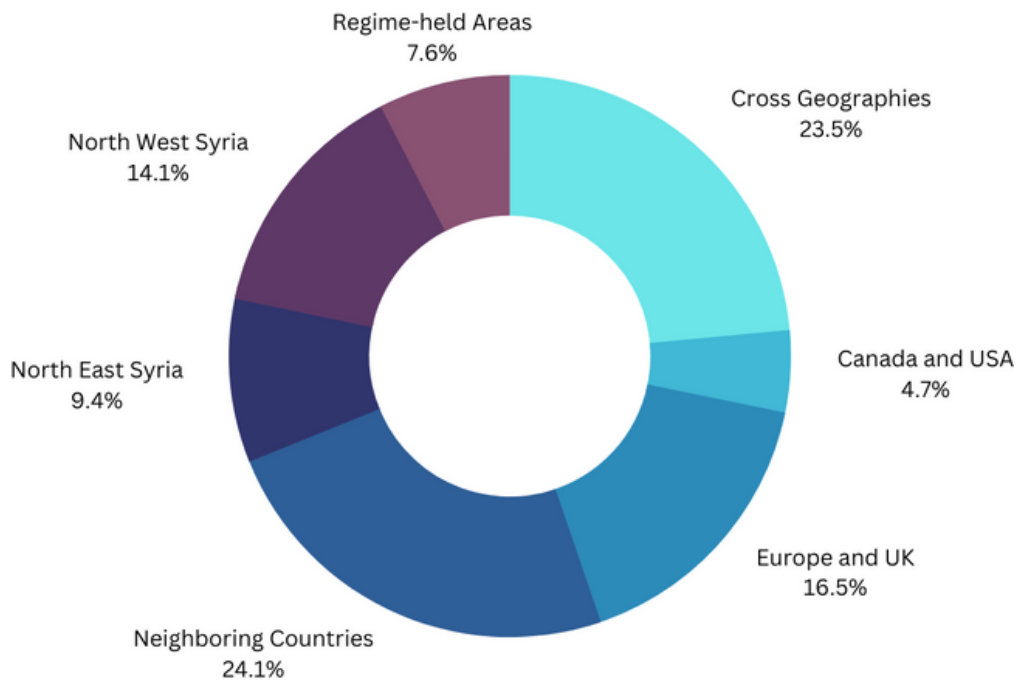




# MADANIYA'S MEMBERS

Today, Madaniya is a platform that encompasses more than 190 organisations, spanning all sectors and geographical locations. Members of Madaniya are spread across the regions of northwest Syria, northeast Syria, and in regime-held areas. They operate in neighbouring countries, as well as in Europe, the United Kingdom, and the United States and Canada.

We continue to mobilise Syrian civic actors inside and outside Syria across all sectors and structures.





# MADANIYA NOW







# MADANIYA'S INAUGURAL CONFERENCE

Madaniya's inaugural conference was held on the fifth and sixth of June 2023 at the Arab World Institute in Paris under the title "Reclaiming the Political Agency of the Syria Civic Space." In its first day, the conference brought together over 200 Syrian civic actors representing 170 organisations in Syria's civic space which encompasses a wide range of sectors and geographical areas, both inside and outside the country.

Representatives of the organisations convened in 9 working groups over two rounds (i.e. a total of 18 working groups) inside the hall and virtually discussing the geographical and sectoral priorities of the civic space, and the mechanisms and tools of joint action within Madaniya. The outcomes of the eighteen discussion sessions were carefully compiled and analysed in search of intersections that could outline a participatory, civic-led action plan in the next phase.







## MADANIYA'S INAUGURAL CONFERENCE

In its second day, the conference was further attended by more than 100 distinguished guests, including diplomats representing the European Union, United Kingdom, France, Germany, the Netherlands, Italy, Austria, Switzerland, the United States, Canada, Turkey, and Qatar. Representatives from the Office of the UN Special Envoy for Syria, the Syrian Negotiation Commission, as well as influential Syrian leaders and decision-makers from international non-governmental organisations and think tanks focused on Syrian affairs, also took part in the conference.

In the second day, representatives of the Syrian organisations presented four panel discussions that delved into the concept of reclaiming the political agency of the Syrian civic space across the justice and accountability, relief and development, and political tracks concerning the future of Syria. We explored the roles through which civic actors can influence these tracks, contributing to shaping the future of Syria based on our shared values. Guest diplomats presented key remarks to reflect on shared objectives and potential ways of collaboration.





