



UNITED NATIONS DEVELOPMENT PROGRAMME

Lebanese Elections Assistance Project (LEAP)

Project Document

Project Dates: January 1, 2015 – December 31, 2017

**Project Document**

**United Nations Development Programme**

**Country:** Lebanon

**Project Document Title:** Lebanese Election Assistance Project

**UNDAF Outcome(s):** By 2014, good governance reforms, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability are institutionalized at different levels.

**Expected CP Outcome(s):** Accountability of state institutions, and inclusive participation, strengthened

**Expected CPAP Output(s):** efficiency  
Transparency and accountability in public institutions and in administration of justice and parliamentary affairs improved

**Implementing partners:** Ministry of Interior and Municipalities (MOIM)  
Constitutional Council, State Council and Ministry of Justice  
Civil Society Organisations

**Responsible Parties:** UNDP

**Brief Description**

Lebanon has had a long tradition of conducting multi-party elections; however, in the face of a protracted political and security crisis, the parliamentary elections that were initially scheduled for June 2013 have been postponed twice, and are now expected by June 2017.

There is the need to build the institutional capacities of the election management structures, currently the responsibility of the Ministry of Interior and Municipalities (MOIM) and other electoral actors, such as the Supervisory Commission for the Election Campaign (SCEC) and judicial bodies with responsibilities for electoral disputes. A fundamental problem in Lebanon is the weak opportunities that are provided to women to participate in the electoral process, with women holding just 3 per cent of parliamentary seats and 4 per cent of municipal council seats.

To address these issues, the project has one basic outcome:

Outcome 1: The capacity of stakeholders for the conduct of credible, transparent and inclusive elections in Lebanon developed.

Based on existing electoral needs in Lebanon, the LEAP envisages the following five Outputs in circumstances where there is no change to the electoral legislation:

Output 1: Sustainable Capacity for the Management and Administration of Elections Developed.

Output 2: Capacity for the Supervision of Election Campaigns Increased

Output 3: Capacity for Voter Education and Public Participation Initiatives in Electoral Processes Built

Output 4: Capacity for the Resolution of Election Disputes Improved

Output 5: Capacity for Women's Participation in Elections Built

The project also builds upon previous electoral assistance for the 2009 parliamentary elections and 2010 municipal elections provided by different agencies, including UNDP, the European Union and USAID through the International Foundation for Electoral Systems (IFES). In addition, UNDP and other agencies have been engaged in on-going projects to support electoral reform in Lebanon since 2005.

Programme Period: 2015-2017  
Project Title: Lebanese Elections Assistance  
Project Atlas Award ID: 00068060

Project ID: 00083474  
Start date: January 1, 2015  
End Date: Dec. 31, 2017  
Management arrangement: DIM

Estimated annualized budget:	\$2,018,580
Total resources required:	\$8,599,973
Estimated total resources transferred from Phase I:	
EC 1:	\$2,395,814.58
EC 2:	\$2,139,647.58
UK:	\$199,949.06
Resources to be mobilised	\$3,870,350.72
Net for activities:	\$7,933,580
GMS	\$592,497
ISS	\$73,896

**Agreed by the Government: H.E. Mr Nuhad El Mashnouk,**  
Minister of Interior and Municipalities

**Signature:** \_\_\_\_\_

**Date:**

**Agreed by UNDP: Mr. Ross Mountain,**  
Resident Representative

**Signature:** \_\_\_\_\_

**Date:**

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## List of Abbreviations

APR	Annual Project Report
AWP	Annual Work Plan
BFSC	Basket Fund Steering Committee
CC	Constitutional Council
CSOs	Civil Society Organizations
CCER	Civil Campaign for Electoral Reform
CTA	Chief Technical Advisor
EAD	Electoral Affairs Division of the UN
EDR	Electoral Dispute Resolution
EU	European Union
GMS	General Management Support
GOL	Government of Lebanon
DGPARG	Directorate-General of Political Affairs and Refugees of the MOIM
DGPS	Directorate-General of Personal Status of the MOIM
IFES	International Foundation for Electoral Systems
ISS	Implementation Support Services
LADE	Lebanese Association for Democratic Elections
LEAP	Lebanese Elections Assistance Programme
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MOIM	Ministry of Interior and Municipalities
MOJ	Ministry of Justice
MPs	Members of Parliament
NAM	Needs Assessment Mission by UN/UNDP
NDI	National Democratic Institute
OCV	Out of Country Voting
OCU	Observers Coordination Unit
SCEC	Supervisory Commission on Elections Campaign
PWD	Persons with Disabilities
QPR	Quarterly Progress Report
SGP	Small Grants Programme
TSM	Temporary Special Measures
TWGE	Technical Working Group on Elections
UN	United Nations
UNDP	United Nations Development Programme
UNSCOL	UN Special Coordinator's Office in Lebanon
USAID	United States Agency for International Development

## **I. Situation Analysis**

This Project Document was proposed on 24 July 2012 and came into effect on 1 October 2012, ahead of parliamentary elections scheduled for June 2013, with an initially envisaged project end date of 31 December 2013. It was revised on 30 September 2013 to reflect the 31 May 2013 decision of the Lebanese Parliament to extend its mandate to 20 November 2014 and which postponed parliamentary elections. The project period was extended accordingly, with a revised end date of 31 December 2014.

This current version of the Project Document takes into account further changes arising from the 5 November 2014 decision of the Lebanese Parliament to extend further its mandate to 20 June 2017, and which again postponed parliamentary elections. The project period is further extended, with a new end date of 31 December 2017. The scope of the revised Project Document is also amended to include municipal elections.

The following Situation Analysis reflects the current electoral situation as of 31 December 2014.

### **Background**

Lebanon is at a critical juncture in relation to the role elections play in establishing public confidence in its democratic and political processes. While Lebanon has a long tradition of conducting multi-party elections, most recently the parliamentary polls of June 2009 and municipal polls of May 2010, the role of elections as a key democratic institution does not necessarily have a strong foundation, and the conduct of elections remains susceptible to delay, political intervention or security threats that have the potential to seriously undermine a series of progressive steps that had previously been taken towards building elections as a means of ensuring accountable and democratic government.

Parliamentary elections were due to be held by 20 June 2013, shortly before the end of the four-year mandate of the Parliament elected in June 2009. Initially scheduled for 16 June 2013, elections were formally postponed on 31 May 2013 following the decision of Parliament to extend its mandate to 20 November 2014. On 5 November 2014, shortly before the scheduled date for elections (16 November 2014), Parliament again extended its mandate to 20 June 2017, formally postponing parliamentary elections. Municipal elections are scheduled for spring 2016.

In their rationale to the 2013 and 2014 decisions to extend the parliamentary mandate, Parliament explicitly referred to security considerations as the primary causal factor that required a postponement of elections and that the authorities felt unable to conduct elections within the context of a fragile security landscape, including on-going areas of localised conflict and a heightened risk of terrorist attacks against citizens. However, it was widely recognized that there were also political reasons for the decisions to postpone elections, primarily because polarised positions amongst political parties over the

kind of electoral system that should be in place.

Major efforts are needed to ensure that the scheduled parliamentary and municipal elections are able to take place, and do so in accordance with the constitutional framework and Lebanon's international commitments. There is intense political debate on the legislative framework for elections, especially on the issue of the electoral system and district boundaries. The disputes over the electoral districts risk blocking agreement on the broader electoral framework and delay electoral preparations from taking place and/or may even lead to the postponement of elections.

The currently used system is based on plurality (i.e. where the candidate with the most votes for a seat wins) in multi-member districts that are referred to as the 'block vote' as all seats in a district tend to be won by a single list of coalesced candidates. Parliament has been reviewing a series of alternative systems that include elements of proportional representation and changes to districting. In the case that the system is changed, the impact on the electoral framework and the way in which elections are conducted in Lebanon will be considerable. In particular, it will create substantial changes in the areas of election operations and logistics, as well as requiring intensive civic and voter education efforts to ensure citizens and stakeholders are informed of the changes that are made. These challenges will be problematic should changes to the electoral system be adopted late in the electoral cycle, unless comprehensive preparations are taken in advance to build the core capacities of electoral management and other stakeholders to ensure readiness for the changes. It is also important that efforts are made to ensure that the process of changing the electoral system is conducted in an inclusive, transparent and participatory environment, so that all key stakeholders, and not just parliamentary political parties, are properly consulted on proposed changes.

## **Overview of Electoral Reform Issues**

The debate on the electoral system and district boundaries has also overshadowed calls to put comprehensive electoral reforms in place, so as to build public confidence in the credibility and integrity of governing institutions and the political process. Those reforms include increasing the number of women elected to political positions: currently, just 3 per cent of parliamentary deputies, 4.8 per cent of municipal councillors and an average of 6 per cent of parliamentary and municipal candidates are women. Despite a series of initiatives to improve opportunities for women standing as candidates, there has been little progress in addressing this low level of representation and warrants serious consideration for the application of temporary special measures (TSMs) by the Lebanese authorities. Advocacy for reform has tended to focus on the use for quotas of seats and/or candidate lists, but such calls have presupposed the adoption of proportional representation. The adoption of standardised ballot papers is also likely to be seen as a crucial benchmark for whether the next elections represent positive and necessary progress from previous elections. The current system – where voters

use scraps of paper that can be traced back to the voter – is heavily criticized as being both a violation to the principle of a secret ballot and as a practice that encourages vote-buying. Two other key issues are the lowering of the voting age, which in Lebanon is set by the Constitution at 21 years and calls for the establishment of an Independent Election Commission. Such reforms were formally proposed by the 2006 National Commission on the Election Law (known as the Boutros Commission) and were also endorsed by national and international election observers as being necessary to align Lebanese elections with international standards and best practices related to democratic elections. Many of these reforms have also been included in a series of draft elections laws that have been submitted to Parliament.

When adopted in 2008, the current legislation introduced important elements of reform, such as the conduct of polling on one day only, and establishment of the quasi-autonomous Supervisory Commission for the Electoral Campaign (SCEC) with responsibility to oversee a new regulatory framework for campaign finance and media coverage. Nevertheless, many stakeholders consider the current law to be problematic, with numerous omissions and ambiguities, and in need of comprehensive review and reform. A key concern with the law relates to the absence of a number of important deadlines – such as for the establishment of the SCEC or for appointment of members of the Registration Committees, responsible for results processing – that creates an opportunity for political interference to delay or block the electoral process. The law is also vague or inconsistent on a number of important aspects – such as results processing, field operations and requirements for publishing key electoral data – although many of these areas do not necessarily require legislation and could be addressed through amendments to a regulatory framework.

These proposed reforms, if adopted, would all have a major impact on the electoral framework and the way elections take place in Lebanon, but in particular would create substantial challenges in the areas of election operations, logistics and outreach. For example, in the case that Parliament adopts elements of proportional representation (PR) for parliamentary and/or municipal elections, it would require: the restructuring of the way in which election results are processed; the establishment of a new election management hierarchy at district level; changes in the way results are calculated, requiring fully automated results process that includes formulae to determine the number of seats won by each list; changes to the regulation of candidates forming lists, especially in the case that the adoption of PR is also tied to a mechanism to promote the election of women, such as a quota on candidates; changes to the way in which PR lists are subject to campaign regulation; the adoption of standardised ballots; and substantial voter education efforts to explain the new system to voters.

These kinds of operational, logistical and outreach challenges will require extensive planning and preparation to ensure that the changes can be effectively implemented fully and properly; otherwise, any failure to have properly prepared for and implemented those changes will create a serious risk that the credibility of the elections could be undermined, even though the reforms in question would have been adopted to strengthen the integrity of the electoral process. Furthermore, in Lebanon, the risk of inadequate planning and preparation is heightened because changes to the electoral framework have tended to be adopted late in the process, meaning that there might be a very limited timeframe between the time of the adoption of changes and any date for holding elections. This risk can be alleviated by allowing for planning and preparations on different reform proposals to start in advance of Parliament's possible adoption of reforms in a new law.

### **Overview of Stakeholder Capacities**

The MOIM was generally regarded to have performed well in its role in administering the 2009 parliamentary and 2010 municipal elections; despite this, a number of areas were identified where the current administrative and operational capacity of the MOIM needs improvement to ensure it is able to deliver its electoral management role effectively. These include the need to define the organisational structures of different agencies involved in electoral field operations and substantive upgrading of the MOIM's core operational planning techniques, especially in areas of: preparation of operational plans and timeframes; recruitment of temporary officials; use of IT for integrated data-management; preparation of budgets; and procurement, warehousing and distribution of equipment. The MOIM also needs to formalise its role sustainably in terms of external relations (such as the establishment of websites, social media, hotlines and public awareness campaigns, and units for the registration of candidates and accreditation of observers), training elections officials and measures for the transparent release of electoral data. Furthermore, despite having a legal obligation to do so, the MOIM has not yet taken special measures to facilitate access to the election process by persons with disabilities.

