



Outline for AMAN Union 3-Year Work Plan (2025–2027)

(A Strategic Roadmap Towards Advancing Regional Cooperation & Sustainable Growth)

1. Background

In reference to Resolution No. (GA/AU/04/14/24) issued on 2nd December 2024 at the 14th General Assembly of AMAN Union in Algeria on 2nd December 2024 concerning the formation of an Interim General Secretariat for the Union which shall be run for the entire year of 2025 or any period defined by the General Assembly by a team chaired by ICIEC to handle the Secretariat's affairs. The Team of the Interim General Secretariat weighs in with this Proposal, performing its functions and mandates to cooperate with the membership of the Union to facilitate the seamless conduct of the daily activities of the Secretariat, as well as capacity building of dispatching the member ECAs interested in taking on the role of the General Secretariat given ICIEC's term expiration.

2. Rationale for the Proposal:

In today's world of intensifying economic and geopolitical transformation, direction and forward thinking are considered as vital instruments for any regional organization that desires to be counted and be useful to its members. Therefore, the crafting of a multi-year Work Plan for the AMAN Union is not just a strategic necessity but is also an absolute instrument for propelling sustained growth, ensuring operational efficiency, and ensuring long-term relevance. Therefore, as the AMAN Union expands and enhances its presence in the export credit and investment insurance industry, it is necessary for the Union to have its well-structured and collaborative internal strategy. This document is intended to propose the development of a Work Plan that serves as a blueprint to map the Union's goals to its members' changing priorities, establish targets, and streamline resources to the fulfillment of its goals. It will also allow for proactive engagement, enhance openness and accountability, and supports coordination in the Union's core and key pillars—governance, membership services, communication, and capacity development. Most importantly, the multi-year plan aims to give the Union the maturity to look over the horizon for what new markets, and emerging opportunities that need to be girded, and to ensure that the



Union is well placed to be a leading facilitator of Export Credit and investment insurers ambitions from its member countries and across the region.

The Team of the Interim General Secretariat is of the views that the proposed plan needs to be clear in its objectives and forward-thinking if it is to create impact and add value to members of the Union in the context of the fast-changing economic and geopolitical environment, and this is justified by the fact that for the AMAN Union, it is not just a strategic plan but an absolute necessity to guarantee sustainable growth, operational effectiveness, and relevance, since its major objectives are to assist the Union to align with the stakeholders and institutional members of the Union, set realistic objectives, and align resource allocation with the evolving needs of its members.

As far as the Pillars of the Work Plan are concerned, the Proposal has identified 5 areas as the most critical and vital areas that need the attention of the current Interim General Secretariat or any permanent General Secretariat to be appointed in the future to manage the Union. The list covers governance, financial resources, member services, communication, and programs and initiatives.

3. Key Pillars and Sections of Proposed Work Plan:

As the responsibility of studying and implementing each of the Pillars depends mainly on the expertise gained in the specific Pillar, the Team of the Interim General Secretariat referred to the experience gained by the member institutions who assumed the responsibility of managing the General Secretariat of the Union on rotation basis since its inception in 2009 i.e. Dhaman, Turk Eximbank, and ICIEC. Accordingly, while nominating the Teams for each Pillar, this background was taken into consideration, and other institutions who showed interest in taking future responsibilities in the General Secretariat were injected as members of the Teams i.e. Saudi Eximbank, Qatar Development Bank, and CAGEX as this will be an opportunity to upskill their knowledge about the Union and its activities, and qualify them to be ready for taking over the General Secretariat.

Below is an outline of the Pillars proposed to be covered under the 3-Year Work Plan, alongwith description of the objective for each Pillar, the key focus areas, the expected outcome of the Pillar upon implementation, in addition to the list of member institution nominated to work on the Pilar.



Upon completion of the work assigned to each Sub Team, a full document will be compiled to be submitted to the Executive Council of the Union for discussion and decision.

3.1. Governance and Legal Matters Pillar

To strengthen the institutional foundation and regulatory framework of AMAN Union by updating governance structures, enhancing compliance mechanisms, and promoting transparency, accountability, and effective decision-making across the Union's operations.

The key focus areas and planned activities of this Pillar will include, but not limited to, Charter review, development of a dedicated charter for the AMAN Union Database Centre, governance structure, risk management and compliance oversight.

