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ACT TOGETHER FOR INCLUSION FUND (ACTIF)



Call for Proposals Guidelines - Step 1

***4th funding cycle
December 2023***



In partnership with

Canada

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About ACTIF, Equitas and Dignity Network Canada

Act Together for Inclusion Fund (ACTIF)

Around the world, people face human rights violations due to their sexual orientation, gender identity and expression, and sex characteristics (SOGIESC). Activists have made significant advancements to protect and fulfill the human rights of lesbian, gay, bisexual, transgender, queer, two-spirit and intersex (LGBTQ2I¹) persons. But while important gains have been made on some fronts, the recognition and protection of rights remain uneven, particularly for two-spirit, trans, and intersex persons, as well as for bisexual, queer, and lesbian women. Human rights violations persist – including violence, stigmatization, restrictions on freedom of expression and association, and discrimination in access to health services, education, and decent work.

ACTIF is an outcome of significant efforts made by Canadian civil society, coordinated by Dignity Network Canada (DNC), to advocate for greater Canadian support for advancing the human rights of LGBTQ2I people internationally. The launch of The Act Together for Inclusion Fund (ACTIF) therefore marks a highly anticipated and historic moment for Canadian funding for international LGBTQ2I initiatives. Funded by Global Affairs Canada and managed by Equitas in partnership with DNC, ACTIF aims to enhance the respect, protection and fulfillment of the human rights of lesbian, gay, bisexual, trans, queer, two-spirit and intersex (LGBTQ2I) persons in countries in the Global South, and specifically those eligible for Official Development Assistance. ACTIF will strengthen a network of Canadian LGBTQ2I organizations and build solidarity with local LGBTQ2I civil-society organizations (CSOs) by providing additional, or previously inaccessible, opportunities to implement programming in the Global South.

¹ Limitations exist in using the terms lesbian, gay, bisexual, transgender, queer, two-spirit and intersex. There is a spectrum of gender identity and sexual diversity both in Canada and around the world and there are many other words in various languages to describe this diversity, reflecting the culturally and historically-specific ways in which sexual and gender identities are recognized and expressed. For example, in Canada, the term “two-spirit” is used by and within Indigenous communities, reflecting the history among some peoples of describing those who differed from gender norms and crossed gender boundaries as carrying both male and female spirits.

Equitas and Dignity Network Canada

Equitas advances equality, social justice and respect for human dignity through transformative human rights education programs in Canada and around the world. To deliver on our mission, Equitas' programming contributes to the empowerment of individuals and groups that are subject to discrimination, exclusion and other forms of human rights violations to challenge inequality and discrimination and take action to respect, protect and defend human rights. Equitas has a significant track record implementing programming on LGBTQI rights, including in Haiti with Kouraj, and in East Africa with the East African Sexual Health and Rights Initiative. Equitas supports a network of 4000+ Human Rights Defenders, including many LGBTQ2I Human Rights Defenders.

Dignity Network Canada (DNC) is a network of civil society organizations across Canada involved in supporting the human rights of people regardless of sexual orientation, gender identity and expression, and sex characteristics (SOGIESC) globally. DNC believes that Canada and Canadians play a role in the world in supporting movements involved in advancing the human rights of LGBTQ2I people. Our vision is a world where LGBTQ2I people everywhere enjoy full human rights and socio-economic well-being.

Participatory Approach to Funding

Equitas and Dignity Network Canada recognize how power and privilege are inherent to global grant-making and the importance of destabilizing colonial funding dynamics. This is why we are strong proponents of feminist and participatory approaches that shift the power of decision-making to communities themselves. In line with the principles of “nothing about us without us” and “the process is as important as a result”, ACTIF believes that local LGBTQ2I human rights defenders and organizations are experts of their own realities and should be at the heart of decision making.

Engaging a diversity of Southern LGBTQ2I communities in funding decisions is critical to more robust LGBTQ2I networks, trust, and solidarity — the building blocks for powerful collective action and vibrant movements. The leadership of LGBTQ2I activists and grantmakers in the Fund's governance also allows for more informed, equitable, and effective investments and outcomes under ACTIF.

With this in mind, Equitas and DNC established the ACTIF Advisory Committee and ACTIF Project Selection Committee. The ACTIF Advisory Committee is made up of 10 individuals with lived experience, skills, and expertise in LGBTQ2I-related activism and international grant-making. This Committee advises on and validates the strategic direction of the Fund, monitors its implementation, and advises on adaptations in response to dynamic contexts and needs.

