



How to build an advocacy-oriented project

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The Lebanese Center
for Policy Studies



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@anticorruption

From Theory of Change to Logical Framework:

A. THEORY OF CHANGE

- Definitions
- What is a Theory of change for advocacy?
- Steps in developing a Theory of change

B. LOGFRAME

- What is a Logical Framework?
- Transposing a Theory of change into a Logical Framework
- Realistic and Measurable Indicators for impact and implementation



Training approach



Training objective:

By the end of the training, you will be able to develop a comprehensive understanding of the concepts of Theory of Change and Logical Framework and apply this knowledge to create a Theory of Change and translate it into a Logical Framework for an advocacy-oriented project.

A focus on:

The *process* of developing a Theory of Change (rather than the write-up)
Developing a Theory of Change for *advocacy* work



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BINA' SECOND CALL FOR PROPOSALS



For LOT 1 "National level policy advocacy" in the priority areas of the 3RF's Revised Framework:

- Sector-specific advocacy actions in relevant priority areas of the 3RF's revised framework;
- Concrete advocacy actions that focus on policy change at parliament, government, or ministerial/administrative levels;
- Advocacy actions that adopt participatory and inclusive approaches, creating dialogue and target government counterparts, donors, international and local civil society organizations involved in the 3RF reforms process;
- Actions enhancing awareness and engagement among communities and local authorities on reform efforts;
- Engagement of citizens in advocating for reforms, with a particular focus on women, people with disabilities, and youth.

Attention: Additional research and/or capacity building activities are encouraged only to the extent that they directly contribute to the action, and each should not constitute more than 15% of the entire action.



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BINA' SECOND CALL FOR PROPOSALS



For LOT 2 "Local action for anti-corruption" in alignment with the National Anti-Corruption Strategy:

- Mobilization of civil society organizations and activists to encourage responsiveness, access to information, and proactive disclosure by municipalities and public institutions at the local level;
- Advocacy on the application of the Access to Information ATI and proactive disclosure law, adhering to best practices in public procurement and addressing issues related to illicit enrichment;
- Advocacy actions for good governance in the public sector on specific issues related to citizens' needs and/or public services;
- Actions designed to raise awareness among communities and local authorities regarding reforms, transparency and accountability mechanisms;
- Engagement of citizens in advocating for reforms, with a particular focus on women, people with disabilities, and youth.



Description of the action

- Proposed Action Overview
- Relevance to Objectives/Themes
- Studies Conducted (if applicable)
- Target Region(s) and Stakeholder Engagement
- Target Groups and Beneficiaries
- Theory of Change and Logical Framework
- Activity Description

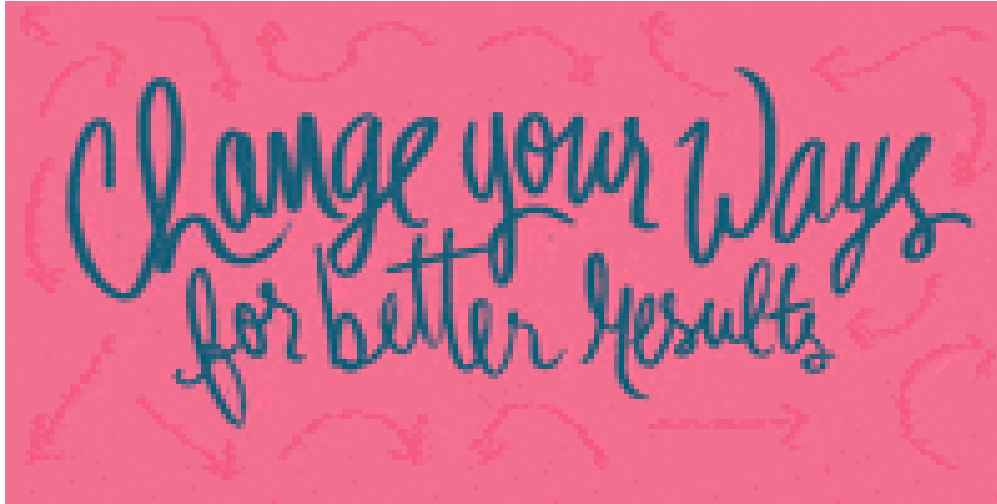




Definitions



Theory of Change



Every project is based on a "theory of change" – *a set of assumptions, risks and external factors* that describes **how** and **why** the project is intended to work.



Advocacy Goal

- **Definition:** The advocacy goal is the overarching and specific change that an advocacy initiative aims to secure. It represents the targeted and tangible result that the advocacy efforts are focused on achieving.
 - **Legislation for Enhanced Whistleblower Protection:**
 - Advocacy Goal: The establishment of comprehensive legislation that enhances protection for whistleblowers reporting corruption.
 - Advocacy Goal Indicator: Successful passage of legislation protecting whistleblowers.



Impact

- **Definition:** Measured or observed effects of an intervention.
- **Characteristics:**
 - Broader and longer-term than outcomes.
 - Represents the overall, often transformative, change.
- **Examples:**
 - *Anti-Corruption Campaign*
 - Substantial decrease in corruption rates within government institutions.
 - Increased public trust in government agencies and institutions.
 - *Whistleblower Protection Program*
 - Significant improvement in reporting and prosecution of corruption cases.
 - Strengthened legal frameworks and institutional mechanisms for combating corruption.



Output vs. Outcome

Outputs represent the tangible and immediate results of activities. They are the direct products of efforts and can be easily observed and measured.

Examples:

Publication of Annual Reports on Government Expenditure:

- Output: Creation and publication of detailed reports on government spending.
- Output Indicator: Number of reports published and disseminated.

Organizing Training Workshops for Local Communities:

- Output: Conducting workshops to educate community members on financial literacy and accountability.
- Output Indicator: Number of workshops organized and participants trained.

Outcomes are the broader and often longer-term changes or effects that result from outputs and activities. They represent the achievement of specific objectives and contribute to the overall goal of the project.

Examples:


Increased Public Awareness and Engagement:

- Outcome: Heightened public awareness about government spending and increased citizen engagement in civic activities.
- Outcome Indicator: Surveys showing an uptick in public knowledge and participation.


