

ANND
Annual
Report

**20
25**



**Justice in a Shattered Landscape:
Arab Civil Society's Role in 2025**



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01 OPENING MESSAGE FROM THE EXECUTIVE DIRECTOR



Ziad Abdel Samad

The year 2025 holds particular significance for ANND, as it marks thirty years since its launch at the World Summit for Social Development in Copenhagen, and twenty-five years since its formal establishment. This milestone comes amid a highly complex regional and international context, shaped over recent decades by profound transformations and unprecedented challenges that have left deep impacts on states and societies across the region.

Since the events of September 2001 and the profound shifts they triggered in international policies, through successive wars, conflicts, and political assassinations, and onward to waves of protests and popular uprisings accompanied by major political, social, and demographic transformations, the region has experienced a prolonged trajectory of crises and instability. Despite these conditions, ANND has continued its work as an independent regional framework, committed to its role in defending just development and rights, and in engaging with ongoing transformations in ways that serve the interests and causes of peoples across the region.

In 2025, global and regional crises not only persisted but deepened, directly affecting the state of economic and social rights and the operating environment for civil society in the Arab region. Escalating armed conflicts and grave violations of international law coincided

with renewed economic and financial crises, worsening climate change challenges, widening social inequalities, and an unprecedented contraction of civic space and public freedoms.

At the international level, the shortcomings of the global governance system became increasingly evident in its inability to respond effectively to crises—whether in safeguarding international peace and security, ensuring the implementation of international court rulings, or fulfilling commitments related to sustainable development, climate finance, and debt resolution. At the same time, distortions in global spending priorities have become entrenched, with wars and militarization consuming hundreds of billions of dollars, while chronic underfunding persists in efforts to combat poverty, protect the environment, and guarantee basic rights.

At the Arab regional level, countries continue to bear heavy costs from conflicts, occupation, and internal divisions, including the destruction of infrastructure, rising poverty and unemployment, increased displacement and forced migration, and deepening inequalities. These conditions have been compounded by the retreat of the state from its role in providing basic services and the imposition of austerity policies that have further exacerbated the vulnerability of marginalized groups, weakened the social contract, and undermined social cohesion.

Within this complex context, ANND has continued its efforts to strengthen the role of civil society, defend economic and social rights, and advance alternative approaches grounded in social justice, solidarity, and accountability, despite mounting restrictions on civic action and declining funding.

ANND's Response to Challenges in 2025

In the face of increasingly complex global and regional crises, ANND continued throughout 2025 to serve as a regional platform for defending economic and social rights, strengthening solidarity, and advancing policy alternatives rooted in social justice and accountability.

First: Solidarity with the Palestinian People and the Defense of International Law

ANND intensified its efforts in support of the rights of the Palestinian people by organizing a side event in Geneva during sessions of the Human Rights Council, addressing violations of international humanitarian law and international human rights law in Gaza. ANND also submitted two parallel reviews to the Committee on Economic, Social and Cultural Rights concerning the responsibility of the United Kingdom and the Netherlands for breaches of their obligations under the International Covenant, in light of their roles in supporting these violations.

Second: Climate, Water, and Human Rights

ANND worked to articulate a critical Arab position on climate negotiation processes, including an analysis of the outcomes of the Belém Climate Summit and their implications for the Arab region. Particular attention was given to water issues, examining their intersection with climate change and their direct impact on human rights—especially the right to water and its implications for the rights to health and food. In this context, ANND launched a Climate Working Group bringing together experts, researchers, and concerned organizations to produce critical knowledge and alternative policy proposals related to economic, social, and cultural rights.

Third: Capacity Building and the Empowerment of Civil Society and Youth

Amid increasing restrictions on civic space, ANND organized a series of training activities and dialogues targeting youth and civil society organizations, aimed at strengthening their capacities in analysis, advocacy, and participation in public policy formulation. The Women Rights Working Group also launched dialogues on feminist discourse and its role in confronting regional challenges, strengthening women's presence in public debate and decision-making processes.

Fourth: Debt, Tax Policies, and Economic Justice

ANND continued its work on debt and financial crises by organizing workshops and discussions on the impacts of rising indebtedness on economic and social rights, as well as on fair tax policies. It also participated in the Fourth International Conference on Financing for Development in Seville, and in the side events of the Spring and Annual Meetings of international financial institutions, conveying the perspectives of Arab civil society and its demands for reforming the global financial system.

Fifth: Preparation for the World Summit for Social Development

In preparation for the Second World Summit for Social Development, ANND produced an analytical policy paper on the structural challenges facing social development in the Arab region. A delegation of ANND members and partners participated in the Summit, during which ANND organized a side event to amplify the voice of Arab civil society and present its policy proposals.