The [ACTIF Project Selection Committee](#) is a separate and autonomous committee that will be responsible for making decisions on applications submitted for funding. The Project Selection Committee will include individuals with deep experience in LGBTQ2I human rights work globally. Equitas and DNC sit on this Committee as non-voting members. The Project Selection Committee is tasked with reviewing proposals and selecting projects. Equitas and DNC have a right of refusal should a project not meet the requirements of Global Affairs Canada. This Committee will also report on the outcomes of its deliberations, processes, and lessons learned to the Advisory Committee, DNC, and Equitas.

Guiding Principles

Intersectionality: ACTIF recognizes that it is not only transphobia, biphobia, and homophobia that impact LGBTQ2I people. Rather, these systems of power intersect and compound with colonialism, racism, classism, patriarchy, ableism, and ageism, among others. These power systems exist both within and between LGBTQ2I communities, partners, and funders, as well as within society in general. The Fund and its projects aim to integrate an intersectional analysis and approach to addressing the human rights of LGBTQ2I persons.

Inclusion: Historical and current power dynamics and inequalities within LGBTQ2I communities require intentional measures to ensure marginalized groups inform, access, and benefit from the Fund. ACTIF maintains a commitment to deliberate practices of inclusion and power redistribution through its operations and in its portfolio. In particular, ACTIF prioritizes the leadership of two-spirit, trans, and intersex people, as well as bisexual, queer, and lesbian women from around the world in its governance and programming.

Indivisibility of Human Rights: ACTIF affirms the indivisibility of human rights. Civil, political, economic, social and cultural rights are all human rights inherent to every person's dignity,

regardless of SOGIESC. These rights are equal in status, and one cannot be prioritized over another. Work to advance specific rights under ACTIF must not undermine other rights.

‘Do No Harm’: The Fund is guided by the principle of ‘do no harm’ in both partnerships and programming. ACTIF aims to challenge colonial funding dynamics and work in solidarity with marginalized LGBTQ2I groups in both Canada and the Global South to minimize harm. ACTIF will also pay particular attention to the security and well-being of Canadian partners, Southern partners, and local communities to ensure that activities do not exacerbate risks of discrimination or violence. Information about project partners and individual activists will be treated with the utmost confidentiality.

Funding Cycles

Delivered over seven years, the Fund will support multi-year projects designed and implemented by Canadian CSOs and Southern partners. Four calls for proposals will be launched throughout the life of the Fund:

Schedule of Call for Proposals

- 1st Call: 2021
- 2nd Call: 2022
- 3rd Call: 2023
- 4th Call: 2024

Introduction to the 4th Funding Cycle

Equitas and DNC are pleased to launch ACTIF’s 4th Funding Cycle.

These guidelines are intended for organizations wishing to submit a funding application for a project. They explain the funding priorities for this 4th and final round of the fund, the applicable eligibility criteria, and the types of organization and project that are not eligible for funding. They explain how to apply, presenting the documents to be submitted. They provide a timetable for the call for proposals, to give interested organizations an overview of the chronology and key dates. Finally, they provide information on the project evaluation and selection process.

ACTIF aims to fund projects that incorporate an intersectional and human rights-based (IHRB) approach, projects presented by Two-Spirit, Trans and Intersex organizations, as well as Bisexual, Queer and Lesbian women, to ensure the participation and leadership of marginalized groups within LGBTQ2I communities. It also aims to contribute to the growing solidarity between LGBTQ2I movements in Canada and the Global South, while strengthening the capacity of Canadian LGBTQ2I-led organizations to engage in international LGBTQ2I human rights programming and access funding from Global Affairs Canada. The AGIRI Fund finances projects submitted by a partnership of Canadian and Southern organizations (based in ODA-eligible countries).

For this 4th cycle, ACTIF will accept applications for projects with a maximum duration of 24 months (with the possibility of a no-cost extension of up to three months) between 2024 and 2026. Organizations may apply for funding between \$150,000 CAD and \$400,000 CAD.