Improved Local Governance and Decision-Making:

- Outcome: Positive changes in local governance practices, including more transparent decision-making processes.
- Outcome Indicator: Observable improvements in governance metrics and participatory decision-making.





Difference between output indicators and outcome indicators

- X number of letters written to the CEO of a private company
output indicator or outcome indicator?
 - Written reply from government stating your proposals will be considered
output indicator or outcome indicator?
 - Creation of a new advocacy network
output indicator or outcome indicator?
 - Number of press releases sent to the media
output indicator or outcome indicator?
 - Number of news articles published by media based on the press release
output indicator or outcome indicator?
- 

What is a Theory of Change?

Starts with an **end goal** and then works its way back through preconditions to the activities we will carry out. It can be presented as a **narrative statement** and/or as a **visual diagram**.

It is a living document: used as reference for action, re-examined in light of new evidence, and updated periodically.



Needs to be clear about:

- the assumptions
- the problems preventing change + preconditions for change
- how likely outcomes are
- what capacities exist (or will exist) for your organisation to contribute to the change



Why develop a Theory of Change?

It helps us:

- Navigate complexity
- Discriminate between what's relevant and what's not
- Identify root problems and solutions – or preconditions needed for change
- Clarify our contribution to the change we want to see
- Analyse and identify key factors and actors in the external context affecting the change we want to see and our own roadmap
- Clarify the connection between our activities and the outcomes we hope to see
- Identify and test assumptions



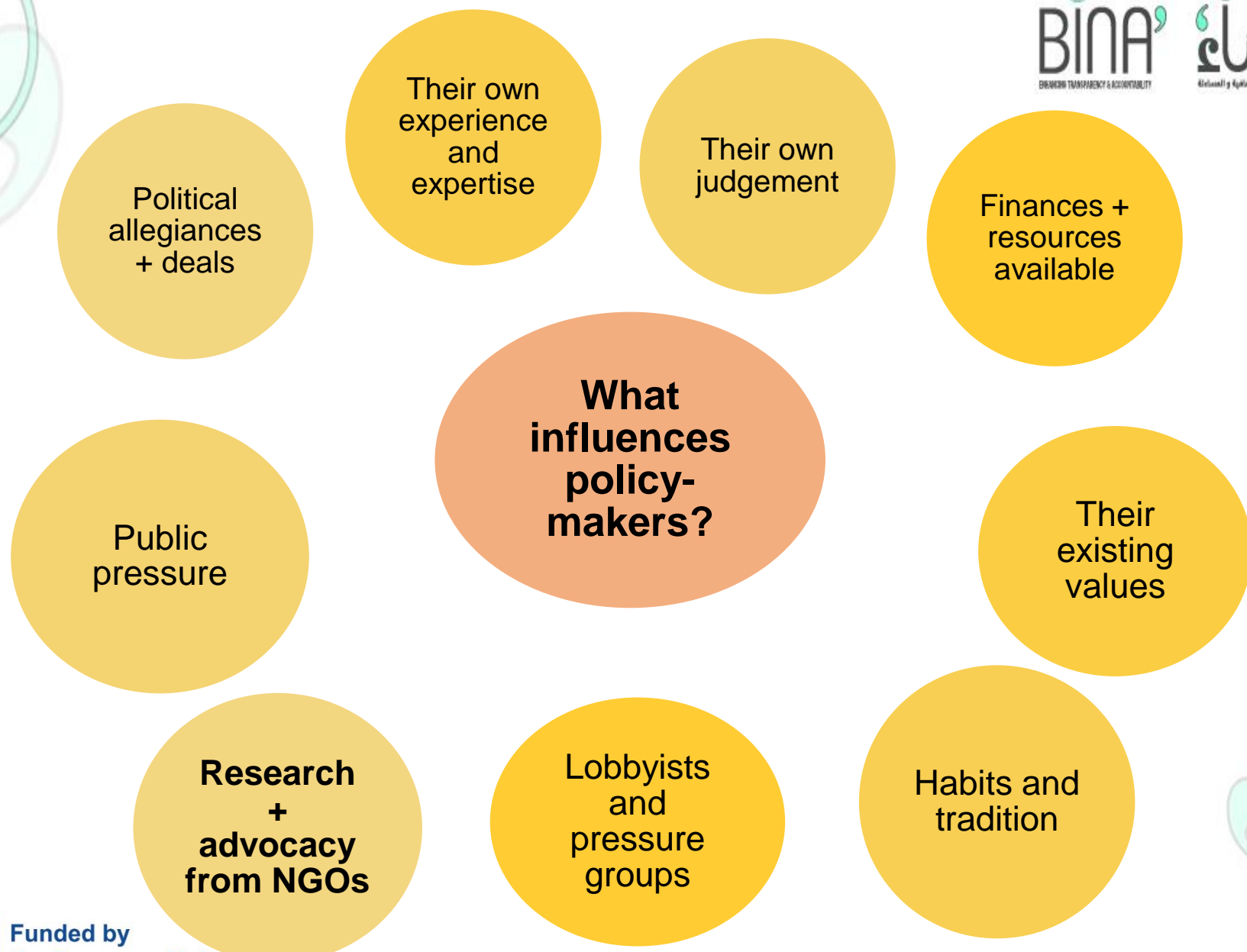
- Advocates often lament:
- `We can't prove that any positive change that happens is the result of *our* advocacy because so many other factors and actors may have played a part.'

Causality and attribution

Did x (our intervention) cause y (observed change)?

You sent a petition to the minister and the minister changed their position. But you cannot assume X led to Y . Other factors may be at play.

