

MALINDI ISLAMIC CENTRE FOR ORPHANS STRATEGIC PLAN 2016 - 2019



Prepared by

geeska
Enterprise Solutions

Table of Contents

PART 1: EXECUTIVE SUMMARY	4
1.1 INTRODUCTION:.....	4
1.2 THE NEED FOR NEW STRATEGIC PLAN:	6
1.3 THE PROCESS OF THE STRATEGIC PLAN:	8
1.5 THE IMPLEMENTATION:.....	11
1.6 THE MONITORING AND EVALUATION PROCESS:	11
PART 2: THE SITUATIONAL ANALYSIS:	13
PART 3: THE STRATEGIC DIRECTIONS:	14
PART 4: THE IMPLEMENTATION PLAN:	20
PART 5: ASSUMPTIONS AND RISKS:	25
PART 6: MONITORING AND EVALUATIONS:.....	27

Joint Message from the Chairmen of the Governance Council and Management Committee.

Malindi Islamic Centre for Orphans (MICO) was established in 1994 during the holy month of Ramadhan and registered with the registrar of societies in Nairobi in 1997. The founders have vowed to help the orphans within Malindi and Watamu.

Since 1994, MICO has undergone tremendous growth. The number of orphans reached has increased. The number of mosques joining the Governing Council has increased. The organization has also bought a land, built an orphan's school in Malindi – the only such school in Malindi.

However many things have changed since 1994 and challenges have increased. This is an ideal time to reflect on the challenges MICO has experienced over the last 20 years and to think about our future directions and the evolving needs of our community. We are responsible for the welfare of our orphans even though we are faced by the economic realities and uncertain future. The Strategic Plan for 2016 to 2019 creates a guideline to allow us to make choices for a better future of MICO. It is our responsibility to make strategic decisions that will ensure that our orphans have access to services that are of high quality and sustainable.

This plan was developed with extensive input from the community, external and internal stakeholders, our own staff and volunteers. Our staff, Management Committee Governance Council and Trustees were exceptionally well engaged demonstrating the commitment and dedication of MICO. Our process was guided by the importance of the Orphans wellbeing, transparency of our processes, professional ethics and fairness in decision-making. When implementing the strategic directions we must carefully balance quality, access and sustainability in order to take care of our population – the Orphans.

This is OUR plan, and we must work together to successfully implement it. Every individual at MICO has a role in this plan, whether it's in the mosques, administration, school and Madrasa, or on a voluntary capacity. We have outstanding staff, teachers, volunteers, and leaders whose dedication and skills will create a foundation for our shared success. Each day we want to come to MICO knowing that we are providing exceptional care to our Orphans, supporting them as they move through the challenges of life. We are also keen to help the families of the orphans.

It is evident that concrete changes are required and the Strategic Plan for 2017 to 2019 provides us with the necessary direction to move forward and create positive changes in our organization.

Sheikh Abdalla Ali
Chair, Board of Governance

Ustaadh Mohamed Noor
Chair, Management Committee

Part 1: Executive Summary

1.1 Introduction:

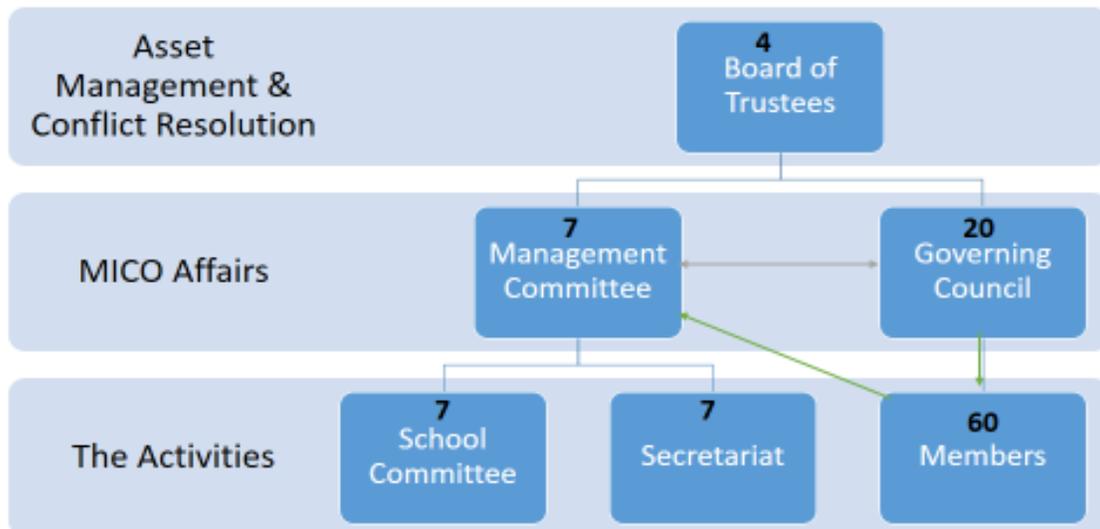
Malindi Islamic Centre for Orphans was established in 1994 during the holy month of Ramadhan and registered with the registrar of societies in Nairobi in 1997. The organization is working with orphans within Malindi and Watamu.

The MICO secretariat is currently located at Bomaani near Bomaani Mosque, in Malindi Sub County of Kilifi County.

MICO is governed by a Constitution that has three levels of structure – Board of Trustees, Governing Council and a Management Committee. Each mosque nominated three members who form the elections membership. The elections membership elects office bearers, with tenure of five years, who then form a Management Committee entrusted with the pursuit and realization of the objectives of MICO. The membership also elects trustees with tenure of five years.

The membership through General Meetings ensures that MICO is run as required by the Constitution of the organization and in accordance with all Kenyan statutory requirements.

MICO Organizational Structure:



MICO has its own vision and mission statements:

VISION

Creating an environment which will allow the orphan to interact freely with other children in the society

MISSION

Enhancing and empowering the orphans to significantly increase their performance capability in order to be responsible citizens

The objectives of MICO include;

- To develop unity and intellectual contact amongst Malindi Muslims in the Republic of Kenya.
- To develop the welfare of all Muslim destitute orphans in Malindi Sub-County.
- To establish and sustain a Centre for orphans in Malindi.
- The society has no political objectives.
- To organize fund raising through the contributing mosques and well-wishers towards achieving the objectives of the society.
- To carry out investments, developments and income generating projects towards achieving the objectives of the society.

