

STANDARD JOINT PROGRAMME DOCUMENT

Cover Page

Country: Lebanon

Programme Title: Women's Participation in Leadership (WPIL)

Joint Programme Outcome(s): Increased gender equality and enjoyment of human rights by women, in all of their diversity, across political and civic spaces in Lebanon

<p>Programme Duration: Three years</p> <p>Anticipated start/end dates: <u>August 2022- August 2025</u></p> <p>Fund Management Option(s): pass-through (Parallel, pooled, pass-through, combination)</p> <p>Managing or Administrative Agent: UN Women (if/as applicable)</p>	<p>Total estimated budget*: CAD 5,409,076</p> <p>Out of which:</p> <p>1. Funded Budget: CAD 5,409,076</p> <p>2. Unfunded budget: _____</p> <p>* Total estimated budget includes both programme costs and indirect support costs</p> <p>Sources of funded budget:</p> <ul style="list-style-type: none"> <li>• Government _____</li> <li>• UN Org: UN Women (5.33%)</li> <li>• UN Org: UNDP (2.23%)</li> <li>• Donor: GOVERNMENT OF CANADA (92.44%)</li> <li>• Donor _____</li> <li>• NGO _____</li> </ul>
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Names and signatures of (sub) national counterparts and participating UN organizations

UN organizations

<p>Name of Representative: Rachel Dore-Weeks</p> <p>Signature </p> <p>Name of Organization: UN Women- Lebanon</p> <p>Date &amp; Seal July 26, 2022</p>	
<p>Name of Representative: Melanie Hauenstein</p> <p>Signature </p> <p>Name of Organization: UNDP- Lebanon</p> <p>Date &amp; Seal 2.8.2022</p>	

PROJECT TITLE: Women’s participation in Leadership (WPIL)

TIME FRAME: Three years, August 2022 – August 2025

BUDGET: CAD 5,409,076

PARTNERS: UN Women and UNDP

GEOGRAPHIC  
CONTEXT: Lebanon

### Reach

	Number	Women	Men
<b>Direct beneficiaries</b>	2,202 women and men	1,397	605
<b>Indirect beneficiaries</b>	108,000 individuals	-	-
<b>Intermediate Outcome 1</b>	300 political leaders at national level	300	0
	250 women leaders / candidates at the municipal level	250	0
	300 members of syndicates and university clubs	300	0
	5,000 social media users (indirect)	-	-
<b>Intermediate Outcome 2</b>	200 stakeholders across civil society, academic, the private sector and government	100	100
	52 representatives from entities of the Feminist Civil Society Platform	47	5
	300 women who will receive training on leadership, active citizenship and gender justice (this includes 150 members of the women leaders’ groups)	300	0
<b>Intermediate Outcome 3</b>	100 women leaders’ profiles promoted	100	0
	500 men engaged in care work and promoting women’s leadership (from those 50 men will be engaged as role models)	0	500
	3,000 men engaged in the social media campaign (indirect)	0	3,000
	100,000 women and men with increased awareness (indirect)	-	-

### Context and Rationale (inclusive of gender analysis)

Voice, decision-making and transformative leadership are critical elements for expanding women’s choice and empowerment. They demonstrate women having the power to express their preferences, demands, views and interests, to gain access to positions of decision-making that affect public or private power and resource allocation, and to exercise influence in leadership positions.

Although Lebanese women gained the right to vote in 1952, and despite a vibrant feminist movement, women remain grossly underrepresented in public and political life. Lebanon is ranked 149 out of 153 countries in the 2020 World Economic Forum Gender Gap Report's female political representation index. Out of 77 Lebanese governments formed since 1943, only nine cabinets have included women; today, women represent only 4 per cent of the cabinet (1 out of 24 ministers). Women also make up only 4.6 per cent of the 128 elected officials in Parliament (six seats),<sup>1</sup> 5.4 per cent of the country's municipal councilors (663 out of 12,234 municipal councilors) and 1.9 per cent of mukhtars.<sup>2</sup> This reflects a slight increase from the 2010 elections, but progress remains very low; moreover, where there is progress, it is largely assured through women's affiliation to traditional political parties and political elites. This is despite women's leadership and action on issues of reform, social change and social assistance, including in the 2019 uprising and in the aftermath of the August 2020 Beirut port explosion.

While women's representation is greater at lower levels of elected leadership, their marginalization persists. A gender analysis of six syndicate/union bodies in 2018 found that while women were represented in some of the bodies, very few women served in leadership positions. For example, 38 per cent of members in the Beirut Bar Association were women, but they occupied only 17 per cent of leadership positions in committees.<sup>3</sup> In more feminized professions, such as nursing, education and social work, women are better represented, and recent elections—including for the Order of Engineers and Architects and university student leadership positions—have witnessed an increase in women's leadership and engagement.

These low numbers are mimicked across most areas of public life in Lebanon. As examples, women's labour force participation stands at 25 per cent, and only 10 per cent of Lebanese firms have women among their owners. Women make up 13 per cent of the country's engineers, 19 per cent of its physicians and 5 per cent of the Lebanese Armed Forces.<sup>4</sup> This marginalization from leadership and public spaces creates less representative and more unstable societies,<sup>5</sup> in addition to reinforcing the notion that women do not belong in public spaces or decision-making. It results in decision-making being biased towards men, as exemplified in a myriad of Lebanon's laws, including as those relates to nationality rights, labour rights and social assistance.

Despite comprehensive awareness and advocacy campaigns, targeted initiatives and efforts to pass gender quotas, the needle on women's leadership and voice has barely moved in Lebanon over the past few decades. A range of factors prevent women from attaining formal leadership roles, including male-dominated clientelist networks, undemocratic and opaque political structures, prohibitive costs, insufficient and often sexist media representation<sup>6</sup>, legal barriers and regressive social norms.

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<sup>1</sup> UNDP. 2018. *2018 Lebanese Parliamentary Elections: Results and Figures*.

<sup>2</sup> UNDP. 2016. *Women in Municipal Elections 2016*.

<sup>3</sup> UN Women. 2021. *European Union Sector Specific Gender Analysis: An In-depth Sectoral Examination of Feminist and Women's Rights Issues in Lebanon*.

<sup>4</sup> Ibid

<sup>5</sup> See <https://reports.weforum.org/global-gender-gap-report-2015/the-case-for-gender-equality/>.

<sup>6</sup> Throughout the 2018 election cycle, female candidates received 5 per cent of the total press coverage available and 16 per cent of Lebanese TV coverage during the electoral campaigning period. While the volume of media coverage more or less reflected the proportion of female candidates, this coverage was rife with gender discrimination (Nader 2018). According to one study, 44 per cent of candidates reported that they experienced gender discrimination from the media, with discrimination manifesting in the types of questions they were asked or the nature of the coverage they received. Female candidates were also subjected to sexual threats and discrimination. Most (78 per cent) of the 2018 female parliamentary candidates interviewed by UN Women reported that they had been victims of some form of violence during the election period and that the most prominent setting for such violence was social media. UN Women 2020c.

Despite being a country of confessional quotas, Lebanon does not have gender quotas for national elected bodies, despite significant efforts<sup>7</sup> and evidence for its broad support. According to one survey, 81 per cent of men and 91 per cent of women supported a fixed proportion of seats, or quota, for women in both the Parliament and the Cabinet.<sup>8</sup> However, some traditional and emerging political parties have applied gender quotas within their own internal party structures. In addition, specific facets of the electoral laws, including preferential voting, districting and financing policies<sup>9</sup>, create disadvantages for women. While women can now register and run in municipal and parliamentary elections outside of the areas where their husbands live, this was only approved by the Parliament in September 2017.<sup>10</sup> However, a woman must still vote in her husband's electoral district, as a sign that belongs to him, and not in her hometown.

These more formalized barriers to women's participation collide with gendered social norms in a myriad of ways. These social norms differ by geographic area and community and are often more rigid in areas outside Beirut. They increase women's 'time poverty' as a result of imbalanced care burdens, which in turn lowers women's well-being, physical health and productivity<sup>11</sup>, while perpetuating the assumption that women are unsuited for politics or as leaders. Although the majority of men and almost all women in Lebanon believe that there should be more women in positions of political authority,<sup>12</sup> in practice women are often prevented from attaining such positions by their husbands and male relatives and as a result of society's expectations of them around unpaid care and domestic work. Religious leaders even go so far as to actively vocalize their disapproval of women in politics.<sup>13</sup> These regressive social norms are underpinned by Lebanon's broader legal framework, which relegates women as secondary to men. Lebanon's 15 personal status laws codify gender inequalities, institutionalizing gender inequality across a range of matters, including divorce, marriage, custody and land ownership. Lebanon's unequal nationality laws prohibit Lebanese women from passing their nationality on to their children, disenfranchising children born of Lebanese mothers, while again reaffirming that women are not equal to men. The need to reform both of these legal frameworks was identified by the post-2018 UN electoral needs assessment mission as critical for women's equal representation in leadership bodies in Lebanon.

Over the past decade, groups and organizations focused on enhancing women's political participation in Lebanon have provided hundreds of trainings under at least a dozen projects aiming to enhance capacities for women to

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<sup>7</sup> Throughout 2020 and 2021, five different quota laws have been submitted to Parliament for consideration. All are now in a parliamentary committee, under consideration. Many of these more recent efforts have been supported, primarily by UNDP, with UN Women providing some support to the National Commission for Lebanese Women in its work on the gender quota.

<sup>8</sup> IMAGES 2018.

<sup>9</sup> There is a campaign finance ceiling in Lebanon, as stated in article 61 of electoral law No. 44 (2017), yet it is a high ceiling. As in many countries, without reasonable campaign finance ceilings, elections are most accessible to those with financial means, largely men in Lebanon and globally. Women candidates have reported spending between US\$3,000 and US\$20,000 throughout their campaigns, with most men significantly outspending them. Female candidates also reported feeling "ashamed" to fundraise, citing that it was "unethical" of them to do so if they knew they may not win as women.<sup>9</sup>

<sup>10</sup> USAID 2017.

<sup>11</sup> Giurge, Whillians West, 2020, "Why Time Poverty Matters for Individuals, Organisations and Nations". *Nature Human Behaviour*, 4, 993-1003.

<sup>12</sup> In the 2017 IMAGES survey, 77 per cent of men and 90 per cent of women believed there should be more women in positions of political authority.

<sup>13</sup> Al Shufi 2016; Jaffal 2018. For example, in a 2018 televised appearance, Hassan Nasrallah spoke out against women in politics, claiming they would be unable to fulfil their duties, and in 2016, Druze religious leaders issued a fatwa against women running for municipal councils. Nasrallah is quoted [here](#) while Druze religious leaders are quoted [here](#).

participate in politics. Many of these have succeeded at in their intermediary aims. Where they have failed is in their efforts to adequately tackle patriarchal norms.<sup>14</sup>

Considering the systematic exclusion and persistent low representation of women across elected offices and leadership positions, enhancing women's political participation has been a long-time priority for feminist actors in Lebanon. Increasing women's voice and leadership requires the redistribution of power and resources and, as a result, is often met with resistance. It requires facilitating strategic dialogue, trust and alliance-building, including among unlikely partners—both inside and outside the State. This entails engaging men and boys at the community level in social behaviour change while also engaging with male-dominated state structures. Such an approach would ensure that the advancement of women's participation in decision-making is not treated separately from other efforts towards change and reform and, instead, is done alongside support for women's collective action and mobilization. In this work, the inherent challenge lies in achieving a balance between (1) taking strategic and pragmatic decisions likely to advance women's political interests and, at the same time, (2) maintaining transformative goals in sight and refusing trade-offs that may jeopardize or delay progress towards gender justice.

The project proposed is structured around three pillars that seek to support multidimensional approaches that address both the practical and structural constraints to women's voice, decision-making and leadership—targeting support to women's leadership in more traditional elected spaces (for Parliament and local government), as well as elected leadership in civic spaces. The strategy aims to:

- Support women's political and civic leadership, with the aim of working with individual women at the municipal and national level to either support them to engage in leadership position, or to support them to serve as representative and accountable leaders. This will include supporting them to build networks and enabling their access to media;
- Support feminist social activism, including through social mobilization and social accountability processes, to call for women's leadership and concrete measures to address deficits in women's political representation.
- Promote positive social norms that reinforce gender equality and support for women's leadership.

Concretely, this is expected to translate into the following results:

- Strengthened ability of newly elected female leaders to influence decisions;
- Strengthened ability of female candidates and leaders at the local level to build a constituency and engage in decision-making at all levels;
- Increased mobilization of feminist actors (male and female) and allies across civil society, academia, the private sector and government, advocating for gender-responsive reforms and changes (with a focus on gender quotas and electoral reform, equal nationality rights and personal status reform).
- Documented positive change in social norms in project locations that reinforces gender equality and support for women's leadership.

The project set out here builds on both the individual and joint work and successes of UN Women and UNDP with regard to elections, legislative reform and women's leadership. It will be implemented and connected to the ongoing work of the two organizations on such issues as women's economic empowerment, gender

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<sup>14</sup> Nassif 2020.

mainstreaming across Lebanese institutions, access to justice and administrative/public sector reform in order to ensure a holistic approach to trying to strengthen women’s leadership and political representation in Lebanon.

Given the volatility and unpredictability of the context in Lebanon, the project will be iterative and will adapt quickly to the circumstance and opportunities available around women’s voice and leadership. This means that if an opportunity arises to support women’s political representation that is not specifically referred to in this project document, this will be assessed and explored. This will be done in close consultation and agreement with the donors, partners and national stakeholders—including institutions, civil society organizations and women’s rights organizations—to ensure ownership and sustainability.

