ARAB NGO NETWORK FOR DEVELOPMENT (ANND)

STRATEGY FOR
2026 - 2029

annd
Arab NGO Network
for Development

شبكة المنظمات العربية
غيـر الحكوميــة للتنميــة

25 years

I. EXECUTIVE SUMMARY

KEY TRANSITIONS FROM THE 2023-2020 STRATEGY

This strategy updates the Arab NGO Network for Development (ANND) workplan with key shifts:

- **Consolidating from five goals to four strategic pillars** that are knowledge and alternatives, learning and capacity, advocacy, and networks and partnerships.
- **Sharpening thematic focuses** on socioeconomic justice, governance, peace, and democracy, environmental and climate justice, and technological revolution and digital transformation.
- **Elevating the role of working groups** like the Arab Youth Network, Women's Rights, and Climate Justice as core to analysis and advocacy at the global, regional, and national levels.
- **Emphasizing the network's development**, including membership, governance, and alliances.
- **Establishing a single theory of change,** one ultimate outcome, and a monitoring, evaluation, and learning (MEL) framework with SMART indicators to guide progress.

STRATEGY OVERVIEW: PURPOSE AND METHODOLOGICAL FACTS

Purpose

This four-year strategy aims to establish ANND as a more influential regional hub from 2026 to 2029. It will focus on generating and sharing essential, rights-based knowledge, enhancing the skills of members and partners, transforming these efforts into coordinated advocacy and campaigns, and strengthening a resilient network and ecosystem grounded in Arab contexts and linked to broader South-South and global solidarities.

Process and methodology

The strategy was developed through a participatory process that included:

- A bilingual online survey of members and partners to identify priorities, needs,

strengths, weaknesses, opportunities, and threats.
- Four targeted consultations with experts, members, partners, and working groups focused on thematic priorities, networking and communication, knowledge and innovation, advocacy, and ANND's future role in the region.
- Internal discussions and document reviews, including an assessment of the previous strategy, recent programs, MEL tools, and an updated analysis of global and regional transformations.

ANND in 2029: a brief snapshot

By the end of this strategic period, ANND aims to be:

- A trusted regional hub of expertise on economic and social justice, climate and environmental justice, democracy, governance and civic space, and the impact of technological revolution and digital transformation in the Arab region.
- A stronger, better-connected network where members, working groups, and partners engage more regularly in joint research, learning spaces, advocacy, and campaigns, and where South-South alliances are more structured and prominent.
- A more influential player in key policy spaces, with its analysis, tools, and alternatives adopted and adapted by members, peers, universities, unions, and, where possible, public institutions at the national, regional, and global levels.
- A more resilient organization characterized by strong governance, enhanced internal systems, an operational MEL framework, and a diversified, flexible resource base that protects its independence and capacity to progress its mission.

II. INTRODUCTION AND CONTEXT

GLOBAL AND REGIONAL CHALLENGES AND GEOPOLITICAL SHIFTS

The world is experiencing major changes driven by new developments and the deepening of existing crises. The traditional international system, rooted in neoliberal globalization, has failed to bring peace, justice, equality, nor has it led to economic growth and prosperity. Instead, it has increased inequalities, weakened economic growth, increased debt and financial crises, and reduced social protections. Today, social and economic foundations are fractured, and the political landscape along with the global order seem to be shifting toward new priorities that prioritize power over rights and compliance with international law.

Rapid global shifts, the decline of multilateralism, and the rise in wars, environmental and climate emergencies, and the technological and digital transformations led by the private sector have exposed the flaws of the post-World War II order. What we are witnessing is not just a temporary crisis but a slow dismantling of an entire system that prioritized market efficiency over human well-being and failed to protect both the people and the planet. Unfortunately, the future appears more uncertain than ever, with worsening human rights conditions, international law violations, less accountability, and more impunity.

The promises of globalization, including the Millennium Development Goals (MDGs), Sustainable Development Goals (SDGs), and Agenda 2030, have been overshadowed by the 2008 financial crisis, the COVID-19 pandemic, environmental disasters, inflation, debt crises, and regional conflicts like the Russia-Ukraine war. Economic growth has slowed, inequalities have grown wider, and social unrest has increased. The neoliberal promise that liberalization, privatization, and deregulation would create prosperity for everyone has proved to be a myth. According to the United Nations (UN) Secretary-General, "only 12% of the SDGs are on track, nearly 50% of the targets are off track, and approximately 30% have actually regressed below the 2015 baseline," and the world's most vulnerable people are suffering from "our collective failure." [1]

Today, the global economy has entered a new, uncertain phase characterized by a return to protectionism, trade wars, and the resurgence of state and police power under the pretense of national security and dominance. Military spending hit record highs, surpassing $2.7 trillion in 2024 and increasing by 37% from 2015 to 2024[2], while diplomacy and international law are gradually diminishing. The vision of a peaceful, multipolar world has shifted into a unipolar order, centered on the United States and reinforced by converging nationalist, authoritarian, and corporate interests. The same powers that once promoted free trade now weaponize it, and the institutions that claimed to defend human rights now turn a blind eye to collective punishment and war crimes.

The Arab region has experienced significant changes, reshaping its political, economic, and social landscapes. It has become a battleground for global divisions, including wars, occupations, proxy conflicts, and the collapse of nation-states. Since the early 2000s, from the invasion of Iraq to ongoing conflicts in Palestine, Syria, Yemen, Libya, Lebanon, and Sudan, the Arab world has served as a testing ground for this violent global order. As of February 2025, nearly 56 million people across the Arab region require humanitarian aid.[3]

The two waves of Arab Spring uprisings in 2010–2011 and 2018-2019 raised hopes for freedom and dignity, but subsequent counterrevolutions and civil wars led to prolonged conflicts and crises. Efforts for democratic and civilian governance have been met with renewed authoritarianism, external interference, and increased militarization. Today, the region is caught between the exhaustion of neoliberal development models and the dominance of geopolitical rivalries. In Syria, regime change has raised questions about prospects for political stability and inclusive governance, as the country continues to grapple with economic collapse and deep social divisions. In Palestine, ongoing genocide, marked by mass killings, destruction of infrastructure, forced displacement, and deliberate starvation of civilians, further erodes the space for survival, dignity, and accountability. In Sudan, prolonged warfare and fragmentation of authority have further weakened

1 Progress towards the Sustainable Development Goals: Towards a Rescue Plan for People and Planet, Report of the Secretary-General (Special Edition), Economic and Social Council 2023 Session (United Nations, 43 ,(2023, https://hlpf.un.org/sites/default/files/04-2023/SDG20%Progress20%Report20%Special20%Edition.pdf.

2 Xiao Liang et al., "Trends in World Military Expenditure, 2024," SIPRI Fact Sheet, April 2025, https://www.sipri.org/sites/default/files/2504/04-2025_fs_milex_2024.pdf#:~:text=%C20%99%8World20%military20%expenditure20%rose,20%5per20%cent20%of20%the.
3 "Regional Focus: Middle East and North Africa | Humanitarian Action," March 2025 ,4, https://humanitarianaction.info/article/regional-focus-middle-east-and-north-africa.

public services and stability. Lebanon remains trapped in a protracted political deadlock over its transition process, where the implementation of urgently needed reforms is slow and difficult amid entrenched political divisions and economic collapse. Egypt faces mounting financial challenges, including currency depreciation, rising inflation, and debt burdens, as well as serious human rights violations, and in Tunisia, civic space is increasingly limited through restrictive laws, arrests, and administrative measures against independent voices. Across the region, unemployment, especially among youth and women, remains high, poverty deepens, and disparities in access to basic services such as education, health, and water continue to widen. Climate-related challenges, including prolonged droughts and water scarcity, further worsen vulnerabilities in already fragile settings.

Civic space remains highly restricted in much of the region. Governments continue to impose legislative and administrative measures that limit freedom of expression, association, and peaceful assembly. Human rights defenders, journalists, and civil society organizations (CSOs) face increased surveillance, intimidation, and bureaucratic hurdles. In several countries, emergency laws and security narratives are used to restrict independent activism, making ongoing advocacy more challenging but still increasingly necessary.

Although the geopolitical landscape appears dominated by violence and fragmentation, every crisis presents an opportunity for transformation. These new realities should serve as a wake-up call for the Arab world, offering a chance to develop an alternative vision and promote human rights and equality. The global impacts of neoliberalism and regional failures of authoritarian governance stem from a common root: the exclusion of people from shaping their own development. Reclaiming that space, mainly through regional solidarity, participatory democracy and governance, and a renewed social contract rooted in justice and care, is our best hope.

This period could be a high-risk time, requiring strategic advocacy to keep these principles at the forefront of policy and governance discussions. Like-minded organizations that believe in human rights and social justice must strengthen their joint efforts at all levels, national, regional, and international, to find opportunities for advocacy and to promote meaningful change. Building capacity and mobilizing advocacy efforts are vital in this context. ANND, as a well-established network with a strong reputation and broad reach, is well positioned to play a crucial role in establishing a new order grounded in shared values

of human rights and justice, cross-cutting and cross-sectoral networking, and multi-level interaction with social and popular movements.

ANND'S FIT

For the past 25 years, ANND has successfully expanded its presence both regionally and internationally, advocating for the defense of economic and social rights. With a critical and thoughtful perspective, ANND has addressed fundamental injustices at economic and social levels, as well as issues related to North-South and South-South relationships. Additionally, the Network has built strong international and regional connections through joint actions, advocacy initiatives, and effective coordination, which mainly serve as ANND's key leverage and bridges connecting Arab civil society organizations with the wider international community and peers.

