

Strategic Plan 2025-2028

Mada Association

August 2025

We envision productive, self-determined communities in Lebanon, rooted in solidarity, achieving autonomy through mutual support, and thriving in harmony with the natural environment.

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1- Introduction

Raison d'être (reason for existence) of the NGO and historical background

Born in the highlands of Akkar and Hermel in 1999, Mada is a local non-governmental organization (NGO) that works through a **Territorial Approach**¹, constantly adapting to meet local needs. In its early years, Mada was one of the first organizations to work in Akkar and conducted various studies and socio-economic assessments to inform its programming and raise national awareness about the region's vulnerabilities and assets. The focus was on reinforcing the relationship between communities and the environment, working toward the establishment of a Natural Park in the Akkar-Hermel-Donnieh area. Common development and nature conservation goals were set with local authorities, leading to various projects in education, agriculture, and women's empowerment.

In 2011, the refugee crisis shifted priorities, and Mada adjusted to the new context while retaining its identity as a development agency. Although the Natural Park became a longer-term ambition, Mada continued to work on the legal framework for Parks. Today, Mada continues to act as a local development agency, exploring new approaches and sectors of development in Lebanon's deteriorating socio-economic context. A primary focus of this work is promoting **Food Sovereignty**, positioning agroecology² as both a science and a social movement. This approach is Mada's solution to help farming communities that are unable to meet food demand while also struggling to secure their own livelihoods and damaging the natural environment. This commitment is evident in Mada's research and projects aimed at building a more resilient, alternative food system in Lebanon.

A key component of Mada's identity is **The Platform**, established in 2005 in response to requests from grassroots and community-led groups for support to structure and organize themselves. The Platform provides tailored, flexible support to a wide range of formal and informal civil society groups and initiatives. It acts as a space to share experiences, learn, connect, and collaborate, offering an alternative for groups that seek to remain informal but lack the resources to maintain operations. Since its creation, the Platform has supported over 30 groups and played a significant role in the establishment of several prominent organizations.

Context for update

The overall context for this strategic plan is Lebanon's deteriorating socio-economic landscape and the need to respond to current challenges. This plan is designed to ensure Mada is fit for purpose for the future period. Following support from Expertise France in 2025, the management and team underwent training on strategic planning and has decided to embark on a transformative journey through a meticulously updated planned strategic project aimed at shaping the NGO's trajectory for the next three years. This strategic planning process reflects Mada's dedication to achieving its vision and mission. The strategic plan serves as a roadmap to fulfil the organization's mission, creating a lasting impact on the lives of those it serves, enhancing resilience, and fostering meaningful partnerships.

Objective of the Strategic Plan

This document outlines Mada's vision for those it serves, articulating the strategic priorities the organization aims to realize over the next three years. It encapsulates Mada's commitment to innovative approaches, emphasizing

¹ **Territorial Approach** is a holistic and geographically-focused model. It centers on a specific region - Akkar primarily but also North Lebanon, and integrates multiple sectors like food sovereignty, community development, and environmental protection. A key feature is the deep collaboration with local stakeholders, including municipalities, cooperatives, and community groups, to ensure interventions are adaptive and responsive to local needs.

² **Agroecology** is both a science and a social movement. It is Mada's solution to help farming communities build a resilient, alternative food system that is productive, economically prosperous, and environmentally sustainable. This approach promotes climate-resilient practices and enhances biodiversity to restore harmony between communities and their natural environment, addressing the negative impacts of conventional farming.

its key priorities of **Food Sovereignty and Agroecology, Community Mobilization, Environmental Protection**, and its unique **Platform** model for supporting grassroots initiatives.

Values and commitments

The strategic planning document underscores Mada's dedication to its core values, including **transparency and accountability, commitment to public interest, and independence from political parties and private interests**. By fortifying institutional strengths, addressing identified weaknesses, and seizing emerging opportunities, Mada strives to amplify its positive impact and navigate potential challenges. The strategic planning framework not only serves as a compass for the organization's trajectory but also reflects its unwavering commitment to what it aims to achieve in Lebanon.

2- Context Analysis

2.1 PESTEL Analysis

Political	Government Instability & Policy Paralysis: Ongoing political crisis affects national strategy and decision-making.	Can lead to a chaotic regulatory environment and lack of state support for key sectors like agriculture.	Creates a vacuum where effective NGOs like Mada can take the lead and demonstrate successful models.
	Relationship with Local & National Authorities: The need for permits and coordination with municipalities and ministries.	Ministries and municipalities can have limited interest in coordination and follow-up. Potential for political interference.	Building strong relationships can facilitate activities and beneficiary access. Mada's co-chair role in the Agriculture Working Group provides a direct channel to the Ministry of Agriculture and FAO. Mada can leverage this co-chair role as a strategic platform to influence centralized UN cluster decision-making from within, advocating for the localization agenda and ensuring its field-proven agroecological models inform national policy.
	Security Situation: The impact of regional conflicts and local tensions.	The escalation of the aggression in September 2024 caused massive displacement and required a shift to emergency response. This questioned development programming and called for humanitarian assistance.	Highlights the need for and value of agile, locally-rooted organizations that can respond quickly.
Economic	Economic Collapse & Banking Crisis: Severe currency devaluation, hyperinflation, and capital controls.	High production costs for farmers. Extremely low limits on cash withdrawals impact operations and beneficiary support. Decreased grant funding available in Lebanon.	Increased need for livelihood and food sovereignty programs, creating high demand for Mada's services. Can spur innovation in local, sustainable economic models.
	High Unemployment & Poverty: Widespread job loss and deterioration of livelihoods.	Increases vulnerability of communities and dependence on aid. Risk of no long-term commitment from farmers who may seek quicker income sources.	Strong demand for projects focused on income-generation and job creation in sustainable sectors like agroecology.
	Supply Chain Disruption: Difficulty in sourcing and procuring materials.	Increased cost and unreliable availability of agricultural inputs and other necessary supplies for projects.	Opportunity to promote local production and shorter supply chains, strengthening local economies (e.g., supporting local fodder production).