MICO has 10 paid staff and 23 teachers supported by many volunteers. The back bone of MICO is built up of the mosques in and around Malindi Sub-County. The Organization enjoys full support of the community as it addresses unique and heart-touching needs of the Orphans. Prophet Mohamed, may peace and blessings be upon him, said that: "Me and whoever takes care of an Orphan will be together side by side in Paradise". This is very powerful messages to the community and has been adopted as slogan by the Organization.

1.2 The Need for New Strategic Plan:

There are two important factors that necessitated the need for new Strategic Plan for MICO:

- a. The Organization never had strategic plan. This is the first time the Governing Council decided to have one.
- b. The organization has experienced tremendous growth as a result of the increased needs from the community which resulted the need for the strategic direction to meet this need and tackle the challenges faced by the organization.

It is an appropriate time to reflect on the way in which MICO has performed over the past 5 years and to think about the future directions while having in mind the changing expectations from the community and economic realities of the country.

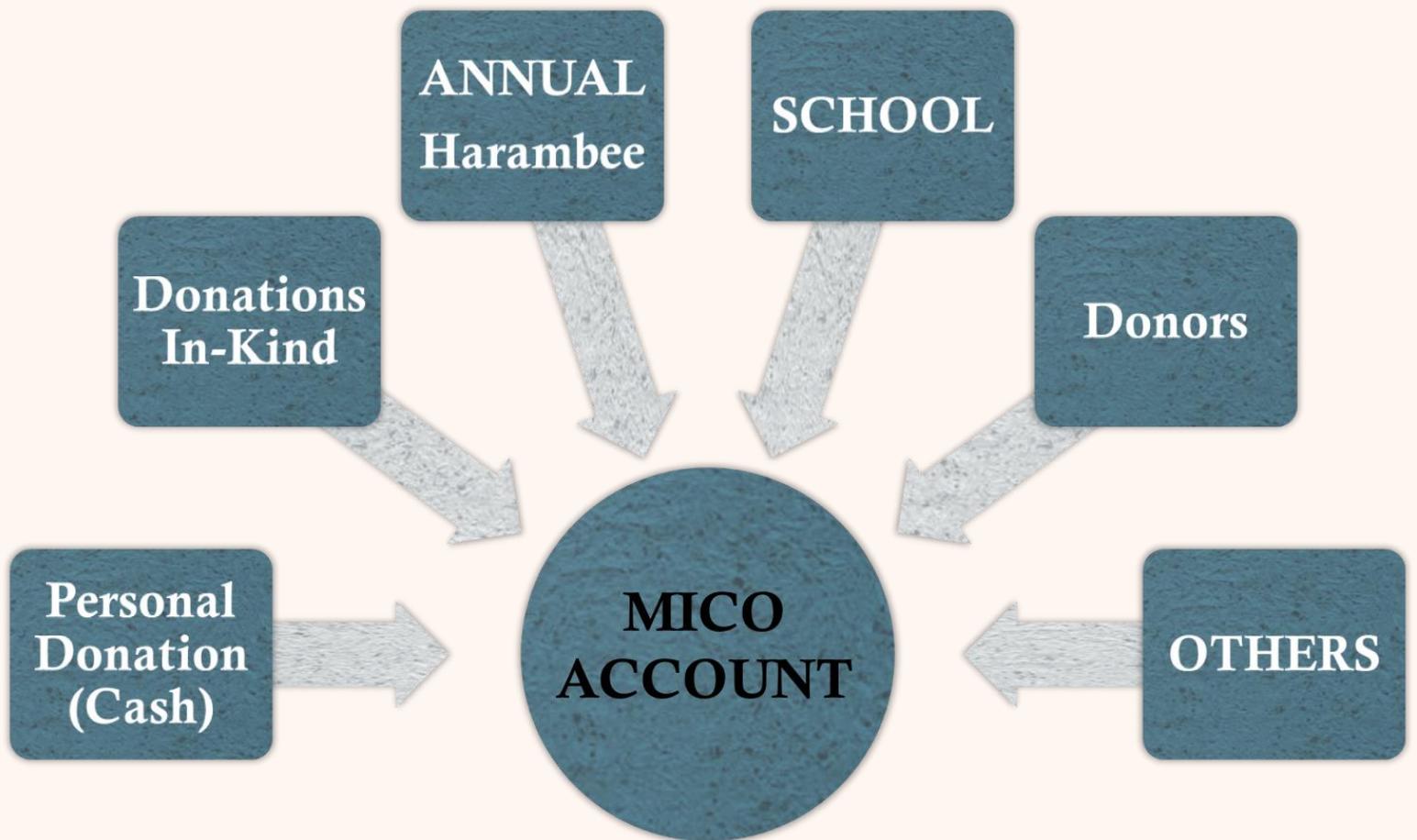
The greatest challenge facing MICO is to balance between providing high quality and accessible welfare for the Orphans with the limited resources available from the community. Another challenge facing MICO is to adopt new policies and procedures that conform to the Constitution where each stakeholder and office holder understands their respective roles in the organization.

MICO runs an integrated school for students that include orphans as well as non-orphans. Such schools have challenges where balancing religious studies and secular curriculum becomes difficult.

In order to overcome these and other challenges facing MICO, significant strategic change must be made. For example, more than ever, the Governing Council must play their crucial roles effectively so as to overcome these challenges.