ANND's holistic approach to development and social justice has created an interconnected working model that combines capacity development, advocacy, and knowledge creation simultaneously. Each component supports the others, resulting in a greater overall impact. For instance, knowledge creation through monitoring, research, and open dialogue platforms provides technical content that enhances capacity building through training, networking, and field interactions. It also guides advocacy efforts to expand the political space for organizations and influence economic and social policies at the international, regional, and national levels. This inclusive model actively encourages members and partners to participate in decision-making through the coordination office, the general assembly, expert meetings, and program involvement. More importantly, members and partners regularly contribute to knowledge creation, capacity building, and advocacy activities.

THEMATIC PRIORITIES

The current global and regional context affirms that ANND's strength lies in its clear, rights-based approach to development and its ability to offer alternatives. The new strategy thus builds on ANND's expertise but includes a new set of key priorities that are already affecting the region. The strategy will also remain adaptable enough to address emerging crises and opportunities both regionally and globally.

1. Economic and social justice policies

ANND will continue to analyze economic, development, and financial policies through a human rights lens: debt architectures and tax systems, financing for development (FfD), social protection, trade and development effectiveness, and socioeconomic rights. The goal is to show how current macroeconomic choices create inequality and to advocate for alternative policies that could address structural imbalances in the primary distribution of income, prioritize redistribution, strengthen productive sectors of the economy, and defend basic rights. ANND will achieve this goal by adopting multifaceted approaches to address justice and equality issues, such as the care economy, which it will further explore and incorporate into its work. ANND will also pay particular attention to the right to development as an integral part of the right to self-determination. ANND considers the right to development to be one of the most important gateways to action and aspirations for the economic and social rights of peoples and countries.

2. Peace, democracy, governance, and civic space

Ending wars and occupation, defending and expanding civic and political space, democratic participation, peace, and state-building remain essential. ANND will focus on governance and transparency, accountability models, civic space, and rights, as well as the conditions necessary for a proper democratic transition in a region where authoritarianism and repression are on the rise. The network will also continue to advocate for an end to wars and foreign interventions, as well as internal wars and conflicts, and will work to ensure the right to self-determination and the right to development for all peoples, beginning with Palestine and expanding to the entire region. There will be a particular focus on exploring the relationship between the political

and the civil. This builds on the previously positive interaction with social and popular movements and the potential for renewed large-scale ones.

3. Environmental and climate justice

ANND will prioritize climate and environmental justice as a primary focus, linking climate change with unsustainable patterns of production and consumption. Other environmental issues in the region will be kept under the radar, particularly those related to resource depletion, land and water grabbing, food security, and agriculture. ANND will also seek to actively engage with the Conference of the Parties (COP) under the United Nations (UN) Framework Convention on Climate Change (UNFCCC) processes and other climate forums, while examining climate policies through a development and human rights lens.

4. Technological and digital transformation and artificial intelligence

The rapid growth of digital technologies and artificial intelligence (AI) is transforming economies, labor markets, civic spaces, military operations, and development narratives. ANND will start developing a critical, rights-based agenda on the technological revolution in the Arab region. This agenda will address the impacts of digital transformation and AI on employment, socioeconomic inequalities, culture, civic participation, wars, and security.
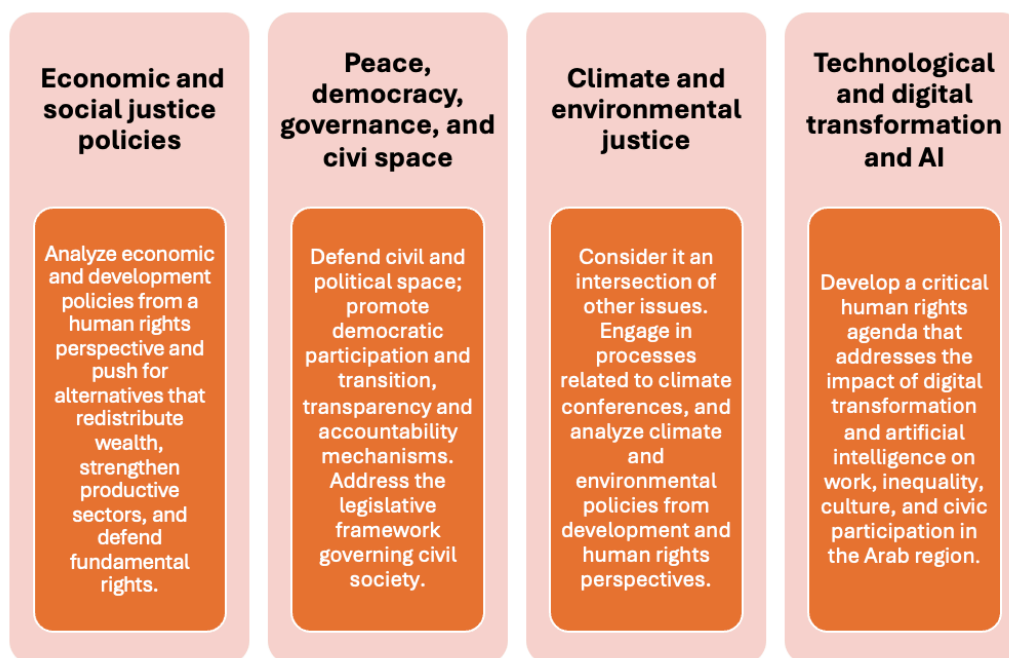
Economic and social justice policies	Peace, democracy, governance, and civi space	Climate and environmental justice	Technological and digital transformation and AI
Analyze economic and development policies from a human rights perspective and push for alternatives that redistribute wealth, strengthen productive sectors, and defend fundamental rights.	Defend civil and political space; promote democratic participation and transition, transparency and accountability mechanisms. Address the legislative framework governing civil society.	Consider it an intersection of other issues. Engage in processes related to climate conferences, and analyze climate and environmental policies from development and human rights perspectives.	Develop a critical human rights agenda that addresses the impact of digital transformation and artificial intelligence on work, inequality, culture, and civic participation in the Arab region.

Figure 1: ANND's thematic priorities.

WORKING GROUPS AND INITIATIVES

In its commitment to foster participation and inclusivity, ANND will continue to invest in the following initiatives:

· Women's Rights Working Group

The evolving landscape of women's rights in the region has led ANND to establish a dedicated working group focused on women's rights. The goal is to advance equality and enforce women's human rights in countries and societies where patriarchal and male-dominated cultures remain prevalent. As a development and human rights network, the issue of equality and the rights of women and all population groups are at the heart of ANND's concerns. So too are economic and social rights, and the transition to modern, democratic civil societies and states. In this context, ANND will seek to rebuild a feminist discourse that reflects the reality and aspirations of women in the Arab region. This discourse will provide a critical perspective on mainstream approaches that have remained limited to urban settings. ANND also aims to address the underlying causes of inequality between women and men across cultural, political, social, economic, and environmental dimensions.

· Arab Youth Network

In the same spirit, ANND has also established the Arab Youth Network (AYN) to serve as a platform that promotes the exchange of ideas, experiences, and perspectives, and can address the evolving challenges and needs of multiple generations within the Arab region. The AYN aims to become a catalyst for innovative solutions, actively shaping ANND's agenda and contributing to the broader discourse on regional development.

· Climate and Environmental Justice Working Group

The Climate and Environmental Justice Working Group will serve as the primary platform to connect the global climate justice narrative to regional and national contexts, linking local struggles with international negotiations and processes.

Moreover, ANND will establish new working or reflection groups to explore emerging priorities and needs. In the short term, these groups will examine the following topics: 1) digital transformation and AI, 2) the relationship between modernity and enlightenment in our Arab societies, and 3) the process of activating participation in the preparation of an international agreement on the right to development.

III. VISION, MISSION, VALUES, AND SWOT ANALYSIS

MISSION STATEMENT

ANND is a regional independent civil society network that unites CSOs and social movements dedicated to human rights, social and economic justice, equality, and environmental and climate justice in the Arab region. Its mission is to empower and connect its members, partners, and the broader civil society to promote and defend human rights by generating essential, rights-based knowledge on economic, social, cultural, and environmental policies and advocating for the full realization of people's rights throughout the Arab region.

Over the next four years, ANND will establish a shared space for analysis, debate, and solidarity. It will concentrate on enhancing the skills of its members and partners, supporting joint research, knowledge production, and sharing, and translating this work into coordinated advocacy, campaigns, and tangible policy options. Through networking, coalition-building, and ongoing engagement with policymakers, ANND aims to expand and defend civic space, including the freedom of association, promote democratic and participatory governance, and contribute to a broader society that values dignity and equality for all peoples in the Arab region. It also seeks to advance sustainable, rights-based development for present and future generations.

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VISION

ANND envisions an Arab region where people shape development and public policy, and live in peace, security, and stability, free from wars, occupation, and conflicts; where human rights, social and economic justice, equality, and climate and environmental justice are the foundations of daily life, and civic space is open, safe, and impactful.

Over the next four years, ANND aspires to serve as a trusted regional authority and hub of expertise for this vision: a resilient, democratic, and inclusive network rooted in Arab realities, connected to broader South-South solidarities, and a space for new generations and diverse groups to influence and lead.

ANND aims to remain an active platform for analysis, solidarity, and action, engaging in daily struggles, defending civic and political freedoms, and advocating for a just, sustainable, and peaceful future for all people in the Arab region.