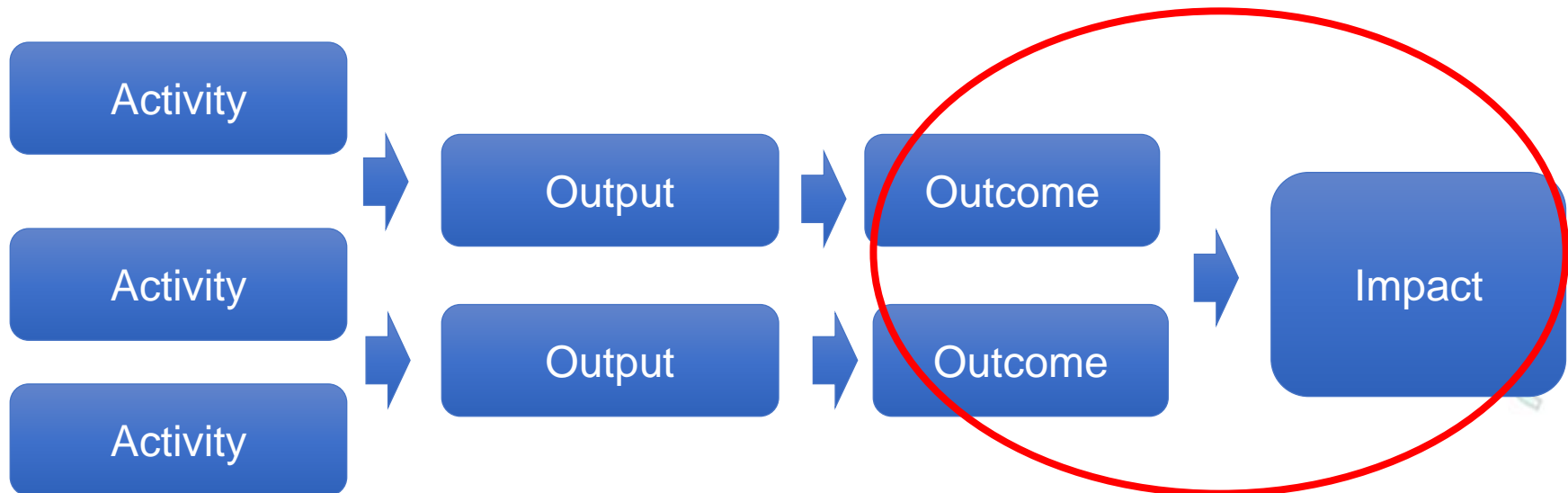




The focus on change for advocacy

We focus on:

1. What we want to **change (outcomes / impact)**
2. We then think **how** it can change, and **how** we can **contribute**



Steps in developing a Theory of Change

1

- Have a vision of the end goal which you will contribute to (the long-term change)

2

- Analyse the problem and root causes

3

- Identify the pre-conditions (i.e. changes) needed to secure the end goal

4

- Identify your contribution to securing the end goal – i.e. advocacy goal(s)

5

- Context analysis to shape your roadmap & establish baseline

6

- Clarify your change strategy and its assumptions

7

- Power & Stakeholder analysis – to identify relevant actors

8

- Clarify the `how' in your Theory of Change: *how* will you contribute to change?

9

- Develop the roadmap – otherwise known as `change pathway'

10

- Test assumptions in the roadmap [*testing assumptions also something to do throughout the process*]






Step 1: Clarify the end goal



Step 1: Examples of end goals


Issue	End goal
Climate change	Global temperature rises kept to 1.5 degrees
Tax justice	Tax systems and transparent governance structures counteract inequalities within and between nations and generate the public funding needed to ensure human rights – including the rights of women and vulnerable groups <i>[Global Alliance for Tax Justice]</i>



Step 2:

Problem Analysis:

What are the obstacles to change?