The following table sets out key factors that influence women’s leadership and voice in Lebanon, as well as how the project aims to address them:

Topic	Gender Analysis	Summary of the Project's Response (details in the narrative logframe)
<b>Political Environment</b>	<ul style="list-style-type: none"> <li>• Women's low representation across all areas of public leadership.</li> <li>• Continued dominance of a patriarchal mentality among most political actors.</li> <li>• Passive stance among parties towards the quota system; and the lack of clear policies or mechanisms that encourage the involvement of women in political parties, further contributing to the exclusion of women and their issues by political parties.</li> <li>• Male-dominated clientelist networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Support individual women—candidates and elected officials—to influence decision-making through targeted support, initiatives to build their political and social capital and networking.</li> <li>• Support the passage of gender quotas in national law for elected positions.</li> </ul>
<b>Economic Environment</b>	<ul style="list-style-type: none"> <li>• Women's share of wealth is less than that of men, and the participation rate of Lebanese women in the labour force does not exceed 27 per cent.</li> <li>• Based on the IMAGES study, 44.6 per cent of men and 22.8 per cent of women agree that women who participate in politics cannot also be good wives and mothers.</li> <li>• The Arab States have the highest gender gap for unpaid care work anywhere in the world, with women performing 4.7 times more unpaid care work than men.<sup>15</sup></li> <li>• A recent survey found that 31 per cent of survey respondents (all women) had never considered engaging in paid work in their lives: 26 per cent said this was due to childcare responsibilities, 22 per cent said their spouses would not allow it, and 19 per cent pointed to their household upkeep responsibilities.<sup>16</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Economic leadership and capital are key for women's leadership. However, these factors are being addressed in a range of other programmes supported by Canada (and others), including: <ul style="list-style-type: none"> <li>○ The World Bank: Mashreq Gender Facility (MGF)</li> <li>○ Women's Economic Empowerment Action Plan (WEEAP)</li> <li>○ UN Women: Women's Empowerment Principles (WEPs)</li> <li>○ UNDP: Women's Empowerment Programme</li> </ul> </li> </ul> <p>This project will coordinate closely with the above-mentioned work, while specifically targeting issues of social norms and the unpaid care burden.</p>

<sup>15</sup> World Bank 2020a.

<sup>16</sup> European Union and UN Women 2021.

Topic	Gender Analysis	Summary of the Project's Response (details in the narrative logframe)
<b>Electoral Law, Policies, Regulations and Institutional Practices</b>	<ul style="list-style-type: none"> <li>• Lebanon was the first country in the Arab region to give women the right to vote in 1952.</li> <li>• The Electoral Law No. 44 (2017) contains many measures that limit women's freedoms and serve to discourage women from entering politics, thereby reinforcing men's dominance in Lebanese politics. The following examples are among the key issues of concern:<sup>17</sup> <ul style="list-style-type: none"> <li>○ The absence of a designated gender quota and TSMs within the aforementioned law means that there is no way to ensure a minimum level of female representation in the Parliament. Global experience affirms that temporary measures such as gender quotas have been instrumental in ensuring women's meaningful participation in parliaments.</li> <li>○ The method to distribute preferential votes, which uses the newly introduced electoral quotient to allocate the number of seats, disproportionality favours major parties and undermines the chances of women being elected.</li> </ul> </li> <li>• Election funding regulations lead to unequal opportunities among parties, with the high candidacy fees and the expenditure ceiling disadvantaging independent candidates and candidates from minor parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Support feminist coalitions and alliances to call for the reform of the Electoral Law, the application of TSMs (specifically gender quotas) and the increased representation of women in political office.</li> <li>• Technical advisory services support political actors to provide options for reform to bring more women into political spaces.</li> </ul>
<b>Additional Legal Framework</b>	<ul style="list-style-type: none"> <li>• Many laws perpetuate discrimination against women in public and private spheres. These include the personal status laws, which include a wide range of discriminatory measures relating to inheritance, guardianship, child custody, age for marriage, divorce, and annulment and separation. The nationality law also denies women the right to pass on their citizenship to their children and grants Lebanese citizenship only to children born to a Lebanese father. Discriminatory measures are also present in other laws such as the Penal Code, the Labour Law and the Social Security Act.</li> </ul>	<ul style="list-style-type: none"> <li>• Support feminist coalitions, NCLW and alliances to call for the reform of Lebanon's personal status system and its nationality laws.</li> </ul>

<sup>17</sup> LADE. 2020. "A Gender Analysis of the 2017 Electoral Law." UN Women.



Topic	Gender Analysis	Summary of the Project's Response (details in the narrative logframe)
<b>Cultural and Social Norms</b>	<ul style="list-style-type: none"> <li>• The prevalent patriarchal mentality in Lebanon makes it hard for women to assume political leadership positions.</li> <li>• Women who do hold political positions are often put under the microscope and thoroughly and disproportionately criticized for their mistakes compared to their male counterparts, which then further dissuades other women from seeking out such positions.</li> <li>• According to one survey, 81 per cent of men and 91 per cent of women supported a fixed proportion of places, or quota, for women in the Parliament and the Cabinet (IMAGES 2018).</li> <li>• Although 75.3 per cent of men and 88.3 per cent of women agree that there should be more women in positions of political authority, 44.6 per cent of men and 22.8 per cent of women believe that women are too emotional to be leaders. Further, 30.5 per cent of men and 15.5 per cent of women believe that women should leave politics to men.</li> <li>• Religious leaders even go so far as to actively vocalize their disapproval of women in politics.</li> <li>• Women are often prevented from attaining political positions by their husbands and male relatives and due to childcare and domestic work responsibilities.</li> <li>• Based on the IMAGES study, 44.6 per cent of men and 21.5 per cent of women agree that women who participate in politics cannot also be good wives and mothers.</li> <li>• As the above data from the IMAGES study shows women are more supportive of women in leadership positions. However, some women in the communities may also be key resistors of change.</li> </ul>	<ul style="list-style-type: none"> <li>• The project will elevate the profile of women leaders who can guide, direct and influence others to bring about change, challenge the social barriers and shift overall public (including women and men) opinion towards supporting women's political and public participation and leadership.</li> </ul>

Topic	Gender Analysis	Summary of the Project's Response (details in the narrative logframe)
<b>Media</b>	<ul style="list-style-type: none"> <li>• There is insufficient and often sexist media representation regarding women in leadership positions.</li> <li>• According to one study, 44 per cent of candidates reported that they experienced gender discrimination from the media, with discrimination manifesting in the types of questions they were asked or the nature of the coverage they received. Female candidates were also subjected to sexual threats and discrimination.</li> <li>• Most (78 per cent) of the 2018 female parliamentary candidates interviewed by UN Women reported that they had been victims of some form of violence during the election period and that the most prominent setting for such violence was social media (UN Women 2020c).</li> <li>• High costs of media representations and lack of the accessibility of the male-dominated political elite to such funding by the financial elite.</li> </ul>	<ul style="list-style-type: none"> <li>• The project will work to address gender discrimination in the media, with a focus on women in leadership and the electoral cycle.</li> </ul>
<b>Violence Against Women in Politics (VAWP)</b>	<ul style="list-style-type: none"> <li>• High prevalence of violence against women in politics (VAWP)</li> <li>• Based on UN Women's study of women's experiences running for parliamentary in Lebanon's 2018 elections<sup>18</sup>: <ul style="list-style-type: none"> <li>○ Seventy-eight percent of those interviewed reported that they had been victims of some form of violence during the election period.</li> <li>○ The most prominent setting for such violence was social media (62 per cent), with 45 candidates experiencing abuse online – most of which took a gendered nature.</li> <li>○ Out of the 59 candidates who were victims of violence, 50 candidates suffered from psychological violence, which includes any hostile behavior or acts likely to cause psychological harm, suffering, intimidation and/or fear.</li> <li>○ 5 candidates out of the 59 victims of VAWP reported being victims of physical violence. Perpetrators of this type of violence were often members of the family or members and supporters of opposing groups, and the physical violence took place at home and, in some cases, on the street.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The project will provide targeted support to highlight, mitigate and respond to VAWP.</li> <li>• Including working with social media platforms to ensure their commitment to take action against cyberbullying, as well as working with civil society organizations to monitor and call out incidents of violence, including on media platforms, and supporting female politicians to call for accountability for violence.</li> <li>• Build on avenues of accountability through providing reporting mechanisms of any cases of VAWP, including physical violence, to ensure women candidates and elected leaders have all the tools to necessary to stop such incidents</li> <li>• This activity will build on UN Women's ongoing work and partnerships (with Meta/Facebook, Twitter, LADE, Maharat and KAFA)</li> </ul>

<sup>18</sup> <https://arabstates.unwomen.org/en/digital-library/publications/2020/02/pursuing-equality-in-representation-in-lebanon-2018-elections>

Topic	Gender Analysis	Summary of the Project's Response (details in the narrative logframe)
<b>LGBTQI and Women with Disabilities</b>	<ul style="list-style-type: none"> <li>Physical access was highlighted as a concern for women with disabilities who may feel unsafe entering the public eye when participating in public political events—and even when going to voting stations. According to a 2009 report by the Lebanese Union for People with Physical Disabilities (LUPD), only 1 per cent of voting stations are accessible to those with physical disabilities.</li> <li>Although LGBTQ women and women with disabilities are highly active in reform efforts, they have almost no representation in formal political leadership, and there are few politicians who champion or include causes related to these groups in their platforms.</li> </ul>	<ul style="list-style-type: none"> <li>The project will work to address issues of intersectional discrimination, actively engaging marginalized groups of women, notably the LGBTQI community and disabled women.</li> </ul>

## Project Description

UNDP and UN Women have been working together in Lebanon since 2018 across a range of issues related to women's leadership in elected positions and on matters of peace and security. The two organizations have been working together to support Lebanon in implementing its National Action Plan on Women, Peace and Security; to promote positive parenting and address unpaid care burdens; and to support women's political participation.

The purpose of the proposed project is to ensure increased gender equality and enjoyment of human rights by women, in all of their diversity, across political and civic spaces in Lebanon.

The project is based on a theory of change that captures changes within the individual, institutional and community spheres that cumulatively influence women's opportunities and ability to participate and exercise leadership at all levels of decision-making across formal and informal spaces.

**If** (1) women in political and civic spaces assume leadership positions and promote gender justice, and **if** (2) feminist coalitions and the national women rights machinery advance key gender reforms and accountability measures on women's rights and feminist leadership in Lebanon, and **if** (3) men and women increase their commitment to challenge barriers for women's leadership and political participation, **then** women in all of their diversity, are increasingly participating, leading and engaging in political institutions and decision-making fora across political and civic spaces in Lebanon.

More specifically, the theory of change is:

- **At the individual level (Intermediate Outcome 1: Increased participation of women who assume leadership positions and promote gender justice in political and civic spaces):** If current and aspiring female Members of Parliament and Municipal Councillors as well as emerging female leaders across civic spaces are equipped with alliance and constituency building skills and other key resources, they will be more able to assume leadership roles and increase their role in policy-making, and better positioned to influence their institutions and advocate for issues of women's rights and gender equality.
- **At the institutional level (Intermediate Outcome 2: Enhanced advancement of key gender reforms and accountability measures on women's rights and feminist leadership by feminist coalitions and national women rights machinery):** If feminist coalitions and groups at the national and municipal levels, with strengthened technical expertise and political, influencing and lobbying skills, are supported to build joint advocacy strategies, and have increased access to decision-makers, then women will be more likely to influence policy and actions and to advance gender reforms and accountability measures on women's rights and feminist leadership.
- **At the community level (Intermediate Outcome 3: Increased commitment of men and women to challenge barriers for women's leadership and political participation with a focus on time poverty and gender bias):** If the social norms, attitudes and behaviours that reinforce gender stereotypes and biases that hinder women's political participation and leadership, are transformed; if women's time poverty is addressed through creating more equal divisions of care work, thereby allowing them the time needed to engage in spaces that create pipelines to leadership, then a more enabling environment for women's leadership and political participation will be created and women will be more able to engage in public and political spaces.

It is only the combination of change at these three levels that can result in positive, meaningful and lasting change. For example, if women feel empowered but do not access opportunities, they will have little space

to take initiatives. Similarly, if communities continue to stigmatise women who are present in the public arena, women will be reluctant to engage in political and economic activities. Furthermore, if change happens at different levels but is not supported by strong alliances and common messages, the results can be undermined by counter efforts and lack of strong support networks.

The present project is designed to target change at the three outlined levels, and thus includes activities at the individual, institutional and community levels, and ensures stakeholder support and alliance building in order to enact the theory of change. This approach is expected to drive sustainable change towards gender equality in the different components and strata of the Lebanese society.

The theory of change is based on the following assumptions:

- Elected female Members of Parliament and Municipal Councillors are interested and motivated to engage with the project.
- Women leaders in syndicates and university clubs are receptive to become agents of change, and promoting strategies / initiatives for promoting women's leadership.
- Stakeholders and decisions-makers are open to share ideas and improve practices related to advancing the gender justice agenda in general and women's political participation in particular.
- Women's rights organizations, feminist actors and community women recognise the benefit of cooperation and building alliances.
- Targeted men in care work for promoting women's leadership are able to have a cascading effect and engage other men in similar processes.

The framework outlined below aims to ensure increased gender equality and enjoyment of human rights by women, in all of their diversity, across political and civic spaces in Lebanon.

