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# UNDP Lebanese **ELECTIONS** Assistance Project



Project funded by  
the European Union



Lebanese Elections Assistance Project

# Lessons Learned Report

Municipal Elections 2016

## Background

UNDP Lebanese Electoral Assistance Project (LEAP) has the main objective to strengthen the capacity of stakeholders for the conduct of fair, transparent and inclusive elections in Lebanon. Through a multi-component approach, the project has the intended outcomes of providing technical assistance and support in the following key electoral areas: (1) management and administration of elections (2) supervision of election campaigns (3) awareness and voter education initiatives (4) resolution of electoral disputes, and (5) initiatives to improve election opportunities for women.

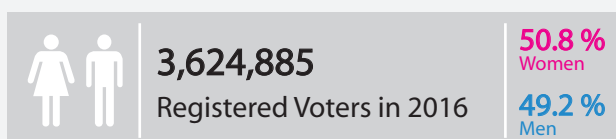
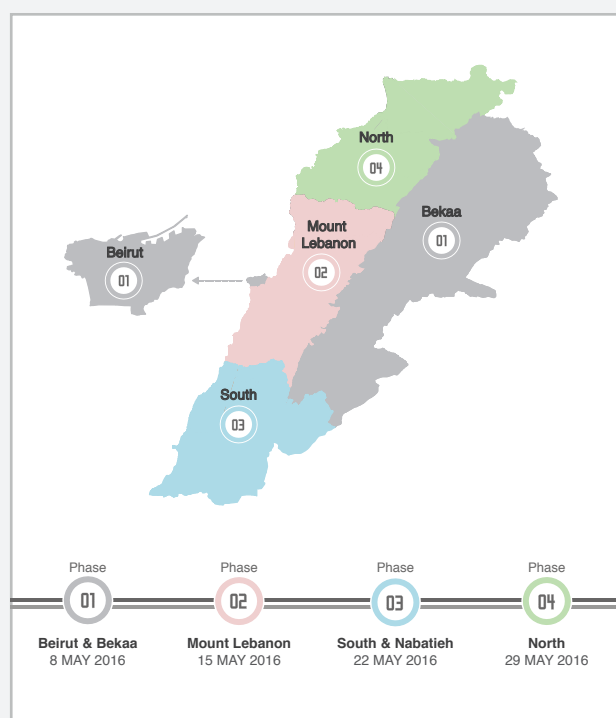
In this context, in 2016 the project provided technical assistance and advisory support to the Ministry of Interior and Municipalities (MoIM) which is the Electoral management body in Lebanon, in order to support the preparation, organization and conduct of the Municipal and Mukhtar Elections. Consequently, following a period of uncertainty and challenges, in April 2016 the Municipal Elections were officially announced and confirmed. Throughout the first two quarters of the year UNDP LEAP supported the Ministry in the implementation of key electoral areas such as: voter registration update and exhibition and challenges; candidates registration; electoral operations and logistics; procurement of electoral materials and equipment; training related activities; voter education and awareness raising campaigns; accreditation of observers and media; and results management system.

In addition, LEAP continued and fostered the partnership with national agencies, NGOs and international organizations working in the area of women empowerment. The comprehensive programs, campaigns and knowledge products aimed at raising the awareness and understanding of stakeholders and voters on the importance of the women participation in politics and encourage women to run as candidates during the local polls. Under this component, the project supported and facilitated thematic training sessions and workshops with the participation of women candidates, activists and NGO members.

Following previous recommendations and lessons learned, LEAP partnered with domestic observers group in order to share relevant information, electoral legal framework booklets and develop a guide on electoral dispute resolution. Upon the request of the EMB, the project supported also the accreditation of the domestic observers and facilitated coordination between the Ministry and the observation groups.

Upon the successful completion of the Municipal and Mukhtar Elections, UNDP LEAP initiated an internal after action/lessons learned exercise in order to assess the effectiveness of the support and assistance provided, to identify challenges and areas that need further attention and suggest recommendations for future electoral processes such as the proposed Parliamentary Elections due to take place in 2017. Below is presented a summary of the findings and conclusions of the exercise together with some relevant electoral data and images from the process.