Social	Shifting Demographics & Social Tensions: Changes in refugee populations and increased competition over scarce resources.	Fragmented societies are drained by competition and misperceptions, making it hard to work towards a collective good.	Opportunity to focus on community mobilization and building solidarity between diverse groups (youth, women, migrants, refugees).
	Deterioration of Basic Services: Breakdown of public education, healthcare, and infrastructure.	Puts additional strain on vulnerable households, making it harder for them to engage in long-term development activities.	Creates a need for NGO-led initiatives in areas traditionally covered by the state, like environmental awareness and waste management campaigns.
	Brain Drain & Loss of Skilled Labor: Emigration of skilled professionals and youth.	Loss of talent from the country, potentially impacting the pool of skilled staff for NGOs in the long term.	Highlights the importance of Mada's work in youth capacity building and skills development to create local opportunities.
Technology	Poor National Infrastructure: Unreliable and expensive internet and electricity.	Hinders communication, data management, and the adoption of modern technologies in project management and agriculture.	The push for off-grid solutions, like collective solar systems for farmers, becomes a key intervention area.
	High Penetration of Mobile & social media: Widespread use of smartphones and platforms like WhatsApp.	Risk of misinformation and disinformation spreading rapidly.	Provides direct, low-cost channels for communicating with beneficiaries and grassroots groups.
	Potential for AgriTech: Growing interest in using technology to improve agricultural practices.	Access and cost can be significant barriers for smallholder farmers.	Opportunity to pilot and introduce appropriate technologies (e.g., for water management) and connect farmers to innovation.
Legal	Ambiguous or Lacking Regulations: Gaps in certain areas, such as environmental protection or agriculture.	Lack of clear rules can lead to negative practices by others (e.g., environmental damage), making Mada's work harder.	The absence of restrictive policies can provide flexibility for innovative and alternative approaches like agroecology to flourish.
	Land Tenure and Property Rights: Complex and often unclear land ownership laws.	Can be a major obstacle for agricultural projects, especially for securing land for women or refugee farmers.	Creates a need for interventions that work with landowners and municipalities to secure land for beneficiaries.
	Ministry Leadership & Policy Shifts (Agriculture & Environment)	The appointment of new leadership and a potential shift in policy focus within key ministries, like the Ministry of Agriculture.	Bureaucratic inertia and "limited interest in coordination" could persist, stalling Mada's policy influence. A non-supportive ministry could also create new regulations that hinder, rather than support, innovative approaches like agroecology. However, new ministers create a significant "opening for policy dialogue and influence". Mada's "co-chair role in the Agriculture Working Group" and its technical expertise position it to act in a "potential consultative role", shaping national strategy to favour agroecology.

Environmental	Climate Change Impacts: Increasing water scarcity, rising temperatures, and extreme weather events.	Poses a direct and existential threat to agriculture, food security, and livelihoods in the regions where Mada works.	Drives the urgency and relevance of promoting climate-resilient practices like agroecology and water-saving techniques. High donor interest in climate action.
	Waste Management Crisis: Widespread pollution from the failure of solid waste management systems.	Poses public health risks and degrades the natural environment.	Creates a clear need for community-based waste management and awareness projects, a sector Mada is active in.
	Biodiversity Loss & Soil Degradation: Deforestation and unsustainable agricultural practices have damaged ecosystems.	Reduces agricultural productivity and the resilience of the natural environment.	Reinforces the importance of Mada's work in agroecology and environmental protection to restore harmony with nature and reintroduce biodiversity.

2.2 SWOT Analysis

Strength	Type	Analysis
Expertise in Agroecology	Technical / Strategic	This is Mada's core competency and a key pillar of its identity, aligning perfectly with community needs and growing donor interest.
Strategic Network Leverage	Strategic / Operational	Mada's diverse network (donors, INGOs, local authorities, grassroots groups) is a key functional asset. It can be actively utilized to secure direct funding by positioning Mada as a prime partner for the localization agenda, to amplify policy influence through roles like the Agriculture Working Group co-chair, and to enable core program implementation by facilitating market linkages and community access.
High skilled expertise	Human Resources	The team of 27 employees successfully manages 10-12 projects, demonstrating strong capacity for high-quality implementation.
Good relations with stakeholders & donors	Relational / Reputational	Strong, established relationships with donors, municipalities, and other stakeholders facilitate funding, partnerships, and smooth project implementation.
High proposal success rate (90%)	Financial / Operational	This demonstrates a high capacity for designing relevant projects and securing funding, which is critical for organizational sustainability.
Mada Platform	Strategic / Unique Value	This unique model offers flexible support to grassroots initiatives, filling a key gap in the civil society ecosystem by allowing groups to focus on their work without the burden of bureaucracy.
Working with different types of communities	Social / Operational	Mada has proven experience in engaging diverse and vulnerable groups, including youth, women, refugees, and migrants, enhancing the inclusivity and reach of its programs.
Weakness	Type	Analysis
No HR Department & Low HR/Activity Ratio	Operational / Governance	The absence of a dedicated HR function and a stretched team create risks in staff management, well-being, and retention as the organization grows.