Funding Priorities

This funding cycle aims to finance 2 to 3 projects that specifically meet the following criteria:

For Canadian partners, the Fund will give priority to projects submitted by Canadian 2SLGBTQI organizations. This priority will be determined on the basis of the organization's mission, its track record of working on 2SLGBTQI human rights and whether there is significant representation (51% +) of 2SLGBTQI people on staff, in management and on the board of directors. Between 75% and 100% of available funds will be allocated to organizations meeting this priority criterion.

Other Canadian organizations that are not specifically 2SLGBTQI organizations will need to demonstrate that they have strong ties to the 2SLGBTQI context and community, including a clear track record of addressing 2SLGBTQI rights and issues.

Appendix 1 contains a tool to help interested organizations self-assess their eligibility for the Fund.

Eligibility Criteria

Projects are required to meet the following criteria in order to be eligible for ACTIF:

1. Organizations and projects that have not yet received funding from ACTIF
2. Solidarity-based partnerships between Canadian and Southern organizations
 - ✓ ACTIF will only fund projects presented in partnership with Canadian and Southern organizations. The Fund aims to contribute to solidarity between LGBTQ2I movements in Canada and overseas.
 - ✓ Organizations will be asked to demonstrate how their partnership approach will be equitable and solidarity-based.
 - ✓ In step 2 of the call for proposals, when organizations will submit their project proposal, they will also be asked about their partnership and project governance approach.
 - ✓ When reviewing the project proposals, the Project Selection Committee will consider the equitable sharing of resources, information and decision making. The majority of funding should be directed to the Southern organizations and their work.
 - ✓ Organizations will also be asked to demonstrate how LGBTQ2I persons from the targeted communities and Southern partner organizations engaged in or led project design and decision making and the impact the project will have on Southern LGBTQ2I communities. Southern LGBTQ2I organizations and communities should identify needs and strategies to respond to these needs.

What do we mean by a Solidarity-Based approach?

Equitas and DNC have created collaborative spaces to explore and deepen their understanding of solidarity-based approaches to international human rights work. Power and privilege are inherent to funding, the international development sector, and relations between organizations based in the North and those in the South. While it is a complex and long process to address systemic inequalities, ACTIF would like to encourage partnerships and projects that build relationships based on trust, mutual respect and accountability. Transparency and sharing of information are key to achieving this. Canadian organizations should recognize the deep knowledge and expertise of local actors and partners, who should be at the heart of decision making on priorities, project design, governance and resource allocation.

Multiple Canadian and Southern organizations can make a joint application. For example, a Canadian non-LGBTQ2I organization can partner with a Canadian LGBTQ2I organization and a Southern organization.

Please bear in mind that the ACTIF Fund is designed to provide longer-term funding (up to two years) and more sizeable grants. Applications involving a smaller number of Southern partners over a longer period will be considered favorably. It is strongly suggested that the number of Southern partners per project be limited to four.

3. Legal status, legitimacy and governance of Canadian applicants:

- ✓ The applicant is a registered non-profit organization or charity in Canada.
- ✓ The organization has been in operation for at least one year.
- ✓ The organization has a mandate or board authorization to work internationally.
- ✓ A track record of working on LGBTQ2I rights is required, whether in Canada or internationally.
- ✓ The organization has been involved in LGBTQ2I human rights movements, coalitions, networks, whether in Canada or internationally.

4. Legitimacy, ODA eligibility and governance of Southern applicants:

- ✓ The Southern organization is established in a country eligible to receive Overseas Development Assistance.
- ✓ The organization has been in operation for at least one year.
- ✓ The organization is LGBTQI-led.
- ✓ The organization has a track record of working on LGBTQ2I rights.

Non-registered organizations: ACTIF will accept proposals with Southern non-registered organizations. However, the Canadian organization will need to demonstrate a track-record of working with international partners on international projects. As per the ACTIF Procedure on Non-Registered Organization (available on the call for applications website), more extensive due diligence steps will be required for partnerships including non-registered organizations. If you are new to working internationally, you will be required to have a registered Southern organization as a partner.

5. Capacity of Canadian and Southern organizations

- ✓ Organizations must have the resources and capacity to manage a grant of \$150,000 CAD to \$400,000 CAD, which involves significant administrative work, in accordance with Global Affairs Canada (GAC) funding requirements. Organizations must have the capacity to manage GAC's financial management, risk management, monitoring and evaluation requirements. The selection committee will consider the overall size of the organization's operating budget in relation to the requested budget, and the resources the organization plans to devote to the project.

