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UNITED NATIONS DEVELOPMENT PROGRAMME

Lebanese Electoral Assistance Project (LEAP)
for the 2013 Parliamentary Elections

Project Document
Proposed 24 July 2012
Revised 20 November 2012

Project Dates: 1 October 2012 – 31 December 2013

Project Document

Country	Lebanon
Project Title	Lebanese Electoral Assistance Project (LEAP) for the 2013 Parliamentary Elections
UNDAF Outcome(s)	By 2014, good governance reforms, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability are institutionalized at different levels
Expected CP Outcome(s)	Accountability of state institutions, and inclusive participation, strengthened
Expected CPAP Output(s)	Transparency and accountability in public institutions and efficiency in administration of justice and parliamentary affairs improved
Implementing partner	UNDP
Responsible Parties	Ministry of Interior and Municipalities (MOIM) Supervisory Commission for the Electoral Campaign (SCEC) Constitutional Council, State Council and Ministry of Justice Civil Society Organisations

Parliamentary elections will be held in Lebanon in June 2013. While there were generally positive assessments of the previous elections in 2009, there have been sustained calls for the adoption of significant electoral reforms that would strengthen public confidence in the electoral process. Draft legislation that is currently being considered by Parliament proposes a series of measures to improve the way in which elections are conducted, including the introduction of official ballots and measures to increase the number of women candidates, as well as a new electoral system and the implementation of out-of-country voting. As many of these issues are politically contentious, there is still no consensus on whether they will apply to the 2013 elections.

With the exception of the civil war period, Lebanon has regularly held multi-party elections. Nevertheless, there is the need to build the institutional capacities of the election management structures, currently the responsibility of the Ministry of Interior and Municipalities (MOIM), especially in relation to mechanisms for the implementation of reforms and enabling transparency and openness in the electoral process. Other electoral actors, such as the Supervisory Commission for the Election Campaign (SCEC) and judicial bodies with responsibilities for electoral disputes, also require capacity support. Lebanese citizens have a broad experience of electoral issues, but significant efforts are needed to provide effective voter education to inform voters of new procedural changes and to build confidence in the electoral process. A fundamental problem in Lebanon is the weak opportunities that are provided to women to participate in the electoral process, with women holding just 3 per cent of parliamentary seats.

To address these issues, this project has the objective *to strengthen the capacity of stakeholders for the conduct of transparent and inclusive elections in Lebanon*. Through a multi-component approach, the project's intended outcomes is to provide a strengthened capacity for: (1) the management and administration of Elections (2) the supervision of election campaigns and accreditation of observers (3) the provision of voter education initiatives (4) the resolution of electoral disputes, and (5) initiatives to improve election opportunities for women. The project is based on a March 2012 needs assessment with stakeholders in Lebanon, undertaken by the UN Electoral Assistance Division (UNEAD), with UNDP participation, which identified *inter alia* that support was required to further improve election management. The project also builds upon previous electoral assistance for the 2009 parliamentary elections and 2010 municipal elections provided by different agencies, including UNDP, the European Union and USAID through the International Foundation for Electoral Systems (IFES). In addition, UNDP and other agencies have been engaged in on-going projects to support electoral reform in Lebanon since 2005.

Project Period: 1 October 2012 – 31 December 2013 *Key Result Area:* Democratic Governance *Project Title:* Lebanese Electoral Assistance Programme (LEAP) for the 2013 Parliamentary Elections *Project ID:* 00083474 *Management Arrangements:* Direct Implementation Modality (DIM)	Total Budget **6,096,849 USD** **(10,084,739 USD** in case major reforms are adopted) Allocated basket fund resources: USAID: US$1,699,994 EC: provisional discussions of $3,886,700 (€3,000,000) UK: $399,425 (£250,000) UNDP: US$50,000 Resources to be mobilised 60,730 USD

Agreed by Government: H.E. Mr. Marwan Charbel
Minister of Interior and Municipalities

Signature: _____ **Date:** 7 / 12 / 2012

Agreed by UNDP: Mr. Robert Watkins
UNDP Resident Representative

Signature: _____ **Date:** 7 déc.'12

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List of Abbreviations

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

I. Situation Analysis

Background

Parliamentary elections in Lebanon are scheduled for June 2, 2013. These elections will be a significant step in the country's progress towards building accountable, sustainable and effective democratic institutions. They will take place in a domestic context of polarization between governing and opposition political parties as well as concerns over security that is aggravated by the ongoing conflict in Syria. Elections in Lebanon will also be considered against a regional backdrop of ongoing democratic transformation referred to as Arab Spring, where a number of countries have made significant progress in terms of democratic participation and inclusive elections. This context has led to some actors raising fears that the 2013 elections may be postponed because of the deterioration of the security situation.[1]

Lebanon has a long tradition for the conduct of multi-party elections, most recently the parliamentary polls of June 2009 and municipal polls of May 2010; nevertheless, there have been sustained calls by civil society actors for comprehensive electoral reforms to be put in place to build public confidence in the credibility and integrity of governing institutions and the political process. Many of the proposed items for reform have been endorsed in the recommendations of international elections observation missions as being necessary in order to bring Lebanese elections closer in line with international standards and best practices related to democratic elections. These proposed reforms include: increasing the number of women elected to parliament; lowering the voting from the current 21 years; allowing official ballot papers to protect voter secrecy; facilitating voting by expatriates; and establishing an independent election body to prevent political interference in the management of elections. However, much of the political debate on reform has focused on the specific issue of changing the electoral system, especially a proposed change from the current 'winners take all' model to one that uses proportional representation (PR).

Overview of electoral law reform process

In its June 2011 Ministerial Policy Statement, the current Council of Ministers committed itself to preparing new electoral legislation within one year. In October 2011, a drafting committee established by H.E. Marwan Charbel, the Minister of Interior and Municipalities released a draft election law, which incorporated many of the proposals for reform that had been included in earlier draft legislation,[2] which was submitted to the Council of Ministers for approval. After prolonged discussion, the draft law was approved by the Cabinet in August 2012 and submitted to Parliament. In addition to the Cabinet's draft law, three other draft laws have also been prepared by Members of Parliament and submitted for parliamentary review. In September 2012, a Joint Parliamentary Commission commenced its review of the four draft laws, a process that is on-going. During the parliamentary review process, the Minister of Interior and civil society representatives have been invited to present arguments on the proposed reforms, including their feasibility and budgetary implications.

There is no stipulated timeframe by which time the parliamentary review must be completed, and there are concerns that political disagreements may delay the process or simply block agreement on new electoral legislation. In the case that no new law is adopted by the deadline for the parliamentary elections to be called (which is 2 March, 2013), the elections will be conducted under the provisions of current election legislation, namely Law No 25 of 2008, and which was used in the 2009 elections. When it was adopted, the current law had itself introduced some elements of reform, such as the conduct of polling on one day only, and the establishment of the quasi-autonomous Supervisory Commission for the Electoral Campaign (SCEC) with responsibility to oversee a new regulatory framework for campaign finance and media coverage.

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[1] In order to postpone parliamentary elections to a new date, a vote of Parliament is required.

[2] A draft election law was prepared in June 2006 by the National Commission on the Electoral Law (known as the Boutros Commission) an independent official review body. A further draft law was prepared in June 2011 by H.E. Ziyad Baroud (the then Minister of Interior). A third draft law has also been prepared in June 2011 by the Civil Campaign for Electoral Reform (CCER), a coalition of civil society organisations. Numerous other draft laws exist, prepared by individual activists, political parties and other actors.

Nevertheless, many stakeholders consider the current law to be problematic, with numerous omissions and ambiguities, and in need of comprehensive review and reform. Within this context, the Ministry of Interior and Municipalities (MOIM), which has responsibility for electoral operations, has started preparations for the 2013 elections under the current law; however in recognition of the extensive resources and planning required for the adoption of proposed reforms, the MOIM is also undertaking initial contingency planning in the case that reforms are adopted at a later stage.

Overview of proposed reforms

The four draft election laws all propose the adoption of a number of reforms, including the introduction of official uniform ballot papers, which are seen as a crucial benchmark for whether the 2013 elections will be seen to represent positive progress. The current system – where voters use scraps of paper that can be traced back to the voter – is heavily criticized as being both a violation to the principle of a secret ballot and as a practice that encourages vote-buying. Many actors consider there be political consensus on the issue of adopting standardised ballots, but that political stalemate may prevent the reform from taking place.

The voting age in Lebanon is set by the Constitution at 21 years and cannot be changed by draft legislation alone. In 2009, Parliament unanimously agreed to initiate a process to amend the Constitution to lower the voting age to 18 years but the second stage of the amendment process failed to garner enough votes. It is unlikely that a process to amend the Constitution will take place ahead of the 2013 election; however, if voting age were to be lowered, there would not be a significant operational or planning impact so long as the decision took place before the close of the voter register in March 2013.

Under the current law, out-of-country voting (OCV) for Lebanese expatriate citizens is required to be implemented for the 2013 elections. The issue has a high level of political sensitivity given the perceived confessional composition of the Lebanese expatriate community, and there is a lack of political consensus on the issue. Many actors have also questioned the operational feasibility of the OCV structure that is in place, especially as limited efforts have so far been made to prepare for its implementation, including a very low level of take-up of expatriate Lebanese to register to vote overseas.

Despite the calls from reform advocates to do so, the Cabinet's draft law does not propose the establishment of an independent election management body to replace the MOIM; instead, the draft proposes that a quasi-independent Supervisory Commission will be re-established for the 2013 elections with enhanced responsibilities and an altered composition, but continuing to work within the budget of the MOIM. The Supervisory Commission's main responsibilities relate to the supervision and monitoring of election campaigns. The draft law seeks to improve some problematic aspects of the regulatory framework for election campaigns, especially as the primary criticism of the 2009 elections related to the excessive spending on candidates' electoral campaigns. However, there would be concerns as to whether there will be a sufficient timeframe for the SCEC to be properly established with a functional capacity.

Currently, just 3 per cent of parliament deputies are women. One consequence of the debate on the different systems of electoral systems being proposed is whether there can be measures adopted to introduce a quota for a minimum number of women candidates. The Cabinet's draft law, which backs a PR-system, includes a proposal for a requirement for electoral lists to include at least one woman candidate, although this has been criticised as inadequate. None of the other draft laws have proposed measures for improving women's participation and many actors are concerned that keeping the current electoral system may continue to result in low numbers of women being elected.

In addition to the reforms proposed in the draft laws, a number of improvements to the electoral framework are achievable through the adoption of new regulatory procedures or operational practices that do not require legislative approval, but which can be introduced though ministerial decisions. This includes the adoption of improved procedures for the results process, and the SCEC's adoption of improved campaign regulations. Ministerial decisions could also lead to significant improvements in procedures that would facilitate the access of Persons With Disabilities to the election process. International observer groups, including the EU EOMs, have also highlighted the necessity for these kinds of improvements to be introduced.

Moreover, many of the positive assessments made of the 2009 elections related to measures that sought to enhance transparency and openness, including the establishment of a website, the prompt publication of all decisions and frequent media briefings that will need to be reapplied and reinforced if there is to be public confidence in the credibility and integrity of the electoral process. Additional factors that are relevant to ensuring a professional and credible election administration relate to the training of electoral officials and polling staff, including the members of the SCEC and their monitoring staff. One specific area of improvement in 2009 to previous elections was the adoption of a framework for the accreditation of observers. The role of observers – both national and international – is now established in Lebanon and the Lebanese authorities and electoral stakeholders have already indicated their expectation that international observers would again be deployed.

Overview of stakeholder capacities

Through its conduct of the 2009 and 2010 polls, the MOIM has established a reputation as an effective election administrator;[3] however, in terms of its electoral capacity, the MOIM is both under-staffed and under-resourced. The MOIM Directorate-General of Political Affairs and Refugees (DGPAR), which has the main responsibility for electoral operations and which led the preparation of the Draft Electoral Law, has a limited staff who cover electoral preparations. Other MOIM officials, including local governors and ranking police officers, will be called upon to supplement this team when needed.

The DGPAR has commenced initial operational preparations for the 2013 elections but there are questions on whether the operational, financial and human resources are sufficient to prepare for the challenges that will arise if e.g. ballot papers are adopted. As many of the proposed reforms are new to Lebanon, there is no pool of knowledge or experience for the DGPAR to call upon from within the MOIM, and institutional restrictions on the availability of ministry resources may lead to many management positions remaining empty.

The MOIM Directorate-General of Personal Status (DGPS) has the mandate to implement an annual update of the voter register, as well as maintain the civil register and issues national identity cards, but it too has over-stretched capacities. On 10 December 2012, it will commence voter registration for the 2013 polls. Specific questions arise as to whether Lebanese authorities has sufficient capacities to process the changes to the voter registration framework brought about by the registration of expatriate citizens in their country of residence. Under current legislation, voter registration for expatriate citizens – whereby eligible Lebanese voters living overseas may to choose in which country they wish to cast their vote – must end by 31 December 2012.

The SCEC is an ad hoc institution established by the current election law and which is currently dormant, without any members, staff or functional capacity. It is unclear when its new members will be appointed or when it will commence its operations. There is limited knowledge and experience of the capacity of the judicial bodies that have jurisdiction on electoral disputes, including the Constitutional Council and the State Council.

Civil society has played a prominent and active role on electoral issues, both as observers and as campaigners and advocates for reform. The lead group is the Lebanese Association for Democratic Elections (LADE), a broad-based membership organization which also heads the Civil Campaign for Electoral Reform (CCER), a coalition working on the issue since 2006 and which continues to lobby hard for the adoption of election reforms, especially the adoption of PR. LADE and others are expected to deploy observers countrywide on election day, as well as provide voter education initiatives. There have been limited attempts between the MOIM and civil society to build partnerships on electoral issues, despite the common position they have had on a number of the reform measures. Two notable exceptions are groups representing Persons With Disabilities who have engaged with the MOIM and other Ministries to address issues on accessibility,

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[3] For example, the MOIM won the 2010 UN Public Service Award.

and the 2009 invitation by the Minister of Interior for civil society to nominate an independent representative to work as an adviser to the Minister. There are no formal measures by which the MOIM liaises with political parties on electoral issues or engages with registered candidates, although informal cross-party meetings regularly take place.

Overview of international electoral assistance

UNDP has been continuously engaged in providing electoral assistance in Lebanon since 2005. Its initial role supported the work of the National Commission for Electoral Law in the preparation of a new draft electoral law, published in 2006 and which was followed by a comprehensive stakeholder awareness campaign. From spring 2008 to spring 2012, UNDP managed the Strengthening Electoral Processes in Lebanon project to support the MOIM in its preparations and delivery of electoral management responsibilities for the 2009 and 2010 elections. The project was financed through a Multi-Donor Basket Fund supported by Spain, Canada, Norway, Denmark, and Belgium. The project included assistance on training of polling officials, voter education and public awareness and initiatives to promote transparency, as well as the provision of technical advisors and support staff to assist ministry staff and activities to promote the participation of women in the electoral process. In 2010 and 2011, the UNDP project also focused on providing support to the electoral law reform initiatives undertaken by the MOIM. Since the start of 2012, UNDP has utilized core funding to provide assistance to support the MOIM on electoral communication initiatives. UNDP's electoral activities have benefited from the presence of a small UNDP technical office within the Ministry. A series of positive evaluations have been made of the UNDP electoral assistance activities and have highlighted the strong and effective relations and partnership that have been established between the MOIM and the UNDP.

