



Project Document
Substantive Revision

Lebanon

Project Title: Lebanese Electoral Assistance Project, Phase II

Project Number: 00119194

Implementing Partner: United Nations Development Programme (UNDP)

Start Date: 01 January 2020

End Date: 31 March 2024

Brief Description

Lebanon held national legislative elections in 2018 based on a new electoral law approved in 2017. The 2018 parliamentary elections were the first elections witnessing a proportional electoral system and a uniform ballot paper and as such represented an important step in the consolidation of democracy in the country. The 2018 polls were managed and administered by the Ministry of Interior and Municipalities and monitored by the Supervisory Commission for Elections, which is a permanent electoral body under the provisions of the new legal framework.

Based on the lessons learned throughout this demanding process and in view of the need to continue strengthening the human and institutional capacity of the electoral management bodies and national stakeholders a new electoral assistance is envisaged to provide technical assistance and advisory support, in an electoral cycle approach. The new project will build on the achievements of the previous project and will take into account the findings and recommendations made by the international and national observation missions in 2018.

The overall objective of the project is to achieve an enhanced efficiency, transparency and inclusiveness of the electoral process in Lebanon towards the 2022 parliamentary elections and 2024 municipal elections through enhanced and efficient electoral processes, improved legislation and inclusive public participation, addressing the challenges hampering the democratic consolidation in Lebanon.

The project design will give a particular emphasis in building partnerships with other Lebanese governmental institutions and civil society organizations working in the area of elections with a special focus on the participation, representation and inclusiveness of vulnerable and marginalized groups such as women, youth and persons with disabilities. The project will coordinate its programmes and activities with the UNSCOL and will seek and foster cooperation and collaboration with other UN agencies, UNDP programmes and projects.

The project activities will be developed around key Sustainable Development Goals related to Gender Equality (SDG 5) and Peace, Justice and Strong Institutions (SDG 16). Specific importance will be given to the promotion of human rights, fair and free participation, equitable opportunities, rights and responsibilities in the context of political participation and elections.


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Contributing Outcome (UNDAF/CPD, RPD or GPD):
UNSF Lebanon 2017 – 2020 Outcome 2.1:
 Government's ability to improve the performance of institutions and promote participation and accountability increased
UN role: Support Government in electoral reforms to undertake elections in accordance with international standards.

Indicative Project Output(s) with gender marker²:
 Output 1: Enhanced efficiency, transparency and inclusiveness of the electoral management and administration through improved institutional capacity and legislative reforms.
 Output 2: Strengthened institutional capacity of the SCE to perform its mandate and attributions in a sustainable and independent manner.
 Output 3: Effectiveness and transparency of the EDR mechanism enhanced through technical assistance to the Constitutional Council
 Output 4: Inclusiveness and participation of vulnerable and marginalized groups in the electoral processes enhanced.

Total resources required:	9,960,044 USD	
Total resources allocated:	10,301,007.15 USD	
UNDP TRAC:	0.00	
Donor (EU) / Contribution in USD:	6,612,838.96 USD (equivalent to 6,000,000.00 EUR)	
Donor (USAID) / Contribution in USD:	1,980,198.00 USD	
Donor (Germany) / Contribution in USD:	1,583,949.31 USD	
Donor (OIF) / Contribution in USD:	124,020.88 USD	
DPC	0.00	
GMS	757,982.18 USD	
Government:	0.00	
In-Kind:	0.00	
Unfunded:	0.00 USD	
DPC	0.0 USD	
GMS	0.0 USD	

Agreed by (signatures):

UNDP
UNDP Resident Representative  Print Name: Ms. Melanie Hauenstein
Date: 30 November 2023

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Content

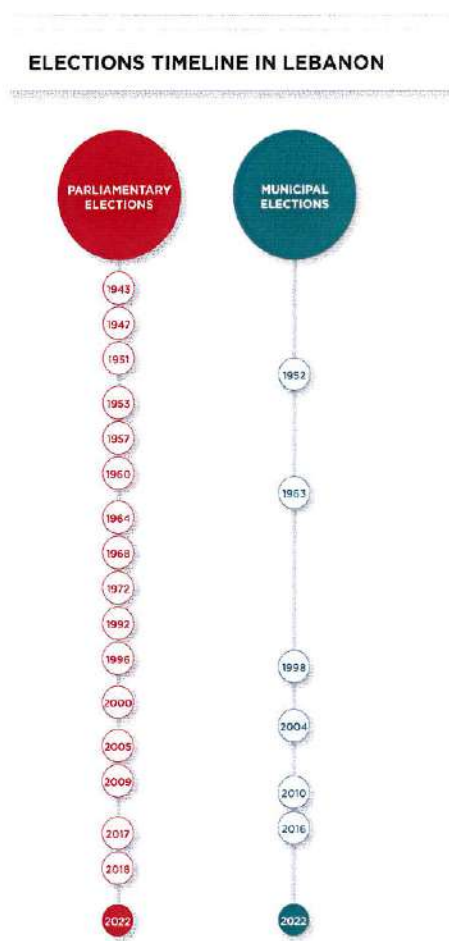
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List of Abbreviations

AWP	Annual Work Plan
SC	Steering Committee
CC	Constitutional Council
CSOs	Civil Society Organizations
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
DGPAR	Directorate-General of Political Affairs and Refugees of the MOIM
DGCS	Directorate-General of Civil Status of the MOIM
IFES	International Foundation for Electoral Systems
ISS	Implementation Support Services
LADE	Lebanese Association for Democratic Elections
LEAP	Lebanese Elections Assistance Project
M&E	Monitoring and Evaluation
MoFA	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
SCEC	Supervisory Commission on Elections Campaigns
SCE	Supervisory Commission on Elections
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. BACKGROUND

Lebanon holds parliamentary elections since 1943 and, in sequence, elections were organized periodically, in accordance to the constitution and legal framework, with a notable gap of 20 years (1972-1992) caused by the civil war. While the municipal elections were held for the first time in 1952 the periodicity of these elections was only ensured since 1998 after which local polls were conducted every six years (diagram 1).



Conversely, in 1953, for the first time in Lebanon, women were granted the right to vote ahead of other developed democracies. Based on these historic facts, Lebanon claims a rightful tradition of electing their national and local representatives through nationwide democratic exercises. Recent years however witnessed a disruption in the periodicity of elections with the parliamentary elections scheduled for 2013 being postponed for 2014 and then again for 2017. These successive postponements had a significant negative impact on the democratic outlook of the country while the lack of credibility and legitimacy of the central institutions affected both institutional effectiveness and population confidence.

Against this background and following the recommendations of the Electoral Needs Assessment Missions deployed in 2012 and 2014, UNDP created the Lebanese Elections Assistance Project (LEAP) aimed primarily to provide technical assistance and advisory support to national stakeholders and by this strengthen the capacity of the country to organize and conduct credible, periodical and inclusive elections. The project started in December 2012 and comprised five main components: Election Management, Campaign

Supervision, Voter Education, Dispute Resolution and Women Participation. Throughout this period the project provided expert support and assistance to electoral stakeholders such as the Ministry of Interior and Municipalities (MoIM), the Supervisory Commission for Elections (SCE), the Constitutional Council and relevant civil society organisations.

In 2016 the country held municipal elections and elected 1030 municipal councils with 5 women elected as head of municipalities (0.5%), 12,139 council members from which 663 women were elected (5.4%) and 2,896 mukhtars from which 57 women were elected (1.9%). These elections conducted in time, according to the mandate of the local bodies, were largely peaceful and technically well-prepared marking an important democratic milestone for the country. Beyond the democratic exercise of electing local administration this successful suffrage proved that democratic peaceful elections can be conducted in Lebanon, after a period of unrest and political tensions. Subsequently, in 2017 the National Parliament adopted and approved a new electoral: *Law 44/2017 on the Election of the Members of Parliament*. The new law included some long-

awaited reforms such as proportional system, uniform ballot papers, out of country voting and a permanent supervisory committee but failed to provide some important measures to ensure better transparency and accountability mechanisms, enhanced inclusiveness of marginalized groups and promotion of women representation through affirmative measures.

The parliamentary elections were conducted in May 2018 in a nationwide democratic exercise with 3,74 million registered voters, including 82,965 voters registered abroad. According to the independent reports issued by the main observation missions (EUEOM, NDI and LADE) the elections, by and large, met the necessary technical requirements and in general were well organized and administered. Nonetheless, the reports noted also weaknesses of the process and areas where improvements are needed. The main challenges identified by the reports were in the areas of supervision and monitoring of elections. The reports specifically highlighted gaps in the media coverage and campaign finance, the insufficient training of the elections officials leading to some mistakes and inconsistencies, insufficient preparation and coordination of the out of country voting, and technical glitches during the tabulation process. In addition, in June 2019 an electoral UN Needs Assessment Mission was deployed to Lebanon in order to assess the needs, challenges and requirements and draft recommendations for the next cycle. After extensive meetings and consultations with national and international stakeholders, donors and international community, political parties and civil society the NAM report included recommendations aimed to guide the electoral technical assistance towards the 2022 municipal and parliamentary elections. The report of the NAM recommends *“continued UN electoral assistance to Lebanon, under the overall leadership of the Special Coordinator for Lebanon. UNDP remains best placed as the agency to develop an integrated electoral assistance programme. This support should leverage the activities and expertise of other UN entities, synchronized with and complementing national programmes and strategies (inter alia, 2030 Vision, National Action Plan on Women, Peace and Security, Youth Strategy) as appropriate.”*

One of the areas viewed as a major challenge was the representation of women and the accessibility of marginalized groups, and in particular persons with disabilities. With only six women elected out of a total of 128 members of parliament (4.7%), Lebanon stands at the bottom of the women representation in parliament ranking worldwide. Also, in the clear majority of the reported cases, most of the 1,880 polling centres failed to ensure and guarantee friendly and easy access to the polling stations for the PWDs with a clear negative impact on the inclusiveness of the process related to basic human rights and electoral standards.

Another issue highlighted in all the post-electoral analysis and reports was the relatively low turnout 49.68%. In comparison, in the 2009 parliamentary elections it was reported a participation rate of 51.25%. The low turnout of voters has multiple causes related to disenchantment of voters with politics in general, a certain lack of confidence and trust in the institutions mandated to manage the process and various issues related to the need to vote in the location where the voter is born rather than the place of residency. All these factors could not fully explain the lack of motivation from voters to participate in the first parliamentary elections after nine years, with a new electoral system and new voting procedures. The observation mission reports and the subsequent lessons learned conducted in the post-electoral period identified and

highlighted challenges, mistakes, inconsistencies and areas that need further analysis and action in the next cycle.

Albeit these challenges and shortcomings, the 2018 parliamentary elections managed to elect, after nine years, a new legitimate parliament which was followed by the formation of the Government and practically brought Lebanon back on its democratic trajectory. According to the legal framework in 2022 the country will hold parliamentary and municipal elections nationwide, and also the election of the President of the Republic, by the National Parliament. The proper organization of the electoral processes associated with the parliamentary and municipal elections will require timely and decisive actions from all the electoral actors in order to study, analyse and propose concrete solutions and reforms for the identified challenges and shortcomings found in previous elections. As the new electoral cycle starts, it is essential to initiate the technical work and the legal harmonization in 2020 considering that 2021 is already pre-electoral year dedicated to the implementation of the processes and production of sensitive and non-sensitive materials.

Notwithstanding, as of October 2019, protests were taking place all over the country raising demands and concerns of the Lebanese society requesting action towards structural reforms and modernization of the country. In this context, one of the main demands was the organization of early parliamentary elections, based on a new electoral law. In order to implement such an ambitious electoral agenda, consensus should be built around a new electoral legislation and a realistic electoral calendar. The project strategy will be of maximum flexibility and will contain contingency planning for every component.

II. DEVELOPMENT CHALLENGES

Expert studies on electoral integrity worldwide highlight the fact that elections should provide opportunities for citizens to participate in politics and hold leaders to account. This principle is part of the overall democratic concept, which includes core elements of a democratic system such as a representative government, respect of fundamental rights, participatory and inclusive citizens' engagement, an independent media and an independent and efficient judiciary. In this context, the conduct of periodical, transparent and inclusive elections represent a core indicator of democracy and rule of law in a country. When they work well, elections can deepen civic engagement, inform and strengthen public debate, stimulate constructive political competition, strengthen government responsiveness, and allow the peaceful resolution of political conflict. The problem is that too often elections fail to achieve these objectives and instead we are witnessing widespread concern about low or falling turnout, overall public disaffection, failure to ensure inclusiveness and fair playfield for candidates and political parties. Globally, electoral malpractices continue to undermine the quality of elections around the world, from cases of violence and intimidation to disinformation campaigns, cybersecurity threats, barriers to voting, and the underrepresentation of women and minority groups. To assess these global trends, the Perceptions of Electoral Integrity expert survey monitors elections worldwide and regionally, across all stages of the electoral cycle (Diagram 2).

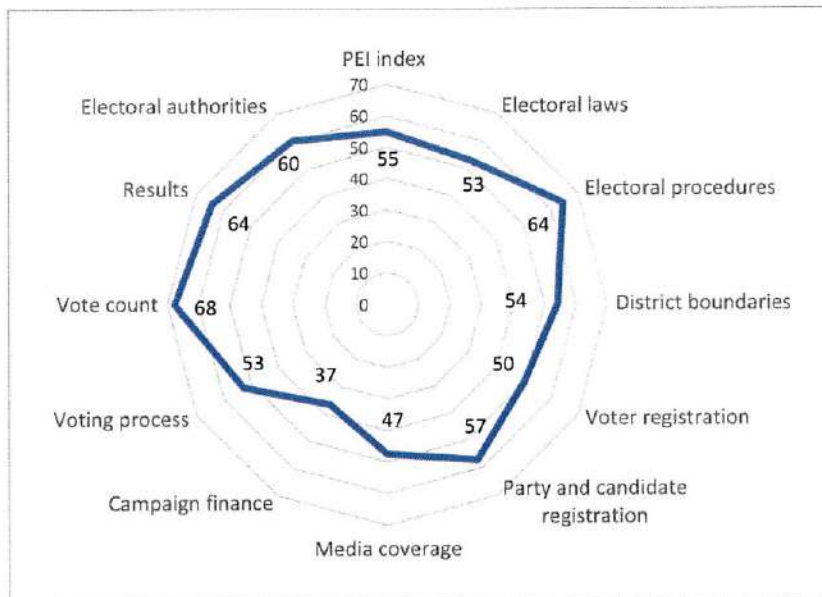


Diagram 2: Performance of Elections Across Stages in the Electoral Cycle

Source: The Perceptions of Electoral Integrity expert survey, election-level.

Note: The Perceptions of Electoral Integrity index summary scale and the subcomponent scales range from 0-100.

The countries cover national elections held from 2012-2018.

The assessment reveals that globally there are electoral processes that are witnessing progress and a positive outlook such as: electoral procedures, candidates' registration, vote counting and electoral results while others are perceived stagnant such as: voting procedures, electoral laws, district boundaries. Finally, the study highlights electoral areas of concern including voter registration, campaign finances, and media coverage. In this context, the Lebanese electoral cycle (2013-2019) which included municipal (local) elections in 2016, parliamentary elections in 2018 and parliamentary and municipal by-elections in 2019 followed visible similarities with the findings of the PEI assessment and the global trends. The findings of the lessons learned exercises, conducted in Lebanon upon the completion of each electoral process, unearthed strengths and

good practices for each process, but also development challenges and elements that should be revisited and improved in the next electoral cycle.