No Communications Department	Reputational / Operational	This limits Mada's visibility and its ability to systematically manage relationships with partners, communicate its impact, and lead advocacy efforts.
Small MEAL Team	Accountability / Operational	A small team in Monitoring, Evaluation, Accountability, and Learning hinders the ability to systematically measure program impact and use data for learning and improvement.
Centralization of Management	Governance	A centralized management structure can slow down decision-making and limit team empowerment as the organization scales its operations.
Dependence on International Donors	Financial / Strategic	Relying heavily on a few international donors creates financial vulnerability and strategic risk if donor priorities shift or funding streams decrease.
Opportunity	Type	Analysis
High Donor Interest in Food Sovereignty & Agroecology	Funding / Strategic	There is a clear and renewed alignment between Mada's core expertise and current donor priorities, creating significant opportunities for funding and program expansion.
Localization Agenda of Donors	Funding / Strategic	The trend of international donors channelling more funds through local NGOs positions Mada, as a reputable local actor, to receive more direct funding and lead larger projects.
New Ministerial Interest	Political / Advocacy	A new minister and a potential consultative role for Mada create an opening for policy dialogue and influence, particularly with the Ministry of Agriculture.
Threat	Type	Analysis
Risk to Long-Term Impact from Funding Cuts	Financial / Sustainability	The sustainability of project impacts is threatened by short-term funding cycles. Farmers' progress could be reversed if support is withdrawn prematurely.
Lack of Commitment from Farmers	Operational / Social	Economic desperation may lead beneficiaries to drop out of longer-term agroecology programs in favor of quicker income sources, jeopardizing project goals.
Climate Change	Environmental	Water scarcity, driven by climate change, is a direct and growing threat to the viability of agriculture in Lebanon, potentially undermining Mada's core food sovereignty programs.
Competition and Duplication of Activities	Funding/Operational	The entry of new NGOs into the agriculture sector increases competition for funding and beneficiaries and can lead to duplicated, inefficient efforts on the ground.

90-Day Priority Action Plan based on SWOT

Priority 1: Address Financial Vulnerability (Addresses W5: Dependence on Donors; T1: Risk of Funding Cuts)

Goal: To initiate a systematic diversification of Mada's funding base to mitigate the risk of donor priority shifts and build long-term resilience.

Timeline	Action	Key Performance Indicator (KPI) / Follow-up	Responsible
0-30 Days	1. Establish Diversification Task Force: <ul style="list-style-type: none"> • Convene a task force led by MMT and Board members to own this priority. • Set a target: e.g., "Reduce dependency on the top 3 donors by 15% within 24 months." 	<ul style="list-style-type: none"> • Task force members confirmed and first meeting held. • Draft diversification target % and timeline submitted to Board. 	MMT & Board of Directors
60-90 Days	3. Develop Tailored Outreach Materials: <ul style="list-style-type: none"> • Draft 2-3 "core" concept notes (one for Agroecology, one for The Platform) that can be adapted for new donors. • Initiate "soft" outreach to the top 5 prioritized targets. 	<ul style="list-style-type: none"> • 2 standardized concept notes are finalized. • Record of initial contact (email/call) with 5 new potential donors. 	MMT & Program Leads

Priority 2: Capitalize on Strategic Positioning (Addresses O1: Donor Interest in Agroecology; O2: Localization Agenda; T4: Competition)

Goal: To proactively leverage Mada's unique expertise and political positioning to secure its role as a prime local partner, mitigating competition.

Timeline	Action	Key Performance Indicator (KPI) / Follow-up	Responsible
0-30 Days	1. Activate Political & Donor Channels: <ul style="list-style-type: none"> • Formally request a consultation with the new Minister of Agriculture, leveraging Mada's co-chair role. • Map which current donors (LHF, AFD, EU 4) have explicit "Localization" funds. 	<ul style="list-style-type: none"> • Official meeting request sent to MoA. • "Localization Fund Map" of current donors is completed. 	MMT / Mada President
30-60 Days	2. Develop "Prime Partner" Pitch: <ul style="list-style-type: none"> • Create a concise (2-3 page) brief detailing Mada's value proposition for the localization agenda: its high success rate (90%) 5, unique Platform model 6, and proven agroecology expertise. 	<ul style="list-style-type: none"> • "Localization Pitch Brief" is finalized and approved by MMT. 	MMT
60-90 Days	3. Hold Strategic Meetings: <ul style="list-style-type: none"> • Secure and hold at least two high-level strategic meetings (one with a key donor like AFD/EU, one with the MoA) to present Mada's pitch and policy recommendations. 	<ul style="list-style-type: none"> • Minutes and action items from 2+ strategic meetings are documented and circulated to MMT. 	MMT / Mada President

Priority 3: Build Core Institutional Capacity (Addresses W2: No Communications Dept; W3: Small MEAL Team)

Goal: To fast-track the establishment of the HR, Communications, and MEAL functions, which are critical bottlenecks for supporting diversification and proving impact.

