

3.1 Relationship Management

Beneficiary groups we plan to target and why:

CSOs: The primary beneficiary groups that ARK has selected to work with are gender and politically-focused CSOs, in order to increase their impact in promoting female political leadership. Given that a lack of coherence and coordination in campaigning for female candidates and advocating for female lists and quotas was highlighted as an issue in the May 2018 elections by a number of groups and stakeholders ARK consulted while developing this proposal, ARK and its partners will use an intensive period of communications and advocacy training and capacity building to establish networks between a range of CSOs, which will then be formalised through the development of a Road Map (see below for detail). These will include VVIP Women in Power, Women to Women Success, Way Women, Elias Moukheiber Institute for Lebanon, Youth Network for Civic Activism, Nasawiya, the AKKAR Network for Development and the Women's Association of Deir Al AhmarLebanese Democratic Gathering Organisation (RDFL), Lebanese Transparency Organisation, Lebanese Union for People with Physical Disabilities, Women in Front, the Social Media Exchange, and ABAAD (Dimensions)-Resource Center For Gender Equality.

Female members of political parties and municipality representatives: Given the limited timeframe for the implementation of the majority of this project, ARK and its partners will also work directly with female members of political parties, municipalities and former candidates to increase their public profile as part of this project's work to normalise women's engagement in politics. The by-laws and/or cultural norms of most parties stereotype women and their roles, with typical responsibilities including organising events, brunches and handicrafts exhibitions, rather than participating in decision making. Recent changes in the Future Movement, however, have demonstrated that a switch of culture is possible where there are strong female activists within the party. Challenges within the parties need to be mapped to understand the entry points to change behavior and this project will start to do that through discussions with female party members and women MPs. While this pilot project targets women within parties and municipalities only at this stage, any further iterations of this project would also look to work with male representatives.

For this pilot project, we have initially selected to work with three parties which present a cross section of the Lebanese political scene, both in terms of confessional representation as well as their stated commitment and approach to women's participation. Our team has existing relationships with all of the parties and proposed beneficiaries listed here.

Future Movement (Sunni): While the Future Movement managed to get two women MPs from their list elected, they have not yet provided support for a women's quota. The party does however have an active political bureau with seven women in it and has recently seen an increasingly active women's membership. ARK's proposed Project Manager has existing relations with leading women within the party and this project will also provide support to the Future Movement's female MPs.

Progress Party (Druze): While this party would be expected to provide vocal support to women given its ideology, there was no mention of this in recent elections. The party's female members have stated that they are committed to improving its stance on these issues.

Kataeb (Christian): Kataeb is one of the more progressive parties on the subject of women's participation, having submitted the bill for a women's quota as well as putting a number of women candidates on its list. It also has a number of competent women activists within the party who ARK will look to work with, particularly Lara Saadeh.

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Given the comparatively high number of female municipality representatives in Mount Lebanon, the North and Akkar, ARK will provide social media and outreach training to female municipality representatives, as well as to independent female candidates who ran in the May 2018 elections, including those from the AKKAR women's candidate list, Kulluna Watani and Libadi, among others.

Key Influencers: ARK also proposes working with a range of social media influencers on this project, integrating them into campaign messaging. Through its well-connected communications team (see below), ARK proposes approaching a variety of influencers in different fields. This would include celebrities who have previously positioned themselves around women's participation, such as the singer Elissa, as well as male and female TV anchors who routinely comment on gender issues, including media figures who ran for elections such as Jessica Azar and Ghada Eid (a judge and TV anchor who presents a programme on counter-corruption). Other influencers integrated into the project could include political figures such as Jumana Haddad, a controversial journalist who ran in the last elections, and Victoria AlKhoury Zwein who formerly headed a municipality. To ensure that messaging extends beyond existing pro-gender equality supporters, ARK will also look to engage with politically-involved comedians such as Hicham Haddad, who is known for his misogynistic remarks, as well as with Twitter groups Mawtura and Adeela, which post sardonic commentaries on Lebanese politics and society and have a wide following among Lebanese youth.

