

SRHR Strategy 2025-2028

Oxfam in Lebanon

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I. Introduction

a. Background

In a context where the interplay of the economic crisis and socio-political challenges have pushed large segments of the population residing in Lebanon into poverty, weakened public health infrastructure and severely limited the availability, quality and affordability of essential services, access to sexual and reproductive health and rights (SRHR) is gravely restricted. This is especially the case for women and girls, and non-conforming individuals, and particularly those from structurally marginalised groups, including refugees, persons with disabilities, migrants or people living in poverty. Deeply embedded patriarchal social norms and gendered power imbalances already shaped diverse individuals' experiences, and those who are most disadvantaged have been disproportionately impacted by the multiple crises in the country. SRHR services are limited, fragmented, and largely inaccessible for most groups, with geographical disparities and most areas being underserved. Additionally, discriminatory legislation and harmful social practices continue to undermine bodily autonomy, rights and freedom. In recent years, and mirroring global trends, a growing influence of anti-gender and anti-rights movements has further threatened hard-won gains around gender justice more broadly - and SRHR, particularly sexual rights and freedoms, more specifically - and has translated into harmful narratives, mis- and disinformation, as well as online and physical attacks against feminist, queer and women's rights organisations and activists, amongst other rights groups.

Oxfam in Lebanon has historically played an important role in supporting and strengthening movements and civil society organisations in the country. It has played the strategic role of a convenor and technical support organisation, facilitated spaces for dialogue and discussions on pressing socio-political and economic issues, channelled much-needed resources to grassroots and local organisations, implemented impactful advocacy and influencing campaigns, produced important and locally-driven knowledge and evidence, and supported movement-building, service-provision and community mobilisation on a variety of human rights and gender justice priorities. Over the past 5 years, and in response to urgent needs, Oxfam has brought greater attention and resources to SRHR interventions, particularly through interventions such as the 5-year *Masarouna* regional programme, the 5-year *Power to Choose* global programme, the EIDHR-funded LGBTQI+ rights projects, the Women Voice and Leadership project and the WaSH innovation fund. Through these interventions, Oxfam has positioned itself as a key actor addressing SRHR priorities in the country, and has forged critical partnerships with service-providers, academic institutions, national and sub-national institutions, local civil society actors, informal grassroots groups and young activists, and feminist, queer

and women's rights organisations working on the same issues. While many aspects of Oxfam and its partners' SRHR interventions have been highly impactful, they have also been met with resistance, and in some instances, violent attacks, reflecting the broader challenges related to SRHR and gender justice interventions in the country.

Within this context, Oxfam in Lebanon has commissioned the collaborative development of its SRHR programmatic and digital strategy, with the aim of guiding its work, partnerships, approaches and positioning within the SRHR space in the country for the coming years.

Accordingly, a consultative strategy development process was launched in March 2025 to design Oxfam in Lebanon's SRHR programmatic and digital engagement strategy for 2025-2028. The present document presents the Theory of Change that will guide Oxfam's priorities, approaches, collaborations and interventions over the coming 3 years, with recommendations for each change pathway. This document includes recommendations derived from the Digital Engagement Strategy, developed in parallel and provided as a strategy slide deck, outlining digital foundations and targeted recommendations. The strategy package also includes a strategic-level action plan, outlining the steps to take to put this strategy into practice, as well as a risk analysis with dedicated mitigation measures. The strategy covers Oxfam-wide interventions and programmes addressing SRHR, and both builds on and informs ongoing SRHR projects.

b. Alignment with Oxfam's Global Policy Position and Commitments

The strategy is aligned with Oxfam's global commitments, policy positioning and strategic vision. In August 2022, Oxfam produced a policy on SRHR, reaffirming its commitment to building a world where all individuals - especially women, girls, and non-conforming individuals "can realize their full rights, including rights that impact their sexual and reproductive health", in a world where "harmful attitudes, norms and belief systems that drive abuse and keep [them] poor are challenged and changed". The policy further outlines Oxfam's recognition of SRHR as essential for gender and social justice, and closely linked to other organisational priorities, including sustainable development, economic and climate justice. The policy further states Oxfam's commitment to movement-building; "to work with, mobilize, and amplify the work and voices of women's rights, youth-led, SOGIESC-led organizations and movements in the fight for SRHR for all. This includes challenging the legal and social barriers that seek to regulate and control the sexual lives, bodies, and decisions of many individuals."

In its 2016 Sexual Diversity and Gender Identity Rights policy, Oxfam also focuses on those commitments, with an emphasis on the rights of queer and trans people, and

commitments to mitigate risks of discrimination and harm against non-conforming individuals that might arise from Oxfam's programming; amplifying practices that promote and protect queer rights; engaging with local LGBTQI civil society; and critically, speaking out "publicly and actively for the rights of individuals and groups whose sexual rights are threatened or violated". Internally too, the policy commits Oxfam to reflect those commitments in internal practices as well as to ensure staff are aware of and held accountable to those commitments.

c. Methodology

The strategy development process was anchored in participatory, feminist and reflective approaches, and centred primarily around a consultative two-day workshop in April 2025 with Oxfam colleagues from key departments, including those working on SRHR interventions, but also senior management, program quality, influencing and policy, communications, MEAL, protection, public health, technical advisors and other relevant staff. The workshop also involved strategic Oxfam SRHR partners, including sexual and reproductive health service-providers, local civil society actors, the Lebanese Order of Midwives, and others.

Prior to the workshop, the first stage of the strategy development process entailed several inception meetings with Oxfam, a thorough review of the literature around successful SRHR programming, the overall situation and context in the country, existing SRHR online platforms and an audit of Oxfam and partners' own digital presence.

Following the workshop, two focus group discussions were conducted with youth champions engaged in the *Power to Choose* project, and with informal community groups advocating for diverse SRHR issues, supported by the *Masarouna* project. Insights from those key constituents in Oxfam's SRHR interventions informed the strategic priorities and change pathways in this strategy. Finally, a validation session was organised and walked Oxfam through the different components of the strategy, before being finalised.

A note on terminology:

- Across the strategy, we use the terms queer, non-conforming and LGBTQI+ as umbrella terms referring to individuals whose sexual orientation, gender identity and/or expression and/or sex characteristics are marginalised and non-normative.
- Across the strategy, we use the term structurally marginalised to refer to groups or individuals whose experiences are shaped by the intersection of diverse systems of oppression, including, but not limited to, patriarchy, classism, ableism and racism. Those include women and girls (including those of different social

statuses such as unmarried women, married women, married girls...); queer and trans individuals; persons with disabilities; persons living in poverty; refugees and migrants; and especially those at the intersection of diverse identity and social factors and groups.

II. Strategy Principles

The principles underpinning and guiding Oxfam and its strategic partners' collective work on SRHR were discussed in-depth during the consultative strategy development process. They are grounded in Oxfam's own feminist principles and reflect a shared vision of gender and social justice. They are meant to guide the strategic priorities, messaging, community engagement and programmatic approaches of Oxfam and its partners' collective work on SRHR:

1. **Rights-based approaches:** All SRHR interventions and messaging are rooted in a rights-based framework that centres diverse groups and individuals' rights and freedoms, including those related to services, information and decision-making. This re-affirms SRHR as fundamental human rights.
2. **Non-discrimination:** At the core of all interventions and community engagement approaches is a deep commitment to dismantling the structural inequalities, norms and practices that exclude and marginalise individuals and groups and deny their rights and dignity. This means that all interventions have an explicit and dedicated focus on meeting diverse needs and offering support to all individuals who seek it.
3. **Do no harm, safety and survivor-centred approaches:** All actions are designed and implemented with utmost care and attention to potential risks and harm that could be caused – to constituents, partners and staff – and prioritise the safety, well-being and agency of individuals, including those who may have faced violence or harmful practices. This also entails careful attention to avoid reproducing harmful power dynamics and social norms, and to challenging dangerous narratives and practices.
4. **Applying an intersectional lens:** Recognising that diverse individuals' experiences of SRHR are shaped by overlapping identities and systems of power, including gender, class, race, disability, citizenship status, and more. This principle calls for acknowledging and addressing the compounded inequalities that affect structurally marginalised groups and shaping responses that are responsive to these realities.
5. **Holistic and integrated programming:** SRHR cuts across various sectors of intervention and intersects with many key aspects of life. For this reason, a focus on integrating SRHR actions with other relevant programming and adopting multi-

sectoral approaches, is key for greater and lasting impact. This includes mental health, GBV prevention and response, economic justice, education, legal support, and more.