Given these capacity shortcomings, the MOIM faces significant challenges to ensure an appropriate level of professional and operational readiness exists for parliamentary and municipal elections and by-elections when they are held. The Directorate-General of Political Affairs and Refugees (DGPAP), which has the main responsibility for electoral operations and preparations, has a small team with extensive experience from previous elections that retains the institutional memory for election management, but there is limited technical and human resource capacity to achieve an appropriate capacity for election management in line with best practices, especially on electoral planning and operations. Support may also be required for the MOIM Directorate-General of Personal Status (DGPS), which is mandated to implement an annual update of the voter register. The MOIM also



oversees the work of muhafez (regional governors) and qaimaqams (district governors) who are assigned election management tasks, such as recruitment of polling officials, location of polling stations, the accreditation of candidate agents, the distribution of election materials, supporting the results management process and, during municipal elections, the registration of candidates.

Additionally, the MOIM is co-responsible with the Ministry of Justice (MOJ) for the establishment of Higher Registration Committees (HRCs) and Registration Committees (RCs) in each electoral district. These bodies, composed of judges and governmental officials, are responsible for the results management process. Currently, results management is done manually, with traditional basic methods for calculating and transmitting results data. The current structures are vulnerable to delay and human error and can be significantly improved through technical improvements, such as electronic data-processing.

Given concerns over the issue of security preventing elections from taking place, there is a need to develop an effective framework relating to election management and security. This may include development of new policy approaches and security procedures to address the conduct of elections when there are security risks to campaign events, to polling, and to the post-election environment. While traditional types of risk for elections in Lebanon include conflict arising from tension between Lebanese factions and the risk of intimidation or undue influence on voters, new risks may emerge from the current domestic and regional developments, including terrorism and on-going violence, which may lead to security concerns for establishing polling centres in some locations.

For future parliamentary elections, and in the absence of creation of an IEC, it is envisaged that the SCEC or an alternative supervisory body would be established to oversee compliance with campaign regulations. The SCEC does not have a permanent status and ceased to have functional capacity in December 2009. The MOIM currently has legal responsibility to provide the SCEC with premises and a budget, and will need to undertake significant preparatory efforts to ensure that the SCEC is capable and ready to perform its role. These may include both operational and logistical preparations as well as supporting recruitment and capacity development measures for Commissioners and staff. As noted, the current framework for campaign regulation also requires a series of legislative reforms and procedural improvements in a number of key areas to address problematic aspects identified in 2009, especially in relation to the transparency of the work of the SCEC, such as the decision not to publish campaign finance reports. It is also unclear if the formal decisions and guidelines adopted by the SCEC in 2009 continue to have legal applicability. Lessons learned on the formation and performance of the SCEC will be a crucial precedent for the debate on whether an IEC should be introduced for in the future.

Future parliamentary elections are also expected to involve, for the first time, expatriate voting.<sup>1</sup>

Currently, there are over 1,050 municipalities in Lebanon, a 10 per cent increase from the 945 municipal councils elected in 2010, and this number may further increase by the time of the next scheduled municipal elections in 2016. The 4,000 mukhtar positions (village administrator) are also formally elected, although many are uncontested. Implementation of municipal and mukhtar elections varies from parliamentary elections in that the management of many aspects of the process is delegated to Qaimaqams (district governors), with limited operational capacity for elections. Lessons learned from the 2010 municipal elections highlighted the need for measures to ensure consistency and transparency in the implementation of election procedures, especially candidate registration and results management.

Lebanon's vibrant civil society structures have been actively engaged on issues related to electoral reform and promoting citizens' participation in the electoral process. However, a number of areas remain where civil society faces significant challenges to engaging effectively in the electoral process. The political process to debate changes to the electoral system has tended to be opaque and exclusive, with few opportunities for civil society and other actors to participate or to access objective information on proposals under discussion. Moreover, as civil society organisations have tended to focus their approach for advocacy of a specific set of electoral reforms, limited development of skills sets on engaging in broader civic and voter education initiatives has taken place, or for acquiring comparative electoral knowledge or in coordinating efforts and sharing information on common endeavours. These challenges will require a coordinated approach to building capacity on voter education and public participation in the electoral process.

One aspect of the Lebanese electoral process, which has tended to be overlooked, is that of the structures in place for resolving electoral disputes. The body with the jurisdiction to resolve challenges to election results is the Constitutional Council - composed of judges and lawyers appointed in 2009 by Parliament and the Cabinet, but limited awareness exists around the way in which the Council works, if it is called upon to examine allegations of electoral fraud or to resolve important legal challenges to the election results. In 2009, the Council received 19 challenges and issued its decisions four months after the election date: all challenges were refused. Other judicial bodies with jurisdiction on electoral disputes include the State/Shura Council, which has sole responsibility for disputes related to municipal

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<sup>1</sup> Due to a lack of political consensus on the framework for out-of-country voting (OCV) for expatriate citizens, the UNDP LEAP project does not envisage any engagement on the issue, unless there is a specific request from the Lebanese authorities. Many actors have also questioned the operational feasibility for OCV under the current legislation, and there has been a notable lack of expatriate engagement in registering as voters. Despite the postponement of the 2014 elections, OCV actually took place, but in only in 2 countries (Australia and Kuwait), and only for 6 districts that had passed the threshold for registering more than 200 voters per district.

elections, and the Court of Publications, which deals with complaints against media outlets during an election campaign. Many judges are also appointed to serve on Registration Committees, which play an important role in processing and resolving disputes related to the voter register and election results. In all cases, there is limited transparency or stakeholder awareness of the role of these bodies and how citizens can use those bodies to enforce their electoral rights.

### **International Electoral Assistance**

UNDP has been continuously engaged in providing electoral assistance in Lebanon since 2005. Its initial role supported the work of the National Commission for Electoral Law, followed by a comprehensive stakeholder awareness campaign. From 2008 to 2012, UNDP established the Strengthening Electoral Processes in Lebanon project to support the MOIM in its electoral management responsibilities for the 2009 and 2010 elections. The project was financed through a Multi-Donor Basket Fund supported by Spain, Canada, Norway, Denmark, and Belgium, as well as core funding. UNDP's electoral activities have benefited from the presence of a small UNDP technical office within the Ministry. A series of positive evaluations of UNDP's electoral assistance activities highlighted the strong and effective relations and partnership that have been established between the MOIM and the UNDP.

The EU provided a directly-implemented electoral assistance program for the 2009 elections focused primarily on support to the SCEC and procurement of election equipment mandated by changes to the 2008 law (such as the introduction of the use of indelible ink). In 2010, the EU conducted a lessons learned seminar for the SCEC as well as engaging in a joint feasibility study (with IFES) on ballot production and the establishment of an independent election commission. The EU has also been supportive of civil society activities to promote the adoption of electoral reforms. EU Member States have also provided bilateral support to a wide range of electoral assistance activities in Lebanon.

Through USAID funding, IFES implemented an electoral assistance program to MOIM for the period 2008 to 2011, which focused on building professional capacity. IFES also provided technical assistance on electoral reform initiatives and an electoral risk analysis funded by the UK Embassy. USAID and other US government resources additionally supported a range of civil society projects for electoral reform initiatives, in particular through National Democratic Institute (NDI), who provided extensive support to civil society on election observation and on electoral reform.

The EU deployed international election observation missions to Lebanon in 2005 and 2009. NDI, The Carter Centre, La Francophonie and the Arab League also deployed observer missions to the 2009

elections.

While effective coordination and cooperation between the different international agencies in the provision of electoral assistance takes place, a need for a more formal technical coordination mechanism for international support to electoral assistance has been identified. At the broader political level, the Office of the UN Special Coordinator for Lebanon (UNSCOL) has conducted regular electoral forums to provide all international actors with updated information on the electoral process and the various electoral assistance projects.

### **Challenges to Elections in Lebanon**

Based on the above analysis, it can be identified that elections in Lebanon face the following key challenges:

- Significant risk of the loss of public confidence over the role that elections play in establishing democratic and accountable institutions in Lebanon;
- Political and legal uncertainties around the legal and regulatory framework that will be in place for the next elections, and the risk of political interference in the electoral process;
- Limited operational and technical capacities for electoral management, including limited experience of capacities needed to prepare for and implement possible electoral reforms;
- Unless reformed, an inadequate framework and limited technical capacities for effectively regulating the role of campaign finance and media coverage of the elections to ensure fair electoral campaigning;
- Low levels of formalised transparency in the electoral process, and limited capacities in the use of media, including social media, to inform the electorate;
- Low levels of stakeholder and public awareness on the electoral process, especially if electoral reforms are adopted;
- Low levels of representation of women in the electoral process;

Additionally, planning for parliamentary and municipal elections face the following risks:

- Decisions relevant to the electoral process, including on the legal framework, the appointment of electoral officials and the approval of a budget, may be delayed;
- The election date itself may be delayed e.g. through the possible extension of a parliamentary mandate or to allow additional time for implementation of changes to the electoral process;
- Elections may be held earlier than scheduled, if there is political consensus to do so;

- Elections may be boycotted by some political actors in the case that there is no consensus on the electoral system in place;
- Elections may be affected by deterioration in the security environment, including possible postponement of elections nationally or at a localised level.

## **II. Project Strategy**

To address the issues, the project has one basic outcome:

### **Outcome 1: The capacity of stakeholders for the conduct of credible, transparent and inclusive elections in Lebanon developed**

This outcome is in harmony with the intended outcomes of the UNDP's Country Programme of Action Plan (CPAP), namely for improving the responsiveness of government institutions and on inclusive participation to implement governance reforms and for increasing accountability and transparency in state institutions. The specific areas for engagement towards achieving this objective are based on the findings of an initial UN Needs Assessment Mission (NAM) undertaken in March 2012 and have been revised following the conduct of a supplemental NAM in December 2014.

Based on existing electoral needs in Lebanon, the LEAP envisages the following five Outputs in circumstances where there is no change to the electoral legislation:

#### **Output1: Sustainable Capacity for the Management and Administration of Elections in Lebanon Developed**

#### **Output 2: Capacity for the Supervision of Election Campaigns Increased**

#### **Output 3: Capacity for Voter Education and Public Participation Initiatives in Electoral Processes Built**

#### **Output 4: Capacity for the Resolution of Election Disputes Improved**

#### **Output 5: Capacity for Women's Participation and Representation in Elections Built**

The project takes an electoral cycle approach in its implementation of electoral assistance in Lebanon. In particular, it is geared towards capacity and institutional development of stakeholders to create a core preparatory and implementing approach for the conduct of parliamentary and municipal elections. The project envisages working on all phases of the electoral cycle, with appropriate adaptation of activities where relevant upon the scheduling of Parliamentary and Municipal elections. Additionally, the project envisages working in line with the current legal framework and, in parallel, to stand ready for the implementation of new electoral legislation if adopted by Parliament. To ensure this, the project

will support appropriate activities that prepare electoral stakeholders for the adoption of reforms where considered relevant.

### **Output 1: Sustainable Capacity for the Management and Administration of Elections Built**

The specific objective of the first output is to build an effective and sustainable capacity for the management of elections in Lebanon. This entails providing support to the MOIM for building its capacity prepare for and implement parliamentary and municipal elections in a professional, transparent and inclusive manner. It provides assistance in line within an electoral cycle approach that ensures core electoral management needs are addressed through sustainable, systematic and integrated methods. This approach seeks to build and improve upon comparative experiences and lessons learned from previous elections, as well as to prepare effectively for changes in the electoral framework that can safeguard the independence of election management bodies to act without political interference. The activities under Output 1 are:

#### **Activity 1.1: Strengthened capacity to engage on electoral legislation discussions**

This activity will result in a strengthened capacity for providing the MOIM with informed technical analysis on proposals to change the electoral framework, including issues related to the electoral system and district boundaries, in order to ensure that the MOIM is prepared for changes that may impact on the role of election management.

##### **Sub-activity 1.1.1: Expert inputs to election legislation discussions**

This sub-activity provides an increased capacity for the MOIM to undertake technical analysis on discussions relating to draft electoral legislation proposals and how they may impact on election management structures and preparations. Illustrative deliverables under this sub-activity may include the conduct of internal briefings and the production of informative briefing documents.

#### **Activity 1.2: Strengthened capacity for candidate registration and results management (CRRM)**

This activity will result in improved operational and procedural frameworks for candidate registration and results management (CRRM). Current election legislation provides only a vague framework of mechanisms applied in the CRRM processes and there are no formal regulations in place to ensure that processes are prompt, transparent, reliable and accurate. The activity will provide support to the MOIM to increase its capacity to implement commitments to introduce integrated technological systems, to develop consistent regulatory procedures, to train officials with CRRM responsibilities, and to enable effective CRRM practices for both parliamentary and municipal elections.