The EU provided a directly-implemented electoral assistance program for the 2009 elections that focused on support to the SCEC and the procurement of election equipment, and in 2010 conducted a lessons learned seminar for the SCEC as well as engaging in a joint feasibility study (with IFES) on ballot production and the establishment of an independent election commission. In May 2012, the EU launched a call for proposals for the funding of civil society activities to promote the adoption of electoral reforms. It is expected that the EU may again deploy an observation mission for the 2013 elections. EU Member States have provided bilateral support to a wide range of electoral assistance.

Through USAID funding, IFES implemented an electoral assistance program to the MOIM for the period from 2008 to 2011 that focused on building professional capacity. IFES also provided technical assistance on electoral reform initiatives, including an electoral system simulator, as well as working on an electoral risk analysis that was funded by the UK Embassy. USAID and other US government funding also supported a range of civil society projects to support electoral reform initiatives, in particular through the National Democratic Institute (NDI), who have provided extensive support to the work of LADE on election observation and CCER on electoral reform. NDI, The Carter Centre, *La Francophonie* and the Arab League also deployed observation missions for the 2009 elections.

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

The engagement of international electoral assistance has contributed to an extensive pool of expertise and core resource materials on electoral issues. In terms of support to the electoral management, this includes a group of trained trainers at the MOIM and an archive of related documentation, such as training manuals, an electoral system simulator and feasibility studies on proposed reforms.

Challenges to the Election Process

The 2013 parliamentary elections in Lebanon face the following key challenges:

- Political and legal uncertainties on the legal and regulatory framework that will be in place for the 2013 elections, and the risk of political interference in the electoral process;
- Limited operational and technical capacities for electoral management, including a short-timeframe to prepare for and implement possible electoral reforms proposed in draft legislation;
- An inadequate framework and limited technical capacities for effectively regulating the role of campaign finance and media coverage of the elections so as to ensure fair electoral campaigning;
- Low levels of formalised transparency in the electoral process, and limited capacities in the use of media, including social media, to inform the electorate;
- Low levels of stakeholder and public awareness on the electoral process, especially if electoral reforms are adopted;
- Limited capacity by judicial bodies for the effective resolution of electoral disputes;
- Low levels of participation of women in the electoral process;
- The risk that pubic confidence in the credibility of the electoral process will be undermined in the case that these challenges are not addressed.

To support initiatives that may address the identified issues, the UNDP proposes the Lebanese Election Assistance Programme (LEAP) for the period 1 October 2012 to 31 December 2013.

II. Project Strategy

The objective of the LEAP project is *to strengthen the capacity of stakeholders for the conduct of transparent and inclusive elections in Lebanon*. This objective is in harmony with the intended outcomes of the UNDP's Country Programme of Action Plan (CPAP), namely for *improving the responsiveness of government institutions and on inclusive participation to implement governance reforms* and for *increasing accountability and transparency in state institutions*. The specific areas for engagement towards achieving this objective are based on the findings of the UN Needs Assessment Mission undertaken in March 2012.

The LEAP project has been designed with a two-scenario approach.

Scenario One envisages circumstances where there is no significant change in the legal framework for elections in Lebanon, in which case:
(i)   Scenario One activities are focused on the provision of support for initiatives that would improve the conduct of the 2013 elections without the need for legislative reform (such as capacity-building of stakeholders).
(ii) Scenario One activities include regulatory and procedural reform that can be adopted directly by Lebanese authorities without the need for legislative reform (such as improvements to results procedures, or facilitating access by persons with disabilities).
(iii) Ahead of the parliamentary decision on the legislative framework for the 2013 elections, Scenario One activities provide support to initiatives for the adoption of electoral reforms (such as advocacy on official ballot papers) or to prepare for their immediate and effective implementation upon adoption.

Scenario Two envisages circumstances where the adoption of new electoral legislation introduces significant electoral reforms to the electoral framework of Lebanon. Specifically, these reforms may include: the adoption of official ballots; the lowering of the voting age and mechanisms that enable the increased representation of women as candidates and elected representatives. In the case that Scenario Two applies, additional activities are proposed to build upon those envisaged under Scenario One.

Neither scenario envisages providing support that specifically relates to out-of-country voting or changes to the electoral system. In case of political consensus on those issues and the identification of achievable technical needs by the Lebanese authorities, additional activities may be added where appropriate with the approval of the UN EAD Focal Point and UNSCOL.

II (i) Scenario One: Where no change to electoral legislation takes place

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

Component 1: Support to the Management of Elections
Component 2: Support to the Supervision of Election Campaigns
Component 3: Support to Civic and Voter Education
Component 4: Support to the Resolution of Election Disputes
Component 5: Support to Improve the Participation of Women in the Electoral Process

Component 1: Support to the Management of Elections

The outcome of the first component will be *to provide a strengthened capacity for the management and administration of the 2013 parliamentary elections in Lebanon*. It is based on the identified need to build and support the capacity of the current election management structures on areas that will improve the electoral process, in particular, the adoption of key electoral reforms and administrative procedures that will strengthen public confidence that the elections are credible, transparent and inclusive. The project will engage in partnership with the bodies with responsibility for the management of elections; currently, the Ministry of Interior and Municipalities (MOIM), has primary responsibility for election operations, although some electoral management responsibilities are within the mandate of the Ministry of Justice and the Ministry of Foreign Affairs. The envisaged outputs under Component 1 are:

1.1   To support official initiatives to introduce electoral reform.
1.2   To support the development of an improved results management system.
1.3   To support official public voter information campaigns.
1.4   To support the adoption and implementation of measures to enhance vote secrecy.
1.5   To support the training of electoral officials.
1.6   To support the adoption of improved electoral management practices.
1.7   To support measures to facilitate improved access by persons with disabilities
1.8   To conduct lessons learned on election management.

Output 1.1: Support to official initiatives to introduce electoral reform

This output addresses the identified need to support official initiatives by the MOIM and other Lebanese actors to promote electoral reform, in particular through measures to support the passage of electoral legislation through Parliament. The output will result in a strengthened capacity within the MOIM to promote issues of electoral reform.

Activity 1.1.1: *Support to officials and other stakeholders on electoral reforms.*

This activity will provide the MOIM with a strengthened capacity to pursue initiatives for electoral reform during the progress of electoral legislation through Parliament, which is likely to take place in Winter 2012. The activity will entail the provision of expert assistance on electoral reform issues. The deliverables under this activity include: the production of briefing documents and explanatory materials on reform initiatives; the publication and translation of draft legislation, and to make those texts available online, and for use in media appearances, public events, press releases and social media.

Output 1.2: Support to the development of an improved results management system

This output addresses the identified need to support the electoral management body to improve the framework for processing election results in order to ensure that result process is prompt, transparent, reliable and accurate. The output would result in an improved results processing framework being in place for the 2013 elections. This output is achievable through regulatory and procedural reform, as well as

improvements in technical capacity, and so does not specifically require legislative reform.

Current election legislation provides only a vague and ambiguous framework for the way in which election results are processed at the different election management stages. Moreover, there are no formal procedures that regulate the way in which results are processed; in practice, there is no consistent method by which results are aggregated or published. For the 2009 elections, the MOIM was commended for initiating the prompt publication of election results on its website and in the media. However, numerous errors in the results process were also identified, which were caused by the use of different methods of aggregating results in different districts, including districts where results were calculated without electronic crosschecks.

Activity 1.2.1: Support to developing an effective results framework

This activity will provide the MOIM with a strengthened capacity to develop and implement an improved results processing framework. It will include the preparation of terms of reference and technical specifications, the drafting of results procedures, the training of electoral officials on the results process and the conduct of briefings for stakeholders. The deliverables under this activity include the production of a proposed new results process framework based upon a comprehensive review of result methodologies. The recommended framework will include (i) a draft regulatory and procedural framework on results processing, that supplements electoral legislation and (ii) draft terms of reference and technical specifications for the implementation of a new results process (iii) an official manual/handbook on the new results framework that can be engaged in the training of officials.

Activity 1.2.2: Support for the provision of results equipment/systems

This activity will support the MOIM in obtaining the services of a contractor company to develop and deliver the relevant IT software and equipment needed for the sustainable implementation of the new results management system. The deliverables from this activity are the procurement of contract services for the design, delivery and installation of software and relevant equipment and technical support required for the implementation of the results process, and the production of protocol result forms for polling stations/centres.

Output 1.3: Support to the development and delivery of official voter information campaign

This output addresses the identified need to support official initiatives by the electoral management bodies (in this case, both the MOIM and the SCEC) to provide official voter information on the electoral process. The output will result in a strengthened capacity within the electoral management structures to develop and deliver an effective voter information strategy that informs citizens of important elements of the electoral process, and which contributes to transparent, inclusive and participatory elections. The MOIM has a legal obligation to provide citizens with information on their right to participate in elections, to confirm the list of candidates, to inform voters to which polling station they have been assigned, and to provide voters with information on the polling process. For the 2009 and 2010 polls, the MOIM received international assistance to engage in a series of innovative voter information campaigns relating to voter registration and the polling process, supported by a proactive media strategy. These campaigns were widely commended for providing important information effectively and also for building confidence in the role of an inclusive election management body. Ahead of the 2013 elections, it will be important that the Lebanese authorities have the capacity to undertake a similar approach, especially given that there could be significant changes to key aspects of the polling procedures.

Activity 1.3.1: Support to the design, development and implementation of a strategic voter information and media programme

This activity will provide the MOIM with a strengthened capacity to design, develop and implement a strategic voter information programme. This activity will contribute to the obligations upon the Lebanese authorities to ensure the electorate has all necessary and relevant information on the electoral process. The voter information strategy would include providing general information on the election process (e.g. the election date) as well as specific information (such as information for persons standing as candidates or how to check inclusion on the voter register). This activity will also provide the MOIM with a strengthened

capacity to design, develop and implement a strategic framework for its engagement with media during the electoral process. This activity will contribute to the transparency of the electoral process by ensuring that the MOIM takes a pro-active role in providing media briefings and facilitating opportunities to receive and respond to requests for information from media. Targets for the media strategy include a timeframe for key announcements, the scheduling of media briefings, the identification of institutional responsibilities for media relations, etc. A particular focus will be on the role of social media given its emerging importance and popularity in Lebanon.

The deliverables under this activity include: the production of a strategic voter information and media framework, including detail on the messages to be carried, the division of institutional responsibilities, the timelines for key messages and campaigns, a schedule of media announcements, a policy on engagement with media outlets and social media, etc.; the publication of official publications (e.g. the Election Law), including translations into English and French; the production of core voter information messages and materials and the production of advertisements etc.; the establishment of a hotline to respond to citizens' queries; the conduct of regular official media briefings. It is envisaged that, as in 2009 and 2010, media outlets will be required by regulatory decree and voluntary agreement to carry voter information messages, and thus no funding is sought to cover advertising costs other than production costs. Key materials will also be made available online and through social media.

Activity 1.3.2: Support the upgrading of the elections.gov.lb website.

This activity will enable the MOIM with a strengthened capacity to provide an official election website – elections.gov.lb – as a comprehensive, authoritative and accessible resource of electoral information. This activity will contribute to the transparency of the electoral process by ensuring that citizens and stakeholders have open access to core information (such as the legal framework) and updated official data (such as names of candidates, the location of polling stations etc.). The website will also carry election results as soon as they are announced. The elections.gov.lb website was established for the 2009 elections and is a separate entity from the MOIM's general website (moim.gov.lb) and the voter registration website (dgps.gov.lb). The website was available in Arabic, English and French and also hosted information on the SCEC. For 2013, the website will require significant levels of upgrading and updating of information. This will include a comprehensive review of its technical specifications, the archiving of the data it currently holds from the 2009 and 2010 elections and facilitating a more user-friendly and modern interface. The deliverables from this activity include the procurement of contract services for the design and development of an upgraded website in accordance with the terms of reference, and related technical support during the project period.

Activity 1.3.3: Support opportunities for public inspection of the voter register

This activity will support the MOIM to meet its legal obligation to publish the preliminary voter register for public inspection on its website. This practice, which allows for voters to check their inclusion on the voter register and if necessary for amendments to be made, is crucial in building confidence in the accuracy and consistency of the voter register. The opportunity for the public to have online access to the voter register is also important because most voters are not resident in the districts where they are registered to vote, and are so less likely to inspect the paper copies of the preliminary voter register that must also be published. The public inspection period runs from February 10 to March 10 annually. The final voter register is then published on March 30. For the 2009 elections, the launch of an interactive online searchable voter register proved an extremely popular initiative that attracted millions of searches. Ahead of the 2013 elections, it will be important to ensure that similar or improved opportunities are provided so that voters are able to check easily their registration data and also receive confirmation as to which polling station they have been assigned and its geographical location. This may be especially relevant given the possibility for voters to be registered in overseas locations. This activity will also include the design and development of a targeted voter information campaign to encourage voters to check their inclusion on the preliminary voter register.

The deliverables for this activity include: the upgrading of the dgps.gov.lb website to allow for an interactive online searchable version of the preliminary and final voter registers, including the possibility for downloadable applications to facilitate the use of data; the production of contractual services for developing and producing voter information messages and materials to promote the opportunity for public inspection of

the voter register. This will include production of television, and radio spots, and other advertising or informational materials, including press ads and the use of social media.

Activity 1.3.4: Support the establishment of the Elections 2013 Media Centre

This activity will support the MOIM (also for use by the SCEC) to establish an official media centre to provide a location for election briefings during the election period and to facilitate the needs of media to cover the elections, contributing to the transparency and openness of the electoral process. Media briefings will be held on key electoral dates (e.g. to provide information on candidate registration) and daily or more regular briefings were held over the election day period and during results processing. The deliverables for this activity include the establishment and launch of a media centre and its related equipment.

Output 1.4: Support to the adoption and implementation of measures to enhance vote secrecy

This output addresses the identified need to support the Lebanese authorities in facilitating the adoption and implementation of measures that will enhance a citizen's right to cast a secret ballot. The output will result in a strengthened capacity within the electoral management bodies to prepare, develop and deliver new procedures that safeguard voter secrecy, building public confidence in the credibility of the 2013 elections.

Under current legislation, voters vote using informal sheets of paper where the voter can either handwrite the name of the candidates of their choice or use a prepared list of candidates that tend to be distributed by candidate representatives ahead of election day. In addition to the fact that this unfairly discriminates against illiterate persons (estimated to be 10% of the population) and those with blindness or limited vision, it is commonly accepted that many prepared ballots can be traced to the voters who cast them. This practice has been widely criticized as a violation of the right to a secret ballot and a measure that encourages electoral corruption and vote-buying. Many stakeholders have identified that this problem can be easily addressed through the introduction of official ballots that cannot be traced, as is the case in most other countries. The adoption of official ballots will require legislative amendment and could be introduced regardless of whether there is a change to the electoral system. Draft election legislation has proposed the introduction of official ballots and the MOIM has already prepared one model version for a PR-system that has a high-level of technical specification. As it is likely that the majoritarian small-district electoral district will be maintained, different models of ballots will need to be considered by Parliament.

Although the current practice of publishing results by polling stations is seen as a useful safeguard for transparency, it is also considered problematic by some stakeholders because of concerns that this practice reveals the voting patterns of specific communities and, as such, may lead to repercussion (such as communal intimidation) or reward (thus facilitating vote-buying) for how they have voted. This issue is aggravated by the fact that it is customary practice in Lebanon for polling stations to be assigned by family and confession, enabling candidates to have a clear idea of the specific voting patterns within certain families or religions, even in quite large communities. One alternative method is for ballots to be counted at polling centre level, meaning that the votes from the different confessional polling stations in the same location would be mixed together before counting takes place; however, this would require a change in law and the procedures for counting. Other possible methods include changing the allocation of voters by confession.