6. **Leaving no one behind:** The strategy commits to intentionally reaching those most often excluded from SRHR services, spaces and decision-making, and those who are most at risk of rights violations. This includes a dedicated, intentional and careful focus on diverse groups of women and girls, individuals with non-conforming sexual orientations, gender identities and/or expressions and sex characteristics, and persons with disabilities. All interventions are intentionally inclusive, accessible and tailored to the needs of diverse communities and groups.
7. **Meaningful participation:** Rooted in the feminist principle of “nothing about us without us”, all interventions value the lived experiences, voices, and leadership of diverse communities, especially those directly affected. This entails a focus on meaningful participation across all stages of the project cycle and the design of approaches tailored to the specific contexts, challenges, and priorities of the people they serve.
8. **Recognising the political nature of SRHR work:** SRHR is inherently political, and this recognition is at the core of this strategy. Advancing SRHR means disrupting and dismantling deeply rooted systems of oppression, patriarchy and control over bodies and lives. This principle reaffirms that “the personal is political” and that lived experiences around the right to make informed choices about one’s body, express identities and access quality care, are deeply political acts in and of themselves, and highly shaped by those systems of power and oppression.
9. **Bodily autonomy and integrity:** Central to SRHR is the right of every individual to make informed decisions about their body, free from violence, coercion or control. This is the key tenet of any SRHR intervention, approach or message, and guides the purpose of this work. A pleasure-positive lens reinforces this principle by affirming individuals’ rights to experience and express sexual pleasure, desire, and intimacy as part of their autonomy and wellbeing.

III. Situation Analysis

The overall status of SRHR in Lebanon is shaped by a number of factors, including the legal framework, healthcare system, lack of public or formal education on SRHR, patriarchal social norms and practices, socio-political and economic crises and challenges, anti-rights and anti-gender backlash, but also the history of feminist and queer activism in the country, the health of the civil society and numerous SRHR interventions by healthcare and non-governmental actors.

The **legal framework** continues to discriminate against women and girls - and between those of different sects - through the sectarian personal status laws, the lack of adequate protections against early marriage and the criminalisation of abortion. While the legal framework does not explicitly criminalise non-conforming sexual orientations and gender identities, several penal code articles are used to systematically prosecute and detain queer and trans individuals. These include article 534, prohibiting “sexual intercourse against nature”, as well as article 521 against men “masquerading” as women, and different sets of “morality” laws and articles criminalising sex workers - most often used against trans women, including trans refugees and migrants.

The **healthcare system** has already been weakened by the successive economic, socio-political and health crises and conflict over the past 6 years. Already over-stretched services and poor infrastructure have made it even more difficult for diverse groups to access and benefit from essential healthcare - and other - services, and SRH services have been further deprioritised. As a result, structurally marginalised groups, especially women and girls and non-conforming individuals, as well as those living in poverty and non-nationals, are finding it increasingly difficult to seek and benefit from quality SRH services and support. Discriminatory attitudes amongst healthcare service providers - founded in sexism, ableism, racism, homophobia and transphobia - further shape service-seeking behaviours of those groups and foster mistrust in service-providers, as well as limit safe access to needed support.

Harmful social norms and practices, including those fostering and normalising early and forced marriage, gender-based violence (GBV), and stigma around sexuality and reproductive freedoms, continue to undermine bodily autonomy and the right to informed decision-making for women and girls and non-conforming individuals especially. Those who have disabilities, younger women and married girls, and those who are non-citizens are also at higher risk of reproduction coercion and sexual violence. This is further exacerbated by the lack of public education around SRHR, and the absence of Comprehensive Sexuality Education (CES) in the country’s official curriculum - fostering mis- and disinformation, harmful myths, and reinforcing harmful norms and practices.

The **growing anti-gender and anti-rights backlash**, both globally and locally, has emboldened regressive actors and strengthened harmful social norms and practices, particularly focused on gender equality and sexual rights and freedoms. This is threatening long and hard-won gains achieved by feminist and queer organisations over the past decades and has created additional barriers for those organisations and service-providers. In fact, organisations and activists have been facing attacks, harmful rhetoric and slander, and a rapidly shrinking civic space. Nevertheless, it is important to remember Lebanon’s long history of feminist, youth, and queer activism, and those movements who have been credited for important progress on gender equality and

access to greater freedoms. Civil society remains a vital force, with NGOs, grassroots initiatives, and healthcare providers stepping in to fill gaps left by the state, despite facing increasing pressure as well as limited - and recent large cuts in - funding. In this context, SRHR interventions must be responsive to both the structural barriers and the opportunities for collective action and transformative change.

IV. SWOT Analysis

During the strategy design workshop, Oxfam and its strategic partners delved deeper into the analysis of the overall SRHR situation in the Lebanese context, their current and potential future role in this context as well as potential risks and entry points around the work on SRHR, using the SWOT analysis tool. Below are the results from this exercise, complemented with additional analysis, which served to inform the design of the strategy, its priorities and approaches:

Strengths (Internal)	Weaknesses (Internal)
1. Technical and strategic expertise ▪ Strong and complementary technical expertise on gender justice (Oxfam) and on SRHR (Marsa, SIDC, LOM) ▪ Oxfam's global policy and positioning on SRHR and sexual orientation and gender identity rights ▪ Technical support from international Oxfam affiliates ▪ Strong programmatic history and thematic expertise 2. Convening power and trust ▪ Oxfam's historical role as a convenor in the country ▪ Established and trusted by community members (all strategic partners) ▪ Oxfam and partners' multi-sectoral track record and knowledge 3. Values and principles ▪ Community-based and participatory approaches guiding the work	1. Misalignment and coordination gaps ▪ Uneven alignment within Oxfam and across partners on priority areas and groups for SRHR work ▪ Uneven alignment on SRHR language and messaging within Oxfam and across partners ▪ Limited spaces for strategic discussion and dialogue amongst Oxfam and partners around SRHR emerging priorities ▪ Limited spaces within Oxfam and with partners (within and across programs) to share interventions, approaches and discuss challenges and successes 2. Topic sensitivities and limitations ▪ Some topics are still considered a taboo internally (within Oxfam or amongst partners) - and limited space for discussion, including but not limited to, queer and trans rights and the "rights" aspect of SRHR ▪ Limited capacity around SRHR priorities and best practices for persons with disabilities

- Collective commitment to SRHR driven by shared purpose and principles

4. Innovation and digital readiness

- Openness to innovative approaches and some already piloted (e.g. Akkaraouna's SRHR word game for adolescents)
- Growing recognition of the need to translate the work into phygital formats that bridge on-the-ground work with accessible, digital engagement
- Openness to leveraging digital tools and platforms for community mobilisation and engagement and information sharing

5. Collaboration and knowledge sharing

- Diversity of strategic partners (geographic distribution, area of expertise, nature of work...)
- Will and interest to share knowledge and expertise amongst partners

Opportunities (External)

3. Reputational concerns

- High risk aversion over reputational concerns with regards to SRHR work (online and offline, in messaging, advocacy and activities)

4. Limited programmatic integration

- Limited integration with other programming (e.g. GBV or protection)
- Challenges with regards to community outreach and mobilisation (especially structurally marginalised groups) and lack of a strategy in place

5. Digital infrastructure and strategy gaps

- Very limited digital infrastructure currently in place to support SRHR-specific engagement
- Most SRHR content lives in public social media channels with no private or secure alternatives
- No clear audience segmentation or targeting strategy in digital content; content remains broad and non-specific

Threats (External)

1. Influencing entry points

- Recent political changes have led to the departure of key figures previously driving restrictive and punitive measures against gender and sexuality rights, opening space for cautious re-engagement and offering potential entry points for lobbying and influencing that were not previously possible
- MoPH initiatives to subsidise different packages of healthcare in PHCs that could be leveraged to include SRH services
- Opportunities to look for supportive new local actors following municipal elections

2. Partnerships and learning

- Potential collaborations with diverse actors can offer new entry points to address SRHR issues
- Potential to collaborate with high-performing external SRHR platforms (e.g. Mauj, OMGYNO, Marsa) through content partnerships and linkbacks.
- Openness and interest to identify self-sustainable funding sources and models
- Many different contexts and groups to learn from in terms of innovative, transformative and safe SRHR approaches, especially in the context of backlash and anti-rights movements

1. Political and financial instability

- Funding cuts for gender justice and SRHR and the sector more broadly from key institutional and other donors
- Dedicated funding for SRHR is limited and often lumped with other areas of focus limiting interventions' potential (e.g. GBV or humanitarian action)
- Continuous crises and risks of escalation in conflicts deprioritising SRHR

2. Socio-political resistance and risks

- Discriminatory legal frameworks and sectarian legal systems
- Anti-gender and anti-rights movements and related risks
- Harmful social norms and practices restricting bodily autonomy and sexual and reproductive freedoms
- Excess of harmful information, misinformation and disinformation online and offline

3. Digital risks

- Digital backlash: online harassment, bullying, or public misinterpretation of SRHR messaging
- Sensitivity of topics may lead to reputational risk for Oxfam or its partners if not handled with caution
- Fear of engaging publicly (liking, commenting) deters

▪ Informal groups — many of whom are already supported by Oxfam — play a critical role in advancing SRHR through context-responsive, community-embedded approaches, and represent key partners for learning and innovation in challenging environments 3. Digital landscape ▪ Opportunity to build a holistic digital landscape that diversifies the role of each platform and hosts longer-format content across multiple spaces ▪ Ability to combat misinformation by creating reliable digital spaces where accurate, verified SRHR information is available 24/7 to those seeking it ▪ Opportunity to extend the impact of programmatic efforts by guiding audiences toward safe digital platforms that support continued learning and engagement, bridging physical and digital touchpoints (phygital)	many target users from interacting with content ▪ Potential spillover of digital content into offline backlash - including real-world intimidation or violence, as seen in the past ▪
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This SWOT analysis reveals a **strong complementary track record and technical expertise** amongst Oxfam and its SRHR strategic partners. The latter must be leveraged through strategic collaborations and programming that brings together the diverse points of strengths and expertise of the different actors involved. Oxfam's role as a civil society **convenor and positioning** offers a critical strength that must be expanded through the work on SRHR. Nevertheless, **internal coordination gaps, digital infrastructure limitations and apprehension around engaging with more sensitive or marginalised SRHR priorities** could dilute Oxfam and partners' SRHR strategic actions and program if unaddressed.