### **Sub-activity 1.2.1: Strengthening candidate registration and results management capacity**

This sub-activity provides MOIM with capacity support in the design, development and implementation of improved CRRM frameworks. Illustrative deliverables under this sub-activity may include: the development of effective CRRM procedural and operational frameworks under different electoral processes (i.e. parliamentary and municipal) and within possible changes to electoral systems (i.e. registration of lists, calculation of results under proportional representation, etc.); the development of forms, manuals, toolkits and stakeholder information on CRRM processes; the support to the establishment of relevant operational units such as a candidate registration unit and/or results tally centres; the conduct of relevant briefings or training events.

### **Activity 1.3: Strengthened capacity for external relations on election management responsibilities**

This activity will result in reinforced capacity within the MOIM to engage with stakeholders (citizens, voters, media, civil society, observer groups, and political parties) on its electoral management responsibilities. Currently, the MOIM has limited capacities and has *ad hoc* structures for engaging with stakeholders through voter information, public awareness campaigns, social media, websites, civil society liaison, observer accreditation and outreach to political parties and media on electoral management duties. In particular, the MOIM has legal obligations to inform citizens on a range of electoral issues, including voter registration, polling locations, etc. The activity will provide support to the MOIM to reinforce its capacities to engage on external relations and especially to support activities that enable public outreach and engagement, and ensure transparency and openness of the electoral process.

#### **Sub-activity 1.3.1: Strengthening external relations capacity for election management**

This sub-activity provides the MOIM with a strengthened capacity to design, develop and implement a strategic and effective external relations programme for engagement with election stakeholders. Illustrative deliverables under this sub-activity may include: the development of relevant toolkits and timeframes for the conduct of voter information, including public awareness campaigns, a website, hotline, media centre and social media; the facilitation of the release of publicly accessible data and information on electoral processes, and design and production of relevant materials; the accreditation of observers and media to monitor the electoral process; the development of policy advice for external relations related to possible changes to the electoral system and adoption of new electoral practices.

### **Activity 1.4: Promoting measures to improve the electoral framework**

This activity will result in a strengthened capacity within MOIM to prepare, develop and deliver improvements to the electoral framework. This may include steps to amend regulatory procedures (e.g. on counting processes) to better reflect international good practice, as well as measures to implement changes introduced by legislation (e.g. such as standardised ballots to ensure voter secrecy).

#### **Sub-activity 1.4.1: Support initiatives for the adoption of improvements to the electoral framework**

This sub-activity will result in establishing a capacity within MOIM to prepare for the possible adoption of improvements to the electoral framework. This sub-activity has a specific focus on preparatory work for the possible introduction of standardised ballots in order to ensure an effective preparedness in the case that there is a political and/or legal decision to adopt standardised ballots. Illustrative deliverables under this sub-activity may include the production of 'prototype ballots' and the development of draft terms of reference and technical specifications for the possible production of official ballots based upon a comprehensive review of ballot options and consultation with national stakeholders. Further deliverables will include a detailed review of legislative and regulatory procedures to identify where further improvements can be made.

#### **Activity 1.5: Building electoral officials professional knowledge and awareness**

This activity will result in enhanced knowledge and awareness by electoral officials of professional electoral management responsibilities through the development and delivery of appropriate targeted training programmes. Professional development and training is required to ensure current and future electoral officials acquire the knowledge, skills and competencies relevant to their election management role for both parliamentary and municipal elections and at all stages during the electoral cycle, and may also include the impact on their role and responsibilities that may follow changes in the electoral framework. This activity will target full-time MOIM electoral officials as well as others who are temporarily assigned electoral management responsibilities, including polling officials.

##### **Sub-activity 1.5.1: Delivery of training and professional development for election officials**

This sub-activity will provide MOIM with targeted knowledge sharing to develop and deliver a structured programme of professional development for officials with election management responsibilities. The primary pool of beneficiaries includes MOIM officials at headquarters and regional/district levels. The sub-activity will include a focus on supporting MOIM to implement training initiatives, including strengthening core training skills of a pool of experienced trainers to lead on the design and delivery of training, especially in the case of significant changes to the electoral framework. The deliverables from this sub-activity include: the development of training and



professional development plans based on continuous training needs assessment of current and newly appointed electoral officials; the delivery of training courses and briefings to electoral officials on relevant issues, the building of a cadre/core-team of trained trainers; the facilitation of officials' travel and participation to relevant specialised courses, south-south exchanges, networking opportunities and professional conferences.

### **Sub-activity 1.5.2: Development of electoral training resources**

This sub-activity will provide the MOIM with abilities to develop and deliver a structured and comprehensive catalogue of relevant training materials, methodologies and processes, such as induction courses, cascade training of polling officials, and the briefing of field operations staff and other officials with electoral responsibilities. The sub-activity will focus on developing core resources adaptable for different electoral needs, including parliamentary and municipal elections, or for bespoke materials for specialised occasions. The deliverables from this sub-activity include the development of core toolkits for the training of trainers, core training manuals, induction courses for newly appointed officials, and courses/briefings to electoral officials with field management responsibilities.

### **Activity 1.6: Strengthened capacity for elections operations**

This activity will result in enhanced capacities for elections operations within the MOIM and affiliated agencies for all stages of the electoral cycle. This includes: establishing operational plans for core electoral processes, including detailed timeframes and division of responsibilities; defining terms of reference for field operational and logistical structures; detailing budgeting, procurement, warehousing and distribution plans; ensuring effective election security planning and responses for election management; and enabling the use of appropriate IT for planning tools and resources, as well as cataloguing and analysis of relevant data. This will enable the MOIM to plan and deliver effective election operations in line with legal obligations and international best practices for both parliamentary and municipal elections.

#### **Sub-activity 1.6.1: Strengthening capacity for election operations and data-management**

This sub-activity provides the MOIM with targeted support on measures to deliver effective election operations and data-management in line with legal obligations and international best practices. It will focus on developing appropriate and sustainable planning tools and related resources that are relevant for different electoral phases and processes. Illustrated deliverables from this sub-activity include: the development of operational plans, timeframes and procedures for all phases of the electoral cycle within different electoral processes; the provision of budgeting analysis and advice on the cost of election operations for all phases of the electoral cycle; the development of plans, procedures and

structures for the procurement, warehousing and distribution of electoral equipment; the development of appropriate mechanisms on security processes and structures for election management, including support to establishment of a Security Operations Room, training of relevant officials, and standard operating procedures for security of polling stations, etc.; the facilitation of the cataloguing and analysis of relevant election operations data.

#### **Activity 1.7: Strengthened capacity for facilitating electoral access by persons with disabilities**

This activity will result in increased access by persons with disabilities to access the electoral process through measures taken by the MOIM. This includes measures for improved access to polling stations and to establish procedures for consultation on issues that may undermine the equal right of persons with disabilities to participate in elections as voters and candidates.

##### **Sub-activity 1.7.1: Facilitating electoral access by persons with disabilities**

This sub-activity provides support to the MOIM on measures to improve opportunities for the participation of persons with disabilities and other vulnerable groups in the electoral process, with a specific focus on enabling improved levels of access to the polling process and to polling stations. Illustrative deliverables from this sub-activity may include: the development of guidelines on polling station accessibility, including criteria for identifying polling locations, and construction of prototype accessible polling stations; the gathering and monitoring of relevant benchmark data on access to election by persons with disabilities; the facilitation of consultative meetings with representative groups in line with legal obligations

#### **Activity 1.8: Establish lessons learned process within MOIM**

This activity will result in a strengthened capacity of MOIM to undertake a comprehensive and on-going review of the role it plays in election management. The activity will review the role for sustainable and effective management of elections and the steps towards identifying legislative, procedural and institutional improvements for election management for future elections.

##### **Sub-activity 1.8.1: Lessons learned on election management**

This sub-activity provides the MOIM with support to undertake effective monitoring and evaluation of its role on election management, and to identify lessons learned. It will enable the MOIM to prepare core methodologies for identifying baseline data that can allow it to demonstrate effective performance and operational improvements where necessary. It will also complement the lessons learned, monitoring and evaluation being undertaken in relation to the broader work of the project.

### **Activity 1.9: Support electoral operations preparations and delivery for municipal elections**

This activity will result in the MOIM having strengthened capacity to undertake preparations related to holding of elections for municipal councils that are expected by June 2016. It complements other project areas by providing specific support to assist the MOIM prepare for operational readiness for the management of the local elections, especially where election management responsibilities (such as candidate registration and results management) are delegated to Qaimaqams and where the MOIM is responsible for quality control mechanisms and measures to enable transparency, voter education and data management.

#### **Sub-activity 1.9.1: Election management preparations for municipal elections**

This sub-activity provides the MOIM with support for implementation of measures related to municipal elections, with a specific focus on ensuring effective operational and logistical planning and training for the performance of delegated election management responsibilities by Qaimaqams. Building on related Activities delivered within the project's broader electoral cycle approach, this sub-activity focuses on supporting effective quality control mechanisms to ensure consistent application of legal and procedural requirements at all stages of the electoral process. Illustrative deliverables from this sub-activity include: the development of an operational plan for local elections and related logistical preparations, a tracking mechanism to assess readiness; the development of quality control mechanisms for performance of delegated election management responsibilities delegated to Qaimaqams, and development of related guidelines and training toolkits on CRRM for local elections; the development of mechanisms for delivering effective voter information for local elections, including information on municipal boundaries, publication of candidate registration and results data, etc.

### **Activity 1.10: Support electoral operations preparations and delivery parliamentary elections**

This activity will result in the MOIM having strengthened capacity to undertake the preparations related to parliamentary elections that are expected by June 2017 but which may take place earlier in the case of a political settlement to hold early elections. This activity complements other project areas by providing specific support to assist the MOIM prepare for operational readiness for the management of parliamentary elections.

#### **Sub-activity 1.10.1: Election management preparations for parliamentary elections**

This sub-activity provides the MOIM with support to prepare for the implementation of measures related to the conduct of parliamentary elections. It focuses on advice and assistance to the MOIM for effective operational and logistical planning within a specific timeframe established by the legal framework for parliamentary elections. It also ensures that MOIM achieves an appropriate stage of

readiness to deliver its electoral management responsibilities for parliamentary elections at any time. Deliverables from this sub-activity include: the development of a specific operational plan for parliamentary elections and related logistical preparations, including technical assessments on the impact to election operations that follow a change to the electoral system for parliamentary elections, and a tracking mechanism to assess readiness. This sub-activity is designed to ensure a flexible mechanism is in place to respond appropriately to specific or urgent electoral needs in the case that early parliamentary elections are called during the Action period, such as the production of voter information materials or the delivery of cascade training, or in the case by-elections are required.

## **Output 2: Capacity for the Supervision of Election Campaigns Increased**

The objective of the second output is to provide an increased capacity for the supervision of election campaigns in Lebanon. It is based on the identified need to build and support the capacity of the institution with the mandate for the supervision and monitoring of election campaigns to perform their responsibilities in an effective, transparent and credible manner. Under current legislation, the campaign supervision mandate rests with the SCEC and it is assumed that a body with broadly similar powers will be reconstituted for the next elections. As the members and staff of that body are yet to be identified, preparatory work under Output 2 will commence through engagement with MOIM officials and other stakeholders with direct interest on campaign supervision activities. The envisaged activities under output 2 are:

### **Activity 2.1: Strengthened operational capacity for establishing a supervisory body for electoral campaigns**

This activity will result in an increased institutional for the establishment of a supervisory body with responsibility for campaign supervision. Initially, this will include support to preparatory measures by the MOIM to ensure readiness for the supervisory body's establishment, including developing a framework for operational functionality (budget, staffing, premises, equipment, etc.). Upon the appointment of the supervisory body, the support will include measures to ensure effective functional capacity, including the delivery of training courses and other areas of institutional support.

#### **Sub-activity 2.1.1: Supporting preparations for strengthening SCEC capacity**

This sub-activity provides the relevant electoral institution (initially the MOIM and, upon appointment, the supervisory body) with support for the establishment of a supervisory body, including measures to develop an effective preparatory framework. Illustrative deliverables from this phase of the sub-activity include: the development of a provisional framework for the institutional and structural capacity of the SCEC, including its rules of procedure and methodologies for supervising and monitoring campaign

finance and media coverage; the development of a provisional SCEC operational plan, and budget including a needs assessment for staffing, premises, equipment and other resources; the development of a training plan for SCEC officials and staff; the development of provisional policies on external relations and release of data and reports; the Conduct of a lessons learned on previous experiences, including collation of the full archive on campaign supervision.

