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Arab NGO Network for Development  
شبكة المنظمات العربية غير الحكومية للتنمية



## ANND MONITORING & EVALUATION FRAMEWORK

## ● STRATEGIC GOAL 1

Build a critical mass of development actors and partners in the Arab region to become effective in development policies at national levels, (including those related to economic and social rights, trade union and professional demands, and CSO involvement in influencing social and economic policies, women's empowerment, integrating PwDs, and defending minority rights), through influencing alternative policy proposals and raising awareness.

### OUTCOMES/STRATEGIC OBJECTIVES:

Selected development actors and partners that have an active role in the process of development including CSOs, trade unions, academia and media, are using the new acquired tools and competencies to effectively influence the policy making process by engaging with policy makers and international mechanisms, including in post conflict and post war countries.

| INDICATORS   | OUTPUTS  | ACTIVITIES  |
|--|--|---|
| <p><b>Expect to see:</b> Members and partners are participating in the capacity building process to build their skills to engage with policy makers.</p> | <p>1. The capacity of ### development actors members in CSOs, research centers, academic institutions, trade unions, and social movements, in the field of development policies has been enhanced.</p> | <p>Prepare a systematic plan to develop capacities in dealing with socio-economic policies, including in post-conflict and post-war phases.</p> <p>Organize ### of national training activities on development policies, including those related to economic and social rights, trade union and professional demands, and CSO involvement in influencing social and economic policies, women's empowerment, integrating PwDs, and defending minority rights, to enable trainees to deal with relevant international entities and mechanisms. And to be accompanied with a pre and post evaluation.</p> <p>Implement ### regional training courses on development policy, including those related to economic and social rights, trade union and professional demands, and CSO involvement in influencing social and economic policies, women's empowerment, integrating PwDs, and defending minority rights, to enable trainees to deal with relevant international entities and mechanism. And to be accompanied with a pre and post evaluation.</p> |
|  | <p>2. Members and partners in the countries that witnessed conflict or war have the skills to address post-conflict and war development policies</p>   | <p>Organize ### of specialized training courses for members and partners in the countries that witnessed war or conflict. And to be accompanied with a pre and post evaluation.</p>   |

| INDICATORS  | OUTPUTS   | ACTIVITIES  |
|---|---|---|
| <p><b>Expect to see:</b> Members and partners are using selected channels to influence policy making processes in their countries, including post conflict and post war countries.</p>                          | <p>1. Support civil action mechanisms on development policies at national levels, including those related to economic and social rights, trade union and professional demands, and CSO involvement in influencing social protection policies, women's empowerment, integrating PwDs, and defending minority rights.</p> | <p>Support ### national forums on national development policies, tasked with monitoring, national reporting, and creating advocacy mechanisms.</p>  |
|   | <p>2. Members and partners at national levels participate in the UPR process according to schedule.</p>   | <p>Support the creation of coalitions on the national levels to work on the UPR</p>   |
| <p><b>Like to see:</b> Selected members and partners have created a common alternative narrative for development and are starting to reach out to policy makers.</p>  | <p>1. The capacity of ### development actors members in CSOs, research centers, academic institutions, trade unions, and social movements, to develop alternatives around agenda 2030 has been enhanced.</p>  | <p>Partners and members organize a significant number of training activities through local initiatives and international processes linked to the 2030 agenda to promote an alternative narrative.</p>                               |
|   | <p>2. Members, partners, and international bodies and institutions concerned with development processes in post conflict and post war countries, have the necessary information to create alternative ways of development from a human rights perspective</p>   | <p>Partners and members organize a significant number of training activities through local initiatives and international processes to promote an alternative narrative for development in post conflict and post war countries.</p> |
| <p><b>Love to see:</b> Selected members and partners are engaging with policy makers in a constructive dialogue around alternative development policies, including in post conflict and post war countries.</p> | <p>1. Members and partners are engaged in dialogues with policy makers on the national level (government, embassies, EU and UN agencies, etc.)</p>  | <p>"Organize national events and capacity building around the regional and international development processes"</p>   |

## ● STRATEGIC GOAL 2

Community organizations are successfully influencing alternative regional and international development policies by working together and collaborating to put pressure on international and regional institutions