Organising **facilitated and intentional spaces for dialogue, reflection, learning and innovation** remains essential to address areas of tension, misinformation or concern (internally and externally). Those would be essential to address topics that remain taboo or less understood or addressed, even internally or amongst partners, such as queer and trans rights, and SRHR for persons with disabilities. Additionally, this could be an opportunity to **consolidate and refine the shared vision, messaging and priorities**, building on joint values and purpose. This would also allow to bridge misalignments, unlock more meaningful partnerships and strategic collaborations, and build consensus for **courageous, yet safe and context-aware approaches**.

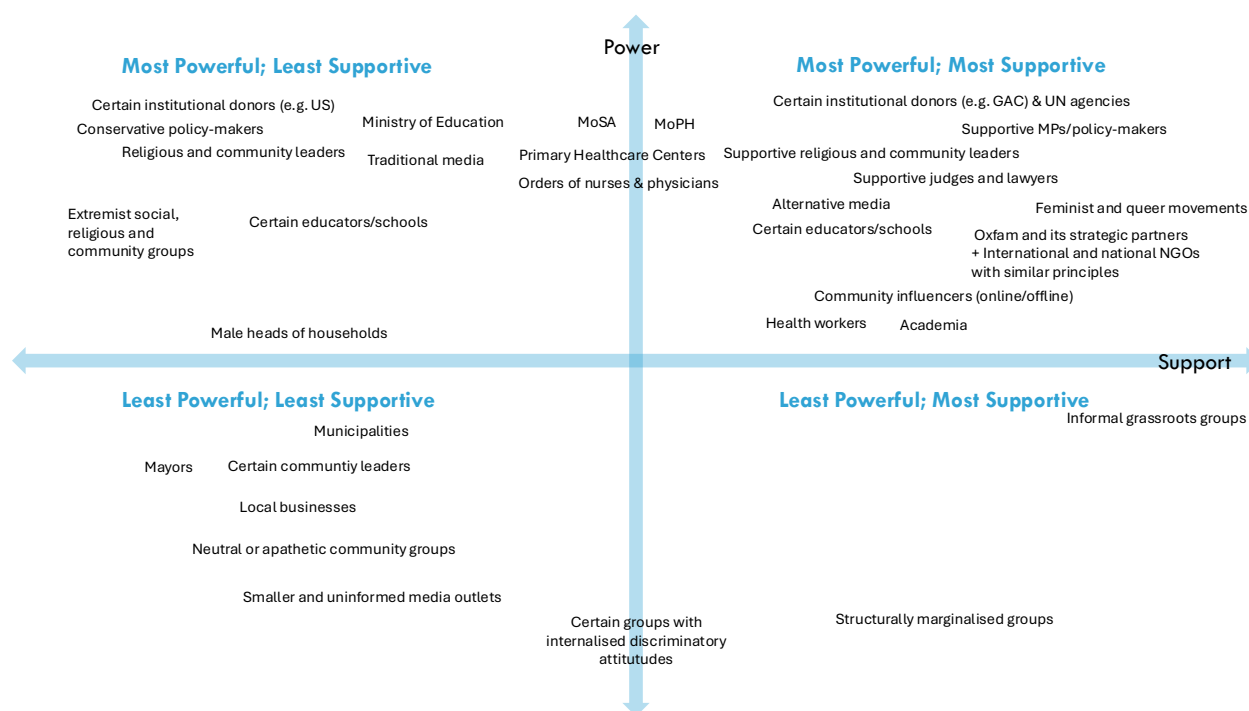
Recent changes in government and context may offer **momentum or entry points for new influencing and lobbying opportunities**. Nevertheless, **anti-rights and anti-gender movements** continue to pose real threats, many of which are addressed in the risk analysis (Annex B). Investing in but **context-responsive programming that is strongly and deeply anchored in feminist values and purpose**, and reflecting in digital communication, can allow Oxfam and partners to maintain credibility while pushing boundaries.

Finally, **digital engagement gaps and limitations** – such as the absence of private, targeted platforms and weak audience segmentation – require urgent attention and have been addressed through the digital engagement strategy. There is a clear opportunity to build a phygital ecosystem: a hybrid model that links on-the-ground SRHR work with digital content hubs, enabling secure engagement, ongoing learning, and audience trust-building. This can also serve to counteract misinformation and reduce the real-world risks posed by hostile online environments, particularly by offering anonymous and moderated alternatives to public interaction.

The present SRHR strategy is built on this analysis, and presents **strategic priorities and tangible entry points**, as well as **indicative activities and advocacy priorities**, that respond to the challenges and limitations, builds on the strengths and leverages the opportunities identified through this exercise.

V. Stakeholder mapping

During the strategy design workshop, Oxfam and its strategic partners engaged in a stakeholder mapping and power analysis exercise, which informed the design of the strategy:



The stakeholder analysis highlights a complex ecosystem of actors with varying degrees of power and support for SRHR. The **most powerful but least supportive actors** are those whose actions and discourse should be closely monitored, and as much as possible, influenced. Those are actors that are currently or could in the future actively obstruct progress. They require careful navigation through risk mitigation, strategic communications, and alliance-building.

The analysis also reveals a broad range of **highly supportive and influential actors**, who have the potential to collectively lead to great advancement of SRHR and gender justice, and can play a key role in shifting public discourse and enabling institutional reform. Those are actors to keep close, build lasting relationships and collaborations with, and engage regularly. This is also where Oxfam's role as a convenor can be leveraged.

At the grassroots level, structurally marginalised communities and informal groups — though **lower in formal power** — are deeply embedded in their communities and are essential **drivers of transformative, context-sensitive change**. Their support is both strategic and positions them as vital stakeholders for participatory programme design, movement building, and social norm change. These are actors to consistently engage with, mobilize and support. Their lived experience and close ties to their communities

also make them vital partners for outreach and accountability. Strengthening their capacity and organising is therefore an important strategic pillar, with regular consultation and meaningful involvement.

Some actors could be considered in the “**middle-ground**”, with **various levels of influence**. These also represent targets for strategic engagement and influencing, communication and where relevant, capacity strengthening. Some of these are actors have the potential to become more supportive in the future.

Actors with **limited influence and power** who are either **neutral or unsupportive of SRHR** progress may not currently pose a threat but could influence perceptions at local levels and their actions and discourse must therefore be monitor. Light-touch or punctual engagement could be recommended, including awareness-raising and myth-busting to prevent them from becoming active blockers.

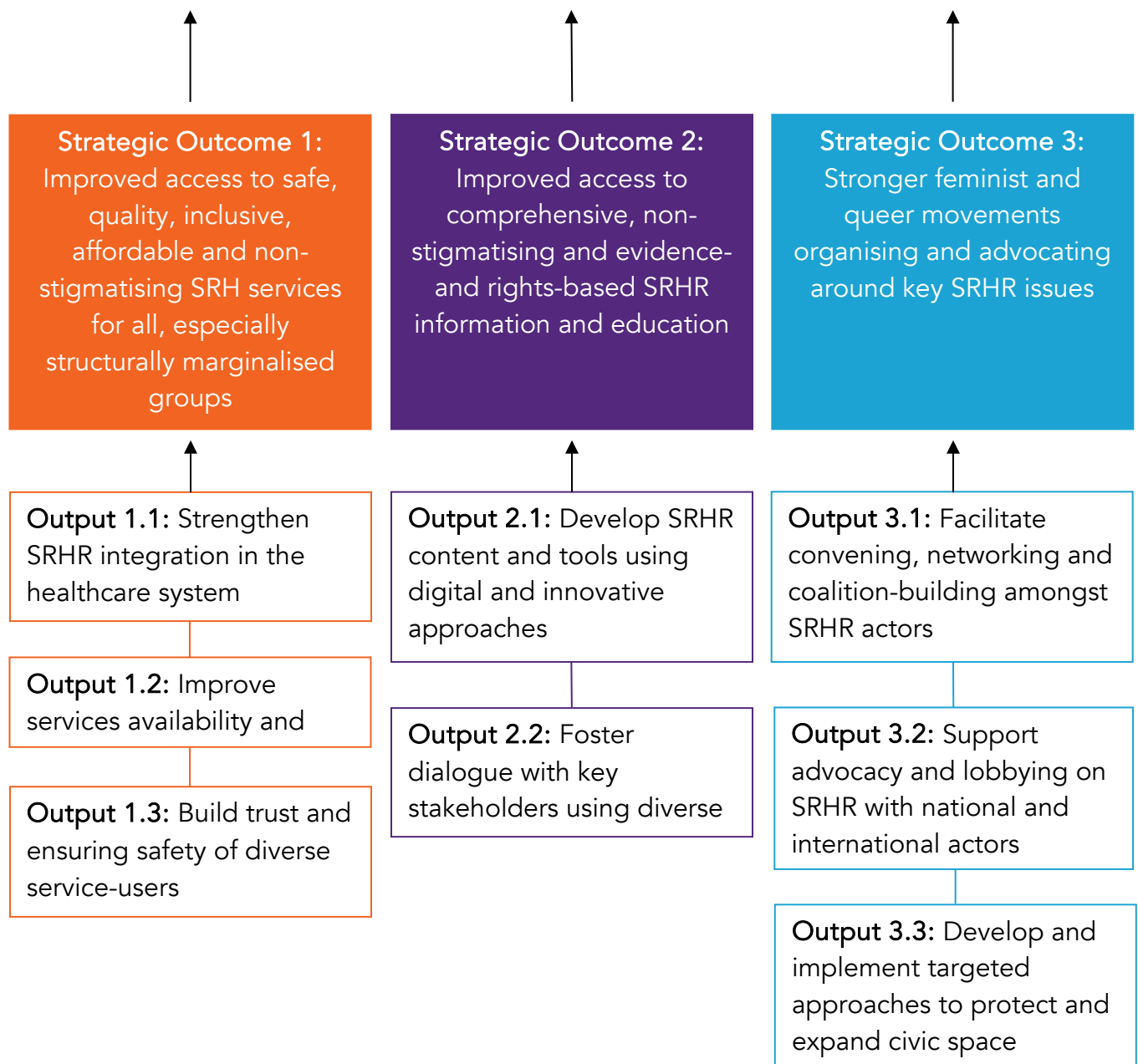
Overall, this landscape calls for **monitoring and mitigating the risks posed by hostile or ambivalent powerholders while deepening collaboration and alliance-building with aligned actors across sectors**. At the same time, **sustained investment in and support to like-minded actors and informal, grassroots groups** will be critical to expand influence, localise programmes, and shift power in favour of rights-based, inclusive SRHR collaborations and partnerships. The present strategy builds on this analysis and identifies potential advocacy targets and areas for strategic collaborations and partnerships.