Timeline	Action	Key Performance Indicator (KPI) / Follow-up	Responsible
0-30 Days	<p>1. Finalize & Post Key Roles:</p> <ul style="list-style-type: none"> Finalize and approve the budgets, Job Descriptions (JDs), and salary scales for the Communications Officer and the new MEAL role. Post the roles on all relevant platforms. 	<ul style="list-style-type: none"> JDs are approved by MMT. Roles are publicly advertised. 	MMT / Executive Director
30-60 Days	<p>2. Shortlist & Interview:</p> <ul style="list-style-type: none"> Complete the screening of applications and create a shortlist for the Communications and MEAL roles. Begin first-round interviews. 	<ul style="list-style-type: none"> Shortlist of qualified candidates for both roles are finalized. Interview schedule is set. 	MMT
60-90 Days	<p>3. Finalize Hires & Develop Core Tools:</p> <ul style="list-style-type: none"> Complete interviews and extend offers to the top candidates. In parallel: The current MEAL Manager develops the "standardized MEAL tools and templates" for the new hire to deploy immediately. 	<ul style="list-style-type: none"> Signed contracts for new Comms and MEAL staff. "Draft MEAL Toolkit (v1.0)" is ready for review. 	MMT / MEAL Manager

3- Stakeholder Analysis

In the dynamic landscape of Mada's strategic planning, understanding and engaging stakeholders is paramount for sustainable impact. Stakeholder analysis serves as a strategic tool, allowing the NGO to identify, assess, and prioritize the diverse individuals and groups that influence or are influenced by our organization. The Stakeholder Matrix serves as a comprehensive guide, systematically assessing the importance and influence of key players in our ecosystem. From esteemed donors and partners to beneficiaries and collaborators, each stakeholder contributes uniquely to the fulfilment of our mission. This strategic approach enables us to cultivate impactful relationships, align objectives, and ensure that NGOs programs thrive with the support of those who share our commitment to making a lasting difference.

Stakeholder			Influence		Engagement strategy
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	Importance (1-5)	Your reasoning for importance rating	(1-5)	Reasoning for influence rating	(inform, consult, collaborate, partner)
Municipalities	5	They are the local government, essential for partnership, legal permissions, beneficiary contact, and facilitation of activities.	3	They have limited interests in coordination and minimal collaboration.	Collaborate
Ministry of Agriculture	3	Important for continuous communication and planning, as well as policies related to projects.	1	There is limited coordination and follow-up.	Consult
Other Ministries	2	Necessary for permissions, registrations, and continuity.	1	There is limited coordination and follow-up.	Inform
Donors	5	They are the source of funds for all projects.	5	Not specified, but implied by their role as funders.	Partner
Service providers and suppliers	5	High quantity of services/supplies are requested from them.	1	Not specified.	Collaborate
Banks	5	Essential for financial operations, though challenging due to low cash withdrawal limits.	5	In the current context, banks have very high influence over access to funds.	Manage Closely
Cooperatives	5	They are main partners with direct and regular contact.	Not specified	Not specified	Partner
Farmers	5	They are the primary partners for achieving food sovereignty through the transition to agroecology.	5	Their commitment and adoption of new practices directly determine the success or failure of projects; a lack of commitment is a key threat.	Partner
Grassroot Groups (Platform)	5	They are the core partners of the Mada	4	Their success directly reflects	Partner

		Platform, a key strategic pillar for the organization. The relationship is one of co-creation and collaboration.		the success of the Platform model; they are partners in shaping a dynamic civil society.	
Community Entities (Cooperatives, Youth Groups, Schools)	5	They are essential partners for community mobilization, awareness campaigns, and implementing a territorial approach to development.	4	Their buy-in and active participation provide local legitimacy and are crucial for reaching target groups and achieving collective impact.	Collaborate
Private Sector (SMEs, Social Enterprises, Market Actors)	4	They are key partners for creating sustainable economic models, generating jobs, and providing market linkages for farmers.	3	Their willingness to collaborate and engage with smallholder farmers directly impacts the economic outcomes of Mada's livelihood projects.	Collaborate

Mada Stakeholder Communication & Engagement Agenda

1. Key Partners: (Strategy: Partner)

Mada's relationships with **Donors** are a core partnership. The MMT will lead an annual strategic field visit for top donors, connecting them directly with farmers and Platform groups to showcase tangible impact. On a quarterly basis, Program Managers will manage formal reporting, while the MMT will proactively share research to position Mada as a thought leader.

For **Farmers and Cooperatives**, the partnership is managed daily by the Agroecology Team through continuous on-site coaching. This is supplemented by monthly network meetings (like for SAMAD) to build solidarity and share knowledge.

The **Platform Team** will partner with **Grassroot Groups** by offering needs-based, "open-door" access to tailored support (legal, fundraising, etc.) and by hosting quarterly networking events to foster collaboration.