One of the core priorities of the UNSF in Lebanon (2017 – 2020) intends to support mechanisms which promote accountability and inclusive participation, including through elections and civil society engagement. These efforts are related to SDG 16 on peaceful and inclusive societies with access to justice and effective, accountable and inclusive institutions, SDG 10 on the reduction of inequality and including in terms of political inclusion, as well as to SDG 5 on gender equality and empowerment of women and girls. The project will be working towards reaching these priorities and specifically the outcome 2.1 which will focus on “the government’s ability to improve the performance of institutions and promote participation and accountability increased”. As mentioned in the UNSF document (point 66), the UN will continue to provide technical support to the elections management body, the Ministry of Interior and Municipalities and the other relevant institutions – such as the Special Commission on Elections Campaigns and the Constitutional Council – in order to ensure effective and successful elections according to international standards and best practice. Technical support will be also provided for the adoption of electoral reforms which will enhance the domestic application of international standards and best practice and which will promote more inclusive participation by women and youth.

Inclusiveness and Participation

(Development challenge related to SDG 5)

Political participation is relevant for any political system, but it is an indispensable feature of democracy. The participation in political processes, especially in the processes of elections and constituting representative bodies, is the key assumption of a democratic society. In a fast-evolving environment, the list of participatory activities has become virtually infinite and includes actions such as voting, demonstrating, contacting public officials, boycotting, attending rallies, posting blogs, volunteering, signing petitions, etc. Thus, the extent and scope of political participation are important—perhaps even decisive—criteria for assessing the quality of democracy.

Also, in the Lebanese context, the elections conducted consecutively in 2016, 2018 and 2019 highlighted participation, as a crosscutting issue. Significant efforts were made by the electoral management bodies, civil society organizations, political parties and media to mobilize and inform voters and citizens at large on the meaning and purpose of elections, the voting procedures, rules and responsibilities and other relevant electoral related data. Unfortunately, comparative data shows that the voter turnout reported for the last two national elections did not show an improvement in active participation and interest of voters in politics and in elections in particular (diagram 3).

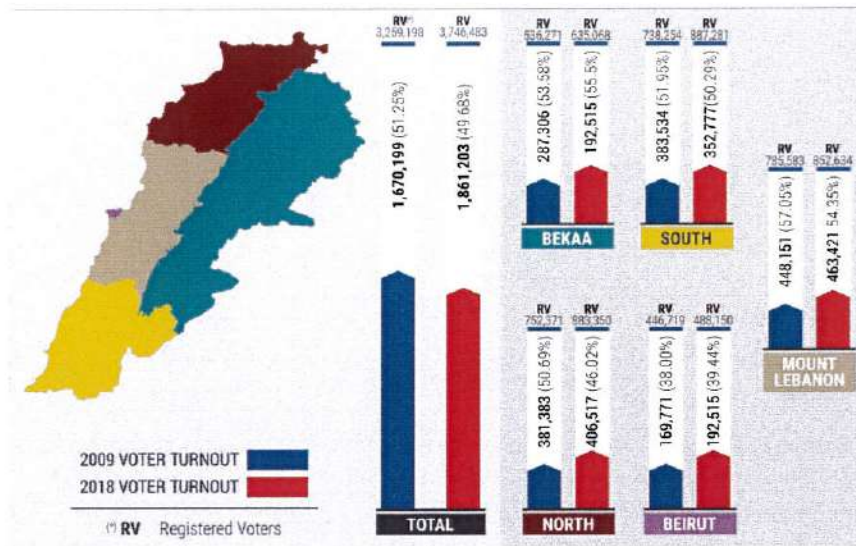


Diagram 3: Comparative voter turnout 2009-2018

Nonetheless, the project developed two thematic brochures which included key gender results of the 2016 municipal elections and the 2018 parliamentary elections. The brochures contained benchmark data and figures regarding the participation of women as candidates and voters in the 2018 parliamentary elections and highlighted future recommendations to increase women’s participation and representation in the political life. From the main findings of the brochures it was observed positive indicators the participation of women and men in the electoral process was almost equal:

- **Voter registration:**

2016 municipal elections: Registered voters 3,624,885 (women 1,841,441 (50.8%) and men 1,783,443 (49.2%)).

2018 parliamentary elections: Registered voters 3,746,483 (women 1,904,207 and men 1,842,276).

- **Voter turnout:**

2016 municipal elections: Total voter’s turnout - 48.54%

2018 parliamentary elections: Total voters: 1,861,203 (49.68%) (women 956,302 (51.4%) and men 904,901 (48.6%)).

If the overall participation of women and men in the electoral processes is nearly equal, the number of women represented in the national parliament, government and other central institutions is remarkably low. It is well documented in comparative studies, research papers and knowledge products that in Lebanon, the representation of women in elected positions is one of the lowest in the world. The Inter-Parliamentary Union ranks Lebanon 183 from 190 with only six women elected out of a total of 128 members of parliament. Nonetheless, through concerted efforts, the number of women candidates registered raised from 1.7% in 2009 to 14.4% in 2018. This significant increase in the numbers of women candidates reflects their determination and perseverance in pursuing a political career and running in elections despite the legal, social, and cultural barriers they face.

In terms of youth participation and representation, the newly elected parliament's average age is 58 as compared with the 2009 parliament's average age of 62 with 3 Members of the Parliament below the age of 35 (2.3%). Youth and first-time voters were main targets in the awareness and advocacy campaigns implemented in the pre-electoral and electoral periods. Unfortunately, clear data regarding youth participation is not available which represents another important challenge in the design of future programs.

Looking at the accessibility to the electoral processes a study conducted in 2009 by IFES showed that over 90% of the polling centres and polling stations did not provide proper access to persons with disabilities. Due to various challenges related to limited commitment from the EMBs, lack of necessary resources and an unclear legal framework, the issue of PWDs accessibility remained a point of concern and contempt. As the right to proper and dignified physical accessibility is a basic human right and an important indicator in elections, this issue will represent another development challenge for the next cycle assistance.

Electoral Legal Framework and Periodicity of Elections

(Development challenge related to SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels)

One of the core development challenges in 2018 was the preparation, organization and conduct of parliamentary elections based on a new parliamentary law that was approved by the Parliament in 2017 (Law 44/2017 on the Election of the Members of Parliament). As such, the new law was based on a new proportional system, a different voting procedure, new electoral districting and uniform ballot papers. Also, the new law provides for a permanent Supervisory Elections Commission (SCE) mandated to monitor and supervise electoral processes, in particular the monitoring of electoral campaigns and the campaign finances. Moving forward into the next cycle (2020-2023), it is envisaged that the challenge will remain in the area of improving the existing legal framework through electoral legal reforms targeting legal vacuum, inconsistencies of the law and of the subsidiary legislation.

Also, the Lebanese case and experience reveals development challenges and weaknesses, specific to the electoral cycle 2013-2019 and a continuous evolutive trend. That calls for a process-based approach rather than an event centered analysis. One of the main development challenges of the electoral cycle was to ensure that lawful electoral processes are organized periodically, in accordance with the existing legal framework. After nine years of parliamentary electoral vacuum this was part of the effort to reconnect Lebanon to its democratic aspirations that started back in 1943 with the first parliamentary elections held in the country. Consequently, in 2016 the country conducted nationwide municipal elections which paved the way for the preparation and organization of parliamentary elections in 2018. The 2018 parliamentary elections were held after three consecutive postponements of elections, initially due in 2013. With the conduct of the 2016 and 2018 national elections and the 2019 by-elections there is a renewed hope that the country will abide in the future to one of the core democratic principles: electoral processes organized and conducted periodically, in time and according to the legal framework.

Electoral Management and Administration

(Development challenge related to SDG 16)

In Lebanon, the electoral management model is a hybrid between the governmental and the mixed model. The main electoral management body in the country is the Ministry of Interior and Municipalities (MoIM) which is mandated by the law with the overall management and administration of main electoral processes such as: voter registration, candidate's registration, elections operations and logistics, election-day procedures and counting and tabulation of the votes. The main development challenge in this case is the continuous institutional strengthening of this key institution. Looking at the upcoming cycle this will likely entail strengthening and developing the capacity of the MoIM personnel working in the area of elections (diagram 4).

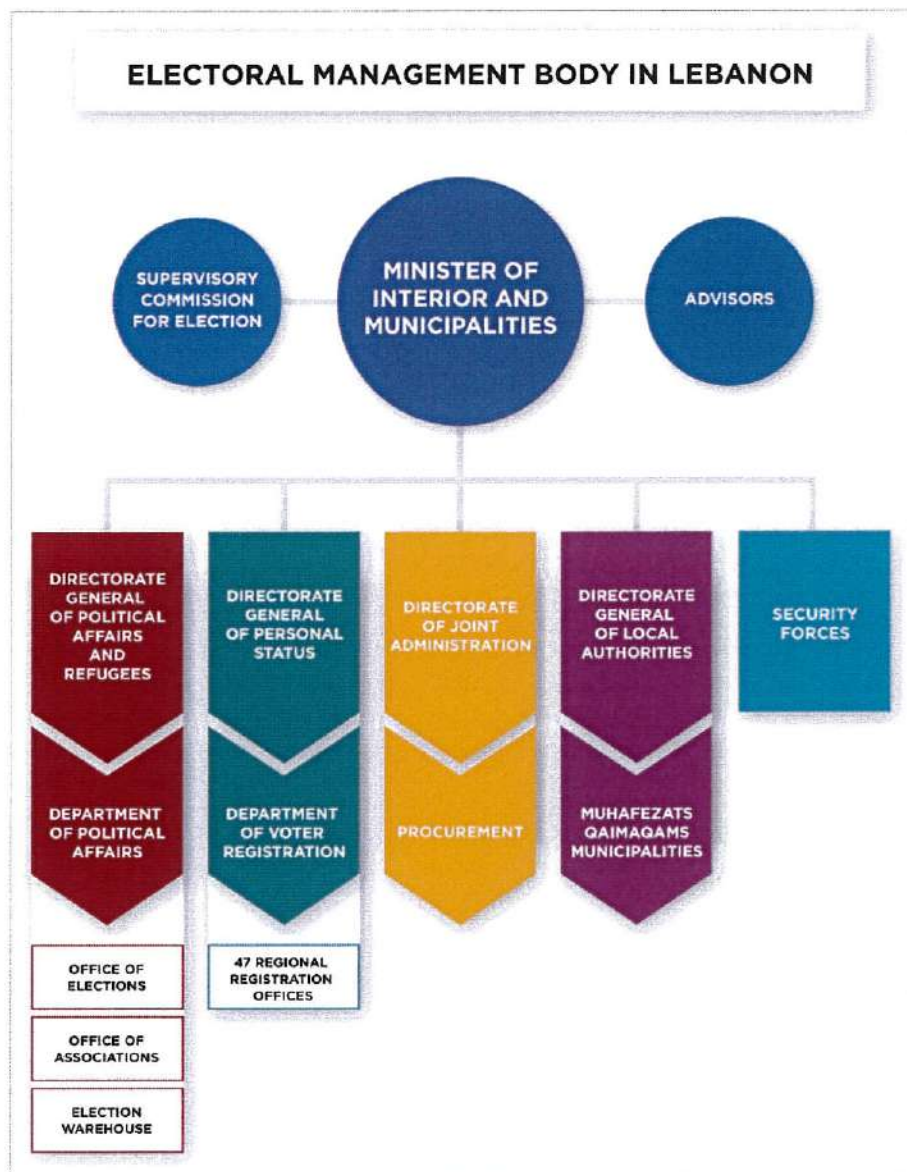


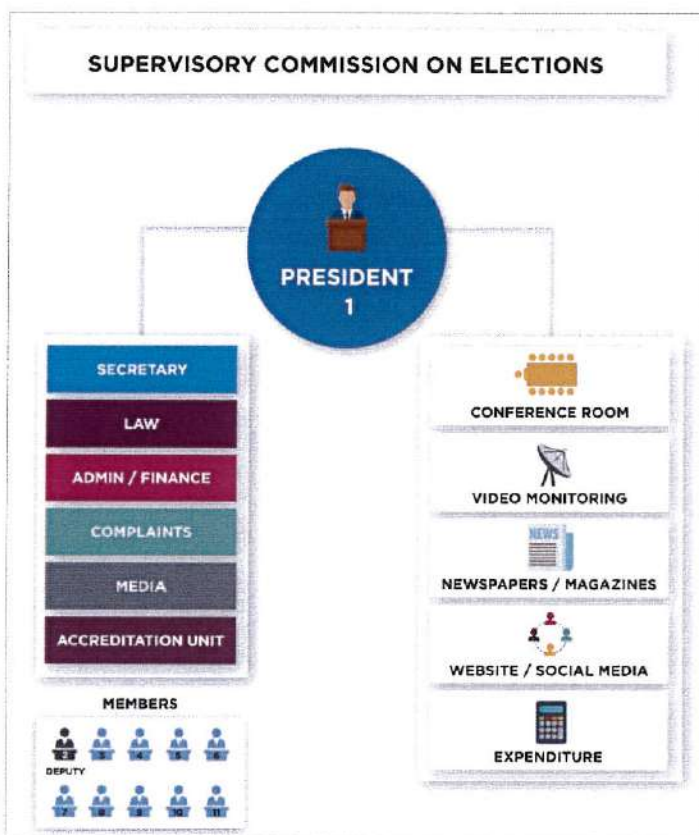
Diagram 4: MoIM Organizational Chart

In this context, a key challenge moving towards the 2022 electoral year will be the standardization and efficiency of all the electoral processes required for the conduct of elections. This component will require extensive assessment, analysis and research in order to promote the best possible technical solutions for the critical electoral processes and systems.

Electoral Monitoring and Supervision

(Development challenge related to SDG 16)

Ensuring the functioning of a fully independent, efficient and fair supervisory body is one of the main challenges faced globally by countries looking to strengthen their electoral architecture. Following the 2018 parliamentary elections, Lebanon is no exception with considerable efforts invested in the formation and support of a Supervisory Elections Commission formed by 11 members (diagram 5).



The newly formed Commission started its activity in October 2017, nearly six months before the parliamentary elections scheduled to take place in May 2018. In spite of sustained support and assistance from development partners and civil society, the overall capacity of the SCE to fulfil its mandate was hampered by limited availability of resources, limited experience of the Commissioners and SCE technical staff. This situation triggered requests from virtually all the electoral actors to revisit the mandate and resources of this commission in order to make it more efficient, reliable and sustainable moving into the next electoral cycle. This represents one of the main institutional development

challenges for the cycle starting on 2020.