Sixth: Follow-up on the Implementation of the 2030 Agenda and International Accountability Mechanisms

ANND continued to monitor the implementation of the 2030 Sustainable Development Agenda through active engagement in the Voluntary National Review (VNR) process within the

framework of the High-Level Political Forum on Sustainable Development, held annually in New York. It contributed to the analysis of several reports submitted by Arab countries, highlighting gaps between stated commitments and actual policies—particularly in relation to economic and social rights, poverty reduction, and inequality.

ANND also organized the civil society meeting in preparation for Arab Forum on Sustainable Development convened by the United Nations Economic and Social Commission for Western Asia (ESCWA) and the League of Arab States, providing an independent space for Arab civil society to coordinate positions and convey its voice to official processes. In addition, the ANND contributed to the preparation of Universal Periodic Review (UPR) reports, reaffirming the structural link between human rights obligations and the sustainable development agenda.

Seventh: Communication and Media

In 2025, the work of the Communication and Media Department witnessed notable development. The monthly newsletter was dedicated to addressing issues and topics of concern to civil society in the Arab region, featuring contributions from experts and specialized members. The department also produced a series of videos and podcasts aimed at expanding outreach and enhancing engagement. Furthermore, it accompanied and

professionally covered ANND activities throughout the year, contributing to documentation efforts, strengthening its presence, and amplifying its messages at both regional and international levels.

This annual report documents a collective journey of action in times of crisis and reaffirms the ANND's commitment to continuing its role as an effective regional platform dedicated to empowering civil society, defending rights, and contributing to the construction of a future grounded in social justice, peace, and human dignity.

In conclusion, I extend my sincere gratitude to all those who contributed to the success of the Network's work and activities—first and foremost the donor partners committed to providing strategic, institutional, and programmatic support, enabling ANND to sustain its role. I also thank all member organizations, partners, experts, and friends whose valuable contributions have enriched development and rights-based thinking. Special appreciation is extended to the members of the Executive Bureau for their dedication and commitment in defending Arab causes and advancing ANND strategy and objectives.

OUR IMPACT

Over the years, ANND has evolved into a regional force that transforms diverse voices and local realities into coherent, evidence-based advocacy at both regional and global levels. Through its wide membership base and network of experts, ANND has consistently generated credible analysis on development, social economic and environmental policies and civic space. This has enabled the network to highlight structural injustices, expose the consequences of shrinking civic space, and influence debates on issues such as debt, inequality, and climate justice. Its participation in UN processes and global civil society coalitions has ensured that Arab civil society perspectives are included in international policy dialogues, contributing to more rights-based recommendations and holding governments and global institutions accountable to development commitments.

These efforts have produced tangible results:

- **strengthened capacities of national organizations through trainings and regional convenings;**
- **coordinated civil society positions that shaped regional development frameworks;**
- **and sustained advocacy that helped push transparency, accountability, and social justice into policy negotiations once dominated by purely technical perspectives.**
- **By connecting local struggles to global debates and turning fragmented efforts into collective impact, ANND has contributed to safeguarding civic participation, elevating policy alternatives, and influencing the narrative on development in the Arab region. In a complex and rapidly shifting landscape, the network's ability to generate knowledge, mobilize members, and leverage global partnerships has positioned it as a key actor driving more just, inclusive, and accountable development pathways.**

OUR MISSION AND STRATEGIC PATHWAYS

1. Strengthen CSOs' collective capacity to influence economic and social policies by building shared priorities, developing alternative proposals, and applying coordinated pressure at national, regional, and international levels.

2. Support efforts to improve the civil society enabling environment

in Arab countries by strengthening networks and expanding spaces for CSOs' participation and dialogue in national, regional, and international policy-making.

3. Produce and promote critical knowledge and alternative proposals that strengthen the role of civil society in the region's development, while supporting advocacy, awareness-raising, and communication efforts.

DRIVING CHANGES THROUGH CIVIL SOCIETY AND HUMAN RIGHTS.

Civil society is the driving force behind the promotion and protection of human rights across the Arab region. To support this, ANND empowers these actors by strengthening capacity, fostering networks, and creating platforms for meaningful engagement. By

facilitating collaboration and strategic advocacy, ANND helps build a participatory and inclusive society where voices are heard, rights are safeguarded and systemic change thereby lays the foundation for a more just and equitable future.

03 2025 IN REVIEW



STRATEGIC GOAL 1:

ANND's regional Training of Trainers proved particularly impactful, as it directly enabled additional national-level training in Iraq and Egypt, where participants deepened their understanding of fiscal policy, debt, and tax justice and strengthened their advocacy capacities.