2. Collaborators: (Strategy: Collaborate)

Mada will collaborate with **Municipalities** on two levels. Operationally, Project Teams will conduct formal launch and close-out meetings for all projects. Strategically, Program Managers and Mada's Executive Director (and potentially Board members) will hold bi-annual meetings with top-priority municipalities to demonstrate how Mada's projects support local economic development and livelihoods.

For other **Community Entities (Youth Groups, Schools)** and the **Private Sector**, collaboration will be project-based. Project Teams will establish joint planning committees or regular check-ins for the duration of a project to ensure co-design and shared goals.

3. Consult & Inform: (Strategy: Consult / Inform)

Mada's engagement with the **Ministry of Agriculture** is to **Consult**. Mada's Executive Director and Agroecology Specialist will leverage Mada's co-chair role in the Agriculture Working Group for monthly technical influence. We will also send quarterly policy briefs to the Minister's office to inform and influence national strategy.

Finally, the Admin and Finance Teams will **Inform Other Ministries** and **Manage Banks** by submitting all necessary compliance and financial documents as needed to ensure legal and operational continuity.

4- Vision, mission, slogan and values

4.1 Vision

We envision productive, self-determined communities in Lebanon, rooted in solidarity, achieving autonomy through mutual support, and thriving in harmony with the natural environment.

4.2 Mission

Through a territorial approach in Akkar and North Lebanon, Mada sparks collective action for just and sustainable development. This work is amplified across Lebanon via The Platform, a hub for community-driven social and environmental initiatives.

4.3 Slogan

Communities and Environment

4.4 Values

Solidarity & Collaboration: We spark collective action and believe in the power of mutual support.

Community Self-Determination: We are dedicated to enabling "productive, self-determined communities" that achieve social, economic, and environmental "autonomy".

Harmony with Nature: We envision and work towards a world where communities "thrive in harmony with their natural environment," actively working to "harmonize" with nature as a core solution.

Integrity & Independence: As a "secular" and "non-partisan organization", we are committed to the "public interest" and operate with integrity, guided by our "independence from political parties and private interests".

Equity & Inclusion: We practice "non-discrimination and equity" and are committed to working with "different types of communities (Migrants – Children – Refugees – Women – Youth)".

Creativity & Flexibility: We adapt to changing needs and provide tailored, innovative support, which is central to the Mada Platform's "flexible" and "tailored" approach.

5- Strategic goals and priorities of work

In pursuit of its overarching mission and vision, Mada has strategically outlined key focus areas that form its commitment to making a substantial difference in the lives of those it serves. These outlined areas have evolved into distinct departments, each equipped with specific impact goals, outcomes, and targeted results. These strategic areas form the foundation of Mada’s concerted efforts to create lasting impact, guided by measurable targets and outcomes.

Department/ Program	Food Sovereignty (under Territorial Approach)
Impact Goal	To contribute to Food Sovereignty in Lebanon, creating a resilient food system where farming communities are productive, economically prosperous, and environmentally sustainable.
Outcomes	<p>By 2028, enhance the Food Sovereignty of vulnerable communities through a supported transition to agroecology.</p> <p>Improve the economic status and resilience of farmers and youth through technical, material and organizational support.</p> <p>Establish a functional and collaborative network of agroecological farmers in Akkar and the North.</p>

Department/ Program	Community Development (under Territorial Approach)
Impact Goal	To foster cohesive and self-determined communities rooted in solidarity and collective action.
Outcomes	<p>Increase solidarity, collaboration, and understanding within and between fragmented community groups.</p> <p>Empower community cohorts, particularly youth and women, to lead collective initiatives for the public good through capacity building and skills development.</p> <p>Improve livelihoods through economic empowerment projects including skills development and grants/in-kind support for income generation and employability</p> <p>Enhance peaceful coexistence and social stability among diverse community groups including Lebanese, Syrians, Palestinians, and migrants.</p>

Department/ Program	Environmental Protection (under Territorial Approach)
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Impact Goal	To cultivate communities that thrive in harmony with their natural environment.
Outcomes	Increase community mobilization and engagement in environmental protection and awareness initiatives.
	Improve the sustainable management of local natural resources, including solid waste and water.
	Increase biodiversity in urban and rural areas through community-led initiatives.

Department/ Program	The Platform
Impact Goal	To foster more vibrant, collaborative, and resilient communities across Lebanon by providing a flexible support space for community-driven initiatives.
Outcomes	Strengthen the operational, strategic, and financial capacity of grassroots social and environmental initiatives across Lebanon.
	Increase networking and collaboration among diverse groups to foster shared learning and joint activities.
	Enhance the sustainability and impact of community-driven initiatives by providing an alternative to the burdens of formal bureaucracy.