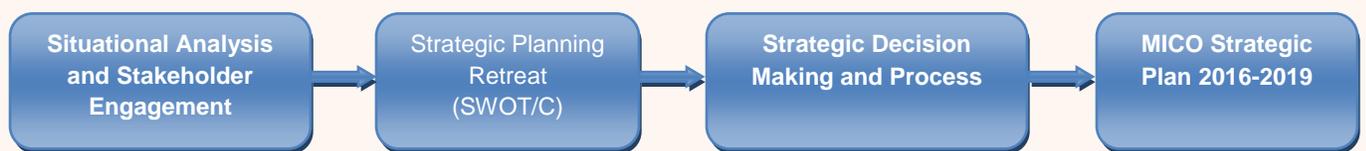
This Strategic Plan clearly sets the path MICO to improve its processes and procedures to become Orphan focused Organization. It sets out a number of strategic directions that will drive the Organization's growth and efficiencies. The Strategic Plan includes a high level Implementation Plan with critical action items that must be taken to ensure success.

MICO SOURCES OF REVENUE



1.3 The Process of the Strategic Plan:

The Strategic Planning process started in April 2016 and included interviews with staff, teachers, orphans and volunteers including former Governing Council members as well as former Management Committees. A situational analysis was followed by a Strategic Planning retreat in Malindi which gave birth to a set of Strategic Directions for the Organization. The retreat was attended by Administration staff, board members and other stakeholders including orphans. A thorough SWOT/C analysis was conducted during the retreat where the Organization's strength and weaknesses were discussed.



During the retreat, the facilitator provided participants with contextual information about the strategic planning process as well as the outcome of the stakeholder's engagement. Participants were then invited to discussion groups focusing on the Organization's values as well as sharing their insight into what would assist MICO to be the best Orphans Centre.

Some of the specifics included: better communication and teamwork amongst committees, better volunteer recognition, financial management, SWOT/C analysis and the idea of empowering the mosques.

After deliberating the challenges facing the Organization and the expectations from the community as well as the economic realities of the country, four Strategic Directions (SD) were adopted:

- SD1: Enhanced financial sustainability through strengthened channels of revenue collection, increase network with others organizations and reduce waste in MICO
- SD2: Strengthened communication and efficiency by following proper guidelines and channels.
- SD3: Redesigned Organizational Structure and strengthened institutional capacity to improve performance and enhance Orphans experience.
- SD4: Improved and expanded service delivery capability of MICO.

These Strategic Directions are the compass that will guide MICO during the next three years to be the best Orphans Centre in the country. They will also lay the foundation for the next Strategic Plan that will transform MICO into full-fledged center of higher learning.

The pillars of the Strategic Plan are:

- **The People** of MICO – Trustees, Governing Council, Management Team, Staff, teachers and Volunteers
- **The Processes** in place – Proper Guidelines, Operational Processes, and Standards.
- **The Mosques** – The backbone of MICO is the mosques
- **The Orphans** – The wellbeing and the welfare of the Orphans are paramount.



MICO Strategic Plan 2017 - 2019

Our Vision:

Creating an environment which will allow the orphan to interact freely with other children in the society



Our Mission:

Enhancing and empowering the orphans to significantly increase their performance capability in order to be responsible citizens

Strategic Directions

Enhanced financial sustainability through strengthened channels of revenue collection, increase network with others organizations and reduce waste in MICO

Strengthened communication and efficiency by following proper guidelines and channels.

Redesigned Organizational Structure and strengthened institutional capacity to improve performance and enhance Orphans experience.

Improved and expanded service delivery capability of MICO.

People

Processes

Strategic Pillars

Mosques

ORPHANS

Summary of the Strategic Directions:

Each of these Strategic Directions has a number of action items that will ensure success of the SD and each action item has a Key Indicator that will be used to monitor and eventually evaluate the SD. For the purpose of monitoring, each Action Item has a time factor and is assigned to individuals to be responsible for its implementation.

1.5 The Implementation:

The Action Items of each Strategic Direction will require a substantial resources, both financial as well as human resources to implement. It is expected that through the mosques and donors, the Organization will come up with the resources required to implement this Three Years Strategic Plan. This strategic plan provides perspective around change management and project management. It outlines a high level implementation plan which will serve as the Organization's framework from which a more detailed plan will come. Each strategic direction has been identified with a number of initiatives as priority implementation tactics. Following these tactics will provide MICO with the momentum required to achieve the Organization's mission. The following people have been selected to be the Implementation Committee that will oversee the Strategic Directions and action items are followed:

1. Omar Sheikh Mohamed
2. Jamal S. Basty
3. Mohamed Said Bashraheil
4. Masoud Abubakar
5. Ummi Kulthum Amio

1.6 The Monitoring and Evaluation Process:

Monitoring and Evaluation process is integral part of this Strategic Plan. The Management Committee will put in place the monitoring process and may request an external person to help them carry out the evaluation of the Action Items. The main purpose of the Monitoring and Evaluation is to ensure that the Action Items have been carried out and assess outcome against the expected results. The Monitoring and Evaluating process can be tedious and technical and will require proper software and appropriate expertise.

The Organization in Numbers:

	Number		Number
Election Members	60	Trustees	2
Governing Council	20	Management Committee	7
Students	320	Teachers	23
Staff	14	School Committee	7



Part 2: The Situational Analysis:

The situational analysis consisted of the following actions:

1. Stakeholder Scan – we spoke with many individuals who had vested interest in the Organization. They included staff, Orphans and their families, mosques and well Wishers. The interviews were done over a period of seven days.
2. SWOT/C Analysis – During the retreat, 30 selected stakeholders were brought together and discussed the challenges and opportunities the Organization faces through a thorough SWOT/C Analysis exercise.

The following areas were identified:

- ✚ The Strength of the Organization
- ✚ The weaknesses of MICO were discussed
- ✚ The Opportunities that have not been tapped.
- ✚ The Challenges faced by the Organization were also identified.



Part 3: The Strategic Directions:

Through a thorough stakeholder's analysis, the Organization has the challenge of balancing four important pillars when making strategic directions and implementing the strategic plan. These are Welfare and Needs of the Orphans (SERVICE), Strong and Sustainable Organization (PEOPLE AND PROCESSES) that is open minded (INCLUSIVE). These pillars will guide all aspects of the strategic plan and its implementation. These goals are inter dependable. For example, to continue to provide high quality care for the Orphans, you need strong and innovative organization that can sustain itself.