## Elections Snapshot



Electoral System: Majoritarian (FPTP)

**1,030** | Number of Municipalities 2016

**12,234** | Municipal Councils Members 2016

**2,922** | Number of Mukhtars 2016

**4,079** | Mukhtar Councils 2016

**48.54 %** | Total Voter Turnout

Women Elected 2010



**536 / in Municipalities**  
**39 / Mukhtars**

Women Elected 2016



**663 / in Municipalities**  
**57 / Mukhtars**


## Technical Assistance to Electoral Management and Administration

### Electoral Training Materials

|   |   |   |   |
|---|---|---|---|
|  |  |  |  |
| <b>33000</b><br>Training Manuals  | <b>18000</b><br>Parliamentary Laws  | <b>11000</b><br>Municipal Laws  | <b>11000</b><br>Mukhtar Laws  |

### Hotline

**Elections Hotline**  
Period: 18 April - 28 May

 **5334**  
Total Number of Calls

**65%**  
Calls from Polling Officials

**25%**  
Calls from Citizens

**10%**  
Calls from Observers





### Accreditation

|  |  |  |
|--|--|--|
|  |  |  |
| <b>1700</b><br>Issued Media Badges   | <b>1500</b><br>Issued National Observer Badges                                     | <b>110</b><br>Issued Special Visitor Badges  |

### Akkar Candidate Registration System

|   |   |   |   |
|---|---|---|---|
|  |  |  |  |
| <b>3</b><br>Minutes<br>Data Entry<br>Processing Time                                | <b>4200</b><br>Processed<br>Applications  | <b>10</b><br>Trained<br>Employees   | <b>10</b> Laptops<br><b>4</b> Printers<br><b>2</b> Routers                          |

### Akkar Results Management System

|   |   |   |   |
|---|---|---|---|
|  |  |  |  |
| <b>2788</b><br>Municipal Races<br>Processed   | <b>642</b><br>Mukhtar Races<br>Processed  | <b>15</b><br>Trained<br>Employees   | <b>10</b> Laptops<br><b>4</b> Printers<br><b>2</b> Routers                          |

### Equipments



Candidates Registration and Results Management IT Equipment

### Strengths and Achievements

- Efficient and timely assistance to the MoIM in the implementation of electoral operations such as:
  - Advisory support to the DGPARG and DGPS
  - Three comprehensive awareness campaigns on: voter registration update, ID cards and voter education
  - Electoral hotline throughout the elections period
  - Deployment and retrieval of sensitive and non-sensitive materials.
  - Technical and advisory support to Muhafaz and Qaemaqams through LEAP mobile teams.
- Timely procurement of equipment requested by the MoIM including computers, printers, digital fingerprint stations, scanners, smart board, software, etc.
- Successful pilot of the automated candidate's registration results management system in Akkar Governorate.
- Efficient implementation of a modern accreditation system for observers, media and special guests.

### Challenges and Areas of Improvement

- Timely operational planning including:
  - Training of electoral officials, polling officials and stakeholders.
  - Procurement, deployment, distribution and retrieval of electoral materials.
  - Deployment of polling officials to their respective areas / polling stations.
  - Procurement needs assessment.
- Accessibility of electoral data by stakeholders and voters.
- Accessibility of persons with disabilities.
- Clear and unified instructions for police and security forces during E-Day.
- Accreditation of candidate agents at the district level.

### Lessons Learned and Recommendations

- Support the MoIM for a timely drafting and development of a comprehensive operational plan including clear activities, timelines and responsibilities such as:
  - Formal training for polling officials and electoral officials
  - Comprehensive awareness campaigns with clear targets, messages and information.
  - Briefing sessions for electoral stakeholders.
  - Timely deployment, distribution and retrieval plan for sensitive and non-sensitive materials.
  - Timely procurement plan.
- Enhanced cooperation and coordination with local stakeholders (Muhafaz, Qaemaqams, etc) through briefings and coordination mechanisms.
- Assist MoIM in enhancing accessibility of electoral data through:
  - Set-up of a media center
  - Enhanced and improved dedicated website
  - Enhanced hotline electoral assistance covering the electoral period.
- Enhance accessibility of persons with disabilities through:
  - New electoral procedures for the polling of persons with disabilities
  - Assessment of polling stations accessibility and appropriate measures.