Diagram 5: SCE organizational chart

Electoral Dispute Resolution and Adjudication of Complaints

(Development challenge related to SDG 16)

The 2018 parliamentary elections were an opportunity for implementing the EDR mechanisms under a new electoral law. Overall, the number of filed complaints and appeals by institution was 17¹ in comparison with 19 in the 2009 parliamentary elections. Looking at the new electoral cycle and after the conduct of the post-election lessons learned on EDR, the continuous coordination and support of the newly formed Constitutional Council is needed in order to tackle and anticipate outline challenges in the next electoral cycle such as the out-of-country voting and candidates and its potential impacts on EDR – with potential further challenges to RC, HRC, MoIM, and State Council, impacts of an eventual new electoral reforms that would introduce full autonomous SCE. In this regard, the exchange of experience (bilateral and/or regional) with any Arab or other country could be relevant in this context.

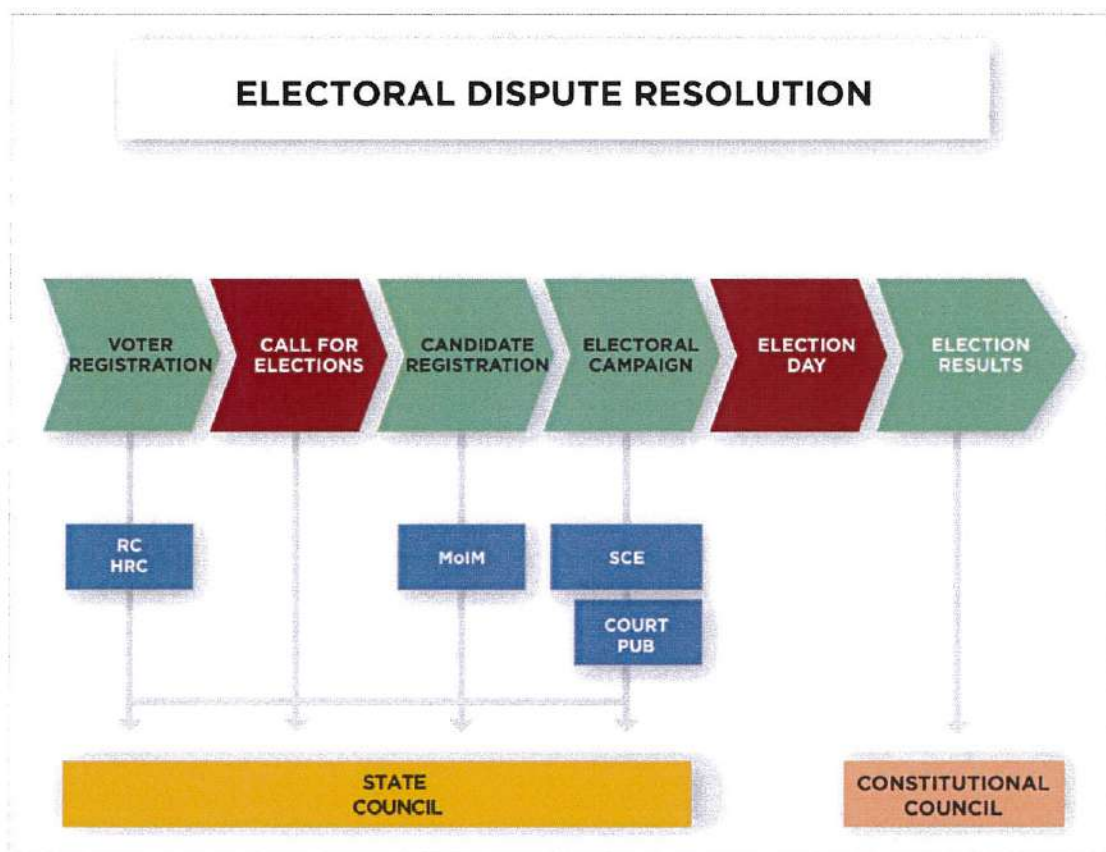


Diagram 6: EDR process

¹ In February 2019, the constitutional council annulled the election of MP Dima El Jamali based on the decision no. 10/2019. Following this decision, the Tripoli by-elections took place on the 14th of April where Ms. Dima El Jamali was re-elected with 19,387 votes.

III. STRATEGY

The implementation strategy moving towards the next electoral cycle 2020-2023 it is developed around the following guiding elements:

- a. **Comprehensive Human Rights Based Strategy Focused on Engagement, Participation and Communication** including regional support and multidisciplinary partnerships;
- b. **Electoral cycle approach** in the provision of technical assistance and advisory support;
- c. **Regional Support** to programs and initiatives organized and implemented at local level;
- d. **Baselines, Sources and Data** - lessons learned, needs assessment missions and independent reports from the previous cycle (2013-2019);
- e. **Theory of change** in the programme development and implementation.

- a. **Comprehensive Human Rights Based Strategy Focused on Engagement, Participation, Communication**

As we know it, at the heart of a democratic society lays core principles and values related to human rights, participation and engagement, democratic representation through periodical, transparent and free elections; and professional, accountable and efficient governance (diagram 7).

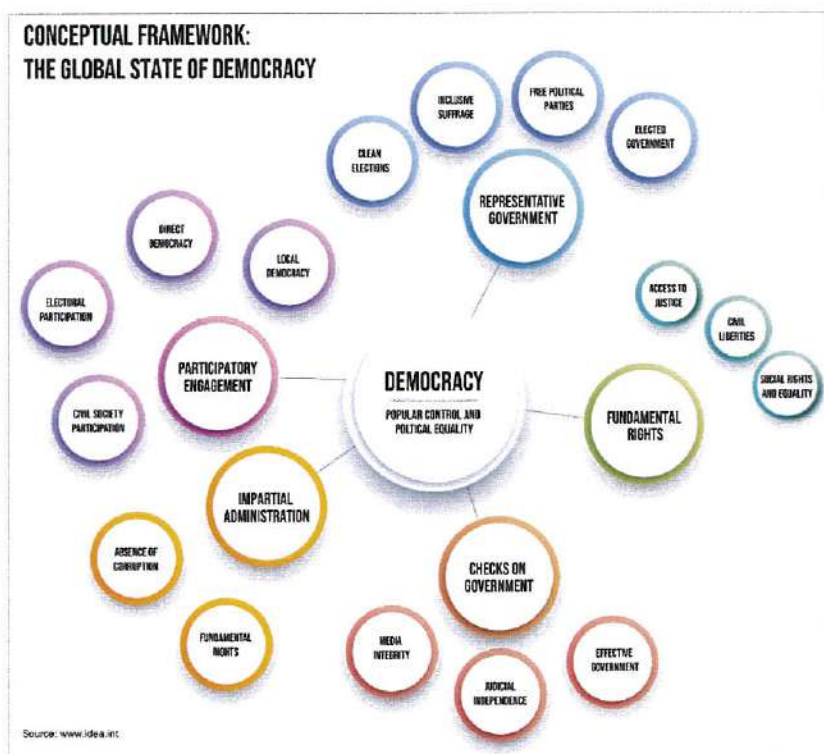


Diagram 7 – Conceptual framework – the global state of democracy

These core democratic values are in the forefront of the popular aspirations and demands worldwide as peoples are better informed, educated and can freely raise their voices more and more. Lebanon is no exception with significant popular movements and protests demanding competent, accountable and efficient government, transparent and professional government processes, inclusive and fair representation in elected

institutions, better services, ultimately a better quality of living and respect for individual human rights.

In this context, the current program includes a comprehensive and far-reaching component that aims at engaging different categories of the population, in an inclusive approach, through initiatives and activities based on engagement and participation. As it is designed, this component will utilize all the available resources and will leverage on the existing programs and projects working at central and regional level. The overall objective is to mobilize relevant categories of voters and citizens and engage in positive and constructive dialogues and debates on issues that concern the Lebanese society. Focus will be given to gender equality and women empowerment, youth engagement and awareness raising, protection and advocacy for affirmative actions towards vulnerable groups and persons with disabilities. In its implementation, the program ideally will bring together governmental actors, civil society organizations and movements, civic groups at central and regional level. The project will partner with other UNDP programs and projects to maximize outreach and impact and will award grants to civil society organization and NGOs that will prove their commitment and capacity to organize and implement activities. The project will participate in the planning and monitoring of the activities and will ensure proper reporting and accountability of the utilization of funds.

b. Electoral cycle approach

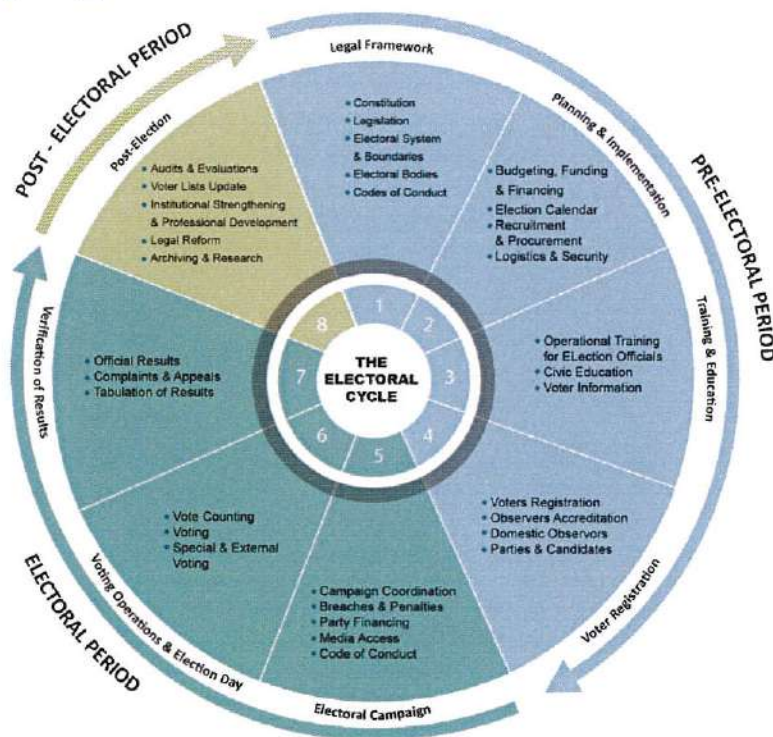


Diagram 8 – Electoral cycle

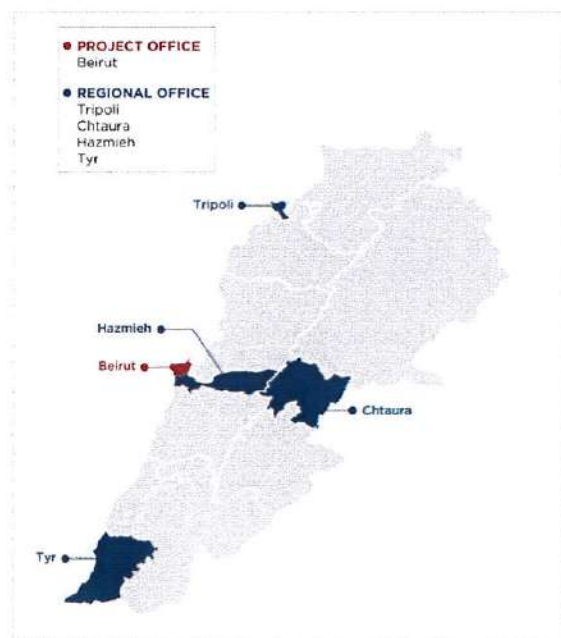
An adequate understanding of the various components, stages and entry points of an ideal electoral cycle should also be used to better plan and respond to any sudden call for urgent electoral support and clarify from the outset what is achievable and needed in the

short-term, as well as identifying what must be the objectives of different, longer-term initiatives. The recognition of the different needs and deliverables related to each stage of the electoral cycle (diagram 8) is essential for appropriate programme identification, formulation and implementation, as well as development agencies and stakeholder coordination. The electoral cycle approach has also proved to be an efficient learning tool for electoral officials. Effective electoral assistance requires adequate transfer of know-how, through long-term capacity building that enables electoral managers and administrators to become more professional and to better understand, plan for and implement their core tasks. In Lebanon, the adoption of an electoral cycle approach in the first phase of the project was a key instrument to facilitate understanding of the interdependence of different electoral activities, helping EMB officials to plan and allocate resources for specific activities in a timely fashion. The electoral cycle strategy helped the Lebanese national stakeholders to place an important emphasis on the post-electoral period as a significant moment of institutional growth, and not just as a vacuum between elections. Lastly, under the umbrella of this multi-component, long-term intervention elections are providing an important and secure entry-point for wider interventions to support democratic governance development, such as the strengthening of civil society, the promotion of human rights (including issues of gender, minorities and PWDs), media and political party development, reinforcement of the rule of law, and more opportunities for political dialogue and conflict mitigation.

c. *Regional Support*

To support the implementation of the programs and activities mentioned above, a regional team will be created. The regional team will be comprised by four regional officers based in the four UNDP regional offices and a Regional Coordinator based in Beirut.

The regional team will be inducted in the beginning of the project and will undergo a training and orientation program in Beirut. The team is expected to be deployed by midyear 2020 and provide substantive operational and logistic support to the activities implemented by the project at regional level as well as the monitoring of the activities implemented through grants. The regional team will establish contacts and coordination mechanisms with the municipal authorities and other organizations working in their respective area of responsibility. The regional team will work throughout the electoral cycle with an additional focus on civic engagement and participation during the inter-electoral period and electoral related actions during the pre-electoral and electoral periods. The regional coordinator will report



to the Chief Technical Advisor and will ensure proper function and coordination of the regional team.

d. *Baselines, Sources and Data*

During the implementation of the first phase of the project (2013-2019), the project supported two national elections (2016 municipal elections, 2018 parliamentary elections and three by-elections organized and conducted in 2019). The preparation, organization and conduct of these key electoral milestones for the country were accompanied by the UN through technical assistance and advisory support provided by UNDP through the dedicated project - LEAP. Upon completion, as part of the internal assessments, monitoring and evaluation mechanism, the project conducted lessons learned exercises disaggregated per components and activity areas. The findings and conclusions of these exercises are documented in reports that include challenges, issues encountered during implementation and recommendations for next similar exercises.

Based on the UN Note of Guidance on Electoral Assistance and the request of the Lebanese Government two UN Needs Assessment Missions were organized and deployed to Lebanon. The most recent NAM was deployed in the period 26 May to 3 June 2019 following a request for electoral assistance from the Minister of Interior and Municipalities (MoIM) in which the UN has been requested to support parliamentary and municipal council elections in 2022. The NAM report concluded that UN assistance can play a positive role in supporting the electoral process as well as be a possible driver/catalyst for any efforts by the international community to advocate on key reform measures and included recommendations for the next cycle of electoral assistance. The recommendations included in the report were considering the suggestions, comments and remarks made during extensive consultations, meetings and round-table discussions organized with all the relevant national and international stakeholders in the Lebanese electoral context.

Other important resources and references in the process of developing a strategy for the next cycle are the independent reports issued by elections observers' groups, after the completion of each electoral process. In the Lebanese context, the main international observers' groups are the European Union Elections Observation Mission (EUEOM) and the National Democratic Institute (NDI) while at the domestic level the Lebanese Association for Democratic Elections (LADE) is the main national electoral observation organization. The post-electoral observation reports issued by these organizations contain relevant data, analysis and findings that are reliable references in terms of setting baselines, targets and indicators for future support. Also, all the observation reports include a section of recommendations that could be used as technical input and reference for future planning and programming.