Having in mind the message from their stakeholders, the following Strategic Directions were agreed on through consensus:

SD1: Enhanced financial sustainability through strengthened channels of revenue collection, increase network with others organizations and reduce waste in MICO

SD2: Strengthened communication and efficiency by following proper guidelines and channels.

SD3: Redesigned Organizational Structure and strengthened institutional capacity to improve performance and enhance Orphans experience.

SD4: Improved and expanded service delivery capability of MICO.

Each of the Strategic Direction has a goal that addresses some of the issues identified during the analysis. The following pages illustrate the action items for each Strategic Direction.

SD1: Enhanced financial sustainability through strengthened channels of revenues, increase network with others organizations and reduce waste in MICO.

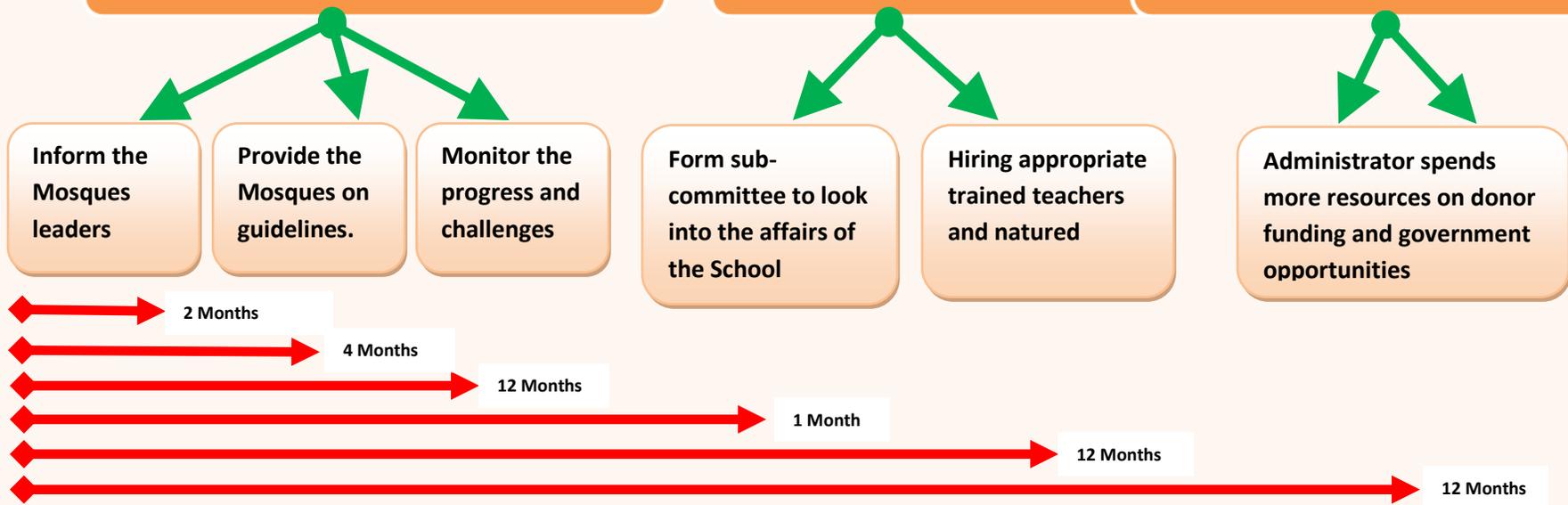
Goal: To make MICO Financially Sustainable through diversified sources of funding to meet the needs of the ORPHANS



How: Help the Mosques to increase their annual contribution to 400,000.00

How: Strengthen the quality of the School

How: Increase the number of funding applications



SD1: Enhanced financial sustainability through strengthened channels of revenues, increase network with others organizations and reduce waste in MICO.

Goal: To make MICO Financially Sustainable through diversified sources of funding to meet the needs of the ORPHANS



How: Enhance MICO Image

How: Increase Income Generating sources

How: Involve relatives in the fundraising.

New Marketing Strategy

Use available tools to market MICO – Web site, Islamic channels and social media

Administrator to research on different business opportunities.

Governing Council to approve and finance 1 business venture

Form relatives committee to help in the fundraising

Involve orphans relatives in promoting MICO



SD2: Strengthened communication and efficiency by following proper guidelines and channels.

Goal: To improve the communication and flow of information within MICO to provide better services to the ORPHANS.



How: Develop Communication guidelines.

How: Increase the use of Social Media to increase efficiency

How: Learn from others to enhance efficiency



SD3: Redesigned Organizational Structure and strengthened institutional capacity to improve performance and enhance Orphans experience.

Goal: To lift community moral and Orphans experience with stronger organization capacity.



How: Assess the current Organizational Structure suitability to support MICO and reduce tension.

How: Build the Capacity of the MICO Team

How: Have proper policies and procedures in place.



SD4: Improved and expanded service delivery capability of MICO.

Goal: To Meet the Community Needs and Expectations of the ORPHANS.



How: Improve the Quality of MICO services.

How: Increase the services offered to the Orphans to cover their basic needs

How: Listen to the community and share information with them

Assessment of current services by the Governing Council

Recommendation of Services to be outsourced by the Management

Assessment of Services Needed by the ORPHANS

Develop a Master Plan for Service Expansion

Regular forums with the community

Closer cooperation with the parents and Guardian

3 Months

6 Months

24 Months

24 Months

60 Months

48 Months

Part 4: The Implementation Plan:

The Implementation Plan of MICO describes what the Organization wants to achieve over the next three years. Outlined in this Plan are the major goals and program targets, and concise description of the Action Plans. The Operation Plan will help facilitate the MICO Governing Council in monitoring The Organization's performance. Also included is an overview of manpower estimates and budget allocation, illustrating the resources required for carrying out each Action Plan. Each Strategic Direction has a goal that must be achieved. And for that goal to be achieved, there are a number of action plans that needs to be under taken. There are four Strategic Directions (SD) that were adopted by MICO:

SD1: Enhanced financial sustainability through strengthened channels of revenue collection, increase network with others organizations and reduce waste in MICO

SD2: Strengthened communication and efficiency by following proper guidelines and channels.