If this project is extended, ARK would look to work with the Amal party (Shia), which made no reference to gender in its election campaign but has previously succeeded in getting women elected three times and currently has a female MP, as well as the Lebanese Forces (Christian), which is currently seen as one of the only parties that does not put barriers in the way for women's participation within the party, enabling women to be selected from inside the party for candidate lists.

Existing access / relationships you or your partners have:

ARK's proposed project team for this pilot all have existing, strong relationships with a large number of stakeholders in this project. ARK's proposed Project Manager Joulia Bou Karroum has worked on gender and political issues in Lebanon since 2010, and she has existing relationships with a wide number of the proposed beneficiaries and partners through her ongoing professional activities, both as ARK's dedicated gender consultant for Lebanon programming and her other consultancy work promoting gender participation in the country. Both Joulia and proposed Project Coordinator Abed Khattab (who ran ARK's Get Out The Vote campaign for the May 2018 elections, working in partnership with 4 CSOs) are also active members of the Lebanese Association for Democratic Elections (LADE). ARK's communications team is drawn from the Lebanese media environment and ARK's Production Manager and Video Editor both have strong personal connections with a range of broadcast channels, presenters, hosts and influencers. This was actively demonstrated through ARK's implementation of the GOTV campaign implemented for HMG in 2017/2018, as was ARK's ability to mobilise and deliver a full spend in a compressed timeframe.

ARK's selected partners for this project have all worked extensively on activities related to this project for decades and as a result, have strong, existing relationships with a large range of gender and politically-focused organisations, individuals, and complementary initiatives, as well as access to all potential key project stakeholders.

Key Partners

ARK will work with the following organisations as key partners on this project:

FE-MALE – founded in 2012, the group focuses on empowering women through traditional and social media, combating stereotypes and promoting women's rights. This project will build on FE-MALE's existing network and its directors will provide traditional and social media engagement training and capacity building to other CSOs and individual beneficiaries.

Partnership Center for Development and Democracy (PCDD) - a pioneering group in organising and implementing campaigns in the fields of advocacy and elections for individuals and organisations in

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Lebanon and the MENA region. We will use its technical expertise on advocacy and lobbying to provide training to local level CSOs.

The Institute for Women's Studies in the Arab World (IWSAW) - a long-established institution focusing on research to promote the advancement of women and gender equality in the Arab world, led by Lina Abirafeh, a leading gender influencer in the Middle East. IWSAW will provide research, conference organising and convening support.

ARK will invite a range of relevant stakeholders to attend the December Conference and workshops – in addition to project beneficiaries - to ensure the Road Map developed has their buy-in and to develop a strong, effective coalition to implement it. Proposed conference invitees who are already working on related programming would include: the **National Commission for Lebanese Women, Hivos, UNWOMEN, UNDP, Leadership for Sustainable Development, Lebanese League for Women in Business, Women in Parliaments Global Forum, and the Minister for Women's Affairs, Jean Oghassabian.**

Explain how you will both build networks with this group and break down barriers to work with opposing forces who may be in opposition to females in political leadership.

Building networks will be a key component of this project, ensuring that CSOs and individual women working in this field are connected with each other to coordinate activities and provide mutual support and reinforcement to achieve challenging objectives. Given that a lack of coherence and coordination in campaigning for female candidates and advocating for female lists and quotas in the May 2018 elections has been highlighted as an issue, ARK and its partners will use an intensive period of communications and advocacy training and capacity building to establish a network of CSOs and individual beneficiaries. The network will develop a communications strategy to promote women's participation and ARK will ensure that coordination mechanisms are put in place for the network to continue to implement this beyond the end of the project. This network will also be expanded on and formalised through the establishment of a coalition that will implement the Road Map developed at the December conference. During the final three months of the project, ARK's project team will follow up with coalition members to progress consultation around the Road Map and establish an operating and coordination mechanism for the coalition to allow it to function beyond the end of this project.