Six national training workshops on debt and tax justice were held in Iraq, Egypt, Morocco, Tunisia, Lebanon, and Jordan by participants of ANND's regional training event. Targeting local CSOs and other stakeholders, the workshops combined presentations and group work, covering country-specific debt drivers, key debt indicators, the social impacts of debt on essential public services, and reviews of national tax systems. Participants reported clear learning gains, particularly in understanding how fiscal policy relates to human rights and in viewing public debt from a rights-based perspective, which they now plan to integrate into their future advocacy and planning.



STRATEGIC GOAL 2:

The webinar series on WSSD2 created a space of collective reflection and critical debate, where each session allowed participants to refine ANND's analysis. Gathering up to 60 participants strengthened this collaborative process and enabled continuous updates to the reaction paper, background paper and policy brief.

National consultations are paramount in strengthening national advocacy; as an example, the national consultations on the right to water enabled meaningful collaboration between stakeholders and the co-creation of shared advocacy strategies.





STRATEGIC GOAL 3:

The UPR process was used as an accountability tool, enhanced with coalition building of civil society. UPR Mauritania, Lebanon and Libya submissions focused on the economic and social rights situation in each of these countries, presented progress and/or regress with a set of policy recommendations developed. For Lebanon, compilation of all reports published and disseminated widely through ANND's website proved to be an effective tool for national advocacy, as it was used, presented, and debated in parliamentary sessions and in a diplomatic briefing—particularly on social and economic rights—drawing on the report prepared by ANND and stakeholders. The efforts open up further collective response for advocacy at national and international levels.



STRATEGIC GOAL 4:

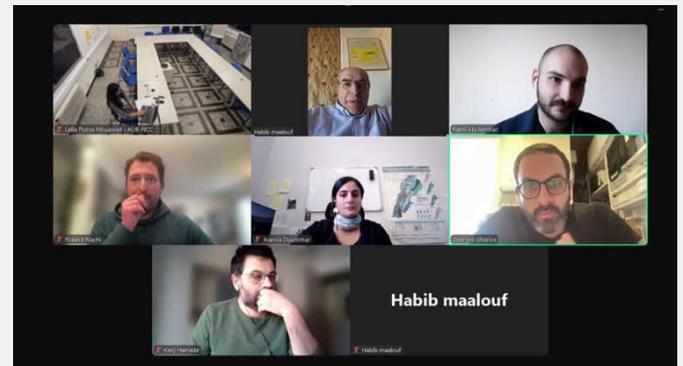
ANND provided regular, though limited, monthly updates to the CIVICUS Monitor on civic space developments in the Arab region. These updates contributed to global awareness of country contexts and civic space violations and created opportunities for global solidarity.





STRATEGIC GOAL 5:

Through targeted training, AYN participants strengthened their understanding of development agendas as well as how it affects and shapes the main regional issues, key development and governance challenges. This process contributed to the development of an advocacy toolkit for youth-led and CSOs initiatives to implement impactful initiatives. In parallel, ANND has guided AYN in strengthening its organizational capacity, clarifying its internal strategy, defining objectives, and organizing working committees, fostering a more inclusive approach for youth that can be integrated into ANND's broader work.





Capacity Development:

28 events more than **200** beneficiaries



Policy dialogue:

30 national and regional policy dialogues and participation in **5** key international fora.



Knowledge production:

42 research paper produced & **52** articles published in 2025.



Enabling Environment:

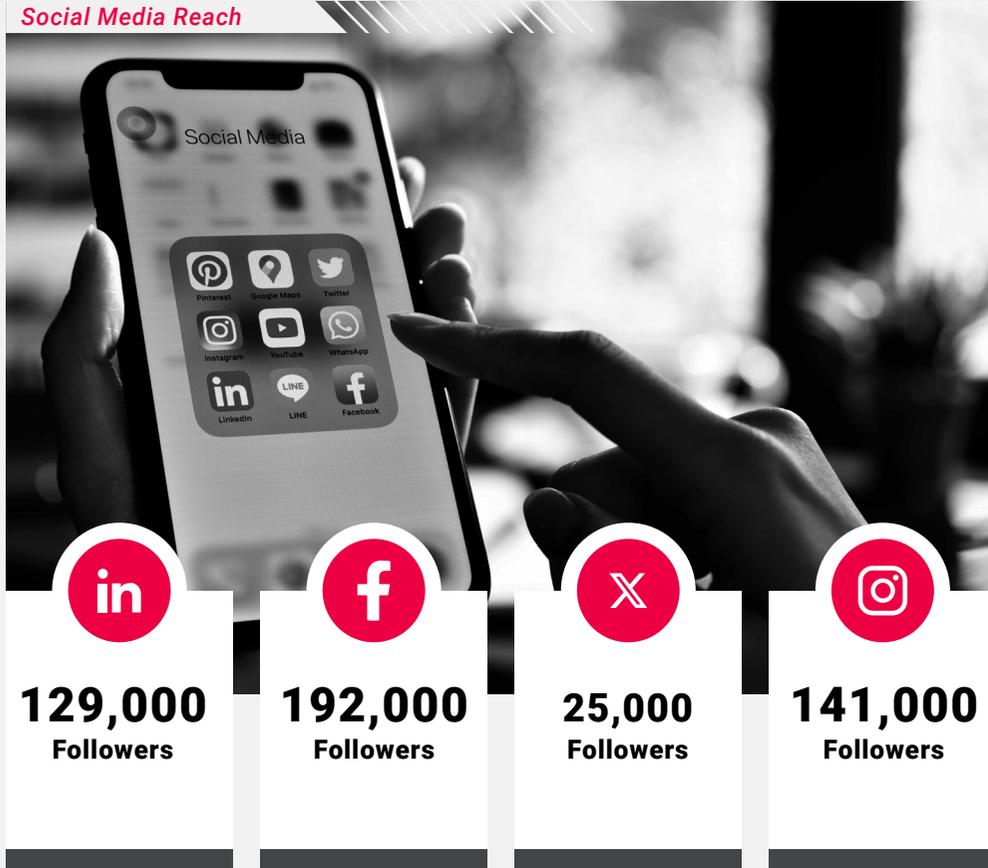
Updates about enabling environment in **5** countries



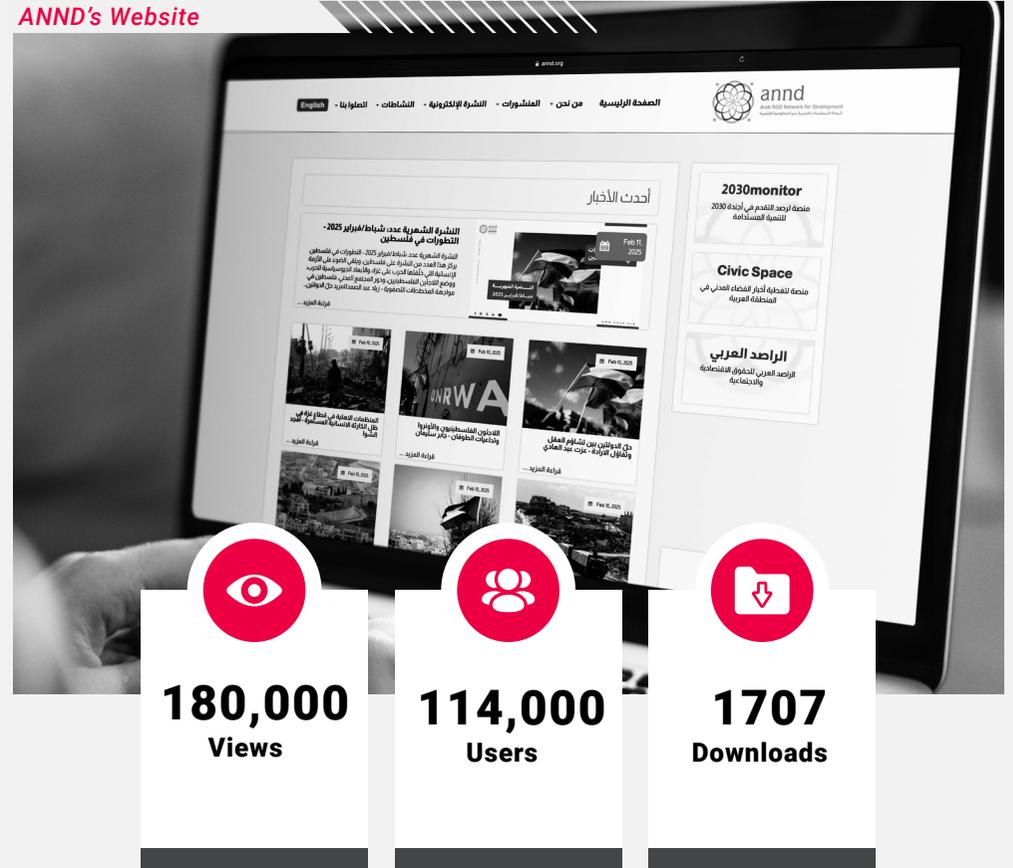
Institutional Development:

Activation of **3** working groups, development of **4** institutional policies

Social Media Reach



ANND's Website



2025 in Pictures



Regional Workshop on climate justice and journalism



AYN in Egypt



Regional meeting for Civil Society (Pre-AFSD)



2025 in Pictures



Training of Trainer - Debt & Tax



Round Table around UPR - Lebanon



2025 Global South Study Week



04 KEY PROGRAMMATIC ACHIEVEMENTS

4.1 CAPACITY DEVELOPMENT & NETWORK STRENGTHENING

Global South Study Week (November 2025):

This year's program organized by the Arab NGO Network for Development, Third World Network, Social Watch, Global Policy Forum, and the Asfari Institute at the American University of Beirut to discuss on alternatives in governance and sustainable human development.