Lebanese voters are registered to vote in the formal location of their family origin, which is often a different location from where they reside, requiring many voters to travel to vote, as well as disenfranchising people who cannot travel (such as hospitalized voters or those who cannot afford to travel). This practice is considered as increasing risk for some voters to be pressurized into voting by family or local political pressure, and which may include instances where voters are expected to reveal how they intend to vote or have voted. One alternative method is to establish a mechanism for absentee voting i.e. where voters have the opportunity to vote for their registered electoral district from their place of residence and/or to allow voters who cannot attend the polling station to vote from another location. This could take place either through designated polling stations (similar to out-of-country voting) or by post. All models of absentee voting entail complex operational challenges and can led to increased risks to the integrity of the process, especially where voters vote outside of a controlled polling environment (such as by post).

Activity 1.4.1: *Support the development and preparations for official ballot papers.*

This activity will provide the MOIM with a strengthened capacity to advocate for the legislative adoption of official ballots and to ensure operational preparedness for the production of official ballots in the case they are adopted. It is envisaged that key details on operational issues – such as options for ballot design, inclusion of security features, location of printing houses, cost of printing different ballot models – may be a significant factor in parliamentary discussions on ballots and will support arguments in favour of ballots being adopted. The deliverables under this activity include: the production of a proposed model ballot appropriate for different electoral systems being discussed; preparations for the production of a ballot production framework, including (i) a draft regulatory and procedural framework on ballot production and (ii) revised terms of reference and technical specifications for ballot production; the identification of contract services for the design, delivery and installation of software and relevant equipment for the in-house requirements for ballot production including data collection and design formatting; the production of a draft manual/handbook on the ballot production process, and outline of a training module and related materials for electoral officials engaged on the stages of ballot production; the conduct of related briefing events.

Activity 1.4.2: *Support initiatives to review alternative counting systems*

This activity will provide the MOIM with a strengthened capacity to advocate for the introduction of an alternative system for counting votes in order to safeguard the secrecy of the ballot, specifically to allow for votes to be counted at the level of polling centre rather than at polling station. The deliverables under this activity include the production of a draft procedural and regulatory document detailing the basis for counting at polling centre levels to be submitted for review for Parliament.

Activity 1.4.3: *Support initiatives to review and prepare for absentee voting systems*

This activity will provide the MOIM with a strengthened capacity to advocate and prepare for the adoption of a framework that enables absentee voting, i.e. where voters have the opportunity to vote for their registered electoral district from their place of residence and/or to allow voters who cannot attend the polling station to vote from another location. The activity will provide the MOIM with enhanced knowledge on the feasibility for introducing different models of absentee voting ahead of the 2013 elections. The deliverables under this activity include: the production of a framework for the conduct of absentee voting; identification of relevant expertise for the design, delivery and installation of software and relevant equipment to allow for absentee voting; the conduct of related briefings and training events.

Output 1.5: Support to delivery of training and professional development to electoral officials

This output addresses the identified need to support the election management bodies (primarily the MOIM) in developing an effective strategy for the training of electoral officials ahead of the 2013 elections, in particular, to allow for delivering training to persons temporarily engaged to work as polling officials. The output would result in the strengthened capacity of all electoral officials to perform their responsibilities in preparing for and the conduct of the 2013 elections. For recent elections, the MOIM has initiated a proactive but ad hoc approach towards enabling training for its electoral officials. In 2009, international support to the MOIM led to the production of innovative training manuals on polling procedures and the implementation of cascade training for the 12,000 polling officials, while in 2010, a training video on polling procedures was distributed to officials and was broadcast on television. More broadly, officials from the MOIM have participated in training activities under the auspices of the Building Resources in Democracy, Governance and Elections (BRIDGE) project, with five MOIM officials also receiving accreditation as BRIDGE facilitators in 2011. Within the framework of the BRIDGE training, the MOIM has identified a need to develop a strategic approach for providing training to electoral officials and to build a capacity for the delivery of training for polling officials and other stakeholders.

Activity 1.5.1: *Support the development of a training strategy for election officials*

This activity will support the MOIM in the design and development of a training and professional development strategy ahead of the 2013 elections and for longer-term electoral capacity in Lebanon. It will include a comprehensive review of lessons learned from previous training initiatives in Lebanon and a

comparative review of approaches for effective training strategies and best practices used elsewhere. The review will include opportunities for consultation with electoral officials at every level, including polling officials, to identify training needs and the timeline for training activities, and possible new training requirements at the SCEC or other bodies with electoral management responsibilities. It envisages supporting the MOIM to identify training focal points and core training staff. Following the development of the training strategy, this activity will support the MOIM to deliver key training activities for its core electoral officials. The training will focus on building the knowledge and capacity of the electoral officials to design to perform their electoral management responsibilities in a professional and effective manner. This will include the production of training materials and the conduct of resource-effective training events in the run-up to the preparations for the 2013 elections. The deliverables from this activity include the production of a strategic framework document for training of MOIM staff and electoral officials, incorporating a training needs assessment and lessons learned, and the conduct of relevant professional development and training events for electoral officials on areas of identified importance.

Activity 1.5.2: Support the production of polling manuals and training materials for polling officials

This activity will support the MOIM in the production of polling manuals for use as reference materials by polling officials and other stakeholders. In addition, the activity will support the production of complementary training materials on using the polling manual as a training resource, including the production of a training video and applications. The deliverables for this activity include the production of a manual for polling officials and related training materials based on the polling manual, for use in training events, including a training video for wide dissemination..

Activity 1.5.3: Support the delivery of cascade training for polling officials

Based on the training needs assessment and strategy, this activity will support the MOIM to prepare an effective work plan for the design and delivery of cascade training to allow for all appointed polling officials to receive training on their roles and responsibilities. The activity will include training a core team of trainers to deliver the cascade training, and support to the MOIM in conducting training events nationwide. Participants in the training will receive the polling manual as a reference source. The deliverables from this activity will include the identification of a core team of trainers to deliver training to polling officials and the conduct of a series of cascade training events for the estimated 14,000 appointed polling officials.

Output 1.6: Support to improve electoral management practices

This output addresses the identified need of the election management bodies to improve the procedural and operational framework for elections through the introduction of best practices for effective electoral management. The output would result in a series on initiatives to enhance the conduct of the electoral process through the adoption of improved electoral management practices. Currently, the MOIM has limited modern technical capacity for its implementation of election operations, with limited experience in using new techniques, including Information Technology, to improve the effectiveness and efficiency of its work.

Activity 1.6.1: Support to the development of improved operational planning and data-management

This activity will support the MOIM to implement its identified need to allow for developing an operational plan that includes an integrated framework for data management, such as registering candidates and codifying polling stations and inventories of election. The activity will include supporting the MOIM's establishment of a Candidate Registration Unit and the inter-agency Election Operations Room that coordinates all electoral activities over the polling and results period. The deliverables from this activity include the conduct of an operational planning exercise and the development of terms of reference and technical specification for the adoption of an integrated data-management framework, including procurement of the necessary technical equipment and support for its design, delivery and implementation. The activity will also include support to the work and resources of the MOIM's Candidate Registration Unit and its Election Operations Room that has central coordination responsibilities on election day.

Output 1.7: Support to improving access to the electoral process for persons with disabilities

This output addresses the identified need of the election management bodies to improve the opportunities for persons with disabilities to access the electoral process so as to ensure the equal opportunity for all citizens to have improved access to polling stations and to use procedures that facilitate opportunities for persons with disabilities to engage fully as voters and candidates. In 2009 and 2010, the MOIM supported a range of initiatives that sought to improve the level of accessibility by PWD, but there has been criticism of continuing problems and obstacles.

Activity 1.7.1: Support to facilitating the equal participation of Persons With Disabilities in the electoral process

This activity will support the MOIM to ensure the electoral process complies with the legal requirement in Lebanon for measures to be taken to ensure the equal participation in public life of Persons With Disabilities (PWD). The MOIM and civil society representatives have proposed establishing a Working Group on Disability Access to focus on practices that would facilitate opportunities, such as changes to polling procedures, the installation of ramps, the location of polling stations, or requiring all polling to take place at ground-floor level. Other relevant measures may include the use of braille for ballots, the inclusion of targeted voter information and efforts to promote the participation of PWD as candidates. The deliverables from this activity include the facilitation of meetings for an ad hoc inter-agency Working Group on Disability Access, including MOIM officials, other relevant authorities and civil society, and if relevant, the procurement of any necessary technical equipment and support that will improve accessibility for PWD.

Output 1.8: Support to lessons learned on election management

This output addresses the need to support the election management bodies in undertaking a comprehensive review of the election management for the 2013 elections, including the impact on that role caused by electoral reforms, the identification of areas where improvements were achieved or where further improvements or reforms are necessary, and on the role played by international technical assistance. The output would result in a strengthened capacity within the electoral management structures to review its role in the sustainable and effective management of elections.

Activity 1.8.1: Conduct of lessons learned on election management and legal reform

The activity will provide the MOIM with a strengthened capacity to undertake a strategic approach to the conduct of evaluation on its election management role and to identify lessons learned for election management responsibilities and structures for future elections, including specific lessons learned for the possible establishment of an independent election management body. The evaluation will also include a review of the legal framework to identify where efforts will be needed to introduce electoral reforms. The deliverables of this activity include the production of a comprehensive lessons learned review of all aspects of the electoral framework for future elections.

Component 2: Support to the Supervision of Election Campaigns

The outcome of the second component will be *to provide a strengthened capacity for the supervision of election campaigns in Lebanon.* It is based on the identified need to build and support the capacity of the institution with the mandate for the supervision and monitoring of election campaigns (including candidates' compliance with campaign funding and spending regulations and the role of media outlets to cover electoral events, carrying campaign advertising and compliance with media campaign regulations) to perform their responsibilities in an effective, transparent and credible manner so as to build public confidence in the electoral process. Under current legislation, the campaign supervision mandate rests with the SCEC and it is assumed that the SCEC will be reconstituted for the 2013 elections; however, in the case that a new Election Law is adopted, it is possible that it may establish a new body, but one which will have the same or similar

powers.[4] The outputs and activities envisaged under Component 2 have been identified from lessons learned from the work of the SCEC in the 2009 elections, when the SCEC received significant levels of technical assistance, primarily from the EU; in particular, support will be provided to preparing an effective institution-building strategy, developing a credible procedural framework for supervision and monitoring of campaigns, and enhancing the SCEC transparency and openness towards stakeholders. In addition, Component 2 will support the process for the accreditation of election observers and media to follow the electoral process. As the members and staff of the SCEC for the 2013 election are yet to be identified, preparatory work under Component 2 will commence through engagement with MOIM officials and other stakeholders with direct interest on campaign supervision activities; this would include representatives from those bodies who nominate the members of the SCEC.[5] It is envisaged that a review of all aspects of Component 2 will take place immediately upon the appointment of the SCEC members. The envisaged outputs under Component 2 are:

2.1   Support to the establishment of the Supervisory Commission.
2.2   Support to improving the regulatory framework for election campaigns.
2.3   Support to enhancing transparency and awareness on campaign supervision.
2.4   Support to the accreditation of election observers and journalists.
2.5   Support to the conduct of lessons learned on campaign supervision.

Output 2.1: Support to the establishment and development of the Supervisory Commission

This output addresses the identified need to support measures to prepare for the establishment of the SCEC to facilitate its implementation of campaign supervision and monitoring responsibilities. The output would result in a strengthened capacity for the SCEC to deliver upon its mandate for supervising and monitoring the 2013 election campaigns. Although the SCEC has a de jure legal basis under the 2008 Election Law, it currently has no functional capacity. Its members will need to be appointed by political decisions that are expected to follow the parliamentary discussions on election legislation. While it is possible that previous SCEC members may be re-appointed, it must be assumed that some, if not all of their members will be new to their role. As the SCEC had no permanent staff, it will need to recruit for every position and train those persons. The SCEC has no permanent premises, and a new location will need to be found and equipped. Equipment that was provided through international assistance to the SCEC in 2009 is held in storage by the MOIM, but may require updating. There is no formal basis in place where the members of the 2009 SCEC can transfer their knowledge and experiences to the members of the 2013 SCEC. In short, all aspects of the SCEC's basic institutional capacity are lacking. A key lesson learned from the 2009 election is that preparatory institutional-building efforts should not wait until the appointment of the SCEC members, as to do so delays the start-up of their substantive work. The activities under this output focus on providing an effective preparatory basis for the establishment of the SCEC that will commence before the appointment of its members.

Activity 2.1.1: Support to preparations for establishing the SCEC

This activity will support initiatives by the MOIM or other stakeholders to prepare for the establishment of the SCEC by undertaking comprehensive lessons learned. This will include: a review of the institutional and structural framework for the previous SCEC, including its rules of procedure; the work plan, resources and

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[4] For the purposes of this current Project Document, the body with the mandate for campaign supervision and monitoring will be referred to as the SCEC. Under one draft law being considered by Parliament, the body could be renamed the Supervisory Commission for Parliamentary Elections (SCPE) but would retain similar structures and powers to that held by the SCEC. Another draft law proposes the establishment of an Independent Election Commission with significant new supervisory powers; in the scenario that an IEC is formed, it is likely that a supplementary Project Document would be needed.

[5] The SCEC is currently composed of ten persons, including seven nominees from judicial bodies (Higher Judicial Council, Conseil d'Etat, Court of Audit), official media bodies (National Media Council) and legal associations (the Beirut and Tripoli Bar Associations), as well as three representatives of civil society. The members of the SCEC must be approved by the Council of Ministers, and political negotiations on their composition may delay their appointment. The proposed SCPE would have 11 members with a slightly different composition.

methodologies for supervising and monitoring campaign finance and media coverage; identification of likely technical and personnel needs; inventory of currently available equipment; the engagement with stakeholders; and the collation of the full archive of the 2009 SCEC. This activity will also include opportunities for Lebanese stakeholders to review good practices on campaign supervision that have been implemented elsewhere in the Arab region. The deliverables under this activity include production of a consultant report of lessons learned on campaign supervision, identifying key needs for improving the institutional and structural capacity; preparation of a technical needs assessment report for required premises, equipment and personnel, including terms of reference and operational plan; preparation of rules of procedure; and the provision of resources necessary for the SCEC's effective operation.

Activity 2.1.2: Training for SCEC officials

Following the appointment of the SCEC members and staff, this activity will support the provision of training on the role and responsibilities. This activity will include training events supplemented by individual or small group coaching and mentoring if required. It is envisaged that this activity will include opportunities for briefings from the members of the 2009 SCEC. The deliverables under this activity include the conduct of training events for SCEC members and staff and the production of training manuals for SCEC staff (e.g. on monitoring campaign finance and monitoring media coverage).

Output 2.2: Support to the establishment and development of the Supervisory Commission

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

Activity 2.2.1: Support to the development of an improved regulatory framework for the supervision and monitoring of election campaigns

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

Output 2.3: Support to enhancing transparency in campaign supervision.

This output addresses the identified need to support initiatives by the SCEC to ensure transparency and openness in its work, and to inform stakeholders of its mandate and activities. The output will result in improved opportunities for the SCEC to engage in a participatory and inclusive role in consulting with stakeholders, and also to inform stakeholders of the rights and obligations under the supervisory framework. The SCEC has a legal obligation to provide candidates and media outlets with information on their compliance with the framework for campaign supervision, such as the ceiling limits for campaign spending, or the fixed prices for advertising. The SCEC also has an obligation to inform stakeholders that they may take action against possible violations of the regulatory framework, including responding to where citizens may bring complaints that allege violations. This requires opportunities for outreach to stakeholders, including seminars to present the framework. In addition, the SCEC will produce numerous regulations, decisions and other documents that will need to be made easily available for access by all stakeholders, such as on a website and applications. It is likely that there will be a high level of media attention focused on the SCEC, which would benefit from the appointment of a spokesperson as a focal point for the media's coverage of the work of the SCEC. In 2009, the SCEC did not have a strategic approach to media and followed an ad hoc approach to providing information and outreach on its work or consulting with

stakeholders, with delayed publication of documents on the MOIM's elections website.