Given the short duration of this project, ARK aims to put in place the foundations for normalising women's participation in political life but recognises that effectively breaking down the barriers that are currently in place to obstruct this will be a much longer process. ARK has designed this project to advance discussions around women's participation beyond existing supporters, to identify challenges to women's advancement within the different mainstream political parties and to bring more men into this debate, enabling a detailed understanding of opposition and criticism and provide male and female supporters with persuasive ways of rebutting this. ARK's cross-cutting communications campaign will also raise the visibility of women who are providing effective leadership in other sectors, such as industry, commerce and NGOs, providing empirical demonstrations of their successes and strengths as decision makers.

Existing and proposed relationships with national and regional CSOs, women's coalitions, networks and commissions and value to the proposed project and sustainability.

A large amount of work has already been done to try and promote women's political participation in Lebanon and ARK has deliberately partnered with three key contributors to this work to ensure that this project complements and builds on the work done to date, to avoid repetition or duplication of effort and move the debate forward. All partners have already collaborated on previous projects and have worked with ARK's proposed Project Manager, ensuring a positive working relationship and effective implementation.

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Through PCDD and Lina Alameddine this project will coordinate with the working group set up following UNDP's "Technical Consultation Meeting on Fostering Women's Political Participation" held in Amman in late September 2017 (which Lina attended), which brought together gender focal points and practitioners from a range of MENA countries. The Lebanese delegation (the largest participating in the meeting), presented an overview of the different barriers that hinder women's political participation in Lebanon. The delegation presented opportunities and entry points, establishing this working group to develop a national consultation process. **PCDD** also previously implemented the "Eye on My Municipality" project funded by the US-Middle East Partnership Initiative, which engaged both men and women on the issue of women's increased political participation and ways to achieve this in Lebanon and the findings from this will feed into implementation strategies for this project.

In 2016, **FE-MALE** created a national network to change the image of women in media and advertising, which included the National Media Council, Research and Training for Development Action, Loyak Association, KAFA Association, Lebanese Women's Club and the Lebanese Council of Women. **FE-MALE** is also a member of the Women's Virtual Exchange Alliance (WIF), a political alliance of a number of NGOs and CSOs from Lebanon and across the Middle East. The group has also run an independent women's news website focused on raising awareness of women's rights and participation opportunities. **IWSAW** also has extensive links to other CSOs both in Lebanon, and through its joint links to academia and activism has strong convening power, which **ARK** will utilise in preparation for the December conference. It has previously conducted workshops across Lebanon, working with LADE, the National Commission for Lebanese Women and Hivos and its Director also sits on the board of ABAAD. **ARK** has ongoing relationships with a range of CSOs as a result of its ongoing work in Lebanon, and its implementation of the GOTV communications project. It is also partnering with LADE on a US-funded project to promote political party accountability in Lebanon and will coordinate with the LADE for this project.

The project team and partners will also review the gender roadmap for women's political participation and representation developed in preparation for the 2018 parliamentary elections by UNDP's Lebanese Elections Assistance Project (LEAP) in collaboration with the Office of the Minister of State for Women's Affairs (OMSWA), the European Union and UN Women. Aiming to enhance the meaningful participation of women in the election, the roadmap presented alternatives, *other than quota*, to increase women's participation in politics and help in advocating and influencing public behaviour to support the inclusion of women in public life and its findings and recommendations can usefully be included in this project's proposed 2022 Road Map. The Take Action campaign will also build on UNDP's "Half the society, half the parliament" public media awareness campaign which promoted the positive portrayal of women in politics. We will also work in coordination with activities being implemented under the 2017 National Action Plan (NAP) developed by UN agencies in Lebanon (incl. UN Women, UNFPA, ESCWA, OHCHR, UNIFIL, and UNDP) to support the government to implement Security Council Resolution 1325 on Women, Peace and Security. The NAP is currently under review by the National Commission for Lebanese Women and the Office of the Minister of State for Women's Affairs.

KPIs to monitor the effectiveness and quality of the supplier's relationship management.

- 1) 90% of scheduled activities are implemented on time, despite the tight timeframe.
- 2) 75% of CSOs provide feedback that they are very satisfied with training provided and will use it in future work.
- 3) 75% of beneficiaries participate in 2022 Road Map and provide concrete strategies to implement the Road Map.