Participants	Sessions and Outputs
17 participants from Argentina, Bolivia, Egypt, Jordan, Kenya, Lebanon, Libya, Palestine, Sudan, Tunisia, and Yemen	5 days programme, several key topics including care society, climate justice, role of private sector, digital justice, financing for development were unpacked. Participants shared country experiences, identified common challenges and policy alternatives.

AYN training program (September-April):

Participants	Sessions and Outputs
80 youth from the SAFIR community.	20 hours online course on strategic planning, governance, project management, financial management and project pitching

Workshop with OHCHR on UPR Process in Lebanon (September 2025):

Supporting civil society engagement in the Universal Periodic Review,

Participants	Sessions and Outputs
Representatives from 60 civil society organizations	2 days workshop. ANND facilitated a workshop on policy recommendations prioritization ahead of national consultations.

Regional Workshop on Climate Justice in Journalism (September 2025)

ANND organized workshop in collaboration with Bread for the World Regional Dialogue Office and

Participants	Sessions and Outputs
17 environmental journalists from Lebanon, Syria, Jordan, Palestine and Egypt	three days workshop, The workshop included theoretical and practical training in climate and environmental reporting with justice, human-rights based approaches. The workshop concluded with discussions on establishing a regional network of journalists dedicated to climate justice reporting.

Regional Training of Trainers on debt and tax justice (Beirut, April 7th-11th, 2025)

Participants	Sessions and Outputs
11 CSO trainees from Egypt, Iraq, Jordan, Lebanon, Morocco, and Tunisia,	ANND held a five-day regional meeting along with four experts in debt and tax justice. The objective was to deepen participants' understanding of sovereign debt, tax systems, and their implications for human rights. Through 19 sessions and expert presentations on topics such as regional debt trends, international restructuring experiences, and neoliberal globalization, the meeting offered a space for critical engagement, and fostered cross-country collaboration and networking, laying the groundwork for future national workshops and joint advocacy efforts.

Six national training workshops on debt and tax justice:

In 2025, six national training workshops on debt and tax justice were held in Iraq, Egypt, Morocco, Tunisia, Lebanon, and Jordan by participants of ANND's regional training event. Targeting local CSOs and other stakeholders, the workshops combined presentations and group work, covering country-specific debt drivers, key debt indicators, the social impacts of debt on essential public services, and reviews of national tax systems. Participants reported clear learning gains, particularly in understanding how fiscal policy relates to human rights and in viewing public debt from a rights-based perspective, which they now plan to integrate into their future advocacy and planning. Regional and international experts gave sessions on tax and debt, supporting civil society participation and developing national training outlines.

4.2 ADVOCACY AND POLICY ENGAGEMENT ACTIVITIES

- UPR Report Coordination for Lebanon:

ANND coordinated a coalition of civil society organizations to review Lebanon's human rights record as part of the Universal Periodic Review (UPR) process. This effort involved consultations with local stakeholders and the drafting of the 4th cycle report that assessed the implementation of Lebanon's human rights commitments and outlined gaps for future advocacy.

- VNR Process Support:

ANND played a key role in supporting civil society participation in Voluntary National Review (VNR) processes in Sudan and Iraq - This work, supported by ANND and led by ANND members included organizing national consultations, developing civil society spotlight reports and international advocacy contributing to civil society statements delivered at HLPF.

- National consultations on debt and tax & National consultations on the right to water:

ANND coordinated national consultations that engaged CSOs, experts and public authorities to validate draft findings, strengthen understanding of legal and policy frameworks, and collect recommendations for national advocacy.

- Advisory Committee meetings for the regional Tax and Debt program & Arab Watch Report:

ANND organized a series of meetings enabling partners to review progress, refine draft manuals and reports, and align advocacy strategies.

- Regional webinars for the Second World Summit for Social Development:

ANND organized three webinars addressing the UN Political Declaration, a background paper prepared by experts, and a policy brief including a set of recommendations on the social development agenda.

- Regional webinars of the Women rights working group:

The working group organized webinars on different issues like neoliberalism or sex based violence as given by the UN Special Rapporteur.

- The pre-AFSD Regional Civil Society Forum: ANND hosted a hybrid event gathering around 75 participants from across the Arab region, resulting in an adopted outcome document outlining five priority advocacy themes for 2025.