This sub-activity also provides support to the supervisory body, once established, for the performance of its duties assigned to it by law. Illustrative deliverables from this phase of the sub-activity may include: support to the work of the commissioners and staff through training and direct technical assistance; support to the procurement and installation of technical equipment; support to measures to ensure effective external relations with stakeholders; and support to other areas identified as necessary to ensure the effective functionality of the supervisory body.

### **Activity 2.2: Improving the regulatory framework for campaign supervision**

This activity will result in an improved regulatory and procedural framework for the supervision and monitoring of the election campaign, including campaign finance and media coverage, and the methodology for the undertaking of monitoring compliance with the regulatory framework. The framework adopted in by the previous SCEC was specific to the 2009 elections, and was criticised for failing on key areas relating to consistent implementation of the legal framework on campaign financing and media coverage contained in the current law.

#### **Sub-activity 2.2.1: Improving the regulatory and monitoring framework for campaign supervision**

This sub-activity provides the MOIM and the supervisory body with technical expertise to strengthen their joint capacity to develop and deliver an effective and improved legal and regulatory framework for the supervision of campaign finance and media coverage. The framework in place for 2009 was criticised as being ineffective, enabling many candidates and media outlets to flout the spirit of the law. This sub-activity will also engage experts to advise the supervisory body on the methodologies for effectively monitoring compliance with the regulatory framework. The deliverables from this sub-activity include: a review of the regulatory frameworks; the design and development of effective methodologies for monitoring campaign finance and media coverage within the Lebanese context; and supporting the work of monitoring efforts.

### **Output 3: Capacity for Voter Education and Public Participation Initiatives in Electoral Processes Built**

This output aims to strengthen the capacity of stakeholders to engage on voter education and public participation initiatives. Primarily, the output seeks to promote opportunities for stakeholders to have

access to knowledge and skills on issues that increase awareness of electoral issues and promote public participation in electoral processes. Engagement on these areas becomes especially important in circumstances where there are significant changes to the electoral framework, and/or where there are significant numbers of new voters, and/or where there may be signs of public apathy or dissatisfaction with political and electoral processes. The envisaged activities under output 3 are:

### **Activity 3.1: Expanding access of local stakeholders to voter education and electoral knowledge**

This activity will result in increased awareness of Lebanese stakeholders of electoral issues. This includes providing stakeholders with structured and comprehensive access to information on electoral issues, comparative areas of electoral knowledge, access to learning resources, enabling core skills for the delivery of voter education and facilitating information-sharing, networking and coordination of efforts by actors engaged on promoting public participation in the electoral process.

#### **Sub-activity 3.1.1: Facilitating opportunities for voter education and information sharing**

This sub-activity provides opportunities for national actors to receive comprehensive knowledge and information on core electoral issues relevant to Lebanon. It seeks to ensure inclusive and participatory access to learning and capacity development activities, as well as measures to facilitate and coordinate information sharing and networking on international, regional and national electoral initiatives. A specific focus will be to work on integrated initiatives relating to designing and implementing effective voter education to address gaps in voters' knowledge and to encourage their participation in future elections. Illustrative deliverables under this sub-activity will include: Conduct of relevant training events and learning opportunities and resources; regular Technical Working Group meetings to facilitate coordination and information-sharing activities with electoral actors; provision of Arab-English-French translation for key electoral materials; Engagement for electoral actors in networking and learning activities, especially those provided through regional cooperation and South-South initiatives; and conduct of relevant lessons-learned.

### **Activity 3.2: Inclusive and informed processes on changes to the electoral framework are in place**

This activity will result in an informed, inclusive and participatory process on the process of amending election legislation. Recent experiences in Lebanon demonstrate that the political and technical process for discussing amendments to electoral legislation takes places with limited information being provided on the proposals under discussion.

### **Sub-activity 3.2.1: Measures to encourage an inclusive and informed process on changes to electoral legislation**

This sub-activity provides support to a national non-partisan organisation to provide public information on debates on changes to electoral legislation by facilitating access to information on the proposals being discussed. Illustrated deliverables under this sub-activity include production of objective and neutral materials on proposed changes, such as maps and info-graphic data to explain different election system or district boundaries, development of relevant policy documents.

## **Output 4: Capacity for the Resolution of Election Disputes Improved**

The objective of the fourth output is to build a strengthened capacity for the resolution of election disputes. It will result in an increased capacity for judicial bodies (the Constitutional Council and State Council) to perform their mandate in a credible, professional and transparent manner, and also for increased awareness by stakeholders on how to engage with judicial bodies in their attempts to seek protection for their electoral rights. The activities within output 4 are as follows:

### **Activity 4.1: Supporting a transparent and accessible election dispute resolution mechanism**

This activity will result in increased transparency and accessibility for stakeholders to election dispute mechanisms. This includes measures to increase public awareness and clarity on the roles of election dispute bodies, to define their role and responsibilities, and to ensure understanding on measures for actors to access remedies.

#### **Sub-activity 4.1.1: Support to Stakeholder Awareness on Election Disputes**

This sub-activity provides support to stakeholders to receive accurate, objective and comprehensive information on election dispute resolution mechanisms, with a specific intent to raise awareness on types of legal cases related to elections and to engage on initiatives that seek to improve the election dispute framework. It is envisaged that this work will include support to a national non-partisan organisation to provide public information on election dispute processes. Illustrative deliverables under this sub-activity may include: publication of relevant toolkits and materials on election dispute resolution; conduct of public events to discuss and review the role of electoral dispute bodies, including lessons learned; and developing and implementing a methodology for the tracking and analysis of relevant cases and the framework for resolving election disputes.

### **Activity 4.2: Strengthened capacity for election dispute resolution**

This activity will result in an increased capacity of national judicial bodies to address election disputes in a professional, independent and transparent manner. This includes measures to support judicial bodies

in building capacity to manage election disputes in a prompt and transparent process by ensuring that stakeholders are made fully aware of their rights to bring cases related to election disputes.

#### **Sub-activity 4.2.1: Support to the Constitutional Council and the State Council**

This sub-activity reinforces the capacities of judicial bodies with jurisdiction on electoral disputes (primarily the Constitutional Council and the State Council) to perform their role in a professional, independent and effective manner. It will engage the bodies on initiatives to improve their technical capacities and procedural mechanisms for election disputes, including identification of lessons learned on their role. It will also support the judicial bodies to engage in outreach with stakeholders. Illustrated deliverables for this sub-activity include: capacity development initiatives for the Constitutional and State Councils; development of accessible guides and online information related to their work, case law and procedures; and conduct of lessons learned on the role of the Constitutional and State Councils and engagement in reviews of their legal and procedural framework.

#### **Output 5: Capacity for Women's Participation in Elections Built**

The objective of the fifth output is to strengthen capacity for the participation of women in electoral processes in Lebanon. The output focuses on building awareness on the relevant special measures that can be taken by Lebanese authorities and stakeholders to promote increased representation of women in elections – whether as voters, or candidates or as electoral officials or in other roles – under different electoral systems and legislative frameworks, and will provide a comprehensive knowledge base of the appropriate available measures that are available, toolkits for their effective implementation, and engage in direct initiatives to promote women as candidates and as election officials. The activities under output 5 are:

##### **Activity 5.1: Strengthened capacity on measures to improve women's participation in elections**

This activity will result in a strengthened capacity of national actors to improve the participation of women in elections. This includes measures to ensure that decision-makers, political actors and activists have a full understanding of the concrete policy measures that can be taken within different electoral system contexts and that are in line with constitutional principles and international obligations, including legislative change, administrative reform and voluntary steps by actors. Efforts are also needed to support specific initiatives on building the capacity of women candidates and the promotion of gender diversity in the election administration. This Output will result in improved capacity for actors to improve opportunities for women's participation in elections.

##### **Sub-activity 5.1.1: Building awareness to improve Women's Participation in Elections**



This sub-activity seeks to reinforce advocacy for the adoption of concrete and appropriate measures to promote women's participation and representation in elections. It will focus on building awareness and understanding among decision-makers and other national actors of the possible measures and concrete steps that can be taken, including legislative reform but also by highlighting changes to policies and practice by political parties, governmental institutions and media. It will also seek to build knowledge through policy briefs, learning opportunities, information sharing and support to coordination of activities, and, ahead of the 2016 local elections, will have a special focus on issues related to women's participation in municipal elections. The deliverables for this sub-activity will include: support to review and report on concrete measures to improve women's participation; delivery of capacity developments initiatives to build actors' level of awareness of measures to improve women's participation in elections; core research and analysis on policy approaches to improving women's participation in election, including tracking and publication of relevant benchmark data and lessons learned from comparative experiences; Support to the conduct of effective coordination and information-sharing activities with actors engaged in supporting women's participation.

#### **Sub-activity 5.1.2: Building Capacity on Women's Participation in Elections**

This sub-activity will support initiatives for women who participate in elections as candidates or as polling officials. Deliverables for this sub-activity will include: the development of a toolkit providing relevant information for women interested in standing as candidates; the development of awareness campaigns and relevant resources to encourage women to serve as polling officials or in other electoral positions

#### **Support to Project Management- Personnel and Office Costs**

Efficient project management will be ensured through the recruitment of a technical, logistics, operations and finance team under the supervision of a Chief Technical Advisor who has overall responsibility for the management of the project ensuring that project deliverables are attained as per the project document and work plans, and with the highest standards of quality.

### III. Results and Resources Framework (RRF)

**Intended Outcome as stated in the Country Programme Results and Resource Framework:** Accountability of state institutions, and inclusive participation strengthened.

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

**Indicator:** Public perception of accountability, integrity and participation improved

**Baseline:** Draft laws and plans for admin, electoral law and justice reforms still pending.

**Target:** Access to justice, electoral law reform and national action plan for human rights produced and implemented

**Project title and ID: Lebanese Elections Assistance Project (00083474)**

**Outcome 1: The capacity of stakeholders for the conduct of credible, transparent and inclusive elections in Lebanon developed**

Intended Outputs	OUTPUT TARGETS (2015-2017)	Responsible Partners	Indicative Activities	Inputs: <u>Costs estimated over three-year period (2015-2017)</u>
<b>Output 1:</b> <b>Sustainable Capacity for the Management and Administration of Elections Strengthened</b>  <b>Baseline:</b> <ul style="list-style-type: none"> <li>MOIM preparations for new framework are enhanced</li> <li>Options for an improved CRRM process reviewed and new process identified.</li> <li>Measures to improve electoral management structures and practices are identified.</li> <li>Debate on changes to electoral legislation is on-going</li> <li>Inadequate technical and procedural framework for results process</li> <li>Limited technical capacity for improving</li> </ul>	<b>Targets</b> 2015 Authorities receive expert technical advice on electoral law changes New CRRM process developed Comprehensive testing on new processes Installation of new processes Capacity for external relation initiatives is strengthened. Public awareness of	MOIM UNDP MOJ HRC/R Cs	Activity 1.1: Capacity to engage on electoral legislation discussions Strengthened.  Activity 1.2: Capacity for candidate registration and results management (CRRM) Strengthened  Activity 1.3: Capacity for external relations on election management responsibilities Strengthened  Activity 1.4: Measures to improve the electoral framework Promoted  Activity 1.5: Professional capacity of electoral officials Strengthened  Activity 1.6: Capacity for election operations Strengthened  Activity 1.7: Capacity for facilitating electoral access by	International Consultants/ International Travel \$80,924 National Consultants 341,400 UNVs \$92,900 International Travel/ International DSA (Study Visits) \$111,462 Local Travel/DSA \$70,700 Contracts for Services \$767,228 Equipment \$214,251 Communication costs