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VALUES

ANND's work is guided by a set of core values that shape what we do, how we do it, and who we collaborate with. Most importantly, these values are the standards we use to set our priorities, choose our partners, and define our positions.

- **Human Rights & Dignity**
  We firmly believe in the universality and indivisibility of rights. Every intervention, alliance, or policy stance is evaluated based on its effect on people's dignity, freedoms, and safety, including the right to live in peace and security from war and conflict.

- **Democracy, Participation & Civic Space**
  We defend free, safe, and diverse civic space, as well as the right of people and individuals to live under a democratic and accountable system. We also emphasize that individuals and groups have the right and the resources to influence public decisions at all levels.

- **Social, Economic, Environmental & Climate Justice**
  We challenge systems and policies that perpetuate both horizontal and vertical inequalities, poverty, and environmental harm, and we support alternatives that redistribute power and resources while safeguarding people's well-being and the environment.

- **Inclusive, Diverse & Equality-Based Approach**
  We are dedicated to combating all types of discrimination (class, gender, ethnicity, migration status, disability, individual choices and preferences, religious or political beliefs, etc.). This commitment guides both our interventions and our internal operations.

- **Independence, Transparency, Integrity, & Democratic Governance**
  We protect our independence with programs guided by our values, evidence,

and members' interests. We prioritize transparent, participatory governance, managing processes openly and remaining accountable to members, partners, and society.

- **Solidarity & Decentralization**
  We operate from an Arab, South-South perspective, linking struggles across nations, learning from one another, and actively supporting communities facing repression, occupation, or marginalization.

- **Critical Knowledge & Accountability**
  We invest in creating and sharing essential, rights-based knowledge, and we hold ourselves responsible for how it is used by our network, in public debates, and in policy discussions.
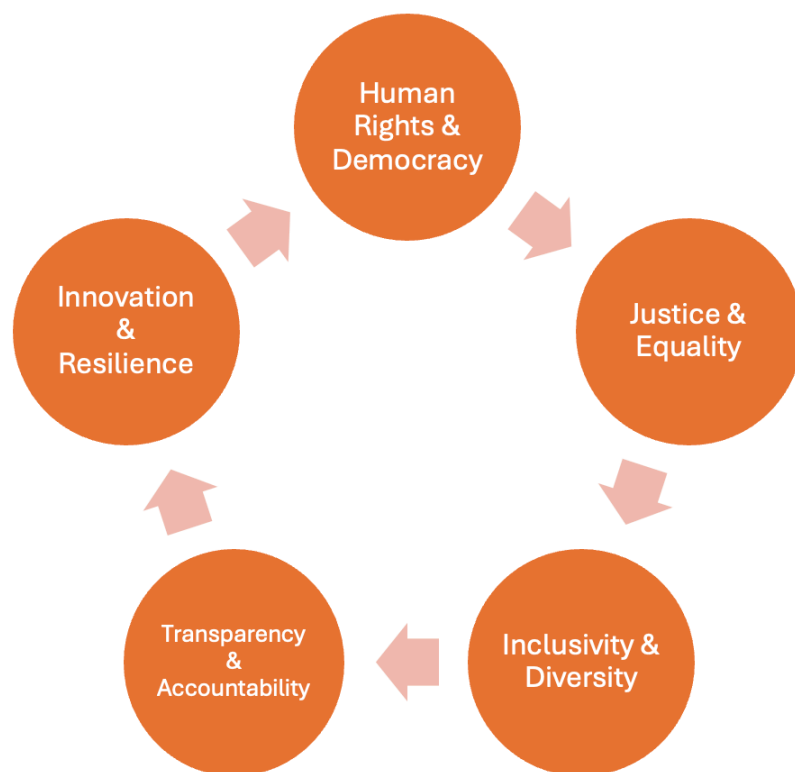

Figure 2: ANND's values.

SWOT ANALYSIS

ANND operates within a framework of overlapping crises, shrinking civic space, ongoing funding uncertainties, occupation, wars and conflicts, and severe social and economic injustices. Nevertheless, these crises are fueling increased calls for alternative, rights-based development models. Our consultations confirm that the Network's main strengths are political and relational, while its primary limitations are structural and mostly external.

Strengths

- **·Strong networking and partnerships**
  ANND's greatest strength is its ability to connect people, organizations, and causes across the region. Members view the network as a credible convenor that can bridge national contexts, link thematic struggles, and build coalitions around shared goals.

- **Relevant mission and thematic focus**
  The Network's focus on human rights, social and economic justice, and alternative development models is considered highly relevant to current crises. This provides ANND with a clear political foundation and a uniquely comprehensive perspective.

- **Effective leadership and accumulated experience**
  ANND's secretariat and leadership are vital in keeping the network united, preserving advocacy efforts, and establishing ANND's presence in regional and international spaces.

- **Diverse and committed membership**
  The membership includes various sub-regions, themes, and organizational types (local, national, networks, etc.). This diversity enables the network to access a wide range of expertise, reach different groups, and base its positions on real experiences throughout the Arab region.

Weaknesses

- **Limited capacity for influence at scale**
  Although the network is respected in many policy circles, members feel that ANND's collective influence is still underutilized. Disjointed efforts, limited visibility in some national forums, and restricted access to decision-makers diminish the effectiveness of the network's analysis and advocacy.

- **Limited financial and human resources**
  The network's ambitions and members' expectations are limited by resource availability. This restricts ANND's ability to plan on a larger scale, retain staff, and sustain work beyond project cycles.

- **Gaps in strategic planning and prioritization**
  Some opinions highlight the need for clearer choices on which issues and spaces to focus on. Without sharp prioritization and a shared advocacy strategy, efforts risk being spread too thin.

- **Inefficient and uneven communication**
  Internal communication often falls short of the network's potential. Not all members are equally informed or engaged; tools are available but not fully utilized, and follow-up after joint initiatives can be inconsistent.

Opportunities

- **Deeper collaborations and alliances**
  There is a strong desire for collaboration with other Arab, regional, and global networks and organizations. Strategic alliances can strengthen ANND's voice, create new opportunities, and improve research and advocacy methods.

- **New rising topics and priorities**
  Emerging debates, such as those on climate and environmental justice, post-neoliberal economic models, digital and AI governance, and women and youth agendas, closely align with ANND's mission and create space for regional leadership.
- **Emerging technologies for organizing and knowledge**
  Digital tools, when used carefully and securely, enable members and partners to connect, co-produce knowledge, and reach larger audiences despite physical and political barriers.

- **New funding windows for justice-oriented work**
  Growing attention to key priorities like inequality, climate justice, and AI's impact could open doors with some donors and offer more flexible, long-term support, which ANND can use if it stays clear and consistent on its values.

Threats

- **Shrinking civic space and increased repression**
  Laws, security measures, and informal pressures restrict freedoms of association, expression, and assembly in many Arab countries. This directly impacts members' ability to organize, access information, and engage with regional or international partners.
  Geopolitical and policy shifts
  Wars, conflicts, sanctions, and shifting alliances in the region can close doors overnight, derail advocacy efforts, and consume political attention, making long-term work more difficult and riskier.

- **Funding constraints and dependency**
  Unstable and restrictive funding environments worldwide and regionally, along with political conditionalities from some donors, threaten the sustainability and independence of ANND and its members.

- **Fragmentation within civil society**
  Under pressure, organizations and activists might focus inward, compete for limited funds, or withdraw. This could, in turn, jeopardize ANND's primary asset: its collective strength.

Table 1: SWOT analysis.

Strengths	Weaknesses
Strong networking and partnerships.	Limited capacity to influence policies on a large scale.
Relevant, rights-based mission and work streams.	Limited and unstable financial and human resources.
Effective leadership and accumulated regional experience.	Gaps in strategic planning and prioritization.
Diverse and committed membership across the Arab region.	Uneven and sometimes inefficient internal communication.
Opportunities	**Threats**
More collaborations and alliances with regional and global actors.	Shrinking civic space and repression of civil society.
Rising topics aligned with ANND's mandate (climate, inequality, AI, feminist, and youth agendas).	Geopolitical and policy shifts (wars, sanctions, shifting alliances).
Emerging technologies that can support organizing and knowledge-sharing.	Funding constraints and donor conditionalities.
New funding windows for justice-oriented, rights-based work.	Fragmentation and competition within civil society.

IV. STRATEGIC PILLARS

OVERALL THEORY OF CHANGE

ANND's endgame is to become a trusted regional reference and hub of expertise that helps establish an ecosystem where rights-based, people-centered development is the primary focus in the Arab region. In practical terms, this can be summed up by the theory of change below.

If ANND:

- Produces, organizes, and shares critical, rights-based knowledge,
- trains and supports its members, partners, and broader actors,
- uses that knowledge in coordinated advocacy and campaigns, and
- strengthens the network and ecosystem both internally and externally,
- then Arab civil society will be better equipped, better connected, and more influential in defending civic space, confronting regressive policies, and promoting fair, rights-based alternatives.

If that happens, this strategy will have achieved its purpose by:

- giving ANND clearer thematic leadership on a few key tracks (economic and social policies, climate/COP, civic space and governance, digital/AI),
- consolidating a stronger regional civil society bloc around a shared justice-based agenda, and
- building visible, coordinated pressure in the policy spaces that matter for people's lives.

STRATEGIC GOALS

These four elements serve both as our strategic goals and as our work methodology.