All the elements presented above including lessons learned, NAM and observation mission reports are valuable, expert and reliable documentation and technical data that represent the basis of the development of the current project document, as a programmatic blueprint. Moreover, the data included in these documents in reference to concrete electoral processes such as: voter registration, candidates' registration, electoral campaign,

accreditation process, voting procedures, counting and tabulation, voter turn-out and participation of vulnerable groups all represent baseline data obtained from evidence based reliable sources.

e. Theory of change guidelines

In the design and development of the project strategy it was utilized the theory of change as the method that explains how a given program or activities are expected to lead to a specific development change, drawing on a causal analysis based on available evidence.

The project was developed based on the key assumptions of the theory of change:

- i) *It was developed consultatively in order to reflect the understanding of all relevant stakeholders* - The current program was developed throughout a period of nine months which included an electoral needs assessment mission and extensive consultations with key stakeholders including ministries, governmental agencies, civil society organizations and NGOs, academic institutions and UNDP programs and projects. The wealth of inputs is reflected in the multi-component project design and the comprehensive approach of its program
- ii) *It was grounded in and based on robust evidence and comparative data* – The development of the project document was conducted based on extended data collected and analysed in the previous phase of the project. The data and analysis are available in dedicated websites: UNDP and EC-UNDP Joint Task Force or in the archives maintained by the project, and
- iii) *It should support continuous learning and improvement from programme design to closure* - One of the main principles of this intervention is continuous learning and professionalization of the relevant counterparts. From this point of view, in the previous phase there is significant progress reported in the area of management and administration of elections while the supervision and monitoring would require additional resources, focus and commitment from

The overall theory of change of the Project is that:

if

- The legal framework is reformed, revised and improved;
- The Government adopts and implements the reforms in an open, professional, transparent and consultative manner;
- There is an increased engagement and participation of voters, in particular women, youth and vulnerable groups in the political life and elections; and
- The rights of the citizens are respected and protected

then

the efficiency, transparency and inclusiveness of electoral processes and the political participation will be increased and, therefore, the trust in the institutions and electoral process in Lebanon will be enhanced

because

Lebanese people will be increasingly better:

- informed about the political and electoral processes
- and represented from a gender and social perspective
- and involved and able to access and use the information provided to hold the government accountable
- and feel that they are able to freely participate in the political life and electoral process in and outside of the country and to take informed choices

the Lebanese Government, international community and implementing partners.

The relevance of the **theory of change** for the design and implementation of this program is highlighted in the diagram below which presents in a synthesis the main stages of the ToC starting from the identification of purpose, vision, areas and priorities until the development of pathways of change. Similar to the electoral and training cycles, the ToC cycle ends in a review and lessons learned process that will identify the needs and priorities of the next ToC cycle (diagram 9).

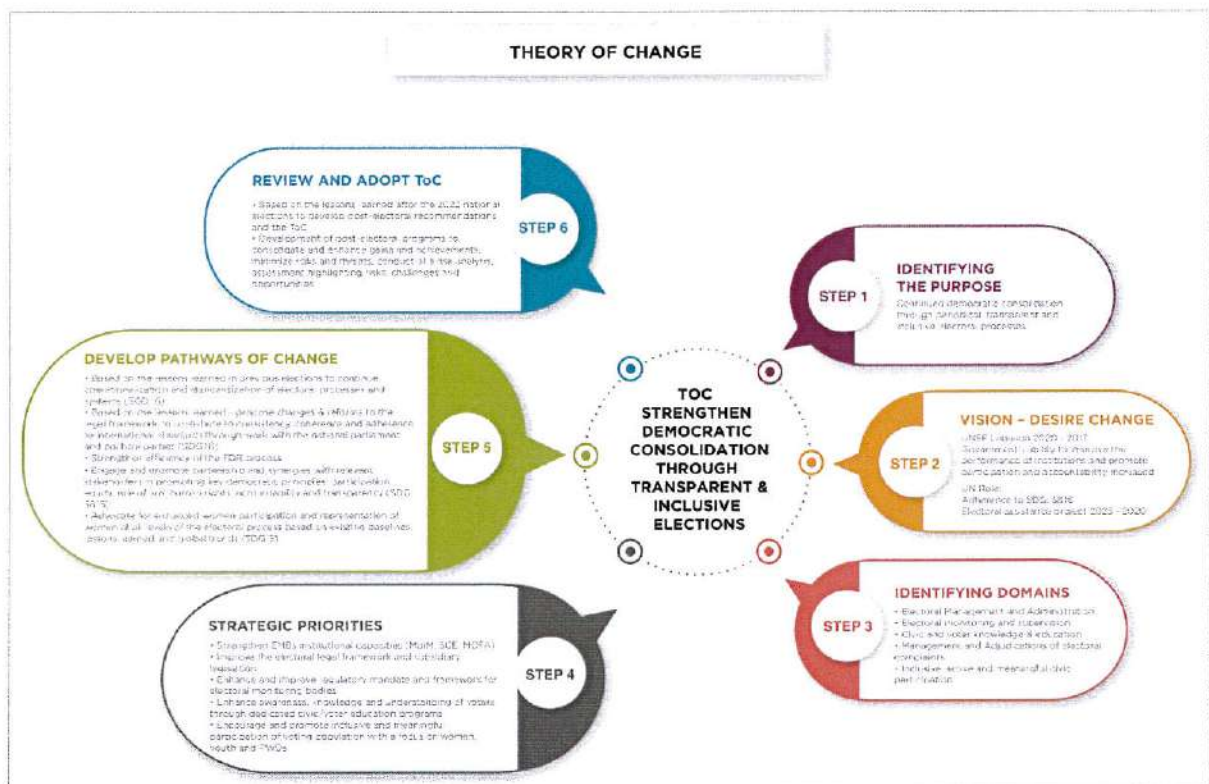


Diagram 9 - Theory of change cycle

IV. RESULTS AND PARTNERSHIPS

Expected Results

Output 1: Enhanced efficiency, transparency and inclusiveness of the electoral management and administration through improved institutional capacity and legislative reforms.

Output 2: Strengthened institutional capacity of the SCE to perform its mandate and attributions in a sustainable and independent manner.

Output 3: Effectiveness and transparency of the EDR mechanism enhanced through technical assistance to the Constitutional Council

Output 4: Inclusiveness and participation of vulnerable and marginalized groups in the electoral processes enhanced.

Output 1: Enhanced efficiency, transparency and inclusiveness of the electoral management and administration through improved institutional capacity and legislative reforms.

This output is in harmony with the UN Strategic Framework 2017-2020, 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 the electoral UN Needs Assessment Mission (NAM) undertaken in June 2019 and follow up consultations with civil society and other relevant stakeholders. Based on existing electoral needs in Lebanon, the project envisages the following activity results:

Activity result 1.1: Support in the operational planning, advice and implementation in the areas of training of electoral officials and procedures, candidate registration, results management, procurement of election materials for the upcoming municipal, parliamentary elections and by-elections.

By design, the project will use the electoral cycle approach in its implementation. In this regard, the project will support the electoral management body throughout all the phases of the cycle: pre-electoral, electoral and post-electoral. Main activities under this activity will be focused on the upgrade or development of software and programs in the areas of candidate's registration, accreditation of observers and media and results management system. The project will build on the experience and knowledge accrued in the first phase and will develop and implement efficient and timely electoral systems and processes. The relevance of this component is very high as there are indications that a new electoral law for the election of the parliament will be drafted and perhaps a new law for the municipal and mukhtar elections. The technical assistance will include provision of consultants and advisors to DGPAR, procurement of software and programs and procurement of some electoral materials in which UNDP could provide a comparative technical advantage. In addition, the project will develop and conduct studies, research papers and feasibility studies looking for innovative and environmentally friendly solutions. In the pre-electoral and electoral periods, the project will provide technical assistance and advisory support for the operational planning phase and the drafting of required technical specifications for

sensitive and non-sensitive materials. In addition, the project will promote gender mainstreaming in all the relevant processes implemented under this component. In this regard, the project will advocate for gender parity in terms of polling officials, RCs and HRCs staffing. In addition, all the campaigns developed and implemented together with the electoral management body will include a strong component focused on political participation, gender mainstreaming and inclusiveness.

Main Activities

- Strengthen the institutional capacity of DGPARG and DCPS through advisory support and technical assistance;
- Development and upgrading of the candidate's registration and results management systems for the parliamentary, municipal and by-elections;
- Conduct and develop studies and research papers on innovative, efficient and environmentally friendly electoral processes and materials;
- Develop technical specifications for sensitive and non-sensitive electoral materials;
- Design and conduct dedicated training programs for election staff;
- Develop and update the accreditation system for observers and media;
- Strengthen the communication capacity of the MoIM through enhanced website and social media;
- Procurement of some electoral materials, complementing the procurement of the Government.

Activity result 1.2: Assistance with a review of internal capacity and human resources to determine future staffing requirements/Support to building institutional capacity of staff of the MoIM at the national and sub-national levels.

Part of the institutional development, the project will continue to support the strengthening of the capacity of DGPARG and DGPS staff working in the area of elections. This component is of particular importance as it aims at enhancing the overall capacity of these two directorates to organize and deliver timely, efficient and transparent electoral processes in preparation for the upcoming municipal and parliamentary elections. Moreover, the continued capacity development of the election officers is a core activity of the program, in the context of the theory of change that will lead to enhanced ownership and sustainable and prepared human resources.

Main Activities

- Design and conduct dedicated training programs for election staff (gender parity is recommended);
- Hands-on training and mentoring through project in-house capacity and collocation during the electoral periods;
- Dedicated BRIDGE training programs for DGPARG and DGPS officials;
- Study visits and exchange of experience in cooperation with UNDP Regional Project;
- Thematic workshops and round-tables on specific elections topics.

Activity result 1.3: Assistance with public and civic outreach programming (including promoting innovation in the use of social media and mobile communications) – with targeted messaging for women, youth, persons with disability, minority and vulnerable groups for the upcoming municipal, parliamentary elections and by-elections.

One of the core mandates of the electoral management body is to design, develop and implement comprehensive information and education campaign with the aim to enhance the knowledge and understanding of the voters and citizens at large on the electoral processes. In this context, the project will support the development and conduct of voter education campaigns for the upcoming municipal and parliamentary elections. A special focus will be given to women, youth and first-time voters and persons with disabilities in an attempt to make the future electoral processes more inclusive, transparent and close to the voters. Innovative methods of communication will be explored in order to reach youth and first-time voters and mobilize them to participate in the political life and elections.

Main Activities

- Design, development and implementation of voter education and information campaigns during the pre-electoral and electoral periods as follows:
 - Campaign on voter registration and voter ID
 - Campaign on candidate's registration
 - Voter education campaign.
- The voter education campaigns will be developed in preparation for municipal, parliamentary elections and eventual by-elections

The design and development of the campaigns will promote women participation and representation and inclusiveness towards youth and vulnerable groups.

Activity result 1.4: Electoral assistance in the areas of new election technologies (*inter alia*, biometric registration and/or electronic ballot counting) – provide technical support in the development of options, budgets and implementation.

In light of the reforms and changes requested by citizens in terms of enhancing the efficiency and transparency of core services and processes there are expected substantive changes in the electoral legal framework with significant impact in the operational and logistic planning and implementation. Some of the core reforms have been adopted in the Law 44/2017 i.e. ballot papers, permanent SCE and out of country voting. Nonetheless, there are open and sustained requests to change the current electoral law with a new law, with a different electoral system, district configuration and electoral management and administration. The project will support through technical assistance the process of research, assessment and piloting of new and innovative technologies and solutions to make the electoral processes more agile, efficient and focus on the citizens and their rights.

Main Activities

Technical assistance and advisory support to the electoral management bodies on new technologies such as:

- Study on E-voting (in country and OCV);
- Support to the biometric registration and ID card;
- Study/research on automated counting system;
- Megacenters – development, pilot and implementation;
- Upgrade to the polling station locator.

Activity result 1.5: Support for continued improvement and development of an efficient and reliable voter register system.

The voter registration process and the issuance of a complete and reliable voter's roll it's a key electoral process that represents the foundation on which any possible election process is built. As such, in Lebanon the voter registration process is a passive process according to which the voters are registered in the voter roll automatically when they turn 21 years of age. Nonetheless, there is a need to maintain and keep the voter register accurate and up-to-date. In this regard the periodical voter registration update periods are key in achieving this objective. The project will support and work together with the DGPS during the preparation and implementation of the voter registration update processes ensuring timely and reliable information on how, when and where to update the voter details and other necessary operations.

Main Activities

- Technical assistance and advisory support to the electoral management bodies in the preparation and implementation of the biometric ID card
- Support and assistance in the upgrading of the website including a mobile version
- Support the timely and accurate information of voters and citizens on the implementation of the new biometric ID card and the voter registration update processes.

Activity result 1.6: Conduct lessons learned exercises for the upcoming municipal, parliamentary elections and by-elections.

The design of the current project is based on strong data-based evidence collected and identified through a thorough lessons learned exercises conducted after every election process. The organization and conduct of these important post-electoral exercises are key to assess strengths and weaknesses of the process and identify recommendations for future elections. The lessons learned conducted by the project were both quantitative and qualitative and therefore contained relevant electoral data and analysis that represents the baseline for the future processes. The organization of systematic lessons learned represents the commitment of UNDP to project efficiency, sustainability and accountability.

Main Activities

- Post-electoral activities aimed to assess and analyse processes and identify recommendations for the next cycle:
 - Lessons learned for parliamentary elections
 - Lessons learned for municipal elections
 - Lessons learned for by-elections.
- Workshops and round-table discussions on post-electoral findings and recommendations.

Activity result 1.7: Technical support to MOFA on the implementation of a future operational framework for out of country voting.

The out-of-country voting was organized and conducted for the first time during the 2018 parliamentary elections with over 80,000 voters registered abroad out of which more than 50% participated in the polls. The process faced inherent challenges and technical glitches which were all noted in the post-electoral lessons learned. For the upcoming elections it is considered to have additional six parliamentary seats dedicated for the OCV process only. The project will support the preparation and organization of the OCV through training programs, awareness and education campaigns and procurement of some electoral materials.

Main Activities

- Technical assistance and advisory support in conducting a research and comparative study on OCV systems;
- Provision of expertise and consultancy;
- Support and facilitation of coordination mechanism MoIM-MoFA;
- Training of trainers program;
- Design, development and implementation of a voter education campaign focused on OCV;
- Procurement of electoral materials complementary to the procurement of MoIM and MoFA.

The design and development of the campaigns will promote women participation and representation and inclusiveness towards youth and vulnerable groups.

Activity result 1.8: Strengthened analytical and technical capacity for electoral reforms.

The legal reform is becoming increasingly relevant in the context of citizen asking for change, for human rights, for transparent and accountable governance, for better elections and for enhanced representation of all the social groups including women, youth and vulnerable groups. These demands require a legal framework adapted to the new realities of the country in which the voters and citizens can rely, trust and feel represented. The project will provide technical assistance and advisory support to legal reform initiatives and will facilitate consultations and meetings between the decision makers, the civil society and other relevant stakeholders.

Main Activities

- Support legal reform through the provision of technical assistance and advisory support;
- Support and facilitate technical meetings and workshops with Parliamentary committees and sub-committees;
- Draft studies and research papers on legal reforms and improvement of the law and subsidiary legislation.