> **Activity 2.2.1: Support to developing communication and outreach strategies that inform stakeholders on campaign supervision framework**

This activity will support the SCEC to undertake effective communication and outreach on its role and responsibilities, so as to ensure there is a transparent and inclusive approach towards informing stakeholders on issues relating to campaign supervision. This will include: the development of a communication and outreach strategy; updates to official websites; the use of media appearances, public events, press releases and social media. The activity will support the SCEC to consult with stakeholders prior to determining supervision regulations, and to provide relevant media and stakeholder updates on their decisions, including publishing and translating their official documents. The deliverables from this activity include the development of a SCEC strategy for communication and outreach, including mentoring and training on communication and outreach; the provision of official public information by the SCEC through media appearances, public events, press releases, use of social media and regular updates to the official websites; and the conduct of regular consultative and coordination meetings with stakeholders on campaign supervision issues.

Output 2.4: Support to the accreditation of election observers and journalists.

This output addresses the identified need to facilitate access for accredited observers to the electoral process, including domestic and international election observers as well as journalists wishing to access polling stations or official venues. The output would result in enabling an open electoral process by providing an effective structure for accrediting election observers and media to have access to the election. The 2008 Election Law introduced a legal right for impartial domestic and international election observers to monitor the electoral process. This strengthened the transparency of the process, which already allowed candidates the right of have agents to represent them in polling stations, and for journalists to go inside the polling stations. Further detail on the framework for international observation was established by a decree of the Council of Ministers, which also established a Code of Conduct by which all observers were bound and defined an accreditation process, for observers and media (but not by candidate agents). However, stakeholders noted ambiguities and inconsistencies in the framework, as well as short timeframes. With international assistance, an Observers Coordination Unit (OCU) was established at the MOIM to receive accreditation requests, to issue documentation, and to provide a coordination and information facility. This temporary set-up was re-established for the 2010 elections. Draft election legislation now envisages that the role for accrediting observers and media should be transferred to the SCEC.

> **Activity 2.4.1: Support the accreditation for election observation and media**

This activity will support initiatives by the SCEC and/or the MOIM to establish a framework for election observation and media coverage of polling. The activity will include: a review of the regulatory and procedural framework for accrediting observers, journalists and candidate agents, including lessons learned from previous elections and practices elsewhere. The deliverables under this activity include: establishing a Observer Coordination Unit, including terms of reference and operational plan; preparation of draft regulatory framework, including a Code of Conduct for Observers and Media, and model accreditation documents; and the production of accreditation documents and related information, including an observers' manual.

Output 2.5: Support to lessons learned on campaign supervision

This output addresses the expected need to support a comprehensive review of the campaign supervision for the 2013 elections, including the role of the SCEC and the precedents it will establish for future supervisory or independent election bodies, as well as identifying where reforms may be needed on the legal and regulatory framework for campaign. The output would result in a strengthened capacity to identify opportunities for improving the sustainable and effective supervision of election campaigns, and how there can be a transfer of institutional capacity.

Activity 2.4.1: Support the conduct of lessons learned on campaign supervision

The activity will support the sustainable development of effective election campaign supervision and election management structures in Lebanon through facilitating mechanisms for the transfer of knowledge and lessons learned from the role of the SCEC during the 2013 elections. This activity will include a focus on issues that may relate to the possible establishment of an independent election body for future elections and reform of the legislative and regulatory framework for election supervision. The deliverables from this activity will include the production of a comprehensive SCEC report reviewing the campaign supervision framework and possible steps to be taken for the establishment of an independent election body.

Component 3: Support to Voter Education Initiatives

The outcome of the third component will be *to provide a strengthened capacity for the provision of voter education*. It is based on the identified need to build and support the capacity of Lebanese authorities and stakeholders to deliver effective strategies for voter education. Voter education enhances citizens' awareness of key electoral issues, builds confidence in the transparency and accountability of the election process, and promotes opportunities for inclusive participation in government. These three elements are highly relevant in Lebanon, given the wide public debate on electoral reform and the increasing levels of public disengagement from the political process. Most Lebanese citizens have a broad knowledge of electoral issues, and previous elections have seen numerous examples of voter education undertaken by civil society (often through international assistance), as well as by political parties. Nevertheless, it is expected that the 2013 elections will see real challenges to provide voters with information on the polling process, given the possibility for the introduction of new procedures, such as ballots. Importantly, the elections may see additional problems in encouraging voters to vote: national turnout in the 2009 elections was 50.7% of registered voters, but ten districts saw turnouts of between 27% to 48%. The outputs under Component 3 are:

3.1 To support the building of stakeholder capacity in voter education
3.2 To support targeted voter education campaigns
3.3 To support the conduct of a comprehensive lessons learned process on voter education

The outputs and activities will be implemented primarily to provide effective opportunities for civil society engagement in voter education; however, UNDP will facilitate coordination on voter education between the MOIM, SCEC and civil society to maximise the effectiveness of delivery.

Output 3.1: Support to building stakeholder capacity in voter education

This output addresses the identified need to support Lebanese stakeholders to build their capacity for the effective delivery of voter education initiatives. Through developing the use of baseline data, skills training and coordination efforts, the output would result in stakeholders having a strengthened capacity to design and deliver effective voter education initiatives. Despite the many previous initiatives on voter education, there is no comprehensive data on voter education initiatives to ensure they are properly targeted and measurable for impact, while local agencies have had limited opportunities to build their skills capacity to ensure voter education is delivered effectively. The delivery of voter education by civil society has had no formal coordination structure, often leading to duplication of efforts, resources and funding, as well as inconsistent and occasionally contradictory messaging.

Activity 3.1.1: Building stakeholder capacity on skills for effective voter education

This activity will seek to build the skills capacity for the delivery of voter education, using structured training sessions using the BRIDGE modules on voter education and training of trainers. Participants will include representatives of civil society agencies intending to deliver grassroots-focused voter education initiatives, as well as representatives of the MOIM and SCEC. The activity will result in a strengthened pool of experts on voter education and who will also receive accreditation as trainers. Voter education initiatives will also be supported through the gathering of baseline data on citizens' knowledge of the electoral process and of the impact of previous voter education, as well as lessons learned for good practices on voter education that have been successfully implemented elsewhere, including in recent elections in the Arab

region. The deliverables under this activity include the conduct of training events for actors engaged on voter education initiatives; the conduct of a survey on voter knowledge of key aspects of the electoral process and the impact of previous voter education, and the conduct of events detailing comparative experiences and best practices on voter education.

Activity 3.1.2: Coordination on voter education initiatives

This activity will seek to ensure the effective coordination of voter education initiatives through the establishment of a Technical Working Group on Voter Education (TWGVE) which will facilitate regular meetings between all actors engaged on voter education or related efforts to engage citizens in the electoral process. The Working Group will enable mapping of voter education initiatives, information sharing, discussion on the targeting of priorities and updates on the implementation of projects. It will also provide a forum for civil society actors to engage with Lebanese authorities and donors, as well as engagement a broader Technical Working Group on Electoral Assistance. The LEAP website will provide TWGVE members and other stakeholders with access to information and other resources. The deliverables under this activity will include the establishment and regular meetings of the TWGVE, the mapping of voter education and related civil society initiatives and access to information on the LEAP website.

Output 3.2: Support to targeted voter education campaigns

This output addresses the identified need to increase citizens' awareness of and participation in the electoral process through the provision of targeted activities that enable civil society to undertake enhanced opportunities for voter education. Through coordination with civil society organisations engaged on voter education, the activities will target specific groups of voters or specific approaches related to promoting public participation in the electoral process. It is envisaged that the activity would work closely with groups who work on grassroots participation amongst specific groups and/or who can use innovative media.

Activity 3.2.1: Targeted Voter Education Initiatives

This activity will support stakeholders engaged in the delivery of voter education through specific initiatives aimed at targeted groups of voters and/or issues of specific relevance to the electoral process. Deliverables may include initiatives such as interactive electoral simulators, educational devices aimed at marginalised voters, or the wider context for voter education and electoral events.

Output 3.3: Support to lessons learned on voter education

This output addresses the expected need to support stakeholders in undertaking a comprehensive review of the role played by voter education initiatives for the 2013 elections. The output would result in a strengthened capacity of stakeholders to assess the impact of voter education and to identify opportunities for improving voter educations in future elections.

Activity 3.3.1: Lessons learned on voter education

The activity will support stakeholders engage in a structured monitoring and evaluation process for the voter education initiatives delivered for the 2013 elections. Based on a follow-up survey, it will be possible to identify the impact of voter education, the extent by which it reached the electorate, what lessons can be learned for the use of civic education and the role voter education can play on future electoral reform activities. The deliverables from this activity include a survey on the impact of voter education initiatives undertaken for the 2009 election.

Component 4: Support to the Resolution of Electoral Disputes

The outcome of the fourth component will be to provide a strengthened capacity for resolution of electoral disputes for the 2013 parliamentary elections in Lebanon. It is based on the identified needs to build and support the capacity of the institutions with the mandate for resolving electoral disputes in Lebanon to perform their responsibilities in an effective, transparent and credible manner so as to build public confidence in the electoral process. Under the current constitutional and legislative framework, the judicial

bodies with mandates to resolve electoral disputes are: the *Constitutional Council* (on disputes arising from challenges to the election results); the *State/Shura Council* (on disputes arising from candidate registration or administrative challenges to the decisions of the MOIM and/or the SCEC); the *Court of Publications*, on disputes referred by the SCEC on media coverage; and the *Registration Committees* and *Higher Registration Committees*, (on disputes arising from voter registration and the processing of results: each committee includes a judge appointed by the Ministry of Justice and officials appointed from within the MOIM).

The outputs and activities envisaged under Component 4 have been identified from lessons learned from the work of these institutions in previous elections; in particular, it is identified that the institutions would benefit from strengthening their capacity in engaging in public outreach to inform stakeholders on the role they perform in elections and the process by which they handle electoral disputes. The process for resolving electoral disputes in Lebanon may prove highly contentious in the cases that there is a close contest in certain districts, or where there is a small parliamentary majority between competing blocs. In such scenarios, it will be crucial that the institutions are seen to perform their roles in a judicious and professional manner. The envisaged outputs under Component 4 are:

4.1   To support the raising of stakeholder awareness on electoral dispute resolution
4.2   To support the building of capacity of judicial bodies on electoral dispute resolution
4.3   To support the conduct of lessons learned on electoral dispute resolution

Output 4.1: Support to raising awareness on electoral dispute resolution

This output addresses the identified need to raise stakeholder awareness on the framework for election dispute resolution (EDR) and to engage in outreach activities to provide stakeholders with information on the EDR process, such as the steps to lodge a complaint. There is limited analysis of the role that EDR can play within the broader electoral process and, with the exception of judiciary and lawyers, stakeholders have limited access to information on the EDR process, with the different institutions having separate approaches to the way in which information is provided on how disputes are resolved, or when cases are filed and processed.

Activity 4.1.1: Conduct of an analytical review of EDR processes
This activity will provide a solid analytical basis for stakeholders to understand the role of EDR processes, including the detailed basis for the different institutional jurisdictions and the previous experiences on EDR in Lebanon. The activity will engage an expert review of the EDR processes as well as the collation of a full archive of materials and the conduct of consultative meetings with stakeholders, including initial meetings with the different EDR institutions. The deliverables under this activity include the production of an independent expert report on EDR processes and capacities in Lebanon and identification of key issues for improvement ahead of the 2013 elections; and the collation of relevant materials and archive on EDR.

Activity 4.1.2: Support to raising awareness on EDR processes
This activity will result in an improved awareness amongst stakeholders of the structures in place for handling election disputes within different judicial bodies through the development of a structured outreach programme that provides detailed background information on EDR process, including how cases are managed. This activity may include partnership with an expert agency engaged on legal issues in Lebanon. The deliverables under this activity include the development of a structured programme that addresses the common aspects for EDR processes, including different frameworks for registering cases etc.; the tracking electoral information for references to electoral disputes; and the training events for stakeholders on EDR issues.

Output 4.2: Support to judicial bodies on electoral dispute resolution

This output addresses the identified need to support the capacity of the Constitutional Council to perform effectively its duties in relation to the resolution of electoral disputes. The Constitutional Council is an independent body with a specific jurisdiction to consider challenges to election results. The members of the

Constitutional Council are judges and lawyers who were appointed by the Council of Ministers and Parliament in 2009 after a protracted delay. The Constitutional Council members have had limited opportunities for interacting with similar experts and electoral stakeholders, and has a limited technical capacity. For the 2009 elections, they dealt with 19 challenges to the election results in four districts: all cases were dismissed. By law, the Constitutional Council hears cases in camera and based on written submissions only.

Activity 4.2.1: Support to the Constitutional Council

This activity will support the Constitutional Council to undertake a needs assessment of its technical requirements for resolving electoral disputes and measures to engage with stakeholders (e.g. through the publication of official guidelines to be followed by petitioners and respondents). The activity will also provide opportunities for the Council's members to engage with experts and stakeholders in EDR to discuss their role and to identify possible measures for improving their working methods. The deliverables under this activity include development of guidelines on the EDR role of the Constitutional Council, the procurement of relevant equipment or material for the Constitutional Council and the conduct of events on the EDR role of the Constitutional Council.

Activity 4.2.2: Support to the State Council and Court of Publications

This activity will support the State Council to undertake a needs assessment of its technical requirements for resolving electoral disputes and measures to engage with stakeholders (e.g. through the publication of official guidelines to be followed by petitioners and respondents). The activity will also provide opportunities for State Council judges to engage with experts and stakeholders in EDR to discuss their role and to identify possible measures for improving their working methods. This activity may also engage with the Court of Publications. The deliverables under this activity include development of guidelines on the EDR role of the State Council, the procurement of relevant equipment or material for the State Council and the conduct of events on the EDR role of the State Council.

Activity 4.2.3: Support to Registration Committees and Higher Registration Committees

This activity will support the judges appointed to the Registration Committees to engage on capacity building activities to strengthen their ability to resolve electoral disputes. The activity will include providing guidelines on the role of the Committees, complemented by training symposia. The deliverables under this activity will include the production of a manual for use by Registration Committees and Higher Registration Committees, and the conduct of relevant symposia events to review role, and provide training where relevant.

Output 4.3: Support to lessons learned process on EDR processes

This output addresses the expected need to support a comprehensive review of EDR processes for the 2013 elections, including the role of the different EDR institutions, as well as identifying where reforms may be needed on the legal and regulatory framework for EDR in future elections. The output would result in a strengthened capacity to identify opportunities for improving the sustainable and effective supervision of EDR process.

Activity 4.3.1: Support to the conduct of lessons learned on EDR processes

The activity will support the sustainable development of effective EDR processes in Lebanon through facilitating a comprehensive evaluation of the role played in the 2013 elections. This activity will include a focus on where reform of the legislative and regulatory framework for EDR may need reform for future elections. The deliverables from this activity include the production of a report on EDR during the 2013 elections.