## Support to Voter Education and Awareness Campaigns

### Voter Registration Awareness Campaign



|        |                       |
|--------|-----------------------|
| 598    | TV                    |
| 980    | Radio                 |
| 386    | Billboards            |
| 69     | Magazine & Newspapers |
| 10,000 | Flyers                |
| 5,680  | Likes on Facebook     |

### ID Awareness Campaign



|        |                        |
|--------|------------------------|
| 514    | TV                     |
| 288    | Radio                  |
| 500    | Billboards             |
| 9      | Led Screens            |
| 28     | Magazines & Newspapers |
| 10,000 | Flyers                 |

### Voter Education Public Awareness Campaign



|     |            |
|-----|------------|
| 749 | TV         |
| 687 | Radio      |
| 537 | Billboards |
| 158 | Unipoles   |

### Strengths and Achievements

- Effective support to the MoIM in the development and implementation of sustained thematic information and awareness campaigns throughout the electoral period including:
  - Voter registration update campaign
  - Voter ID awareness campaign
  - Voter education campaign.
- Main message/s of the campaigns were met
- Development, production and dissemination of various thematic brochures, guide books and knowledge products.
- Timely dissemination of relevant electoral information through media outlets (including TV and radio channels), websites and social media.

### Challenges and Areas of Improvement

- According to the project findings, the information disseminated in the voter education campaign was limited and delays were reported in its implementation.
- Limited dissemination and coverage of the electoral information and awareness campaigns in the national media outlets and social media.
- Additional efforts should be considered in the preparation of future electoral processes toward enhancing the voters' understanding and knowledge on electoral procedures, rights and responsibilities and democratic principles.

### Lessons Learned and Recommendations

- Timely assessment and planning for future information and education campaigns is required in order to ensure a standard quality of the creative concept, design and campaign materials.
- The voter/civic education should be initiated and start well in advance and the content should provide clear, timely and sufficient electoral information to voters, ahead of the E-Day.
- Better dissemination and coverage of the electoral related information, with the support of the MoIM.
- Enhanced and closer coordination with the MoIM in the design and development of the concepts and campaign materials would be recommendable.
- The project will continue partnering NGOs and CSOs in the area of voter and civic education towards a better informed and knowledgeable electorate.
- A post campaign survey is recommended in order to identify the impact of the campaign in numbers and figures. In addition, the survey is to be built on for future media awareness campaigns.

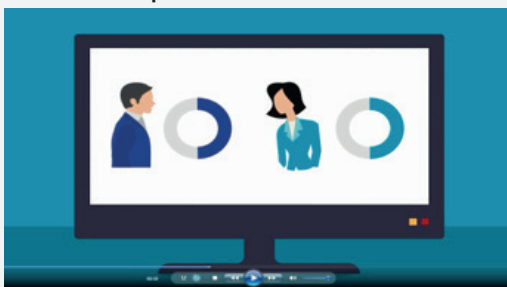
## Support to the Electoral Dispute Resolution

### Knowledge toolkit on EDR

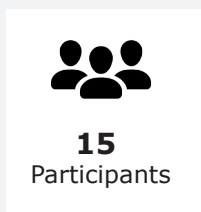
#### 1500 Distributed Guidebooks



#### 3 Animated Clips



### Workshop on EDR Awareness for the 2016 Local Elections



#### Covered Areas:

- International Standards on EDR
- The Different Phases of EDR in Municipal Elections
- Practical Aspects of EDR Observation reporting

### Municipal Elections Complaints

|                      | 2010 | 2016 |
|----------------------|------|------|
| Candidacy Challenges | 46   | 54   |
| Results Challenges   | 205  | 194  |
| Total                | 251  | 248  |

Source: NNA

### Strengths and Achievements

- Effective partnership with LADE in the development of a “Guide to Challenges and Complaints related to Municipal and Mukhtar Elections” focused on raising awareness on the electoral dispute resolution mechanism in force for the 2016 municipal elections.
- Support to civil society and domestic observation groups on electoral dispute resolution through a workshop and a guidebook covering themes such as: international standards on EDR and practical aspects of EDR observation and reporting.
- Design, development and dissemination of three infographic animation clips (Arabic with English subtitles) presenting in a graphic approach the main aspects of the electoral dispute resolution system and complaint channels applicable for the local elections.