Particular focus will be given to the drafting and adoption of provisions and amendments that promote participation and inclusiveness of women, youth and PWDs – including temporary special measures.

Output 2: Strengthened institutional capacity of the SCE to perform its mandate and attributions in a sustainable and independent manner.

The objective of the second output is to build an increased capacity for the supervision and monitoring of elections 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 its responsibilities in an effective, transparent and credible manner. Under the current legislation, the campaign supervision mandate rests with the SCE which, became a permanent body that will ensure continuity between elections. The project conducted in 2019 a strategic planning exercise for the period 2020-2022 that can serve as basis for future support. The envisaged activities under output 2 are:

Activity result 2.1: Strengthened the sustainable development of the institutional capacity of the SCE to perform its mandate and attributions in line with the Strategic Plan 2020-2022.

The post-electoral lessons learned conducted after the completion of the 2018 parliamentary elections revealed the strengths and weaknesses of the SCE as a neutral institution mandated to monitor electoral processes related to the electoral campaign and the audit of the campaign finance. The subsequent reports and analysis highlighted the imperative need for the institutional capacity of the commission to be enhanced and resources and support to be extended from relevant institutions. In 2019 SCE, with the support of UNDP, conducted a strategic planning exercise which unearthed the need to take urgent administrative and financial measures to ensure the sustainability of the commission until the conduct of new elections. In this regard, the strategic plan drafted for the period 2020-2022 contains the formation and professionalization of a secretariat formed by technical staff and induction and training of these staff. The project will support the SCE in the process of training and capacity building as well as in the provision of experts for the implementation of the strategic planning.

Main Activities

- Support the formation of a permanent secretariat with a minimum technical staff of 6 persons (gender parity would be recommendable)
- Provision of experts and consultants to assist in the implementation of the strategic planning
- Training of secretariat and technical staff

- Development of a dedicated website
- Procurement of monitoring electoral materials
- Participation in study tours facilitated by the Arab EMBs.

Activity result 2.2: Regulatory framework for monitoring media (including social media and identifying fake news) and elections campaign finance is improved

One of the weaknesses identified during the strategic planning exercise was the vagueness and lack of clarity of the law in what refers to media monitoring during the electoral campaigns. Therefore, the project will provide technical support in the process of legal revision of the law and subsidiary legislation. In addition, the project will support and facilitate the discussions around the codes of conduct for different elections stakeholders. With emerging challenges related to the utilization of social media in elections, the project will support workshops and initiatives aimed at clarifying and mitigating issues related to misuse of information and fake news.

Main Activities

- Support related legal reforms including mandate, budget and structure
- Support to the revision of the law and subsidiary legislation
- Support the development of code of conducts for: party agents, media professionals, CSOs, political parties and pollsters.
- Support the training of media monitoring staff
- Workshop on methodological issues regarding traditional media research and monitoring
- Workshop with social media specialized agencies on current comparative research and monitoring methodologies of social media.

Activity result 2.3: Capacity for voter education and public participation initiatives of the SCE increased.

Voter education and information is one of the core objectives of the SCE in the electoral context. By law, the commission is mandated to develop and disseminate electoral related information in relation to the SCE objectives, accreditation of observers, media monitoring and audit of campaign finances. In addition, the SCE should educate voters and citizens on democratic values, inclusiveness and tolerance during elections. In this context, the project will support the design, development and implementation of information campaigns on the role and objectives of the commission and on electoral related issues in coordination with the MoIM. Also, the project will assist in the design and development of thematic civic education campaigns addressing women, youth and PWDs from a human rights perspective. In addition, awareness activities with youth and students will be organized involving students and teachers.

Main Activities

- Design and develop voter information campaigns on:
 - SCE mandate and objectives
 - Voter information in coordination with MoIM.
- Design and develop civic education campaigns addressed to general public and women, youth and PWDs;
- Organize civic education camps with high school students in consultation with MEHE and the Ministry Youth and Sport;
- Organize info-sessions with university students and teachers.

Activity result 2.4: Improved capacity of the SCE to perform post-electoral lessons learned and reporting.

Following the best international practices lessons learned exercises will be organized after the completion of each election in order to assess the positive aspects and strengths and the weaknesses and areas that need additional attention.

Main Activities

- Post-electoral lessons learned exercises
- Support the development of monitoring reports.

Output 3: Effectiveness and transparency of the EDR mechanism enhanced through technical assistance to the Constitutional Council

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.

Activity result 3.1: Strengthened the sustainable development of the institutional capacity of the Constitutional Council

In 2019 a new Constitutional Council was nominated following the completion of the 2018 parliamentary elections. The new council will require institutional strengthening and support in areas related to the electoral dispute resolution and adjudication of electoral complaints. In this regard, the project will support specific training programs and briefings for the council members and permanent staff. In addition, the project will develop and conduct trainings with registration and high-registration committees that relate to the tabulation of final results.

Main Activities

- Training program for Council members
- Training program for RCs and HRCs

- Procurement of relevant materials

Activity result 3.2: Support South-South initiatives in the area of EDR knowledge and comparative studies and data with other countries with a similar system of adjudicating electoral disputes.

South-south cooperation initiatives will be part of the institutional strengthening of the new Constitution Council into the next electoral cycle. The intended action aims at offering the Council the opportunity to exchange views and experience with other councils, tribunals or courts functioning in other countries with similar electoral systems. This activity will benefit from the collaboration with the UNDP Regional Project based in Amman.

Main Activities

- Participation to relevant conferences and seminars, in cooperation with the UNDP Regional Project
- Study tour to countries with similar EDR set-up

Activity result 3.3: Enhanced knowledge on the EDR mechanism through an efficient communication strategy.

The project will support the communication strategy of the Constitutional Council through thematic events involving relevant stakeholders. In addition, the project will continue supporting the dedicated website of the council and will train the secretariat to update it. Also, part of the outreach effort, the project will develop and support awareness campaigns on the role and objectives of the council in the framework of the adjudication of complaints and dispute resolution.

Main Activities

- Thematic workshops and events on EDR with national stakeholders
- Awareness and information campaign on the role and objective of the CC in the context of EDR
- Website update and maintenance

Activity results 3.4: Improved capacity of the Constitutional Council to perform post-electoral lessons learned.

The project will support and facilitate lessons learned exercises, following the completion of elections and adjudication of related complaints. These exercises will take stock of the challenges and problems encountered and will identify recommendations for future electoral processes.

Main Activities

- Training of Constitutional Council staff on website update and maintenance.

- Development and publication of knowledge products (brochures, decisions)
- Lessons learned exercise:
 - Workshop
 - Drafting of report and recommendations.

Output 4: Inclusiveness and participation of vulnerable and marginalized groups in the electoral processes enhanced.

Output 4 aims at building trust and confidence in the Lebanese institutions and in the electoral processes through active and sustained engagement and a wide and comprehensive program targeting citizens and voters at large, with a particular focus on women, youth, vulnerable groups and persons with disabilities.

Activity result 4.1: Design and development of comprehensive joint strategies and programs to promote and advocate increased and inclusive participation of women, youth and PWDs in electoral processes.

Inclusiveness, active and meaningful participation, equitable and fair opportunities, equal rights and responsibilities are core values of any democratic process and elections. In this regard, the project will give particular attention and focus on these key areas and will strive to engage women, youth, marginalized groups and PWDs in its activities and initiatives. The objective of this comprehensive activity result is to positively engage different marginalized categories through thematic programs and activities at central and regional level. This component envisages organizing in partnership or through grants workshops, info-sessions and round-tables on legal reform, gender equality and civil rights. In addition, cultural events will be supported leveraging cooperation and resources of partners in the civil society. A special emphasis will be given to promote and advocate for women empowerment and gender equality in the political participation and in elections. These activities intend to engage both women and men in training programs and activities at regional level, gender focused surveys and meetings with women council members. In addition, the project will support and facilitate extensive work with youth and students' groups at central and regional level in an attempt to build confidence and trust in the electoral institutions and processes. Also, the activities implemented under this component will motivate and encourage voters from marginalized groups and PWDs to participate in the political life and elections and learn more on their rights and responsibilities, accountability and transparency and how the elections work. The strengths of this component are the partnerships and collaborations with different UNDP programs and projects and civil society organizations working at central and regional level. The activities implemented at local level will be supported, monitored and facilitated by a project regional team that will be inducted, trained and deployed in four regional offices.

Main Activities

- Workshops, round-tables and info-sessions on legal framework reform, women rights, civil rights from a gender perspective
- Cultural events:

- Thematic exhibitions
- Concerts
- Documentaries
- University camps
- Hyde Park/Speakers Corner
- Street theatre
- Gender focused surveys
- Identification and formation of a caucus of women in politics with a special focus on municipal level women
- Training programs at regional and local level through town hall meetings and testimonials from current women elected in the municipal councils
- Training programs with women elected in the 2022 municipal elections
- Digital platform featuring women experts (champions) in political and public fields
- SHARP program
 - Training high school students
 - Produce curriculum on gender roles.
- Training high school students WHV program
- Thematic online application/games
- Thematic training and presentation engaging youth in politics and civic and policy dialogues. Collaborate in the YTP6 toolkit
- Joint news supplement focused on youth participation
- Organized focus groups with youth on political participation
- Thematic cultural events on HR and inclusiveness targeting youth:
 - Thematic exhibitions
 - Concerts
 - Documentaries
 - University camps
 - Hyde park/Speakers Corner
 - Street theatre
- Town hall meetings on civic participation with municipalities targeting youth
- Workshops, round-tables and info-sessions on legal framework reform, PWDs rights and accessibility.
- Event marking the International PWD Day (3 Dec)
- Thematic events focused on accessibility
- Cultural event and thematic exhibition on PWD participation
- Joint news supplement focused on PWDs accessibility
- Update the dedicated website including polling stations status
- Refurbishment of pilot polling stations.

Activity result 4.2: Support coordination mechanisms and CSOs networks to ensure effectiveness of the advocacy campaigns and crosscutting initiatives.

One of the main requests of the civil society and elections stakeholders was the formation and facilitation of a coordination mechanism for elections that can bring together main electoral actors. The objective of the technical working group is to ensure better coordination between different stakeholders and a platform where activities and

initiatives could be shared and discussed. The multidisciplinary working group is expected to enhance collaboration and coordination and avoid overlapping programs for future elections.

Main Activities

Periodical facilitation of technical working group with relevant stakeholders.

The technical working groups will tackle the following themes:

- Legal reform
- Civic engagement
- Human rights and political participation
- Voter education and information
- Inclusiveness, transparency and accountability initiatives.

Activity result 4.3: Support the implementation of civil society initiatives in the areas of human rights, inclusiveness, gender equality and civic participation through partnerships and grants.

Under this activity result the project will identify reliable partners and organizations at central and regional level in order to implement initiative and programs through grants. The project will participate in the design, planning and implementation of the activities and will monitor through its regional team the delivery and timelines. This component will complement the other initiatives under inclusiveness accountability and participation emphasizing on the regional dimension, engaging with local communities and encouraging and fostering constructive and positive participation.

Main Activities

Design, development and implementation of initiatives and programs involving women and youth at community level. Main focus will be working in the rural areas. Target groups: women, youth, vulnerable groups.

The programs will be implemented mainly through grants monitored and supervised by UNDP.

Activity result 4.4: Design, development and production of civic education campaigns aimed at informing voters on their roles and responsibilities in relation to elections and human rights.

The project will develop activities and campaigns informing voters and citizens on their roles and responsibilities from a human rights perspective. The initiatives will be implemented by the project or in cooperation with relevant partners such as the National Human Rights Institute.

Main Activities

Enhanced knowledge and understanding of voters and citizens at large of their rights and responsibilities, through civic education campaigns. The campaigns will be developed by UNDP in partnership with relevant partners and stakeholders and implemented in Beirut and in all the regions of Lebanon

Activity result 4.5: Design and development and production of voter education and public awareness initiatives with a particular focus on women, youth and persons with disabilities.

In preparation for the upcoming municipal and parliamentary elections the project will design, develop and produce awareness and voter education campaigns aimed at enhancing the knowledge and understanding of voters and citizens at large on their legal framework, how the elections works and answer the relevant elections questions related to eligibility, identification and voting process.

Main Activities

Enhanced knowledge of voters on how elections works through comprehensive awareness and education campaigns on:

- Legal framework
- Elections procedures
- Management and administration of elections
- Eligibility and identification
- When and where to vote.

The campaigns will be implemented in Beirut and in all the regions of Lebanon.

Resources Required to Achieve the Expected Results A matrix of cooperation and collaborative programming with other UN agencies, programs and projects was developed in order to guide future joint initiatives and activities in the next project cycle 2020-2023. According to this plan the project will achieve the set results activities through actions and initiatives in the following modalities:

- Activities implemented in partnership and collaboration with other partners and stakeholders. These costs associated to these activities will be shared with other partners and in-kind contributions will be encouraged;
- Activities implemented through grants – the project will award grants to relevant and reliable civil society organizations, NGOs and other credible stakeholders to implement clear programs, with precise deliverables. The project will monitor and accompany the implementation of these grants from the design up to completion.
- Activities organized by UNDP only – these are specific activities such as civic education campaigns, surveys and thematic events in which the project will be the only organizer.

The activities included in the working plan will be developed and implemented in coordination and close cooperation with governmental stakeholders, CSOs, UN entities and international organization as presented in diagram 10.



Diagram 10 – Project Stakeholders

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. The project team will consist of 13 core staff with specific responsibilities for ensuring the effective and efficient implementation of the project as follows:

- **Chief Technical Adviser/Project Manager** - In charge of the overall management and implementation of the project. The CTA will ensure adherence to the objectives and targets of the project and to the UNDP rules and regulations. The CTA will also be providing high level technical advice to all stakeholders and partners.;
- **Senior Electoral Advisor** – will work close to the CTA in the area of project management, financial operations, overall coordination and implementation of the set activities. Also, the senior electoral advisor will liaise with stakeholders and partners ensuring effective and timely collaboration and coordination.;
- **Reporting and Statistics Officer** – Contributes to the drafting and development of the project plans, M&E framework and project reports. Assist in the conduct of project evaluations and collect relevant statistical data during the electoral period;
- **Media and Communication Officer** – Will develop a communication strategy and will develop, manage and coordinate the outreach activities of the project. The officer will design and development awareness, information and education activities and campaigns. In addition, the officer will contribute in the development and implementation of substantive support activities and technical assistance;
- **Legal Officer** – Provide analysis and advice on legal issues relevant to elections in Lebanon and conduct legal electoral research and elaborate comparative studies and research papers. The officer will also provide advice and legal inputs in the drafting and reviewing legal procedures and regulations according with the electoral laws;
- **Training Officer** – Advise and assist with the preparation and implementation of the necessary training plans and documentation in support of the electoral process and assist with the design and elaboration of training materials (manuals, guides, etc.);
- **Procurement Officer** – Conduct all the necessary actions for the procurement and delivery of the goods and services in an efficient and timely manner, in accordance to the UNDP rules and regulations;
- **Junior Finance Officer** – Supports the CTA in the area of finance management and operations. Contributes to the drafting and development of budgets and is responsible for the financial reporting;
- **Youth and PWDs Officer** – Will provide technical assistance and substantive support to all the activities under inclusion and participation with a particular focus on youth and persons with disabilities;
- **Regional Coordinator (Officer)** – under the supervision of the CTA, the regional coordinator will be responsible for the overall supervision and coordination of the project regional team. The officer will ensure guidance and support to staff deployed at regional level and will report periodically the progress status;
- **Voter Education Assistant** – assist in the design and development of voter education materials and in the planning of the awareness activities. The assistant will support also the implementation of the communication and visibility plan, technical specifications and distribution of materials;
- **Project Admin Assistant** - support the team in the administration and logistics required for the preparation and organization of the project activities and electoral processes;
- **Project Logistic Assistant** – assist the project in all logistical preparations and support to implementation of training programs, workshops and procurement processes;

- **Driver** – ensures transportation and safety of the team during their mission in Beirut or in the regions.

