



**United Nations Development Programme
Libyan Arab Jamahiriyah
Project Document**

Project Title: Capacity Development of the General Information Authority (GIA)

Expected CP Outcome(s): Public services made more efficient and accessible, Monitoring & evaluation system for the MDGs and socio-economic efficiency strengthened

Expected Output(s):

- Technical & functional capacities of GIA strengthened.

Executing Entity: UNDP Libya

Implementing Agency: General Information Authority (GIA)

Brief Description

In order for the *General Information Authority* to deal with the ever-growing demands of a rapidly growing economy, and the accompanying enrichment in data, statistics and information, it has been concluded that a comprehensive policy to improve the capabilities of the institution as well as its employees is essential for the fulfillment of GIA's mandate. Libya is and has for the last couple of years been primed for a period of economic growth and development. UNDP, being one of the oldest and most active partners with the government, has had agreements with senior counterparts in the Libyan Government to assist in the building of institutional capacities to ascertain the sustainability of the current growth process. UNDP is therefore, involved in various technical cooperation projects with the General Information Authority (GIA), particularly in following the attainment of the Millennium Development Goals (MDGs) and the annual human development report for Libya. Accordingly, UNDP is implementing a Capacity Assessment (CA) and Capacity Development (CD) review for the General Information Authority (GIA), the key national institution engaged in the collection, assimilation, analysis and distribution of information within the Jamahiriyah.

Programme Period:	2006 - 2009
Key Result Area (Strategic Plan):	Promoting inclusive growth, gender equality and MDG achievement.
Atlas Award ID:	15.03.2010
Start date:	14.03.2011
End Date:	14.03.2011
PAC Meeting Date:	
Management Arrangements:	NEX

Total resources required	\$ 382,692.31
General Manag. Support (4%)	\$ 15,307.69
Total allocated resources:	\$ 389,000
Funding Source:	- Libyan Government
	\$ 398,000

Agreed by (General Information Authority)
Dr. Mohamad Saleh Bani
Secretary of The General Information Authority

Agreed by (UNDP):
Mr. Ramanathan Balakrishnan
UNDP Resident Representative (a.i)

Ramanathan

LIST OF ACRONYMS

APR	Annual Progress Report
CA	Capacity Assessment
CD	Capacity Development
CDR	Combined Delivery Report
CO	Country Office
CP	Country Programme
DRR	Deputy Resident Representative
HDR	Human Development Report
HDI	Human Development Index
GIA	General Information Authority
GMS (%)	General Management Support
TOR	Terms of Reference
UNDP	United Nations Development Programme
NEX	National Execution Modality
MDG	Millennium Development Goals
NPC	National Project Coordinator

The General Information Authority (GIA) was established pursuant to Law (4) for the year 1990, which conferred the need for founding a central institution for information and documentation activities within the Great Socialist People's Libyan Arab Jamahiriya. GIA has since its establishment been the official center for information gathering, storage, analysis and dissemination across all social and economic sectors in the GSPALJ using state of the art informatics technologies and equipment. GIA has since played a major role in supporting the decision making process and the sustenance of a comprehensive database available for research and education purposes, particularly in the areas of development and planning. GIA's dawn coincided with an overall rapid growth in development activities within the Libyan Arab Jamahiriya. Libya is currently witnessing a thriving economic growth and a desire to integrate the Millennium Development Goals in the national planning process through communication and advocacy. There exists a tremendous development potential that will impact the productivity, income and overall quality of life of Libyan People.

UNDP is cooperating with GIA on the compiling of the 2008/2009 National Human Development Report and National millennium development report, which will be used as an essential tool for monitoring, planning and advocacy for development by Government as well as the various UN agencies in Libya. GIA's responsibilities are various and strategically cater to the information management needs of all other governmental sectors, universities and research centres in Libya.