6- Targets and action plan

Programme: Food Sovereignty						
Output	Key result areas	Tactics/Actions	Key Performance Indicators (KPIs)	Implementation Strategy	Means of Verification	Responsible
Farmers have transitioned to agroecology³	1. Technical & Material Support 2. Capacity Building	<ul style="list-style-type: none"> Provide coaching and in-kind support to farmers. 	<ul style="list-style-type: none"> # of farmers transitioned to agroecology. (% of the 	Work directly with farmers and farmer cooperatives in Akkar and the	<ul style="list-style-type: none"> Project reports MEAL System Data 	Agroecology Team

³ This milestone signifies a farmer has successfully adopted the core practices of agroecology, as measured by their use of sustainable techniques and the diversification of their farm systems. This transition is the *foundational step* toward the plan's strategic outcomes of improved economic status and resilience. It does not imply that a *full* sustained livelihood has been achieved at that moment. The plan itself identifies the fragility of this transition, noting the "Risk to Long-Term Impact from Funding Cuts" and the "Lack of Commitment from Farmers" as key threats. Therefore, "transitioned" means the farmer is on the path, but achieving a truly "sustained" livelihood requires their long-term commitment and the success of Mada's other interventions, like market linkages.

in target communities	3. Research	<ul style="list-style-type: none"> Establish and maintain agroecology number of demo plots for training and experimentation Support research and experimentation 	<p>overall number targeted)</p> <ul style="list-style-type: none"> # of demo plots established and used % increase in farmers' use of sustainable techniques. 	North, using a hands-on, territorial approach.	<ul style="list-style-type: none"> Field visit reports 	
Improved economic status of farmers and youth	1. Market Linkages 2. Business Development	<ul style="list-style-type: none"> Link farmers to markets, including community kitchens and farmers' markets like Souk el Mawsam. Support women agroecological farmers to expand production and market access. 	<ul style="list-style-type: none"> % increase in income for participating farmers. # of new market channels established. # of women-led agricultural businesses supported. 	Build a resilient food system from "Farm to Kitchen" by connecting producers in the North with consumers and social enterprises in urban areas like Beirut and Tripoli.	<ul style="list-style-type: none"> Case studies Market analysis reports Beneficiary income surveys 	Agroecology Team / Project Managers
Creation of linkage and network of farmers	1. Network Facilitation 2. Knowledge Sharing	<ul style="list-style-type: none"> Continue to facilitate and strengthen SAMAD - The Akkar Agroecological Farmer's Network. Organize experience-sharing visits and workshops between farmers from different regions. 	<ul style="list-style-type: none"> # of active members in the farmer network. # of joint activities or initiatives undertaken by the network. # of knowledge-sharing events held. 	Foster cooperation, resource sharing, and solidarity among farmers to increase their collective negotiation power.	<ul style="list-style-type: none"> Network membership lists Meeting minutes Event reports 	Agroecology Team

Programme: Community Development						
Output	Key result areas	Tactics/Actions	Key Performance Indicators (KPIs)	Implementation Strategy	Means of Verification	Responsible
Empowered youth and women lead community initiatives	1. Capacity Building 2. Youth-led Projects	<ul style="list-style-type: none"> Provide capacity building and skills development for youth (socio- 	<ul style="list-style-type: none"> # of youth and women participating in capacity-building programs. # of youth-led community 	Engage youth (Lebanese, Syrian, Palestinian, Migrant) through local partners and	<ul style="list-style-type: none"> Project grant reports Pre/post-training surveys 	Project Teams

		<p>economic empowerment.</p> <ul style="list-style-type: none"> • Support youth-led climate projects and peacebuilding initiatives through grants and mentorship. • Support women-led initiatives, particularly SMEs and cooperatives, with targeted grants and capacity building to enhance income generation and market access." 	<p>initiatives implemented.</p> <ul style="list-style-type: none"> • % of participants reporting increased skills and confidence. 	<p>municipalities to counter disinformation and promote peaceful coexistence.</p>	<ul style="list-style-type: none"> • Case studies of youth leaders 	
<p>Social groups collaborate on projects for the collective good</p>	<p>1. Convening & Facilitation 2. Joint Activities</p>	<ul style="list-style-type: none"> • Convene diverse social cohorts/groups (e.g., cross-community cooking events) to work towards solidarity and understanding. • Support joint activities between different groups to break down barriers and address misperceptions. 	<ul style="list-style-type: none"> • # of joint/collaborative activities held. • # of participants from diverse backgrounds engaged in joint activities. 	<p>Act as a convener to bring together fragmented groups drained by competition, allowing them to work towards a collective good.</p>	<ul style="list-style-type: none"> • Event attendance records • Partnership agreements • Participant feedback 	<p>Project Teams</p>

Output	Key result areas	Tactics/Actions	Key Performance Indicators (KPIs)	Implementation Strategy	Means of Verification	Responsible
Communities show increased engagement in sustainable resource management	1. Awareness Raising 2. Community Mobilization	<ul style="list-style-type: none"> • Implement 2 awareness-raising and community mobilization campaigns per year for sustainable solid waste management. • Provide targeted technical assistance to local authorities to co-develop and implement emergency water response plans, and strengthen their WASH capacities to manage acute water scarcity or contamination events. 	<ul style="list-style-type: none"> • # of community members reached by awareness campaigns. • Increase in household sorting/recycling rates in target areas. • # of municipalities with improved emergency water response plans. 	Work in partnership with Unions of Municipalities and international partners to mobilize communities and enhance local governance of natural resources.	<ul style="list-style-type: none"> • Campaign reports • Household surveys • Municipal plans 	Project Teams and Mada President
Biodiversity conservation in urban and rural areas	1. Agroecological Biodiversity 2. Ecosystem Restoration & Greening	<ul style="list-style-type: none"> • Promote farming practices that enhance on-farm biodiversity (e.g., crop rotation, intercropping) • Support community-led initiatives for ecosystem restoration, such as tree planting or rehabilitating local green spaces. 	<ul style="list-style-type: none"> • Hectares of farmland under diversified cropping systems. • # of trees planted or green spaces rehabilitated. • # of community members actively engaged in restoration activities. 	Integrate biodiversity actions into both agroecology programs (on-farm) and community mobilization programs (public spaces), promoting a holistic approach to environmental harmony.	<ul style="list-style-type: none"> • Farm surveys • Project reports • Photo documentation 	Project Teams and Mada President