The project will also commission the services of international and national consultants 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 structure may be revised after the conduct of the municipal elections and according to the assessment of needs and lessons learned. The project team will operate from office space separated from the UNDP Country Office. The project will continue to utilize an office currently provided gratis at MoIM headquarters, which will be used as temporary work-stations and meeting space for the project team when required.

In addition, in implementing the project, there are several categories of costs that are envisaged for the functioning of the Project Office, including:

- **General Expenses:** To support all project activities, this proposed action includes expenses related to office rent, communication and internet, stationary and other office supplies, and office equipment maintenance
- **Transportation and Vehicle-Related Expenses:** Support to this activity requires maintenance and fuel costs to ensure safe, reliable transportation for Project Staff.

Stakeholders Analysis and Engagement

One of the main objectives of the current program is to maximise the engagement with stakeholders in order to foster a confidence building and a conducive electoral environment where voters and citizens at large could be politically active, receive real-time information and feel that their voice counts. This objective will be achieved through extensive programs at central and local level engaging women, youth and marginalized groups. The project mapped and identified potential civil groups and organizations (see stakeholders chapter) to partner and cooperate for the implementation of joint initiatives on crosscutting issues such as: gender equality and mainstreaming, youth participation and engagement, advocacy for affirmative actions to ensure fair and decent conditions for vulnerable groups and persons with disabilities to participate and express their views.

Ministry of Interior and Municipalities (MoIM) – Electoral Management Body: Through its conduct of the 2009, 2010, 2016, 2018 and 2019 polls, the MoIM has established a reputation as an effective election administrator; however, in terms of its electoral capacity, the MoIM is still both under-staffed and under-resourced. The MoIM Directorate-General of Political Affairs and Refugees (DGPARG), which has the main responsibility for electoral operations, has limited staff that covers electoral preparations, with many current unfilled positions in the management structure for elections. Other MoIM officials, including local governors and district level administrators (*Qaemaqams*) are usually called upon to manage and administer the electoral processes at regional level. The DGPARG has commenced the planning for operational preparations for the 2022 elections but there are questions on whether their limited operational, technical, financial and human resources. Also, under the MoIM, the Directorate General for Personal Status (DGPS) is tasked to renew and update the voter registration data, conduct the exhibition and challenges process and produce the final voter’s list that will be utilized during the 2022 elections. Given these capacity limitations, the MoIM faces significant challenges to ensure that an appropriate level of professional and operational readiness exists for the organization and conduct of the upcoming parliamentary elections. 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. As per the provisions of the new electoral legal framework, the results management system will be a combination of a manual counting at the level of the polling station and automated tabulation mechanism at the levels of the RCs and HRCs.

Supervisory Commission for Election (SCE) - is an autonomous institution, part of the electoral management and supervision architecture that is mandated to monitor the electoral campaign and the financing of the political parties. The Commission supervised and monitored the 2018 parliamentary elections as well as two parliamentary by-elections in 2019. These elections were a good opportunity to test the efficiency and sustainability of the SCE in terms of monitoring of electoral processes and in terms of long medium and long-term planning and implementation. The post-electoral independent reports and lessons learned exercises presented mixed conclusions with particular concerns over the efficiency and capacity of fulfilling its mandate and the institutional strength and credibility to sustain these activities in the inter-electoral period, as a permanent commission. The strategic planning exercise conducted in the end of 2019, helped the SCE identify its vision, mission, issue areas and goals for the next cycle 2020-2022.

Judicial Bodies (Constitutional Council and State Council): In 2019, a new Constitutional Council was appointed, replacing the previous council that was in place since 2009. According to the experience gathered during the 2018 parliamentary elections, there is limited public knowledge and experience of the capacity of the judicial bodies that have jurisdiction on electoral disputes, including the Constitutional Council and the State Council and there is also limited knowledge within the members of those courts in the specific role of electoral dispute resolution. The EDR process associated to the 2018 parliamentary elections revealed strengths in terms of processing capacity and legal knowledge but also some challenges in terms of specific electoral processes, new technology utilised in elections and collection of data. The proposed intervention will work precisely on these aspects in order to support the institutional development of the new Constitutional Council to fulfil its duties and raise awareness of the Elections Dispute Resolution (EDR) mechanism at all levels.

Parliament and Lebanese political parties: The law 44/2017, approved by the National Parliament in 2017 defined a new proportional electoral system, allocation of seats, voting procedures and results tabulation. All these changes came after sustained requests from civil society and voters for the modernization of the electoral process as a whole while bringing this service for democracy closer to the people and their needs. The role of the parliament in discussing, analysing and debating legal aspects of the electoral legal framework is essential and should be considered in any future programming and implementation. Latest developments show the willingness of the Lebanese main political forces to move ahead with electoral reforms and/or with new draft laws that will replace the existing one. In this context, the project could play its role of providing technical assistance and advisory support to the parliamentary committees and sub-committees working on this agenda. The assistance will be provided in close cooperation with the MoIM, MoFA and the SCE.

Civil society: Lebanon's vibrant civil society structures have been actively engaged on issues related to electoral reform and promoting citizens' participation in the electoral process. They play an important role in promoting human rights and raising awareness on electoral related issues as well as an effective watchdog of the fairness of electoral processes in Lebanon and the region. Among the most prominent CSOs working in the area of elections it is worth mentioning the Lebanese Association for Democratic Elections (LADE) which traditionally is active in the area

of human rights, electoral international standards and governance. Also, other national CSOs played an important role during the 2018 parliamentary elections such as: Lebanese Transparency Association (LTA) and Maharat Foundation. The future program will work extensively with relevant CSOs and NGOs in relevant areas such as: human rights, political participation, legal reform, women participation and representation, participation of youth and persons with disabilities, etc.

International organisations: IFES traditionally supported electoral processes however interrupted its operations in Lebanon in 2015. The National Democratic Institute (NDI) is present in the country and organizes activities particularly focused on the capacity building of political parties and potential candidates. As for observation mission, notably there are the EUEOM and Carter Centre who usually monitor elections in Lebanon.

Rights holders: The main beneficiaries of the intended intervention are the voters, the citizens and the overall Lebanese society. It is anticipated a positive impact on rights holders' participation, knowledge, understanding and secrecy of voting through the expected improvement of the efficiency and quality of elections services and mechanisms as well as the strengthening of the implementation of electoral international standards at all the levels of the preparation and organisation of the electoral processes.

Ministry of Foreign Affairs (MOFA)

In Lebanon, the out of country voting (OCV) was first time implemented in 2018 during the parliamentary elections. This was possible due to the adoption of the Law 44/2017 which included an OCV process for Lebanese registered abroad. In the process were registered 82,965 eligible citizens from which 46,799 (56.4%) actually voted. The voters were able to vote for the lists of candidates from the constituencies where they were registered. It was a personal voting system only. For the upcoming 2022 parliamentary elections, the preparations and organization of the OCV falls into the area of responsibility of MoFA, in close cooperation and coordination with the MoIM. While most of the electoral operations will still be carried out by MoIM (deployment and retrieval of materials, production of ballot papers and other required processes), MoFA will manage important operations such as polling station allocation, training of polling staff, voter education for OCV, voting and closing procedures.

Ministry of Social Affairs (MOISA) and Ministry of Education & Higher Education (MEHE)

In the context of working towards more inclusive and participatory electoral processes a special focus will be given to the accessibility of the persons with disabilities to elections. It is considered a broader approach which will include working together with MoISA and MEHE in order to identify the needs of these specific groups, the regional distribution and the steps that should be taken to develop practical solutions to issues that affected the inclusive outlook of elections in Lebanon. It is envisaged the cooperation with MoISA in order to confirm the number of the persons with disabilities and the potential organizations working in this area. With MEHE the project will developed common plans to facilitate better and more friendly access to the polling stations that are in their majority schools.

NCLW

Under the UN strategic framework, the UN will support the Government of Lebanon to harmonize its laws with international standards for gender equality and women's empowerment, including CEDAW. In this regard, it is envisaged for the UN to work with NCLW and civil society to enhance capacities to promote and mainstream gender equality and empowerment of women and girls in various levels and sectors. The UN will support a coordinated strategy to advocate for enhanced

participation and representation of women in the political life and elections.

Synergies with other UN agencies & collaborative programming

As highlighted in the United Nations Strategic Framework (UNSF), strong emphasis will be placed on joint assessments and collaborative programming and support by UN agencies with a view to catalyzing joint efforts and maximizing the results and impact of UN support. In particular, joint programming will be promoted and undertaken in areas of convergence of UN agencies' mandates and priority thematic sectors. In this context, a joint exercise was conducted in order to assess and identify areas of possible cooperation and joint programming. This exercise took into account the specific activity areas that are built to provide support and assistance to the same stakeholders, coming from different programming approaches. Therefore, synergies were identified with projects within the UNDP Governance Portfolio but also with programs and projects working in the areas of peace-building, youth participation and working with municipal communities.

Programme	Project/ Focal Points	Areas of partnership	Proposed activities
Governance Portfolio	Parliament Project	<ul style="list-style-type: none"> • Technical Assistance on Legal (electoral) reform • Participation and representation of women • Accessibility and rights of vulnerable groups (PWDs) 	<ul style="list-style-type: none"> • Thematic workshops at the Parliament building • Work with relevant parliamentary committees and sub-committees (technical assistance and advisory support) • Update of the National Action Plan for Human rights in Lebanon including: <ul style="list-style-type: none"> ○ Advocate for enhanced participation and representation of women in political and social life ○ Advocate for ratification of necessary legal provisions to ensure better accessibility of vulnerable groups in general and in elections in particular.
Conflict prevention and Peace Building Portfolio	Peace Building project	<ul style="list-style-type: none"> • Human rights • Support to the SCE • Participation and representation of women • Accessibility and rights of vulnerable groups (PWDs) 	<p><u>Peace Building through media/ Support to the SCE:</u></p> <ul style="list-style-type: none"> • Training for journalists through the SCE (Peace Building Pact). It was also done during the 2009 parliamentary elections. • Drafting and publishing of Joint News Supplements tackling the rights of PWDs, women and other vulnerable groups. • Joint partnership with Maharat and Peace Building project on the role of social media in elections and raise awareness on fake news during elections. • Develop and advocate for a code of conduct for the media during elections. <p><u>Peace Building through education/ support to Women participation in the political life:</u></p> <ul style="list-style-type: none"> • Organize workshops and meetings with the syndicates of teachers to include women's participation in the political life <p><u>Peace Building through local communities/ support to voter education and enhanced inclusiveness and participation:</u></p> <ul style="list-style-type: none"> • Organize and facilitate meetings with women mayors in municipalities • Organize and facilitate meetings and trainings to engage with municipalities and local communities on civic and voter education. • Revise the Municipal Act and advocate for reforms: revive all the tasks and the roles of social committees. • Conduct conflict analysis research on the specific dynamics and context of conflict in particular areas especially during elections period. • In the area of PWDs accessibility to polling stations, coordinate with MOIM, MEHE and MOSA to identify who's responsible for assigning Polling stations locations.
Social and Local	Youth Leadership	<ul style="list-style-type: none"> • Participation, 	In the framework of increasing youth and women's

Development Portfolio	Programme	<p>awareness and education of youth</p> <ul style="list-style-type: none"> • Civic education • Participation of women 	<p>participation in elections LEAP project would collaborate in the YLP 6:</p> <ul style="list-style-type: none"> • Participate in thematic trainings engaging youth in politics as well as civic and policy dialogues. • Facilitate networking and knowledge exchange among participants to build their understanding of political and civic issues • Collaborate in the upcoming YLP toolkit. Include thematic trainings on women and youth participation in elections
Social and Local Development Portfolio	LHSP Programme	<ul style="list-style-type: none"> • Human rights and legal framework • Participation, awareness and civic education (target groups: women, youth and PWDs) 	<p>Within the framework of the Lebanon Host Community Programme (LHSP), UNDP initiated the Mechanisms for Stabilization and Resilience (MSR). The MSR was built mainly on merging the previous Maps of Risks and Resources (MRR), and Mechanisms for Social Stability (MSS) methodologies. In this context, LHSP and Peace Building Project will be working together on the new MSR and developing municipal action plans which will be targeting initially around 47 municipalities for the next two upcoming years.</p> <p>In the context of the MSR methodology the Lebanon Host Community Programmed (LHSP), Peace Building project and LEAP could conduct an operative meeting to include the component on human rights and civic participation in the new methodology. This MSR will serve as a platform for three different UNDP projects and will include multiple messages.</p> <p>LEAP will participate and facilitate a dedicated component in meetings and trainings to engage with municipalities and local communities on civic participation and promote inclusive participation of women, youth and PWDs in elections.</p>

Risks and Assumptions

Recent political and social developments were taken into consideration in the drafting and development of the project document through contingency plans for each component, in coordination with national stakeholders, donors and partners. Also, the project will use a flexible approach in its implementation, adapting as much as possible to the fast evolving and changing environment. Flexibility and adaptability will be of the essence in the provision of assistance and advice to electoral processes that can take place earlier than provisioned by the current electoral law. For this purpose, the project is keeping close communication and coordination with key stakeholders in order to ensure early planning and mitigation measures whenever required. A table comprising potential risks associated with the implementation of the project and possible risk management measures that will be taken to minimize the potential negative impact is attached in annex.

South-South and Triangular Cooperation (SSC/TrC)

The program envisages utilizing all the available resources to organize and support south-south cooperation activities. In its first phase national stakeholders benefitted from such exchange of experience or participation in thematic conferences and seminars. The participants were able to exchange views and opinions with other similar management bodies, commissions or EDR institutions. For the upcoming electoral cycle, the electoral management bodies and the Constitutional Council requested expressly UNDP to support the participation at such events of relevant representatives and officers. In this regard, the program will be supported by the UNDP Electoral Regional Project based in Amman that is currently involved in the assistance of the Arab EMBs and the League of Arab States.

Knowledge

The project will build on its first phase where a variety of educational materials, knowledge products as well as user handbooks and manuals were produced to be shared with national and international stakeholders. For its new phase, the project aims to scale up the research, study and analysis capacities through utilizing the accumulated knowledge and experience and bringing international experts and consultants, as required. A particular focus will be given to the development of knowledge products, thematic brochures and toolkits covering the participation and representation of women and youth in elections as well as the aspects of human rights and political participation linked to the electoral processes. Also following the implementation of the elections, the project will conduct lessons learned exercises and will publish reports including recommendations and best practices. In addition, the project will support the conduct of surveys and studies which will be used as the baselines and monitoring tools throughout the project duration.