UNDP has therefore initiated implementing a Capacity Assessment (CA) and Capacity Development (CD) processes for the General Information Authority (GIA). The following outcomes on the current state of capacity at GIA was concluded from a series of surveys and capacity assessment activities, which a task force made up of a number GIA's senior managers has supervised.

- At the core of GIA's mission, is its capability to build national capacities in the field of statistics, Informatics and Technology. Accordingly, building ownership within GIA staff (at all levels) is crucial to such a demand that will only increase during the coming few years.
- While technology, state of the art equipments and software are available to all staff, a significant portion of personnel do not feel comfortable in making use of those technologies in the execution of their daily work.
- Partnerships with key stakeholders need be centre-staged to enable information exchange initiatives.
- There is a lack of a leadership skills development dedicated system.
- GIA needs to incorporate the country's development agenda into future capacity building activities.
- Stronger cooperation with universities and technical institution within the Jamahiriya needs dedicated efforts.
- There is a need to develop an effective feedback mechanism within the individual departments.
- There is a need for a comprehensive assessment of the various units to review their capacity to realize their mandates as set out in the legal framework guiding GIA.
- The establishment of an incentive system is crucial to enable the staff to take initiatives and adopt a participatory approach.
- A culture of results based management should be implemented
- There is a need for dedicated training in the technical as well as functional expertise of each job category.

Libya has accomplished significant progress in the development of national plans and strategies within the various fields. Libya belongs to the "medium human development" countries and has the highest HDI in Africa. Nevertheless, despite the pace for development in the recent years, Libya faces strong challenges in the areas of institutional and human/ manpower capacities which are often accentuated by the frequent institutional changes at the national level.

The UNDP Country Office in Libya realizes that capacity development is a critical factor of human development and thus development effectiveness. Capacity development is a process that ensures that government and other development agencies have the knowledge and expertise to handle processes and resources for development. UNDP in partnership with the government has agreed to implement a project aimed at addressing capacity development challenges of the Government and the UNDP country office.

In light of those pressing demands, UNDP CO has conducted a broad assessment of the current state of capacity at GIA, particularly the desired level of technical and managerial capacities, which staffs at GIA have highlighted as important tools for the attainment of the highest efficiency in executing their duties. The assessment produced a set of recommendations as follows:

- Pending approval by the relevant People's General Committee, a review of the organizational structure of GIA would be advantageous for capacity development.
- The need for more adoption of international standards of information management policies and procedures.
- Strengthening the training department within GIA would benefit the whole authority.
- The training department should request a yearly training budget and prepare a yearly action plan after consultation with the major technical and administrative departments periodically.
- Training activities need to be tailored to the post descriptions in order to maximize the success of outputs.
- An overall evaluation and advancement of the incentive mechanism would increase the morale of staff and ensure their commitment to the vision/mission of GIA.
- There is an apparent lack of knowledge sharing forums, specifically where experienced and long serving staff would share their expertise with new comers.
- Workshop participation should result in tangible progress and application in the trainees' daily operations.

All assessments conducted have so far resulted in a high potential for GIA, providing the current capacities –human, technical and logistic- are used to their maximum capabilities. UNDP CO has therefore embarked on this project for capacity development, building on its experience with other key governmental authorities in the Libyan Arab Jamahiriya, and believing in the important role GIA would be playing in the next couple of years. It is expected that the CD project at GIA will be of a sustainable nature, where the individual capacities of staff will result in continuous strengthening and development of capacity assessment and capacity development activities, and the resulting positioning of GIA as a leading information and statistics management organization in the North African and Middle Eastern region.

This project will focus on overall institutional capacities development, and development of staff technical and managerial skills. The strategy includes an evaluation of the existing organizational and human resource capacities, the assessment of the current state of efficiency and a comparison towards the desired level of capacity. GIA aspires to achieve. The assessment is done internally in the form of surveys and questionnaires and is often followed by a technical assessment by external experts. There are three distinct phases for the capacity development initiative as follows:

1. Capacity Assessment phase
2. Response Strategy Development phase
3. Strategy implementation and training activities.

The principal outputs of this project are:

1. Technical & Functional capacities of GIA strengthened.

This output/result will contribute to achieving the UNDP Country Programme (CP) outcomes, in particular, to make significant movement towards recognition of the relevant aspects of the Millennium Development Goals (MDG), greater awareness, capacities, and means to monitor and preserve data at the national and local levels.