EXPECTED RESULTS	INDICATORS	BASE LINE	TAR GETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUEN CY	RESPONSI BILITY
<b>ULTIMATE OUTCOME</b>							
Increased gender equality and enjoyment of human rights by women, in all of their diversity, across political and civic spaces in Lebanon	% increase in women holding office in targeted syndicates and university clubs	TBC	TBC	List of elected members at the start of the project and at the end of the project (or after elections) in 2 syndicates and 2 university clubs to be identified at the start of the project (inception phase)	Comparison between elected members of the selected civic bodies at the start and at the end (or after elections)	After elections are conducted	M&E focal point and UN Women PM
	% increase in women holding office in elected bodies, specifically parliamentary and municipal bodies	TBC	TBC	List of elected members at the start of the project and at the end of the project (or after elections) in selected parliamentary and municipal bodies  For any elections that happen during the project and at least 6 months after the start of the project	Comparison between elected members in Parliament and municipal councils at the start and at the end (or after elections)	After elections are conducted	M&E focal point and UN Women PM
	% increase in positive attitude (i.e. the acceptability of women in leadership positions)	TBC	TBC	The M&E team together with the UNDP innovation lab will develop an online survey for all of the women and men engaged in the social media campaign to measure the change in attitude related to the acceptability of women in office.	Comparison of the baseline and endline	Baseline and endline survey	M&E focal point and UNDP innovation lab
	% of targeted women reporting positive change in engaging with formal/informal	TBC	TBC	Targeted women in project activities, disaggregated by occupation and age.	Quantitative surveys Most Significant Change stories	Baseline Endline	M&E focal point and PM from

	political / public platforms						UN Women and UNDP
<b>INTERMEDIATE OUTCOMES</b>							
1: Increased participation of women who assume leadership positions and promote gender justice in political and civic spaces	% of targeted women reporting that they are able to participate in decision-making processes more frequently and meaningfully	0	50 %	Targeted women leaders on national and municipal level	Quantitative surveys Focus group discussions	Baseline Endline	M&E focal point and PM from UN Women and UNDP
	% of women leaders in syndicates/ university clubs that address at least 1 issue related to gender justice	0	40 %	New women leaders in syndicates	Quantitative surveys Focus group discussions / the Most Significant Change story Progress reports	Baseline Endline Biannually	M&E focal point and PM from UN Women and UNDP
2: Enhanced advancement of key gender reforms and accountability measures on women's rights and feminist leadership by feminist coalitions and national women rights machinery	Number of Members of Parliament that publicly announce their commitment to a gender quota (parliamentary or municipal)	0	TBC	Members of Parliament	Portfolio of evidence comprising media coverage, record of joint statements, etc.	Annually	M&E focal point and PM UN Women and UNDP
	Number of common priorities agreed upon by the Feminist Civil Society Platform and initiatives actioned	0	10	Meeting minutes	Review of meetings	Biannually	M&E focal point and PM UN Women

	% of women members of WLGs who expressed increased interest and confidence to participate in political processes.	0	60%	Women participating in WLGs	Quantitative surveys Most significant change story	Baseline Endline	M&E focal point and PM UNDP
3: Increased commitment of men and women to challenge barriers for women's leadership and political participation with a focus on time poverty and gender bias	% of targeted women leaders who encourage women into political participation and the public sphere	0	TBC	Women residing in Lebanon	Analysis of metric data focusing on women audiences' engagement with promoted women's leaders including but not limited to the below: <ul style="list-style-type: none"> <li>• Number of women who signed up for updates related to leadership with a focus on parliamentarian and municipal elections.</li> <li>• Number of women nominated for the women leader's database.</li> </ul>	Annually End of project	M&E focal point and PM UNDP
	% of targeted women under O1 and O2 who have increased control over own time which facilitate their participation in public and political activities.	0	60%	Women targeted in WLGs, syndicates and university clubs	Quantitative surveys	Baseline Endline	M&E focal point and PM UNDP



	% of targeted men who demonstrate willingness to change their conditioned social norms and behaviours around home-care duties	0	TBC	Targeted men in Tier 1 and 2.	Analysis of metric data focusing on the following parameters: <ul style="list-style-type: none"> <li>• Number of men who signed up for the home-care academy</li> <li>• Number of men who returned to the academy</li> <li>• Number of men requesting new content</li> </ul> Number of men who respond to periodic updates	Annually End of project	M&E focal point and PM UNDP
<b>IMMEDIATE OUTCOMES</b>							
1.1: Increased awareness, knowledge, skills and linkages of current and aspiring Members of Municipal Councils to obtain and succeed in elected office	% of targeted female members of municipal council who demonstrate improved capacity for representing their constituencies, policy consensus building and legislation.	0	70%	Targeted municipal councillors	Pre and post questionnaire	After trainings sessions are completed	M&E focal point and PM UN Women
	% of targeted aspiring women leaders (out of 250) who have improved their knowledge in how to participate in political processes	0	70 %	Aspiring female candidates	Pre – and post questionnaire	After trainings sessions are completed	M&E focal point and PM UN Women
1.2: Increased awareness, knowledge, skills and linkages of current and aspiring Members	% of targeted female members of municipal council who demonstrate improved capacity for	0	70%	Targeted MPs	Pre and post questionnaire	After trainings sessions are completed	M&E focal point and PM UN Women

of Parliament to obtain and succeed in elected office	representing their constituencies, policy consensus building and legislation.						
	% of targeted aspiring women leaders (out of 300) who have improved their knowledge in how to participate in political processes	0	70 %	Aspiring female candidates	Pre – and post questionnaire	After trainings sessions are completed	M&E focal point and PM UN Women
	% of current and aspiring leaders who report a reduction in online cyberbullying and harassment	0	65 %	Targeted candidates and current leaders	Survey with targeted women	Annually	M&E focal point and PM UN Women
1.3: Improved skills of emerging female leaders across civic spaces (universities and syndicates) to occupy positions of leadership within their sectors, including in elected bodies	% of women leaders in syndicates and universities (400) who have improved their knowledge in leadership and decision -making	0	60%	women members of syndicates and university clubs	Quantitative surveys (Comparison of the baseline and endline surveys) Focus group discussions / the Most Significant Change story	Baseline Endline	M&E focal point and PM UN Women and UNDP
2.1: Enhanced capacity of feminist coalitions, alliances and the national women’s rights machinery to advocate for gender-responsive reforms,	# of advocacy initiatives conducted by the alliances	0	9 (3 per year)	Common initiatives of the alliances (including feminist platform and NCLW)	Progress report Joint statements	Annually	M&E focal point and PM UN Women and UNDP
	% of the members of the Feminist Civil Society Platform	0	70 %	Members of the feminist platform	Attendance sheets	Annually	Platform coordinator

with a focus on personal status, sexual and gender-based violence, nationality reform, and quotas in elected bodies.	consistently engaging in meetings						
2.2 Increased skills and linkages of newly established Women Leaders Groups (WLG) to advocate for gender-responsive reforms at the municipal level.	% of women participating in WLGs who demonstrate improvement in knowledge, skills and tools for advocacy on women in leadership and gender justice.	0	70%	Women participating in WLGs.	Quantitative Surveys	Baseline Endline	M&E focal point and PM UNDP
	# of effective initiatives undertaken by WLGs for a common position on legal and policy changes pertinent to women's rights at community & national levels	0	20 (at least 2 per WLG)	Women leaders groups	Portfolio of evidence	End of project	M&E focal point and PM UNDP
3.1 Increased positive reception by audiences of traditional and online media to women's leadership role and public representation	# of women leaders promoted in popular cultural mediums, broken down by resonant demographics and insights	0	TBC	Initiatives, talks, episodes, TV shows, radio shows, printed media articles and campaigns done featuring women leaders	Portfolio of evidence comprising media and social media coverage of women leaders	Annually End of project	M&E focal point and PM UNDP

	# of open-sourced and crowdsourced database created for women's leadership	0	1	Online Website	Progress Reports	Annually	M&E focal point and PM UNDP
3.2 Increased engagement of men in household duties and care work	# of men willing to be promoted as role models for challenging traditional gender roles and promoting women's leadership	0	50	Men connected to women targeted under outcomes 1 and 2.	Semi-structured interviews Case studies	Annually End of project	M&E focal point and PM UNDP
<b>OUTPUTS</b>							
1.1.1 Support/training provided for municipal leaders/candidates	# of women leaders / candidates at the municipal supported	0	250	Elected women municipal councillors and aspiring women candidates for municipal elections	Participant lists of meetings and trainings Quarterly monitoring reports	Quarterly	UNDP PM
1.2.1 Support to female members of parliament	# of women MPs supported	0	TBC (Target will be added after the election)	Elected women MPs	Participant lists of meetings and trainings Quarterly monitoring reports	Quarterly	UN Women PM
1.2.2 Trainings for aspiring women candidates for the 2026 parliamentary election	# of women supported to run in the 2026 elections	0	300	Aspiring women candidates for parliamentary elections in 2026	Participant list of trainings	Quarterly (in second half of the project)	UN Women PM

1.2.3 Initiatives implemented to prevent, mitigate and respond to VAWP	# of initiatives implemented to prevent, mitigate and respond to VAWP	0	3	Initiatives implemented (this can include media monitoring, work with social media platforms as well as public calls against VAWP)	Monitoring reports Meeting minutes with the candidates and leaders Campaign reports	Quarterly	UN Women PM and comms team
1.3.1 Civil sector institutions (university secular clubs and syndicates) are selected and supported	# of institutions selected and supported	0	4	List of chosen entities and action plans developed by the civil sector institutions	Regular project monitoring Meetings with syndicates and university clubs	Quarterly	UNDP and UN Women PMs
1.3.2 Coaching and training opportunities between female leaders in civic spaces and in elected office created	# of women from syndicates and universities supported	0	300 (75 per entity )	Women at the syndicates and university clubs	Participation lists	Quarterly	UNDP and UN Women PMs
2.1.1 Alliances build to advocate for the application of a gender quota	# of initiatives implemented to promote gender-responsive electoral reforms & gender quota.	0	12 (4 per year)	Document review Initiatives database	Review meeting minutes Review report from initiatives	Quarterly	UNDP PM
	# of stakeholders engaged across civil society, academia,	0	200 (100 women and 100 men)	Stakeholders involved in alliances	Review of meeting minutes and reports from initiatives	Quarterly	UNDP PM
2.1.2 Technical assistance provided to NCLW	# of technical meetings conducted with NCLW	0	12 (4 per year)	NCLW staff	Meeting minutes	Quarterly	UN Women PM

2.1.3 Stronger feminist platform created	# of meeting chaired by UN Women with the feminist platform	0	12 (4 per year)	Meetings with the feminist platform	Meeting minutes	Quarterly	UN Women PM and feminist charter coordinator
	# of representatives of the feminist platform engaged	0	52 (47 women and 5 men)	Representatives of the feminist platform	Meetings with and interventions from the feminist platform	Quarterly	UN Women PM and feminist charter coordinator
2.1.4 Evidence developed around gender justice	# of evidence base directory around gender justice violations and cases in Lebanon	0	1	Online website	Progress report	Quarterly	UN Women PM
2.2.1 Women leaders groups established	# of women benefitting from training on leadership, active citizenship & gender justice (disaggregated per nationality and age)	0	300	Women leaders' groups	Participation lists	Quarterly	UNDP PM
	# of women benefitting from in-depth leadership training and selected to participate in WLGs (disaggregated per nationality and age).	0	150	Women leaders' groups	Participation lists	Quarterly	UNDP PM

	# of women leaders' groups established	0	10 (1 per area)	Women leaders' groups	Meetings minutes Participants lists.	Quarterly	UNDP PM
2.2.2 Training and technical support provided to women leader groups to develop localized action plans.	# of training, coaching and mentoring sessions provided	0	TBC based on identified needs	Women leaders' groups	Participants lists Trainings / mentoring / coaching sessions reports	Quarterly	UNDP PM
	# of participatory gender-responsive action plans developed	0	10 (1 per area)	Participants in WLGs Action plans	Meetings with WLGs. Action plan reports. Gender analysis reports Minutes of meetings Pictures	Quarterly	UNDP PM
2.2.3 Women leader groups supported and initiatives carried out to influence decision-makers on WIPL and gender justice	# of meetings held by WLGs with decision-makers and stakeholders	0	30 (3 per WLG).	Women leaders' groups	Lobbying meeting tracking sheet	Quarterly	UNDP PM
	# of activities implemented by WLGs	0	20	Women leaders' groups	Portfolio of evidence	Quarterly	UNDP PM
3.1.1 Women nominated and included in the women's leadership database.	# of women's nominations received # of women listing themselves	0	TBC	Document review Database	Database tracking sheet	Quarterly	UNDP PM
3.1.2 Data-driven approaches are used to identify, test and promote women's profiles	# of online initiatives undertaken to promote women leaders	0	100	Promoted women leaders	Portfolio of evidence including social media tracking.	Quarterly	UNDP PM
3.2.1 Engagement opportunities provided for men to	# of men participating in the men's online	0	500	Tier 1 and tier 2 men	Social media metrics	Quarterly	UNDP PM

test men's resonance with home-care duties	academy for home care						
3.2.2 Learning and evidence-based advocacy about engaging men in care work for greater women's control over time & leadership.	# of learning exchanges, networking and communication tools about engaging men in care work, women's control over time & WIPL.	0	10	Document review Initiatives database	Communication / advocacy tools Review meeting minutes	Quarterly	UNDP



**INTERMEDIATE OUTCOME 1: Increased participation of women who assume leadership positions and promote gender justice in political and civic spaces** Under this outcome the project will work to support newly elected female leaders in reporting an increased ability to influence decisions, while supporting aspiring female political leaders to prepare for electoral contests and leadership positions. Support will target women in national electoral processes— parliamentary and municipal councils—as well as universities and syndicates. Universities and syndicates are being targeted as key spaces of authority and leadership in Lebanon.

**Immediate Outcome 1.1: Increased awareness, knowledge, skills and linkages of current and aspiring Members of Municipal Councils to obtain and succeed in elected office**

***Activity 1.1.1: Provide support, including technical assistance and capacity building for aspiring female candidates running for municipal elections and provide and peer-to-peer mentoring for newly elected municipal councilors, in partnership with civil society groups***

Under this activity the project will work on supporting elected female municipal councilors and will also provide technical support and assistance, including capacity building initiatives and constituency support, to a representative number of female candidates looking to run for municipal elections. A package of support will be developed which includes trainings and constituency building in respective areas, in a combination of group trainings and one to one coaching sessions.