Research the problem – for evidence-based advocacy

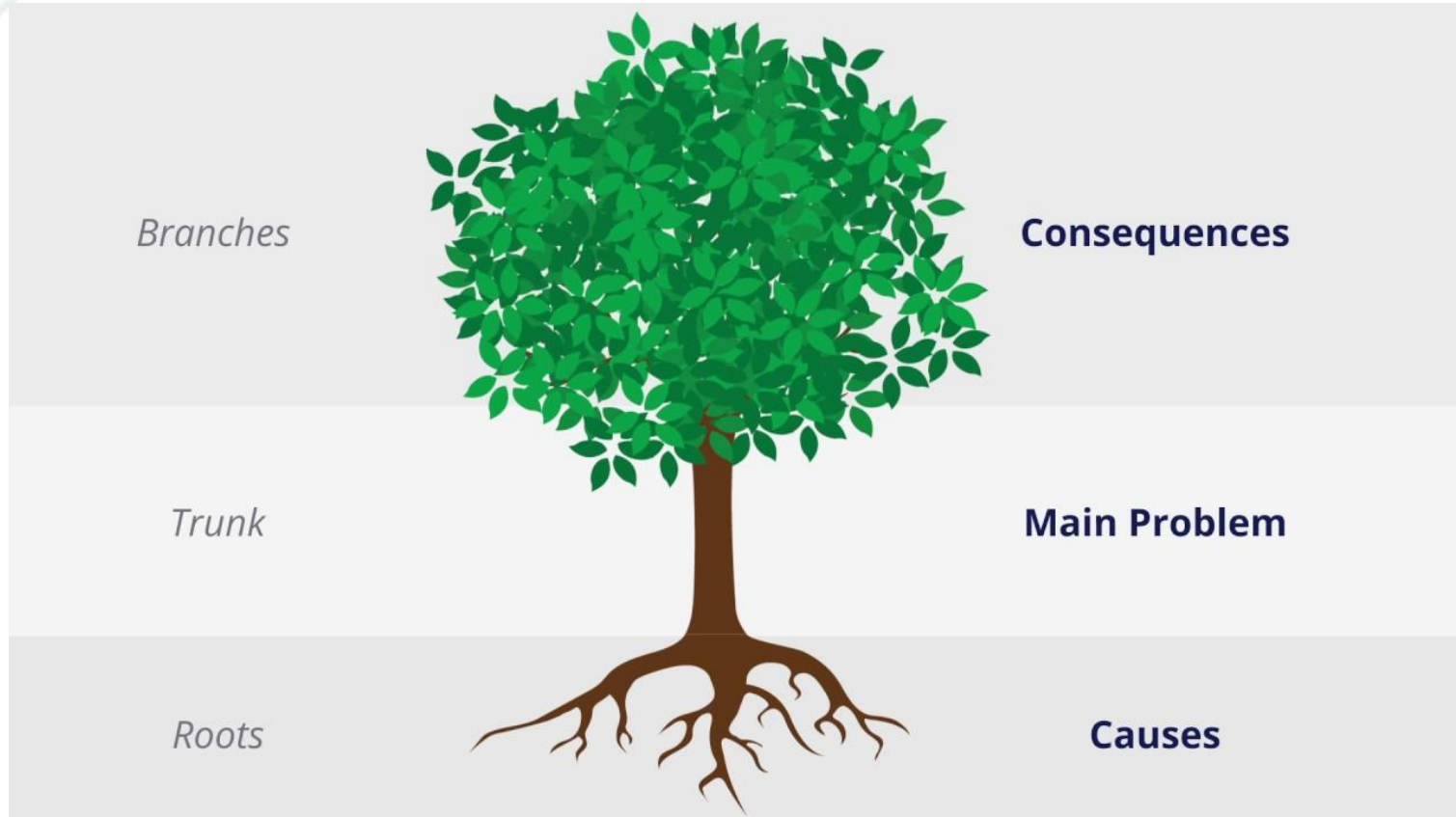


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Problem analysis: participatory 'why?' tool

- Asking “Why”:
 - The children are not going to school –**Why?**
 - They keep falling ill – **Why?**
 - They drink bad water – **Why?**
 - The well is too far away to go to every day – **Why?**
 - The government said a year ago it would build a well closer but has done nothing – **Why?**
 - The local government official has not released the funds that have been set aside – **Why?**

Problem Tree: Participatory Tool

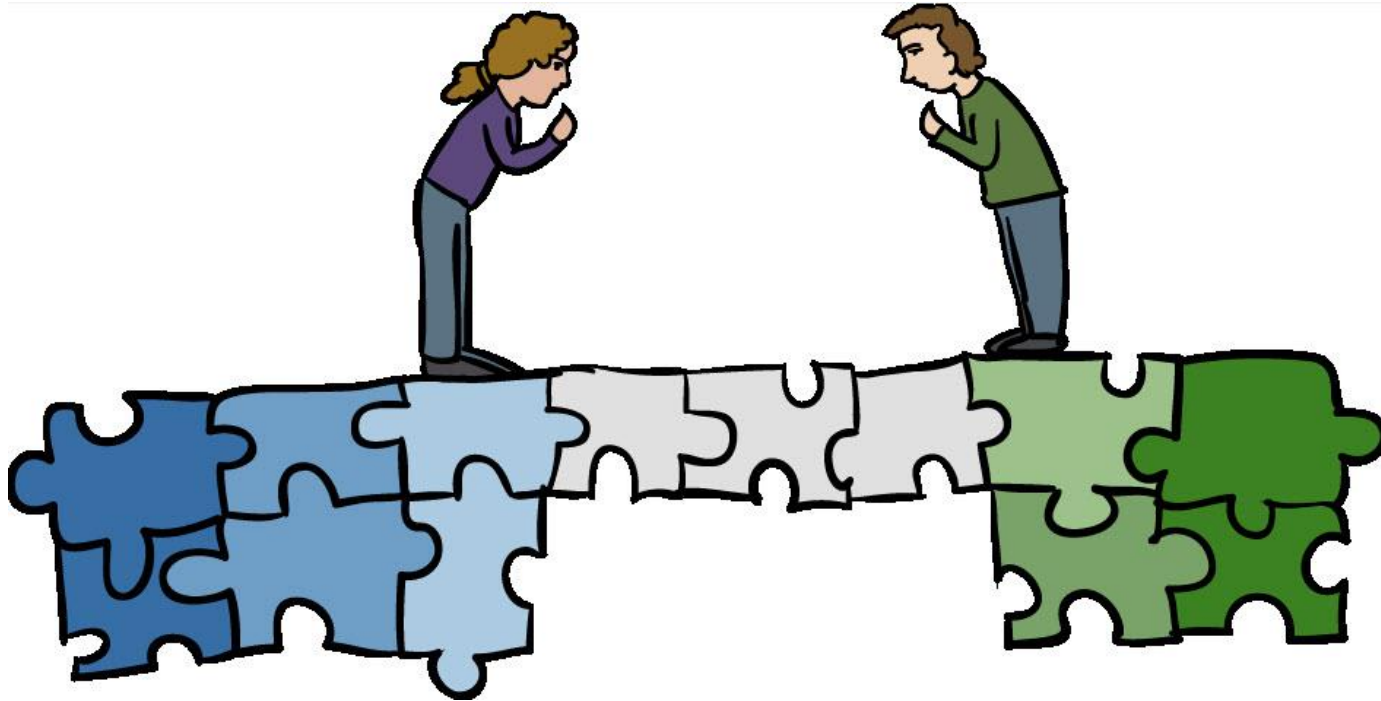


Step 3:

**Identify the pre-conditions
needed to secure the end goal**



Identify the pre-conditions to securing the end goal



Types of Pre-conditions:

- **Contextual Factors:**
 - External elements such as political, economic, or social conditions that can impact the advocacy effort.
- **Stakeholder Alignment:**
 - Ensuring key stakeholders share a common understanding and commitment to the advocacy goal.
- **Resource Availability:**
 - Sufficient resources, including financial, human, and technical, to support the initiative.
- **Legal and Regulatory Environment:**
 - Compliance with existing laws and regulations that may affect the implementation of the advocacy initiative.
- **Public Awareness and Support:**
 - Building awareness and garnering support from the public to create a favorable environment for advocacy efforts.



Step 4:

**Identify your contribution to
securing the end goal**



Identifying your contribution

- Confirm which pre-condition(s) your advocacy will seek to secure over the period of your strategy – **the goal(s) of your advocacy.**



Tip:

Try to limit the changes or pre-conditions you will seek to secure through advocacy to a maximum of 3 changes if possible

Common criteria for selecting advocacy goals



The change you will seek through advocacy is important to your mission and stakeholders – and particularly to those directly affected by this issue



It is a 'root' change which will unlock progress on other changes or block progress if not addressed



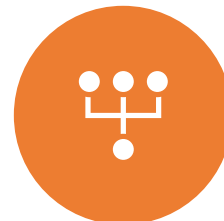
Your organisation can add value to existing advocacy on this issue by other organisations



There are opportunities to do something about it



It fits your expertise, experience or analysis



Any other criteria that will determine your selection?