		<ul style="list-style-type: none"> • Implement urban greening projects to reintroduce native species (e.g., "Biodiversity in a Box"). 				
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Programme: The Platform						
Output	Key result areas	Tactics/Actions	Key Performance Indicators (KPIs)	Implementation Strategy	Means of Verification	Responsible
Grassroots initiatives have strengthened operational and strategic capacity	1. Tailored Support 2. Mentoring & Coaching	<ul style="list-style-type: none"> • Provide tailored, flexible support (legal, accounting, fundraising, etc.) to formal and informal groups. • Offer coaching sessions on internal functions and strategy. • Provide in-house and outsourced specialized services. 	<ul style="list-style-type: none"> • # of groups supported by the Platform. • % of supported groups reporting improved operational capacity. • # of new tools or templates developed and shared. 	Provide an alternative for groups that seek to remain informal but lack resources, allowing them to focus on their work rather than bureaucracy. Support is based on needs and strategic fit.	<ul style="list-style-type: none"> • Partnership agreements • Annual reports • External evaluations • Testimonials from supported groups 	The Platform Team
A network of collaborating civil society groups is active	1. Networking 2. Joint Activities	<ul style="list-style-type: none"> • Provide a space for networking, sharing, and learning between diverse groups. • Focus on collective support and encourage joint activities between Platform groups. 	<ul style="list-style-type: none"> • # of networking events/activities hosted. • # of joint projects launched by Platform members. 	Move beyond individual support to focus on collective action, fostering a network where groups can collaborate and create greater impact together.	<ul style="list-style-type: none"> • Event reports • Newsletters • Joint proposals 	The Platform Team

Institutional and Organizational						
Output	Key result areas	Tactics/Actions	Key Performance Indicators (KPIs)	Implementation Strategy	Means of Verification	Responsible
A robust MEAL system is established and operational	1. System Development >2. Capacity Building	<ul style="list-style-type: none"> Develop standardized MEAL tools and templates for all programs. Procure or develop a database system for effective impact measurement and analysis. Expand the MEAL Team. 	<ul style="list-style-type: none"> MEAL system fully operational by end of 2025. 100% of new projects have a dedicated MEAL plan. At least 2 learning reports are produced annually to inform strategy. 	Address the identified weakness of "Limited MEAL" by investing in a dedicated system that supports both accountability and organizational learning.	<ul style="list-style-type: none"> MEAL framework document. Project reports with data analysis Published case studies and learning materials. 	MEAL Manager
Dedicated HR and Communications functions are established	1. Human Resources 2. Communications & Visibility	<ul style="list-style-type: none"> Hire dedicated staff for HR and Communications. Develop a formal HR policy manual. Develop and implement a communications strategy to enhance visibility with partners and donors. 	<ul style="list-style-type: none"> HR and Communications officers hired by mid-2025. Communications strategy implemented. Annual increase in website and social media engagement. 	Address the "No HR department" and "No Comms department" weaknesses to professionalize internal management and external relations.	<ul style="list-style-type: none"> Employment contracts Approved strategy documents. Annual reports. 	Executive Director, Platform Manager, Agroecology Specialist, MEAL Manager
A more decentralized and participatory management structure is implemented	1. Governance Review 2. Delegation of Authority	<ul style="list-style-type: none"> Conduct an internal review of decision-making processes. Update roles and responsibilities to delegate more authority to managers 	<ul style="list-style-type: none"> Internal governance review completed by early 2025. Revised organizational chart and Terms of Reference are approved and adopted. 	Address the identified weakness of "Centralization (management)" to improve agility, empower staff, and foster a more participatory work environment.	<ul style="list-style-type: none"> Meeting minutes. Updated organizational chart and ToRs. 	Mada Management Team (MMT) and Board of Directors

Funding base is diversified to reduce donor dependency	1. Donor Mapping 2. New Proposal Development 3- Diversified funding	<ul style="list-style-type: none"> • Map and research new potential donors, including foundations and private sector partners. • Explore the feasibility of income-generating models for Mada's services. 	<ul style="list-style-type: none"> • # of new donors secured. • % of total budget from new funding sources increases annually. • At least one feasibility study for social enterprise is completed. 	Proactively mitigate the risk of "Dependence on intl. donors" by building a more resilient and diversified funding model for the organization.	<ul style="list-style-type: none"> • Donor mapping report. • Submitted funding proposals. • Feasibility study reports. 	MMT and Board of Directors
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7- Strategic Partnerships

Developing international, national, and local partnerships to support Mada with the necessary resources, expertise, and support to effectively implement its strategy, and programs, and make a lasting positive impact on the lives of its beneficiaries. Partnerships and collaboration enhance efficiency, promotes sustainability, and strengthens Mada's role to make a positive change in the community. Below are some current, and potential partnerships for Mada.