Component 5: Support to Initiatives to Improve Election Opportunities for Women

The outcome of the fifth component will be to provide increased opportunities for women to participate in elections. It is based on the identified need to address the very low representation of women in political and

administrative processes in Lebanon, but which is especially bad in elections: in 2009, only four of the 128 Deputies (3.1%) elected were women, a drop from the already low figure of six women Deputies (4.6%) elected in 2005. These figures do not simply reflect a reluctance of Lebanese voters to choose women as their representatives but also a reluctance of women to stand for office: just 2.8% of the total number of candidates were women. A similarly low level of women representation is seen in municipal office. More broadly, there appears also to be limited engagement of women as election officials. However, there is data that appears to show that a majority of registered voters are women and that more women voted in the 2009 election than men. Through the provision of targeted technical advice and advocacy initiatives, the output will result in opportunities that seek to facilitate an enabling environment for more women to participate in elections, whether as candidates, officials or voters. The envisaged outputs under Component 5 are:

5.1   Support on issues related to improving election opportunities for women
5.2   Support to targeted campaigns to increase electoral opportunities for women
5.3   Support to the conduct of a comprehensive lessons learned process on improving women's participation

Output 5.1: Support on issues related to improving election participation by women

This output addresses the identified need to support Lebanese stakeholders to undertake a comprehensive review of realistic opportunities for increasing the participation and representation of women in the electoral process. It will result in the identification of possible measures (including temporary special measures) that may be adopted in the Election Law in order to increase the number of women candidates and the number of women elected. This output will include additional activities in case the new Election Law includes temporary special measures that may impact on increasing the representation of women.

Activity 5.1.1: Support to a stakeholder review of options for measures to improve women's participation

This activity will provide expert technical assistance to stakeholders to identify realistic opportunities for achieving the inclusion of measures, whether in the Election Law or through informal or voluntary practices, that would increase opportunities for women to stand as candidates and to be elected to office. The work will include consultative meetings and structured workshops as well as the collation and analysis of a relevant archive and baseline data on the participation of women in elections in Lebanon. The deliverables from this activity will include the conduct of consultative meetings and structured workshops on options and the collection of an archive on the issue of women's participation in election and the gathering of relevant data.

Output 5.2: Support to targeted campaigns to increase electoral opportunities for women

This output addresses the identified needs of increasing the participation of women in the electoral process through targeted campaigns. The primary focus will be in relation to the role of women serving as electoral officials. In previous elections, the proportion of women serving as polling officials was very low: even in polling stations that are reserved for women voters, the appointed polling officials are usually men. However, it is noted that women are represented in senior positions at the MOIM (e.g. the Director-General of DGPS and the Head of the Political Affairs Division of the DGPAR are women). In addition, the output addresses the need for comprehensive information on the candidate registration process targeted at women interested in standing for election.

Activity 5.2.1: Enhancing women's participation as election administrators

This activity will establish a structured framework for increasing the participation of women in the role of election officials, especially as polling officials. It will engage the MOIM on working on a gender mainstreaming approach to electoral management and consultation with stakeholders, as well as identifying options for ensuring women who may be interested in the role are informed of the recruitment process. This activity will also cover issues related to the Call for Proposals and the training of successful grantees on project management and financial reporting. The deliverables under this activity will include the development of framework and terms of reference for an effective gender approach to the recruitment of

election officials by the MOIM and the monitoring and tracking the recruitment of women as electoral officials.

Activity 5.2.2: Information for women standing as candidates

This activity will provide information for women who are interested in standing as candidates (whether as independents or on behalf of a political party) with relevant information on the candidate registration rules and issues related to effective campaigning. The deliverables under this activity include publications of relevant information/manuals and the conduct of training events.

Output 5.3: Support to lessons learned on electoral participation by women

This output addresses the expected need to support stakeholders in undertaking a review of the role played by women in the 2013 elections and of initiatives to increase the participation of women. The output would result in a strengthened capacity of stakeholders to assess the impact of such initiatives and to identify opportunities for improving women's participation in future elections.

Activity 5.3.1: Conduct of lessons learned on participation of women

The activity will support stakeholders engage in a structured monitoring and evaluation process for the initiatives on increasing electoral opportunities for women in the 2013 elections. Using the benchmark data and evaluation of project reports and surveys, it will be possible to identify the impact of the activities, the extent by which campaigns reached the electorate and what lessons can be learned for future electoral reform activities. The activity will also support stakeholders engaged on promoting women's participation in election through the collection of comprehensive benchmark data on the extent of women's participation in the 2013 elections, e.g. as elected MPs, as candidates, as election officials, as observers, as journalists, as voters who voted, as registered voters. This data will be able to set the baseline for future strategic approaches to increasing women's participation in future activities. The deliverables from this activity will include the production of a comprehensive evaluation on women's participation in the 2013 elections, including report on effectiveness of initiatives to increase women's participation

II (ii) Scenario Two: Where significant law reforms are adopted

The following component is proposed within the LEAP framework in the circumstances that a new legislation is adopted by Parliament that provides for significant reforms to the electoral framework. These reforms are: adoption of standardised ballots; the lowering of the voting age; and the inclusion of measures to promote the participation of women as candidates. The LEAP framework under Scenario One already envisages sufficient flexibility for providing support to circumstances cases where a new law would introduce reforms that impact on the MOIM's defined role as the election administration (such as the establishment of an Independent Election Commission).

Component 6: Support to the Implementation of Reforms

The outcome of the sixth component will be to strengthen capacities for the implementation of significant electoral reforms. The envisaged outputs under Component 5 are:

6.1 Support to MOIM on implementation of electoral reforms
6.2 Support to Voter Education on electoral reform

Output 6.1: Support to the MOIM on the implementation of electoral reforms

This output addresses the need to provide support to the MOIM in the implementation of electoral reforms, specifically in the case where the election law adopts official ballot papers and/or the Constitution is amended to lower the voting age from 21 years.

Activity 6.1.1: Support to production of ballots

Building upon the deliverables of Output 1.4 above, this activity will support the MOIM in the procurement of services of a contractor company to print and deliver official ballots based on the design templates and candidate information, including any required security measures and secure storage and distribution to polling centres.[6] The deliverables from this activity would include the procurement of contract services for the printing and delivery of uniform ballots in accordance with relevant terms of reference and candidate/district requirements, including an obligation to print a test-run, within strictly defined timelines and accuracy. In addition, the activity would aim to support the development of specialised ballots for use by persons with disabilities (e.g. braille ballots).

Activity 6.1.2: Support to voter information on electoral reforms

Building upon the broader voter education activities of Output 1.3 above, this activity will ensure a targeted voter information campaign that provides comprehensive information on (i) the role of official ballots and the rules and procedures that will regulate their use (e.g. what will constitute valid and invalid ballots) and/or (ii) informing newly eligible voters about their rights and responsibilities, especially relating to ensuring the accuracy of the voter register and/or (iii) informing candidates/parties of any legal requirements related to the inclusion of women as candidates. The deliverables for this activity would include the development of a targeted official strategy for voter education and voter information on the use of official ballots, including consultations with stakeholders on appropriate education and informational tools, and the procurement of additional voter information programmes/materials targeting the role of uniform ballots. This will include production of television, and radio spots, and other advertising or informational materials, including press ads and the use of social media.

Output 6.2: Support to the Voter Education Initiatives on the adopted electoral reforms

This output addresses the need to provide voter education to citizens on the newly adopted electoral reforms that complement and build upon official voter information activities. The output envisages working with civil society through the provision of an emergency programme of small grants to allow targeted and innovative methods of informing voters on the reforms (such as the role of ballot papers, or encouraging young voters to vote, or encouraging more women to register as candidates).

Activity 6.2.1: Small Grants Program on Electoral Reforms

This activity will support the provision of voter education initiatives through establishing a framework for a small grants programme (SGP) that will award grants to civil society to provide voter education to citizens on the newly adopted electoral reforms. Deliverables include the preparing of a small grants framework, the award of grants, the monitoring and evaluation of the projects. The activity will complement other activities being implemented under Component 3 in relation to building stakeholder capacities on voter education and the conduct of surveys etc. to identify the level of awareness amongst voters, and as a baseline measuring tool.

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[6] The cost of ballot production (i.e. printing and distribution) will remain unclear until there is greater certainty over the model of ballot to be used. The terms of reference to be produced under Activity 1.4.1.1 will provide an accurate basis for forecasting this cost. An IFES/EU feasibility study on ballot production for the 2010 municipal elections identified that printing costs alone could range between 2,000,000 to 4,000,000 USD.

III. Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:	Accountability of state institutions, and inclusive participation strengthened.		
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:	Indicator: Public perception of accountability, integrity and participation improved Baseline: Draft laws and plans for admin, electoral law and justice reforms still pending. Target: Access to justice, electoral law reform and national action plan for human rights produced and implemented		
Project title and ID: Lebanon Electoral Assistance Programme (LEAP) for the 2013 parliamentary elections (Project ID 00083474)			
Outcome: Strengthened capacity of stakeholders for the conduct of transparent and inclusive elections in Lebanon.			
Scenario One: Where no significant change to electoral legislation			
Component 1: Support to the Management and Administration of Elections			
Outcome: Strengthened capacity for the management and administration of the 2013 parliamentary elections in Lebanon.			

Intended Outputs	Output Targets	Responsible Partners[7]	Indicative Activities	Inputs (Costs estimated for 2012 and 2013)
1.1 Support to official initiatives to introduce electoral reform **Baseline** Political debate on electoral reform on-going Limited technical capacity for advising on reform initiatives **Output indicators** Number and type of advisory roles on electoral reform **Targets** Reform issues discussed in Parliament, and adopted MOIM provide versions of draft laws being discussed	**2012** Authorities receive expert technical advice on electoral reform and processes. Official reform initiatives are strengthened. Parliamentary debate on electoral reform is enhanced.	UNDP MOIM Parliament	*1.1.1 Support to officials and other stakeholders on electoral reforms.* *Deliverables* Provision of advice and assistance to MOIM, Parliament and other stakeholders. Translation of draft laws; production of briefing materials; maps of new electoral districts	Production of briefing materials; maps of new electoral district options; translations etc. USD 25,000 National Consultant USD 5,000
1.2 Support to the development of an improved results management system. **Baseline** Inadequate technical framework for results process Limited technical capacity for improving results framework Need to ensure accurate and reliable results process **Output indicators** Number of reports/manuals on results processing in place. Number and type of election officials trained in new results process Number of election districts using new results process. **Targets** All officials with results responsibilities trained All election districts using new results process.	**2012** Options for an improved results process are reviewed. New results process identified and tested. **2013** New results process installed.	UNDP MOIM	*1.2.1. Support to develop an effective results framework for results* *Deliverables* Development of framework and technical specifications for new results process. Provision of training, manuals and public information on new results process. Training events and stakeholder briefings on new results process *1.2.2. Support for the procurement of equipment for new results system.* *Deliverables* Procurement of results equipment. Procurement of results forms	International consultant on results USD 25,000 National Consultants: USD 15,000 Training events: 15,000 USD Workshops: USD 9,000 Materials: USD 7,500 Procurement of software/equipment: 220,000 USD Printing of results forms USD 30,000

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[7] UNDP: United Nations Development Programme; MOIM: Ministry of Interior and Municipalities; SCEC: Supervisory Commission on the Electoral Campaign; CC: Constitutional Council; SC: State/Shura Council; CP: Court of Publications; MOJ: Ministry of Justice; MFA: Ministry of Foreign Affairs.

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1.3 Support to official voter information campaigns **Baseline** Limited experience and capacity for official voter information No current strategy for official role on voter information and media; increasing political role for social media Limited use and awareness of online voter register Broad public knowledge of importance of elections but limited knowledge of electoral issues Emerging role and expectation for official websites and voter information on citizens' rights Limited official resources for meeting media interest **Output indicators** Number of reports/manuals on voter information and media strategy in place. Number of citizens reached by voter information Number of users accessing on-line voter register Number and type of voter information materials produced and/or published/broadcast Number of media briefings at media centre In case ballots are adopted, number of invalid ballot. **Targets** MOIM provide complete information on election process Voter education and media strategies in place. 30% of surveyed are aware of voter education efforts 25% of registered voters access online voter register 30 media briefings held In case of ballots being adopted, less than 10% are invalid.	**2012** Preparations for official voter information and media outreach initiatives are strengthened. **2013** Public awareness of electoral issues is enhanced. Accuracy of voter register is enhanced though citizens' checks. Electoral information for media is facilitated.	UNDP MOIM	*1.3.1 Support to the design and development of voter information programme* *Deliverables* Development of official voter information & media strategy Publication and translation of official versions of the Election Law Procurement for the production of core voter education materials on voter registration. Procurement for the distribution, publication and broadcast of materials. Establishment of a hotline Conduct of regular media briefings *1.3.2 Support to upgrading official elections website* *Deliverables* Development of an official strategy for election website. Re-launch and posting of updated web content. Translation of web content. Procurement of web capacity, training and support. *1.3.3. Support to provide opportunities to inspect voter register* *Deliverables* Development of framework and technical specifications for online searchable registers. Production of VI messages Launch of online voter register Launch on online polling station database *1.3.4 Support to the establishment of 2013 Elections Media Centre* *Deliverables* Development of framework and technical specifications for a media centre. Procurement of equipment for a media centre. Launch and implementation of media centre.	National Consultant: USD 15,000 International Consultant: USD 25,000 Contracting for VI messaging USD 75,000 Contracting of production company: 300,000 USD Hotline UNV staff: USD 35,000 Hotline equipment & training USD 10,000 Contracting of web company: USD 100,000 Translation: USD 10,000 Contracting of IT company: USD 68,000 Production of voter information USD 80,000 International media consultant: 25,000 USD Procurement of media centre equipment: 55,000 USD Media Centre running costs: 15,000 USD Media Centre UNV staff: USD 14,000
1.4 Support to promote the adoption and implementation of measures to enhance vote secrecy. **Baseline** Possible political consensus on measures for vote secrecy No current capacity for ballot production and limited technical knowledge on options for counting and absentee voting **Output indicators** Number of reports/manuals produced on vote secrecy Number of new vote secrecy processes adopted in law. Number of officials trained on new processes. In case ballots are adopted, number of ballots produced. In case absentee voting is adopted, number of voters who participate as	**2012** Measures to improve vote secrecy are identified. Official reform initiatives to improve vote secrecy are strengthened. Likelihood for official ballots to be adopted is increased. Capacity for implementation of ballot production etc. is strengthened.	UNDP MOIM	*1.4.1.1 Support initiatives for the adoption of official ballot papers.* *Deliverables* Development of framework and technical specifications for ballot production Production of model ballot options Development of operational plan and procedural regulations for ballot production, storage and distribution. Procurement of equipment and personnel for ballot design. Identification/procurement of contracts for production of ballots. Conduct of training on ballot production, including test-runs. Conduct of public events on ballots. Procurement of accessible ballots for persons with disabilities	International consultants on ballots: 16,500 USD National consultants: 13,500 USD Model Ballots: 3,000 USD Preparations for ballot design: 225,000 USD Handbook & training on ballots: 19,500 USD Briefings on ballots: 9,000 USD