### OUTCOMES/STRATEGIC OBJECTIVES:

**ANND members and partners engage with regional and International Institutions to discuss the possible economic and social development of the region and hold them accountable.**

| INDICATORS  | OUTPUTS  | ACTIVITIES   |
|---|--|--|
| <b>Expect to see:</b> Members and partners are actively participating in the creation of the action plan to put pressure on international and regional institutions.  | 1. A participatory action plan developed with the active participation of ANND members and partners.   | Conduct national policy analysis studies in relation to international processes and the nature of ANND and stakeholder participation.  |
|   |  | Conduct studies on good practices in countries of the South.   |
|   |  | Prepare an action plan to stimulate communication and build a network of relations around the Global South.  |
| <b>Expect to see:</b> Members and partners are engaging in dialogues with regional and international institutions around alternative development policies.  | 2. Members and partners in the countries that witnessed conflict or war have the skills to address post-conflict and war development policies  | Organize ### of specialized training courses for members and partners in the countries that witnessed war or conflict. And to be accompanied with a pre and post evaluation. |
|   |  | Organize regional events and dialogues on development policies, such with the ESCWA and LAS.   |
| <b>Like to see:</b> Members and partners are using the tools and methods from the action plan in their interactions with World Bank, IMF, EU, EIB, and EBRD.  | 1. Members and partners are engaged in dialogues with policy makers on the regional level (such as ESCWA and LAS), and international level such as IMF, WB, EU, UNHRC and HLPF.              | Participate in the events and dialogues hosted on the international level such as the IMF, WB and EU.  |
|   |  | Organize an annual coordination meeting with relevant entities from the South on common issues.  |
| <b>Love to see:</b> The World Bank, IMF, EU, EIB, and EBRD representatives in the region are taking into consideration the opinion of ANND members in their commendations to the governments in the region. | 1. The action plan is being used by ANND members and partners when engaging with international mechanisms and they manifest it as a useful guideline to hold accountable these institutions. | Participate in the monitoring and follow-up mechanisms   |
|   |  | Organize annual regional gathering to coordinate their participation in the international for a.   |
|   | 2. ANND has been invited to ### number of international fora.  | Organize lobbying and advocacy campaigns, activities, and side events at the regional and international institutions.  |
|   | 1. ANND and the international institutions have met and decided on a joint action plan to ensure better representation in international and regional fora.                                   |  |

## ● STRATEGIC GOAL 3

ANND produces knowledge that proposes policy alternatives and serve tasks related to advocacy, awareness-raising, and communication with parties concerned with economic, social, and cultural policies in the Arab region.

### **OUTCOMES/STRATEGIC OBJECTIVES:**

The knowledge produced by ANND in the field of development is used by members and partners, as well as extended development actors including CSOs, academia, media and trade unions in the Arab region to put pressure on regional and national authorities to adopt human rights-based policies.

| INDICATORS   | OUTPUTS  | ACTIVITIES   |
|--|--|--|
| <p><b>Expect to see:</b> ANND is producing knowledge that is proposing alternative development policies</p>  | <p>1. ANND's knowledge production is institutionalized and organized through the formation of specialized research teams on ANND's themes in order to prepare and review knowledge products, such as research, studies, guidelines, training manuals, and policy papers.</p>                     | Form a thematic research unit through specialized teams.   |
|  |  | Form a thematic research unit through specialized teams.   |
|  |  | Produce ### reports and briefings on issues on Social Watch (Arab Watch).  |
|  |  | Produce ### reports/research/studies/guidelines/training manuals etc. on agenda 2030   |
|  |  | Produce ### reports/etc. on socio-economic policies  |
| <p><b>Expect to see:</b> ANND members and partners, as well as extended development actors including CSOs, academia, media and trade unions in the Arab region have access to the knowledge produced by ANND.</p>                        | <p>1. The digital library on development policies, including literature, reports, periodicals, and related basic documents is established and used by ANND members and partners, as well as extended development actors including CSOs, academia, media and trade unions in the Arab region.</p> | Support the preparation of UPR reports and follow-up on recommendations.   |
|  |  | Establish a digital library on development policies, including literature, reports, periodicals, and related basic documents.  |
|  |  | Organize ### thematic/experts meetings (on the national and regional levels) with issue theme stakeholders.  |
| <p><b>Like to See:</b> ANND members and partners, as well as extended development actors including CSOs, academia, media and trade unions in the Arab region are referring the knowledge produced in research and policy dialogues."</p> | <p>1. A study is produced showing the analytics of ANND's productions and their accessibility to the public.</p>   | Partner with relevant think tanks and specialized CSOs.  |
|  |  | Data collection (such as: analyze the analytics of ANND's website and social media accounts and platforms; Questionnaire to understand how ANND's products have been used, etc.) |
| <p><b>Love to see:</b> authorities and policy makers are taking into consideration the policy recommendation developed by ANND.</p>  | <p>1. A clear set of policy alternatives on redistribution and macro-economic policies is developed to ensure social justice</p>   | <p>Organize ### regional events and invite decision makers, to discuss materials and knowledge developed by ANND (such as Arab Watch Report)</p>                                 |