Sustainability and Scaling Up

The project has been designed upon request and in close coordination with the Government of Lebanon, civil society and other relevant stakeholders with all findings and recommendations having been discussed and consulted prior to the project formulation and during the drafting phase. These attest for a strong ownership of the national partners over project objectives. The project document has been designed according to an evidence-based approach and is in line with national development priorities. As the project aims to invest into institutional strengthening, systems, processes, staff capacity and people knowledge and civic awareness, the investment is deemed sustainable on the short and medium term, looking also into the possible changes of route that might occur in the next period. Due to the national ownership ensured through the planning process and the previous intervention, the project builds capacities by implementing activities in a calibrated way, considering supporting national capabilities and creating conditions for context-specific innovations and solutions to emerge, which can be shared and scaled up.

V. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

In the period 2013 – 2019 UNDP supported electoral processes in Lebanon through a dedicated project – LEAP. The current project document builds on the technical capacities and infrastructure provided in the previous cycle to national stakeholders and civil society partners. This includes software and IT equipment provided to the MoIM, SCE, Constitutional Council and sensitive and non-sensitive materials procured throughout the past electoral cycle. In addition, the current project will benefit and will utilize project facilities, equipment and materials procured in the previous project. All these equipment and materials are preserved and are functional highlighting the special attention given to the efficient utilization of funds and maintenance of equipment. The new project will be able to utilize the wealth of knowledge and data collected and analyse and archived during the previous project.

In addition, the project will work in close cooperation with other relevant UNDP projects and programs in order to leverage existing resources and on-going programs and by this maximize efficiency while reducing costs. In this regard, joint activities and programs are envisaged in the area of political participation, inclusiveness and gender equality, enhanced engagement in the area of civil rights and knowledge of relevant electoral information.

In addition, in accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for the provision of support services, namely UNDP General Management Support (GMS).

GMS is recovered with a flat rate of 7 percent for contribution from government of Lebanon funds. 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
- Systems, IT infrastructure, branding, knowledge transfer.

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 UN Special Coordinator for Lebanon.

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. As part of the technical support the CTA will provide substantive advice to key stakeholders throughout the preparations and conduct of elections. Also, the CTA will direct and advise the strategy to follow in the implementation of activities related to inclusive participation, gender empowerment, human rights and civil society engagement. The CTA will ensure proper team management and compliance with UNDP rules and regulations.

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 2020, the project team will consist of 13 core staff with specific responsibilities for ensuring the effective and efficient implementation of the project. These are: Chief Technical Adviser/Project Manager; a Senior Electoral Advisor; a Media and Communication Officer; Reporting and Statistics Officer; a Legal Officer; a Procurement Officer; a Finance Officer; a Youth, Gender and PWDs Officer; a Training Officer; a Project Assistant; a Voter Education Assistant; a Project Logistic Officer 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 at the MOIM headquarters (as a contribution from the Ministry), which will be used as temporary work-stations and meeting space for the project team when required.

Project management structure

The overall structure of the project was developed based on a thorough analysis and lessons learned identified in the implementation of the first phase of the LEAP project 2013-2019. Based on this, the structure of the project is divided in three main parts:

- Technical assistance and advisory support – this project division will provide substantive technical assistance and advisory support to main stakeholders, throughout the pre-electoral, electoral and post-electoral periods. It includes officers that will be tasked to provide close cooperation and support to the core stakeholders: MoIM, MoFA, SCE and Constitutional Council. The support will be provided from the project office or through collocation at the respective stakeholders.
- Project support – this project division will ensure operational and logistic support to all the activities developed and implemented by the project. This will include timely procurement of goods and services, human resources documentation and procedures, financial

management and operations, administrative and logistic support for all the activities organized in Beirut and at regional level.

- Regional support – this compartment will ensure coordinating, facilitation and operational support for all the activities that will be developed and implemented at regional level. This will include collection of relevant data, timely reporting, communication and coordination with regional entities such as municipalities, community based groups and organizations, other UNDP projects and programs.

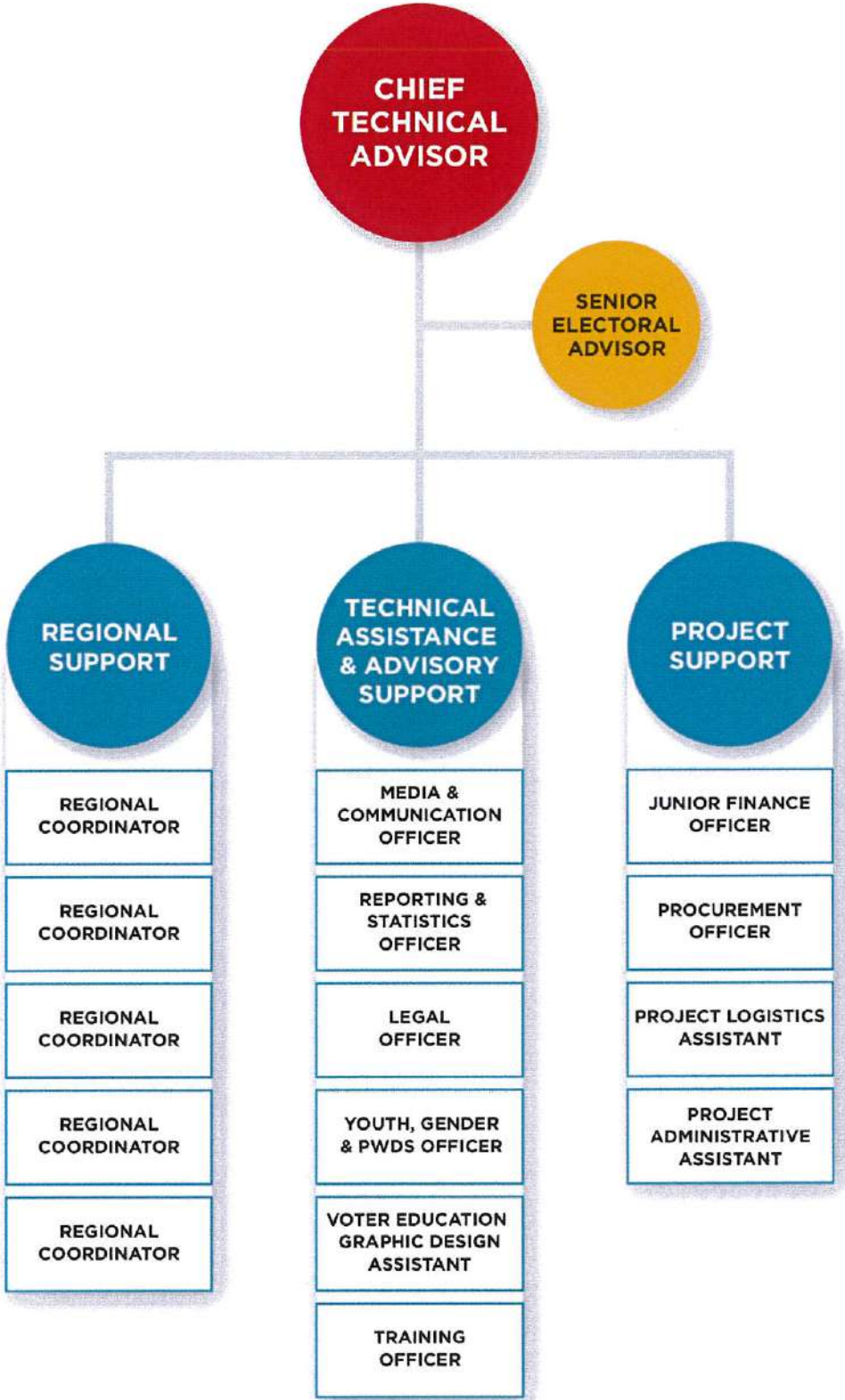
For the cycle 2020-2023 it is envisaged that the project will continue the successful strategy implemented during the previous cycle in which the work plan was divided in activities/projects where one officer would be overall coordinator, responsible for the implementation of the activity and the other officers and personnel will participate and support the implementation. This modality proved to be particularly efficient in terms of flexibility and human resources allocation because it ensured that officers were not only covering their own area of responsibility but they were contributing, as a team, to all project outputs. This flexible approach helped the project not experiencing gaps in its implementation in cases that one stakeholder was in transition or during the inter-electoral period.

Moving forward, for the 2020-2023 cycle, the project is will start with a core team as follows:

- Chief Technical Advisor and Senior Electoral Advisor
- Technical Assistance and Advisory Support
 - Media and Communication Officer
 - Reporting and Statistics Officer
 - Youth & PWDs Officer
 - Voter Education Assistant
- Project Support
 - Junior Finance Officer
 - Procurement Officer
 - Project Admin Assistant.

The core project staff will be required to ensure continuation of the project activities and substantive support to stakeholders. Other positions such as training officer, legal officer, logistic assistant and regional support staff will be recruited whenever required as per the electoral calendar and the project work-plan.

PROJECT MANAGEMENT STRUCTURE



Project Coordination

The project will participate in a range of different coordination measures 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 briefings, info sessions and the International Election Forums.

The technical briefings and info sessions will include actors engaged on the provision of electoral assistance, including donors and implementers, can 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 meetings will be held every two months or as frequently as may become necessary.

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 co-chaired by the Minister of Interior and 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 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 undertaken 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.

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.

Monitoring and Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		

Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

	review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.				
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Evaluation Plan²

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation	n/a	2.2.1 and 2.2.2 Outputs	2.1 Outcome	Oct 2023	MoIM MoFA SCE Constitutional Council CSOs	40,000USD EU

² Optional, if needed

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:
UNSF Lebanon 2017 – 2020 Outcome 2.1: Government’s ability to improve the performance of institutions and promote participation and accountability increased

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
Indicator: Number and Nature of irregularities observed according to international standards during municipal and parliamentary elections
Baseline: Irregularities included in 2009 Observers Report on Parliamentary Elections and 2010 Municipal Elections Observers Report
Target: 2016 Municipal Elections – 0 irregularities and 2017 Parliamentary elections – 0 irregularities

Applicable Output(s) from the UNDP Strategic Plan:
UNDP Strategic Plan 2018 – 2021:
Output 2.2.1: Use of digital technologies and big data enabled for improved public services and other government functions
Output 2.2.2: Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparent and accountability

Project title and Atlas Project Number: Lebanese Elections Assistance Project

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	

VI. RESULTS FRAMEWORK³

³ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁴ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 1 Enhanced efficiency, transparency and inclusiveness of the electoral management and administration through improved institutional capacity and legislative reforms	1.1.1 Candidate registration system (CRS) updated and upgraded for municipal, parliamentary elections and by-elections and Number of candidates running	UNDP	5	2018	7	7	8	5	<ul style="list-style-type: none"> • Reports and assessments of experts and consultants • Candidate registration system developed and fully functional • Result Management system developed and fully functional • Evaluation questionnaire conducted at the end of the trainings • Data on procured electoral materials will be collected at the end of elections • MoIM website developed, updated and in place • Independent report from consultants • Independent reports from stakeholders and observers
1.1.2 Results Management Systems (RMS) software developed for parliamentary elections and by-elections	Number of candidates running	MoIM	3	2019	3	3	3	3	
1.1.3 Number of trained electoral officials disaggregated by gender	Number of trained electoral officials disaggregated by gender	MoIM	1	2018	1	1	1	1	Risks: The early call for early parliamentary elections or postponement would affect the timeline of activities
1.1.4 Number of electoral materials procured, produced and in place	Number of electoral materials procured, produced and in place	MoIM	18000	2018	0	500	18000	0	No funding available to implement new technologies
1.1.5 Updated websites developed and compatible with mobile version	Updated websites developed and compatible with mobile version	MoIM	142,800	2018				TBC MoIM	
1.1.6 New warehousing system identified and implemented	New warehousing system identified and implemented	UNDP	1	2018	2	2	2	2	
1.1.7 Number of accredited observers and media for municipal and parliamentary elections and by-elections	Number of accredited observers and media for municipal and parliamentary elections and by-elections	UNDP	1	2014	1	1	1	1	
1.1.8 Number of feasibility studies and research papers	Number of feasibility studies and research papers	UNDP	3310 940	2016 2018	52			TBC LADE	

															<ul style="list-style-type: none"> Number of recruited personnel for the MoIM Data will be collected through evaluation at the end of trainings
1.2.1 Operational capacity of the MoIM strengthened through the provision of human resources	UNDP	3										7	3		
1.2.2 Number of electoral officials trained (gender disaggregated data)	UNDP	16 50%										20	20		
1.3.1 Increase in the awareness among the citizens (Number of Actual Voters disaggregated by gender)	MoIM	1,861,203 49.68% M: 48.6% W: 51.4%									55%	n/a	n/a		<ul style="list-style-type: none"> Official electoral results published on the MoIM website
1.3.2 Number of candidates running for elections disaggregated by age and gender	MoIM	597 M: 85.6% W: 14.4% Y: 4.7%									700	n/a	n/a		
1.4 Number of studies produced on new elections technologies	UNDP	1												1	<ul style="list-style-type: none"> Reports and studies produced on new technologies
1.5.1 Number of Registered Voters disaggregated by age and gender	MoIM	3,746,483 M: 49.2% W: 50.8%												4.6 Mil	<ul style="list-style-type: none"> Data to be collected from the MoIM-DGCS statistical unit New website developed and fully functional
1.5.2 New Website developed	MoIM	1												1	
1.6 Number of lessons learned reports on municipal, parliamentary elections and by-elections	UNDP	3												1	<ul style="list-style-type: none"> Internal lessons learned reports produced in the post-electoral period

	UNDP	n/a	-	1	1	1	1	0	<ul style="list-style-type: none"> • Studies and research papers produced • Minutes and decisions from coordination meetings MoFA – MoIM • Attendance sheet and evaluation surveys post-trainings • Monitoring report of the campaigns produced
1.7.1 Number of comparative studies produced on OCV system	UNDP	n/a	-	2	5	5	1	1	
1.7.2 Number of coordination meetings MoFA-MoIM	MoFA	1	2018	0	1	1	0	0	
1.7.3 New operational framework for the OCV is in place	MoFA	32000	2018					TBC by MoFA	
1.7.4 Number of procured electoral materials for OCV	MoFA	n/a						TBC by MoFA	
1.7.5 Number of ToTs for OCV officials (disaggregated by gender)	MoFA	1	2018	0	1	1	1	1	
1.7.6 Number of campaigns produced on OCV.	MoIM	5	2018	0	10	10	10	0	Change of law expected
1.8.1 Number of improvements and electoral reforms implemented in the management of elections compared with previous elections	UNDP	n/a	-	2	2	2	2	n/a	<ul style="list-style-type: none"> • Data will be collected through number of reports, studies and research paper produced by independent consultants • Meeting organized in the parliament on electoral reforms • Number of passed legislative reforms
1.8.2 Number of meetings conducted with sub-committees in the parliament	UNDP	1	2019	2	2	2	2	n/a	<ul style="list-style-type: none"> • Meeting organized in the parliament on electoral reforms • Number of passed legislative reforms
1.8.3 Number of studies and research papers produced on legal reforms and subsidiary legislations									<p>Risks: Early Parliamentary elections or postponement and political deadlock might affect the implementation of some activities</p>