VI. Theory of Change

As explained in the methodology section, this SRHR strategy, including the Theory of Change (ToC) below, in which it is anchored, were developed using a participatory and collaborative approach engaging diverse Oxfam teams and SRHR strategic partners. The ToC is also built on the analyses and findings from an in-depth literature review of the overall status of SRHR in Lebanon as well as national, regional and international best practices and tested approaches, and the SWOT and stakeholder analyses. It is complemented by a series of annexes including a detail risks analysis, strategic-level action plan and sheet of indicative activities.

The **strategic objective** of the ToC emphasises a vision of a safe and just society where all individuals – regardless of their gender, age, ability, nationality, sexual orientation, gender identity or other factors – are able to make free and healthy choices and decisions about their lives and bodies. This vision focuses on dismantling systems of oppression and power which marginalise diverse groups, and on guaranteeing their sexual and reproductive rights. **Three interlinked pathways of change** have been identified to guide the work and contribute to achieving this vision: The first change pathway focuses on **services**, the second pathway focuses on **education and information**, and the third focuses on **movement-building and civic space**. Together, these outcomes aim to shift power, challenge inequalities, and build an enabling environment where everyone can claim and enjoy their SRHR as fundamental human rights. These pathways complement and feed into each other, and as elaborated below, implementing the strategy will require complementary interventions across those three strategic pathways, and integrated programming across sectors. Concretely, this means designing and implementing interventions that are cross-sectoral, and that combine focus on movement-building, advocacy and influencing, as well as service-provision and SRHR education, through a variety of methods and approaches, as elaborated in indicative activities.

Strategic Objective: Diverse individuals and communities across Lebanon, especially those who are structurally marginalized, enjoy bodily autonomy and sexual and reproductive rights and freedoms, in an environment free from stigma, discrimination



Strategic Outcome 1: Improved access to safe, quality, inclusive, affordable and non-judgemental SRH services for all, especially structurally marginalised groups

The first pathway of change focuses on facilitating and improving access to services for structurally marginalised groups around the country. This entails a dedicated focus on individuals and communities who face systemic barriers with regards to their access to SRH services, including women – especially younger married and unmarried women, adolescent girls and LBQT women, women and girls with disabilities, refugees and migrants and those living in poverty; persons with disabilities more broadly; youth and adolescents more broadly; individuals with non-conforming sexual orientations, gender identities and/or expressions and/or sex characteristics, particularly those at the intersection of different vulnerability factors (related to disability, age, citizenship, social class, or other).

This change pathway responds to identified gaps and needs in relation to (1) the SRH service-provision infrastructure in the country – including specialised services, (2) capacity, knowledge and attitudes of healthcare actors in relation to the provision of key SRH services and to diverse experiences (such as those of trans individuals, persons with disabilities or young and unmarried women), and (3) affordability and availability of existing services, and (4) the need to use digital channels to open conversations and offer safe, accessible pathways for audiences to privately seek help and access essential information about service providers. Accordingly, three outputs have been designed for this first change pathway. Healthcare has also been identified in previous learning and review processes under Oxfam's SRHR interventions as an important and strategic entry point to addressing SRHR. This change pathway focuses on leveraging this entry point and building on or scaling tested approaches and interventions in Oxfam's ongoing SRHR work.

Output 1.1: Strengthen SRHR integration in the healthcare system

This output is anchored in collaborations and solid/continuous relationship-building and engagement with strategic stakeholders, including the Lebanese Order of Midwives (LOM) with whom Oxfam has already established a strategic partnership, as well as the Ministry of Public Health and specialised service providers. It involves engagement around needed SRH services, current gaps and diverse entry points to integrating SRH services – including but also beyond pregnancy care – more systematically within the healthcare system.

Assumptions:

- MoPH and relevant healthcare bodies are open to collaborations with civil society actors on SRHR
- LOM remains open to collaborating with Oxfam and partners
- SRHR remains a priority for at least some influential decision-makers and donors, despite overall health system strain
- Healthcare education and training institutions are willing to revise curricula and practices to include inclusive SRHR content
- Conservative backlash and anti-gender actors do not result in legal or political obstruction of SRHR integration efforts in the healthcare system

Indicative activities:

- **Research and assessments:** Identify capacity and knowledge gaps amongst relevant healthcare providers across the country, with regards to offering SRH care, and understanding and responding to the experiences and needs of diverse structurally marginalised groups.
- **Capacity-building:** Offer training and capacity-building support – through specialised partners and key experts – to key healthcare providers, their professional orders and syndicates, mental health professionals, healthcare educators and paramedical workers (e.g. social workers) across geographical areas, around identified needs, for the provision of better quality SRH services to diverse groups.
- **Strategic engagements:** Continue to support, strengthen and expand the role of LOM to provide a wide array of SRH care.
- **Convening:** Facilitate dialogue and space to exchange learnings and best practices amongst healthcare actors, including specialised service-providers (e.g. those offering specialised SRH care to persons with disabilities, drug users or trans individuals); use convenings and dialogue spaces to identify emerging priorities, capacity and resource-needs, joint advocacy priorities and actions (that could be supported and/or led by Oxfam) and inform future interventions.

Indicative advocacy priorities and actions:

- Advocate for (and support) more institutionalised efforts to **build knowledge and capacities of healthcare actors** across Lebanon to provide inclusive and specialised SRH services, responding to the needs and experiences of diverse groups. These efforts should be embedded within national health and SRH strategies and linked to broader reforms in the healthcare sector.
 - **Potential advocacy targets:** Ministry of Public Health (MoPH); Primary Healthcare Centres (PHCs) Department at MoPH; Specific hospitals or

healthcare centres; International organisations resourcing PHCs; SRH and Health working groups.

- **Potential actions:** strategic engagement with key actors through closed-door lobbying and meetings; semi-public engagement through closed events with experts; strategic use of research and assessments findings; influencing linked to national healthcare and SRH strategies and action plans.
- Engage in evidence-based lobbying and policy dialogue to promote **more equitable and efficient public resource allocation** – particularly towards healthcare and social protection services. Advocate for a shift in national health spending from curative models to preventive and community-based approaches. This includes scaling up preventive SRH services, testing, and other essential public health interventions, particularly in underserved geographical areas.
 - **Potential advocacy targets:** Ministry of Public Health (MoPH); Ministry of Finance (MoF); Ministry of Social Affairs (MoSA); Parliamentary committees focused on health, social affairs, budgeting and finance; Professional orders and syndicates of different categories healthcare workers; Institutional donors; Relevant UN Agencies (e.g. UNFPA, WHO, ILO).
 - **Potential actions:** development of policy briefs and papers showing the cost-effectiveness of investing in preventive healthcare and SRH care vs. curative care; research to illustrate gaps in current healthcare spending and its disproportionate impact on marginalized groups; closed-door engagement with policymakers through one-on-one meetings, technical roundtables and policy dialogues.

Output 1.2: Improve services availability and affordability

This output focuses on filling gaps in availability of quality and inclusive SRH services and addressing resource burdens related to access to such services, particularly for structurally marginalised groups. This involves leveraging existing partnerships with specialised service providers and SRH actors (including partners), as well as with policymakers.

Assumptions:

- The healthcare supply chains remain stable enough, and the economic crisis does not worsen to the point of completely destabilising them
- Essential SRH supplies (such as contraception and essential medication) remain available through formal and parallel supply mechanisms (NGOs, donations, etc.).