Following the conclusion of municipal elections, peer to peer support will also be provided for female municipal councilors to ensure that they are equipped with the necessary skills to further their agendas, and to influence their municipal councils.

To improve synergies between women’s leadership at the national and local levels, the project will bring together elected female parliamentarian and municipal councilors to discuss and agree on strategies for improved linkages and support systems. A total of 250 women will be supported through this activity.

**Immediate Outcome 1.2: Increased awareness, knowledge, skills and linkages of current and aspiring Members of Parliament to obtain and succeed in elected office**

***Activity 1.2.1: Provide support (including constituency-building) and peer-to-peer mentoring to newly elected female members of parliament in partnership with civil society groups***

Under this activity, outreach will be undertaken to all female Members of Parliament who win elected office in the 2022 parliamentary elections. A package of support will be developed that will include training on influencing parliamentary committees, the planning and legislative process of parliament and leadership. This will be paired with a system of peer-to-peer support for female elected members of parliament and opportunities for high-level networking.

To inform this work, findings from the 2018 elections will be used, and a gender analysis of the 2022 electoral cycle will be undertaken.

This will also include supporting informal spaces for female MPs, across different sides of the isle, to come together and agree on main topics of change, especially related to gender equality.

***Activity 1.2.2: Support potential leaders and candidates who are seeking to run in the 2026 parliamentary elections, and link them to elected female leaders***

This activity will begin in year 2 of the project. Under it, a network of 300 aspiring candidates will be formed, building from those who ran in 2022 and did not win office, as well as other women who are beginning to consider a run for elected office. In the first year of this work, the network will host networking events and provide support in building the political and social capital of the aspiring candidates (including by helping them establish constituencies). As the 2026 electoral timelines are announced, election training on areas essential to running for office, including electoral laws, fundraising, campaigning and brand messaging, communication with voters, and building a constituency of support in their electoral areas, will be rolled out, along with networking events with male and female elected leaders. Additionally, support to potential candidates and aspirants will include promoting their visibility through media exposure, as well as conducting campaign management, making voter contacts and capacitating candidates on the use of social media. Potential aspirants and future candidates will also receive one-to-one coaching and mentoring on identified personal areas of development and need.

This activity will build on UNDP and UN Women's work that is being implemented in the lead-up to the 2022 parliamentary elections. The current work builds upon findings and lessons learned from the 2018 parliamentary elections, which ensures that coaching and trainings are tailor-made and respond to the actual needs of aspirants and the local contexts in which they will run. The forthcoming trainings in the lead-up to the 2026 parliamentary elections will also be adapted according to the lessons learned from the 2022 parliamentary elections.

***Activity 1.2.3: Support key stakeholders to design and implement initiatives to prevent, mitigate and respond to violence against women in politics, including cyberbullying, against women elected leaders and aspiring candidates***

With the prevalence of violence against women in politics (VAWP) highlighted over the previous electoral cycles, the project will provide targeted support to highlight, mitigate and respond to VAWP. This will include working with social media platforms to ensure their commitment to take action against cyberbullying, as well as working with civil society organizations to monitor and call out incidents of violence, including on media platforms, and supporting female politicians to call for accountability for violence. This activity will build avenues of accountability through providing reporting mechanisms of any cases of Violence Against Women in Politics, including physical violence, to ensure women candidates and elected leaders have all the tools necessary to stop such incidents. This will be undertaken carefully, screening all engagement to ensure it remains non-partisan. The work will focus on elected leaders and aspiring candidates.

This activity will build on UN Women's ongoing work and partnerships (with Meta/Facebook, Twitter, LADE, Maharat and KAFA) on VAWP, which includes media monitoring, social media partnerships, planned election monitoring on elections and VAW referral pathways that were developed during the current electoral cycle. At least 5000 social media users will be engaged through this activity.

**Immediate Outcome 1.3: Improved skills of emerging female leaders across civic spaces (universities and syndicates) to occupy positions of leadership within their sectors, including in elected bodies**

***Activity 1.3.1: Identify university secular clubs and syndicates, select potential female leaders and develop action plans to enhance women's leadership in identified spaces***

The aim of this activity will be to foster avenues of change for identified civic spaces (university secular clubs and syndicates), and to promote women's leadership within them.

This will involve a mapping of university secular clubs and syndicates to ensure: (1) impact within broader national decision-making and thought leadership; and (2) opportunities to influence future advancements within women's leadership. From this, at least four entities (2 university secular clubs and 2 syndicates) will be identified to be targeted, with a clear rationale developed for each, and in discussion with the leadership from selected university clubs/syndicates. Within each, a mapping of current and potential female leaders will be undertaken, and 300 women will be selected (75 women per entity).

Following identification of select sectors, members of the sector (male and female) will be supported to assess their sector and develop and implement action plans to support women's leadership and representation. Targeted women leaders in syndicates will be encouraged to mitigate environmental risks within their sectors, and to lead sectoral efforts towards climate change adaptation, mitigation and response where feasible. Building on UNDP's ongoing anti-corruption initiatives, support for women leaders to identify and address corruption risks within their syndicates and sectors will be provided. The work with university secular clubs and syndicates builds on UN Women's current work and will be informed by lessons learned from the UK-funded project.

***Activity 1.3.2: Provide political coaching and training to identified female leaders, and link women to decision-making positions through creating mentoring opportunities between female leaders within sectors and in elected office; and support them to address issues within their sector through designing and implementing innovative initiatives.***

Under this activity, mentoring relationships will be developed between the 300 identified female leaders in their sectors, and elected female leaders. To support this, networking events and closed-door discussions will be supported, including providing mentees with opportunities for constituency-building and making visible results stemming from mentorship sessions.

Following mentorship sessions, the project will support mentees in implementing identified opportunities and support potential future female leaders with piloting initiatives within their sectors. This aims to have longer-term impact on issues including gender equality priorities and will allow them to effectively be part of the solution to the identified challenges in their sectors.

**INTERMEDIATE OUTCOME 2: Enhanced advancement of key gender reforms and accountability measures on women's rights and feminist leadership by feminist coalitions and national women rights machinery**

Under this outcome, feminist actors/movements and the national women rights machinery will be supported to call for reform in three key areas: electoral law (including the gender quota), issues of personal status and women's nationality rights. In doing this, short-term, pragmatic and ad hoc alliances will be supported between feminist actors (male and female) and allies across civil society, academia, the private sector and government on key targeted reform issues. In addition, the existing Feminist Civil

Society Platform will be assisted in its longer-term work around feminist coalition-building and the National Commission for Lebanese women will be supported to bring forth transformative change towards gender equality and women's rights. At the community level, women leaders' groups (WLGs) will be established in five governorates. WLGs will work to promote activism within their communities; to raise women's collective voice at the community and municipal levels; and to collectively defend and promote women's rights, especially in terms of women's political and public participation. The WLGs will be linked to national level advocacy undertaken under the project (and other fundings streams).

**Immediate Outcome 2.1: Enhanced capacity of feminist coalitions, alliances and the national women's rights machinery to advocate for gender-responsive reforms, with a focus on personal status, sexual and gender-based violence, nationality reform, and quotas in elected bodies**

***Activity 2.1.1: Support short-term, ad hoc and pragmatic alliance-building between women's rights actors (male and female) and allies across civil society, academia, the private sector and government to realize the application of a gender quota***

Building on their strong engagement with women's rights actors and state entities, the project partners will support the building of short-term alliances and coalitions between relevant 200 (100 women and 100 men) actors and allies across civil society, academia, the private sector and government (including the National Commission for Lebanese Women (NCLW), parliamentarians and line ministries) to collaborate and cooperate in order to make progress on the legal passage of gender-responsive electoral reform, with a focus on gender quotas in elected bodies.

***Activity 2.1.2 Support the national women's machinery (NCLW) to bring forth transformative change towards gender equality and women's rights.***

The National Commission for Lebanese Women (NCLW) is the national women's machinery in Lebanon. Under this project, the partners will provide technical assistance to strengthen advocacy and collaboration with civil society around legal reform and women's rights and bring forth transformative change.

***Activity 2.1.3 Support the building of a cohesive women's movement in Lebanon through the Feminist Civil Society Platform, with the aim of implementing priorities related to women's leadership and reform***

The key to successful reform is both the existence of a strong women's movement and state actors and allies willing to use political capital for gender-equal change and reform. The Feminist Civil Society Platform was established after the 2020 Beirut port explosion and comprises 52 entities.<sup>19</sup> It aims to strengthen the women's movement in Lebanon and to serve as a space for debate, discussion and, where possible, consensus-building. It is also a space to develop coordinated advocacy and common messages, targeting national and international actors. This group has been meeting for more than a year and has developed a road map of work with a clear vision, mission, objectives, governance framework, structure and priority areas. As a result, the following eight priority areas of action have been identified:

1. Women's political participation
2. Women's economic empowerment and livelihoods
3. Personal status laws
4. Women's access to justice
5. Sexual and gender-based violence

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<sup>19</sup> The group operates through the support of UN Women, which remains its secretariat.

6. Sexual and reproductive health and rights
7. Inclusive social protection and poverty reduction policies
8. Nationality rights

Building on the ongoing work, the project will support the continued strengthening of the Feminist Civil Society Platform and will support it to transform its road map into concrete action, particularly around women's political participation. It will also assist the platform in developing its advocacy campaigns and coordinated activities and will build into this work substantive tracking of the coalition's impact on issues of women's leadership. The focus of support will be on advancing gender-responsive reforms and legislation, with a focus on issues affecting women's leadership as identified by the United Nations Electoral Assistance Division in the follow-up to the 2018 election, namely the nationality law and the personal status laws. As per the report of the EU Election Observation Mission – Lebanon 2018, the nationality law clearly discriminates against women, as it does not allow them to pass on Lebanese citizenship to their children even if they were born in Lebanon. This constitutes a serious breach of women's fundamental freedoms and rights. Since nationality is a precondition to exercising fundamental political rights, women's status as equal citizens in elections are undermined.

***Activity 2.1.4: Develop evidence around gender justice for action-oriented advocacy***

The project partners will support building an evidence base and documentation of gender violations. This would include different types of violations, from economic violations, over Gender Based Violence to Violence Against Women in Politics. It will develop a database of gender justice cases in Lebanon, pulling together a comprehensive case law database that allows to see how the justice institutions (courts, public prosecution, law enforcement agencies) are tackling cases related to gender justice in Lebanon. The work will be fed into the advocacy and work of alliances and coalitions supported under activities 2.1.2 and 2.1.3 to ground advocacy in fact and evidence, mainly on procedural and evidential issues that women are facing in claiming their rights.

**Immediate Outcome 2.2: Increased skills and linkages of newly established Women Leaders Groups (WLG) to advocate for gender-responsive reforms at the municipal level**

***Activity 2.2.1: Support the establishment of women leaders' groups based on an outreach and selection campaign***

The first strand of activity aims at establishing the 10 WLGs across targeted locations. A set of criteria will be identified during the inception phase of the project that will specify the profile of women engaged in the WLGs. An outreach campaign using online and door-to-door techniques will be developed to raise women's awareness about the project and stimulate their interest in leadership. Linkages with existing civil society organizations and women's rights organizations in targeted locations will be built to reach out and recruit women. While identified participants might include women who are active members of CSOs and WROs, active membership in organizations will not be a primary selection criterion to ensure equitable opportunities for all women in target locations. A larger group of 300 women representing urban and rural women, including Palestinian and Syrian refugees in 10 targeted towns and villages, will receive initial general training on leadership, active citizenship and gender justice. In-depth training will then be provided to 150 selected women with the interest and potential to participate in the WLGs.

***Activity 2.2.2: Support women leaders' groups in localizing priorities related to women's leadership and reform***

This activity is focused on the design of the action plan for the WLGs, which will be tailored to the specific needs of each location. The action plan will build on the priorities identified at the national level by feminist alliances (Output 2.2), but each will allow for a more tailored and localized approach for the selection of priorities related to women's leadership and reforms. WLGs will be supported in conducting a participatory gender analysis exercise within their communities, focusing on identifying the main gender inequalities; the barriers to women's political and public participation and leadership; women's practical and strategic needs; women's vulnerability to environmental risks; and women's experiences of corruption. Simultaneously, support and resources will be provided for WLGs to conduct a stakeholder mapping of influential figures such as religious leaders, community leaders, political parties, mukhtars and municipal officers. The mapping will be followed by a power analysis of the main targets to identify stakeholders' level of awareness and commitment to gender equality and women's leadership, entry points, strategies and tactics for targeting and engagement. The identification of stakeholders who can support and hamper anti-corruption strategies will be prioritized.

***Activity 2.2.3: Support WLGs in influencing local stakeholders and decision makers on women's public/political participation and gender justice***

This activity includes the implementation of the WLGs' action plans designed under activity 2.2.2. The set of activities may vary between targeted locations depending on the identified issues, stakeholder mapping and power analysis. However, all 10 WLGs will be supported in accessing and effectively engaging with formal and informal decision-making structures at the municipal and community levels, to ensure that women's priorities and demands are valued and responded to and that actions are accounted for. Accordingly, WLGs will be supported and assisted to provide awareness-raising and gender-sensitization sessions for targeted municipal officers and community leaders, promoting gender equality and women's public participation. These sessions will focus on challenging the social, institutional and policy constructs that reinforce gender stereotypes and biases about women's political / public participation and leadership. The project will also work with WLGs to implement participatory monitoring of public services which are at high risk of corruption. As these women leaders challenge the dominant political culture and the way decisions are made, support provided will focus on the development of strong negotiation, consensus-building skills (including capacity support for navigating and negotiating 'stuck' political situations, consensus-building and conflict prevention skills) and the maintenance of strong channels of communication between WLGs and women in power (namely those targeted under Outcome 1). Capacity-building will also aim at increasing women leaders' knowledge of decision-making processes, how they worked and how to access them. UNDP will ensure that women members of WLGs have sufficient support to address restrictions related to time pressure, mobility and participation. Finally, UNDP will build on its ongoing efforts to promote the adoption of quotas in election frameworks to facilitate spaces for the women leaders' groups to enact gender quotas.