Category	Partner/Donor	Scope of Partnership and Collaboration
Multilateral & Governmental Donors	Agence Française de Développement (AFD) & Centre de Crise et De Soutien (CDCS)	Financial support for projects focusing on agroecology and building a resilient food system.
	European Union (EU) & DG ECHO	Funding for projects in sustainable solid waste management, youth-led peacebuilding initiatives, and support for socio-economically vulnerable households.
	German Federal Agencies (BMZ & GFFO)	Funding for community resilience projects, hot meal distributions, strengthening WASH capacities, and improving livelihood and food security for vulnerable populations.
Other Governmental Donors	Includes the Australian Government (DFAT) for agricultural productivity, the Italian Agency for Development Cooperation (AICS) for	Providing critical financial support for a diverse range of specific projects, including agricultural productivity, waste management, urban biodiversity, and refugee/host community resilience.

	waste management, the French Embassy in Lebanon for urban biodiversity, and the donors of RDPP II (Austria, the Czech Republic, Denmark, Ireland, the Netherlands, Switzerland).	
UN & Pooled Funds	Lebanon Humanitarian Fund (LHF).	Funding for localized food security in vulnerable areas of Akkar and Beirut.
Foundations	Bloomberg Philanthropies	Financial support for the Youth Climate Action Fund, providing grants to local youth-led climate projects in Menjez.
International NGO Partners	Expertise France	Acted as the implementing agency for the Shabake 2 project, supporting Mada's work in transitioning farmers to agroecology.
	arche noVa	A key partner on multiple projects focusing on refugee and host community resilience, agriculture, and water.
	We World Onlus	A primary partner on projects supporting sustainable agri-food economies, providing basic needs assistance, and youth conflict prevention.
	Catholic Agency for Overseas Development (CAFOD) & CCFD-Terre Solidaire	Providing financial support and partnership for research on food sovereignty, experience-sharing visits, and funding for the Mada Platform to support grassroots initiatives.
	Other INGOs	Includes Helvetas Germany (food system change), COOPI & COSPE (waste management), and Johanniter Unfallhilfe e. V. (JUH)
Local & National Partners	Ministry of Agriculture & FAO	Strategic collaboration through Mada's role as the elected NGO Co-Chair of the Agriculture Working Group.
Local NGOs & CSOs	Implementation partnerships with various local organizations such as Jibal, Nation Station, Lebanese Observatory for Workers' and	Acting as key local implementing partners on a range of projects, from community mobilization and agri-food support to environmental awareness and peacebuilding.

	Employees' Rights (LWRO), LebRelief, Jafra Foundation, Nabaa, MAPS, ASET, and Lebanon Eco Movement.	
Local Authorities	Collaboration with municipalities and unions of municipalities, such as the Union of Municipalities of Jurd al-Kaytaa and the Municipality of Menjez , on waste management and youth climate projects.	Collaboration on specific projects such as waste management and youth climate action; essential for securing legal permissions and facilitating activities.
Academic & Research Institutions	Public and private universities; CNSR; etc.	A potential partnership to be formalized in 2025, focusing on research and experimentation in agroecology.
Platform-Supported Initiatives & Social Enterprises	Nation Station, Dikken el Mazraa, The Great Oven, Field to Fork, and others.	These grassroots groups, social enterprises, and community initiatives are core partners of The Platform. The scope of the partnership is receiving tailored strategic, operational, and material support, and collaborating on joint activities to build a more resilient civil society.

8- Monitoring and evaluation

Mada is committed to accountability, learning, and results-based management. The Monitoring and Evaluation (M&E) framework for the 2025-2028 period is designed to ensure the organization effectively tracks its progress towards the strategic goals, learns from its interventions, and remains accountable to its beneficiaries, partners, and donors.

A key finding from the institutional analysis was the identification of "Limited MEAL" capacity and the underutilization of existing data for measuring impact and advocacy. Therefore, strengthening the M&E system is a strategic priority for this planning period.

The M&E framework will focus on two core functions:

1. **Accountability:** Systematically collecting and reporting on performance indicators to demonstrate the effective use of resources and the achievement of planned outputs and outcomes.
2. **Learning:** Intentionally gathering evidence and reflections to understand what works, what doesn't, and why, in order to adapt and improve program strategies.

Mada will use a mixed-methods approach to M&E, incorporating the following tools and processes:

- **Routine Monitoring:** Program teams will continuously track progress against the Key Performance Indicators (KPIs) outlined in the Action Plan. This will be documented through regular project reports, field visit reports, and partnership meeting minutes.
- **Data Collection:** A variety of tools will be used to collect quantitative and qualitative data, including pre- and post-training surveys, beneficiary income surveys, and market analysis reports.
- **Qualitative & Learning Approaches:** To better understand impact and sustainability, Mada will develop "case studies and learning material", with a particular focus on capturing lessons from its exit strategies from humanitarian aid.
- **Periodic Evaluations:** Mada will continue its practice of commissioning periodic "external evaluations" for its key programs, like the Mada Platform, to gain objective insights into their effectiveness, relevance, and lessons learned.

A central goal of this strategic plan is to move beyond data collection for reporting and to build a robust system for analysis that informs strategic decision-making and advocacy work. This will involve investing in MEAL capacity for staff and developing clear pathways for learning to be integrated back into program design and implementation.