Goal 1: Knowledge and alternatives

ANND will:

- Produce a rights-based analysis of social, economic, and development policies, climate and environmental justice, governance, democracy, and digital transformation.
- Document regional alternatives: policy proposals, narratives, indicators, lessons from practice.
- Turn this knowledge into knowledge sources and practical tools such as briefings, policy papers, visuals, etc., that members and partners can adapt and use in their national work and campaigns.

Goal 2: Learning and capacity support

ANND will:

- Build and deepen knowledge and skills in specific thematic issues, policy analysis, advocacy, campaigning, monitoring, and organizational resilience.
- Support youth, women, and climate justice actors in organizing and leading through the Arab Youth Network, Women's Working Group, Environment and Climate Justice Working Group, and other future reflection and working groups.
- Connect training to knowledge production, real struggles, and tangible policy battles, helping participants develop a critical and alternative perspective.

Goal 3: Advocacy and campaigns

ANND will:

- Coordinate regional advocacy and campaigns on key priorities such as social protection, socioeconomic rights, right to development, debt and Financing for Development, COP processes, civic space and democratic governance, AI and digital rights, among others.
- Engage in national, regional, and global platforms, including parliaments, ministries, European Union and UN forums and processes to bring in voices from the region (e.g., Agenda 2030 and the Sustainable Development Goals, the Universal Periodic Review, the Voluntary National Review, FfD, the International Labor Organization, the UN Convention against Corruption, the Convention on the Right to Development, and the World Summit for Social Development), International Financial Institutions (like the International Monetary Fund, the World Bank, and the World Trade Organization), and regional organizations (such as the European Union and the League of Arab States), with positions developed collaboratively with members.
- Assist members in adapting regional messages for national struggles, ensuring advocacy extends beyond international forums.

Goal 4: Network and ecosystem (internal and external)

Internal network, membership, and communication

ANND will:

- Strengthen internal membership and governance by defining clear criteria, roles, expectations, and decision-making processes.
- Organize regular internal gatherings, such as assemblies, consultations, and working group meetings, to foster experience sharing and joint planning among members and partners.
- Invest in core systems and staff, including

finance, administration, and digital security, to ensure continuity and independence.
- Enhance internal communication through regular, targeted updates and create a space for feedback and collaboration.

External alliances and partnerships

ANND will:

- Strengthen alliances with regional and global networks and movements, especially in the Global South, around shared priorities: debt and FfD, environmental and climate justice, digital/AI governance, women and youth struggles, civic space, socioeconomic policies, right to development, democracy and solidarity.
- Collaborate on joint initiatives, including campaigns, statements, research, and mutual learning spaces.
- Leverage these alliances to gain access in regional and international forums and to mobilize visible solidarity when necessary.

Organize and produce human rights-based knowledge rooted in diverse Arab contexts.

Strengthen the capacities and skills of members, partners, and working groups.

Knowledge and alternatives

Learning and capacity support

Network and ecosystem (internal and external)

Advocacy and campaigns

Invest in building a stronger network and system that is rooted in Arab reality and connected to broader solidarity in the Global South.

Transform knowledge and capacities into coordinated advocacy pathways and effective national, regional, and international campaigns.
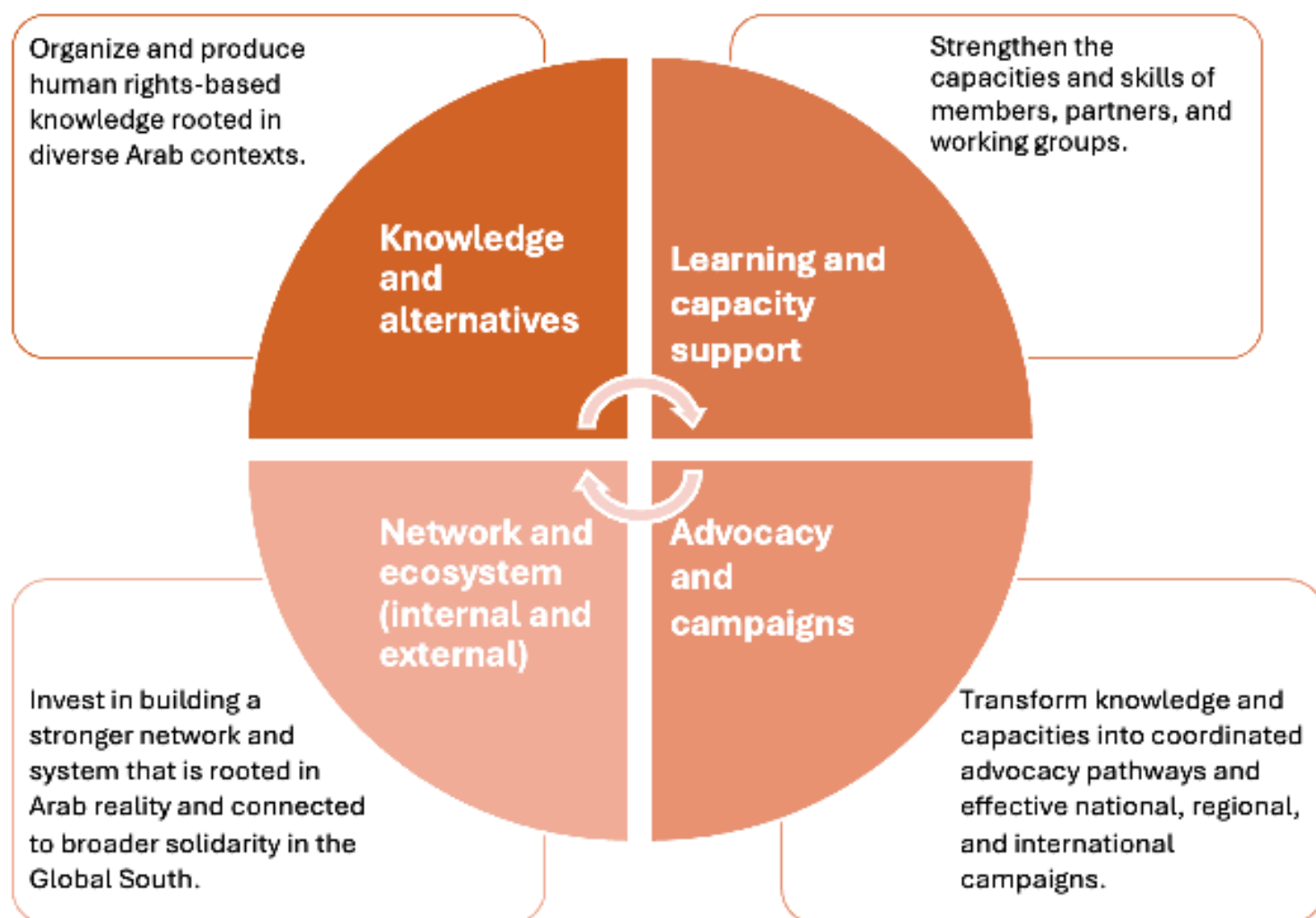
Figure 3: ANND's Strategies Goals.

● V. IMPLEMENTATION FRAMEWORK

ASSUMPTIONS AND RISKS

Our theory of change assumes the following:

1. Even with restrictions or limitations, there will still be some open space or opening to organize or influence. This will be our chance to find ways to enter certain processes effectively and engage in soft advocacy, with less impact but greater influence.
2. Evidence, narratives, and coordinated action still matter, especially when grounded in grassroots realities. ANND's presence in 16 Arab countries, through its members and partners, is its greatest leverage, which will be further developed and leveraged.
3. ANND can secure enough flexible values-aligned funding to sustain core work and independence, and will also consider a hybrid approach to prepare for any funding constraints.

This strategy is being carried out in a rapidly changing, hostile environment (conflicts, funding volatility, shrinking civic space), so ANND needs an adaptive approach rather than a fixed plan.

ADAPTIVE ORGANIZATIONAL AND MANAGEMENT STRUCTURE

Governance and roles

ANND is governed by the General Assembly (GA), which gathers all members and serves as the highest decision-making body. The GA convenes once every two years and, if possible, annually to:

- Approve the strategy and annual plans.
- Review and ratify the narrative and financial reports and budgets.
- Appoint the external auditor.
- Appoint the members of the Coordination Committee (CC).

The CC closely monitors the implementation of the strategy and meets at least twice a year to:

- Review progress in each program.
- Brings in updates from national contexts to adjust priorities.
- Review new membership requests.
- Flag risks and gaps to the GA and the Secretariat.

The Secretariat leads daily operations and ensures the smooth implementation of programs and strong coordination with members and partners.

Additionally, ANND has established a set of internal policies that will continue to guide how we allocate resources, make decisions, and collaborate. These policies will be reviewed and updated regularly:

- Protection policy
- Code of conduct
- Staff union
- Reporting and complaint mechanism
- Risk management policy
- Anti-corruption policy
- Subgranting policy
- Fundraising policy
- Reserves policy
- Human Resources policy, including HR structure and manual, development plan, recruitment process, staffing plan, exit checklist, job description, introduction plan, interview process, onboarding plan, performance appraisal, and salary scale.

Planning and adaptation

Implementation will be based on annual work plans aligned with the four strategic goals, which are prepared by the Secretariat, presented to the GA, and reviewed and approved by the CC. Nevertheless, as a network, partnerships are central to our identity and are vital for our survival and growth.