**INTERMEDIATE OUTCOME 3: Increased commitment of men and women to challenge barriers for women's leadership and political participation with a focus on time poverty and gender bias**

Under this outcome, a systemic behavioral approach will be employed to test and validate behaviorally informed solutions to promote women's leadership and political participation. According to OECD, Behavioural Insights (BI) is an inductive approach to policy making that combines insights from

psychology, cognitive science, and social science with empirically-tested results to discover and explain human behaviour and decision-making. While applying BI can support the design of more effective public policies, processes and services, it has been also increasingly used in transforming the way gender equality is improved.

While women's political participation and leadership is hindered by a wide range of discriminatory social norms, behaviours and stereotypes, the project will prioritize addressing the time factor and gendered biases. The prioritization was decided according to UNDP's research findings on women in politics in Lebanon<sup>20</sup> taking the below into consideration:

- Research's findings highlighted the time factor among the main challenges and obstacles that a woman encounters as she proceeds towards a political career and make her journey to success harder. While surveyed women reported that time restriction prevented them from engaging in political activities, men respondents claimed that a women should spend more time with the family especially if her children are young. Accordingly, the project aims to address the social norms and gender roles contributing to the disproportionate share of unpaid care work for women and girls through engaging men in reducing and redistributing unequal care work and household chores.
- Research findings highlighted the gender stereotypes and biases about women's political participation and leadership. 43% of surveyed respondents believed that men are more suitable for political talk shows, while 15% of respondents believed that Lebanese political shows are biased against women. Therefore, the project will seek to elevate the profile of women leaders who can guide, direct and influence others to bring about change, challenge the social barriers and shift overall public opinion towards supporting women's political and public participation and leadership.

### **Immediate Outcome 3.1: Increased positive reception by audiences of traditional and online media to women's leadership role and public representation**

To address gender-biased perceptions and attitudes that reinforce women's exclusion in political, public and leadership spaces, the project will seek to elevate the profile of women leaders who can guide, direct and influence others to bring about change, challenge the social barriers and shift overall public opinion towards supporting women's political and public participation and leadership.

#### ***Activity 3.1.1 Develop evidence around women's leadership and engagement in public life for action-oriented advocacy***

The project will create an open-source database for women leaders to amplify their visibility as experts, thought leaders and potential political candidates while creating deep changes to male-dominated political institutions and media and exclusive cultures of formal decision-making processes. In particular, the project will encourage women to list their specialisations and competencies in the database while also using the crowdsourcing model to nominate and include women experts in the database. Additionally, media, panels' organizers and decision-makers will be nudged to increasingly include women in their planning and ensure a gender-balanced representation. The project will rely on the existing database

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<sup>20</sup> Women in Politics: Delving into Women Empowerment. Perception & Attitudes, UNDP, 2021

“Who is She” by the Lebanese American University and ensure that open-sourced and crowdsourced criteria are considered to ensure quality, flexibility, diversity, scalability and sustainability.

***Activity 3.1.2: Use data-driven approaches to identify, test and promote women’s profiles***

The project will identify diverse women’s profiles that resonate with different demographics, social settings, age groups and backgrounds across new and traditional media, including in popular culture. These profiles will be promoted by creating a platform that carves out space for women to speak from their lived experience and expertise without being tokenized, probed or harassed. Digital and social media tools will also be optimized to push women leaders and their content into the public sphere outside of the modes, tropes and conditions of traditional media. Tracking and monitoring systems will be developed to collect data on feedback regarding topics discussed and profiles promoted, public’s acceptability of women leaders and the reactions to the main messages, and type of hostilities faced by women leaders. Data analysis will invest in identifying the most common misconceptions or conditioned mental models and in comparing trends across the different audiences’ categories and demographics (e.g. men, women, youth, first-time voters, etc.). A networking and brokering approach will be used to influence the work on women’s political and public participation across the country based on an iterative evidence based behavioural research. Regular multi-stakeholder meetings will be held to discuss information generated through the above-mentioned activity and identify the needs and opportunities for further advancement of the women leaders’ profiles.

**Immediate Outcome 3.2: Increased engagement of men in household duties and care work.**

Building on the UNDP and UN Women evidence-based social norms research (2020-2021) aiming to understand the behavioural drivers that would invite men into participating in-home care duty, the project will engage women and men in shifting the social norms and gender roles contributing to the disproportionate share of unpaid care work which limits women’s control over their own time and thus ability to take a more active part in political and leadership activities. r

***Activity 3.2.1: Provide engagement opportunities and platforms to test men’s resonance with home-care duties, and identify incentives for consistent commitment***

This activity builds a base of men change-makers from diverse backgrounds to challenge the gender practices in time devoted to unpaid care work and to reshape how gender roles are affecting the division of labour within the private and public spheres. First, will create a pool of men change makers within the households and close communities connected to women targeted under outcomes 1 and 2 (WLGs, women in syndicates and university clubs, etc). While behavioural insights approach will be used to specifically nudge 500 men to take up household and care work, at least 50 men will be recruited to model gender-transformative behaviours related to care work and challenge the traditional gender roles. Men will be particularly engaged in the “self-independence academy”, an online platform where behavioral driver prompts will be tested to normalize men’s engagement in home care duties and instil it as the social norm. Second, the project will ensure a broader movement on social norms through supporting the selected role-model men in reaching and recruiting a larger group of men, based on the BI approach, to share domestic and care responsibilities at household levels, enabling women to take a more active part in public and political activities. A monitoring and tracking system will be set to record the linkages between changing social norms within the private sphere (nuclear home) and women’s propensity to



participate in political activities at the public sphere, focusing on women's control over their own time and ability for political participation and leadership.

### **Activity 3.2.2: Network and broker for learning dissemination and evidence-based advocacy**

Learning from the behavioural insights experiment will inform the development of evidence-based campaigns for social norms and behaviour change for greater gender equality and women's leadership. The learning and evidence will also be shared with working groups, civil society organizations, women's rights organizations, UN agencies and networks with the objective of promoting an enabling environment for women's empowerment and leadership and informing further gender justice programming. Conversation with the different actors will also focus on identifying programme opportunities where results can be tested in real-life settings.

### **Linkage to Other Initiatives in the Country**

UN Women and UNDP acknowledge the importance of avoiding working in silos and instead integrating a complementary approach to ensure effective results, greater impact and sustainability. The project will create linkages with relevant initiatives and programmes working on gender equality, women's empowerment and leadership across Lebanon. Linkages will be established, but not limited, to the following ongoing initiatives:

#### *UNDP Initiatives*

- **Women's Economic Participation:** Funded by Canada, the project addresses the key constraints hindering women's access to, control of and benefits from economic opportunities and resources in Lebanon.
- **Integrating Gender into Lebanese Institutions:** The project aims at strengthening institutional mechanisms and policies for improving and promoting gender equality and the empowerment of women and girls, as well as supporting the partners of the Lebanon Crisis Response Plan (particularly civil society organizations, including women's rights organizations) to deliver a more gender-based response to the impact of the crisis.
- **Gender-based Violence Pilot:** Through the global project 'Ending GBV and Achieving the SDGs', the project integrates innovative gender-based violence prevention strategies into broader economic empowerment programming through a gender-transformative approach. It aims at shifting attitudes, behaviours and social norms to support women and men in building non-violent and healthy relationships.
- **Lebanese Elections Assistance Project:** Funded by the European Union and USAID, the project aims at strengthening institutions and processes for the conduct of transparent and inclusive elections in Lebanon, with a focus on the advancement of women's participation in elections and advocating for enacting gender quotas. Activities within the two projects will be closely coordinated and joint approaches to advocacy on gender quotas will be particularly considered.

#### *UN Women Initiatives*

- **Strengthening Inclusive Peace and Security Deliberations in Lebanon:** Funded by the United Kingdom, the project has three goals. First, it aims to support a cadre of female leaders, across all regions, to run for parliamentary elections in 2022 through a series of interrelated activities that

build on lessons learned. This includes establishing a network of politically engaged aspirants and potential candidates and providing technical assistance and capacity development, as well as supporting media placements. Second, the project aims to support female leaders in six universities across Lebanon in increasing their political knowledge and in building coordination between different universities. This also includes addressing their challenges and supporting their potential future political participation. Third, the project aims to strengthen Lebanon's women's movement, as strong women's movements correlate positively to social and legal change, by building cross-sector alliances and coalitions on common issues. This project will end in March 2022 and the WPIL will build on the lesson learned and interventions of this project.

- **Building Pathways for Dialogue and Inclusive Governance in Lebanon:** Funded by Norway and Switzerland, this project aims to support inclusive pathways for dialogue and trust in Lebanon through women's engagement in peace and security, helping to build relationships and confidence across divides. It aims to develop short-term policy options for addressing the current multiple crises and for discussing the substantive elements of a future vision for the country.
- **Development of a National Women's Peacebuilders Network for Dialogue and Peacebuilding in Lebanon:** Funded by Switzerland, this initiative seeks to create a national network of women peacebuilders. It aims to support members of existing local mediation networks, women leaders, peacebuilders and independent mediators in forming a larger national network of peacebuilders from different regions of the country to demonstrate women's roles as leaders and competent actors on issues of peace and security and to bolster public support and recognition for female leadership.
- **National Action Plan on Women, Peace and Security (NAP 1325):** UN Women is working with the National Commission for Lebanese Women (NCLW) to strengthen its institutional and structural capacities in order to advance efforts related to the implementation of the NAP 1325 and to scale up the NCLW's institutionalization as the main governmental entity mandated to advance gender equality and women's empowerment.
- **Women's Economic Empowerment and Protection:** UN Women's WEE programme is working to improve women's access to employment opportunities and protection services. This also includes work with the private sector through the Women's Empowerment Principles (WEPs). UN Women is partnering with 21 companies to address gender gaps within their enterprises by adopting gender-sensitive policies and practices that ensure equal opportunities for women. To date, 18 companies have signed on to the WEPs, thereby showing a commitment to advance the agenda of gender equality.
- **Women, Peace and Humanitarian Fund:** With funding from Germany, this project aims to strengthen women's participation in Beirut's explosion response and recovery process (2021-2022) and women's participation in peacebuilding processes (starting 2022). It focuses on small, women-led organizations and women's rights organizations that target in their approaches women and girls who face multiple and intersecting forms of discrimination, such as those who are marginalized and excluded due to poverty, ethnicity, disability, age, geography, sexual orientation, lack of citizenship or because of their migratory status. The projects will coordinate closely in order to create synergies and to avoid any duplication.

#### *Other Initiatives*

The project is also expected to contribute to a number of gender-adopted strategies, including the National Action Plan on UN Security Council resolution 1325 (2000) on Women, Peace and Security; the

National Strategy to Combat Violence against Women; and the National Action Plan on Women's Economic Empowerment, developed within the framework of the Mashreq Gender Facility.

### Gender Equality in the Proposed Project Design

<p><b>Gender Response to Staffing:</b></p> <ul style="list-style-type: none"> <li>• UN Women and UNDP are both dedicated to ensuring gender equality and promoting women's leadership and voice in Lebanon. Their staff members are trained on gender equality and norms. The approach of both organizations to women is based on the principles of Do No Harm and non-discrimination.</li> <li>• All partner NGOs will be trained on PSEA (preventing sexual exploitation and abuse). These training will be conducted by UN Women staff as part of the in-kind contribution to the project.</li> </ul>
<p><b>Gender Approach to Stakeholder Participation:</b></p> <ul style="list-style-type: none"> <li>• Supporting women is at the heart of this proposed project. The priorities of action have been identified by UN Women and UNDP following continuous and regular consultations with various stakeholders. This also includes the feminist coalition that includes 52 members.</li> <li>• Throughout the proposed project implementation, women will receive services through the project and will actively participate in planned advocacy work.</li> </ul>
<p><b>Gender Response to Monitoring, Evaluation and Learning:</b></p> <ul style="list-style-type: none"> <li>• The project's key M&amp;E staff will tackle gender norms, challenges and opportunities as part of their regular monitoring and evaluation. For instance, questions on gender norms will be integrated into pre- and post-evaluations in all of the proposed workshops. Feedback on media campaigns will be analysed to highlight the narratives around gender.</li> <li>• Sex-disaggregated indicators and data will be included/collected for several activities in the project.</li> </ul>
<p><b>Gender Response to Risk Assessment and Challenges:</b></p> <ul style="list-style-type: none"> <li>• Both UN Women and UNDP have a code of conduct for staff and partners. A complaint policy will be put in place to address any discrimination against or by staff. UN Women has an established PSEA policy. All relevant staff in both organizations have been trained on PSEA.</li> </ul>

### Management, Coordination and Operational Arrangements

The project will function as a joint UN collaboration between UN Women and UNDP, with UN Women serving as the lead agency. Funds will be passed by UN Women to UNDP, with overheads and GMS charged by the United Nations only once on all funds. In all areas of operation, work will be undertaken jointly, with the project staff from UN Women and UNDP working as one team under the coordination and support of UN Women's Project Manager (NOB). To ensure that the project will lead to the envisioned impact, the project team will ensure a joint approach and strong linkages between all activities, outputs and outcomes. The project team will regularly report back to UN Women's and UNDP's senior management (UN Women's Head of Office and UNDP's Resident Representative). For this aim, the project team will organize monthly meetings with senior management.