The project will be executed under the National Execution (NEX) modality, strong and transparent cooperation with GIA will be the driving force for this project. GIA will provide funds for the project assign staff and offer logistical support on ad hoc basis, while UNDP will provide expertise and facilitate the agreements for local, regional and international training programmes.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: *Public services made more efficient and accessible, monitoring & evaluation system for the MDGs and socio-economic efficiency strengthened.*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator: Production and publication of Libyan national statistics further modernised and brought up to date with emerging international standards.

Baseline: Limited and multi-centred production and publication of socio-economic data.

Target: Institutional capacity building programs set up for pivotal information producing institutions.

Applicable Key Result Area (from 2008-11 Strategic Plan): Promoting inclusive growth, gender equality and MDG achievement.

Partnership Strategy: UNDP will partner with international Institutions and Service providers, to provide the required international technical expertise to develop the Libyan National Capacities, The project will be executed through the General Information Authority.

Project title and ID (ATLAS Award ID): Capacity Development of the General Information Authority (GIA) – ()

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2010-2011)	INDICATIVE ACTIVITIES	INPUTS
<p>Output 1:</p> <p>Technical & Functional capacities of GIA strengthened.</p> <p>Baseline:</p> <ul style="list-style-type: none"> ● Training plans are not designed in correspondence to staff capacity requirements. ● Lack of integration of training with monitoring, evaluation for staff performance. ● Lack of internal incentive mechanism. 	<p>TARGET (1.1): Design a comprehensive Development Plan for Technical & Functional Capacities.</p>	<p>1.1 Technical Capacities assessment</p> <p>1.1.1. Conduct CA/CD workshops to present UNDP methodology on capacity development.</p> <p>1.1.2. Conduct a comprehensive assessment for technical capacities of GIA' staff.</p> <p>1.1.3. Conduct analytical assessment for functional capacities and business process.</p> <p>1.1.4. Design a strategic technical training plan for GIA staff.</p> <p>1.1.5. Develop action plan to overcome the key issues in the business process.</p> <p>1.1.6. Develop integrated system for staff training, monitoring, evaluation and incentives, including the development of orientation or training strategy for new staff.</p>	<ul style="list-style-type: none"> - Capacity Development Consultant for 24 months as project manager - Incentives for the NPC and Advisors committee members for 24 months - Capacity Assessment international Experts - International and local experts, training institutions, companies in different technical capacities. - Part-time Translator - Travel to attend