- Despite global funding cuts, donor funding for SRHR interventions can still be accessed through diverse donors (e.g. foundations) and integrated programming (e.g. funding for healthcare and WaSH interventions)
- Infrastructure remains functional enough to allow services to be physically accessed, even in rural and marginalized areas

Indicative activities:

- **Research and assessment:** Research into the current funding opportunities with regards to services, and assessment of gaps in funding to specific services.
- **Service-provision and subsidising:** Support the delivery of quality and inclusive services through strategic and specialised partners (such as LOM, Marsa, SIDC and others), and subsidise consultations and testing, with a dedicated focus on structurally marginalised groups.
- **Collaborations and partnerships:** Engage in partnerships and collaborations with specialised service-providers to offer tailored, inclusive and quality SRH care to diverse groups based on their needs.

Indicative advocacy priorities and actions:

- Advocate for the **full integration of SRH services into the subsidized healthcare service packages** currently being developed and piloted under the MoPH's "Reaya" program to advance Universal Health Coverage (UHC), supported by the World Bank. Focus should be on inclusive and rights-based healthcare, responsive to the needs of diverse groups.
 - **Potential advocacy targets:** Ministry of Public Health (MoPH); World Bank; Primary Healthcare Centres (PHCs) Department at MoPH; Institutional donors; Relevant UN Agencies (e.g. UNFPA, WHO, ILO).
 - **Potential actions:** development of policy brief or position paper making the case for SRH as essential for equitable UHC; highlight cost-effectiveness and public health outcomes of integrating SRH in basic service packages; closed-door engagement with policymakers through one-on-one meetings; technical roundtables and policy dialogues.

Output 1.3: Build trust and ensuring safety of diverse service-users

This output addresses challenges related to service-users' trust in service-providers, as well as to their safety in accessing and benefiting from services. This is especially relevant for structurally marginalised groups who may face safety risks, stigma and discrimination in their service-seeking journey. The output focuses on healthcare providers' attitudes as well as close engagement with grassroots and community groups. In parallel, digital platforms can play a supporting role in this process, by creating safer online spaces,

enabling discreet access to information, and providing structurally marginalised groups with alternative ways to seek support and build trust in SRH services.

Assumptions:

- Healthcare providers are open to receive training and implement inclusive practices
- Training and convening activities are designed with appropriate risk assessments and protection measures in place, given the likelihood of backlash against SRHR actors
- Diverse groups feel safe enough to seek SRH services if confidentiality and anti-discrimination policies are effectively enforced
- Diverse groups trust strategic SRHR partners in their areas to offer services
- Community-based organizations and trusted local actors (including partners) are empowered to continue acting as bridges between marginalized communities and the healthcare system

Indicative activities:

- **Research and assessments:** Build knowledge and evidence around healthcare providers' attitudes and practices; identify safe, inclusive and non-stigmatising healthcare centres and providers for potential referrals; build knowledge and evidence about safety perceptions and factors fostering a sense of safety and comfort and impacting service-seeking behaviours amongst diverse and structurally marginalised groups. Where appropriate, ensure that this evidence is made available through secure, accessible digital platforms to serve as reference points for both communities and partners.
- **Strategic engagements:** Strengthen existing partnerships and establish new strategic collaborations with grassroots and community-based organizations to enhance outreach, support referral pathways, and ensure timely, in-depth understanding of emerging needs, barriers, and safety concerns. These partnerships will enable more responsive, inclusive, and contextually grounded SRHR programming, particularly for groups facing heightened risks or limited access. This may include the creation of shared digital infrastructure (secure login-based platforms and CRM-integrated tools) to streamline collaboration, knowledge exchange, and timely response across the partner ecosystem.
- **Capacity-building:** Integrate sustained, value-based interventions across capacity strengthening efforts for healthcare providers on inclusive, rights-based, and non-stigmatising SRH care, with a focus on addressing bias and building trust with structurally marginalised groups. This should be complemented by close engagement with grassroots and community organisations to co-design trust-

building and protection-sensitive outreach mechanisms that ensure service-users feel safe, respected, and heard throughout their care-seeking journey.

- **Community-based feedback and accountability:** Develop and institutionalize safe, accessible, and community-led feedback mechanisms to strengthen accountability and trust between service users and SRH service providers. These feedback loops should centre the voices and experiences of structurally marginalised groups, and ensure that concerns related to discrimination, mistreatment, or safety are acted upon in a timely and transparent manner. Mechanisms could include regular community consultations, anonymous digital or in-person reporting channels, and participatory reviews with diverse community members, as part of regular MEAL and program improvement processes.
- **Integrated programming:** Promote and strengthen integrated programming between SRHR, GBV (including early marriage) and protection programs to provide holistic, survivor-centred and accessible care. This will not only facilitate access to survivors of violence but will also ensure key messaging around SRH is disseminated amongst diverse community groups, contributing to long-term narrative building and social norms shifts. Invest in integrated programming across other sectors, such as WaSH (e.g. menstrual hygiene management and access to clean water), and economic justice (e.g. improved access to resources and related decision-making to facilitate menstrual hygiene management and access to services).

Strategic Outcome 2: Improved access to comprehensive, non-stigmatising and evidence- and rights-based SRHR information and education

The second pathway of change focuses on creating evidence- and rights-based SRHR information and education, and making sure such messaging and content reaches the right groups, particularly those who are structurally marginalised. This will involve a focus on young persons and adolescents across the country, as well as public education and mass information campaigns, including the strategic use of digital platforms to extend reach, while navigating content restrictions through carefully designed formats that remain informative yet platform-compliant. This also includes developing content in contextual and accessible language, relevant and useful to the communities receiving it. This change pathway responds to identified gaps and needs in relation to (1) the lack of Comprehensive Sexuality Education (CSE) in official curricula, (2) capacity, knowledge and attitudes of educators in relation to SRHR information and education, (3) practices and attitudes of media organisations and journalists as well as (4) lack of consistent and

unified language, messaging and tools around SRHR education for Oxfam and its strategic partners. Accordingly, two outputs have been designed for this second change pathway focused on content production and engagement with key stakeholders.

Output 2.1: Develop SRHR content and tools using digital and innovative approaches

This output focuses on alignment on rights-based language and messaging related to SRHR to be used by Oxfam and its strategic partners, as well as the use of digital and innovative tools and approaches to package and disseminate this knowledge and information to diverse groups. This output is directly linked to the “content hub” component of the digital engagement strategy; focusing on creating trusted, safe, inclusive and non-stigmatising content that can be used online and offline and made accessible, and tailored, to diverse audiences, with the goal of filling gaps in information, knowledge and awareness around SRHR. The implementation of this output should also be aligned with the digital foundations and audience segmentation outlined in the Digital Strategy, which recommends creating tiered levels of content delivery – from social snippets to in-depth educational modules – accessible across a newly developed ecosystem of owned platforms.

Assumptions:

- Oxfam and partners have willingness to adopt similar messaging (adaptable to various audiences) and hold shared values and a joint purpose.
- Edutainment and gamification approaches are useful tools to gain different groups’ interest and engagement with SRHR content and messaging
- A significant portion of structurally marginalized groups (youth, queer people, non-citizens) have access to digital infrastructure (internet, smartphones, data). Local partners have access to those groups who don’t have access to digital infrastructure.
- People feel safe consuming SRHR content online without fear of surveillance or legal persecution.
- Enough digital literacy levels among target audiences to engage with the content/tools.

Indicative activities:

Alignment on language and messaging: Organise regular and intentional spaces for discussion and dialogue within Oxfam and with strategic partners, around key SRHR priorities to design and refine messaging and language as a basis which can be tailored and adapted for different communities and activities – with a focus on local and contextualised language. This entails a clear and explicit alignment on thematic

priorities, preferred approaches, red lines as well as key messages; Create spaces for knowledge sharing among partners around key areas of expertise; Make use of existing resources, such as the SRHR Glossary for Youth developed under Masarouna, to generate tailored and targeted messaging and develop content for diverse audiences and activity types.

Content hub: Position Oxfam and its partners as a trusted reference point for rights-based, inclusive, accessible and evidence-based SRHR content. Develop and maintain a digital “content hub” that provides information, guidance, resources and adaptable tools tailored for diverse audiences. This hub may be public, semi-public, or restricted depending on area of focus and use, and should also include content that can be adapted for offline use. This can also involve regular communications with key stakeholders (using audience segmentation approaches) through newsletters, WhatsApp groups, or other forms of engagement.

Edutainment and gamification approaches: Design and disseminate SRHR content, information and educational materials using innovative and creative formats for greater reach and impact, including edutainment and gamification approaches (e.g. storytelling, mobile or board games, apps, comics, interactive quizzes, mini-series, content creation workshops, participatory theatre performances, age-appropriate toolkits and books...). These should be engaging, accessible and age-appropriate and relevant (especially when targeting youth), and address knowledge gaps, stigma, norms and misinformation, while promoting rights-affirming and positive narratives.