Step 5:


Context analysis

**– to shape your roadmap and
establish a baseline**





Key questions
to ask about
the external
context for
securing your
advocacy
goals

- **Policy & institutions:** Do we know and understand all of the relevant policies and policy processes? Do we have sufficient detail on what is wrong with current policies? Are there upcoming opportunities to change/introduce relevant policies?
 - **Behaviours:** Do we know enough about how corruption currently operates and who and what is driving it?
 - **Awareness/attitudes:** Do we know about current levels of public awareness of the problem, and public opinion?
- 

Step 6:

Clarify your change strategy and its assumptions



Write a statement to capture your change strategy

- It's important to articulate why you believe your chosen change strategy will enable the changes you want to see. One way to do this is to write a short statement using the following structure (If...because of...then...):
- **If..... *(insert advocacy goals/long-term SO...)* because of.... *(insert our activities/approach)*... /then we will contribute to.. *(insert end goal)*'.**
- *Or:*
- **If..... *(insert advocacy goals/long-term SO...)* because of.... *(insert our activities/approach)*... /then....*[insert outcomes from activities]* will contribute to.. *(insert end goal)*'.**

Theory of Change statement from the TI-S Strategic Plan

- *2030 Strategy Objective: Protect the Public's Resources:*
- **IF** governance of public investments, climate finance, public contracting, and natural resources is less corrupt, opaque, and non-inclusive **BECAUSE OF** our advocacy towards national and international actors, capacity-building of TI chapters, and empowerment of marginalized communities, **THEN** increased adoption of integrity frameworks, increased civic oversight, collective action and social accountability, and improved citizen capacity to report, seek redress and mobilise against corruption **WILL CONTRIBUTE TO** protecting the public's resources.

Step 7:

Power & Stakeholder Analysis – to identify the relevant actors



Power & Stakeholder Analysis

- To identify:
 - **Targets:** those whom you are seeking to influence
 - *(ie those with power)*
 - **Constituents:** those on whose behalf you advocate
 - **Allies:** those who support your advocacy
 - **Opponents:** those who are actively opposed to your advocacy



Step 8:

Clarify the `how` in your theory of change



The `how' in your theory of change: What approach will you take to secure the change?

- IF governance of public investments, climate finance, public contracting, and natural resources is less corrupt, opaque, and non-inclusive **BECAUSE OF** our advocacy towards national and international actors, capacity-building of TI chapters, and empowerment of marginalized communities, **THEN** increased adoption of integrity frameworks, increased civic oversight, collective action and social accountability, and improved citizen capacity to report, seek redress and mobilise against corruption **WILL CONTRIBUTE TO** protecting the public's resources.

The advocacy approach you take will depend on...

Your analysis of the external context:

politics, policy processes, political system, political culture, who has power

Your analysis of the internal context:

the skills, capacity and mission of your organisations



Your theory of how you can bring about change

Step 9:

Develop your roadmap - or 'change pathway'



Developing the pathway to change – i.e. your advocacy roadmap

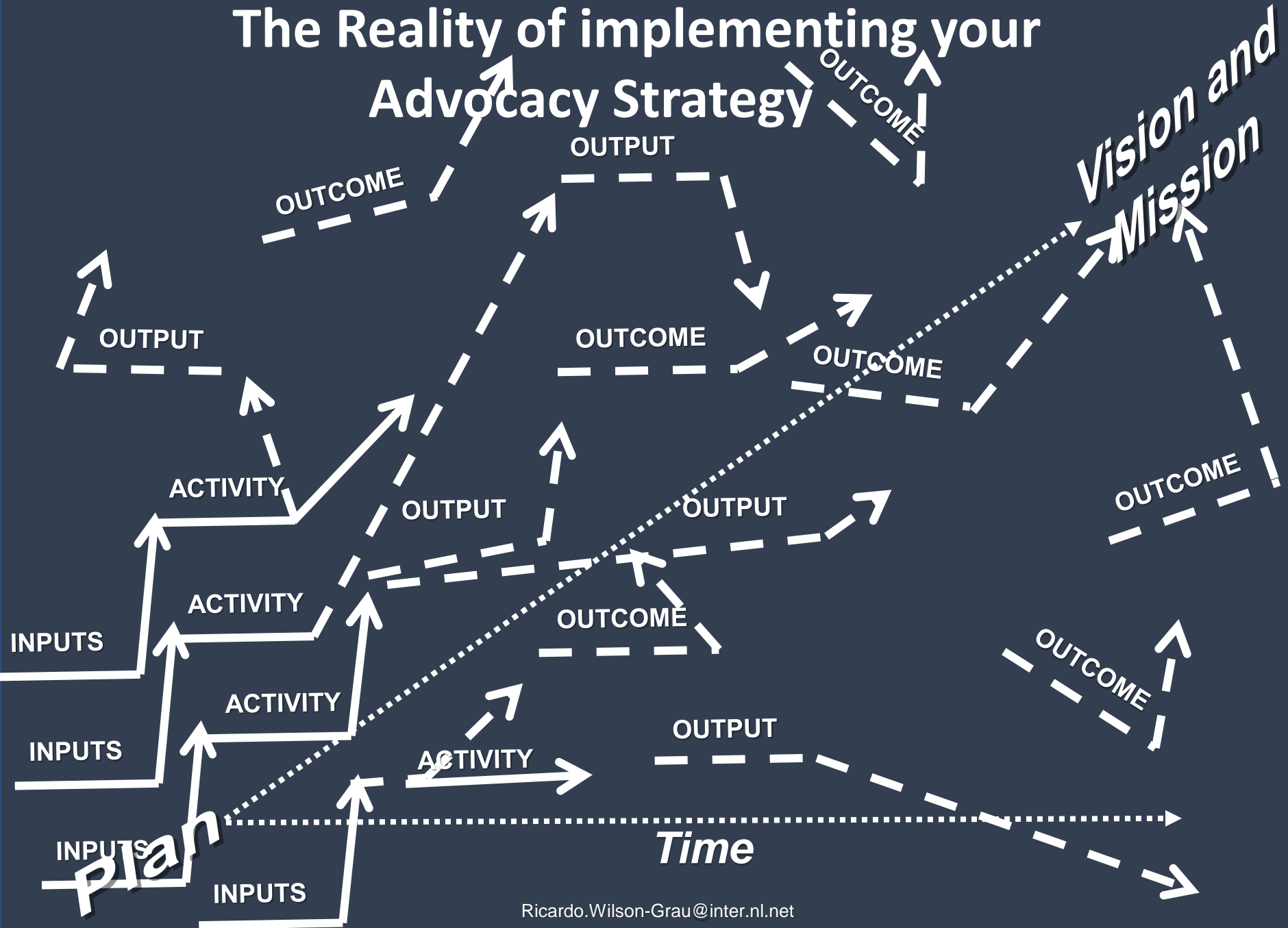
- You are clear about your advocacy goal and know what you want to achieve.
- Now you need to decide *how* you are going to achieve this goal.
- What is the sequence of actions and activities that will move things from where you are now to where you want to be?
- What is the advocacy 'road map'?