Funding modalities of Global Affairs Canada

ACTIF is funded by Global Affairs Canada, and as such, all projects funded by ACTIF are subject to [GAC terms and conditions](#). Like most donor agencies, these requirements regarding financial and risk management or monitoring and evaluation can be onerous and burdensome. While we are working with GAC to better adapt funding modalities to the realities of LGBTQ2I human rights organizations, this is a long-term process. ACTIF is also committed to supporting applicant organizations and partners in managing these requirements. However, all partner organizations must consider the efforts required to meet these obligations before applying.

- ✓ The selection committee will assess any capacity building needs and support required from ACTIF for organizations with modest experience.
- ✓ Audited financial statements must be provided by Canadian partners. For southern organizations: audited financial statements must be submitted if they exist. If audited statements are not available, non-audited financial statements can be submitted (if they exist), along with an attestation by the Board of Directors or the Board Treasurer.
- ✓ All organizations receiving funding from GAC must have a policy on preventing sexual exploitation and abuse. As requested in the application form for Step 1, please provide a copy of this policy if you have one. If you do not, you must sign on to Equitas' policy: [Policy-on-Preventing-Sexual-Violence-Harassment-and-Discrimination.pdf \(equitas.org\)](#).

6. Membership to Dignity Network Canada

- ✓ Canadian organizations must be members of the Dignity Canada Network or intend to become members before the start of the project, in order to be eligible for funding in this 4th cycle.

Who and What is Not Eligible for Funding?

- Canadian organizations applying to the Fund without a Southern partner
- Southern organizations applying directly to the Fund without a Canadian partner
- University, college, or other academic institutions
- Private sector institutions
- Individuals
- Organizations or projects that have already received funding from ACTIF
- Projects in non-ODA eligible countries
- Private business or profit-making efforts (including business development)
- Individual projects (including graduate research and fellowships)
- Efforts that endorse candidates for public office (including political parties and election campaigns)
- Capital campaigns, endowments, or deficit financing
- Research projects or one-time events as the core purpose of the project
- Projects taking place entirely in Canada

Important: while some costs can be incurred in Canada, such as admissible program management costs, the majority of funding should be directed to Southern organizations and their work. Some activities taking place in Canada are eligible as long as they are complementary, and not the main objective of the project. Some examples include travel costs for LGBTQ2I human rights defenders who come to Canada to participate in public engagement activities, educational tours, or solidarity building with Canadian LGBTQ2I organizations and movements. However, this cannot be the main objective of a project proposal. Canadian CSOs will have to coordinate these trips to Canada with ACTIF and DNC to coincide with, or be complementary to ACTIF roundtable events.

How to Apply

Structure of the 4th call for proposals

The application process will take place in two phases:

- Step 1: Organizational Profiles
 - o From December 7, 2023 to February 1, 2024
 - o The information to be submitted concerns the organizational profile of each organization that will be part of your project.
- Step 2: Project Proposal
 - o From March to May/Juin 2024
 - o The information to be submitted concerns the project envisaged by the Canadian organization(s) and the Southern partner organization(s).

Equitas and DNC understand that organizations invest time and energy in preparing applications for funding. We have designed a two-step process to reduce the burden of resource mobilization. The Organizational profile is meant to be a first step to assess eligibility and priority criteria, prior to invitation for the development of a full proposal.

Step 1: Organizational Profile

To apply for the call for proposals, you must submit all your documents by e-mail to actif-agiri@equitas.org. The deadline is February 1, 2024, 11:59pm EST. Documents to be submitted are as follows:

1. Application Form for Step 1
 - a. If there are multiple Canadian organizations and/or multiple Southern organizations, please also submit the *Additional Organizational Profile Sheet(s)*
2. Canadian organizations: audited financial statements
3. Southern organizations: audited financial statements; in the absence of audited statements, unaudited financial statements (if available) accompanied by a letter of attestation from the Board of Directors or from the Treasurer of the Board
4. Southern organizations: registration certificate, if applicable
5. Sexual violence policy (harassment, exploitation and abuse), if available
6. Letter of support outlining the commitment of all parties to the partnership and project, signed by all organizations

-
7. All other document deemed necessary to complete the organizational profile
 8. For each partner, the signed *Declaration of incidents of sexual violence, fraud and corruption* (additional information can be found in the section *Assessment of Applications*, below)

The Application Form, *Additional Organizational Profile Sheet*, template letter of attestation regarding the financial statements of Southern organizations, and the *Declaration of incidents* are available online, on the Call for applications webpage.