			Deliverables	Budget
absentee voters **Targets** The MOIM is prepared for the adoption and implementation of the measures.	**2013** If measures are adopted, implementation of key reforms ensures greater safeguards for the right to voting secrecy are strengthened.		*1.4.2 Support to initiatives to review alternative counting systems* *Deliverables* Development of draft framework and procedural regulations for counting system options. Conduct of consultative events. *1.4.3.1 Support to initiatives to review absentee voting systems* *Deliverables* Development of draft framework and technical specifications for absentee voting options. Development of operational plan and procedural regulations for absentee voting Identification/Procurement of software and equipment for implementation of absentee voting Conduct of training on absentee voting, including test-runs.	Workshops 15,000 USD Consultant: 20,500 USD Preparations for IT software & equipment: 175,000 USD Handbook & Training: 14,000 USD Conduct of training: 50,000 USD
1.5 Support to deliver effective training and professional development to electoral officials. **Baseline** No strategic capacity for training of officials in place. All polling officials require updated training, especially if new electoral procedures to be adopted. **Output indicators** Number and type of reports/manuals/videos produced Number of trainers trained Number of electoral officials trained Number of polling officials trained **Targets** All polling stations receive polling manual 20 election officials receive core training 75% of polling station chairpersons receive cascade training or watch training video.	**2012** Preparation and delivery of training to electoral officials is enhanced. **2013** Training on key issues in the electoral process is provided. Capacity of electoral officials to perform their duties is strengthened. Stakeholder awareness of electoral procedures is increased.	UNDP MOIM (MFA)	*1.5.1 Support to the development of a training strategy for election officials* *Deliverables* Expert report on training needs, including baseline survey of current capacities Development of official training strategy Identification and mentoring of training focal point Opportunities for training focal point to improve training capacities. Conduct of training events for electoral officials, including opportunities for international events *1.5.2 Support to the production of polling manuals and training materials* *Deliverables* Production of polling manual content. Procurement for manual design and printing. Procurement for training video production. *1.5.3 Support the delivery of cascade training for polling officials* *Deliverables* Identification and training of core trainers. Conduct of training of trainer events Conduct of cascade training for 14,000 polling officials Structured evaluation of cascade training	Conduct of baseline survey on current capacities: 50,000 USD Training events: 48,000 USD Training Consultants 18,500 USD Manual design and printing: 53,500 USD Video Production: 55,000 USD Training of trainers: 40,000 USD Conduct of cascade training: 200,000 USD Evaluation of cascade training: 15,000 USD

1.6 Support for improving electoral management practices **Baseline** Limited technical capacity and resources for operational planning and data-management **Output indicators** Number and type of reports/manuals/plans produced Number of election districts included in data-management system Number of election officials trained in new procedures **Targets** Operational plan adopted All election districts included in data-management system Codified of polling stations completed	2012 Measures to improve electoral practices are identified. Capacity for effective electoral management is strengthened. 2013 Quality of electoral information is improved.	UNDP MOIM	*1.6.1 Support to operational planning and data-management* *Deliverables* Expert report on data-management capacities Development of technical specifications for new data-management process Procurement of contract for production and installation of new data-management process and related operational tools Conduct of training events for electoral officials	Data management consultant 14,500 USD Contracting of IT company: 130,000 USD Training: 16,000 USD Operation Room Equipment: 27,000 USD
1.7 Support for facilitating access for persons with disabilities **Baseline** Limited opportunities for Persons With Disabilities (PWD) to access electoral process **Output indicators** Number and type of reports/manuals produced Number of measures to improve accessibility adopted Number of election officials trained in new procedures **Targets** 50% of polling stations capable of facilitating an improved level of access to PWD	2012 Measures to improve disability access are identified. 2013 Opportunities for PWD to have equal access to electoral process are enhanced.		*1.7.1 Support to facilitating the equal participation of Persons With Disabilities in the electoral process* *Deliverables* Facilitation of interagency working group on access Development of a joint strategy for improving access Procurement of relevant equipment Baseline survey of disability engagement with electoral process	Facilitation of working group: 15,000 USD Baseline survey: 25,000 USD Equipment for improved access: 100,000 USD
1.8 Support in the conduct of a comprehensive lessons learned process on election management. **Baseline** Debate for future reform of legislative and administrative framework for elections is likely to intensify Donors of electoral assistance will seek quality assurance. Next elections will take place in 2016 and 2017. **Output indicators** Number of reports produced on electoral management issues Number of consultative workshops with stakeholders **Targets** List of recommendations for future elections is published Election management archive is established and distributed.	2013 Capacity for evaluating performance of election management is strengthened. Measures for improving election management are identified. 2013 election management archive is established.	UNDP MOIM SCEC	*1.8.1 Lessons Learned on electoral management* *Deliverables* Conduct of stakeholder meetings to discuss lessons learned. Report on electoral management lessons learned External evaluation report on work of MOIM/effectiveness of electoral assistance Collation of all relevant materials into an accessible archive Development of consultative road-map for implementation of possible areas of reform of electoral management and broader electoral legislation, including establishment of an independent election commission	Roundtables 6,000 USD Consultant 9,000 USD Production of MOIM Report 15,000 USD
TOTAL FOR COMPONENT ONE (in the scenario that official ballots are not adopted)				**2,532,000 USD**

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Component 2: Support to the Supervision of Election Campaigns

Outcome: Strengthened capacity for the supervision of campaign regulations and the accreditation of observers for the 2013 parliamentary elections in Lebanon.

Activities / Indicators	Timeframe / Targets	Responsible	Deliverables	Budget
2.1 Support to the establishment of the Supervisory Commission **Baseline** SCEC has no current functional capacity. SCEC members and staff will be new with limited elections experience **Output indicators** Number and type of advisory role on campaign supervision Number and type of reports/manuals produced Number and type of regulatory and procedural improvements in place Number of SCEC members and staff trained Number of participants in workshops/consultative meetings **Targets** All SCEC members receive core training SCEC adopts rules of procedure and operational plan All SCEC monitors staff receive training on regulatory and methodological framework	<u>2012</u> Preparations for the establishment of the SCEC are undertaken. <u>2013</u> Operational and knowledge capacities of SCEC members and staff to perform their duties are enhanced. Capacity of SCEC to conduct campaign supervision/ monitoring is enhanced.	UNDP SCEC MOIM	*2.1.1 Support to preparations for the establishment of the SCEC* *Deliverables* Expert report on lessons learned from previous elections, including archive. Conduct of consultative meetings with stakeholders. Expert report on technical capacity needs and draft operational framework and rules of procedure Development of rules of procedure and operational plan Conduct of expert and stakeholder meetings Provision of required resources, including equipment and experts *2.1.2 Training for SCEC officials* *Deliverables* Conduct of induction training for SCEC officials Development of training materials for SCEC officials Conduct of training for SCEC officials on regulatory framework and monitoring methodologies.	National Consultants 40,000 USD International Consultants $100,000 Consultative roundtables: 6,000 USD Equipment 210,000 USD Training of trainers 6,750 USD Training materials 5,000 USD Training of SCEC monitors 20,000 USD
2.2 Support to improve the regulatory framework for election campaigns **Baseline** Regulatory framework for campaign supervision identified as inadequate **Output indicators** Number and type of advisory role on campaign supervision Number and type of reports/manuals produced Number and type of regulatory and procedural improvements in place Number of participants in workshops/consultative meetings **Targets** All SCEC monitors staff receive training on regulatory and methodological framework	<u>2012</u> Review of the regulatory framework is undertaken. <u>2013</u> Regulatory framework for campaign supervision is improved. Capacity of SCEC to conduct campaign monitoring is enhanced.		*2.2.1 Support to an improved regulatory framework for the supervision and monitoring of election campaigns.* *Deliverables* Provision of technical advice on regulatory framework. Development of monitoring methodologies.	National Consultants 14,000 USD International Consultant 10,000 USD Software Design for monitoring 25,000 USD
2.3 Support to measures to enhance transparency and stakeholder awareness on the regulatory framework for campaign supervision. **Baseline** No strategy or capacity for stakeholder outreach in place **Output indicators** Number and type of official information on campaign supervision released Number of users of web content on campaign supervision **Targets**	<u>2013</u> Capacity of SCEC to engage in outreach on campaign supervision is strengthened. Transparency of the campaign supervision process is enhanced.	UNDP SCEC MOIM	*2.2.1 Support to developing communication and outreach strategies on campaign supervision framework* *Deliverables* Development of SCEC outreach strategy. Release of official information on campaign supervision Facilitation of access to information through websites, media and consultative meetings. Translation of relevant information.	Consultant on SCEC outreach 20,000 USD Publication & translation of outreach materials 35,000 USD Conduct of SCEC consultative briefings 12,000 USD

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SCEC provides complete information on campaign supervision

		Responsible	Deliverables	Budget
2.4 Support to the accreditation and coordination of election observers and journalists **Baseline** Limited capacity for observer accreditation in place Significant interest from observer/media expected **Output indicators** Number of observers/media accredited Number and type of documents produced **Targets** All eligible observers/media accredited	2013 Capacity of SCEC/MOIM to accredit observers/media is strengthened. Transparency and openness of the electoral process is strengthened.	UNDP SCEC MOIM	*2.3.1 Support to the accreditation of observers and media* *Deliverables* Expert report on lessons learned from previous elections, including archive. Conduct of consultative meetings with stakeholders. Development of a framework and terms of reference for an Observers Coordination Unit Development of a Code of Conduct for Observers Production of OCU materials and procurement of equipment Training of staff	National Consultant: 8,000 USD Consultative meetings: 3,000 USD Production of materials: 30,000 USD Equipment: 12,000 USD UNV support staff 30,000 USD
2.5 Support in the conduct of lessons learned on campaign supervision **Baseline** Debate for future strengthening of campaign supervision is expected to take place Donors of electoral assistance will seek quality assurance. Next elections will take place in 2016 and 2017. **Output indicators** Number of reports produced Number of consultative workshops with stakeholders **Targets** List of recommendations for future elections is published Campaign supervision archive is established and distributed.	2013 Capacity for evaluating performance of SCEC is strengthened. Measures for improving campaign supervision for future elections are identified. 2013 campaign supervision archive is established.	UNDP SCEC MOIM	*2.5.1 Support the effective transfer of knowledge and lessons learned by the SCEC for future elections* *Deliverables* External evaluation report on work of SCEC External evaluation report on effectiveness of electoral assistance to SCEC Conduct of stakeholder meetings to discuss lessons learned Collation of all relevant materials into an accessible archive Translation of Final SCEC report Final project report by UNDP Development of consultative road-map for implementation of possible areas of reform on campaign supervision	National Consultants 14,000 USD Conduct of meetings: 12,000 USD Translation and printing: 7,500 USD Archiving team 7,500 USD

TOTAL FOR COMPONENT TWO	627,750 USD

Component 3: Support to Voter Education Initiatives

Outcome: Strengthened capacity for the provision of voter education in Lebanon

		Responsible	Deliverables	Budget
3.1. Support to building stakeholder capacity in voter education **Baseline** No baseline data or coordination of voter education in place Untapped expertise on voter education exists Numerous voter education initiatives expected to take place **Output indicators** Number of reports produced Number of stakeholder participants trained Number of consultative workshops with stakeholders **Targets** Baseline analysis on voter education published 20 voter education expert trainers accredited Coordination framework for voter education in place	2012 Baseline data for voter education established. Training on voter education skills provided. 2013 Stakeholder capacity for the delivery of voter education is strengthened.	UNDP Civil Society	*3.1.1 Building stakeholder capacity on voter education* *Deliverables* Expert report on mapping of previous and current voter and civic education initiatives Baseline survey of voters to identify levels of public awareness on electoral issues Conduct of training for stakeholders on effective civic and voter education *3.1.2 Coordination on voter education initiatives* *Deliverables* Facilitation of meetings and information-sharing between providers of voter education Mapping of voter education and civil society initiatives for the 2013 elections Information placed on LEAP project website	Consultant: 14,500 USD Conduct of baseline survey on voter awareness 95,000 USD Two BRIDGE courses 28,500 USD Facilitation of meetings: 8,000 USD LEAP Website: 32,000 USD

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Activity / Baseline / Indicators / Targets	Status (2012/2013)	Responsible	Deliverables	Budget
3.2 Support to Targeted Voter Education Campaigns **Baseline** Limited focus on key issues on voter education **Output indicators** Number of initiatives supported **Targets** Increased awareness on key aspects of voter education	2013 Stakeholder capacity for the delivery of voter education is strengthened.	UNDP Civil Society	*3.1.2 Support to targeted voter education initiatives* *Deliverables* Conduct of events with voter education focus	Voter Education events 75,000 USD
3.3 Support to lessons learned process on voter education **Baseline** Providers of voter education will need to demonstrate effectiveness. Donors of electoral assistance will seek quality assurance. Next elections will take place in 2016 and 2017. **Output indicators** Number of reports produced Number of consultative workshops with stakeholders **Targets** Survey of impact of voter education conducted. Voter education archive established.	2013 Capacity for evaluating effectiveness of voter education is strengthened. 2013 voter education archive is established.	UNDP	*3.3.1 Lessons learned on voter education and its impact on civic education and other longer term activities* *Deliverables* Expert report on voter education initiatives Consultative meetings on lessons learned for voter education Survey on impact of voter education initiatives undertaken Archive of voter education collated and distributed	Consultant on voter education: 12,000 USD Post-election survey of impact of voter education: 50,000 USD
TOTAL FOR COMPONENT THREE (in the scenario that official ballots are not adopted and/or voting age is not reduced)				**315,000 USD**

Component 4: Support to the Resolution of Electoral Disputes

Outcome: Strengthened capacity for the resolution of electoral disputes for the 2013 parliamentary elections

Activity / Baseline / Indicators / Targets	Status (2012/2013)	Responsible	Deliverables	Budget
4.1 Provision of technical advice and assistance on the framework for electoral dispute resolution (EDR) in Lebanon **Baseline** Limited awareness on role of EDR and different agencies with mandates to resolve electoral disputes **Output indicators** Number of reports produced Number of consultative workshops with stakeholders **Targets** Comprehensive report on EDR produced Increased levels of awareness on EDR	2012 Stakeholder understanding of EDR process is enhanced 2013 Stakeholder access to EDR information is enhanced. Stakeholder awareness of EDR process is enhanced.	UNDP CC SC CP MOJ MOIM	*4.1.1 Conduct of an analytical review of EDR processes* *Deliverables* Expert report on EDR processes and capacities Collation of relevant materials and archive on EDR Conduct of consultative meetings on EDR issues	Consultant: 15,000 USD Conduct of meetings: 2,000 USD
			4.1.2 Support to the technical capacities on EDR case management procedures and transparency. *Deliverables* Development of a common approach on raising awareness on EDR Training of stakeholders on EDR	Sub-grant 95,000 USD
4.2 Support to judicial bodies on EDR **Baseline** Limited opportunities for bodies to review EDR role with experts and stakeholders Review of bodies technical capacity required No manual for EDR role of bodies exists **Output indicators**	2012-13 Capacity of judicial bodies to perform their EDR role is strengthened Stakeholder awareness in the	UNDP CC SC / CP RC/HRCs MOIM MOJ	*4.2.1 Support to the Constitutional Council* *Deliverables* Conduct of events with experts and stakeholders to review role, and provide training where relevant. Needs assessment to technical capacity on EDR issues Procurement of relevant equipment or material	Briefings 50,000 USD Materials: 50,000 USD Equipment: 25,000 USD