Step 10: Test assumptions in your roadmap



The Reality of implementing your Advocacy Strategy



To test assumptions in your advocacy roadmaps

1. Look at your roadmap and identify *alternative* results/outcomes that might arise from your actions.
2. Reflect on how you might have to change the roadmap, if your actions were to result in these alternative outcomes.
3. It's a good idea to have some alternative routes up your sleeve.
4. When implementing your advocacy strategy, you should constantly monitor whether you need to apply any of these alternative routes.

Questions to discuss - when reviewing the Theory of Change statement

1. Is there a clear logic in the statement?
2. Is the Theory of Change clearly communicated and easy to understand?
3. What assumptions are being made in the statement? Do you think these assumptions are reasonable ones to make?
4. Are there any improvements you would suggest to this statement?




Let's build Theory of Change



A narrative Theory of Change should contain:

1. End goal/long-term vision of change
2. Problem Statement + Context Analysis
3. Your contribution to change: 3 main changes to be sought – ie advocacy goals/strategic objectives/long-term outcomes
4. Over-arching Change Strategy paragraph: If/Because of/then
5. Actors (who to influence/who to build alliances with etc)
6. Corresponding activities and outputs
7. Risks – and how these will be mitigated





Example of theory of change statement for a local initiative

If we aim to foster transparency and accountability in [specific municipality], **because of** our plans to conduct door-to-door awareness campaigns, form a community task force for civic engagement, and advocate for regular public forums and financial disclosure on municipal websites, **then we will contribute to** increased awareness and engagement, the implementation of basic transparency measures by the municipality, and the emergence of grassroots leaders advocating for transparency.



Advocacy goal and impact



- **Advocacy goal:**

To establish and reinforce transparency and accountability measures in [specific municipality], leveraging community-driven initiatives and overcoming the challenges posed by the lack of an established civil society network.

- **Impact:**

Residents in [specific municipality] observe a surge in transparency within municipal governance, perceiving heightened accountability among local authorities.



Outcomes, Outputs and Activities

- **Outcome 1 - Community Awareness and Engagement (Short-term):**

- **Outputs:**

- Conducted door-to-door awareness campaigns.
- Formation of a small community task force for civic engagement.

- **Activities:**

- Distribute informational pamphlets to households.
- Organize small gatherings to discuss local issues and potential solutions.

- **Outcome 2 - Improved Accessibility to Municipal Information (Medium-term):**

- **Outputs:**

- Introduction of regular public forums by the municipality.
- Collaborative efforts for the publication of basic financial information.

- **Activities:**

- Advocate for the municipality to hold periodic public forums.
- Collaborate with local authorities to enhance accessibility to financial information.

- **Outcome 3 - Grassroots Advocacy Development (Long-term):**

- **Outputs:**

- Emergence of local leaders advocating for transparency.
- Increased collaboration with neighboring communities.

- **Activities:**

- Identify and nurture emerging leaders within the community.
- Facilitate knowledge-sharing sessions with nearby municipalities.

- **Assumption:** Basic community engagement can lead to increased transparency.

- **Risk:** Lack of interest or fear of reprisals from local authorities.





Logical Framework



Understanding the Logical Framework (Logframe)

- *Definition:* The Logical Framework (LogFrame) is a systematic and visual tool used to design, monitor, and evaluate projects. It provides a structured framework for planning and communicating the key components of a project.
- *Components:*
 - **Vision:** Articulates the long-term goal or desired outcome of the project.
 - **Impact:** Describes the overarching change expected at the end of the project.
 - **Outcomes:** Specific and measurable changes resulting from project activities.
 - **Outputs:** Tangible and immediate products or deliverables of project activities.
 - **Activities:** Concrete steps and tasks undertaken to produce the outputs.




Understanding the Logical Framework (Logframe)



- *Purpose:* The Logframe helps align project activities with its goals, ensuring clarity, coherence, and effective implementation. It serves as a roadmap for project planning, monitoring, and evaluation.
- *Hierarchy:* The Logframe organizes components in a hierarchical structure, showing the logical relationships between vision, impact, outcomes, outputs, and activities.
- *Indicator and Risks:* Each component includes indicators for measurement and identification of potential risks.
- *Flexibility:* While initially designed during project planning, the Logframe is a dynamic tool that can be adjusted and updated as the project progresses.



Results Hierarchy



Goal	The long term result to which the intervention seeks to achieve, may be contributed to by factors outside the intervention
Outcomes	The primary result (s) you are trying to achieve through your intervention
Outputs	The tangible services, products, and other immediate changes that lead to the outcomes
Activities	The collection of tasks to be carried out
Inputs	Resources needed to implement activities (financial, materials, human).

Scott G. Chaplowe – AEA eStudy, "M&E Planning" April 2013

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Baseline assessment

- *Definition:* Initial data collection at the project's start to set a benchmark for future evaluations.
- *Purpose:*
 - Establishes a starting point for key indicators.
 - Guides strategic planning and activity design.
 - Aids ongoing monitoring and evaluation.
- *Components:*
 - **Indicators:** Key metrics for measurement.
 - **Data Collection:** Methods and timeline.
- *Importance:* Crucial for informed decision-making, project impact measurement, and strategy adaptation.