We recommend submitting your Organizational Profile a few days before the deadline: February 1, 2023, 11:59 PM EST. This way, you may avoid the possibility of a technical issue. Late or incomplete applications will not be accepted.

Several Instructions regarding the Application Form

- 1) Project Summary: we ask for an anticipated budget and length of project for planning purposes. We understand that this may be modified when you develop your project proposal.
- 2) Organizational Profile of additional partners: you will see that the application form allows for information regarding a limited number of Canadian and southern organizations. If there are more Canadian and/or southern partners, you must submit the *Additional Organizational Profile Sheet* provided online, on the Call for applications webpage, to supplement the Application Form. An organizational profile of each partner organization is required.
- 3) Result Areas: each project must address between one to three of the results areas (also referred to as outcome areas). For more information on this, please refer to the section *Assessment of Applications* below.

Step 2: Project Proposal

For the organizations invited to submit a project proposal at Step 2, their project proposal will need to consist of:

- ✓ Application Form with sections on context of the project, the governance model, the theory of change – including the objectives the project aims to achieve, and the corresponding activities and indicators – the project beneficiaries, the risks and mitigation measures, and the expected impact of the project;

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- ✓ Project Budget;
 - ✓ Logic Model and Work Plan

More information on the application form and guidelines for Step 2 will be available online, on the Call for applications webpage, once this stage of the process is reached and will be shared with the organizations invited to apply.

We will provide support in the development of the project proposals through webinars.

Support

The Equitas ACTIF team is available to respond to questions and clarifications. Please e-mail actif-agiri@equitas.org.

Calendar

The below calendar is a preliminary one – it is subject to modification, depending on the number of proposals submitted.



Step 1

- Information session: December 7, 2023
- Launch of the call for proposals: December 7, 2023
- Deadline for submission of organizational profiles: February 1, 2024
- Review of Profiles and Initial Due Diligence: February 2024

Step 2

- Invitations to submit Proposal: March 2024
- Support Webinar: April and/or May 2024
- Deadline for submission of proposals: May, 2024
- Selection by Project Selection Committee: June 2024
- Funding and partnership agreements: June to September 2024
- Start of projects and first disbursements: June to September 2024

Specific dates to follow.

Assessment of Applications

Step 1: Organizational Profiles

ACTIF staff will review organizational profiles according to the eligibility and priority criteria and will perform basic due diligence on all organizations applying to the Fund. Equitas' due diligence process includes an internet search of the organization, including in news articles, a check against terrorist organizations' lists and the verification of at least two references per organization (we may contact the references you provide information for as part of this due diligence).

Please note that it is the responsibility of Canadian and Southern partners to have undertaken their own due diligence process prior to deciding to partner with the other organizations.

Information regarding the Declaration of incidents of sexual violence or fraud

All partners will be asked to sign a declaration regarding incidents of sexual violence, fraud, or corruption. It is also their responsibility to declare incidents of sexual violence to ACTIF. Failure to declare incidents will result in immediate disqualification.

Equitas recognizes that all organizations are at risk of incidents of sexual violence or fraud. Neither an organization, nor the populations it serves should be automatically penalized because of an incident. As such, where an incident, case or allegation exists, the ACTIF Team will give applicants the opportunity to provide its reasoning and evidence of appropriate preventative and corrective measures put in place following the incident.

Step 2: Project Proposal

The [ACTIF Project Selection Committee](#) will decide which projects receive funding.

It will refer to both the organizational profiles (step 1) and the project proposals (step 2) in their assessment of applications for funding. They will refer to the main eligibility and priority criteria when evaluating your full application. Additional criteria may be applied for the evaluation of the project, which will be outlined in the Step 2 – project proposal application guidelines.

Information regarding ACTIF's ultimate outcome and the results areas of the projects

ACTIF's ultimate objective is to increase the respect, protection and fulfillment of human rights and socio-economic outcomes for LGBTQ2I persons in the Global South.

To contribute to this ultimate objective, ACTIF will fund projects that respond to one or more (maximum three) of the following result areas: (1) Protecting and supporting individuals (2) Campaigning for acceptance (3) Inclusive institutions and services (4) Improving law and policy.