Number of judges/members, experts and stakeholders participating in events **Targets** Bodies have an effective operational capacity for EDR	role of the judicial bodies in resolving election disputes is enhanced.		*4.2.2 Support to the State Council* *Deliverables* Conduct of events with experts and stakeholders to review role, and provide training where relevant. Needs assessment to technical capacity on EDR issues Procurement of relevant equipment or material	Briefings 50,000 USD Materials: 50,000 USD Equipment: 25,000 USD
			4.2.3 Support to the Registration Committees *Deliverables* Conduct of events with experts and stakeholders to review role, and provide training where relevant. Needs assessment to technical capacity on EDR issues Procurement of relevant equipment or material	Briefings 75,000 USD Equipment: 50,000 USD
4.3 Support to the conduct of a support of a comprehensive post-election lessons learned process on electoral dispute resolution **Baseline** Debate for future strengthening of EDR processes is expected to take place Donors of electoral assistance will seek quality assurance. Next elections will take place in 2016 and 2017. **Output indicators** Number of reports produced Number of consultative workshops with stakeholders **Targets** List of recommendations for EDR processes for future elections is published EDR archive is established and distributed.	2013 Capacity for evaluating performance on EDR is strengthened. Measures for improving EDR for future elections are identified. 2013 EDR archive is established.	UNDP CC SC CP MOJ MOIM	*4.3.1 Lessons learned on resolution of electoral disputes* *Deliverables* External evaluation report on EDR during the 2013 elections Conduct of stakeholder meetings to discuss lessons learned Collation of all relevant materials into an accessible archive	Consultant(s): 14,500 USD Conduct of meetings: 9,000 USD Translation and printing: 5,000 USD
TOTAL FOR COMPONENT FOUR				**515,500 USD**

Component 5: Support to Improve Election Participation by Women

Outcome: Increased participation of women in in elections

			Deliverables	Costs
5.1 Support to the provision of technical assistance to improve election participation by women **Baseline** Limited stakeholder capacity on identifying temporary special measures (TSMs) **Output indicators** Number and type of advisory roles on TSMs In case TSMs are adopted, number of stakeholders trained **Targets** Stakeholder consensus on TSM options TSMs widely discussed in Parliament, and adopted In case TSMs are adopted, number of women candidates and women elected	2012 Stakeholder awareness of TSM options is enhanced. Likelihood for TSMs to be adopted in increased.	UNDP MOIM CSOs	*5.1.1 Support to stakeholders in an analytical review of options for temporary special measures (in conjunction with activities under 1.1.2)* *Deliverables* Expert report on possible areas for introduction of TSMs Consultative roundtables and workshops on TSM options Collection of archive and baseline data on participation of women	Consultants on TSM options: 14,500 USD Consultative roundtables 15,000 USD Gathering of archive and publication of baseline data: 8,000 USD Training of trainers on TSMs 15,750 USD
5.2 Support to targeted campaigns to increase electoral opportunities for women **Baseline** Limited number of women participating as electoral officials. **Output indicators** Number of women recruited as election officials. **Targets** Benchmark data published	2012 Review of participation of women as election officials. 2013 Increased number of women recruited as election officials.	UNDP MOIM CSOs	*5.2.1 Enhance women's participation as election officials* *Deliverables* MOIM adoption of strategy to recruit more women as election officials *5.2.2 Information for women candidates* *Deliverables* Information for women standing as candidates	Outreach events 125,000 USD Materials 25,000 USD Materials 50,000 USD
5.3 Support the conduct lessons learned on women's participation **Baseline** No consistent source of data on participation of women in the electoral process Donors of electoral assistance will seek quality assurance. Next elections will take place in 2016 and 2017. **Output indicators** Number of reports produced Number of consultative workshops with stakeholders **Targets** Benchmark data published Archive on women's participation established.	2013 Benchmark data for women's participation is established. Capacity for evaluating effectiveness of initiatives to promote women's participation is strengthened. Archive on women's participation is established.	UNDP MOIM Parliament	*5.3.1 Support to lessons learned on women's participation* *Deliverables* Collation of comprehensive data on women's participation (e.g. as elected MPs, as candidates, as officials, as voters) Publication of data External evaluation report on initiatives to improve women's participation Conduct of stakeholder meetings to discuss lessons learned Final project reports by UNDP Development of consultative road-map for implementation of possible areas of reform	Collation and publication of data: 12,750 USD External evaluation: 14,500 USD Workshops: 9,000 USD
TOTAL FOR COMPONENT FIVE (in the scenario that TSMs are not adopted)				**289,500 USD**

COMPONENT 6: Personnel and Office Costs	
Personnel Costs	Chief Technical Adviser (15 months @ $20,000) $300,000 USD
Project Team of 13 persons lead by Chief Technical Adviser	National Project Officer (15 months @ $4,642) $69,630 USD National Adviser (15 months @ $7,500) $112,500 USD Communications Officer (15 months @ $3,927) $58,905 USD Legal Officer (14 months @ $3,927) $54,978 USD Training Officer (14 months @ $3,927) $54,978 USD Reporting/M&E Officer (14 months @ $3,500) $49,000 USD

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External Project Evaluation team	Civil Society Officer (14 months @ $3,500) $49,000 USD Junior Media Officer (14 months @ $3,075) $43,050 USD Junior Gender/Election Officer (14 months @ $3,075) $43,050 USD Junior Research Officer (14 months @ $3,075) $43,050 USD ICT Coordinator (10 months @ $3,500) $35,000 USD Procurement Officer (10 months @ $3,500) $35,000 USD Finance & Administrative Assistant (15 months @ $2,688) $40,320 USD Driver (15 months @ $1,499) $22,485 USD Driver (8 months @ $1,499) $11,992 USD External Evaluation team 40,000 USD
Office Costs	Office Rent, 96,000 USD Office Running Costs, 20,000 USD Office Equipment, 25,000 USD Office hardware & software, 23,400 USD Office supplies, 14,000 USD Office communication, 16,000 USD Vehicle hire and fuel, 33,600 USD
Total personnel and office costs	1,288,938 USD
TOTAL PROJECT DIRECT COSTS FOR SCENARIO ONE	US$ 5,568,688
Indirect Costs GMS at 7 per cent	US$ 389,808.16
ISS at 2 per cent	US$ 111,373.76
TOTAL PROJECT BUDGET FOR SCENARIO ONE	USD 6,069,869.92

Scenario Two: Where a new election law includes significant electoral reforms
Component 7: Support to the Implementation of Election reforms
Outcome: Strengthened capacity for the implementation of reforms included in new electoral legislation

Intended Outputs	Output Targets	Responsible Partners	Indicative Activities	Inputs (Costs estimated for 2012 and 2013)
7.1 Support to the MOIM's implementation of electoral reforms **Baseline** Limited technical capacity for implementing reforms Limited awareness on reforms if adopted **Output indicators** Number of ballots produced Number of voter information messages carried **Targets** MOIM produces sufficient numbers of ballots MOIM produces voter information on reforms	2013 Authorities receive expert technical advice on implementation of electoral reforms Official reform initiatives are strengthened. Voters receive information on reform measures. Voters are able to benefit from adopted reforms.	UNDP MOIM	*7.1.1 Support the printing of official ballot papers* *Deliverables* Printing of official ballots Production of special ballots *7.1.2 Support to voter information on electoral reforms* *Deliverables* Voter information in case of official ballots Voter information in case of lowering of the voting age Voter information in case of measures for women's participaton	Procurement of printed ballots: 3,000,000 USD Production of specialised ballots 150,000 USD Additional funding for VI on ballots: USD 225,000
7.2 Support to voter education on electoral reforms	2013	UNDP	*7.1.1 Establishing a framework for a small grants programme (SGP) to*	Small Grants Programmes

	Voters receive information on reform measures. Voters are able to benefit from adopted reforms.	MOIM	*support voter education campaigns on reform initiatives* *Deliverables* Development of framework and terms of reference for SGP on voter education of electoral reform	250,000 USD Small Grant Materials 15,000 USD Small Grants Temporary Personnel 35,000 USD
Baseline Limited awareness of reforms Limited capacity of voter education on reform measures **Output indicators** Number of participants/users in voter education initiatives Number of correct usage of ballots Number of new voters voting Number of women standing as candidates **Targets** Percentage of invalid ballots is lower than 4 per cent Percentage of youth voters matches percentage of national turnout				

TOTAL PROJECT DIRECT COSTS FOR SCENARIO TWO	US$ 3,727,000
Indirect Costs GMS at 7 per cent	US$ 260,890
ISS at 2 per cent	US$ 74,540
TOTAL PROJECT BUDGET FOR SCENARIO ONE	USD 4,062,430

TOTAL PROJECT BUDGET FOR SCENARIO ONE and TWO	USD 10,132,299.92

IV.   Annual Work Plan

	2012			2013											
	Q4			**Q1**			**Q2**			**Q3**			**Q4**		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.1 Support to official initiatives for electoral reform															
1.1.1 Technical advice and assistance on electoral reform															
1.2 Support to results management															
1.2.1 Framework for results management															
1.2.2 Procurement of new results equipment/systems															
1.3 Support to official voter information and media strategies															
1.3.1 Design and development of voter information programme															
1.3.2 Upgrading of website															
1.3.3 Opportunities for public inspection of voter register															
1.3.4 Establishment of a media centre															
1.3.5 Additional voter information for official ballots															
1.4 Support to voter secrecy															
1.4.1.1 Framework preparations for official ballots															
1.4.1.2 Preparations for production of official ballots															
1.4.1.3 Printing of official ballots															
1.4.2 Development of alternative counting mechanism															

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		2012						2013									
		Q4			Q1			Q2			Q3			Q4			
		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	

	2012		2013												
	Q4		Q1			Q2			Q3			Q4			
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

1.4.3.1 Review of absentee voting options

1.4.3.2 Preparations for absentee voting

1.5 Support to training of electoral officials

1.5.1 Development of a training strategy

1.5.2 Production of polling manuals & training materials

1.5.3 Cascade training for polling officials

1.6 Support to modernize electoral procedures

1.6.1 Operational planning and data-management

1.7 Support to facilitating access by persons with disabilities

1.7.1 Facilitating access by persons with disabilities

1.8 Support to a lessons learned process

1.8.1 MOIM lessons learned process

2.1 Support to establishment of the SCEC

2.1.1 Preparations for establishing the SCEC

2.1.2 Training for SCEC officials

2.2 Support to improving the regulatory framework for elections campaigns

2.2.1 Improving the regulatory framework for campaign supervision

2.3 Support to enhance SCEC transparency

2.3.1 SCEC communication and outreach strategies

2.4 Support to coordination of observers and journalists

2.4.1 Facilitating observer & media accreditation

2.5 Support to lessons learned on campaign supervision

2.5.1 SCEC report-writing and lessons learned

	2012				2013											
	Q3	Q4			Q1			Q2			Q3			Q4		
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
3.1 Support to building stakeholder capacity on voter education																
3.1.1 Building capacity on voter education skills																
3.1.2 Coordination of voter education initiatives																
3.2 Support to targeted voter education campaigns																
3.2.1 Support to targeted voter education campaigns																
3.2 Support to lessons learned on voter education																
3.3.1 Voter education lessons learned																

	2012				2013											
	Q3	Q4			Q1			Q2			Q3			Q4		
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
4.1 Raising awareness on EDR																
4.1.1 Analytical review of EDR																
4.1.2 Raising awareness on on EDR procedures																
4.2 Support to judicial bodies on EDR																
4.2.1 Support to the Constitutional Council																
4.2.2 Support to the State Council																
4.2.3 Support to the Registration Committees																
4.3 Support to lessons learned on EDR																
4.3.1 Lessons learned on EDR																

	2012				2013											
	Q3	Q4			Q1			Q2			Q3			Q4		
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
5.1 Technical advice & Assistance on Temporary Special Measures (TSMs)																
5.1.1 Review women's participation options																
5.2 Support to targeted campaigns to promote women's participation																
5.2.1 Enhancing women's participation as election officials																
5.2.2 Information for Women standing as candidates																
5.3 Support to lessons learned on women's participation																
5.3.1 Lessons learned on women's participation																

V- Management Arrangements

Project Management

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

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

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

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

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

Project Organisation Structure

1. Project Board

Senior Beneficiary (MOIM, SCEC, CC) | Executive: UNDP | Senior Donor Representatives: USAID, EC

2. Project Assurance: UNDP Governance Programme

3. Chief Technical Advisor (CTA)

4. Administrative Support Services (Project Team)

Project Board/Basket Fund Steering Committee

A Project Board/Basket Fund Steering Committee (BFSC) will be established with responsibility for providing oversight of the project management through consensus approval of project plans and revisions and offering guidance on management decisions when sought by the CTA. The BFSC's decisions will also monitor the performance of the project activities in line with the envisaged outputs, work plan and deliverables. In order to ensure UNDP's ultimate accountability, the BFSC decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity, transparency and effective international competition.

The membership of the BFSC will include representatives of the UNDP Country Office, donors, the primary project beneficiary (MOIM) and the CTA. The BFSC will be chaired by UNDP. The first meeting of the BFSC will take place within 30 days of the start of the project, and will include agreement on its modalities and terms of reference. Following meetings will be held at regular intervals of at least once every two months or as frequent as necessary when required by the CTA. It is expected that the meetings will be more frequent in periods of peak activity. Minutes of meetings will be taken; minutes of previous meetings will be circulated in advance. In cases where a consensus cannot be reached within the BFSC, final decision shall rest with the UNDP Resident

Representative or his designate. The BFSC may also engage with or act jointly with similar bodies that may be established for the broader LEAP project. In particular the BFSC will:

- Agree on the project's plan and documentation (Annual Work Plan, Risks and Issues);
- Monitor progress against the plans and agree on any revisions necessary as the project progresses;
- Assist in problem solving;
- Identify and manage risks and issues;
- Agree on any re-prioritization of work or reallocation of resources necessary to ensure milestones are achieved and risks managed effectively; and
- Resolve issues brought to it.

Project assurance

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

Project Team

The UNDP Country Office will recruit a project team, which will be headed by the CTA. The project team will be responsible for the administration and management of the project on a day-to-day basis. The project team will consist of sixteen staff with specific responsibilities for ensuring the effective and efficient implementation of the project. These are: a Chief Technical Adviser/Project Manager; a National Adviser; a National Project Officer; a Legal/Electoral Officer; a Junior Gender/Electoral Officer; a Communications Officer; a Junior Media and Outreach Officer, a Junior Research/Electoral Officer, an Administrative and Finance Assistant; a Reporting / Monitoring and Evaluation, a Civil Society/Grants Officer; a Training Officer; an ICT Coordinator; two Procurement Assistants, and a Driver. The project will also commission the services of national and international consultants and short-term experts as required by the specific areas of electoral assistance. The project team will operate from office space that is separate from the UNDP Country Office. The project will continue to utilize a small office that is currently provided gratis at the MOIM headquarters, which will be used as temporary work-stations and meeting space for the project team when required.