- UPR Parliamentary sessions:

ANND organized two parliamentary sessions in collaboration with the Human Rights Committee on UPR 4th cycle social rights and on economic rights with the presence of about 20 experts, members of civil society and relevant ministers and deputies to discuss UPR recommendations on social and economic rights.

- Regional Advocacy Workshop on the Right to Water:

ANND organized a two-day workshop convening members and National Partners working on the AWR to jointly discuss and develop regional advocacy strategies on the right to water, in light of the AWR2025.

- June 30-July 3, FfD4 participation,

Sevilla: ANND participated in the Fourth International Conference on Financing for Development (FfD4) in Sevilla in July 2025 as part of a broad global coalition of CSOs, bringing forward voices from the Arab region. It engaged in sessions and side events that brought together officials and civil society representatives emphasizing the urgent need for structural reforms in the global financial and trade systems, including a fair debt workout mechanism, stronger international tax cooperation, and more equitable economic governance.

- November 4-6 , WSSD2 participation, Doha:

ANND actively participated in the World Summit for Social development by organizing a featured side event for CSO Policy Forum with international partners on the Accountability for Social Justice.

4.3 KNOWLEDGE PRODUCTION & MOBILIZATION

- November 10-21, COP30 participation, Belem:

ANND co-organized a side event titled “NDC 3.0 in the Arab Region: Recommendations for Increased Ambition” alongside regional and international partners. The event included ANND member, Hala Murad discussing regional climate challenges and presenting key recommendations for a more ambitious and just climate transition.

- IMF/WB Annual meetings:

ANND co-hosted a number of events with global and regional partners during the IMF–World Bank Annual Meetings and the CSPF in Washington. These sessions created the space for a critical dialogue on the Bretton Woods institutions’ current approach, especially their focus on austerity, private-financing models, and weak debt and tax governance frameworks.

- The 7th Arab Watch Report 2025 on the Right to Water (AWR2025):

ANND is developing the AWR2025 with lead researcher Roland Riachi, coordinating 8 national reports, 5 case studies and thematic reports covering energy and extraction, agriculture, hegemony and weaponization, climate adaptation and social movements. The report will be launched starting in December. Two rounds of national consultations in 8 countries have been organized to engage civil society and policymakers in the production and outcomes of the report. The third round of consultations is set to start in December 2025.

- Civil Society Position Papers:

In preparation for global and regional processes including for COP 30, World Summit for Social Development II, Arab Forum on Sustainable Development, ANND has organized consultations, webinars and regional meetings. The outcomes of these activities informed the development of civil society positions outlining key demands and recommendations. These policy papers were further strengthened by expert background studies and exchanges among civil society actors, which helped articulate shared challenges and identify policy alternatives.

- Debt and tax training manuals:

ANND developed a training manual on sovereign debt and updated the tax justice manual to support capacity-building initiatives. Manuals were finalized and published.

Six national debt reports were completed. In addition, the Debt & Tax Justice Watch Microsite was fully developed and is now live, featuring all related reports and manuals in both English and Arabic, along with dedicated pages for articles, infographics, and data.

- Human rights and sustainable development monitoring reports: Documenting its ongoing monitoring efforts,

ANND, together with its members and partners from Libya, Lebanon, and Mauritania developed UPR reports, from Iraq and Sudan developed VNR spotlight reports and together with TWN and Al Haq presented a submission for CESCR.

- Feminist Alternative papers:

Work progressed on an advocacy guidebook and feminist discourse papers, finalizing one paper on neoliberalism feminist discourse.

4.4 DEFENDING CIVIC SPACE & HUMAN RIGHTS

- Civic Space Monitor:

Since 2018, ANND has maintained the Civic Space Monitor, providing monthly updates on national civic space conditions across 11 countries: Lebanon, Jordan, Egypt, Bahrain, Iraq, Yemen, Mauritania, Algeria, Morocco, Sudan, and Palestine. These updates, contributed by focal points—ANND members and partners—cover key aspects of civic freedoms, including opinion, expression, peaceful assembly, and association. The updates are published on the Civic Space Monitor website and disseminated through a monthly newsletter.

- CIVICUS Monitor Contributions:

As a research partner to the CIVICUS Monitor, ANND continues to provide updates on freedom of association, expression, and peaceful assembly in the region. These contributions are featured on the CIVICUS Monitor website and included in the MENA section of the People Power Under Attack 2024 report. Additionally, ANND ensured Palestinian representation at the Global CIVICUS Monitor launch event to advocate against Israeli violations in Palestine and highlight the challenges faced by Palestinian civil society.