At the internal level:

Members are co-owners of this strategy. To help them feel more informed, connected, and able to influence ANND's agenda, ANND will:

1. Organize at least one strategy review per year, including a discussion with members on what programs and priorities to halt, continue, and/or expand.
2. Hold regular consultations and meetings (both online and in person) to involve members, working groups, and thematic networks in planning initiatives, drafting positions, and identifying emerging priorities at regional and international levels.
3. Assign one focal point per member, which the latter will nominate, to closely coordinate with the Secretariat on work, programs, and communications matters.
4. Enhance internal communication so members get clear, balanced, and regular updates and can share their work, concerns, and feedback more easily through existing channels (e.g., CC, WhatsApp, Newsletter).
5. Through the CC, develop a yearly survey, event, and/or national dialogue to gather members' priorities at the national level, and find ways to better enshrine them in the Network's strategy.
6. Encourage a more diverse representation of members in ANND's events and activities by proactively engaging less visible or underrepresented members.

At the external level:

Allies are essential for creating a larger impact with fewer resources. In the upcoming years, ANND will adopt an institutional approach that transcends specializations and sectors, through networking and building coalitions between different categories of civil associations and organizations, particularly between associations and "non-governmental organizations" in the conventional sense, as well as trade unions, employees' unions, and professional associations, including those in the small and medium-sized business sector, cooperatives, and other social or solidarity economy institutions. More specifically, the focus will be on the following:

1. Focus on targeted strategic partnerships, especially with Global South networks and movements working on debt and FfD, right to development, environmental and climate justice, digital rights, women and youth, and socioeconomic policies.
2. Develop joint initiatives with these partners through coordinated research, campaigns, statements, and exchanges, and participate as a bloc in global processes (mission-focused).
3. Foster mutual solidarity when partners or members face pressure.
4. Collaborate with peer organizations to build a community of networks and communities that are trustworthy and share similar values.
5. Use global spaces to connect with new potential partners and allies.
6. Expand partnerships, when possible, with policymakers and parliamentarians who share our vision, as well as with the private sector, especially at the national level.

VI. MONITORING, EVALUATION, AND LEARNING (MEL)

ANND has implemented a comprehensive monitoring, evaluation, and learning (MEL) system to assess the impact of its programs and inform future initiatives. This data-driven approach helps identify successful interventions and areas for improvement, ensuring ongoing relevance, effectiveness, and learning.

In practice, ANND's MEL system will remain straightforward and consistent. The Secretariat will collect data against the Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) indicators in the annexed framework[4] through routine project monitoring, basic statistics (publications, training sessions, campaigns, partnerships), short pre- and post-feedback forms, and periodic member surveys. Program teams will review progress quarterly and adjust work plans where needed.

Once a year, the Secretariat and Coordination Committee will convene to discuss results, risks, and lessons learned, and to update annual priorities and plans. Key findings will be shared with members through short updates or consultations, making the MEL a reporting tool that engages members and fosters collective learning.

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4 Refer to annex 1

● VII. RESOURCE MOBILIZATION

Over the next four years, ANND will enhance its resource mobilization efforts by pursuing flexible, value-aligned funding to sustain its core activities and independence. Therefore, ANND will aim to:

1. ***Diversify the funding sources:*** engage with bilateral and multilateral agencies, government entities, non-governmental organizations, international bodies, regional and global foundations, including Arab philanthropic, developmental, funds, and humanitarian organizations, and, when appropriate, academic and research institutions. The goal is to reduce reliance on a few donors and expand our funding base with supporters who share our values and mission.

2. ***Strengthen core and multi-year funding:*** increase flexible and institutional funding to support fundamental organizational initiatives and grow ANND's reserves according to the reserve policy.

3. ***Mobilize resources for strategic priorities:*** leverage our programmatic pillars as a foundation to attract funding by aligning our priorities and tracks with donor expertise or focus.

4. ***Improve internal efficiency:*** enhance cost recovery across grants by consistently applying indirect cost rates, gradually implementing the reserve policy to build a modest buffer for gaps between project cycles and unforeseen crises, and promote the more innovative use of digital tools and AI for research, translation, administration, and communication.

5. ***Develop a hybrid model:*** explore assignments and consultancies that generate income from ANND's expertise, such as research, policy analysis, expert inputs, training, and facilitation. These income streams will bolster ANND's reserves and fund programs. To achieve this, ANND will establish a small, independent internal unit to develop a clear business model, create related frameworks and templates, monitor relevant calls and tenders, and determine which opportunities to pursue based on criteria such as strategic alignment, political risk, workload, and financial margins.

● VIII. APPENDICES

ANNEX 1: M&E framework (partial)

Strategic goal	Immediate outcome	Intermediate outcome	Ultimate outcome	Main outputs
Goal 1 - Knowledge and alternatives: Produce and document critical, rights-based knowledge and regional alternatives into practical tools that Arab civil society can use to influence development policies and narratives.	Established an active "core research team" through an agreed annual research agenda to plan, produce, and organize rights-based knowledge products.	Ensured availability and use of critical, rights-based analysis and alternatives on selected thematic priorities by CSOs and allies in the Arab region and elsewhere.	Strengthened influence of Arab civil society, through ANND and its members, on regional and national development policies and public debates, contributing to more rights-based, just and sustainable pathways in the Arab region.	An annual research agenda on priority economic, social, climate, governance, digital, and peace themes was developed for ANND staff, working groups, and members. Regional reports, thematic studies, and policy briefs on rights-based development and alternatives were produced for CSOs and allies in the region. Accessible policy briefs, knowledge, visuals, and talking points in Arabic and English were prepared for ANND members and partners to use in their advocacy, campaigns, and trainings.
Goal 2 - Learning and capacity support: Strengthen the skills and practice of members and partners through learning spaces that are innovative and grounded in concrete policy battles.	Developed skills, tools, and capacities of participants in ANND training activities and Academy cycles to carry out analysis, advocacy, campaigning, and organizational work linked to ANND's thematic priorities.	Increased capacity of civil society actors, including youth, women, and climate justice activists in the Arab region to analyze, organize, and advocate for rights-based development in their own contexts.		Structured training cycles and/or an ANND "Academy" on priority themes were delivered for members, partners, youth, women, and climate justice actors. Practical training modules, toolkits, and concise guides were developed in both Arabic and English for CSOs and activists. Members, partners, and beneficiaries of ANND's training activities and Academy cycles used, shared, and disseminated skills, capacity, and knowledge.

			Strengthened influence of Arab civil society, through ANND and its members, on regional and national development policies and public debates, contributing to more rights-based, just and sustainable pathways in the Arab region.	
Goal 3 - Advocacy and campaigns: Coordinate regional advocacy and campaigns that connect shared civil society positions to national, regional, and global institutions, while helping members adapt these messages to their own contexts.	Agreed upon a focused set of annual advocacy priorities and messages with members and working groups, and adapted coordinated advocacy plans and initiatives around the thematic priorities.	Ensured the use of rights-based evidence and narratives by ANND and its members in national, regional, and global policy and public debates on key themes, including social protection, debt and financing for development, climate justice and COP, civic space and democratic governance, and digital/AI and rights.		Annual advocacy priorities and concise plans were agreed with ANND members and working groups. Joint statements, submissions, and public positions to national, regional, and global institutions were produced for use by ANND and its members. Coordinated advocacy actions, missions, and campaigns, including media and social media packages, were implemented with ANND members and partners on the national, regional, and international levels.
Goal 4 - Network and ecosystem: Consolidate ANND as a democratic regional hub by reinforcing membership, governance, systems, and communication, and by deepening strategic alliances and partnerships that expand solidarity and efficiency.	Encouraged inclusive engagement of members, working groups, and key partners in ANND's governance, internal communication, and joint initiatives, and enhanced clarity and functionality of core organizational systems.	More effective and resilient ANND in connecting, coordinating, and engaging its members and partners, internally (membership, governance, systems, communication) and externally (targeted alliances with diverse stakeholders and South-South partnerships).		Updated membership and governance frameworks were adopted for ANND members and working groups. Regular General Assembly, Coordination Committee, and working group meetings were held with agreed agendas and documented decisions. Regular newsletters/info letters, along with basic MEL and management tools, were implemented to support internal communication, accountability, support feedback culture, and learning. Strategic partnerships and South-South exchange activities were established and implemented with regional and global networks and movements relevant to ANND's work.

ANNEX II: Survey report

ANND Strategy Development (2029-2026) SURVEY REPORT – July 2025

During the development of the Arab NGO Network for Development's four-year global strategy, the team conducted a comprehensive survey of members and partners to help the Network identify key priorities and craft targeted strategic pillars and an approach to guide ANND's work from 2026 through 2029.

This report offers an in-depth analysis of the survey's main findings and includes respondents' input on the following core components: ANND's mission and vision, member and partner engagement, SWOT analysis, contextual background, priorities and aspirations, and implementation and communication.

I- EXECUTIVE SUMMARY: KEY INSIGHTS

This survey captures the views of 41 key stakeholders, including 25 organizations and 16 individual consultants or experts from 15 countries. The results show a network that is highly valued for its strong partnerships, relevant mission, and effective leadership. Yet, it operates in a challenging environment marked by serious threats such as funding shortages and restrictions on civic space.

Looking ahead, respondents envision an ANND that builds on its core strengths to become a more influential advocacy leader with greater policy impact. The strategic approach includes coordinated advocacy efforts, generating knowledge, and addressing emerging issues like climate change and artificial intelligence. Engagement remains strong, but there is a clear desire for more regular meetings, especially in person, to enhance collaboration.