### Challenges and Areas of Improvement

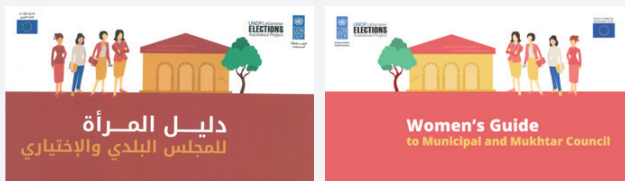
- The time constraints under which the abovementioned activities were conducted lead to a limited capacity for follow-up and dissemination of outputs.
- Given the complex and often vague legal framework and the lack of previous comprehensive studies on EDR for municipal elections in Lebanon, it was a delicate task to develop knowledge tools and workshops on the subject.
- The knowledge materials developed under this component could have benefited from wider public outreach.

### Lessons Learned and Recommendations

- Providing a wider timeframe to allow for further follow-up on trainings with civil society and for larger dissemination of knowledge material.
- Organizing the dissemination of knowledge material on election dispute resolution within the framework of a general voter education campaign, in order to allow for wider public outreach. Such approach would highly benefit from the ownership of MoIM.
- Organizing special workshops and roundtables on the topic of the knowledge material on election dispute resolution in order to spread awareness among electoral/legal practitioners.

## Support to the Participation and Representation of Women

### Knowledge toolkit on Women's Participation in Elections



**2500**  
Women's Guide  
Distributed

**500**  
Women's Guide  
Distributed

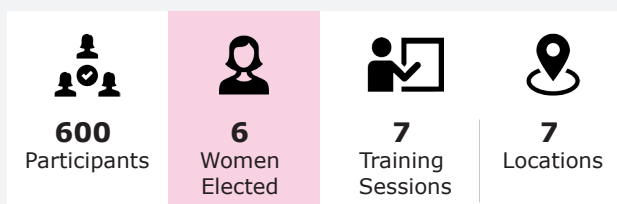
### 3 Animated Clips



### 250 Billboards



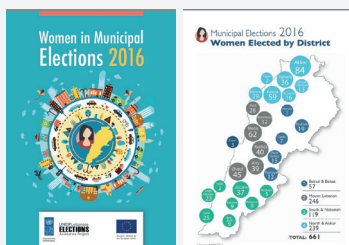
### Training on Women's Participation



### Gender Key Results 2016

| Women Candidates |                |      | Women Elected |                |      |
|------------------|----------------|------|---------------|----------------|------|
| 2010             |                | 2016 | 2010          |                | 2016 |
| 1346             | Municipalities | 1519 | 536           | Municipalities | 663  |
| 141              | Mukhtars       | 381  | 39            | Mukhtars       | 57   |

### 200 Brochures



### Strengths and Achievements

- Effective partnership and cooperation with CSOs, NGOs and international organizations such as: National Commission for Lebanese Women (NCLW), Women in Parliament, Women in Front, National Democratic Institute (NDI) in the area of strengthening women participation and representation for the 2016 municipal elections.
- Timely design and development of a comprehensive awareness and education campaign targeting potential women candidates, stakeholders and voters on the role and importance of women participation in the political life and in particular as municipal council members and mukhtars .
- Design, development and dissemination of 3,000 guidebooks (in Arabic and English languages) presenting in a graphic approach the statistics, facts and relevant information encouraging women to participate in elections as candidates and voters.
- Production of a short movie on women in municipalities: "Challenges and Success Stories".
- In partnership with UNSCOL, Women in Front and NDI, organization and conduct of seven training sessions organized in Beirut and regional level.

### Challenges and Areas of Improvement

- Enhanced coordination between the stakeholders that are currently working in the area of strengthening women participation would be advisable.
- The current majoritarian electoral system makes the application of affirmative actions for women participation difficult to implement.
- Limited level of knowledge and understanding of the role and importance of women participation in politics, particularly at local and regional level.
- The need to encourage political parties to recruit women party candidates and have equal access to party leadership roles.

### Lessons Learned and Recommendations

- Enhanced, sustained and continuous campaigning for affirmative actions towards the upcoming parliamentary elections is a must.
- Enhanced coordination mechanism between agencies and organizations working in the area of strengthening women participation is required.
- Advocacy for clear positive actions and measures such as electoral quotas through advocacy and awareness campaigns, thematic workshops and publications.
- Organization and conduct of thematic trainings and workshops aimed at enhancing the capacity and understanding of stakeholders and decision makers on the importance of women participation and representation in public institutions.