4.5 INSTITUTIONAL DEVELOPMENT ACTIVITIES

- Member Engagement and Strategic Planning:

In 2025, ANND initiated a four-year strategic planning process for 2026–2029. The process was highly participatory, involving a survey that received strong responses from members, partners, and experts, as well as a series of online consultations. These efforts culminated in the development of a draft strategy, which was presented and discussed during the General Assembly held on December 5–6. The process was further guided and overseen by the Coordination Meeting, which convened twice in 2025.

- The Women's Rights Working Group (WRWG):

On May 29, ANND launched the women's rights working group to advance feminist discourse in the Arab region. The group engaged in webinars, articles, addressing the neoliberal feminist discourse, gender-based violence and other feminist perspectives. A regional webinar with the Special Rapporteur Reem Al Salem attracted 90 participants, and a special newsletter for the 16th of November, marking the International Day for the Elimination of Violence Against Women was published in November.

- The Climate Justice Working Group (CJWG):

ANND established a Climate Justice working group in May 2024, with members from ANND and partner organizations. In 2025, CJWG conducted discussions on topics central to climate justice in the region, including finance and militarization, as well as a critical review of Lebanon and Jordan's Nationally Determined Contributions ahead of COP30. The CJWG also conducted a workshop on climate justice journalism, in preparation for forming a network of engaged environmental journalists in the Arab region.

- Mobilisation of the Arab Youth Network (AYN):

ANND engaged the AYN Bureau and 71 members through monthly meetings, continuous needs assessments, a series of capacity building

activities, and in the initial working groups for defining ANND's future strategy. Members of the Arab Youth Network (AYN) were actively integrated into national, regional, and international consultations, including the PRE-AFSD youth parallel event. Surveys were used to gather members' vision and prioritize topics for webinars and consultations. Regular meetings and preparatory activities ensured youth voices were represented in policy discussions.

- Publishing E-Newsletters:

Webinars and newsletters reached a wider audience, with 3,731 newsletter subscribers and 180,254 website visits, complemented by strong social media engagement across platforms (Instagram: 140,476; Facebook: 191,327).

- Communications Strategy Implementation:

ANND effectively disseminated its publications and activities through nine newsletters published between January and September 2025, featuring 58 articles contributed by members, partners, and experts to ensure regional diversity. New formats, including Instagram Reels, short expert interviews, and infographics, further increased reach and engagement.

- Internal Review of IT Systems and Security Controls:

ANND conducted an internal audit of its IT infrastructure and network security using the CIS Critical Security Controls as a benchmark to identify weaknesses and strengthen essential protections. The review focused on key areas such as asset management, secure configurations, access controls, malware defenses, and data backups, providing recommendations to enhance ANND's overall security posture.

- Human Resources Policies:

The Human Resources Manual outlines ANND's policies for managing the full employee lifecycle, including recruitment, onboarding, development, retention, and separation. It provides structured procedures to ensure fairness, transparency,

compliance with labor laws, and a positive work environment.

- Financial Manual:

The Financial Manual brings together ANND's existing financial policies and procedures into a single reference, covering expense management and procurement, revenue, banking and reconciliation, fixed assets, accounting systems, financial reporting, and financial oversight. By consolidating all information in one document, ANND ensures that financial processes are clearly documented, consistently applied, and easily accessible to all relevant staff.

- Fundraising Policy:

The Fundraising Policy provides a structured framework that defines how ANND mobilizes resources, engages donors, and ensures ethical, transparent, and strategic fundraising practices. It outlines ANND's fundraising principles, goals, donor-engagement methods, and mapping processes.

 129,000 followers

 192,000 followers

 25,000 followers

 141,476 followers

05 FUTURE DIRECTIONS FOR 2026 AND BEYOND



The Arab region is undergoing profound political, economic, and social shifts that continue to reshape the environment in which civil society operates. Rising authoritarianism, shrinking civic space, ongoing conflicts, and persistent instability have created an increasingly restrictive context for advocacy and collective action. At the same time, economic crises, growing inequalities, and austerity-driven policies have intensified the urgency of addressing debt sustainability, tax justice, and social protection. Cross-border collaboration is further complicated by geopolitical tensions and uneven levels of freedom of expression across the region. Together, these dynamics highlight the need for rights-based approaches, stronger regional solidarity, and adaptive strategies to support civil society and promote more inclusive and democratic governance.

As we move toward 2026, ANND is engaged in a comprehensive strategic planning process that introduces several key shifts. The new

strategy consolidates the existing framework from five goals into four strategic pillars: knowledge and alternatives, learning and capacity development, advocacy, and networks. It sharpens ANND's thematic focus on socioeconomic justice, governance and democracy, climate justice, and emerging digital issues. It also elevates the role of working groups—such as the Arab Youth Network, Women's Rights Group, and Climate Justice Group—as central mechanisms for analysis and advocacy. In parallel, the strategy underscores the importance of strengthening the network itself, including its membership, governance, and alliances. A unified theory of change, a single overarching outcome, and a monitoring, evaluation, and learning (MEL) framework with SMART indicators have been established to guide progress.