<p>results framework</p> <ul style="list-style-type: none"> <li>Limited experience and capacity for external relations tools and structures</li> <li>Limited public awareness of, and stakeholder engagement in, electoral management role</li> <li>Significant media interest in electoral issues, and media willingness to provide information</li> <li>Increasing use of social media in Lebanon</li> <li>Established role for observers and media to follow elections</li> <li>Measures to prepare for introduction of standardised ballots are identified.</li> <li>Calls for introduction of standardised ballots and other procedural improvements on electoral operations, including polling &amp; counting</li> <li>Measures to improve election management are identified and acted upon</li> <li>Measures for broad-based improvements to electoral framework are identified.</li> <li>No institutional capacity for training of officials in place.</li> <li>All electoral officials require updated training, especially if new procedures to be adopted.</li> <li>Limited technical capacity and resources for operational planning and data-management</li> <li>New challenges for election security, including strengthening of standard operating procedures</li> <li>Measures to increase access to electoral data are identified</li> </ul>	<p>electoral issues is enhanced through website, awareness campaigns, etc.</p> <p>Preparation and delivery of training to electoral officials is enhanced.</p> <p>Measures for gathering data on electoral management takes place</p> <p>Full archive prepared 2016</p> <p>Comprehensive evaluation of key electoral issues and mapping ahead of municipal elections.</p> <p>Development of operations plan for municipal elections.</p> <p>Specific needs assessment for municipal elections.</p> <p>Core preparation and implementation of municipal elections.</p> <p>Lessons learned on municipal electoral process</p> <p>2017</p>	<p>persons with disabilities Strengthened</p> <p>Activity 1.8: Lessons learned on elections management Conducted</p> <p>Activity 1.9: Capacity to prepare for municipal elections Strengthened</p> <p>Activity 1.10 Capacity to prepare for parliamentary elections Strengthened</p> <p><b>Sub-Activities and Deliverables</b></p> <p>1.1.1 Expert assistance on election legislation discussions Provision of advice and assistance to MOIM on electoral law changes</p> <p><b>Deliverables:</b></p> <p>Translation of draft laws; production of briefing materials; maps of new electoral districts</p> <p>1.2.1. Strengthening candidate registration and results management capacity</p> <p><b>Deliverables</b></p> <p>Provision of training, manuals and public information on new process. Stakeholder briefings on new results process</p> <p>1.3.1 Strengthening external relations capacity for election management</p> <p><b>Deliverables</b></p> <p>Development of official external relations strategy Publication and translation of official materials Procurement for public and media awareness campaigns and outreach messages Establishment of a hotline, social media, and media centre</p>	<p>\$18,046</p> <p>Supplies \$25,308</p> <p>IT Hardware, Software &amp; Supplies \$108,760</p> <p>Rent (Media Centre) \$27,501</p> <p>Materials Print Production/Translation: \$501,139</p> <p>Running costs and committees facilitation \$55,548</p> <p>Training/workshops: \$745,470</p> <p><b>Total for Output 1\$3,160,636</b></p>
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<ul style="list-style-type: none"> <li>• Evaluation of electoral preparations takes place Electoral data not readily available</li> <li>• Limited opportunities for Persons With Disabilities (PWD) to access electoral process</li> <li>• Measures to improve disability access are identified</li> <li>• Limited institutional capacity for internal lessons learned, monitoring and evaluation</li> <li>• 2009 parliamentary elections and 2010 municipal elections were well-conducted but significant issues of concern identified</li> <li>• Likely debate on changes to municipal election framework</li> </ul> <p><b>Output Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number and type of analysis on legislative changes</li> <li>• Number of CRRM process in place</li> <li>• Number and type of election officials trained in new results process</li> <li>• Number and reach of public awareness campaign, and measurement of effectiveness</li> <li>• Number and reach of website, social media and hotline users</li> <li>• Number and type of materials produced and external relation events held</li> <li>• Number of observers and media accredited</li> <li>• Number of reports/manuals/prototypes produced on standardised ballots</li> <li>• Number of reports etc. produced on improvements to electoral framework</li> <li>• Number of workshops and events on electoral framework improvements</li> </ul>	<p>Training of electoral officials</p> <p>Comprehensive electoral information for citizens and media is delivered.</p> <p>Accreditation for observers and media is facilitated.</p> <p>Readiness for implementation of ballots and other improvements is strengthened.</p> <p>If measures are adopted, support is provided to implementation of improvements</p> <p>Training on key issues in the electoral process is provided.</p> <p>Capacity of electoral officials to perform their duties is strengthened.</p> <p>Stakeholder awareness of electoral procedures is increased.</p> <p>Implementation of improved electoral practices</p> <p>Security of electoral</p>	<p>Updating of website</p> <p>Conduct of regular media briefings</p> <p>1.4.1.Support initiatives for the adoption of improvements to the electoral framework</p> <p><b>Deliverables</b></p> <p>Procurement of equipment and personnel for ballot design.</p> <p>Development of reports on other measures to improve electoral framework</p> <p>Conduct of training on ballot production and other improvements, including pilot studies test-runs.</p> <p>1.5.1 Delivery of training and professional development for election officials</p> <p><b>Deliverables</b></p> <p>Conduct of training events for electoral officials, including opportunities for international events</p> <p>1.5.2 Development of electoral training resources</p> <p><b>Deliverables</b></p> <p>Procurement for training video production.</p> <p>Identification and training of core trainers.</p> <p>Conduct of training of trainer events</p> <p>Conduct of cascade training for 14,000 polling officials</p> <p>Structured evaluation of cascade training</p> <p>1.6.1 Strengthened capacity for election operations and data-management</p> <p><b>Deliverables</b></p> <p>Development of new operations plans, budgets,</p>	
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<ul style="list-style-type: none"> <li>• Number of trainers, election officials, and polling officials trained</li> <li>• Number and type of election operational tools/reports/manuals/plans produced</li> <li>• Number of areas of electoral data made available</li> <li>• Number of measures to improve accessibility adopted</li> <li>• Turnout of voters (disaggregated by gender etc.)</li> <li>• Number of reports produced on electoral management issues for municipal and parliamentary elections</li> <li>• Number of measures related to parliamentary elections and municipal elections that are implemented</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Improved candidate registration system installed ahead of new elections</li> <li>- Improved results management system installed ahead of new elections</li> <li>- Citizens have improved access to information on the electoral process</li> <li>- 30% of surveyed are aware of outreach efforts</li> <li>- All eligible observers and media receive accreditation</li> <li>- All polling stations receive polling manual</li> <li>- 20 election officials receive core training</li> <li>- 75% of polling station chairpersons receive cascade training or watch training video.</li> <li>- 50% of polling stations capable of facilitating an improved level of access to</li> </ul>	<p>process is enhanced</p>		<p>procurement plans etc. Conduct of training events for electoral officials Support to Security Operations Room</p> <p>1.7.1 Facilitating electoral access by persons with disabilities</p> <p><b>Deliverables</b> Facilitation of interagency working group on access Development of a joint strategy for improving access Procurement of relevant equipment Baseline survey of disability engagement with electoral process Facilitation of working group Baseline survey: Equipment for improved access:</p> <p>1.8.1 Lessons Learned on electoral management</p> <p><b>Deliverables</b> Conduct of MOIM meetings to discuss lessons learned. Report on electoral management lessons learned External evaluation report on work of MOIM/effectiveness of electoral assistance Collation of all relevant materials into an accessible archive Development of consultative road-map for implementation of possible areas of reform of electoral management and broader electoral legislation, including establishment of an independent election commission</p> <p>1.9.1 Supporting election management preparations for municipal elections</p> <p><b>Deliverables</b> Report on municipal elections framework and areas for improvement Publication of documents on relevant legal framework</p>	
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<p>PWD</p> <ul style="list-style-type: none"> <li>- List of recommendations for future elections is published</li> <li>- Election management archive is established and distributed.</li> <li>- Municipal elections are implemented in a credible, inclusive and transparent manner.</li> <li>- Parliamentary elections are implemented in a credible, inclusive and transparent manner.</li> </ul>			<p>Specific operational plan, budget, etc. for municipal elections Specific outreach materials for municipal elections (including municipal maps) Report on role of election management for municipal elections</p> <p>1.10.1: Supporting election management preparations for parliamentary elections</p> <p><b>Deliverables</b> Report on parliamentary elections framework and areas for improvement Publication of documents on relevant legal framework Specific operational plan, budget, etc. for parliamentary elections Specific outreach materials for parliamentary elections (including parliamentary district maps) Report on role of election management for parliamentary elections</p>	
<p><b>Output 2:</b> Capacity for the Supervision of Election Campaigns increased</p> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>• SCEC has no current functional capacity.</li> <li>• SCEC members and staff will be new with limited elections experience</li> <li>• Regulatory framework for campaign supervision identified as inadequate</li> </ul> <p><b>Output indicators</b></p> <ul style="list-style-type: none"> <li>• Number and type of advisory role on campaign supervision</li> <li>• Number and type of reports/manuals produced</li> <li>• Number of SCEC members and staff trained</li> </ul>	<p><b>Targets</b> 2015-16 Reviews of the regulatory framework are undertaken. Comprehensive operational and logistical preparations for the establishment of the SCEC are undertaken. 2017 Operational and knowledge capacities of SCEC members and staff to perform</p>	<p>MOIM UNDP SCEC</p>	<p>Activity 2.1: Capacity for establishing the Supervisory Commission for Electoral Campaigns Strengthened</p> <p>Activity 2.2: Regulatory framework for campaign supervision improved</p> <p>Sub-Activities and Deliverables:</p> <p>2.1.1 Supporting preparations for strengthening the capacity of the SCEC</p> <p><b>Deliverables</b> Report on lessons learned from previous elections, including archive. Preparations for technical capacity needs and draft operational framework and rules of procedure</p>	<p>National Consultants: \$27,005 International Consultants: \$61,490 SCEC Archiving: \$5,000.00 SCEC&amp;EMB equipment \$55,000 SCEC&amp;EMB IT hardware and software \$72,058 Materials Print production/Translation \$10,130 SCEC trainings and</p>

<ul style="list-style-type: none"> <li>Number and type of regulatory and procedural improvements in place</li> <li>Number of participants in workshops/consultative meetings</li> </ul> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>All SCEC members and core staff receive induction training</li> <li>SCEC adopts rules of procedure and operational plan</li> <li>All SCEC monitors staff receive training on regulatory and methodological framework</li> </ul>	<p>their duties are in place</p> <p>Capacity provided for SCEC to conduct campaign supervision</p> <p>Conduct of lessons learned on SCEC operations and framework</p> <p>Regulatory framework for campaign supervision is improved.</p>		<p>Development of rules of procedure and an operational plan</p> <p>Provision of required resources, including equipment and experts</p> <p>Support to measures for stakeholder outreach</p> <p>Development and conduct of induction training for SCEC officials on regulatory framework and monitoring methodologies</p> <p>2.2.1 Improving the regulatory and monitoring framework for campaign</p> <p><b>Deliverables</b></p> <p>Provision of technical advice on regulatory framework.</p> <p>Development of monitoring methodologies.</p>	<p>workshops \$48,587</p> <p><b>Total for Output 2 \$279,270</b></p>
<p><b>Output 3:</b> Capacity on voter education and public participation in election processes developed</p> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>Sharing of electoral information and coordination is ad hoc</li> <li>There is limited capacity and knowledge of skills and good practice related to voter education</li> <li>Significant voter education needed with adoption of electoral reforms</li> <li>Discussions on changes to electoral framework take place</li> </ul> <p><b>Output indicators</b></p> <ul style="list-style-type: none"> <li>Number of coordination meetings held,</li> <li>Number of consultative workshops with stakeholders</li> <li>Number and type of material produced on electoral framework</li> <li>Number of ads and media reports on the</li> </ul>	<p><b>Targets</b></p> <p>2015</p> <p>Regular coordination meetings and sharing of information takes place</p> <p>Training on core skills on voter education provided</p> <p>Baseline data for voter education established.</p> <p>2016-2017</p> <p>Stakeholder capacity for the delivery of voter education is strengthened</p> <p>Regular coordination meetings and sharing</p>	<p>MOIM UNDP Civil Society</p>	<p>Activity 3.1: Access of local stakeholders to voter education and electoral knowledge Expanded</p> <p>Activity 3.2: Inclusive and informed processes on changes to the electoral framework are in place</p> <p>Sub-Activities and Deliverables:</p> <p>3.1.1: Facilitating opportunities for voter education and information sharing</p> <p><b>Deliverables</b></p> <p>Regular coordination meetings take place</p> <p>Expert report on mapping of previous and current voter and civic education initiatives</p> <p>Baseline survey of voters to identify levels of public awareness on electoral issues</p> <p>Conduct of training for stakeholders on effective voter education and public participation</p>	<p>National Consultants: \$96,540</p> <p>International Consultants/ International Travel \$27,545</p> <p>Contracts for services \$509,640</p> <p>Translation: \$15,634</p> <p>VED trainings and workshops 100,480</p> <p><b>Total for Output 3 \$749,839</b></p>