Some of the activities will be directly implemented by UN Women and UNDP and others will be delegated to implementing partners. These partners will be selected through a competitive process (Call for Proposal) and a capacity assessment will be conducted to ensure that they have strong technical and operational capacity. Partners will coordinate closely with the wide range of national and international

actors working on issues of women's representation, participation and voice in Lebanon. UNDP and UN Women will establish a framework for a consultative and all-inclusive process in all project initiatives, engaging women's rights organizations, coalitions, think tanks, academic institutions, governmental institutions and UN agencies.

UNDP has a track record in being able to put together a holistic approach for the advancement of development projects in Lebanon, working without exception with all key relevant stakeholders and, most importantly, leading interventions at both the national and local levels. UNDP has decades of experience working on women's participation, integrating gender into institutions and mainstreaming gender into anti-corruption policies and programming in Lebanon; as such, it is the UN lead on elections in Lebanon.

UN Women is a globally recognized expert on issues of women's political participation and voice and has been working on these issues in Lebanon since 1979, with a physical presence beginning in 2017. UN Women has been working with UNDP and other actors to actively support women's political representation in the 2022 electoral cycle, building on successes and lessons learned from the 2018 cycle. Moreover, the entity has been leading key initiatives around women's rights, representation and voice, including the establishment and support of Lebanon's Feminist Civil Society Platform.

UN Women will set up a Steering Committee (SC) with key stakeholder including the Embassy of Canada, UN agencies, the NCLW, the media and the Feminist Civil Society Platform. The ToR of the SC will be prepared in the inception phase and shared with the donor for their approval.

### **Monitoring and Reporting**

During the first three months of implementation, UN Women and UNDP will develop a detailed Monitoring and Evaluation plan for the project, including the tools to be used by UN Women, UNDP and partners to collect data. Project monitoring will be a continuous and consistent process occurring throughout the project's lifespan. UNDP and UN Women Lebanon's M&E team will also undertake regular monitoring to ensure quality control and that work is on track. This will include regular field visits and tracking of indicators as well as baseline and endline surveys to measure progress. The project logical framework will be used to measure the extent to which outcomes and outputs have been achieved, how well activities have been implemented and whether they contribute to the overall achievement of project objectives.

As part of the M&E process, UN Women and UNDP will use the Most Significant Change (MSC) technique to provide data on the impact and the outcome of the project as a whole. The MSC is a form of participatory monitoring and evaluation that focuses on the project impact. UN Women will produce several case studies showcasing the results of the project.

Given that the project extends over 36 months, UN Women and UNDP will conduct a baseline and an endline evaluation by independent experts to capture achievements and learning from the project.

Learning review meetings will be implemented annually in order to identify promising practices and challenges, learn from monitoring information collected and adapt project interventions accordingly. The participation of targeted women leaders, stakeholders and allies in the learning reviews will be prioritized to ensure mutual accountability and transparency.

Annual progress reports will be provided, in addition to a final narrative and financial report on behalf of both partners. The project team will also inform the donor about any major changes related to the risk register.

### **Approaches to Coordination, Partnerships and Capacity Development**

UNDP and UN Women are recognized for their ability to bring women's voices and issues to the table at multiple levels in Lebanon. In particular, their legitimacy and capacity to bring women's concerns to top decision-making levels and influential mainstream debates and spaces is appreciated. The project recognizes that influencing efforts need to go beyond voices at the table to ensure that the analysis and contributions of the women activists and leaders it supports are as effective and powerful as possible. Accordingly, the project will work with many different actors in Lebanon, at times playing the role of a convener, opening spaces for dialogues on women's rights with a diverse range of stakeholders. Both UNDP and UN Women are positioned in such a way that enables them to work with a variety of different partners, including local and national governmental institutions, intergovernmental organizations, civil society and women's rights organizations, media representatives, diverse opinion leaders and trade unions—and across a range of different circumstances and contexts within the country.

For this project, UNDP and UN Women will establish multi-stakeholder relationships to work towards the promotion of women's leadership and gender equality. The project will interact with a range of partners and stakeholders and will ensure vertical (between the State and civil society) and horizontal (among civil society) channels of interaction and workflow between (1) official structures and state bodies at the local and national level; (2) emerging and established political parties; and (3) women's rights and women-led civil society organizations and groups. Based on a preliminary assessment of key stakeholders and a power analysis, the following actors will be engaged in the project to ensure their buy-in and sustainable results:

- **Women's rights organizations (WROs):** Women's rights organizations across the country are diverse and cover a wide spectrum of objectives, from services delivery and capacity-building initiatives to high-level networking, campaigning and advocacy organizations. The project will create and/or reinforce synergies and connections with WROs to ensure collective action on issues related to enhancing women's voice and leadership. Collaboration among WROs will be manifested in joint initiatives, coalition-building and strengthened capacities for effective advocacy on gender equality. This will also include the actors from the Feminist Civil Society Platform, which was established in response to the Beirut port explosion.
- **Lebanon's Feminist Civil Society Platform:** The group consists of 52 feminist civil society actors and activists who were convened by UN Women in the aftermath of the 4 August blast and issued a unified [Charter of Demands](#) to put women's issues at the centre of the disaster response plan. Since then, the Feminist Platform has conducted various advocacy efforts including contributing to the development of the Lebanon Reform, Recovery and Reconstruction Framework (3RF) sector plans and to the EU Sector Specific Gender Analysis, as well as meetings with representatives of the donor community in Lebanon and the leadership of the United Nations, the European Union, the World Bank and the United Kingdom to share their gendered priorities and demands.
- **Women's machinery:** The project will closely coordinate with the National Commission for Lebanese Women. It will make sure to align with ongoing initiatives and strategies and to benefit from available resources, such as, for instance, the National Gender Observatory, as well as the national economic empowerment action plan in the framework of the Mashreq Gender Facility.

- **The Parliament:** Working with the Parliament will be prioritized to introduce policy reforms and provide mechanisms for women’s leadership. The project will work closely with the Women and Children Parliamentary Committee and other relevant committees, including the ad hoc committee considering the Electoral Law. Influencing and lobbying strategies will be used with Members of Parliament to develop policies and programmes facilitating women’s political participation and leadership, including gender quotas and other temporary special measures.
- **Coalitions:** The project will work with multi-stakeholder coalitions to create platforms for knowledge-sharing and learning exchanges between women leaders at the national level and women leaders from the regions. Particular focus will be placed on networks promoting women’s political participation such as Tha’era, Ra’edat and the Arab Inter-Parliamentary Union.
- **Academic institutions and think tanks:** The project will establish strong links with academic institutions, think tanks and feminist researchers to support the development of gendered research and data from feminist perspectives, contributing eventually to evidence-based advocacy.
- **Political parties:** Acknowledging the role of political parties as the main ‘gatekeepers’ to elective positions of power and decision-making at all levels in Lebanon, the project will work closely with political parties to shift the dominant masculine model of the exercise of power in political life and the traditional attitudes that marginalize women. Relationships will be established with both established, traditional political parties and emerging, non-traditional political parties to institutionalize and put into practice gender mainstreaming strategies that allow for women’s meaningful and influential participation and representation.
- **Professional syndicates and university clubs:** The project will build on the increased contribution of Lebanese women to the work of syndicates and university clubs following the 17 October Revolution. Linkages will be created with prominent women members in targeted institutions to help them achieve equal representation and participation in decision-making processes with men.
- **Municipalities:** The project recognizes the role of municipalities and the union of municipalities in removing barriers limiting women’s public/political participation and leadership, as well as their role in fostering change in communities’ perceptions of women’s public/political roles and social norms. Strategies include influencing, lobbying and gender sensitization initiatives led by the women leaders’ groups and supported by UNDP.

### Communications and Visibility

UN Women and UNDP will develop a communication strategy to accompany the implementation of the project, which will leverage communication tools, platforms and networks to maximize outreach efforts through strategic communication activities. Through the proposed strategy, UN Women and UNDP will seek to implement various communication activities under the project, putting in place the needed visibility incentives in order to promote its outreach at the governmental and community levels, in addition to engaging the general public at the national and international levels. This will include periodic written and audiovisual stories shedding light on the change that the project is contributing to in the field of women’s participation in leadership—and the impact on the end beneficiaries. In addition to leveraging traditional media engagement, promotion will be conducted through online and social media platforms and, where possible, will be complemented by high-profile events. In parallel, UN Women and UNDP will ensure maximum visibility of the project within the envisaged activities through the production and placement of branded communication and advocacy materials.

UN Women and UNDP will work in close cooperation with the Government of Canada to ensure that all communication outputs and activities are aligned with the project branding requirements. All communication tools and activities will be disseminated through relevant communication channels and implemented in compliance with stakeholders' communication standards and guidelines.

### **Environmental Risks**

In the framework of the project, and given the nature of its activities, there are no anticipated environmental risks. Through UNDP's Social and Environmental Standards (SES), the project will mainstream social and environmental sustainability to support sustainable development outcomes, enhance positive social and environmental opportunities and benefits, and ensure that adverse social and environmental risks and impacts are avoided, minimized and mitigated. Through the application of SES, UNDP enhances the consistency, transparency and accountability of its decision-making and actions, improves performance and strengthens the achievement of positive development outcomes.

The integration of SES will enable UNDP and UN Women to address social and environmental opportunities and risks in an integrated manner, recognizing the interrelatedness of social and environmental issues. Accordingly, the project will use the Social and Environmental Screening Procedures to ensure that opportunities for strengthening social and environmental sustainability are identified during the inception phase, realized through implementation and tracked through monitoring and evaluation.<sup>21</sup> Tackling environmental risks will also be mainstreamed throughout the project interventions, for example through the work of the local women's groups as well as the women leaders of the targeted syndicates and university clubs.

### **Cross-cutting Themes: Gender/Conflict Sensitivity and Human Rights**

UNDP and UN Women will ensure strong conflict sensitivity throughout the implementation of this work. Both agencies will ensure a systematic approach to this in which all programming decisions are made based on a strong context analysis. By building on existing literature, including UNDP's work on conflict monitoring and UN Women's work on gender and conflict monitoring, both agencies will minimize the negative effects and maximize the positive effects of the project activities. All efforts will be taken to ensure that programming is based on a solid understanding of the specific conflict issues and dynamics, drivers and actors, as well as the roles, needs, interests and perceptions of women, men, boys and girls in that community. Regular project monitoring will include questions on conflict risks, and real-time changes will be made when concerns are encountered.

The project team will make sure that other different elements of conflict sensitivity are applied by agencies and their partners. As such, conflict-sensitive approaches will be enforced, from the selection of the partners to the implementation details of the activities at both the national and local levels (including the timing, locations of activities, etc.).

The project is grounded in a gender equality and women's rights framework. As relevant, male allies will be integrated into the work of the project.

A human rights-based approach will also be applied throughout the project's implementation, monitoring and evaluation to align project implementation with the international human rights framework and treaty

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<sup>21</sup> Further information on UNDP's SES is available at <http://www.undp.org/content/undp/en/home/librarypage/operations1/undp-social-and-environmental-standards/>.



body recommendations, especially CEDAW and the WPS resolutions. In particular, UN Women will focus on the following:

- **Equality and non-discrimination:** All people are entitled to human rights without discrimination of any kind on the grounds of race, colour, sex, ethnicity, age, language, religion, political or other opinion, national or social origin, disability, property, birth or other status. This means that an effort needs to be made to ensure that everyone, not just those easiest to reach or those with the most influence, can benefit from the work proposed under this project. This means that within each target group for all work, UN Women will ensure that it is broad and transparent in how people are selected and will actively seek to engage people from marginalized communities.
- **Accessibility (physical and economic):** Facilities, goods and services will be provided within safe reach for all sections of the population engaged in this work. They will also be free of charge, and careful monitoring will be undertaken to ensure that they do not create unforeseen burdens (economic, physical, etc.).

### Innovation and Lessons Learned

UN Women and UNDP will build on its past and ongoing projects and will make sure to include the lessons learned from these interventions. In addition, in the inception phase, UN Women and UNDP will review innovative ideas and lessons learned from other projects in the region and around the globe. This can, for instance, include examples from Algeria and Jordan that provide positive incentives towards the inclusion of women in candidate lists in the region. In Algeria, political parties can be awarded specific state funding according to the number of their women candidates elected at the national and subnational levels. In Jordan, a law adopted in October 2019 states that political parties can receive up to JOD 20,000 if they include women in the list of candidates.

Other innovations from the region that the project team will look into include those in Libya, for example, where UN Women is partnering with subnational stakeholders to foster exchanges of good practices (e.g. with the municipality of Barcelona and the government of Catalonia), which can be particularly useful in the context of subnational elections. The project team will also discuss the possibility of partnering with Ra'edat, the Arab Women Parliamentarians Network for Equality. The UN Women Regional Office for the Arab States, located in Egypt, has a strategic alliance with Ra'edat that provides mentorship to Arab MPs by former female Arab MPs. This arrangement was successfully implemented in Kuwait under the SDG5 programme. Ra'edat could be supported under activity 1.1.2.

The project team will also use lessons learned from the regional training-of-trainers programme on UN Women's Manual for Trainers on Political Leadership and Candidate Training in the Arab States Region, which concluded in November 2020. The project team will also use the tools that were developed for women aspirants in Kuwait on media engagement as well as the tools for media houses on gender mainstreaming. Lebanon could build on and adapt the same tools used by UN Women.

The project will also build on UN Women Regional Office's work on the Arab Network for Women in Elections, which is currently rolling out a regional campaign to promote women's political participation and end violence against women in elections and politics. Details on the campaign are available on the Network's Facebook page, including replays of their events (such as the video at [https://fb.watch/9KV\\_b1xKYu/](https://fb.watch/9KV_b1xKYu/)).