Target setting

- *Definition:* Defined objectives or desired outcomes set for specific indicators during the project's lifecycle.
- *Purpose:*
 - Provides clear goals for project implementation.
 - Guides resource allocation and activity planning.
 - Facilitates monitoring progress and evaluating success.
- *Components:*
 - **SMART Targets:** Specific, Measurable, Achievable, Relevant, Time-bound.
 - **Alignment:** Targets linked to project objectives.
- *Importance:* Ensures focus, accountability, and effective tracking of progress toward project goals.





Indicators and data



Choosing indicators: Quality or Quantity?



Types of data - Quantitative

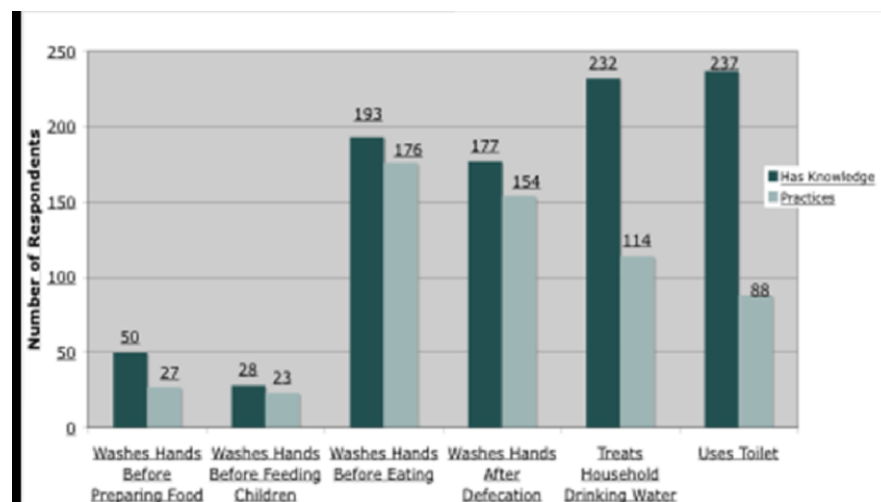
Data that can be captured in the form of **numbers**.

Aims to provide information on the **magnitude and reach** of the change

– how many / what % of people are thinking or doing
XXXX.

Q: Should girls stay in school until 16?

Support	Men	Women	Total
S. Agree	30%	25%	27.5%
Agree	10%	40%	25%
Neither	15%	5%	7.5%
Disagree	25%	15%	20%
S. Disagree	20%	15%	17.5%



Types of data - Qualitative

Qualitative data:

- Reported as **words**
- Aims to convey ideas, opinions, perspectives, experiences, feelings and insights.
- Qualitative data provide “rich description” and depth

18	P: Ok, with regards to teaching to different, <u>to students with</u>	teaching difficulty; professional; students' background; professional; increased workload; class makeup; students' learning; effective teaching; teaching difficulty; addressing situation;
19	<u>different academic background.</u> I actually think that it is	
20	more <u>difficult</u> because for example, if you are teaching	
21	physics to arts students, we are, we have to make sure that	
22	we are <u>aware of their prior knowledge before teaching</u> and	
23	we have to <u>take extra effort</u> to do that before we actually	
24	carry out our lessons because the class may consist of wider	
25	<u>variety of students with different levels of background</u>	
26	knowledge. So we have to <u>pitch our lessons accordingly.</u>	
27	This is <u>slightly more difficult, as compared to before.</u>	
28	I: Have you had any experience in teaching this group of	students' background; learning difficulty; learning difficulty; addressing students' concerns; teaching effectiveness;
29	students that are different from the normal group?	
30		
31	P: Yes. I have taught H1 physics to <u>students who mainly</u>	
32	<u>doing, who have mainly done combined science before,</u> and	
33	as I go along through the lesson, I assume that they know	
34	certain concepts but actually, you know, when I actually,	
35	proceed say halfway through the lesson and <u>then they tell</u>	
36	<u>me that, oh actually teacher, I, we have not learn this.</u> So I	
37	actually have to go back and start all over again. This I find	

Qualitative and quantitative data together provide breadth and depth of information.

Sources of data

Primary sources give you original, first-hand information that has not been analysed or interpreted by anyone else.

e.g. If you conduct interviews or a survey, your interview notes or transcripts or the questionnaire responses are your primary data.



Sources of data

Secondary sources give you information that already has been collected, analysed, edited, or commented on by someone.

e.g. a media article, an academic publication, a report of government performance.



Disaggregating indicators

- Indicators should be disaggregated where relevant.
- Disaggregation means looking in detail at different groups of people to show more specific differences. Some examples of groups:
 - Gender
 - Age
 - (Dis)ability
 - Religion
 - Geography (e.g rural, urban, distance from services, neighborhood)
 - Legal status in country
 - Etc.



Your indicators alone don't tell you
or your stakeholders enough –
they need to be contextualised
and explained.



Which is better?

- a) One newspaper article
- b) 10 newspaper articles



Theory of Change vs. Logframe

Theory of Change

1. Broad: Shows all domains and pathways needed to reach a goal, including those a project will not directly address.
2. Non-linear and adaptive
3. Describes and supports with evidence assumptions and rationales for linkages along causal pathways
4. Helpful tool for understanding “the big picture”, reflecting, learning, adapting.

Logframe

1. Specific: Shows only the specific outcomes a project will directly address
2. Linear and structured
3. Lists assumptions, indicators, and their data sources
4. Primarily a tool to provide a framework for an M&E system that assures accountability.



BINA' logframe template explained



Logframe

- **Guidelines for filling in the LFA template:**

- **Overall Objective (Impact):**

- Utilize the wording of the provided overall objective (Impact) without alteration.
- Consider the suggested indicators for the overall objective; incorporate them only if they align with your project. If not, formulate indicators that effectively measure the impact of your project.
- Clearly define baseline values, set achievable targets, and identify reliable sources of verification for the chosen indicators.