<ul style="list-style-type: none"> • Delay in feedback between different departments. • Business processes are taking longer time than it should be. <p>Indicators:</p> <ul style="list-style-type: none"> • Proven increase in staff's Job satisfaction. • At least 70% of staff at GIA has been trained on technical skills by the end the project. • At least 50% of heads of units and/or departments have participated in international events on information management, and statistics (Conferences, workshops etc.). • Action plan to overcome key issues are designed and implemented. • Work flow efficiency improved through Training of at least 80% of GIA management on management skills, time management, result based management approach. 	<p>TARGET (1.2): <i>Implementation of the developed plan.</i></p>	<p>1.2 Implementing the Development Plan for technical & Functional capacities.</p> <p>1.2.1. Organise Local training workshops/Courses.</p> <p>1.2.2 Organise training sessions to improve functional capacities and management skills.</p> <p>1.2.3 Participating in International conferences, workshops and forums.</p> <p>1.2.4 Liaise and supervise study tours.</p>	<p>workshops</p> <ul style="list-style-type: none"> - DSA for conferences, or workshop participation. - Conduct at least 2 study tours for Management from different department. <p>Total Budget (including 4%GMS) = 398,000.00USD</p>
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EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME (2010-2011)				PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Funding Source	Budget Description	Amount (USD)
<u>Output 1: Technical & Functional capacities of GIA strengthened.</u>	1.1. Conduct CA/CD workshops to present UNDP methodology on capacity development.	√				GIA	Workshops Expenses	4,000
	1.2. Conduct a comprehensive assessment for technical capacities of GIA' staff.	√	√			GIA	International Experts for Technical Capacity assessment	22,000
	1.3. Conduct analytical assessment for functional capacities and business process.					GIA	Capacity Development Consultant/Project Manager	42,000
	1.4. Design a strategic technical training plan for GIA staff.					GIA	National Project Coordinator	10,000
	1.5. Develop action plan to overcome the key issues in the business process.					GIA	Incentives for Project Advisors committee members	50,000
1.6. Organize Local training workshops/Courses.	√	√	√	√	GIA	Translation	7,692.31	
1.7. Participating in International conferences, workshops and forums.					GIA	Training Incentives	47,000	
1.8. Liaise and supervise study tours.						International and local Consultants/Training companies	100,000	
1.9. Liaise and supervise study tours								
total:								\$382,692.31
GMS (4%):								\$ 15,307.69
Grand Total								\$398,000

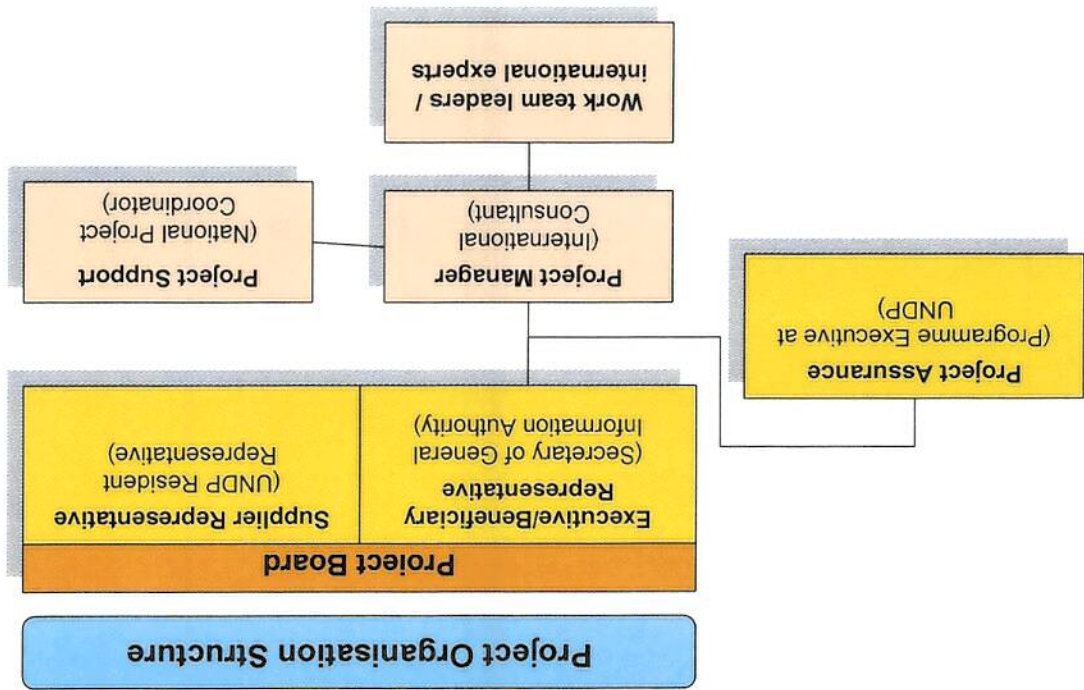
IV. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Availability of suitable International consultants	August/2009	HR It is difficult to find suitable consultants who have thorough knowledge of the technical subjects and can communicate effectively in Arabic	P = 3 I = 4	- Advertising consultancy vacancies will widen the pool and eliminate the risk - Recruitment of a good part time translator will improve the communication effectiveness.	NPC			Stable