Project management structure
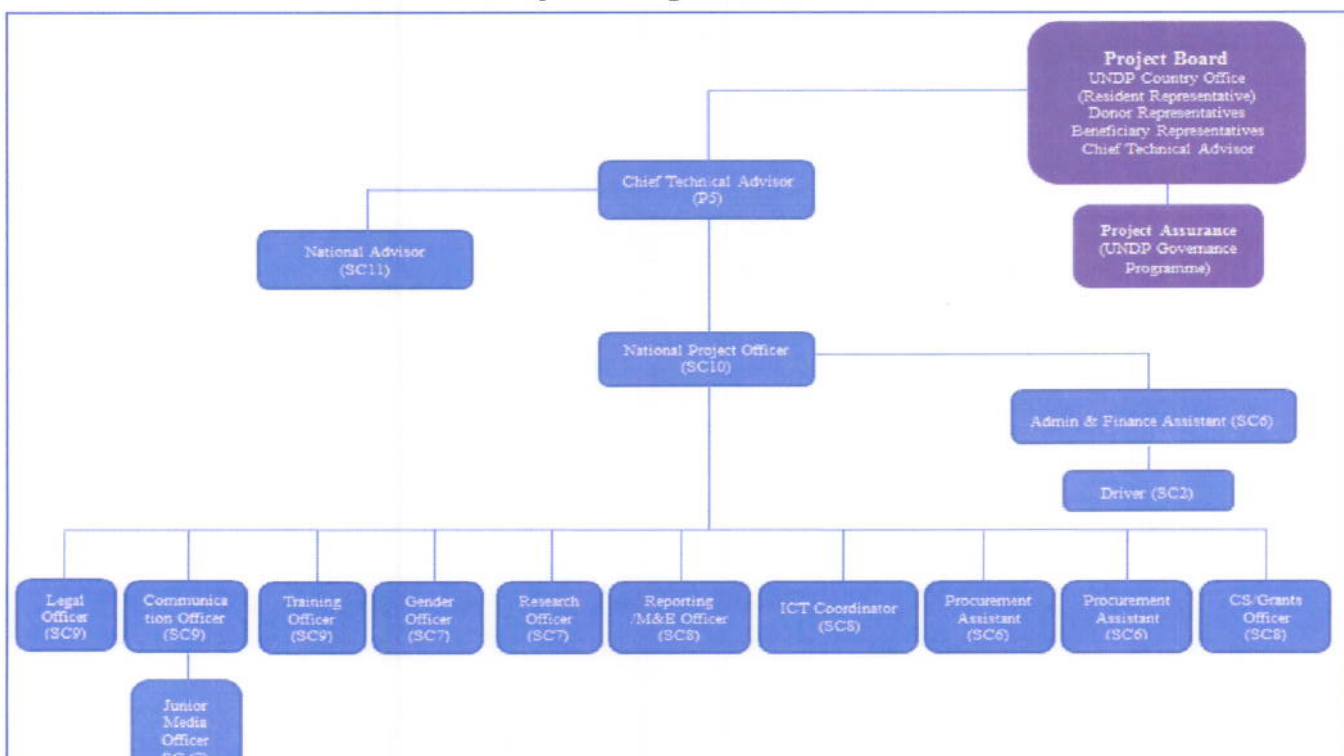
Project Coordination

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

The TWG will include all actors engaged on the provision of electoral assistance, including donors and implementers, have the opportunity to meet regularly to ensure effective coordination of their work. This mechanism will seek to optimise the efficient use of resources and expertise, eliminate double allocation of funding and minimise potential differences among donors, implementing agencies and stakeholders. The TWG can establish thematic working groups and can be assisted by external expertise if it deems necessary. The meetings will be held every two months or as frequently as may become necessary. The work of the TWG will be facilitated by the UNDP.

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

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

Project Milestones

The project has been designed to be relevant and responsive to the identified needs of the election stakeholders in Lebanon. The project's milestones and timeline will be established within 30 days of the start of the project. These will incorporate how activities and results will be targeted to the key procedural and chronological milestones in the electoral process that are established by legislation; however, it is stressed that the timeframe of milestones and/or project activities may be subject to change through political, security or other relevant developments.

Electoral Milestones
The following table identifies that key milestones in the 2013 electoral process that impact on project design and implementation. (The given dates are based on the electoral calendar for a June 2, 2013 poll using the timeframes established in the 2008 Election Law. The timeframes for these steps may be changed by new legislation or the date of the elections is changed.)

Election Milestone	Legally established date
(1) Agreement of Draft Electoral Law (DEL) by Cabinet	9 August 2012
(2) Review of draft legislation by Parliamentary Committees begins	19 September 2012
(3) Draft law is approved by Parliamentary Committees	(no set date)
(4) Review of draft law by Parliament in plenary begins	(no set date)
(5) Electoral Law is approved by Parliament	(expected by end 2012)
(6) Electoral Law comes into force	(no set date)
(7) Supervisory Committee is appointed	(no set date)
(8) Supervisory Committee mandate starts	(no set date)
(9) Period for Out-of-Country Voter Registration ends	December 31, 2012
(10) Preliminary Voter Register published	February 10, 2013
(11) Elections are called	March 02, 2013
(12) Candidate Registration begins	(no set date)
(13) Period for Inspection of Preliminary Voter Register ends	March 10, 2013
(14) Final Voter Registration published	March 30, 2013
(15) Candidate Registration ends	April 02, 2013
(16) Election Campaigning begins	(no set date)
(17) Out-of-Country Voting takes place	May 26, 2013
(18) Early voting for electoral officials takes place	May 30, 2013
(19) Election Campaigning ends	May 31, 2013
(20) In-country voting and counting of all votes takes place	June 02, 2013
(21) Preliminary results are announced	June 04, 2013
(22) Official final results are announced	June 09, 2013
(23) Period to challenge results end	July 02, 2013
(24) Deadline for decisions on election results	November 02, 2013
(25) Supervisory Committee mandate ends	December 03, 2013

Financial Management

The Elections Assistance Basket Fund

Several donors interested in supporting electoral processes in Lebanon can agree to work together with common goals and contribute through a basket fund modality administered by UNDP in order to streamline international aid towards greater effectiveness. The Elections Support Programme is divided into five components and it is envisaged that UNDP will sign partnership agreements with the primary beneficiary for the implementation of Component 1 (MOIM), Component 2 (SCEC or the MOIM on its behalf) and Component 4 (the Constitutional Council and State Council). In the case of activities under Component 3 (Voter Education) and Component 4 (Support to Women's Participation), the UNDP will consult with relevant civil society organizations on their implementation. It is envisaged that there will be two schemes of small-grants to CSOs and Women Organizations and the BFSC will be the decision maker on the dissemination of grants. In case of a funding gap, priority will be given to Components 1, 2, 4 and 5 or the amount of funding offered through the small grants programs will be reduced.

Provision of services
All services shall be provided in accordance with UNDP procedures, rules and regulations. Implementation of some activities will be through a sub-contracting modality, which will be

undertaking using standard procurement requirements for transparency and best value. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the cost sharing project budget.

Financial arrangements

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

GMS is recovered with a flat rate of 7% for contribution from donors. GMS cover the following services:
- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

UNDP direct costs incurred for Implementation Support Services (ISS) with a flat rate of 2%, as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. ISS includes the following services:
- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment,8 including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation.

Branding and Marking Plans

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

Audit

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

VI Monitoring and Evaluation

To ensure both effectiveness and accountability, the UNDP proposes the adoption of a structured monitoring and evaluation component, using established UNDP Country Office methodology and experience for the monitoring and evaluation of its projects. The BFSC may decide upon additional

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8 This would include any fee to IAPSO.

monitoring and evaluation approaches. The project will establish a robust approach to gathering quantitative and qualitative data to monitor the outputs and outcomes of the intervention. An initial list of indicators and baselines for the outputs have been identified; however, these may need to be further refined through stakeholder consultations especially when dealing with substantive outcomes. The project team will include an M&E Officer to coordinate the implementation of the M&E framework designed for the project.

In terms of monitoring, the following will be used to monitor the work plan:
- Periodic meetings of the BFSC;
- Quarterly progress reports that will include narrative/technical □and financial reports prepared by PST;
- Periodic or pre and post-intervention surveys to monitor trends and impact of specific outputs;
- Annual progress reports, technical and financial reports prepared by the project team at the end of the year;
- Field visits undertaken jointly by members of the BFSC and by any UN mission
- External evaluation towards the end of the project.

During the period of the project, the project will undertake post-factum internal and external evaluations of completed activities. In addition, the project envisages the conduct of a comprehensive post-electoral external evaluation of the project's performance. All evaluations will be based on extensive assessments of demonstrable impact on the electoral process and other sources of data, including the perception of beneficiaries and stakeholders. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager who will inform the UNDP-CO and BFSC of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by UNDP through regular meetings with the project team, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Details of the monitoring requirements are as follows:

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

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- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

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

Quality Management for Project Activity Results

OUTPUT 1: Lebanese Electoral Assistance Programme (LEAP)		
Activity Result 1 (Atlas Activity ID)	*Support to Electoral Management*	Start: September 1, 2012 End: December 31, 2013
Purpose	Build and support the capacity of the current election management structures on areas that will improve the electoral process, in particular, the adoption of key electoral reforms and administrative procedures that will strengthen public confidence that the elections are credible, transparent and inclusive.	
Description	This activity first aims at supporting electoral process by providing advice during the parliamentary review process. It also aims at improving the results' process focusing on the automation of candidates' registration and of the results' process at large. Through activity 1, support will be provided to the MOIM based on voters information campaigns and on broad dissemination of information, through for instance the elections' website: www.elections.gov.lb In addition, the secrecy of votes will be improved by designing and producing the ballots, as well as work on absentee voting. Electoral officials will be trained; trainings will target core electoral officials and polling officials. The electoral capacity and procedures will be modernized through better data management and accessibility of polling stations. Finally, lessons learnt will be highlighted and the process evaluated.	
Quality Criteria	**Quality Method**	**Date of Assessment**
Advisory role on electoral reform performed	Number of requests for advisory	Upon passage of the law
	Number of reforms passed	Upon passage of the law
Trainings provided	Number of training sessions, Number of officials trained in processing results, material and sessions' outcomes, number of guides and manuals published and disseminated	Quarterly and at the end of the project
	Pre and post training evaluations	Quarterly and at the end of the project
Voter education campaigns	Number of manuals/guides produced to facilitate voters education	Quarterly and at the end of the project
	Number of hints at www.elections.gov.lb	Weekly, monthly, quarterly, at the end of the project
	Number of citizens using online voter registration	By the end of the deadline for voter registration
Adoption of official ballots (in case of political consensus)	Number of ballots printed	By the end of elections
	Number	By the end of elections
Electoral capacity developed	Procurement of equipment	Quarterly and at the end of

		the project
	Number of tools developed and used	Quarterly and at the end of the project
M&E initiatives implemented	Number of lessons learnt identified	December 2013
	Number of reports published, number of recommendations developed	December 2013
Activity Result 2 (Atlas Activity ID)	Support to campaign supervision	Start: January 2013 End: December 31, 2013
Purpose	Activity 2 aims at developing the capacities of the supervision of campaign regulations and accordingly ensures the accreditation of observers for the 2013 parliamentary elections in Lebanon.	
Description	Activity 2 will focus on preparing for campaign supervision based on the provision of advice to build the institutional settings of the commission and its organized planning. The commission's capacity will be accordingly developed based on revised methodologies and trainings of the campaign supervisors and stakeholders. The project will also support in the provision of accreditation to observers and media outlets.	
Quality Criteria	**Quality Criteria**	
Trainings on supervisory role provided	Number of sessions conducted, types of areas covered, number of trained officials, types of beneficiaries, training reports, number of training manuals and guides developed and disseminated	Quarterly and at the end of the project
	Pre and post training surveys	Following training sessions
Accredited observers	Number of national observers accredited	By the elections day
	Number of international observers accredited	By the elections day
	Number of journalists trained	By the elections day
	Observation reports published and recommendations	December 2013
M&E initiatives implemented	Number of lessons learnt identified	December 2013
	Number of reports published, number of recommendations developed	December 2013
Activity Result 3 (Atlas Activity ID)	Support to voter education	Start: December 2013 Date: December 31, 2013
Purpose	Promote capacity for enhanced voters education in Lebanon	
Description	The third activity will be closely implemented with civil society organizations in order to build the capacity on voter education, in a more target way, focusing on persons with disabilities, rural communities, and newly eligible voters.	
Quality Criteria	**Quality Criteria**	
Voter education campaigns	Voters turnout	Following elections day
	Number of new voters targeted	Following elections day
	Number of awareness material and dissemination targets	Before elections day
M&E initiatives implemented	Number of lessons learnt identified	December 2013
	Number of reports published, number of recommendations developed	December 2013
Activity Result 4 (Atlas Activity ID)	Support to the resolution of electoral disputes	Start: January 2013 Date: December 31, 2013
Purpose	To strengthen the capacity of all stakeholders in terms of electoral dispute management in the framework of the 2013 parliamentary elections	
Description	The 4th activity is based on the identified needs to build and support the capacity of the institutions with the mandate for resolving electoral disputes in Lebanon to perform their responsibilities in an effective, transparent and credible manner so as to build public confidence in the electoral process.	

Quality Criteria	Quality Criteria	
Trainings/symposia	Number of training sessions, number of beneficiaries (among judges, members of the CC, experts, etc…) , material disseminated	Quarterly and at the end of the project
	Pre and post training evaluations	Quarterly and at the end of the project
M&E initiatives implemented	Number of lessons learnt identified	December 2013
	Number of reports published, number of recommendations developed	December 2013
Activity Result 5 (Atlas Activity ID)	Support to initiatives to improve election opportunities for women	Start: September 2013 Date: December 31, 2013
Purpose	Increased opportunities for women to participate in elections	
Description	Building on past elections results (both in terms of women participation and representation); activity 5 focuses on the provision of technical support to enhance women participation in elections. It also aims a targeted advocacy campaigns for women. Finally, it supports elected women to fulfil their duties in parliament.	
Quality Criteria	**Quality Criteria**	
Trainings	Number of training sessions, number of trained women, material disseminated geographical distribution, etc…	Quarterly and at the end of the project
	Pre and post evaluations	Quarterly and at the end of the project
	Number of running candidates, number of elected candidates, women turnout	Quarterly and at the end of the project
M&E initiatives implemented	Number of lessons learnt identified	December 2013
	Number of reports published, number of recommendations developed	December 2013

VII Legal Context

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

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:
- Revisions in, or addition of, any of the annexes of the project document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- Mandatory annual revisions, which re-phase the delivery of, agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.

VIII Risk Mitigation Strategies

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

Description	Type of Risk	Risk Probability (P) & Impact (I)	Countermeasures / Management Response
Changes to the legal framework are adopted late.	Political	Credibility of the electoral process may be undermined. Pressure on project planning & delivery intensifies. New technical needs emerge at short notice. *P: High; I: High*	Continuous analysis of developments and support to advocacy measures for early adoption of laws. Project planning is in place for different legal scenarios. Project identifies likely technical needs for newly adopted legal provisions.
There are no changes to the legal framework.	Political	Credibility of the electoral process is undermined. Some activities dropped. *P: Medium; I: High*	Project design includes options for activities where there are no changes to law.
Uncertainties over whether election date will be postponed from June 2013	Political	Credibility of the electoral process may be undermined. Pressure on project planning & delivery intensifies. *P: High; I: High*	Continuous analysis of developments and support to advocacy measures for holding elections on time. Project planning is in place for different date scenarios.
Date of election is postponed.	Political and Project Management	Credibility of the electoral process may be undermined. Security situation may deteriorate. Negative impact on project work plan. *P: Medium; I: High*	Project design will include scenarios for postponement of 3, 6 and 12 months. Project activities may continue during postponement.
Security situation deteriorates.	Political and Project Management	Negative impact on capacity to implement project work plan. *P: Medium; I: High*	Continuous analysis of developments. Project planning is in place for different security scenarios. Project coordinates closely with UNDSS.
Primary beneficiaries demonstrate a lack of responsiveness to engage in electoral assistance.	Project Management	Negative impact on delivery of key outputs. *P: Low; I: Medium*	Project design and implementation based on close consultation with beneficiaries.
Delay in state budget for electoral activities or state budget is inadequate for core aspects of the electoral process.	Political and Project Management	Negative impact on beneficiaries' capacity to conduct elections. Requests for additional donor support and project activities.	Support to advocacy measures for an adequate election budget to be approved early. Project planning is in place to respond to additional requests for assistance.
Limited availability of donor funding.	Project Management	Negative impact on capacity to implement project work plan. *P: Medium; I: Medium*	Project design will be revised based on funding scenarios.