<p>campaign</p> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>Regular meetings of Technical Working Group on Elections</li> <li>Stakeholders deliver effective voter education</li> <li>Inclusive and informed campaign organized on changes to the electoral framework</li> <li>Informed and inclusive debates organized on changes to election legislation</li> </ul>	<p>of information continue</p> <p>Voter Education Campaign is Conducted</p>		<p>3.2.1: Measures to encourage an inclusive and informed process on changes to electoral legislation</p> <p><b>Deliverables</b></p> <p>Media Campaign on Electoral Reforms</p> <p>Workshops, conferences, and focus group meetings organized for informed debates on electoral reforms, including in the regions</p>	
<p><b>Output 4:</b> Capacity for the Resolution of Election Disputes Improved</p> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>Limited stakeholder awareness or information on role of EDR</li> <li>Scope for improved capacity on EDR at CC and SC</li> <li>Limited mechanisms for outreach to stakeholders by CC and SC</li> <li>Detailed reviews of EDR process are undertaken.</li> <li>Support was provided to judicial bodies to undertake capacity needs assessment and to review outreach processes</li> </ul> <p><b>Output indicators</b></p> <ul style="list-style-type: none"> <li>Number of reports/materials on EDR mechanisms produced</li> <li>Number of materials/products developed on EDR issues by CC/SC</li> <li>Capacity of the CC/SC bodies is enhanced</li> </ul>	<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>2015-17</li> <li>Conduct public awareness activities on EDR</li> <li>Conduct lessons learned on EDR process</li> <li>Publication of materials, procurement of equipment, and implementation of outreach measures.</li> </ul>	<p>Constitutional Council</p> <p>State Council</p> <p>CSOs</p> <p>UNDP</p>	<p>Activity 4.1: Awareness on election disputes increased</p> <p>Activity 4.2: Capacity of the Constitutional Council for election dispute resolution Strengthened</p> <p>Sub-Activities and Deliverables</p> <p>4.1.1 Support to stakeholder awareness on Elections Disputes</p> <p><b>Deliverables</b></p> <p>Expert report on EDR processes and capacities</p> <p>Collation of relevant materials and archive on EDR</p> <p>Activities to raise awareness of EDR issues</p> <p>Production of EDR lessons learned report</p> <p>4.2.1 Support to the Constitutional Council and the State Council</p> <p><b>Deliverables</b></p>	<p>National Consultants \$15,000</p> <p>EDR UNVs \$4,250</p> <p>EDR Equipment \$12,900</p> <p>Materials Print Production/translation: \$63,120</p> <p>EDR Miscellaneous \$4,900</p> <p>EDR Workshops \$60,795</p> <p><b>Total for Output 4: \$160,965</b></p>



<b>Targets</b> <ul style="list-style-type: none"> <li>• Increase levels of awareness on EDR</li> <li>• Outreach materials are made available</li> <li>• Effective archives are established</li> </ul>			<p>Needs assessment to technical capacity on EDR issues</p> <p>Procurement of relevant equipment or material</p> <p>Conduct of events with experts and stakeholders to review role</p> <p>Publication of materials (such as guidebooks, decisions)</p> <p>Support to outreach measures (such as websites)</p> <p>Collation of all relevant materials into an accessible archive</p>	
<b>Output 5: Capacity for women's participation and representation in elections increased</b>  <b>Baseline</b> <ul style="list-style-type: none"> <li>• Number of women standing as candidates is 6%</li> <li>• Number of women as polling officials is 20%</li> <li>• Training events conducted to improve awareness of TSMs</li> <li>• Core data gathered on women's participation and a comprehensive mapping on women's participation</li> </ul> <b>Output indicators</b> <ul style="list-style-type: none"> <li>• Number and type of advisory roles on TSMs</li> <li>• If TSMs are adopted, number of stakeholders trained</li> <li>• Reports on women's participation</li> <li>• Number of materials developed and events held</li> <li>• Number of women recruited as election officials</li> </ul> <b>Targets</b> <ul style="list-style-type: none"> <li>• Increased awareness of TSMs</li> </ul>	<b>Targets</b> <p>2015</p> <p>Support initiatives to promote TSMs</p> <p>On-going data gathering and lessons learned on women's participation</p> <p>Review of measures to promote participation of women as candidates and as election officials.</p> <p>2016</p> <p>Lessons Learned after municipal elections</p> <p>Targeted activities to promote women to stand for municipal elections</p> <p>Targeted activities to promote women to serve as polling officials for</p>	<p>UNDP MOIM CSOs</p>	<p>Activity: 5.1: Measures to improve women's Representation in elections promoted</p> <p>Sub-Activities and Deliverables:</p> <p>5.1.1. Building awareness to improve Women's Participation in Elections</p> <p><b>Deliverables</b></p> <p>Consultative roundtables and workshops on TSM options</p> <p>Mapping studies and establishing a baseline data on women representation and participation</p> <p>Post-Elections Lessons Learned on electoral processes</p> <p>5.1.2 Building Capacity on Women's Participation in Elections</p> <p><b>Deliverables</b></p> <p>Materials targeted to women to stand as candidates</p> <p>Participation in events for women standing as candidates</p> <p>Strategy to promote MOIM to recruit more women as electoral officials</p> <p>Materials/campaign targeted to encourage women to serve as electoral officials</p>	<p>National Consultants \$3,000</p> <p>WP Materials Print Production 95,180</p> <p>WP Trainings and Workshops \$122,885</p> <p>Training &amp; workshops: \$92,635.01</p> <p>Materials Print Production: \$82,165.39</p> <p><b>Total for Output 5: \$221,065</b></p>

<ul style="list-style-type: none"> <li>Measures taken by Lebanese authorities to implement TSMs</li> <li>Benchmark data published</li> <li>Increased Number of women standing as candidates</li> <li>Number of women polling officials is at least 30% of total</li> </ul>	<p>municipal elections and parliamentary elections</p> <p>2017</p> <p>If TSMs adopted, trainings for stakeholders on TSM</p> <p>Lessons Learned after parliamentary elections</p> <p>Targeted activities to promote women to stand for parliamentary elections</p>		Technical Support to Women Organizations campaigning for women representation	
<b>Personnel and Office Costs</b>				
<b>External Project Evaluation team</b> Baseline: First mid-term evaluation was conducted in 2013. Needs Assessment Mission by Electoral Assistance Division was carried out in December 2014	<u>2015-16</u> Second mid-term evaluation <u>2017</u> End of project evaluation	UNDP	<i>6.1.1. External evaluation of project</i>  <i>Deliverables</i> 2014 Mid-Term Evaluation 2015/16 Mid-Term Evaluation 2017 End of Project Evaluation	International consultant/International travel: \$35,000 National consultants: \$17,000
<b>Project Team</b>	<u>2015-17</u> Rationalised Project Team	UNDP	Chief Technical Adviser National Project Officer/Communication National Adviser Training and Operations Officer Legal/ Electoral Officer Media Outreach /External Relations Officer Research Officer M&E Assistant Financial Monitoring & Reporting Assistant Admin and Procurement Assistant	Chief Technical Adviser: \$846,310 National Project Officer: \$221,105 National Adviser: \$276,815 Training and Operations Officer: \$171,020 Legal/ Electoral Officer: \$151,045 Media Outreach/External Relations Officer: \$137,080 Research Officer: \$137,080 Administrative and Finance Assistant: \$117,575 M&E Assistant: \$78,610

			Driver	Financial Monitoring & Reporting Assistant: \$78,610 Driver: \$78,655 UNV Support \$157,555 National Consultants \$153,610
			International and National experts as required for support	
<b>Office and Project Management Costs</b>				Office rent: \$119,360 Office running costs: \$45,770 CO support costs: \$98,880 Office equipment: & furniture \$42,885 Office IT hardware & software: \$18,775 Office Supplies: \$38,525 Office Communication: \$30,295 Vehicle hire & fuel: \$27,870 Contingency: \$221,105
<b>6.4 Visibility Costs</b>				Visibility print production: \$37,600 Visibility events: \$23,670
<b>Total for personnel and operations cost</b>				<b>\$3,311,720</b>
<b>TOTAL PROJECT DIRECT COSTS</b>				<b>\$7,933,580</b>
<b>GMS</b>				<b>\$592,497</b>
<b>ISS</b>				<b>\$73,896</b>
<b>TOTAL PROJECT BUDGET</b>				<b>\$8,599,973</b>

## IV- Annual Work Plan Budget Sheet

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q1	Q2	Q3	Q4		Funding Source	Donor	Account Code	Budget Description	Amount
<i>And baseline, associated indicators and annual targets</i>	<i>List activity results and associated actions</i>										
<b>Output 1:</b> Sustainable Capacity for the Management and Administration of Elections Developed <b>Baseline:</b> <ul style="list-style-type: none"> <li>•MOIM preparations for new framework are enhanced</li> <li>•Options for an improved CRRM process reviewed and new process identified.</li> <li>•Measures to improve electoral management structures and practices are identified.</li> <li>•Debate on changes to electoral legislation is on-going</li> <li>•Inadequate technical and procedural framework for results process</li> <li>•Limited technical capacity for improving results framework</li> <li>•Limited experience and capacity for external relations tools and structures</li> <li>•Limited public awareness of, and stakeholder engagement in, electoral management role</li> <li>•Significant media interest in electoral issues, and</li> </ul>	1.1 Strengthening analytical capacity for policy engagement on technical electoral issues	x	x	x		MOIM/RCs/HRC/MoJ/UNDP	30079	10159	71200/71600	International Consultant/Travel	\$ 59,350
	1.2 Increasing candidate registration and results management systems						30000/30079	00248/10159	71300	National Consultant	\$52,650
							30000/30079	00248/10159	74200	MaterialPrint Produc./Translation	\$53,300
							30000/30079	00248/10159	72100	Contractual Services Companies	\$61,070
							30079	10159	75700	Workshops	\$40,360
							30079	10159	71300	National	\$24,700

<p><i>media willingness to provide information</i></p> <ul style="list-style-type: none"> <li>•Increasing use of social media in Lebanon</li> <li>•Established role for observers and media to follow elections</li> <li>•Measures to prepare for introduction of standardised ballots are identified.</li> <li>•Calls for introduction of standardised ballots and other procedural improvements on electoral operations, including polling &amp; counting</li> <li>•Measures to improve election management are identified and acted upon</li> <li>•Measures for broad-based improvements to electoral framework are identified.</li> <li>•No institutional capacity for training of officials in place.</li> <li>•All electoral officials require updated training, especially if new procedures to be adopted.</li> <li>•Limited technical capacity and resources for operational planning and data-management</li> <li>•New challenges for election security, including strengthening of standard operating procedures</li> <li>•Measures to increase access to electoral data are identified</li> <li>•Evaluation of electoral preparations takes place</li> <li>•Electoral data not readily available</li> <li>•Limited opportunities for Persons With Disabilities (PWD) to access electoral process</li> <li>•Measures to improve disability access are identified</li> <li>•Limited institutional capacity for internal lessons learned, monitoring and evaluation</li> <li>•2009 parliamentary elections and 2010 municipal elections were well-conducted but significant issues of concern identified</li> <li>•Likely debate on changes to municipal election framework</li> </ul> <p><b>Indicators:</b> Number and type of analysis on legislative changes</p> <ul style="list-style-type: none"> <li>•Number of CRRM process in place</li> <li>•Number and type of election officials trained in new</li> </ul>	effectiveness								Consultants	
	1.3					30079	10159	72100	Software	\$72,700
	Reinforcing skills in MOIM for external relations on public outreach					30079	10159	72800	Results equip./software/ supplies IT	\$28,400
	1.4					30079/30000	10159	72200	OCU Equipment	\$3,000
	Promoting improvements to the electoral framework					30079	10159	74200	Translation	\$21,000
	1.5 Building electoral officials professional knowledge and awareness					30079	10159	72500	MOIM Office Supplies	\$6,280
	1.6					30079	10159	72400	MOIM Office Comm. Costs	\$6,280
	Enhancing election operations effectiveness					30079	10159	74500	MOIM Office Running Costs	\$6,280
	1.7					30079	10159	71500	UNV Support	\$17,910
	Increasing access to electoral processes for persons with disabilities					30079/30000	10159/00248	71600	BPU IT Hardware & Software	\$4,300
						30079/30000	10159/00248	72200	International Travel & DSA	\$52,000
						30079/30000	10159/00248	72200	Equipment	\$74,800
						30079/30000	10159/00248	74500	Committee	\$12,500