The project team will build on its learning from the evidence-based social norms campaign on unpaid care work led by UNDP and UN Women at the beginning of the COVID-19 pandemic in 2020. Through research findings from two rounds of experimental iteration online that included thousands of verified data points, behavioural drivers for engaging men in care work were identified. The project will use these behavioural drivers to inform insight interventions around social norm changes.<sup>22</sup>

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<sup>22</sup> Details on this behavioural insights experiment is available at <https://www.lb.undp.org/content/lebanon/en/home/blog/2021/what-gets-men--interested-in-home-care-duty--.html>.

## Risk Matrix

Risk Category	Description of the Risk	Likelihood	Impact	Risk Mitigation Plan/Actions
Political	Delay in parliamentary and municipal elections (risk mainly related to Outcome 1)	Likely	Moderate	The project has sought to diversify its partners and entry points; therefore, in working on women's leadership and voice, the project is not taking national and municipal elected positions as the only entry points for transformative change. The remaining entry points (e.g. behaviour change; smaller, more localized elections; coalition-building; etc.) can still continue with delayed elections. In addition, the project will adapt to the evolving crisis by making continuous changes to the timeline and to the focus of the elements related to the elections. In case of a delay of municipal election to 2023, the project will shift the focus of activity 1.1.2 on supporting aspiring female candidates to run for the elections for the first year of the implementation.
	Potential for UN Women and UNDP to be perceived as politically biased (Outcome 1)	Moderate	Moderate	Activities will be grounded in ensuring that equal distance is kept from all parties and stakeholders in implementation and outreach. Moreover, the work undertaken will be in line with other ongoing and planned work by UN Women and UNDP; in this way, any bias can be avoided.
	Delay in presidential elections and cabinet formation, resulting in government standstill (Outcome 2)	Moderate	High	While there is an emphasis on legal reform, the project seeks to support women's leadership across a range of formal and non-formal space and undertake longer-term behaviour change work. While the absence of a government would delay elements of the project, most of the project could move ahead, with the project management team reprioritizing efforts towards areas where a government is not needed.  While the executive branch might be paralysed, the project can continue its work with the legislative branch.

<b>Risk Category</b>	<b>Description of the Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Mitigation Plan/Actions</b>
	Unwillingness of women in traditional political parties and civil society to meet with one another (Outcome 2)	Moderate	Moderate	UN Women and UNDP will identify bridges between politics and civil society that can act as proxies in uniting aims and messages, even if people are not willing to meet.
<b>Social</b>	Potential resistance from husbands and religious leaders	Likely	Moderate	Approaches for working with men at both community (outcome 3) and within state structures (outcome 2), as well as women's collective action (outcome 1 and 2) will support increasing the acceptability of women in leadership positions.
<b>Security</b>	Civil unrest and protest arising from political tensions surrounding the elections	Likely	Moderate	To minimize the impact of civil unrest on the project, UN Women and UNDP will have a clear Business Continuity Plan in place and will closely engage in the monitoring of changes and developments in the country. UN Women and UNDP also work closely with the United Nations Department of Safety and Security to monitor situations in the country and will leverage UNDP's ongoing media monitoring and tensions monitoring work.
	Insufficient gender-related safety of project beneficiaries	Moderate	Moderate	UN Women is establishing a complaint and feedback mechanism for all its beneficiaries. In addition, the project is establishing an informal platform and mentorship programmes for women that are supported in running for elected office. To ensure women's gender-related safety (especially where media profiles are raised), UN Women will provide trainings and discussions to prepare beneficiaries in dealing with media visibility and representation.
<b>Health</b>	Nationwide lockdowns that force restrictions on meetings and free movement due to COVID-19	Moderate	Moderate	In case of nationwide lockdowns, the project team will adjust implementation formats and activity planning. If in-person meetings are prohibited, meetings where a physical presence is required will be postponed, and virtual meetings will be organized where possible.

<b>Risk Category</b>	<b>Description of the Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Mitigation Plan/Actions</b>
<b>Programme Management</b>	Partner facing delays in delivery and overpromising their ability	Moderate	Moderate	A thorough selection of partners will be based on UN HACT capacity assessments. In addition, regular monitoring by the project team will give early indications of the capabilities of the partner and of any challenges met. Regular follow-up and monitoring will also be maintained to ensure that any delays are proactively mitigated.
<b>Economic</b>	Partner not being able to access funding due to the banking crisis	Highly likely	Moderate	Closely monitor the banking system and ensure that partners are opening new, fresh USD account.
<b>Human Rights</b>	Negative implications on human rights principles including freedom of expression, freedom of movement, etc.	Unlikely	Low	UN Women und UNDP will ensure that participants are equally heard and not sidelined during discussions. Facilitators will be given extra guidance and direction to ensure impartiality, neutrality and objectivity throughout the process.
<b>Women's Rights and Gender Equality</b>	Negative implications on women's rights including cyberharassment (Outcome 1, 2 and 3)	Likely	Moderate	UNDP and UN Women will ensure strong gender sensitivity throughout the implementation of this work. Both agencies will ensure a systematic approach to this in which all programming decisions are made based on a strong gender context analysis. By building on UN Women's and UNDP's work on gender and conflict monitoring, both agencies will minimize the negative effects and maximize the positive effects of the project activities. The project is actively working on reducing cyber harassment through different activities.
<b>Climate/environmental</b>	Negative implications on the natural environment	Unlikely	Low	This project does not have any negative impacts on the climate or environment. It fosters greater dialogue between participants and may, in fact, contribute to addressing Lebanon's environmental issues. This could be achieved through the local women groups and the work with syndicates.

Risk Category	Description of the Risk	Likelihood	Impact	Risk Mitigation Plan/Actions
<b>Corruption</b>	Negative implications on anti-corruption processes in the country	Unlikely	Low	This project has a low probability of having a negative impact on anti-corruption as it aims to create platforms for greater transparency between stakeholders. In addition, it may be likely that one of the issues that project stakeholders may tackle and address is widespread corruption.
	Fraud or corruption related to implementing partners	Unlikely	High	UN Women und UNDP conduct a capacity assessment of all implementing partners prior to onboarding them to assess their control frameworks. The assessment includes risk rankings on their governance and management structures and their financial and administrative management, including internal controls to prevent fraud or corruption. Based on the results of the assessment, UN Women and UNDP request specific evidence that policies and procedures are in place prior to contracting them as an implementing partner. In addition, each partner must meet mandatory and/or pre-qualification criteria, including on whether or not they have ever been found subject to a finding of fraud or other misconduct. A peer review committee assesses the organization technically (on its methodology, adherence to UN Women and UNDP policies, management and personnel) and financially and selects the most suitable agency to partner with.
<b>Other</b>	Possible departure of project participants from the country	Unlikely	Low	The project cannot prevent women and men from leaving the country, nor can it control the general brain drain in Lebanon. However, UN Women and UNDP will select the women involved in the project carefully to ensure that project implementation is not harmed as a result of beneficiaries and stakeholders leaving the country.

Risk Category	Description of the Risk	Likelihood	Impact	Risk Mitigation Plan/Actions
	Backlash against empowering women in politics	Likely	Moderate	UN Women und UNDP will build on its experience in working on women’s political participation, building on its work during the election in 2018 to activity work on empowering women in politics. To reduce the backlash against women in politics, UN Women and UNDP will continue raising awareness on the importance of women’s participation across its programme portfolio, thereby creating a more enabling environment for women’s engagement.
	Time poverty, namely a lack of time for women to engage in trainings (Outcome 1) and mentoring activities (Outcome 2)	Likely	Moderate	UN Women and UNDP are planning to provide childcare stipends to women attending trainings and other activities.

#### Annexes

- A1 – Project Budget
- A2 – Project Workplan
- A3 – Logic Model

<b>Women's Participation in Leadership</b>	
Ultimate Outcome	Increased gender equality and enjoyment of human rights by women, in all of their diversity, across political and civic spaces in Lebanon

#	Results	Total					UN Women					UNDP				
		Year 1	Year 2	Year 3	Total USD	Total CAD	Year 1	Year 2	Year 3	Total USD	Total CAD	Year 1	Year 2	Year 3	Total USD	Total CAD
						1,276					1,276					1,276
Intermediate Outcome 1	Increased participation of women who assume leadership positions and promote gender justice in political and civic spaces	215,000	471,000	389,000	1,075,000	1,371,700	130,000	273,000	267,000	670,000	854,920	85,000	198,000	122,000	405,000	516,780
Immediate Outcome 1.1	Increased awareness, knowledge, skills and linkages of current and aspiring Members of Municipal Councils to obtain and succeed in elected office	40,000	40,000	40,000	120,000	153,120	-	-	-	-	-	40,000	40,000	40,000	120,000	153,120
Activity 1.1.1	Provide support, including technical assistance and capacity building for aspiring female candidates running for municipal elections and provide and peer-to-peer mentoring for newly elected municipal councilors, in partnership with civil society groups	40,000	40,000	40,000	120,000	153,120						40,000	40,000	40,000	120,000	153,120
Immediate Outcome 1.2	Increased awareness, knowledge, skills and linkages of current and aspiring Members of Parliament to obtain and succeed in elected office	85,000	115,000	185,000	385,000	491,260	85,000	115,000	185,000	385,000	491,260	-	-	-	-	-
Activity 1.2.1	Provide support (including constituency-building) and peer-to-peer mentoring to newly elected female members of parliament in partnership with civil society groups	40,000	40,000	40,000	120,000	153,120	40,000	40,000	40,000	120,000	153,120					
Activity 1.2.2	Support potential leaders and candidates who are seeking to run in the 2026 parliamentary elections, and link them to elected female leaders	-	30,000	100,000	130,000	165,880		30,000	100,000	130,000	165,880					
Activity 1.2.3	Support key stakeholders to design and implement initiatives to prevent, mitigate and respond to violence against women in politics, including cyberbullying, against women elected leaders and aspiring candidates	45,000	45,000	45,000	135,000	172,260	45,000	45,000	45,000	135,000	172,260					
Immediate Outcome 1.3	Improved skills of emerging female leaders across civic spaces (universities and syndicates) to occupy positions of leadership within their sectors, including in elected bodies	90,000	316,000	164,000	570,000	727,320	45,000	158,000	82,000	285,000	363,660	45,000	158,000	82,000	285,000	363,660
Activity 1.3.1	Identify university secular clubs and syndicates, select potential female leaders and develop action plans to enhance women's leadership in identified spaces	40,000	-	-	40,000	51,040	20,000			20,000	25,520	20,000	-	-	20,000	25,520
Activity 1.3.2	Provide political coaching and training to identified female leaders, and link women to decision-making positions through creating mentoring opportunities between female leaders within sectors and in elected office	50,000	316,000	164,000	530,000	676,280	25,000	158,000	82,000	265,000	338,140	25,000	158,000	82,000	265,000	338,140
Intermediate Outcome 2	Enhanced advancement of key gender reforms and accountability measures on women's rights and feminist leadership by feminist coalitions and national women rights machinery	310,000	245,000	245,000	800,000	1,020,800	170,000	145,000	145,000	460,000	586,960	140,000	100,000	100,000	340,000	433,840
Immediate Outcome 2.1	Enhanced capacity of feminist coalitions, alliances and the national women's rights machinery to advocate for gender-responsive reforms, with a focus on personal status, sexual and gender-based violence, nationality reform, and quotas in elected bodies	220,000	195,000	195,000	610,000	778,360	170,000	145,000	145,000	460,000	586,960	50,000	50,000	50,000	150,000	191,400
Activity 2.1.1	Support to short term, adhoc and pragmatic alliance building between women's rights actors (male and female) and allies across civil society, academic, private sector and government to realise the application of a gender quota	50,000	50,000	50,000	150,000	191,400						50,000	50,000	50,000	150,000	191,400
Activity 2.1.2	Support the national women's machinery (NCLW) to bring forth transformative change towards gender equality and women's rights.	30,000	30,000	30,000	90,000	114,840	30,000	30,000	30,000	90,000	114,840					
Activity 2.1.3	Support the building of a cohesive women's movement in Lebanon through the Feminist Civil Society Platform, with the aim of implementing priorities related to women's leadership and reform.	100,000	100,000	100,000	300,000	382,800	100,000	100,000	100,000	300,000	382,800					
Activity 2.1.4	Develop evidence around gender justice for action-oriented advocacy	40,000	15,000	15,000	70,000	89,320	40,000	15,000	15,000	70,000	89,320					
Immediate Outcome 2.2	Increased skills and linkages of newly established Women Leaders Groups (WLG) to advocate for gender-responsive reforms at the municipal level	90,000	50,000	50,000	190,000	242,440						90,000	50,000	50,000	190,000	242,440
Activity 2.2.1	Support the establishment of women leaders' groups based on an outreach and selection campaign	25,000			25,000	31,900						25,000			25,000	31,900
Activity 2.2.2	Support to women leaders' groups to localize priorities related to women's leadership and reform	65,000			65,000	82,940						65,000			65,000	82,940
Activity 2.2.3	Support WLGs in influencing stakeholders, decision-makers, political parties, and community leaders on women's public/political participation and gender justice		50,000	50,000	100,000	127,600							50,000	50,000	100,000	127,600