II- BACKGROUND INFORMATION

Most responses came from organizations (61%), with individual consultants/experts making up the remaining 39%. This mix provides a balanced view, blending grassroots institutional perspectives with the insights of independent experts. The survey captured a broad regional perspective, with respondents from 12 different countries: Egypt (17%), Lebanon (15%), Bahrain (10%), and Tunisia (10%), plus Iraq, Jordan, and Sudan (each 7%), and Morocco, Palestine, and
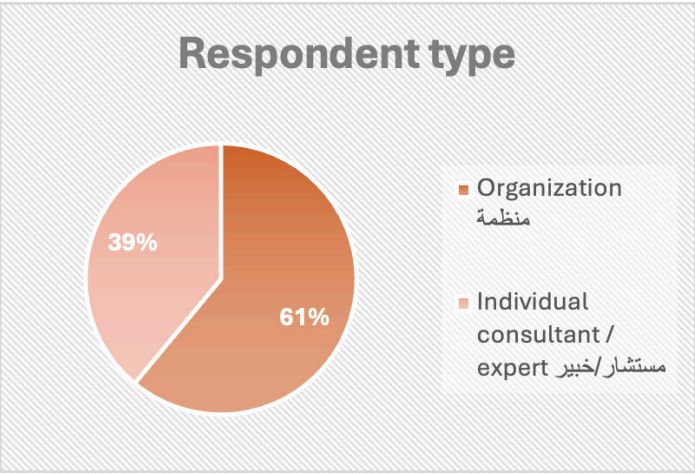

Figure 1: Type of survey respondent

Yemen (each 5%), and finally Syria and Mauritania.

III- MISSION AND VISION

MISSION

There is a strong consensus on the network's identity, which revolves around being a catalyst for change. When asked about the core purpose of ANND, the responses converged around several key themes:

· Empowering and strengthening civil society: The primary focus was that ANND exists to support, empower, and build the capacity of civil society organizations (CSOs) in the Arab region. Respondents see the network as a tool to help CSOs become more effective in their work.

· Advocacy for social and economic justice: Respondents frequently emphasized the importance of promoting social and economic justice, human rights, and sustainable development as a core objective. This involves supporting alternative development models based on rights and equality.

· Influencing public policy: A key role identified was the network's involvement in shaping public policies at the national, regional, and international levels. This includes coordinating efforts to promote people-centric policies and ensuring accountability among decision-makers.

· Networking, coordination, and knowledge sharing: Respondents see ANND as a vital platform for connecting, collaborating, and exchanging knowledge and experiences among Arab CSOs. This includes fostering dialogue and developing a unified regional vision.

VISION:

The vision for the future is ambitious and builds directly on ANND's perceived core purpose. Stakeholders want the network to evolve from its current role into a more influential and resilient regional leader. The vision is for the network to become a "trustworthy body and a resource center" and a "regional network with power and influence on selected key issues".

Key aspirations for the next four years include:

· Greater influence and impact: The most common vision was for ANND to have a more significant and tangible impact on shaping policies and public discourse. Respondents envision a network that is a "regional powerhouse" and a "reference point" on development issues.

· Expanded scope and presence: Many foresee the network expanding its thematic focus to include new and emerging issues (like climate justice, digital rights, and artificial intelligence) and broadening its geographic and membership base.

· Leading with knowledge: Several respondents see ANND as a leading "knowledge hub" or "think tank" that generates critical and action-oriented research, analysis, and alternative development narratives for the region.

· A more resilient and adaptive network: Respondents emphasized the importance of making the network agile, innovative, and resilient against regional challenges, such as shrinking civic space and geopolitical instability. This involves updating its tools and strengthening internal structures, uniting CSOs, grassroots actors, and thematic working groups (e.g., climate, gender, youth) into dynamic alliances that coordinate campaigns and harness collective influence. Another key recommendation is to expand regional and international collaborations to position the network as a leading "center of expertise" for sustainable development, human rights, and innovative policy solutions.

IV- MEMBERS AND PARTNERS ENGAGEMENT

CURRENT ENGAGEMENT

Engagement is generally high, with 63% of respondents feeling either "engaged" (41%) or "very engaged" (22%). Importantly, no one reported a low level of engagement, which indicates the network's relevance is strong.

Organizations report a significantly higher level of engagement. At the same time, 76% of organizations see themselves as "engaged" or "very engaged," but only 44% of consultants agree. This indicates that engagement is more effective on an institutional level, but there is an opportunity to build stronger connections with individual experts.
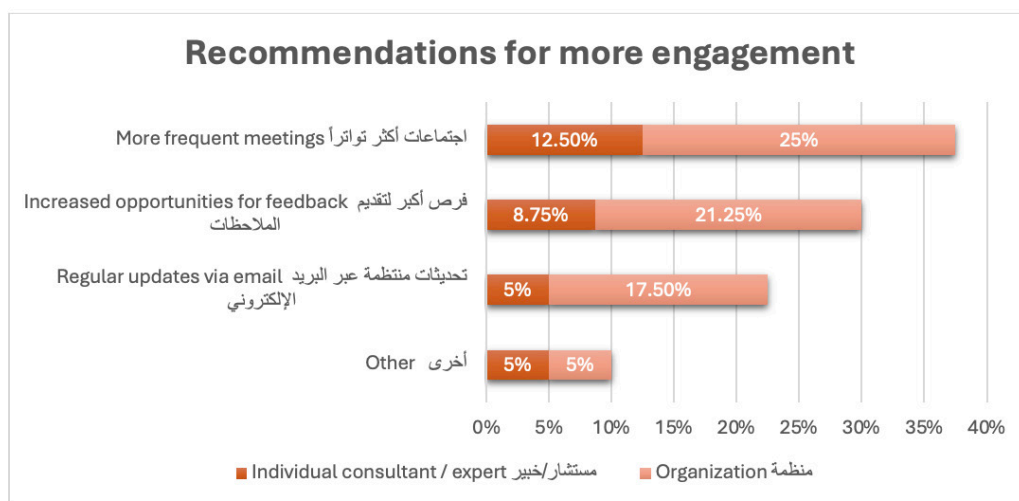
Figure 2: the level of engagement among ANND's members and partners

HOW CAN WE IMPROVE MEMBERS' AND PARTNERS' ENGAGEMENT?

The message is loud and clear: stakeholders want more direct interaction.

"More frequent meetings" was the top choice for improving engagement, selected by a commanding 37.50% of all respondents. This desire for more personal contact is followed by "increased opportunities for feedback" (30%).

While both groups prioritized meetings, organizations also valued "regular email updates" much more (56% of orgs vs. 25% of consultants). This shows that a successful engagement strategy needs to be multi-faceted, blending the personal touch of meetings with regular, clear digital communication.

Figure 3: Members and partners' recommendations for better engagement

V- SWOT ANALYSIS

STRENGTHS

The network's greatest strength is its ability to connect people and causes. "Strong networking and partnerships" is the top-rated strength (26%), followed by a "relevant mission" (22%), "effective leadership" (21%), and "diverse membership" (20%). These four elements form the foundation of the network's value.

WEAKNESSES

The two main weaknesses, "limited resources" (32%) and "limited capacity for influence" (27%), are direct results of the external environment, followed by internal concerns, including "lack of strategic planning" (14%) and "inefficient communication" (7%).

OPPORTUNITIES

Stakeholders see clear pathways for growth. The top opportunities are in "collaborations with other organizations" (30%) and leveraging "new rising topics and priorities" (28%). These are followed by "emerging technologies" (20%), especially emphasized by organizations, and "new funding opportunities" (17%).

THREATS

The response here is clear and illustrates a stark reality of the operating environment, where three main factors almost equally concern our stakeholders: "Funding constraints" (34%), "civic space restrictions" (32%), and "geopolitical and policy shifts" (31%). The fact that 100% of all organizational respondents identified the first two issues as threats underscores the significant external pressure they face daily. These are not abstract risks; they are the main reality for the network and its members.

Table 1: SWOT analysis

Strengths نقاط القوة	Weaknesses نقاط الضعف
Strong networking and partnerships / القدرة على التشبيك وخلق شراكات قوية	Limited resources / موارد محدودة
Relevant mission and work stream / المهمة ومسار العمل ذي الصلة	Limited capacity for influence / قدرة محدودة على التأثير
Effective leadership / القيادة الفعالة	Lack of strategic planning / نقص التخطيط الاستراتيجي
Diverse membership / العضويات المتنوعة	Inefficient communication / تواصل غير فعال
Opportunities الفرص	**Threats التهديدات**
Collaborations with other organizations / تعاون مع منظمات ومؤسسات أخرى	Funding constraints / قيود التمويل
New rising topics and priorities / القضايا والأولويات الجديدة الناشئة	Civic space restrictions / قيود على الفضاء المدني
Emerging technologies / اعتماد تقنيات ناشئة	Geopolitical and policy shifts / تغيرات جيوسياسية وسياسية
New funding opportunities / فرص تمويل جديدة	

VI- CONTEXTUAL BACKGROUND

This section confirms that individual member organizations strongly feel the threats identified in the SWOT analysis in their daily work. The data here directly reflects the "threats" analysis. The main challenges ANND members face or are impacted by are indeed related to "limited funding/resources" (22.30%) and "geopolitical instability" (19.10%). These are followed by issues with access to technology and security concerns (each 11.70%), digitalization and technology gaps (10.60%), and others (see figure below).