More information on how a project will address these result areas will be required in the application form submitted for Step 2. However, as the Step 1 form asks organizations to identify the result areas their project will address, we provide an explanation of these four result areas here – please refer to Appendix 2. This information should help you understand the purpose of ACTIF and guide you in determining whether your project meets ACTIF's objectives.

Appendix 1

	Credibility and Inclusion	Southern Capacity and Voices
BEST	<ul style="list-style-type: none"> Organization has significant representation (51%+) of LGBTQ2I staff in senior management and on the Board. Primary focus of organization's work is with LGBTQ2I communities. Organization is involved and active in LGBTQ2I movements, coalitions and networks. 	<ul style="list-style-type: none"> Southern organization with significant representation (51%+) of LGBTQ2I staff in senior management and on the Board. A significant portion of the budget is managed by Southern LGBTQ2I organizations, enabling them to strengthen the resilience of their organizations. Southern LGBTQ2I communities were involved in or led project planning & design.
GOOD	<ul style="list-style-type: none"> Organization with significant programming on LGBTQ2I rights, such as sexual health and HIV programming Initiatives are led from within the LGBTQ2I community, in open consultation and with accountability to LGBTQ2I communities. 	<ul style="list-style-type: none"> Southern LGBTQ2I communities or organizations were involved in project planning & design The budget is equitably shared with Southern LGBTQ2I organizations.
FAIR	<ul style="list-style-type: none"> Organization with prior experience partnering with LGBTQ2I organizations for rights-based programming. Mission demonstrates strong feminist and inclusive values and approaches. 	<ul style="list-style-type: none"> Southern LGBTQ2I partners were consulted in project planning & design. A modest percentage of the budget is for activities in ODA countries.
Does not meet criteria	<ul style="list-style-type: none"> Organizations with no track record working on LGBTQ2I issues or experience partnering with LGBTQ2I communities in Canada or overseas. 	<ul style="list-style-type: none"> No Southern partners have been identified. Budget is largely or exclusively for Canadian organization and their staff.

Appendix 2

1. Protecting and supporting individuals

ACTIF projects will help ensure that more LGBTQ2I individuals are supported and protected particularly those experiencing violence, poverty, and precarity. Under currently funded programs, this support and protection consists of greater access to:

- Psychosocial, legal, advocacy, healthcare support, or access to guidance or information for individuals;
- Support services for victims/survivors of violence, abuse, and discrimination;
- Support for individuals experiencing or at risk of violence, displacement, or homelessness to seek pathways to safety and, ultimately, be in safer spaces;
- LGBTQ2I individuals' access to capacity-building efforts such as training, internships, employment or skills-building opportunities, or wider development programs (e.g., focused on leadership, entrepreneurship, microcredit, or safety nets).

2. Campaigning for acceptance

ACTIF projects will help ensure that more accepting attitudes, values, and behaviors towards LGBTQ2I people are fostered amongst communities, allies, and the public in general. Under currently funded programs, such work campaigning for acceptance includes:

- Increasing public access to key messages and campaigns developed by LGBTQ2I communities and movements;
- Improving individual journalists' and organizational media practices concerning reporting on LGBTQ2I rights issues;
- Working with specific communities or sectors to increase understanding and compassion towards LGBTQ2I communities.

3. Inclusive institutions and services

ACTIF projects contribute towards institutions and wider services that are inclusive of the rights and needs of LGBTQ2I communities. This helps create more inclusive environments, in which LGBTQ2I people are more protected and can access support. Under currently funded programs, this includes increased attention to LGBTQ2I rights and needs in:

- Institutions acting in a wide range of thematic areas in which LGBTQ2I rights and needs are often neglected. For example, in employment, healthcare, education, housing, and justice, and in social institutions, such as families and faith settings.
- Services or other support mechanisms offered to LGBTQ2I communities via wider

non- profit or private sector actors.

4. Improving law and policy

ACTIF projects will contribute to improved laws and government policies at subnational and national levels. This includes work towards influencing governments, the judiciary, human rights bodies, wider policymakers, and funders, so LGBTQ2I human rights are more fully addressed.

Under currently funded programs, this includes:

- Changes to laws or government policy through advocacy or other influencing work
- Changes to law or jurisprudence through strategic litigation
- Research or strategy development to inform and facilitate these changes.