Social and behavioural change approaches: Integrate social and behavioural change (SBC) approaches across programs, using diverse processes such as audience segmentation and social listening activities, as well as through engagement with supportive (and unusual) community champions, influencers or leaders to disseminate positive norms and evidence and rights-based messaging (e.g. learning from and engaging with initiatives such as UNICEF’s QUDWA SBC program¹ focused on community “role models” such as barbers and beauticians, who have been capacitated and promote positive social norms through their day-to-day engagement and conversations).

Targeted and public information and education campaigns: Through participatory and collaborative co-creation processes with relevant community members, implement multi-platform (online and offline) campaigns focused on emerging SRHR topics or services. These may be highly targeted (e.g. community-level or demographic-specific) or broader public campaigns. Use a mix of digital, print, audio, TV, radio and in-person channels to ensure reach and accessibility, including in hard-to-reach or digitally

¹ El Asmar, F. (2024). Documenting gender responsive and transformative best practices in Lebanon. United Nations Development Programme (UNDP). <https://drive.google.com/file/d/1g0AHSP19gNDalTZRikfdngOUiXWgvXFz/view>

excluded communities. This can also include a focus on stories of lived experiences complemented with strong data and other types of evidence to influence and shape narratives.

Output 2.2: Foster dialogue with key stakeholders using diverse tailored approaches

This output focuses on engagement with key stakeholders – namely educators, the media and journalists, and wider community-members, for knowledge and information dissemination, and to ensure greater mainstreaming of evidence- and rights-based SRHR information across diverse channels reaching the public.

Assumptions:

- Stakeholders (e.g., educators, religious and community leaders, service providers, community members, media actors etc.) are willing to engage in dialogue around SRHR despite conservative resistance.
- Spaces for dialogue (both physical and online) remain open and accessible despite increasing restrictions on civic and educational discussions.
- Community leaders, media actors, youth groups, and educators can be mobilized to support progressive SRHR messaging.
- Conservative and anti-gender actors cannot successfully shut down or fully delegitimize dialogue initiatives.
- SRHR messaging can be effectively tailored to different audiences and cultural sensitivities, to avoid rejection or backlash.

Indicative activities:

Research and assessments: Conduct regular research – including protection monitoring, media monitoring, social listening, participatory action research, and other methodologies and formats – to sustain a deep understanding of public discourse around SRHR, emerging issues of concern or interest, windows of opportunities for advocacy or community engagement or mobilisation, and to ensure programming and messaging can be adapted in a timely manner to respond to emerging needs and gaps and leverage shifts in public narratives. Leverage digital tools, such as online polls, to gain regular understanding of constituents’ perspectives, concerns, interests and priorities.

Engagement with Key Stakeholders: Offer training and capacity-building support – through specialised partners and key experts to educators and journalists across different institutions and geographical areas; Integrate sustained, value-based interventions across capacity strengthening efforts on inclusive, rights-based, and non-stigmatising

SRHR information (for all) and reporting (for media), with a focus on addressing bias and building trust with structurally marginalised groups

- **Educators:** Focus on evidence- and rights-based SRHR information and education, as well as diverse tools they can use, to share age-appropriate and relevant messaging with their students;; Share relevant innovative and creative content and approaches designed under output 2.1 with educators for dissemination and use.
- **Media Actors:** Focus on best practices to report on SRHR-related stories and using evidence- and rights-based SRHR information to disseminate related messaging; Build strategic collaborations with supportive journalists and alternative media platforms to disseminate SRHR content and messaging – including using creative tools developed under output 2.1. This complements recommendations from the digital engagement strategy focusing on “flooding” digital and physical spaces with positive, evidence- and rights-based information to counter mis- and dis-information campaigns, shape public discourse and narratives around SRHR and ensure correct messaging can reach the right audiences.
- **Community Members:** Develop inclusive community outreach, engagement and mobilisation plans tailored to diverse groups, geographical areas, partners and interventions, with a focus on reaching structurally marginalised and excluded groups and building community trust; Explore innovative and diverse entry points to reach these diverse groups, such as working with supportive community influencers and role models, engaging mothers and their daughters through joint sessions or collaborations with grassroots groups and other actors with access to and trust from diverse groups, such as GBV actors and organizations working with drug users; Organise closed and safe discussion spaces (facilitated by trusted experts) around expressed SRHR interests and emerging priorities and needs with diverse and segmented groups, both online and offline; Organise open community dialogues, led by members of closed discussion spaces and/or strategic partners embedded within communities, focused on emerging SRHR issues and opening doors for future engagement; Ensure information on referrals and available SRH services is disseminated across all programming; Organise inter-generational SRHR dialogues amongst diverse SRHR actors as well as within communities, for experience-sharing, mobilisation and collective strategizing.

Indicative advocacy priorities and actions:

- Use findings from media monitoring and other research relevant to journalists and media to design **recommendations for better reporting on SRHR-related stories, as well as to disseminate SRHR messaging and content.** Advocate with

diverse journalists and media platforms, including traditional journalists and platforms, around these recommendations, to ensure more sensitive and better-framed reporting and contribute to narrative shifts.

- **Potential advocacy targets:** Traditional and alternative media platforms; journalists, syndicate of journalists (traditional and alternative); Ministry of Information.
 - **Potential actions:** development of policy briefs with targeted recommendations for media and journalists; media monitoring and research to highlight harmful vs. positive media practices in relation to SRHR reporting and information-sharing; closed-door engagement with bodies representing journalists, as well as with diverse media platforms through one-on-one meetings and technical roundtables.
- Advocate for **the integration of Comprehensive Sexuality Education (CSE) in official curricula**, leveraging an imminent window of opportunity with the new curriculum currently in the process of being designed. Offer support with regards to the development of age-appropriate and creative tools and content.
 - **Potential advocacy targets:** Ministry of Education; Centre for Educational Research and Development (CRPD); UNICEF; Parliamentary committees focused on education and youth; Teacher training institutions and educators' unions.
 - **Potential actions:** Closed-door engagement with diverse educational bodies through one-on-one meetings and technical roundtables; engagement with existing working groups or committees working on reforming the curriculum; development of evidence-based policy briefs or recommendations focused on the evidence base for CSE and its contributions to national development outcomes (including youth wellbeing, improved health, protection from violence and gender equality); development or support to smaller-scale pilot programs in formal or non-formal education spaces around CSE.

Strategic Outcome 3: Stronger feminist and queer movements organising and advocating around key SRHR issues

The third pathway of change focuses on strengthening the ecosystem of feminist, queer and rights-based actors and movements working on SRHR in Lebanon. It recognises the critical role played by grassroots, feminist and queer organising in defending rights, amplifying diverse voices and responding to diverse lived experiences, shifting social norms, and influencing policy. This outcome builds on the understanding that meaningful, community-led change around SRHR is not possible without strong, resilient and well-connected movements, particularly in the face of shrinking civic space and increasing risks for activists and marginalised groups. It also focuses on leveraging Oxfam's historical role in the country as a convenor, technical support and advocacy and influencing organisation, focused on supporting and strengthening movements and civil society organisations in the country.

This change pathway responds to identified gaps and needs related to growing threats to civic space, freedom of expression, and the safety of SRHR activists and their organisations, fragmented advocacy efforts and limited access to national or international influencing spaces for grassroots groups. Accordingly, three outputs have been developed under this outcome focusing on convening and movement-building, support for advocacy and lobbying efforts, and protection and expansion of civic space. This outcome will also serve to strengthen Oxfam's positioning as a strategic ally and enabler of grassroots, feminist and queer-led organising around SRHR.

Output 3.1: Facilitate convening, networking and coalition-building amongst SRHR actors

This output builds on Oxfam's historical role in the country as a convenor and focuses on bringing together key actors in the SRHR ecosystem, particularly feminist and queer organisations, movements, initiatives and activists. It also builds on the recognition that transformative and lasting change on gender justice and SRHR cannot be achieved through isolated efforts, but rather through connected, diverse and intersectional movements. The output thus prioritises building collective power, shared agendas and safer spaces for joint strategizing, dialogue and action.

Assumptions:

- Feminist, queer, and SRHR actors maintain the capacity and political will to collaborate despite limited resources and in some cases, ideological differences.

- Space to organise convenings and gatherings is still available and accessible, despite restrictions and risks.
- Donors and funders continue to prioritize coalition-building.
- Some donors continue to provide flexible and core support that allows this kind of work.
- Digital spaces remain a viable alternative for virtual convening in cases where physical spaces are unsafe or inaccessible.
- Resilience to shrinking civic space can be built at organisational and community level through collective care and solidarity practices, alliance-building with media, academia and legal actors, and human rights education.

Indicative activities:

Convening, coalition-building and dialogue: Facilitate intentional spaces for exchange and dialogue, as well as for mutual learning and agenda alignment among SRHR actors, with a focus on building and strengthening thematic, technical or advocacy-focused coalitions – this entails facilitated support for priority setting, action planning, joint analysis and strategizing and forward-looking processes for advocacy, programmatic and other types of actions; Facilitate networking and engagement spaces amongst actors who might not typically find themselves in the same space to foster constructive and cross-sectoral dialogue with a common purpose (e.g. healthcare service-providers and informal groups or journalists and media platforms and SRHR experts etc.)