- **Outcome or Specific Objective (SO1 or SO2):**

- Choose either SO1 or SO2 based on the specific lot applied for.
- Review the suggested indicators for the chosen outcome. Adopt them if they are pertinent to your project; otherwise, develop your own indicators that accurately measure the desired outcome.
- Establish clear baseline values, realistic targets, and dependable sources of verification for the selected indicators.

- **Outputs (Expected Results):**

- Examine the suggested outputs provided (four in total) and their corresponding indicators. Include them in your project only if they align with your framework.
- If the suggested outputs are not applicable, devise your own outputs that are tailored to your project's objectives and are measurable.
- Clearly define indicators for each chosen output, ensuring they effectively measure the desired results.

- **Activity Matrix:**

- Refer to the comprehensive activity matrix, which lists various activities to be implemented under each lot.
- Select activities that are relevant to your project and customize them to fit seamlessly within your framework.
- It is not mandatory to implement all listed activities; focus on those that align with the specific goals of your project.



Impact

	Results chain	Indicator <i>Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result to be presented, when relevant, disaggregated by sex, age, disability, etc.</i>	Baseline (value & reference year) <i>The value of the indicator(s) prior to the Action against which progress can be assessed or comparisons made.</i>	Target (value & reference year) <i>The intended final value of the indicator(s).</i>	Source and mean of verification <i>Sources of information and methods used to collect and report when/how frequently.</i>	Assumptions/Risks <i>Factors outside project management's control that may influence on the outcome(s).</i>
Impact	Civil society actors empowered to become active pillars in enhancing governance, accountability and transparency in Lebanon.	Suggested indicators: Number of CSOs and initiatives mobilized under the action disaggregated by type of organization and location. Number of government policies developed or revised with civil society organisation participation through the Action				Not applicable

Activity matrix

Activities	Means	Costs	Assumptions
<p>What are the key activities to be carried out to produce the intended outputs?</p> <p>(*activities should in principle be linked to corresponding output(s) through clear numbering)</p>	<p>What are the political, technical, financial, human, and material resources required to implement these activities, e. g. staff, equipment, supplies, operational facilities, etc.</p>	<p>What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</p>	<p>Factors outside project management's control that may impact on the activities-outputs linkage.</p>





BINA' subgrantees – first call of proposals



SUBGRANTEE 01

ALDIC
 ASSOCIATION LIBANAISE POUR LES DROITS ET L'INFORMATION DES CONTRIBUABLES
 THE LEBANESE ASSOCIATION FOR TAXPAYERS' RIGHTS
 الجمعية اللبنانية لحقوق المساهمين

LEBANESE ASSOCIATION
 FOR TAXPAYERS' RIGHTS

PROMOTING MODERN PUBLIC FINANCIAL MANAGEMENT (PFM) PRACTICES



Funded by
 the European Union



PROJECT GOALS



Pushing towards reforms under the
 Public Financial Management practices and laws

STAKEHOLDERS

- Experts in PFM
- Ministry of Finance
- Decision makers and parliament members

BUDGET

USD
50,469

(Fifty thousand four hundred sixty-nine USD)

MAIN ACTIVITIES

- 01** Convene roundtables with experts and decision-makers to develop reform proposals
- 02** Draft reform policies that reflect the input from experts and decision-makers
- 03** Launch an advocacy campaign to build support for the reform proposals

SUBGRANTEE 02



arcenciel.org
engage in development

ARC EN CIEL

REINFORCEMENT OF THE IMPLEMENTATION OF THE RIGHT TO WORK ARTICLES IN LAW 2000/220 (RIGHTS OF PEOPLE WITH DISABILITIES)



Funded by the European Union



PROJECT GOALS



Reinforcement of the implementation of 2000/220 the right-to-work decree in law

STAKEHOLDERS

- Activists, law experts
- People with disabilities
- Youth, youth committees
- Ministry of public work

BUDGET

USD
50,500

(Fifty thousand five hundred USD)

MAIN ACTIVITIES

- 01 Develop inclusion leaders
- 02 Train people with disabilities on their rights to work
- 03 Draft reform policies

SUBGRANTEE 03



KAFA

ADVOCATING FOR THE PASSAGE OF THE PROPOSED UNIFIED PERSONAL STATUS LAW (UPSL) IN THE LEBANESE PARLIAMENT

PROJECT GOALS

Engaging the General public across Lebanon in supporting the passing of an alternative civil Code UPSL

STAKEHOLDERS

- University students
- Political movement and parties (Activists, and women and leaders)
- Social media users

BUDGET **USD 50,500**
(Fifty thousand five hundred USD)

MAIN ACTIVITIES

- 01** Develop an action plan for raising awareness about the UPSL with university students, and political movements over all Lebanese areas.
- 02** Launch a media advocacy campaign to for the endorsement of the UPSL in the parliament
- 03** Action plan to advocate for the passing of the UPSL in the parliament with political key actors and MP blocks



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PROJECT GOALS



Inclusive and participatory advocacy in the urban policy sector

STAKEHOLDERS

- Beirut Municipality
- Activists
- Youth, youth committees

BUDGET **USD 50,496**

(Fifty thousand four hundred ninety-six USD)

LIVE LOVE
LIVE LOVE LEBANON
LLL

LOCALIZING URBAN POLICY: A PARTICIPATORY & INCLUSIVE APPROACH TO ADVOCACY

MAIN ACTIVITIES

- 01** Offer urban policy trainings and workshops
- 02** Convene roundtables with urban policy experts
- 03** Launch a media advocacy campaign to raise awareness of urban policy issues

SUBGRANTEE 05



LEBANESE LEAGUE FOR
WOMEN IN BUSINESS

ADVOCACY FOR THE WOMEN ON BOARD (WOB) LAW DRAFTED BY LLWB



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the European Union



PROJECT GOALS



Raising awareness on the importance of WOB in all sectors, including the representativeness of WOB in politics

STAKEHOLDERS

- Experts
- CSOs from the private sector and NGOs

BUDGET **USD**
50,495

(Fifty thousand four hundred ninety-five USD)

MAIN ACTIVITIES

- 01** Conduct introductory workshops on the WOB law
- 02** Engage civil society organizations (CSOs) to support and endorse the WOB law
- 03** Launch a media advocacy campaign to raise awareness of the WOB law and its importance



Questions?