SD3: Redesigned Organizational Structure and strengthened institutional capacity to improve performance and enhance Orphans experience.

SD4: Improved and expanded service delivery capability of MICO.

A high level implementation plan has been developed during the workshop as a framework which a more detailed action plan will be developed over the next few months. This implementation plan will serve as a guideline to ensure that Strategic Directions are implemented in timely and effective manner.

This will be the document that will be used to evaluate the outcome of the action plans. The success of the Strategic Plan depends on the results achieved at the end of the each year. The Implementation Committee is:

1. Omar Sheikh Mohamed
2. Jamal S. Basty
3. Mohamed Said Bashraheil
4. Masoud Abubakar
5. Ummi Kulthum Amio

SD1: Enhanced financial sustainability through strengthened channels of revenues, increase network with others organizations and reduce waste in MICO.

Goal: To make MICO Financially Sustainable through diversified sources of funding to meet the needs of the ORPHANS

What do we want to do?	How Are we going to achieve it?	By When Should We do it? And who is responsible for it?	Budget Required (K Sh.)
1. Help the Mosques to increase their annual contribution to 400,000.00	1. Inform the Mosque Leaders about this new expectation.	By March 30 th , 2017 Management Committee is responsible for this Action Plan	5,000.00
	2. Provide the mosques guideline on how to raise this fund.	By April 30 th , 2017 Management Committee is responsible for this Action Plan	5,000.00
	3. Monitor progress and challenges	By June 30 th , 2017 Management Committee is responsible for this Action Plan	5,000.00
2. Strengthen the quality of the school	1. Form sub-committee to look into the affairs of the School	By April 30 th , 2017 School Committee is responsible for this Action Plan	10,000,00
	2. Appropriate teachers and hired, trained and natured	By December 31 st , 2017 School Committee is responsible for this Action Plan	250,000
	3. Uplift the school by painting, proper gate keepers and involve the parents in the affairs of the school	By June 30 th , 2017 School Committee is responsible for this Action Plan	450,000
3. Increase the number of funding applications	1. Develop new strategy to target new sources of funding	By August 30 th , 2017 Administrator is responsible for this Action Plan	100,000.00
	2. Submit at least 10 funding applications in 2017	By December 31 st , 2017 Administrator is responsible for this Action Plan	50,000.00
	2. Develop Fundraising Committee	By March 31 st , 2017 Management Committee and the Board of Governance are responsible for this Action Plan	50,000.00

SD2: Strengthened communication and efficiency by following proper guidelines and channels.

Goal: To improve the communication and flow of information within MICO to provide better services to the ORPHANS.

What do we want to do?	How Are we going to achieve it?	By When Should We do it? And who is responsible for it?	Budget Required
1. Develop Communication guidelines.	1. Form sub-committee to write communication guideline	By June 30 th , 2017 Management Committee is responsible for this Action Plan	25,000.00
	2. Distribute the guidelines after it is approved by the Board of Governance.	By September 30 th , 2017 Administrator is responsible for this Action Plan	10,000.00
2. Increase the use of Social Media to increase efficiency	1. Constant update of the website	By June 30 th , 2017 Administrator is responsible for this Action Plan	100,000.00
	2. Use of tools such as WatApp and Viber to communicate	By September 30 th , 2017 Administrator is responsible for this Action Plan	50,000.00
3. Learn from others to enhance efficiency	1. Increase communication with other organizations	By November 30 th , 2017 Administrator and Management Committee are responsible for this Action Plan	35,000.00
	2. Share information with other Orphans Organizations	By November 30 th , 2017 Administrator and Management Committee are responsible for this Action Plan	20,000.00

SD3: Redesigned Organizational Structure and strengthened institutional capacity to improve performance and enhance Orphans experience.

Goal: To lift community moral and Orphans experience with stronger organization capacity.

What do we want to do?	How Are we going to achieve it?	By When Should We do it? And who is responsible for it?	Budget Required
1. Assess the current Organizational Structure suitability to support MICO and reduce tension.	1. Develop new Organizational Structure for MICO.	By June 30 th , 2017 Management and Board of Governance	10,000.00
	2. Develop Roles, Responsibilities and Line of Authority Guideline	By June 30 th , 2017. Management Committee with the new sub-committee	10,000.00
2. Build the Capacity of the MICO Team.	1. Develop a Training Needs Analysis tool to be used regularly to determine who needs what training.	By June 30 th , 2017 Administrator and Management Committee are responsible for this Action Plan	100,000.00
	2. Initiate Leadership, Management and Governance training in conjunction with partners.	By August 30 th , 2017 Administrator and Management Committee are responsible for this Action Plan	350,000.00
	3. Continue to review the Constitution to determine its effectiveness	By December 31 st , 2019 Board of Governance is responsible for this Action Item	350,000.00
3. Have proper policies and procedures in Place	1. School, HR and Financial Documents to be developed	By November 30 th , 2017 Administrator and Management Committee are responsible for this Action Plan	25,000.00
	2. Distribute the policies and procedures throughout MICO	By December 30 th , 2017 Administrator and Management Committee are responsible for this Action Plan	10,000.00

SD4: Improved and expanded service delivery capability of MICO.

Goal: To Meet the Community Needs and Expectations of the ORPHANS.