## ● STRATEGIC GOAL 4

ANND supports efforts to improve the civil society enabling environment in Arab countries through networking and providing channels for dialogue at the national, regional and international levels

### **OUTCOMES/STRATEGIC OBJECTIVES:**

CSOs in the Arab region participate in national, regional and global channels in order to defend the right to organize, participate, and create an environment conducive to civil work

| INDICATORS   | OUTPUTS  | ACTIVITIES   |
|--|--|--|
| <b>Expect to see:</b> CSOs in the Arab region are conducting research and providing frequent updates on the civic space situation in their countries through the channels of comms/dialogues that will help better understand the overall civic space issues and advocate for an enabling environment. | 1. The observatory on the political, legislative, and organizational developments influencing policy space is used by CSOs.                  | Establish an observatory to follow up and analyze political, legislative, and organizational developments.   |
|  | 2. The capacity of ### CSOs representatives, in the Arab region on governance in accordance with the Istanbul Principles has been enhanced   | Implement ### training courses on the national and regional levels   |
| <b>Expect to see:</b> CSOs in the Arab region are producing structured and comparative knowledge and analysis (reports, briefs, etc.) on the civic space situation in their countries.   | A joint analysis on the civic space situation in the region is produced on an annual basis.  | Issue national reports and case studies on the civil society environment.  |
|  |  | Issue a regional report on the civil society environment in the region.  |
| <b>Like to see:</b> CSOs in the Arab countries are gathering and translating their efforts into common advocacy actions/initiatives on the regional and global level, in order to defend civic space   | Exchange of knowledge and experience (around issues related to civic space) on the national, regional and global levels                      | Supervise the development of an action plan in coordination with members and partners to deal with the challenges faced by CSOs in the Arab countries. |
| <b>Love to see:</b> Networking among CSOs is strengthened on the national and regional levels, and linked to the global level, represented in joint and coordinated actions  | CSOs in the Arab region agree on an advocacy plan to adopt on the national, regional and global levels to enhance the civic space situation. | Organize ### regional events to exchange knowledge and updates on civic space  |

## ● STRATEGIC GOAL 5

Develop ANND's institutional capacity in coordination, communication, and sustainability

### **OUTCOMES/STRATEGIC OBJECTIVES:**

The gaps and weaknesses identified in the institutional assessment done for ANND which are impacting the effectiveness of performance are being addressed by strengthening specific procedures and creating new tools.

| INDICATORS   | OUTPUTS   | ACTIVITIES   |
|--|---|--|
| <p><b>Expect to see:</b> Policies and tools are developed at the institutional level to promote knowledge and information sharing</p>  | <p>ANND's institutional capacities are improved to ensure more transparency, inclusivity of the members and democratic participation</p>  | <p>Prepare a relevant plan through team and member participation as per the recommendations the the insitutional assessment conducted for ANND.</p> <p>Implement the plan as per the recommendations the the insitutional assemsnent conducted for ANND.</p> <p>Develop a strategy and action plan to communicate with the media and the best and most appropriate uses of communication technology.</p> <p>Implement the strategy and the action.</p> |
| <p><b>Expect to see:</b> Members, partners and staff are effectively using the newly developed policies and tools</p>  | <p>ANND's human and material resource become more sustainable through the adoption of systematic mechanisms and organizational policies, including through the adoption of a ### of tools and regular meetings.</p> | <p>Prepare a concept and plan of action for the development of human resources.</p> <p>Prepare a concept and plan of action for the development of financial resources.</p>  |
| <p><b>Like to see:</b> ANND's members, partners and staff can exchange information, knowledge and experiance systematically</p>  | <p>The knowledge aquired at ANND is equally available to all members, partners and staff.</p>   | <p>Host meetings regularly among staff, and among members and partners</p> <p>Strengthen social media comms, and its analytics.</p>  |
| <p><b>Love to see:</b> Communication between civil society organizations is promoted at the national, regional, as well as international levels, through joint and coordinated actions</p> | <p>ANND's communications capabilities are improved to ensure greater coordination and communication capacity internally and with national, regional, and international partners and stakeholders.</p>               | <p>Implement the communications strategy and the action.</p> <p>Maintaining contacts and participate in events with members and partners and the regional and international level</p>  |



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