Output 2 Strengthened institutional capacity of the SCE to perform its mandate and attributions in a sustainable and independent manner	2.1.1 Increased institutional capacity of the SCE through the provision of HR	SCE	3	2018	6	6	8	6		
	2.1.2 Number of consultants and experts supporting the SCE	SCE	1	2019	2	2	2	0		<ul style="list-style-type: none"> SCE Monitoring report Post-elections lessons learned report for the SCE Attendance sheet distributed in trainings
	2.1.3 Number of trainings for monitors and technical staff	SCE	1	2018	1	1	1	1	1	<ul style="list-style-type: none"> SCE website developed and fully functional Independent and consultant's reports
	2.1.4 New dedicated website is in place	-	n/a	-	1	1	1	1	1	
	2.1.5 Number of procured electoral materials for the SCE	SCE	26000 (list of items available disaggregated by type)	2018					TBC with the SCE	Risk: the change of electoral law might affect the mandate and the responsibilities of the SCE
	2.1.6 Number of study tours and visits facilitated by the Arab EMBs	UNDP	n/a	-	1	1	1	1	1	

	SCE	2.2.1 <i>Technical support to the review of legal reforms including budget, mandate and structure of the SCE</i>	1	2019	1	1	1	1	1	1	<ul style="list-style-type: none"> Decision will be taken when the new law is adopted
	SCE	2.2.2 <i>Number of reforms endorsed on the law and subsidiary legislations</i>	1	2017	1	1	1	1	1	1	<ul style="list-style-type: none"> Independent report from stakeholders and consultants SCE monitoring report
	SCE	2.2.3 <i>Number of codes of conduct discussed and produced</i>	n/a	-	2	2	2	2	2	0	<ul style="list-style-type: none"> Post-elections lessons learned Number of participants in trainings and workshops
	SCE	2.2.4 <i>Number of trainings for media monitors</i>	1	2018	1	1	1	1	1	0	<ul style="list-style-type: none"> Post campaign media monitoring report
	SCE	2.2.5 <i>Number of workshops organized on methodological issues regarding traditional</i>	1	2018	1	1	1	1	1	1	
	SCE	2.2.6 <i>Number of workshops organized with social media specialized agencies on current methodologies</i>	n/a	-	1	1	1	1	1	1	

	2.3.1 Number of awareness campaigns produced on the role and responsibilities of the SCE	SCE	n/a	-	1	1	1	1	<ul style="list-style-type: none"> Data collected from info sessions organized with high school and university students
	2.3.2 Number of voter education awareness campaigns produced by the SCE	SCE	n/a	-	1	1	1	1	
	2.3.3 Number of civic education initiatives organized with high school students (gender disaggregated)	SCE	n/a	-	1	1	1	1	
	2.3.4 Number of info sessions organized with university students and teachers (gender disaggregated).	SCE	n/a	-	2	2	2	1	
	2.4.1 Number of lessons learned reports produced	SCE	1	2019	0	0	1	1	<ul style="list-style-type: none"> Post-elections lessons learned reports
	2.4.2 Number of reports produced by the SCE.	SCE	2	2019	1	1	1	1	<ul style="list-style-type: none"> SCE Post-elections Reports
	3.1.1 Number of trained council members	CC	n/a	-	10	10	10	10	<ul style="list-style-type: none"> Data will be collected through attendance sheets distributed during trainings
Output 3 Effectiveness and transparency of the EDR mechanism enhanced through technical assistance to the Constitutional Council	3.1.2 Number of trained RCs and HRCs (disaggregated by gender)	UNDP	600	2018	100	600	600	0	
	3.1.3 Number of procured items for the CC institutional capacity.	CC	20	2018	10	10	10	5	<ul style="list-style-type: none"> Data will be collected through post-elections lessons learned Independent and consultants reports

<p>3.2 number of study tours and conferences to countries with similar EDR set-up in cooperation with the UNDP regional project</p>	UNDP	n/a	-	1	1	1	1	1	<ul style="list-style-type: none"> Data will be collected from organized study tours, workshops and conferences Post campaign media monitoring report
<p>3.3.1 Number of participants in workshops and events organized for the CC in the area of EDR (comparative study visits and events)</p>	UNDP	100	2016	1	1	1	1	<ul style="list-style-type: none"> Publications and toolkits produced on EDR CC website updated and fully functional 	
<p>3.3.2 Number of awareness campaign produced on the role and objective of the EDR</p>	UNDP	2	2018	1	1	2	1		
<p>3.3.3 Maintenance and update of the CC website</p>	UNDP	1	2019	1	1	1	1		
<p>3.3.4 Number of publications and knowledge toolkits produced on EDR</p>	CC	2	2019	0	1	2	1		
<p>3.4 Number of post-electoral lessons learned reports on EDR mechanism</p>	CC	2	2018	0	0	1	1	<ul style="list-style-type: none"> Independent stakeholders and consultant reports Post- elections Lessons learned reports 	

Output 4	UNDP	2018	1,000	1,500	1,500	1,500	800	
Inclusiveness and participation of vulnerable and marginalized groups in the electoral processes enhanced	4.1.1 Number of participants in workshops, roundtables and info sessions on legal framework reform, women rights and civil rights	300						
	4.1.2 Number of participants in cultural events focused on women and civil rights	100	2018	200	300	300	100	
	4.1.3 Survey on the perception on women participation in the political life	1	2019	1	1	1	1	
	4.1.4 Number of participants in training programs at regional and local level focused on encouraging women participation in the political life	150	2018	300	1000	1000	1000	
	4.1.5 Number of training programs organized to encourage women to participate in the 2022 municipal elections	300	2018	500	1000	1000	1000	
	4.1.6 Digital platform (search engine) featuring women champions in the political and public field is in place	n/a	-	1	1	1	1	
	4.1.7 Number of High School students trained through SHARP program	n/a	-	200	-	-	-	
	4.1.8 Number of curriculum produced on gender roles	n/a	-	1	1	1	1	
	4.1.9 Number of High School students trained through WHV program	n/a	-	200	-	-	-	
	4.1.10 Number of youth trained on civic and policy dialogue through YLP 6	n/a	-	1000	-	-	-	
	4.1.11 Number of youth participating in focus groups on political participation	350	2018	500	500	1000	1000	500

- Gender and age disaggregated data will be collected through attendance sheet distributed during trainings, workshops, roundtables, info sessions on inclusive political participation and civil rights (Women, Youth and PWDs)
- Surveys on public perception on women participation in the political life
- Data will be collected through attendance sheet and evaluation questionnaire distributed during trainings
- Digital platform developed and fully functional
- Curriculum on gender roles produced in coordination with MEHE and MoSA
- Concept notes and reports from stakeholders and partners
- Report on measures adopted to improve accessibility

		UNDP	11	2015	6	6	8	6	
	4.2 Number of technical working group meetings held with CSOs	UNDP	11	2015	6	6	8	6	<ul style="list-style-type: none"> Minutes of Meetings from TWIGE meetings held with CSOs
	4.3.1 Level of citizen's awareness and knowledge of the electoral process	UNDP	1	2013	1	1	1	1	<ul style="list-style-type: none"> Survey on public perception and knowledge of the electoral process
	4.3.2 Number of grants given to CSOs	UNDP	1	2018	5	5	5	5	<ul style="list-style-type: none"> Independent stakeholders and partners reports
	4.4.1 Number of civic education campaigns produced on political participation and human rights	UNDP	2	2019	1	1	1	1	<ul style="list-style-type: none"> Post campaign media monitoring report
	4.4.2 Level of citizen's awareness on political participation and human rights	UNDP	n/a	-	-	1	1	1	<ul style="list-style-type: none"> Data will be collected through annual surveys among citizens to assess awareness and knowledge

	<p>4.5.1 Number of voter education and public awareness campaigns produced on political participation and human rights</p> <p>4.5.2 Number of spoiled ballot paper</p> <p>4.5.3 Voters turnout disaggregated by age and gender for parliamentary elections</p> <p>4.5.4 Number of candidates running for elections disaggregated by age and gender</p>	UNDP	7	2019	1	1	1	3	1	<ul style="list-style-type: none"> • Post campaign media monitoring report • Voter Turnout published by the MoIM in the official website • Estimated Gender and age disaggregated data on the Actual Voters • Number of invalid votes published by the MoIM in the official website • Results of surveys conducted
	MoIM	2.1%	-	2018	-	-	-	1.8%	-	
	MoIM	49.68%	-	2018	-	-	-	55%	-	
	MoIM	597	-	2018	-	-	-		30%	increase against 2018 in number of women candidates
		M:511 (85.6%) W:86 (14.4%)							More than 80%	increase against 2018 in number of youth candidates
		Age: 25-35: 4.7%								

GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

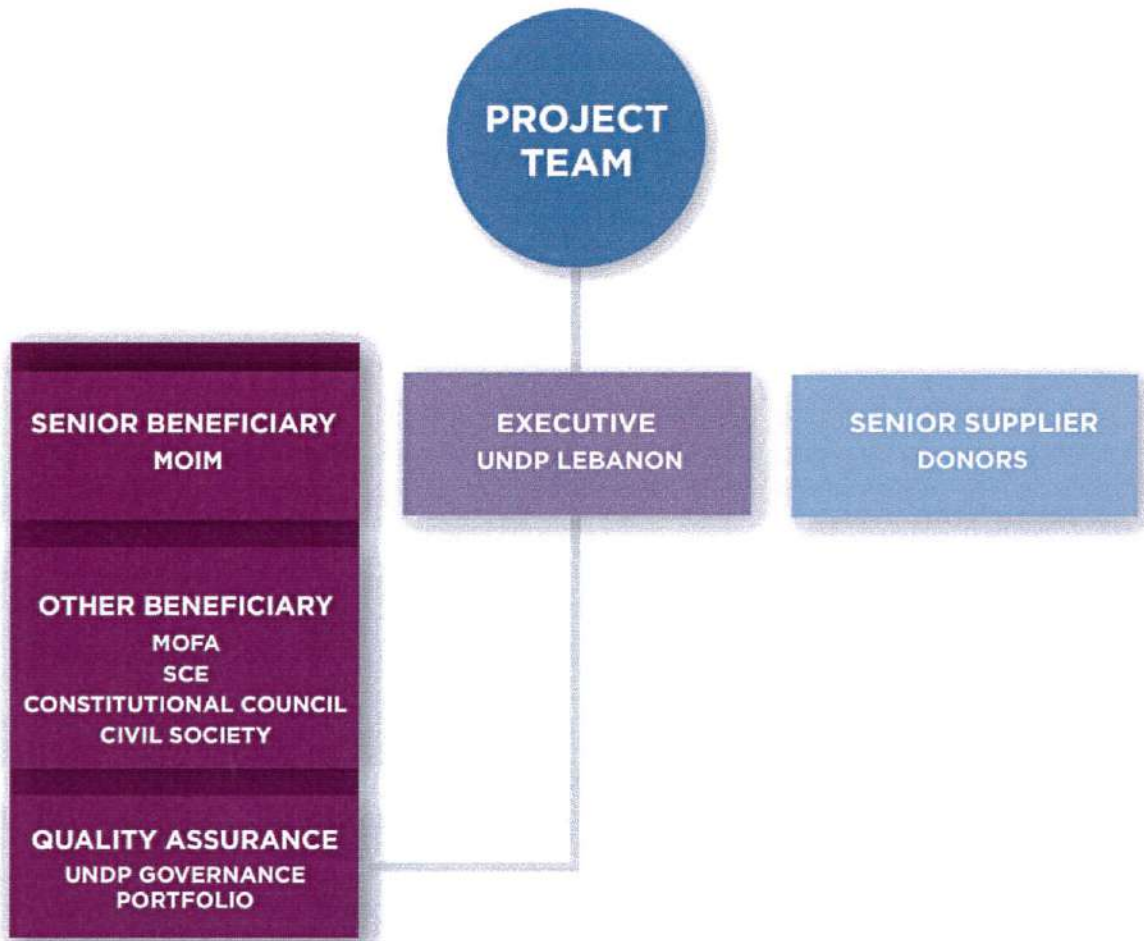
A Project Board will be established with responsibility for providing oversight of the project management through consensus approval of project plans and revisions and offering guidance on management decisions when sought by the CTA. The Board will also monitor the performance of the project activities 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), UNSCOL and the CTA on behalf of the Project. The Board will be chaired by the UNDP Resident Representative. Regular meetings, at least twice per year, 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/her 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 BOARD



VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and UNDP, signed on February 10, 1986. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

VIII. RISK MANAGEMENT

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁵ [UNDP funds received pursuant to the Project Document]⁶ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s,

⁵ To be used where UNDP is the Implementing Partner

⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

- g. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- h. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- i. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

IX. ANNEXES

1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. Risk Analysis

Description	Type of Risk	Risk Probability (P) & Impact (I)	Countermeasures / Management Response
Demands for new electoral law could bring changes in the electoral management model	Technical	The change of the electoral model will modify some of the mandates and attributions P: High I: High	The project will be flexible in the assistance approach and agile in the provision of support in order to mitigate impact.
Demands for early elections	Political Technical	Demands for early elections will create pressure on the EMBs to deliver in a short period of time P: medium	The project will be ready to provide support as needed given the urgency of delivering elections in time.

		I: high	
Reforms and changes to the electoral legal framework are adopted late.	Political	Pressure on project planning & delivery. Last minute technical needs emerge with short notice. P: High; I: High	Continuous analysis of developments and support to advocacy measures for early adoption of reforms of the laws. Contingency plans are developed to provide alternatives to possible urgent needs and conditions.
Uncertainties over whether one of the two elections scheduled in 2022 will be postponed for technical reasons.	Technical	Periodicity of the electoral process may be undermined. Uncertainty on project planning & delivery. P: High; I: High	Continuous analysis of developments and support to advocacy measures for holding both elections on time. Contingency planning and development of alternative scenarios.
Electoral laws for the 2022 municipal elections and parliamentary are not revised and harmonized.	Political and legal	Legal vacuum, inconsistencies and incoherent provisions previously reported will continue to affect the effective organization and conduct of elections. P: High; I: Medium	Work and advocate with relevant stakeholders for early revisions of the laws and subsidiary legislation.
Security situation deteriorates.	Political and security	Negative impact on the overall electoral environment and potential impact on the operations and logistics. P: Low; I: High	Continuous analysis of developments.
The Supervisory Elections Commission does not receive the required means and resources to fulfil its mandate	Elections monitoring and supervision	Negative impact on the capacity of the SCE to monitor and supervise relevant electoral processes. P: High; I: Medium	Continued support to the SCE from development partners. Advocacy for the Lebanese Government to properly support the activity of the SCE.
Delay in state budget for electoral activities or	Political and Financial	Negative impact on stakeholder's capacity to conduct elections.	Timely approval of the required electoral budget by the Government.

inadequate budget for core aspects of the electoral process.		Potential requests for additional donor support and project activities. P: Low; I: Medium	Project contingency planning.
Out of country voting with additional six seats allocated for each continent.	Legal and Operational.	The new electoral process for the OCV will be a fresh new challenge for the country that could impact negatively to the overall organization and conduct of the parliamentary polls. P: medium; I: medium	Support and technical advice to MoIM and MoFA. Early cooperation and coordination between the two ministries.

4. Project Board Terms of Reference and TORs of key management positions