What do we want to do?	How Are we going to achieve it?	By When Should We do it? And who is responsible for it?	Budget Required
1. Improve the Quality of MICO services.	1. Assess the current services delivered in the MICO against the community needs.	By June 30 th , 2017 Board of Governance with Board of Trustee	25,000.00
	2. Recommend services that can be outsources to other partners and private sector	By September 30 th , 2017 Administrator and Management Committee are responsible for this Action Plan	10,000.00
2. Increase the services offered to the Orphans to cover their basic needs	1. Assess the services needed by the Orphans.	By August 30 th , 2017 Administrator and Management Committee are responsible for this Action Plan	25,000.00
	2. Develop master plan for service expansion	By April 30 th , 2018 Board of Governance are responsible for this Action Plan	450,000.00
Listen to the community and share information with them	Regular forums with the community	By April 30 th , 2018 Board of Governance are responsible for this Action Plan	100,000.00
	Closer cooperation with the parents and relatives	By April 30 th , 2018 School Board are responsible for this Action Plan	25,000.00

Part 5: Assumptions and Risks:

High level discussions were held to think about the assumptions and risks that might be encountered. The following assumptions were identified and discussed:

Assumptions

- **Financial and human resources will be available;**
- **MICO will support the Organizational Strategic Plan;**
- **Partners shall be willing to work with MICO**
- **There will be no drastic change to the Management Team who were part of the work of the Strategic Plan;**
- **Board of Governance and Management Committee will be motivated and energized to guide implementation of various activities;**
- **The Security of the area will not adversely affect implementation of this strategic plan;**
- **The community will support this Strategic Plan.**
- **The mosques being major players shall exhaust the necessary means to achieve the target.**

*

Risks

- **Economical stability**
- **Barrier to adopt changes**
- **Political Instability**
- **Donor Fatigue**
- **Change in the Management Committee**

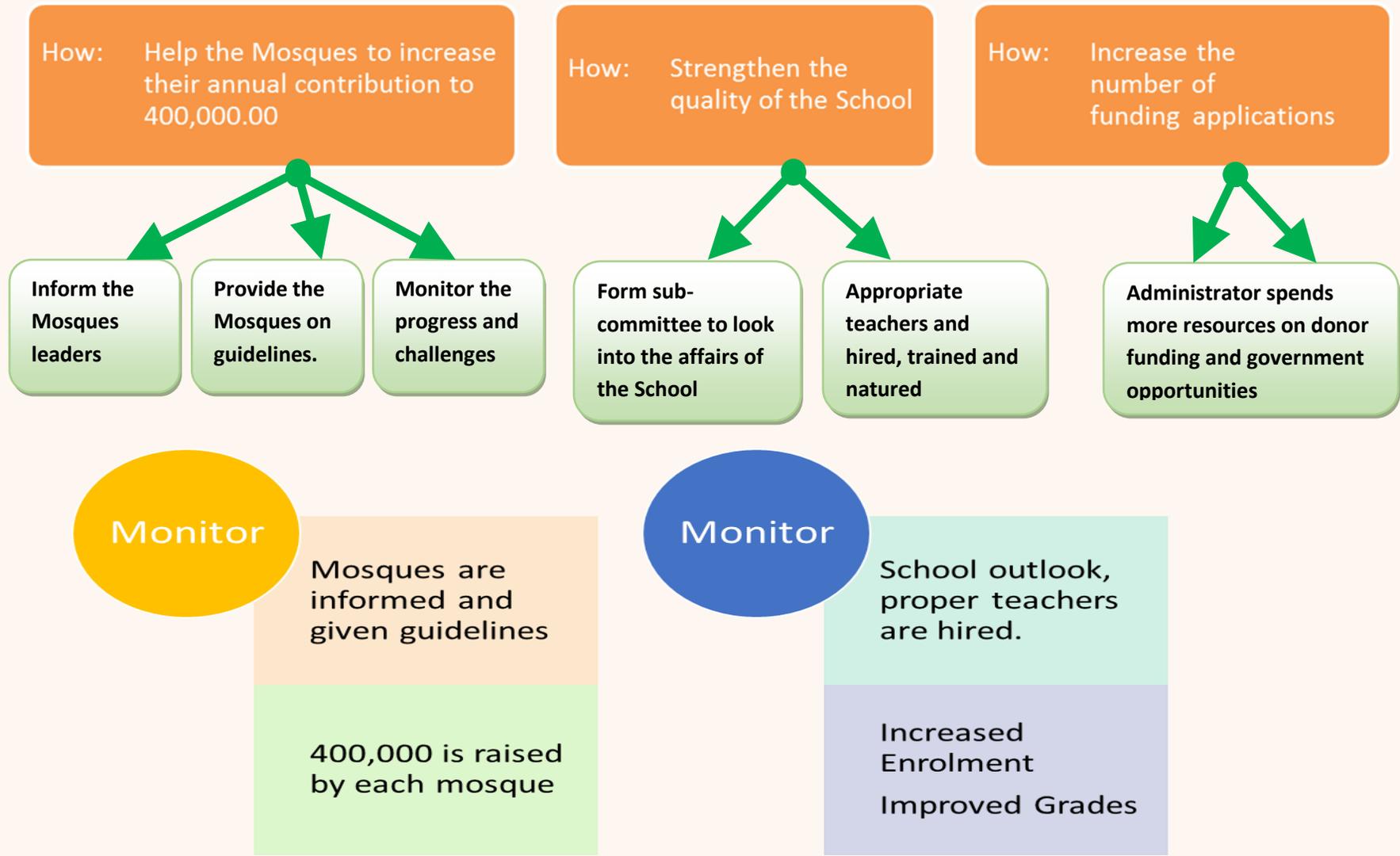
Mitigation to Risk:

The main tool of mitigation is to keep abreast with the changes in the operating environment /situation within the organization, county and country and be prepared as well as responsive.