The expected outcome by the end of 2027 will be having an updated Charter for the Union that supports agility and relevance, having a clear legal framework in place, in addition to an improved and stronger governance legal and compliance framework that covers all the activities of the Union.

The members of the Union nominated for completing this Pillar are:

- ICIEC (Leader)
- DHAMAN (Member)
- Turk Eximbank (Member)

3.2. Financial Resources Pillars

This pillar will target ensuring the financial sustainability, transparency, and operational effectiveness of AMAN Union by strengthening revenue generation, optimizing resource allocation, and promoting sound financial governance practices.

This pillar will focus on several areas including sustainable budgeting and financial planning, diversification of revenue streams, resource allocation and cost efficiency, financial reporting and member transparency.

As an outcome from this Pillar, the Plan targets to have a financially resilient and well-governed AMAN Union, with stable funding to support its mission and strategic objectives. This is in addition to increased transparency and member trust in financial processes, diversified revenue streams



that reduce reliance on membership dues, efficient, accountable resource use that maximizes programmatic impact.

The members of the Union nominated for completing this Pillar are:

- ICIEC (Leader)
- DHAMAN (Member)
- Saudi Eximbank (Member)
- Qatar Development Bank.

3.3. Membership and Member Services Pillar

To expand AMAN Union's membership base and significantly enhance the value proposition for existing and prospective members through innovative services, tailored support, and strengthened regional and international collaboration.

The key focus areas and planned activities include expansion of membership and outreach by identifying and onboarding potential new members through well-planned outreach campaigns, promotional materials, in addition to proper utilization of networking events and members' clients and contacts. This pillar will cover also the enhancement of the services provided by the Union to its members

The expected outcome of this pillar by the end of the plan in 2027 is to have a broader and more diverse AMAN Union membership base, with an increased regional representation, in addition to enhanced satisfaction among members, reflected through all engagement levels and service usage metrics, and this is accordingly expected to result in an increased collaboration between members, contributing to stronger institutional capacities.

The members of the Union nominated for completing this Pillar are:

- ICIEC (Leader)
- Saudi Eximbank (Member)
- QDB (Member)
- CAGEX (Member)



3.4. Communication and Media Plan Pillar

The objective of this Pillar is to elevate AMAN Union's visibility, strengthen its brand identity, and enhance internal and external communication through a modern, multi-channel media strategy that reflects the Union's values, activities, and achievements.

The key focus areas and planned activities include the development and implementation of a strategic communication framework that aligns with the Union's mission and objectives, where the framework will aim at defining key messages that will be able to successfully create an awareness about the Union, its membership and services, and also contribute to promote the credit and investment insurance products provided by its member institutions.

It is expected that by the end of the plan in 2027 the Communication and Media Pillar will result in a strong recognition and visibility of AMAN Union's brand as a well-established leading institution in the credit and political risk insurance industry.

The members of the Union nominated for completing this Pillar are:

- ICIEC (Leader)
- DHAMAN
- Saudi Eximbank
- Turk Eximbank

3.5. Programs and Initiatives Pillar

To drive institutional development, knowledge exchange, and regional impact through targeted programs and collaborative initiatives that enhance the technical, operational, and strategic capacities of AMAN Union and its members.

This pillar will focus on several areas including capacity building and professional development by implementing workshops, conferences and knowledge sharing events, encouraging research and innovation projects, in addition to programs to be implemented through the AMAN Union Academy or in collaboration with reputable academic and professional institutions. Additionally, the monitoring and evaluation of existing initiatives and programs of the Union like the AMAN Union Database Centre will also be covered under this Pillar of the Plan.



As an outcome from this Pillar, the Plan targets to have a dynamic and evolving portfolio of programs that align with member priorities and global trends in the PRI industry, in addition to strengthening technical capabilities and knowledge-sharing culture across the Union, and in order to benefit from the past experience and lessons learned since the inception of the Union in 2009, this Pillar of the Plan will also study the ways and means of documenting the past experience and lesson learned and propose how this could contribute to AMAN Union's growth, innovation, and regional leadership.

The members of the Union nominated for completing this Pillar are:

- ICIEC (Leader)
- DHAMAN
- Turk Eximbank

4. Conclusion and Recommendations

This Proposal is submitted to the Honorable Members of the Executive Council for discussion and approval to enable the Team to proceed further with development of the 3-Year Work Plan and submit the 1st Draft to the Executive Council for approval before submission to the next General Assembly.