Main challenges faced by organizations

Challenge	Percentage
Limited funding/resources نقص التمويل / الموارد	22.30%
Geopolitical instability عدم الاستقرار الجيوسياسي	19.10%
Security and peace issues قضايا الأمن والسلام	11.70%
Economic constraints القيود الاقتصادية	11.70%
Digitalization and technology gaps فجوات في الرقمنة والتكنولوجيا	10.60%
Governance issues قضايا الحوكمة	9.60%
Organizational and institutional gaps فجوات على المستوى التنظيمي…	8.50%
Climate change impacts تأثيرات تغير المناخ	2%

Figure 4: Main challenges faced by ANND members

When specifically asked about the obstacles that directly hinder their ability to reach their goals, organizations mainly cited "lack of funding" (32%), "restrictive regulatory or civic space environment" (31%), "insufficient access to technology" (20%), and "limited organizational capacity" (12%) among other factors.

This alignment shows that the network's strategic challenges directly mirror the real experiences of its members. These challenges are not just theoretical; they are concrete obstacles to progress throughout the region.

Challenging factors for organizations

- Lack of funding نقص التمويل — 32%
- Restrictive regulatory or civic space environment بيئة تنظيمية أو فضاء مدني مقيد — 31%
- Insufficient access to technology/information نقص الوصول إلى التكنولوجيا/المعلومات — 20%
- Limited organizational capacity القدرات المؤسسية والتنظيمية المحدودة — 12%
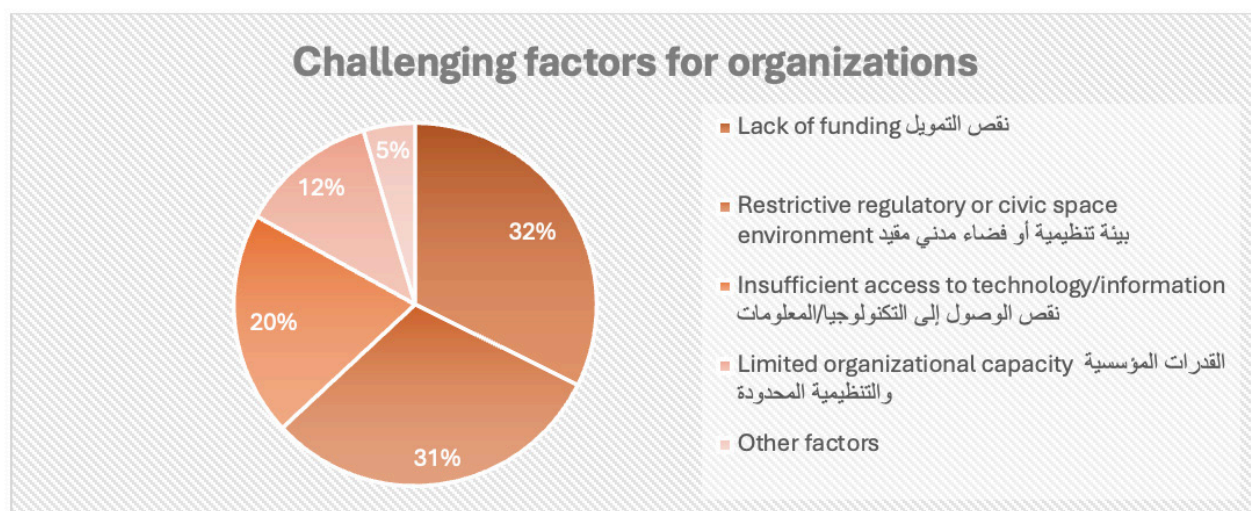- Other factors — 5%

Figure 5: Challenges that prevent organizations from reaching their objectives

VII- PRIORITIES AND ASPIRATIONS

This section highlights where stakeholders think the network should concentrate its energy and resources over the next four years.

TOP STRATEGIC PRIORITIES FOR ANND

Given the challenging environment, ANND is being encouraged to double down on its core strengths: advocacy and knowledge. The top priorities are "strengthen advocacy efforts through coordinated campaigns" and "increase knowledge production and sharing" (each 15%). These are followed by "expanding into new rising priorities," "fostering inclusive and strategic partnerships," and "increasing investment in training" (each 13%), among other factors (see figure below). This sends a clear message: leverage the network's strengths in partnership and knowledge to develop more impactful and effective advocacy campaigns and innovative capacities.
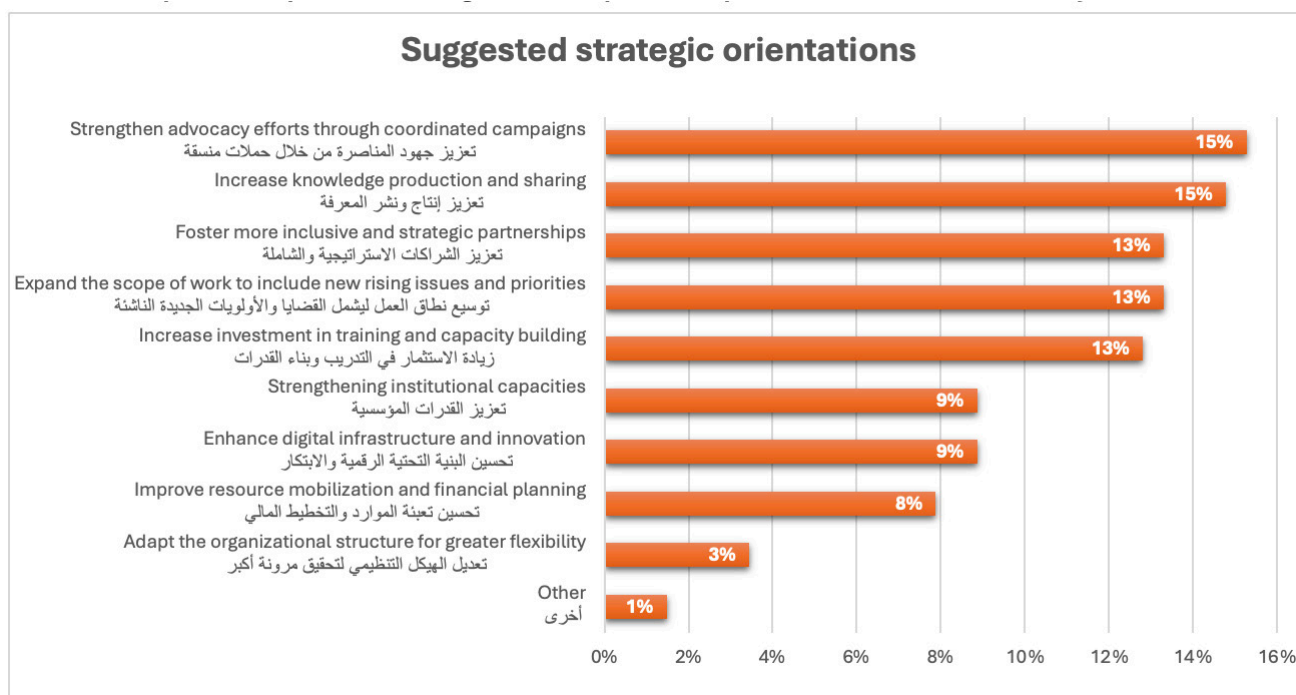

Figure 6: Suggested strategic orientations for ANND

EMERGING TOPICS

There is strong momentum around specific global issues: "COP and climate issues" (13%) and "Financing for Development" (11%) are the main emerging topics. Then come "Governance," "Artificial Intelligence," "Peace & Security," and "Youth" (each 9%), followed closely by "Women and gender equality," "Geopolitics and policies," and "Digital Transformation" (each 8%). This indicates a broad and diverse range of interests, requiring the network to be flexible and attentive to a wide array of interconnected issues.
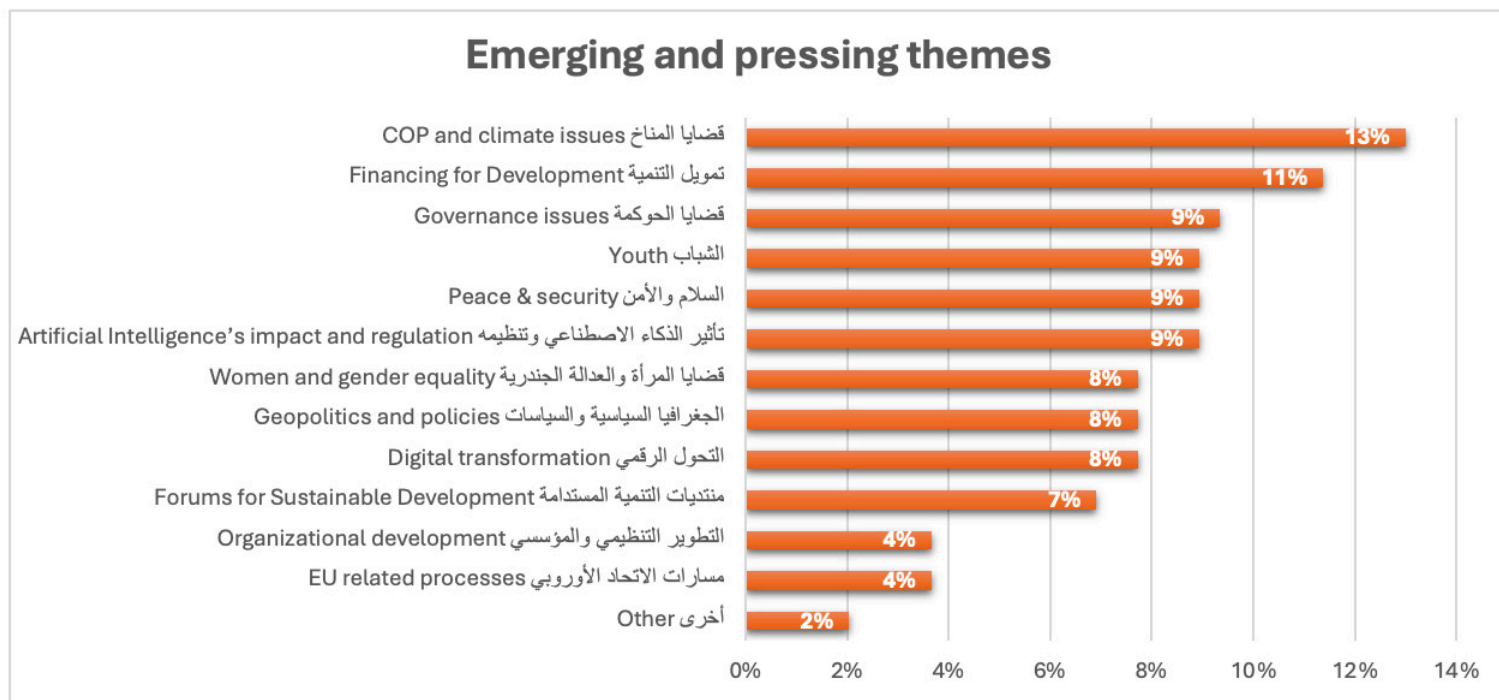