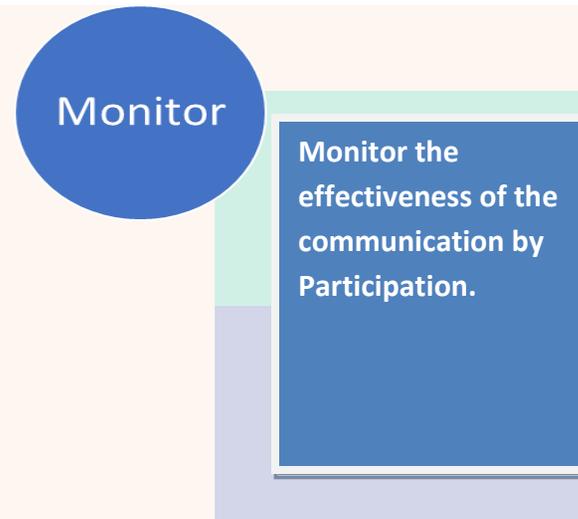
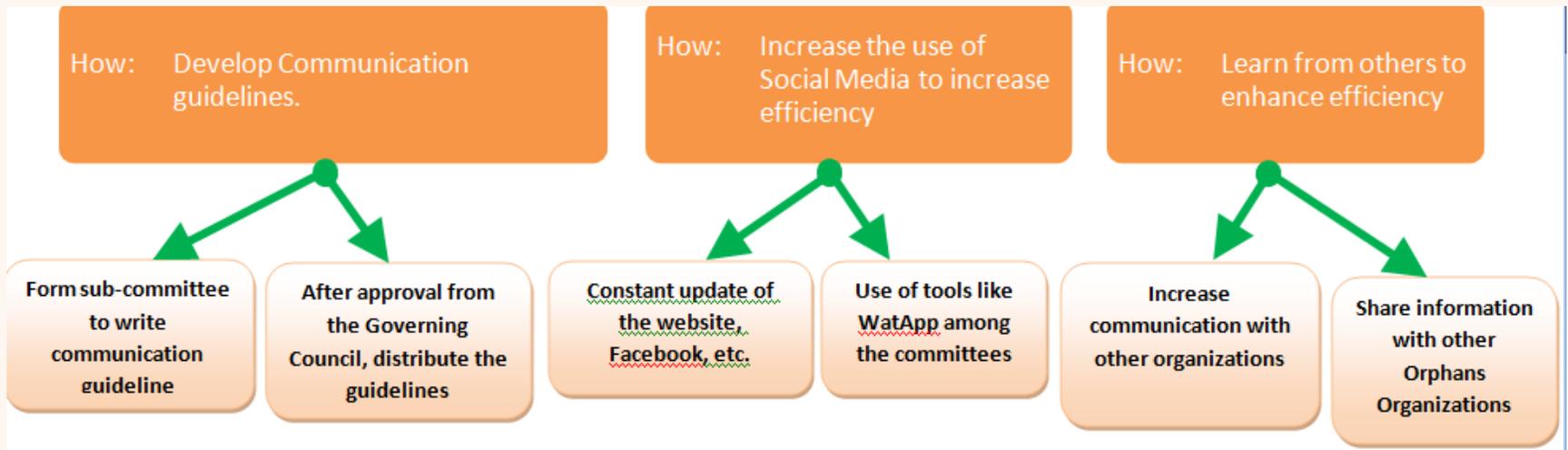
Part 6: Monitoring and Evaluations:

This Strategic Plan will be monitored quarterly (starting from the date it is approved) and will be evaluated every year. At the end of 2019, a full evaluation will be done to see if all the aspects of the Strategic Plan have been implemented and the desired outcome was achieved. Monitoring and Evaluations is a technical tool that helps MICO to see if everything is on-course, just like a seaman using a compass.

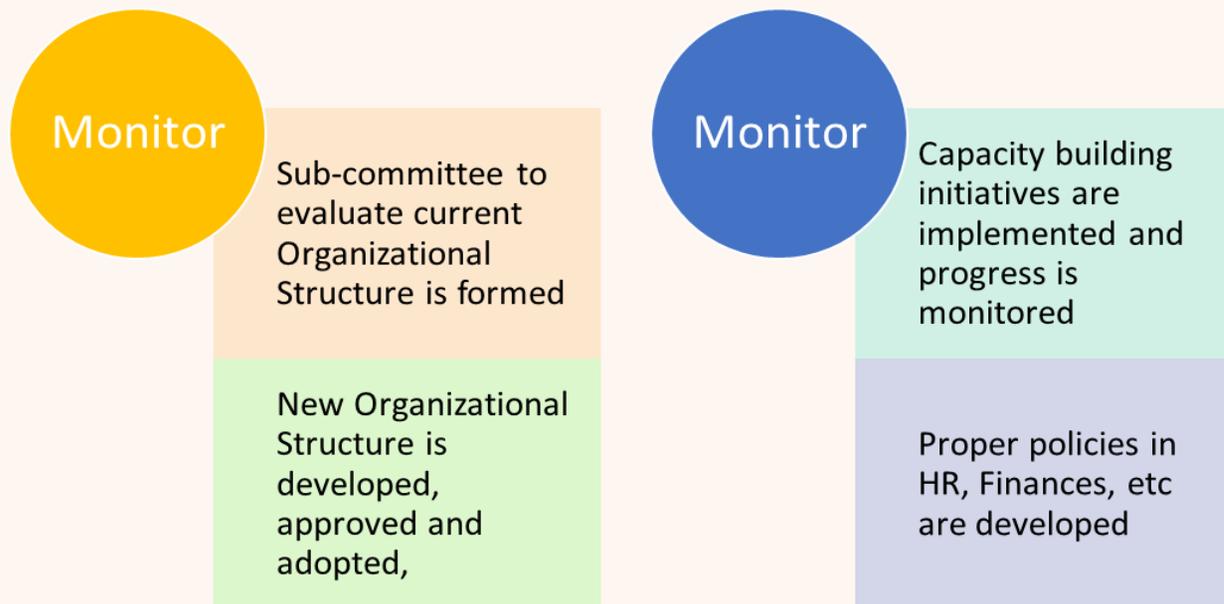
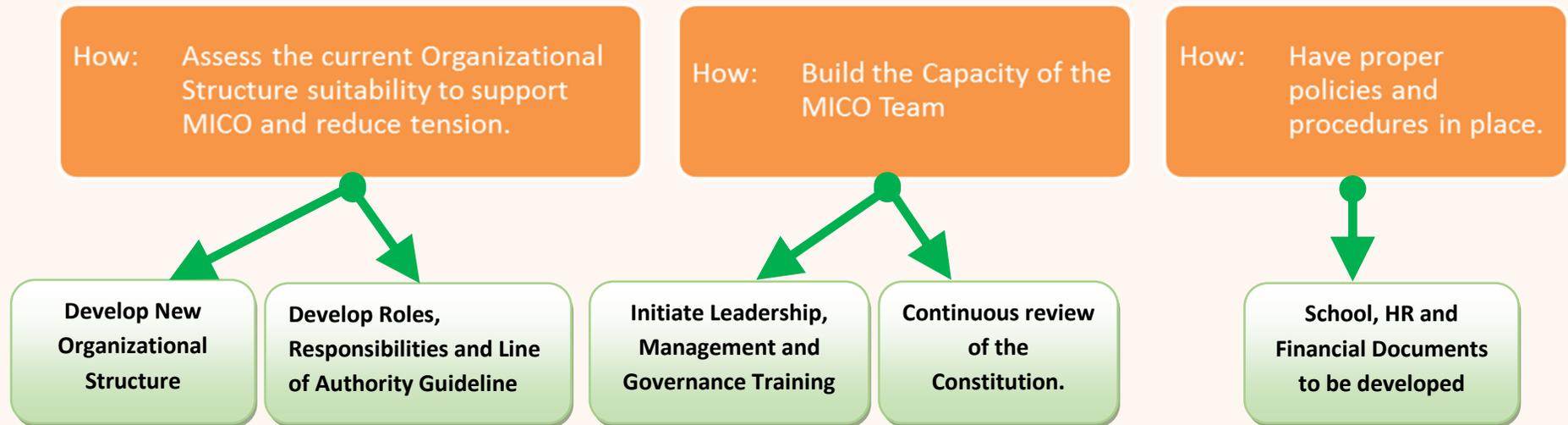
SD1: Enhanced financial sustainability through strengthened channels of revenue collection, increase network with others organizations and reduce waste in MICO