The project will be implemented through the National Execution modality (NEX), where the General Information Authority will be the implementing partner. Through the NEX modality, the project will be administered and managed in accordance with the rules and regulations of the Libyan Government. For the administrative support which may be provided by UNDP Libya, upon request of the Implementing Partner, the rules and regulations of UNDP will be applied.

A project board will be established and the General Information Authority will be the executive and beneficiary of the Project Board. The project board is responsible for making executive management decisions for the project, including approval of project revision. The project board will also provide overall guidance and approve activities of the project under this document, including corresponding budget, technical feasibility of the project, and ensuring the realization of project benefits to the project beneficiaries.

The following diagram explains the composition of the project structure:



The project board will consist of the Secretary of the General Information Authority, and the UNDP Resident Representative for Libya.

It is envisaged that the General Information Authority will lead the project management team to monitor the project management and coordinate the preparation of progress reports which will be submitted to the members of the Project Board. The General Information Authority has the authority to run the project on a day-to-day basis on behalf of the Project Board and within the constraint laid down by the Project Board. A Project Manager (International Consultant) is responsible for the overall management of the project on behalf of the General Information Authority, and will remain responsible for delivering the outputs of the project, the actual implementation, input management, and sound administrative management, while a National

Project Coordinator is responsible for providing project support to the Project Manager. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standards of quality and within the specific constraints of time and cost.

UNDP will provide both technical and administrative support to ensure results-oriented management, proper administration of funds, maintain project accounts, facilitate experts/consultants recruitment and identifying well-known and trusted training firms. Financial transactions will be subject to annual audits undertaken by internationally certified auditors.

A UNDP Programme Executive will be responsible for the Project Assurance, including project administration using ATLAS system for timely and efficient delivery of the activities and for experts will work under the guidance of the Project Manager, reporting directly to the him/her, and will be responsible towards him/her for delivering the their tasked work package.

GIA will mobilise the financial resources into UNDP Bank Account and UNDP is accountable for managing the resources allocated to the project to achieve expected results in accordance with the work plans and project document. All payment should be duly completed and signed by GIA's authorised signature. UNDP will generate the Combined Delivery Report (CDR) that summarizes all project expenditures on annual basis. GIA certifies the CDR and returns it back to the UNDP-Libya CO for audit purposes later by international auditors.

The project is subject to auditing at least once in its lifetime, in accordance with UNDP rules and regulations.

VI. MONITORING FRAMEWORK AND EVALUATION

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results.
- An Issue Log shall be activated in Atlas and updated by the Project Manager, with support from the UNDP Programme Executive, to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis, 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, Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the ATLAS
- 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
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

In addition to the ongoing monitoring, a first-year review report shall be prepared and feed into a first-year project review.

- **Phase 1 Review Report:** A Review Report of Phase 1 (1st year) shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, a summary of results achieved against pre-defined annual targets at the output level.

- **Phase 1 Project Review:** Based on the above report, a project review shall be conducted during the fourth quarter of the first year, to assess the performance of the project and provide recommendations to the preparation of the Phase 2 of the Project.

VII. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Paragraph (I) of the Standard Basic Assistance Agreement between Libya and the United Nations Development Programme, signed by the parties on 20 May 1976. The host country implementing agency (GIA) shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The administration and the financial transactions of the project activities will comply with LIBYA NEX Guidelines.

The UNDP Resident Representative in Libya is authorized to effect in writing the following types of revision to this Project Document, provided he/she assured that other signatories to the Project Document have no objection to the proposed changes:

- Revision of, or addition to, any of the annexes to 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 the inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments only as set out here in this Project Document.