Emerging and pressing themes

- COP and climate issues قضايا المناخ — 13%
- Financing for Development تمويل التنمية — 11%
- Governance issues قضايا الحوكمة — 9%
- Youth الشباب — 9%
- Peace & security السلام والأمن — 9%
- Artificial Intelligence's impact and regulation تأثير الذكاء الاصطناعي وتنظيمه — 9%
- Women and gender equality قضايا المرأة والعدالة الجندرية — 8%
- Geopolitics and policies الجغرافيا السياسية والسياسات — 8%
- Digital transformation التحول الرقمي — 8%
- Forums for Sustainable Development منتديات التنمية المستدامة — 7%
- Organizational development التطوير التنظيمي والمؤسسي — 4%
- EU related processes مسارات الاتحاد الأوروبي — 4%
- Other أخرى — 2%

Figure 7: Emerging global/regional events or topics to prioritize

MAIN ASPIRATIONS FOR ANND BY 2029

The ultimate goal is impact. The network's top aspiration by 2029 is to have "greater influence in shaping policy" (21%). It is followed by stronger partnerships (18%), more effective advocacy and public engagement (17%), improved training programs (16%), and "increased financial sustainability and resource mobilization" (15%). Essentially, members want the network to successfully address the "limited influence" weakness and the "civic space" threat to become a key voice in regional and national policymaking.
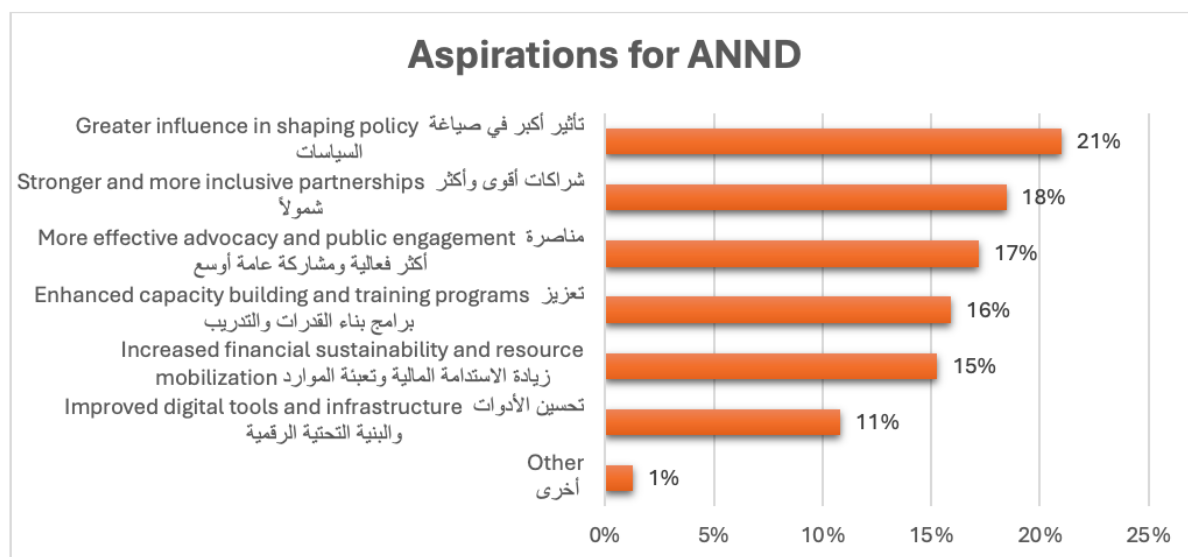

Aspirations for ANND

- Greater influence in shaping policy تأثير أكبر في صياغة السياسات — 21%
- Stronger and more inclusive partnerships شراكات أقوى وأكثر شمولاً — 18%
- More effective advocacy and public engagement مناصرة أكثر فعالية ومشاركة عامة أوسع — 17%
- Enhanced capacity building and training programs تعزيز برامج بناء القدرات والتدريب — 16%
- Increased financial sustainability and resource mobilization زيادة الاستدامة المالية وتعبئة الموارد — 15%
- Improved digital tools and infrastructure تحسين الأدوات والبنية التحتية الرقمية — 11%
- Other أخرى — 1%

Figure 8: Stakeholders' main aspirations for ANND by 2029

VIII- IMPLEMENTATION AND COMMUNICATION

This final section focuses on practical steps for implementation and communication.

AREAS REQUIRING IMMEDIATE ACTION FOR ORGANIZATIONS

For organizations, the top priority is to "expand networking and partnership opportunities" (29%). This strongly reinforces the network's main strength, showing that members not only value this aspect but are actively looking for more of it. This is followed by a need for more training (21%), advocacy and policy engagement (20%), and digital transformation initiatives (19%).

Figure 9: Organizations' needs for better performance

COMMUNICATION

In an increasingly digital world, the preference for personal connection is striking. "In-person meetings and workshops" are the preferred choice (35%) for communication and participation. While online tools like surveys and webinars are also valued (26%), the strong preference for face-to-face interaction is a key insight. It demonstrates that the most meaningful collaboration and strategic conversations occur when people are in the same room. The best approach moving forward would likely be a hybrid model that focuses on in-person gatherings while utilizing digital tools for more frequent updates and feedback.
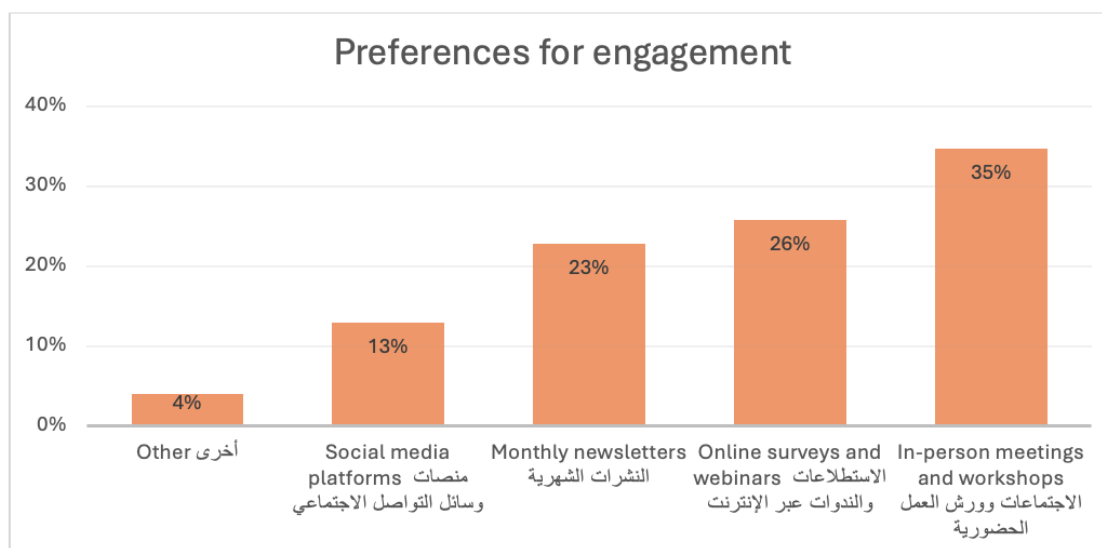
Figure 10: Stakeholders' preferences for receiving strategic updates and participating in discussions

IX- OTHER RECOMMENDATIONS

Final recommendations provided by some respondents include:

Enhance knowledge production and research: Respondents suggest improving the network's research capabilities by increasing collaboration with universities and research institutions, creating a database on governance in the Arab world, and conducting an impact study to assess the effects of the network's programs.

Strengthen and diversify partnerships: A key recommendation is to broaden partnerships by engaging with new individual and organizational collaborators. This also includes increasing the number of active members and re-engaging those who have become less active. Additionally, there was a strong emphasis on investing more effort into evaluating the membership.

Utilize digital platforms for engagement and knowledge sharing: Strongly recommend developing a digital platform accessible to all members for knowledge sharing. This involves using more interactive virtual tools to promote wider participation and leveraging internet technology to increase the number of contributors to knowledge creation.

Refine strategic messaging and focus: An important insight was shared that the network, although made up of organizations, is sometimes seen as a network of individuals. This is something to consider when crafting messages. It was also recommended to share more information about successful programs that support the network's goals.

Offer Targeted Capacity Building: A specific recommendation was made to organize specialized seminars and training on technical topics like Artificial Intelligence to keep members updated.