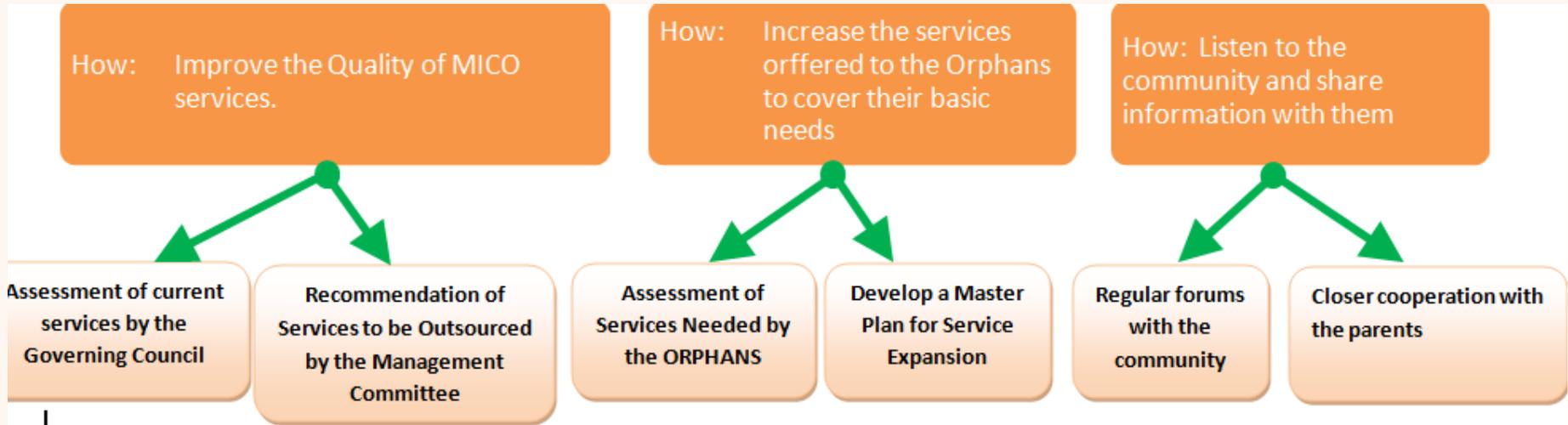
SD2: Strengthened communication and efficiency by following proper guidelines and channels.



SD3: Redesigned Organizational Structure and strengthened institutional capacity to improve performance and enhance Orphans experience.



SD4: Improved and expanded service delivery capability of MICO.



SWOT Analysis on MICO

Strengths

1. The word Orphan” has special meaning.
2. Location – accessible to all.
3. Strong Board with good leadership
4. Owned Facility – No Rent
5. Unique service – no other orphans centre in Malindi
6. Qualified & Committed Staff and Volunteers
7. Properly registered with relevant government departments.
8. Strong support from the majority of mosques in Malindi

Weaknesses

1. Break down or lack of Communication
2. Inadequate Marketing and selling of MICO services
3. Lack of proper use of the existing resources
4. Slow decision making
5. Inadequate policies like human resources, finance, etc
6. Weak Organizational Structure and constitution
7. Poor succession or transition plan
8. Lack of commitment from the committee members
9. So many rumors flying around
10. Poor MICO school performance.

SWOT Analysis on MICO

Opportunities

1. Website and Islamic channels to propagate the services of MICO
2. Partnering with other Islamic Orphan Centres in Kenya as well as outside of the country.
3. County Government = Tapping into Government Resources on the education of our youths.
4. Recruiting the more than 30 mosques in and around Malindi to be part of MICO.
5. Utilization of resources available within the community.
6. Increase the proposal writings and submissions.
7. Communications with Islamic Embassies in Kenya to involve them in MICO activities
8. Increase the number of paying students in the MICO School.
9. Allow income generating activities such as a canteen within the school

Threats

1. Political Instability
2. Competitors
3. Negative Attitude from the community
4. Capacity of the members nominated by the Mosques
5. Donor fatigue
6. Scarce Resources - specialists
7. Increased number of HIV/AIDS and drug abuse in the community
8. Losing the trust of the community

EXPECTED OUTCOME

- Capacity and human resources of MICO fully developed according to the strategy.
- Increased funds from the reliable sources
- Support by the donors and the local community
- Ownership of the strategy by MICO
- Agreement is reached with all the channels of authority for the smooth running of MICO
- Intensive cooperation with county government, national government and community leaders is launched
- Co-operation with other donor agencies locally and internationally is launched.
- Income and marketing analysis to be in place in order to generate funds.
- Ability to adopt policy and management responding to orphan preferences.
- Establishing regional networking