<p>results process</p> <ul style="list-style-type: none"> <li>•Number and reach of public awareness campaign, and measurement of effectiveness</li> <li>•Number and reach of website, social media and hotline users</li> <li>•Number and type of materials produced and external relation events held</li> <li>•Number of observers and media accredited</li> <li>•Number of reports/manuals/prototypes produced on standardised ballots</li> <li>•Number of reports etc. produced on improvements to electoral framework</li> <li>•Number of workshops and events on electoral framework improvements</li> <li>•Number of trainers, election officials, and polling officials trained</li> <li>•Number and type of election operational tools/reports/manuals/plans produced</li> <li>•Number of areas of electoral data made available</li> <li>•Number of measures to improve accessibility adopted</li> <li>•Turnout of voters (disaggregated by gender etc.)</li> <li>•Number of reports produced on electoral management issues for municipal and parliamentary elections</li> <li>•Number of measures related to parliamentary elections and municipal elections that are implemented</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>-Improved candidate registration system installed ahead of new elections</li> <li>-Improved results management system installed ahead of new elections</li> <li>-Citizens have improved access to information on the electoral process</li> <li>-30% of surveyed are aware of outreach efforts</li> <li>-All eligible observers and media receive accreditation</li> <li>-All polling stations receive polling manual</li> <li>-20 election officials receive core training</li> <li>-75% of polling station chairpersons receive cascade</li> </ul>	<p>1.8 Establishing lessons learned processes within MOIM</p> <p>1.9 Supporting electoral operations preparations and delivery for municipal elections</p> <p>1.10 Supporting electoral operations preparations and delivery of parliamentary elections.</p>						30000	00248		Facilitation	
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<i>training or watch training video.</i> <i>-50% of polling stations capable of facilitating an improved level of access to PWD</i> <i>-List of recommendations for future elections is published</i> <i>-Election management archive is established and distributed.</i>											
<b>Output2:</b> Capacity for the Supervision of Election Campaigns Increased <b>Baseline</b> •SCEC has no current functional capacity. •SCEC members and staff will be new with limited elections experience •Regulatory framework for campaign supervision identified as inadequate <b>Indicators</b> •Number and type of advisory role on campaign supervision •Number and type of reports/manuals produced •Number of SCEC members and staff trained •Number and type of regulatory and procedural improvements in place •Number of participants in workshops/consultative meetings <b>Targets</b> •All SCEC members and core staff receive induction training •SCEC adopts rules of procedure and operational plan •All SCEC monitors staff receive training on regulatory and methodological framework	2.1 Strengthening operational capacity for establishing a supervisory body for electoral campaigns 2.2 Improving regulatory framework for campaign supervision	x	x	x	x	MOIM/ SCEC/ UNDP/	30000  30000  30000	00248  00248  00248	75700  72200  72800	Training Workshops  Equipment  IT Hardware/Software	\$6,000  \$5,000  \$5,000
<b>Output 3:</b> Capacity for Voter Education and Public Participation Initiatives Built <b>Baseline:</b> •Sharing of electoral information and coordination is ad hoc •There is limited capacity and knowledge of skills and good practice related to voter education	3.1Expanding access of local stakeholders to voter education	x	x	x	x	Civil Society	30079/ 30000  30079	10159/ 00248  10159	71300  71200/ 71600	National Consultant  International Consultant/Travel	\$21,500  \$13,770  \$69,840

•Significant voter education needed with adoption of electoral reforms •Discussions on changes to electoral framework take place <b>Indicators:</b> •Number of coordination meetings held, •Number of consultative workshops with stakeholders •Number and type of material produced on electoral framework •Number of ads and media reports on the campaign <b>Targets:</b> •Regular meetings of Technical Working Group on Elections •Stakeholders deliver effective voter education •Inclusive and informed campaign organized on changes to the electoral framework •Informed and inclusive debates organized on changes to election legislation	and electoral knowledge					/ UNDP	30079	10159	72100	Contractual Services Company	\$10,500
	3.2 Inclusive and informed processes on changes to the electoral framework put in place						30079	10159	74200	Translation	\$16,240
							30000/30079	00248/10159	75700	Training Workshops	
<b>Output4:</b> Capacity for the Resolution of Election Disputes Improved <b>Baseline:</b> •Limited stakeholder awareness or information on role of EDR •Scope for improved capacity on EDR at CC and SC •Limited mechanisms for outreach to stakeholders by CC and SC •Detailed reviews of EDR process are undertaken. •Support was provided to judicial bodies to undertake capacity needs assessment and to review outreach processes <b>Indicators:</b> •Number of reports/materials on EDR mechanisms produced •Number of materials/products developed on EDR issues by CC/SC •Capacity of the CC/SC bodies is enhanced <b>Targets:</b> •Increase levels of awareness on EDR	4.1Supporting a transparent and accessible election dispute resolution mechanism	x	x	x	x	CC/SC/ UNDP	30079/30000	10159/	75700	Training Workshops	\$40,800
	4.2Strengthening capacity for election dispute resolution						30079	10159	74200	Materials Print Production	\$30,120
							30000	00248	74500	CC Library Running Costs	\$3,000
							30079	00248	72200	Equipment	\$13,000
							30000	10159/00248	72100	Contractual Services Companies	\$2,000
							30000	00248	71500	UNV	\$4,250



•Outreach materials are made available •Effective archives are established											
<b>Output5:</b> Capacity for Women’s Participation in Elections Built <b>Baseline:</b> •Number of women standing as candidates is 6% •Number of women as polling officials is 20% •Training events conducted to improve awareness of TSMs •Core data gathered on women’s participation and a comprehensive mapping on women’s participation <b>Indicators:</b> •Number and type of advisory roles on TSMs •If TSMs are adopted, number of stakeholders trained •Reports on women’s participation •Number of materials developed and events held •Number of women recruited as election officials <b>Targets:</b> •Increased awareness of TSMs •Measures taken by Lebanese authorities to implement TSMs •Benchmark data published •Increased Number of women standing as candidates •Number of women polling officials is at least 30% of total	5.1 Strengthenin g capacity on measures to improve women’s participation in elections	x	x	x	x	MOIM/ CSOs/ UNDP	30000  30079/ 30000  30079/ 30000	00248  10159/ 00248  10159/ 00248	71300  75700  74200	National Consultant  Training Workshops  Material            Print Production	\$3,000  \$58,510  \$55,905
<b>Personnel and Office Costs</b>		x	x	x	x	UNDP	30079/ 30000	10159/ 00248	Multiple (GMS & ISS include)	Staff/Rent/Running Costs 71300/71400 71500/72200/ 72400/72500/ 72800/73100/ 73400/73500/ 74500/75100	\$1,063,265
<b>TOTAL</b>											\$2,018,580

## V. Management Arrangements

### *Project Management*

The project will be implemented through the UNDP Direct Implementation Modality (DIM) where the UNDP Country Office in Lebanon assumes full substantive and financial responsibility and accountability for all project deliverables. All aspects of project implementation will comply with UNDP policies and procedures. Leadership on the management of the project will be provided by the UNDP Resident Representative, UN Resident Coordinator and Deputy Special Coordinator for Lebanon.

However, for outputs 1, 2 and 3, which are directly under the MOIM, the project will apply support to NIM and seek the approval and signing of the MOIM as the main national counterpart on the Project Document, AWP and all published materials.

The UNDP Country Office will recruit an international Chief Technical Advisor (CTA) responsible for providing relevant technical advice related to areas of support covered by the project and will also ensure that the project produces the results specified in this project document, to the required standard of quality and within the specified constraints of time and costs.

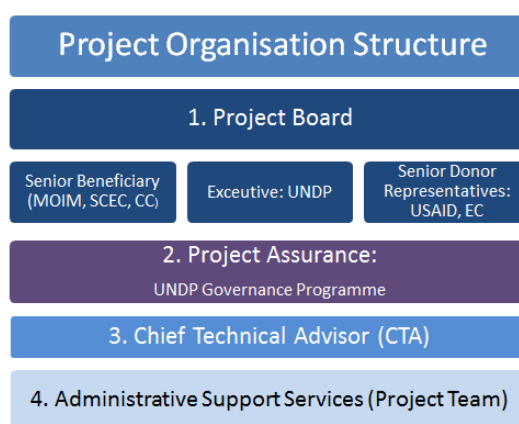
The CTA will also assume the overall management of the project and will be supported by a technical, logistics, operations, and finance team. S/He will be responsible for day-to-day management and decision-making for the project, ensuring that project deliverables are attained as per the project work plans with the highest standards of quality.

In line with UNDP programme management policies, overall Project management arrangements are distributed according to the following:

1. Project Board,
2. Project Assurance,
3. Chief Technical Advisor (CTA), and
4. Administrative Support Services.

### **Project Board**

A Project Board will be established with responsibility for providing oversight of the project management through consensus approval of project plans and revisions and offering guidance on



management decisions when sought by the CTA. The Board will also monitor the performance of the project activities in line with the envisaged outputs, work plan and deliverables.

The membership of the Board will include representatives of the UNDP Country Office, donors, the primary project beneficiary (MOIM) and the CTA on behalf of the Project. The Board will be chaired by the UNDP Resident Representative. Regular meetings will follow as frequent as is considered necessary by the Board or when convened by the CTA. Minutes of meetings will be taken; minutes of previous meetings will be circulated in advance. In cases where a consensus cannot be reached within the Board, final decision shall rest with the UNDP Resident Representative or his designate. The Board may also engage with or act jointly with similar bodies that may be established for the broader LEAP project. In particular the Board will: agree on the project plan and documentation (Annual Work Plan, Risks and Issues); monitor progress against the plans and agree on any revisions necessary as the project progresses, including revisions to the Project Document; identify and manage risks and issues, and assist in problem solving; agree on any re-prioritization of work or reallocation of resources necessary to ensure milestones are achieved and risks managed effectively; and resolve any other issues brought to it.

#### *Project assurance*

Project assurance is the responsibility of each Board member, or their designate. The Project Assurance role supports the Board by carrying out objective and independent project oversight and monitoring functions, ensuring project management milestones are managed and completed. The UNDP Governance Programme Manager will undertake the Project Assurance role.

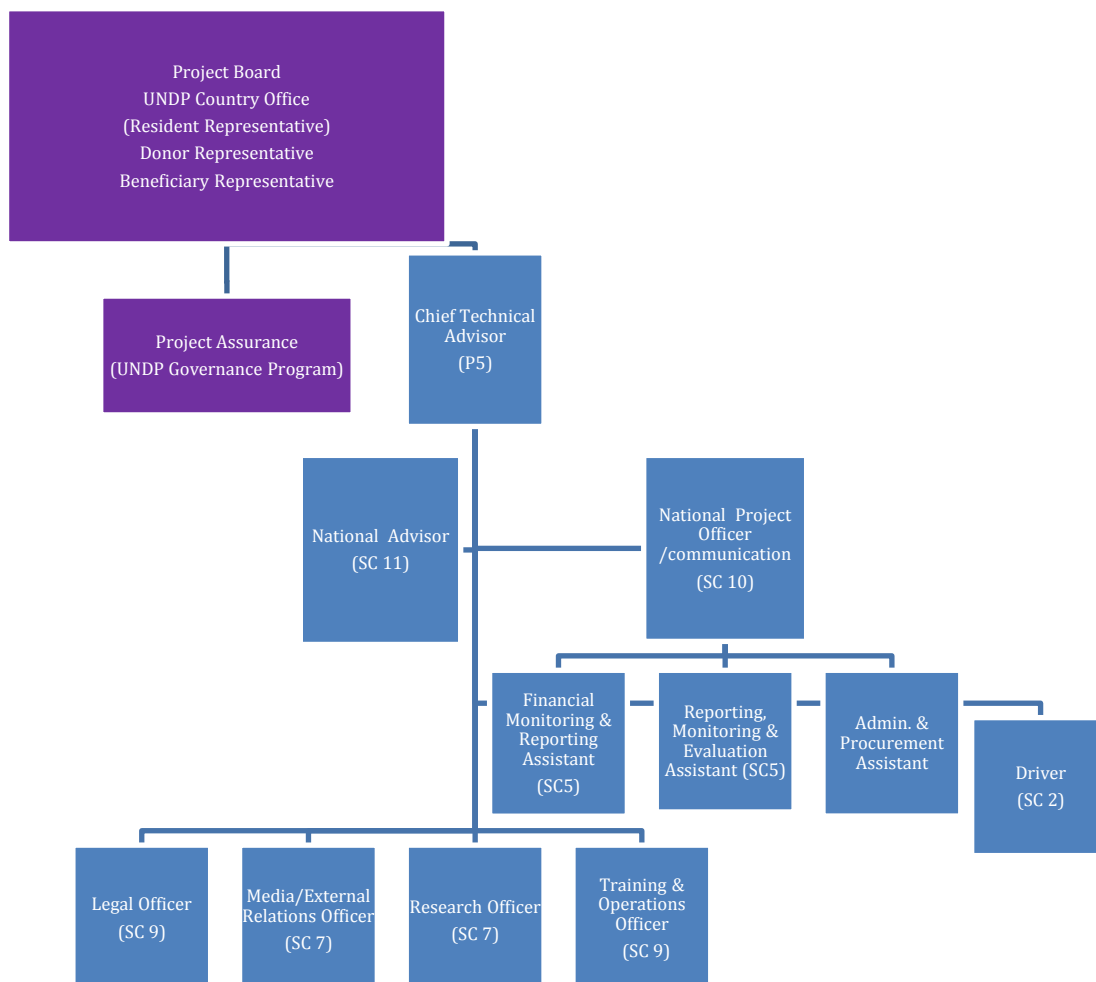
#### *Project Team*

The project team will be headed by the CTA. The project team will be responsible for the administration and management of the project on a day-to-day basis. From 1 January 2015, the project team that was recruited consist of eleven core staff with specific responsibilities for ensuring the effective and efficient implementation of the project. These are: a Chief Technical Adviser/Project Manager; a National Adviser; a National Project Officer/Communication; a Legal/Electoral Officer; a Training and Operations Officer; a Media Outreach/External Relations Officer; a Research Officer, an Administrative and Procurement Assistant; a Monitoring and Evaluation Assistant; a Financial Monitoring Assistant; and a Driver. The project will also commission the services of national and international experts as required by the specific areas of electoral assistance. The project may also engage UN Volunteers to provide support assistance on specific areas.