## برنامج اليوم

الجلسة الأولى: أوجه العمل المدني المحلي والقطرية	11:30 - 10:00
استراحة فوهة	12:00 - 11:30
خلاصات الجلسة الأولى	13:00 - 12:00
استراحة غذاء	14:00 - 13:00
الجلسة الثانية: آليات العمل ضمن مدينة	15:30 - 14:00
استراحة فوهة	16:00 - 15:30
خلاصات الجلسة الثانية والخطوات القادمة	17:00 - 16:00
استراحة مفتوحة	19:00 - 17:00
عشاء عمل مع ممثلي المجتمع الدولي وشركاء المؤتمر	22:00

MADANYIA  
RECLAIMING POLITICAL SPACE:  
SYRIAN CIVIC ACTORS AS  
COUNTERPARTS

مدينة  
للتنمية المدني السورية

مؤسسة مدنية سورية  
مقرها: دمشق، سورية  
www.madanyia.org





# PRIORITIES FOR JOINT ACTION WITHIN MADANIYA

The following headings summarise priorities identified by Madaniya members to guide our collective work across sectors and geographies moving forward:

## **BUILDING COMMON GROUND BASED ON VALUES AND PRINCIPLES**

### **DEFINING A CLEAR IDENTITY FOR A JOINT CIVIC ACTION**

- Defining a clear value-based identity that frames the efforts of the diverse organisations within the civic space, enabling them to strengthen their legitimacy in advocating for their rights when engaging with other Syrian, regional, and international stakeholders.

### **DEVELOPING AN INTEGRATED VISION FOR A JOINT CIVIC ACTION**

- Developing an integrated vision for the collective civic work aimed at fostering socio-economic and political development that enhances peacebuilding and the pursuit of justice in its multi-faceted sense at the local level, progressing incrementally to the national level.

## **PROTECTING THE CIVIC SPACE AND IMPROVING ITS EFFICIENCY**

- Monitoring actions imposed by de facto authorities to restrict the civic space and developing mechanisms to overcome these restrictions and address their implications systematically.
- Building institutional knowledge that maintains and accumulates experiences, skills, and relationships within individual institutions and within the collective civic space.
- Developing inclusive and mutually beneficial relationships between large-scale civic institutions with well-established structures and strong ties within decision-making platforms in donor countries, and their counterparts from smaller institutions and grassroots groups.
- Enhancing the financing structures for civic work in Syria, including in donor countries, to ensure a more adaptable and responsive framework that facilitates long-term strategic planning.
- Building strategic relationships and partnerships with the private sector to enhance its social responsibility and charitable initiatives and employ its capabilities in a principled manner.





# PRIORITIES FOR JOINT ACTION WITHIN MADANIYA

## BUILDING SOCIAL CAPITAL

- Introducing political agency of the civic space in one of its manifestations as a process of restoring trust with the local communities of Syrians in all their places of residence.
- Redefining accountability in civic work toward local communities by addressing governance, transparency, participation, and effectiveness within the civic space more precisely.
- Promoting solidarity relationships that mitigate social polarisation, alongside enhancing the protection and inclusion of marginalised and vulnerable groups, which are often the weakest link within civil society and local communities.

## THE CIVIC SPACE'S RELATIONSHIP WITH QUASI-GOVERNMENTAL AND POLITICAL BODIES AND PLATFORMS

- Developing a precise and sensitive understanding of the contexts and working mechanisms of local governance bodies and investing in working with unions, syndicates and independent community organisations as an organic part of the civic space.
- Navigating relationships with local governance bodies in a way that contributes to establishing a decentralised work model that can be built upon in the transitional phase of a political solution.
- Assuming a supervisory role in guiding work within political tracks to ensure it aligns with human rights and reflects the realities of local community, all while avoiding the politicisation of the civic space or its transformation into a negotiating entity.
- Activating the role of civil society beyond the confines of mainstream political tracks and establishing healthy, symmetrical relationships with political entities.



# PRIORITIES FOR JOINT ACTION WITHIN MADANIYA

## COORDINATING RELATIONS WITH INTERNATIONAL STAKEHOLDERS TO ENHANCE ADVOCACY AND LOBBYING EFFORTS

- Coordinating relations with international actors in the Syrian context to systematically advocate for the inclusion of Syrians as equal counterparts within decision-making platforms at the highest levels.
- Synchronizing mobilisation, advocacy and lobbying efforts and working on consolidating policy messages and demands and formulating them in alignment with local priorities from a comprehensive national perspective.
- Strengthening relations with influential countries in the Syrian file, whether directly through their foreign policies or indirectly through their membership in international platforms in order to impose a rights-based narrative that Syrians themselves shape regarding the reality of the Syria and the courses of action within the related humanitarian, political, and accountability tracks.
- Collaborating with communities worldwide to build transnational solidarity on common issues that demand concerted efforts to achieve significant breakthroughs.





# MADANIYA

## WEBSITE

[www.madaniya-csn.org](http://www.madaniya-csn.org)

## GET IN TOUCH

[info@madaniya-csn.org](mailto:info@madaniya-csn.org)

## FOLLOW US

Twitter (X): @MadaniyaNetwork

Instagram: @MadaniyaNetwork

Facebook: Madaniya Network