Intermediate Outcome 3	Increased commitment of men and women to challenge barriers for women's leadership and political participation with a focus on time poverty and gender bias	142,000	132,000	132,000	406,000	518,056							142,000	132,000	132,000	406,000	518,056
Immediate Outcome 3.1	Increased positive reception by audiences of traditional and online media to women's leadership role and public representation	72,000	62,000	62,000	196,000	250,096							72,000	62,000	62,000	196,000	250,096
Activity 3.1.1	Develop evidence around women's leadership and engagement in public life for action-oriented advocacy	12,000	2,000	2,000	16,000	20,416							12,000	2,000	2,000	16,000	20,416
Activity 3.1.2	Use data-driven approaches to identify, test and promote women's profiles	60,000	60,000	60,000	180,000	229,680							60,000	60,000	60,000	180,000	229,680
Immediate Outcome 3.2	Increased engagement of men in household duties and care work	70,000	70,000	70,000	210,000	267,960							70,000	70,000	70,000	210,000	267,960
Activity 3.2.1	Provide engagement opportunities and platforms to test men's resonance with homework and identify incentives for consistent commitment	60,000	60,000	60,000	180,000	229,680							60,000	60,000	60,000	180,000	229,680
Activity 3.2.2	Network and broker for learning dissemination and evidence-based advocacy	10,000	10,000	10,000	30,000	38,280							10,000	10,000	10,000	30,000	38,280
	<b>Total activities</b>	<b>667,000</b>	<b>848,000</b>	<b>766,000</b>	<b>2,281,000</b>	<b>2,910,556</b>	<b>300,000</b>	<b>418,000</b>	<b>412,000</b>	<b>1,130,000</b>	<b>1,441,880</b>	<b>367,000</b>	<b>430,000</b>	<b>354,000</b>	<b>1,151,000</b>	<b>1,468,676</b>	
	<b>Total Management and Operational Costs</b>	<b>445,746</b>	<b>445,746</b>	<b>455,746</b>	<b>1,347,237</b>	<b>1,719,074</b>	<b>293,009</b>	<b>293,009</b>	<b>303,009</b>	<b>889,027</b>	<b>1,134,398</b>	<b>152,737</b>	<b>152,737</b>	<b>152,737</b>	<b>458,210</b>	<b>584,676</b>	
UNDP	Project Manager - NPSA9 - 100%	60,447	60,447	60,447	181,341	231,391							60,447	60,447	60,447	181,341	231,391
UNDP	Project Officer - NPSA8 - 100%	51,514	51,514	51,514	154,542	197,196							51,514	51,514	51,514	154,542	197,196
UNDP	Operation Cost (rent, equipments, support cost)	20,776	20,776	20,776	62,327	79,529							20,776	20,776	20,776	62,327	79,529
UNDP	Head of Solution Mapping (20% NOB) (In-kind-contribution for innovation under O3)	18,619	18,619	18,619	55,857	71,274							18,619	18,619	18,619	55,857	71,274
UNDP	Gender Analyst (10% NOA) (in-kind contribution for overall support on gender)	12,945	12,945	12,945	38,835	49,553							12,945	12,945	12,945	38,835	49,553
		-	-	-	-	-							-	-	-	-	-
UN Women	Head of Office (P5) (in-kind contribution for overall project oversight)	26,500	26,500	26,500	79,500	101,442	26,500	26,500	26,500	79,500	101,442						
UN Women	Programme Specialist (10% NOC) (in-kind contribution for programme support)	16,800	16,800	16,800	50,400	64,310	16,800	16,800	16,800	50,400	64,310						
UN Women	Planning & Coordination Specialist (10% P3) (in-kind contribution for M&E support)	22,000	22,000	22,000	66,000	84,216	22,000	22,000	22,000	66,000	84,216						
UN Women	UN Women Project Manager (NOB)	152,679	152,679	152,679	458,037	584,455	152,679	152,679	152,679	458,037	584,455						
UN Women	Project Assistant (50 %)	15,000	15,000	15,000	45,000	57,420	15,000	15,000	15,000	45,000	57,420						
UN Women	Operations Associate (G6) - 15 %	15,330	15,330	15,330	45,990	58,683	15,330	15,330	15,330	45,990	58,683						
UN Women	UN Women Operational Costs	40,000	40,000	40,000	120,000	153,120	40,000	40,000	40,000	120,000	153,120						
UN Women	Monitoring and Evaluation	50,000	50,000	60,000	160,000	204,160	50,000	50,000	60,000	160,000	204,160						
UN Women	Communication	40,000	40,000	40,000	120,000	153,120	20,000	20,000	20,000	60,000	76,560	20,000	20,000	20,000	60,000	76,560	
UN Women	PSEA training for implementing partners (in-kind contribution)	10,000	10,000	10,000	30,000	38,280	10,000	10,000	10,000	30,000	38,280						
	<b>1% of the total programmable budget for the Administrative Agent</b>	<b>11,127</b>	<b>12,937</b>	<b>12,217</b>	<b>36,282</b>	<b>46,296</b>	<b>11,127</b>	<b>12,937</b>	<b>12,217</b>	<b>36,282</b>	<b>46,296</b>						
	<b>Indirect Costs GMS (7 %)</b>	<b>77,892</b>	<b>90,562</b>	<b>85,522</b>	<b>253,977</b>	<b>324,074</b>	<b>41,511</b>	<b>49,771</b>	<b>50,051</b>	<b>141,332</b>	<b>180,339</b>	<b>36,382</b>	<b>40,792</b>	<b>35,472</b>	<b>112,645</b>	<b>143,735</b>	
	<b>Total (Canada)</b>	<b>1,201,765</b>	<b>1,397,245</b>	<b>1,319,485</b>	<b>3,918,496</b>	<b>5,000,000</b>	<b>645,647</b>	<b>773,717</b>	<b>777,277</b>	<b>2,196,641</b>	<b>2,802,914</b>	<b>556,118</b>	<b>623,528</b>	<b>542,208</b>	<b>1,721,854</b>	<b>2,197,086</b>	
	<b>UN contribution (7.7 %)</b>	<b>106,864</b>	<b>106,864</b>	<b>106,864</b>	<b>320,592</b>	<b>409,075</b>	<b>75,300</b>	<b>75,300</b>	<b>75,300</b>	<b>225,900</b>	<b>288,248</b>	<b>31,564</b>	<b>31,564</b>	<b>31,564</b>	<b>94,692</b>	<b>120,827</b>	
	<b>Total (Canada plus UN contribution)</b>	<b>1,308,629</b>	<b>1,504,109</b>	<b>1,426,349</b>	<b>4,239,088</b>	<b>5,409,075</b>	<b>720,947</b>	<b>849,017</b>	<b>852,577</b>	<b>2,422,541</b>	<b>3,091,163</b>	<b>587,682</b>	<b>655,092</b>	<b>573,772</b>	<b>1,816,546</b>	<b>2,317,913</b>	



## Women's Participation in Leadership

Ultimate Outcome Increased gender equality and enjoyment of human rights by women, in all of their diversity, across political and civic spaces in Lebanon

#	Results	Year 1 (April 2022- March 2023)				Year 2 (April 2023 - March 2024)				Year 3 (April 2024 - 2025)			
		Q 1	Q2	Q3	Q4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Intermediate Outcome 1	Women have increased capacity to assume leadership in political and civic spaces												
Immediate Outcome 1.1	Increased awareness, knowledge, skills and linkages of current and aspiring Members of Municipal Councils to obtain and succeed in elected office												
Activity 1.1.1	Provide support, including technical assistance and capacity building for aspiring female candidates running for municipal elections and provide and peer-to-peer mentoring for newly elected municipal councilors, in partnership with civil society groups		X	X	X	X	X	X					
Immediate Outcome 1.2	Increased awareness, knowledge, skills and linkages of current and aspiring Members of Parliament to obtain and succeed in elected office												
Activity 1.2.1	Provide support (including constituency-building) and peer-to-peer mentoring to newly elected female members of parliament in partnership with civil society groups	X	X	X	X	X	X	X	X				
Activity 1.2.2	Support potential leaders and candidates who are seeking to run in the 2026 parliamentary elections, and link them to elected female leaders			X	X	X	X	X	X	X	X	X	X
Activity 1.2.3	Support key stakeholders to design and implement initiatives to prevent, mitigate and respond to violence against women in politics, including cyberbullying, against women elected leaders and aspiring candidates	X	X	X	X	X	X	X	X	X	X	X	X
Immediate Outcome 1.3	Improved skills of emerging female leaders across civic spaces (universities and syndicates) to occupy positions of leadership within their sectors, including in elected bodies												
Activity 1.3.1	Identify university secular clubs and syndicates, select potential female leaders and develop action plans to enhance women's leadership in identified spaces	X	X										
Activity 1.3.2	Provide political coaching and training to identified female leaders, and link women to decision-making positions through creating mentoring opportunities between female leaders within sectors and in elected office			X	X	X	X	X	X	X	X		
Intermediate Outcome 2:	Enhanced advancement of key gender reforms and accountability measures on women's rights and feminist leadership by feminist coalitions and national women												
Immediate Outcome 2.1	Enhanced capacity of feminist coalitions, alliances and the national women's rights machinery to advocate for gender-responsive reforms, with a focus on personal status, sexual and gender-based violence, nationality reform, and quotas in elected bodies												
Activity 2.1.1	Support to short term, adhoc and pragmatic alliance building between women's rights actors (male and female) and allies across civil society, academic, private sector and government to realise the application of a gender quota	X	X	X	X	X	X	X	X	X	X	X	X
Activity 2.1.2	Support the national women's machinery (NCLW) to bring forth transformative change towards gender equality and women's rights.	X	X	X	X	X	X	X	X	X	X	X	X
Activity 2.1.3	Support the building of a cohesive women's movement in Lebanon through the Feminist Civil Society Platform, with the aim of implementing priorities related to women's leadership and reform	X	X	X	X	X	X	X	X	X	X	X	X
Activity 2.1.4	Develop evidence around gender justice for action-oriented advocacy	X	X	X	X	X	X	X	X	X	X	X	X
Immediate Outcome 2.2	Increased skills and linkages of newly established Women Leaders Groups (WLG) to advocate for gender-responsive reforms at the municipal level												
Activity 2.2.1	Support the establishment of women leaders' groups based on an outreach and selection campaign	X	X										
Activity 2.2.2	Support women leaders' groups in localizing priorities related to women's leadership and reform		X	X	X	X							
Activity 2.2.3	Support WLGs in influencing local stakeholders and decision makers on women's public/political participation and gender justice					X	X	X	X	X	X	X	X
Intermediate Outcome 3	Increased commitment of men and women to challenge barriers for women's leadership and political participation with a focus on time poverty and gender bias												
Immediate outcome 3.1	Audiences of traditional and online media are more receptive to women's leadership role and public representation												
Activity 3.1.1	Develop evidence around women's leadership and engagement in public life for action-oriented advocacy		X	X	X	X	X	X	X	X	X	X	X

Activity 3.1.2	Use data-driven approaches to identify, test and promote women's profiles					x	x	x	x	x	x	x	x
Immediate outcome 3.2	Increased engagement of men in household duties and care work												
Activity 3.2.2	Provide engagement opportunities and platforms to test men's resonance with homecare duty and identify incentives for consistent commitment	x	x	x	x	x	x	x	x	x	x	x	x
Activity 3.2.2	Network and broker for learning dissemination and evidence-based advocacy			x	x	x	x	x	x	x	x	x	x

Annex 3 Logic Model: Women’s Participation in Leadership (WPIL) – June 2022

Ultimate	1000: Increased gender equality and enjoyment of human rights by women, in all of their diversity, across political and civic spaces in Lebanon						
Intermediate	1100: Increased participation of women who assume leadership positions and promote gender justice in political and civic spaces		1200: Enhanced advancement of key gender reforms and accountability measures on women’s rights and feminist leadership by feminist coalitions and national women rights machinery			1300: Increased commitment of men and women to challenge barriers for women’s leadership and political participation with a focus on time poverty and gender bias	
Immediate	1110: Increased awareness, knowledge, skills and linkages of current and aspiring Members of Municipal Councils to obtain and succeed in elected office	1120: Increased awareness, knowledge, skills and linkages of current and aspiring Members of Parliament to obtain and succeed in elected office	1130: Improved skills of emerging female leaders across civic spaces (universities and syndicates) to occupy positions of leadership within their sectors, including in elected bodies	1210: Enhanced capacity of feminist coalitions, alliances and the national women’s rights machinery to advocate for gender-responsive reforms, with a focus on personal status, sexual and gender-based violence, nationality reform, and quotas in elected bodies	1220: Increased skills and linkages of newly established Women Leaders Groups (WLG) to advocate for gender-responsive reforms at the municipal level	1310: Increased positive reception by audiences of traditional and online media to women’s leadership role and public representation	1320: Increased engagement of men in household duties and care work
Outputs	1111: Support/training provided for municipal	1121: Support to female members of parliament	1131: Civil sector institutions (university secular clubs and	1211: Alliances build to advocate for the application of a gender quota	1221: Women leaders groups established 1222:	1311: Women nominated and included in the women’s leadership database.	1321: Engagement opportunities provided for men to test men’s resonance with home-care duties

Annex 3 Logic Model: Women’s Participation in Leadership (WPIL) – June 2022

	leaders/ candidates	<p>1122: Trainings for aspiring women candidates for the 2026 parliamentary election</p> <p>1123: Initiatives implemented to prevent, mitigate and respond to VAWP</p>	<p>syndicates) are selected and supported</p> <p>1132: Coaching and training opportunities between female leaders in civic spaces and in elected office created</p>	<p>1212: Technical assistance provided to NCLW</p> <p>1213: Stronger feminist platform created</p> <p>1214: Evidence developed around gender justice</p>	<p>Training and technical support provided to women leader groups to develop localized action plans.</p> <p>1223: Women leader groups supported and initiatives carried out to influence decision-makers on WIPL and gender justice</p>	<p>1312: Data-driven approaches are used to identify, test and promote women’s profiles</p>	<p>1322: Learning and evidence-based advocacy about engaging men in care work for greater women’s control over time &amp; leadership.</p>
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