Resourcing: Provide financial support for collective processes, coalition coordination and facilitation as well as collective action and joint SRHR initiatives emerging from the spaces for convening, dialogue and coalition-building; Provide financial support through sub-granting, group cash transfer, and other mechanisms to formal and informal organisations and grassroots groups addressing SRHR priorities across diverse communities using flexible, trust-based approaches that centre learning, collection action and lasting impact.

Technical support: Offer targeted and tailored capacity strengthening opportunities, mentorship, and accompaniment for sub-grantees, but also amongst strategic partners and Oxfam staff – ensure mutual capacity strengthening and exchange, centering diverse and lived experiences and offering opportunities for all of those involved to share their expertise.

Resilience-building: Strengthen individual and collective resilience through investment in collective care practices and peer support networks (within communities, amongst strategic partners and sub-grantees, and internally at Oxfam); In addition to coalition and solidarity-building, encourage and support the building of resilience and support networks with key stakeholders, including lawyers and legal institutions, media platforms and actors, academia (others might also be identified based on context shifts and arising

concerns, such as mental health actors or other types of organisations or specialised service-providers).

- **Lawyers and Legal Actors:** *Building solid relationships, networks and trust with lawyers and legal actors is essential to ensure resilience in the face of attacks and backlash, but also for more effective and impactful legal advocacy and policy actions, as well as for the development of informed messaging.*
- **Media:** *Many of those media platforms and journalists face themselves different forms of backlash and attacks, but they are also critical actors in shaping public opinion and narratives. Building solid relationships and trust with the media – including alternative media platforms and journalists, but also other media actors (including, where strategic and possible, more traditional ones with greater reach) – allows key actors to have a solid understanding of priority issues, appropriate language and messaging, and the work of Oxfam and its partners. This is essential for solidarity and resilience mechanisms, and to ensure both media actors and SRHR or gender justice actors more broadly can stand together in the face of backlash, misinformation or smear campaigns. This also strengthens the work on the ground and allows for credibility and trust-building.*
- **Academia:** *Engagement with academia is essential to ensure joint knowledge production and evidence building, inform current research agendas and priorities, and generate data and information that can support the development of new content, messaging, resources and activities to be integrated across diverse interventions. This can also entail direct engagement with students and experts on diverse SRHR priorities.*

Output 3.2: Support advocacy and lobbying on SRHR with national and international actors

This output is centred around diverse types and approaches of lobbying, advocacy and policy interventions, at community, national and international levels. It focuses on the support Oxfam can offer to existing or emerging feminist and queer SRHR advocacy, as well as actions led by Oxfam and its strategic partners. Many advocacy priorities have been identified and listed under relevant outputs and outcomes. Activities under this output would aim to ensure and support more sustainable, effective and safe advocacy tactics, and respond to the need for coordinated, evidence- and rights-based and well-informed advocacy actions around policy reform, funding priorities, community norms and behaviours, capacities and attitudes of key stakeholders, amongst other issues. At the core of this work should be voices and lived experiences of structurally marginalised groups, ensuring their priorities shape policy and advocacy agendas.

Assumptions:

- Formal national and international advocacy channels remain an important space for feminist and queer movements to push their priorities.
- Advocacy efforts are not co-opted or silenced by anti-gender actors with institutional or political power.
- Civil society actors can continue to publicly advocate without direct repression, prosecution, or defunding.
- There remains some space for policy engagement even within a weak state infrastructure.
- Recent political changes have opened potential space for cautious re-engagement with policymakers and offer potential entry points for lobbying and influencing that were not previously possible.
- International solidarity networks remain responsive and willing to amplify local feminist and queer struggles

Indicative activities:

Public and closed-door advocacy: Support the design and implementation of both public-facing campaigns and private influencing strategies, based on context, risk analysis and opportunity windows. Public-facing advocacy includes online and offline campaigns, mass mobilisations around a key reform or priority issue, petitions, statements or open letters, press conferences, media appearances, or other types of medium to high visibility actions. Closed-door or more private advocacy involved one-to-one meetings or technical roundtables with strategic actors and policymakers, private briefings and strategic engagements, quiet coalition building, engagement with donors to influence funding agendas etc.

Formal advocacy and pressure channels: Facilitate access to and support (technically, financially and otherwise) engagement in formal and international policy and advocacy processes (e.g. UPR processes, high level political fora, national strategies, parliamentary processes etc.), including through shadow reporting, in-person participation in key events, expert consultations and dialogue or position papers. Examples can include shadow reports against relevant international conventions such as CEDAW or the Voluntary National Review (VNR) on SDGs. This can contribute to international pressures and lobbying towards policy reforms and change.

Support to youth, grassroots and informal groups: Ensure that informal, youth-led and community-based actors are resourced and equipped to design and lead their own advocacy actions and spaces through logistical, financial, technical and capacity-building support.

Research, policy and evidence-building: Generate, translate and mobilise knowledge that reflects the lived experiences of marginalised groups, highlights policy priorities and offers recommendations for key actors. Tailor products for diverse audiences, including

policy briefs, learning papers, infographics, recommendations or others, to inform policy discussions and advocacy asks and actions.

Policymakers' engagement and education: Identify supportive or interested policymakers and conduct regular and strategic dialogue and engagement to build their understanding and knowledge of priority issues and concerns and gain their buy-in and commitment on key reforms. This entails dedicated processes and expertise for sustained relationship-building.

Output 3.3: Develop and implement targeted approaches to protect and expand civic space

This output focuses on Oxfam's important role in protecting, sustaining and expanding civic space for SRHR and other forms of activism and organising, and addressing growing threats, restrictions and crackdowns on feminist, queer and SRHR actors. It builds on a deep understanding and recognition of the threats to activists and organisations and delegitimisation strategies and tactics of feminist and queer agendas, as well as of diverse organisations' work. Activities under this output focus on strategies that respond to immediate risks and contribute to long-term enabling environments for activism, expression and organising.

Assumptions:

- Government and security institutions do not impose new legal or administrative restrictions that completely restrict NGO registration, funding, or operations.
- Digital repression, online harassment, and surveillance do not escalate to the point of paralyzing movement work.
- Movements and civil society actors remain resilient to shrinking space and are able to protect and expand its boundaries.
- Local and international protection mechanisms (such as rapid response funds, legal aid, digital security training) remain accessible.
- Activists and organizations can still identify alternative or creative strategies to reclaim space (informal networks, cultural spaces, virtual organizing).
- Public support for feminist and queer voices is not entirely eroded by the anti-rights and anti-gender backlash.
- Feminist and queer movements retain the resilience, care practices, and mutual support systems to continue despite burnout, grief, and structural violence.

Indicative activities:

Engaging supportive allies: Proactively and consistently map, identify and mobilise genuine allies across sectors and communities to use their platforms and disseminate or promote key messaging around SRHR priorities being addressed, as well as facilitate

space for safer service-provision, programmatic interventions, community mobilisation and advocacy. It is essential to have clear standards and criteria for what constitutes genuine allyship founded in common values and shared purpose, to ensure this can contribute to a collective resistance against civic space and effective advocacy around human rights. These could include supportive community or religious leaders, policymakers, media personalities and influencers, academic actors or others.

Trends monitoring and response and solidarity mechanisms: Consistently and systematically detect potential threats, monitor and track attacks and incidents, and critically, design systems to respond to those risks, threats and incidents, including rapid response protocols, solidarity mechanisms and tools, public solidarity statements, and digital security support. This entails mutual support and collective care and accountability mechanisms to ensure no actor is isolated and a collective response and resistance against such attacks.

Flexible, fast and responsive funding mechanisms: Establish or contribute to rapid response and emergency funds or funding mechanisms that can quickly respond to urgent protection and closing civic space needs, including legal support, mental health support, emergency relocation, and solidarity campaigns.

Re-legitimisation strategies²: Invest in efforts to shift public discourse, reclaim narratives and reposition Oxfam and its strategic partners as legitimate and vital actors in the country (many of the indicative activities described under other outputs can be useful for such efforts, in addition to highlighting Oxfam and strategic partners' track record, leveraging strategic partnerships with genuine allies, but also the media, academia, and other stakeholders, producing solid evidence as a basis for any messaging or intervention, using trusted messengers...); engage in joint reflection on which legitimacy and accountability matters most – to whom, to which communities or groups – and build on those principles of accountability to drive interventions' design and focus areas; engage in public visibility campaigns using storytelling, edutainment and other approaches; where needed, engage in strategic silence, de-escalation and redirection, while remaining cautious of becoming overly risk-averse or isolating certain groups.

Human Rights education: Implement popular education, storytelling and capacity-building approaches to raise awareness on rights, civic freedoms and the value of civic space, especially in communities where SRHR, gender justice, or human rights work is stigmatised or misunderstood, to contribute to lasting protections of civic space and community resilience against backlash and anti-rights and anti-gender movements. This can involve legal and policy literacy campaigns, including community forums around legal rights, national and international law, and framing organisational work within

² De-legitimisation strategies are some of the first and most dangerous tactics adopted to shrink civic space, create greater restrictions on human rights interventions, and break down solidarity networks – often contributing to the exclusion of certain actors from certain movements, causes or from “legitimate” civil society. It might also lead to organisations compromising their principles, values and purpose, adopting overly risk-averse approaches or isolating certain groups, activists or actors.

constitutional protections, public health obligations and requirements, and global commitments such as CEDAW, CRC, and SDGs.