Capacity development will remain central to ANND's mission. Through ongoing training, research, and collaborative initiatives, ANND will strengthen the ability of civil society organizations to influence national and

regional economic policymaking. The Social Protection Monitor will continue to serve as an essential platform for analyzing policy trends and advancing stronger, more inclusive social protection systems across the region. In 2026, AYN participants will be presenting final projects that will inform the future capacity-building guidebook.

Furthermore, ANND will deepen its work with the Climate Justice Working Group (CJWG) and the Women's Rights Working Group (WRWG), advancing environmental priorities and promoting a feminist discourse that challenges prevailing power structures in the Arab region. The production of critical policy papers, along with targeted advocacy and regional webinars, will support efforts to shape a future grounded in human rights, democracy, social justice, and climate justice.

Looking ahead, ANND will also strengthen its operational approaches to ensure resilience and continuity across its programs. This includes prioritizing hybrid and digital engagement to maintain advocacy and training efforts during crises or mobility restrictions. ANND will further invest in expanding communities of practice and coalition-building mechanisms that promote solidarity, ownership, clear roles, and trust among diverse partners. Increased flexibility in planning and implementation will enable the network to respond swiftly to shifting political, economic, and security contexts. In parallel, enhanced communication tools—such as regular

06 ANNEXES



List of Publications



ANND's Reaction to the WSSDII Draft Declaration



Outcome Document - Regional Meeting for Civil Society on Sustainable Development 2025



CESCR78 Joint Submission_Netherlands and the Gaza genocide



Regional Civil Society Perspectives and Recommendations for WSSD2



Sovereign Debt Crisis in Egypt



Universal Periodic Review - UPR (Civil Society Reports)

**Rising Public Debt and
its Impact on the
Fiscal Sustainability of
the Iraqi Economy**



**Rising Public Debt and its Impact on
the Fiscal Sustainability of the Iraqi
Economy**

**Jordan's Sovereign
Debt Crisis:
Challenges and
the Sustainability
of Public Finance**



**Jordan's Sovereign Debt Crisis:
Challenges and the
Sustainability of Public Finance**

**Public Debt and
Human Rights
in Morocco**



**Public Debt and Human Rights in
Morocco**

**The Political Economy
of Debt Accumulation
in Lebanon**



**The Political Economy of Debt
Accumulation in Lebanon**

**Sovereign Debt
Dynamics in the
Arab Region**

Putting Rights at the
Center of Debt Debates



**Regional Policy Report on Sovereign
Debt Dynamics in the Arab Region:
Putting Rights at the Center of Debt**

**A CIVIL SOCIETY MANUAL
FOR ADVOCACY**



Debt Manual

Videos



The Arab Watch Report 2025 on the Right to Water and Climate Change - Lebanese



The Arab Watch Report 2025 on the Right to Water and Climate Change



Debt & Tax Justice Watch Monitor



The Regional Meeting for Civil Society on Sustainable Development 2025



Arab Voices for Progressive Financing for Development

Click here to watch more





Financial Statement

Income

Description	Amount USD
Previous cumulative results	\$221,170
Christian Aid	\$18,647.00
NED	\$95,700.00
NPA	\$90,182.00
Institut Francais	\$117,787.00
CIVICUS	\$16,944.00
OXFAM GB	\$13,236.00
Ford Foundation	\$379,500.00
Bread for the world	\$110,984.00
Action 4 SD	\$18,066.00
CSO Partnership for Development Effectiveness	\$56,640.00
Open Society Foundation	\$150,000.00
Total Grant Revenues	\$1,067,686.00
Activity incomes	\$3,836.00
Local Donors	\$7,576.00
Membership	\$1,900.00
Total Unrestricted revenues	\$13,312.00
Financial revenues	\$28,007.00
Total ANND Revenues	\$1,330,175.00

Expenses

Description	Amount USD
ANND Activities Expenses	
Strategic Goal No. 1	\$162,396.00
Strategic Goal No. 2	\$217,833.00
Strategic Goal No. 3	\$205,417.00
Strategic Goal No. 4	\$93,065.00
Strategic Goal No. 5	\$304,265.00
Total ANND Activities Expenses	\$982,976.00
ANND Administrative Expenses	\$134,243.00
Financial Expenses	\$12,275.00
Total Expenditures	\$1,129,494.00
Balance at 31/12/2025	\$200,681.00

ANND

Annual Report

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