The project team will operate from office space that is separate from the UNDP Country Office. The project will continue to utilize a small office that is currently provided gratis at the MOIM

headquarters, which will be used as temporary work-stations and meeting space for the project team when required.

### *Project management structure*



### **Project Coordination**

The project will participate in a range of different coordination measures in order to ensure that all forms of electoral assistance provided complement each other, leading to improved results and a reduced risk of duplication. The coordination efforts will also bring all key actors in electoral assistance together with the aim of sharing information and joint management of external risks that may impact on the effectiveness of the electoral assistance. These goals will be achieved through the Technical Working Group (TWG) and the International Election Forums.

The TWG will include all actors engaged on the provision of electoral assistance, including donors and implementers, have the opportunity to meet regularly to ensure effective coordination of their work. This mechanism will seek to optimise the efficient use of resources and expertise, eliminate double

allocation of funding and minimise potential differences among donors, implementing agencies and stakeholders. The TWG can establish thematic working groups and can be assisted by external expertise if it deems necessary. The meetings will be held every two months or as frequently as may become necessary. The work of the TWG will be facilitated by the UNDP.

The International Election Forums fall within the coordination efforts of the UN Special Coordinator's Office in Lebanon (UNSCOL) at which all international stakeholders will be briefed on electoral developments, the role of electoral assistance and higher-level political discussions and engagement on electoral issues. The meetings of the Forum will be chaired by the UN Special Coordinator and will be convened when deemed necessary.

The electoral activities undertaken by UNDP will be implemented under the political guidance of the UN Special Coordinator. During the delivery of the assistance, UNDP will also engage with support and coordination from the UN Electoral Affairs Division (EAD) of the Department of Political Affairs. This will include status reports on a quarterly or more regular basis to the EAD Focal Point, who will also be kept informed of any contemplated project revisions or extensions in order to determine whether a further needs assessment is required or whether the revision or extension can proceed without such an assessment. EAD may also conduct a mission to review progress of the programme, assess the political situation, or to offer support to the programme. The programme will be implemented in an integrated manner within the UN.

#### *Provision of services*

All services shall be provided in accordance with UNDP procedures, rules and regulations. Implementation of some activities will be through a sub-contracting modality, which will be undertaking using standard procurement requirements for transparency and best value. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the cost sharing project budget.

#### *Financial arrangements*

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, it is proposed that the project shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely UNDP General Management Support (GMS) and UNDP Implementation Support Services (ISS).

GMS is recovered with a flat rate of 8% for contribution from donors. GMS cover the following services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews

- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer.

UNDP direct costs incurred for Implementation Support Services (ISS) with a flat rate of 2%, as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. ISS includes the following services:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment,<sup>2</sup>including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation.

#### *Branding and Marking Plans*

It is proposed that the Branding and Marking Plan for the project will be developed within 90 days of the start-up of the project to enable consultation between the donors, UNDP and the primary partners to ensure effective and appropriate strategies are agreed. Prior to the agreement on the branding and marking plan by the BFSC, verbal acknowledgment of donor support will be made at all events.

#### *Audit*

The audit of the UNDP projects will be made through the regular external (UN Board of Auditors) or as internal audits managed by the UNDP's Office of Audit and Performance Review.

## **VI. Monitoring and Evaluation**

To ensure both effectiveness and accountability, the UNDP proposes the adoption of a structured monitoring and evaluation component, using established UNDP methodology and experience for the monitoring and evaluation of its projects. The Board may decide upon additional monitoring and evaluation approaches. The project will establish a robust approach to gathering quantitative and qualitative data to monitor the outputs and outcomes of the intervention. An initial list of indicators and baselines for the outputs have been identified; however, these may need to be further refined through stakeholder consultations especially when dealing with substantive outcomes. The project team will include an M&E Assistant to coordinate the implementation of the M&E framework designed for the project.

In terms of monitoring, the following will be used to monitor the work plan:

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<sup>2</sup> This would include any fee to IAPSO.

- Periodic meetings of the Board
- Quarterly progress reports that will include narrative/technical and financial reports;
- Annual progress reports, technical and financial reports prepared by the project team at the end of the year;
- External evaluation at relevant project milestones, including mid-term and final periods.

The project will undertake post-factum internal and external evaluations of completed activities. In addition, the project envisages the conduct of comprehensive mid-term and post-electoral external evaluation of the project's performance. All evaluations will be based on extensive assessments of demonstrable impact on the electoral process and other sources of data, including the perception of beneficiaries and stakeholders. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through day-to-day monitoring of implementation and progress through the CTA/Project Manager and through periodic monitoring of implementation by the UNDP CO. Through both channels, the UNDP CO and the Board will be able to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities, and to identify delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Details of the monitoring requirements are as follows:

**(i) Within the annual cycle**

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the BFSC through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

## (ii) Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the BFSC and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the BFSC and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Quality Management for Project Activity Results

OUTPUT 1: Lebanese Elections Assistance Programme (LEAP)		
Activity Result 1 (Atlas Activity ID)	Building sustainable election management capacity	Start: October 1, 2012 End: December 31, 2017
<b>Purpose</b>	Preparation and implementation of elections are managed effectively, and contribute to the conduct of a credible, transparent and inclusive electoral process. Improvements in the management of elections from previous elections. A professional and independent performance of electoral management responsibilities builds confidence in the possible future role for an independent election management body.	
<b>Description</b>	Analytical capacity for policy engagement on technical electoral issues is strengthened Effectiveness of candidate registration and results management systems is increased Skills for external relations and public outreach are reinforced Improvements to the electoral framework are achieved Electoral officials' professional knowledge and awareness is enhanced Effectiveness of election operations is enhanced Access to electoral processes for persons with disabilities is improved Lessons learned process on election management is established Electoral operations to prepare for and deliver municipal elections is strengthened Electoral operations to prepare for and deliver parliamentary elections is strengthened	
Quality Criteria	Quality Method	Date of Assessment
Productions of expert advisories	Number of advisories produced	Quarterly and final report
Training on Candidate and Registration Mechanisms	Number of training sessions, number of officials trained in processing results, material and sessions' outcomes, number of guides and manuals published and disseminated	Quarterly and final report
	Pre and post training evaluations	Quarterly and final report
External outreach	Number of materials produced to facilitate voters	Quarterly and final report



	education	
Changes to legal framework	Number of changes adopted	Quarterly and final report
Operational capacity developed	Number of operational tools developed and used	Quarterly and final report
M&E initiatives implemented	Number of lessons learnt identified	Quarterly and final report
<b>Activity Result 2 (Atlas Activity ID)</b>	Increasing the capacity for the supervision of election campaigns	Start: January 2016 End: December 31, 2017
<b>Purpose</b>	Preparation and implementation for supervision of the electoral campaign is managed effectively. Improvements in the supervision of the election campaign from previous elections.	
<b>Description</b>	Operational capacity for establishing a supervisory body on electoral campaigns is strengthened Regulatory framework for campaign supervision is improved	
<b>Quality Criteria</b>	<b>Quality Criteria</b>	
Trainings on supervisory role provided	Number of sessions conducted, types of areas covered, number of trained officials, types of beneficiaries, training reports, number of training manuals and guides developed and disseminated	Quarterly and at the end of the project
	Pre and post training surveys	Following training sessions
Changes to procedural framework	Number of changes adopted	Quarterly and at final report
<b>Activity Result 3 (Atlas Activity ID)</b>	Strengthen capacity on voter education and public participation initiatives	Start: December 2013 Date: December 31, 2014
<b>Purpose</b>	Citizens are able to participate in an inclusive electoral process. Citizen awareness and knowledge of the electoral process is enhanced.	
<b>Description</b>	Access of stakeholders to voter education and electoral knowledge is improved Civic actors are provided with effective information and training on skills and best practices for voter education and public participation The delivery of election activities is made more effective through coordination and information sharing of all related activities.	
<b>Quality Criteria</b>	<b>Quality Criteria</b>	
Access to information and training resources	Number of materials provided to stakeholders	Quarterly and final report
	Number of training sessions, number of trained activist	Quarterly and final report
<b>Activity Result 4 (Atlas Activity ID)</b>	Support to the resolution of electoral disputes	Start: January 2013 Date: December 31, 2014
<b>Purpose</b>	The resolution of any electoral disputes is undertaken effectively and contributes to the conduct of a transparent and inclusive electoral process. There are improvements in the resolution of electoral disputes from previous elections.	
<b>Description</b>	Awareness of accessible electoral dispute resolution mechanism is increased Capacity for election dispute resolution is strengthened	
<b>Quality Criteria</b>	<b>Quality Criteria</b>	

Publications on EDR mechanisms	Number of publications	Quarterly and final report
<b>Activity Result 5 (Atlas Activity ID)</b>	Support to initiatives to improve election opportunities for women	Start: September 2013 Date: December 31, 2014
<b>Purpose</b>	Increased opportunities for women to participate in elections	
<b>Description</b>	Building on past elections results (both in terms of women participation and representation); activity 5 focuses on the provision of technical support to enhance women participation in elections. It also aims a targeted advocacy campaigns for women. Finally, it supports elected women to fulfil their duties in parliament.	
<b>Quality Criteria</b>	<b>Quality Criteria</b>	
Training events on women's participation	Number of training sessions, number of trained women, material disseminated geographical distribution, etc.	Quarterly and final report
	Pre and post evaluations	Quarterly and final report
Targeted campaigns for women's participation	Number of running candidates, number of elected candidates, number of women officials, women turnout	Quarterly and final report

## VII. Legal Context

This project document shall be the instrument referred to as “Project Documents or other instruments” in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 26 February 1981. The host-country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- Mandatory annual revisions, which re-phase the delivery of, agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.

## VIII. Risk Mitigation Strategies

The following table identifies potential risks associated with the implementation of the project and possible risk management measures that will be taken to minimize the potential negative impact.

Description	Type of Risk	Risk Probability (P) & Impact (I)	Countermeasures / Management Response
There are no changes	Political	Credibility of the electoral	Action design includes options for

to the legal framework.		process is undermined. Some activities are dropped. P: Medium; I: High	activities where there are no changes to the law(s).
Changes to the legal framework are adopted late.	Political	Credibility of the electoral process may be undermined. Pressure on project planning & delivery intensifies. New technical needs emerge with short notice. P: High; I: High	Continuous analysis of developments and support to advocacy measures for early adoption of laws. Action planning is in place for different legal scenarios. Action identifies likely technical needs for newly adopted legal provisions.
Uncertainties over whether election date will be postponed	Political	Credibility of the electoral process may be undermined. Pressure on project planning & delivery intensifies. P: High; I: High	Continuous analysis of developments and support to advocacy measures for holding elections on time. Action planning is in place for different date scenarios.
Date of election is postponed.	Political and Project Management	Credibility of the electoral process may be undermined. Security situation may deteriorate. Negative impact on project work plan. P: Medium; I: High	Action design will include scenarios for postponement of 3, 6 and 12 months. Project activities may continue during postponement.
Security situation deteriorates.	Political and Project Management	Negative impact on capacity to implement project work plan. P: Medium; I: High	Continuous analysis of developments. Action planning is in place for different security scenarios.
Primary beneficiaries demonstrate a lack of responsiveness to engage in electoral assistance.	Project Management	Negative impact on delivery of key outputs. P: Low; I: Medium	Action design and implementation based on close consultation with beneficiaries.
Delay in state budget for electoral activities or inadequate budget for core aspects of the electoral process.	Political and Project Management	Negative impact on beneficiaries' capacity to conduct elections. Requests for additional donor support and project activities.	Support to advocacy measures for an adequate election budget to be approved early. Action planning is in place to respond to additional requests for assistance.
Limited availability of donor funding.	Project Management	Negative impact on capacity to implement project work plan. P: Medium; I: Medium	Action design will be revised based on funding scenarios.