VII. Digital Engagement Strategy³

Digital engagement is an essential layer of Oxfam’s broader SRHR strategy in Lebanon. While on-ground interventions remain central, digital spaces offer critical opportunities to engage audiences who may never enter a clinic, attend a training, or speak openly about their needs. In the Lebanese context, where stigma, disinformation, and safety concerns often restrict access to services and reliable information, digital channels can offer alternative, discreet, and scalable pathways to SRHR knowledge, support, and advocacy.

The digital strategy therefore operates not as a standalone initiative, but as a **phygital extension** of existing SRHR programming. It builds on Oxfam’s ongoing work with partners, amplifies it through localized and accessible content, and sustains it through digital systems designed to engage, protect, and empower diverse groups. It is both a method for expanding reach and a tool for strengthening programmatic impact, built with an acute awareness of the risks and responsibilities that come with operating in the digital sphere.

a. Digital Engagement Principles

The digital engagement approach is rooted in the same values that support Oxfam’s programmatic SRHR work:

- **Inclusion and intersectionality**, ensuring all content, access points, and user journeys reflect the realities of diverse groups, especially those structurally marginalised.
- **Safety, privacy, and consent**, guiding all digital interactions, platform choices, and data practices.
- **Rights-based access**, affirming the legitimacy of seeking and sharing SRHR knowledge and support in all formats.
- **Phygital integration**, using digital to deepen, not replace, community-rooted engagement.
- **Collaboration and co-creation**, enabling partners and civil society actors to participate in content, tools, and campaigns.
- **Adaptability and responsiveness**, recognizing that digital strategies must evolve as audience behaviors, risks, and technologies change.

b. Objectives of the Digital Engagement Strategy

Building on these principles, the digital strategy contributes to the broader SRHR goals by:

³ This section is a narrative summary of the Digital Engagement Strategy. The full Digital Engagement Strategy can be found in the attached slide deck (Annex III).

- Extending access to information and services through safe, localized, and always-available digital touchpoints.
- Mobilizing and engaging audiences with tailored, rights-based messaging, and advocacy content.
- Creating safe online spaces for individuals to learn, seek help, and engage without fear of judgement or exposure.
- Reinforcing programmatic integrity by ensuring alignment between digital narratives and on-ground realities, while protecting partners' visibility.
- Generating measurable engagement indicators to support learning, demonstrate impact, and meet accountability requirements.
- Highlight impact and gain visibility and exposure for Oxfam's work
- Fundraising and demonstrating to donors that we are delivering on our commitments through measurable digital engagement.

c. Digital Engagement Approaches and Strategic Priorities

The strategy outlines three core priority areas that structure Oxfam's digital engagement work: (1) Developing a layered digital infrastructure that ensures continuity and safe access, (2) Understanding and engaging diverse audience groups across different platforms, and (3) Crafting and distributing accurate, audience-tailored content that effectively responds to the SRHR information gaps and challenges of misinformation in the digital space.

The digital engagement strategy is designed to complement and support programmatic interventions and strategic pathways identified as part of the ToC and is also informed by the SWOT and stakeholder analyses. The risk analysis (annex B) further details risks and mitigation measures linked to digital engagement, as well as at the intersection of digital and physical realities.

1. Building a Layered Digital Infrastructure (The Iceberg Model)

A strong digital foundation is essential for continuity, personalisation, and scale. The strategy prioritizes the deliberate shift away from the traditional top-down funnel and toward an iceberg structure – one that places the most meaningful engagement below the surface, within safer, owned digital spaces.

Public platforms such as Instagram and Facebook remain essential for visibility and awareness, but their role is reframed: rather than being final destinations, they act as **entry points** that guide audiences toward "owned" private channels. These include websites, closed messaging spaces, digital forms, and other tools that allow for deeper engagement, tailored support, and safer access to information and services.

This approach ensures that digital efforts not only inform but also protect & connect audiences to Oxfam and partners.

Recommended infrastructure efforts:

- Microsites or dedicated pages to host longer-form, accurate, and localized SRHR content.
- Protected communication channels (e.g. WhatsApp flows, digital forms) that offer discreet access to services and follow-up.
- Referral pathways embedded across platforms to help direct users toward trusted information and providers.
- Data systems (such as a CRM) that can support segmentation and safe continuity of communication where relevant

2. Understanding and Engaging Key Audiences

Effective digital engagement begins with a deep understanding of who the audiences are, what they need, and how they interact with content and platforms. For Oxfam and its partners, SRHR audiences span a wide spectrum – from casual public observers to highly engaged community members, from donors and allies to individuals directly affected by marginalisation and rights denial.

This strategy adopts a layered, audience-informed approach, recognizing that different groups require distinct tones, formats, and touchpoints. Engagement must be designed not only to inform, but to invite action, foster connection, and offer clear, trusted pathways to services or support. This is particularly crucial for structurally marginalised groups, whose safety, privacy, and agency must be central to every interaction.

In the future, consistent monitoring of digital engagement patterns will inform Oxfam’s strategic efforts and programme design, shedding light on geographical areas and population groups reached or missed through digital platforms, and offer insights into areas requiring further physical or offline engagement.

Each audience segment has a different digital journey, and our digital presence should reflect that. The role of public-facing content is often to capture attention or provoke thought, while deeper (below the surface) layers offer contextualisation, support, and continuity. Throughout, the tone of voice must remain consistent with Oxfam’s values: clear, rights-based, non-preachy, and grounded in dignity and solidarity.

Audience Groups and Strategic Considerations:

1- General Public (Broad Reach)

- These users may encounter Oxfam content via algorithmic discovery (e.g., Instagram reels, shared posts, news mentions).
- They require clear, relatable, and non-intimidating entry points into SRHR topics.
- Content should focus on visibility, myth-busting, and framing SRHR as a universal right.
- The tone must be accessible and non-exclusionary, with strong visual and emotional resonance to encourage exploration.
- Content examples: campaign announcements, public event coverage, general education snippets.

2- Curious or Exploring Audiences

- This group includes youth, parents, teachers, or community members looking for reliable information without necessarily identifying as activists or direct beneficiaries.
- They often need content that normalizes SRHR conversations and connects individual experiences to broader rights.
- Tactics include polls, FAQs, “did you know?” posts, and human-first storytelling that invites private engagement.

3- Core SRHR Audience (Structurally Marginalised Individuals)

- This group includes young women, trans and queer individuals, people with disabilities, migrants or refugees – many of whom may not feel safe engaging openly.
- Content for this group must be subtle, coded when necessary, and distributed through protected channels.
- The priority is not visibility but connection: discreet pathways to ask questions, access services, or feel seen.
- Tactics include Instagram stories with hidden replies, closed WhatsApp groups, and safe content hosted on private sites.

4- Potential Community Champions & Allies

- Lawyers, healthcare providers, media figures, activists, and educators who could become amplifiers of SRHR values.
- Content should extend invitations to collaborate, share tools, and join a growing civic effort without feeling like formal recruitment.
- Calls for allyship can live in bio links, story highlights, or tailored landing pages - supported by back-end systems like CRM for follow-up.

5- Donors and Institutional Stakeholders

- Donors expect clear signals of strategy, effectiveness, and innovation.
- Digital content targeting them should demonstrate reach, engagement metrics, and alignment with broader programmatic goals.
- Tools like CRM systems, content hubs, and data dashboards should be positioned as mechanisms for accountability and learning.

3. Delivering Accurate, Audience-Tailored Content

At the core of Oxfam’s digital engagement strategy is the imperative to flood the digital space with timely, accurate, and accessible SRHR information – tailored to each audience’s context, safety level, and needs. In an ecosystem saturated with misinformation and silence, the role of trusted content becomes not only informative but protective and empowering.

This third strategic priority ties directly to the first two. Infrastructure enables content to exist and flow securely; audience segmentation allows it to be crafted in a way that resonates. The goal is

not just content creation, but meaningful content delivery: the right message, in the right format, to the right person, at the right time.

Digital content should:

- Reflect the lived realities and sensitivities of structurally marginalised groups, using coded or subtle language when needed.
- Be adaptable in tone - accessible and broad for public platforms, empathetic and rights-affirming in private or closed spaces, and informative yet discreet where safety is a concern.
- Be structured by tiers of subtlety and depth - short, safe, broad content on social media (yellow), deeper storytelling or Q&A posts in mid-range formats (orange), and explicit educational or advocacy materials hosted in owned, protected spaces (red).
- Address key SRHR themes – contraception, menstruation, fertility, mental health, violence, gender identity, consent etc. – through formats that feel natural to each platform and audience.
- Be designed for interaction where safe and useful: polls, reactions, comment prompts, quizzes, and anonymous feedback tools can allow users to engage and share without pressure.

Accuracy is not just about factual correctness. It also means cultural relevance, emotional resonance, and accessibility – through language, visuals, and tone. All content must be reviewed through a lens of inclusion and narrative safety. Finally, content must serve programmatic longevity. Longer-form articles, campaign archives, and toolkits should live on platforms that remain available beyond the cycle of a single campaign so audiences can return, refer others, and build knowledge over time.

VIII. Annexes

- A. Strategic-level action plan
- B. Risk analysis
- C. Digital engagement strategy
- D. List of indicative activities