**

**General People’s Committee for Planning & Finance**

**United Nations Development Programme**

**Libya**

**Project Document**

|  |  |
| --- | --- |
| **Project Title** | Rapid deployment assistance framework  |
| **CP Outcome 3:**  | Reforming for economic performance and good governance at central and local levels of Government |
| **Expected CP Outcome(s):** *(Those linked to the project and extracted from the CP)* | Outcome 9: public services made more efficient and accessible |
| **Expected Output(s):** *(Those that will result from the project)* | 1. Multi-sectoral institutional capacities strengthened
2. National/international experts roster developed
 |
| **Executing Entity:** | UNDP Libya |
| **Implementing Agencies:** | UNDP Libya |

Resources required 700,000 USD

GMS (3%) 21,000 USD

Total 721,000 USD

Total allocated resources: 721,000 USD

* Regular \_\_\_\_\_\_\_\_\_
* Other:
	+ Donor \_\_\_\_\_\_\_\_\_
	+ Donor \_\_\_\_\_\_\_\_\_
	+ Donor \_\_\_\_\_\_\_\_\_
	+ Government (11888) 721,000 USD

Unfunded budget: NIL

In-kind Contributions \_\_\_\_\_\_\_\_\_

Programme Period: 2010-2012

Key Result Area (Strategic Plan) \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Atlas Award ID: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Start date: May 2010

End Date April 2012

PAC Meeting Date

Management Arrangements : National Execution

**Brief Description**

The rapid deployment assistance framework is a project aimed to guarantee strategic support to the Libyan government through timely, effective and targeted provision of experts in key priority development areas. Such assistance will be able to contribute to the strengthening of national institutions and counterparts’ capacities with skilled specialists able to intervene on the basis of needs and priorities.

The initiative has two specific outputs as described below:

1. Multi-sectoral institutional capacities strengthened
2. National/international experts roster developed

The project is funded through the 11888 resources. The project will be implemented under the National Implementation Modality (NIM). The project has an initial implementation phase of 02 years. The focus of the project is in accordance with government priorities on capacity building and capacity development, a central pillar of the planned UNDP Country Programme Document (CPD) 2011-2014, and UN/UNDP priorities in Libya and at global level, as highlighted in the UNDP Strategic Plan 2008-2011.

Agreed by (Government) Agreed by (UNDP)

**Dr. Abdul-Hafid Al-Zlitni** **Mr. Ramanathan Balakrishnan**

Secretary of GPC UNDP Deputy Resident Representative

For Planning and Finance

# List of Acronyms

|  |  |
| --- | --- |
| GSPLAJ | Great Socialist People’s Libyan Arab Jamahiriya |
| APR | Annual Progress Report |
| LPAC | Local Programme Advisory Committee  |
| CO | Country Office |
| CPD | Country Programme Document |
| HDR | Human Development Report |
| HDI | Human Development Index |
| DRR | Deputy Resident Representative |
| UNDP | United Nations Development Programme |
| NEX | National Execution Modality  |
| MDG | Millennium Development Goals |
| SSA | Special Service Agreement |
| DIM | Direct Implementation Modality |
| RBM | Results Based management |
| AWP | Annual Work plan |
| RRF | Results and Resources Framework |
| PID | Project Initiation Document |
| DSA | Daily Subsistence Allowance |
| PPR | Programme Performance Report |

# Situation Analysis

As a net contributing country , Libya is classified as having “medium human development “, and ranks 55th out of 182 countries in terms of human development (2008-2009 Human Development Index.) It has the potential to achieve most of the MDGs by 2015. Following the end of over ten years of international sanctions in 2003, the Great Socialist People’s Libyan Arab Jamahiriya (GSPLAJ) has embarked on a series of structural reforms aimed at its transition to economic liberalization. The Libyan economy depends primarily upon revenues from the hydrocarbon industry. Together with a small population, these hydrocarbon revenues give Libya one of the highest GDPs per capita in Africa\*, and have allowed the Libyan state to provide an extensive and impressive level of social assistance, particularly in the fields of housing, education, and social assistance to the most vulnerable. The country has embarked upon a series of structural reforms aimed at its transition to economic liberalization, comprising several infrastructural, health and educational projects planned for the period 2008-2011. GSPLAJ has gradually undertaken a strategic normalization of political and economical relations with a number of countries such as the USA, Russia and the European Union. This has contributed to open its doors to foreign investors and new entrepreneurial ventures to deal with ambitious infrastructural plans.

Moreover, in 2009, the Libyan Government engagement with international and regional organizations grew considerably, as the country chaired the African Union, and enjoyed the position of non-permanent member in the UN Security Council, as well as Presidency of the General Assembly.

The UN works together with the Libyan Arab Jamahiriya in order to sustain the currently thriving economic growth, as well as to integrate the Millennium Development Goals (MDGs) in the national planning process through communication and advocacy. Key senior counterparts in the Libyan government have concurred with this and have requested UNDP and other international organizations to partner with them on technical cooperation.

The partnership between UNDP and the government of Libya focuses on the field of capacity development and capacity building with the goal of ensuring the sustainability of the current economic growth, including the achievement of the MDGs, whilst strengthening institutional and human/manpower capacities, supporting national institutions in their objective of responding more effectively to national priorities, and in favor of the most vulnerable categories.

In this process, the rapid deployment of experts in various areas and inter-sectoral dimensions represents a great opportunity for achieving stronger management efficiency and development effectiveness by sharing best practices and facilitating the transmission of knowledge and technical and soft capacities.

This project will focus on overall national and institutional capacity strengthening and development effectiveness by:

* Supporting the national process of acquisition of tools and techniques, sharing experiences and developing opportunities through the rapid and temporary deployment of internationally recruited experts in key sectors, as needed. They will accompany specific units/offices of national institutions in performance upgrading and building capacities;
* Creating a roster of international / national experts on different sectors with the objective of capitalizing experience and assuring a long-term availability of knowledge;

\* Libya’s GDP per capita is US$14,364 (PPP) according to 2007 figures published in the 2009 Human Development Report

# Strategy

The UNDP Country Office (CO) in Libya realizes that capacity building and capacity development (CD) are critical to human development as well as to development effectiveness. In this framework, high quality technical assistance can ensure that government and national counterparts have the right access to knowledge and expertise to take advantage of international best practices, and better respond to development challenges. UNDP, in partnership with the government, has agreed to implement a project aimed at facilitating access to human resources and making expertise rapidly available in various sectors and on demand.

The project will focus on overall strengthening and building of capacities from two dimensions:

**1.0 Capacities of Government and national institutions:** UNDP and the government of Libya work together to address capacity gaps, either at institutional or project level, by ensuring that demand-based valuable support is rapidly and effectively made available according to needs and priorities. Towards this, UNDP will work together with the government in the identification of the required technical assistance for capacity improvement. This perspective will help the government to plan and manage service delivery by improving systemic accountability and upgrading the level of services.

* Address capacity needs of national institutions, counterparts and governmental bodies through the rapid deployment of international experts, internal or external to the UN system, ensuring that the necessary skills and profiles identified match with local needs, and guaranteeing a consistent delivery of knowledge and capture of technical instruments;
* Coordinate with the government with the aim to provide necessary operational/working tools (equipment and space) during the experts’ missions;
* Facilitate inter-ministerial and inter-sectoral coordination as to exchange information, involve relevant stakeholders and share/multiply benefits;
* Organising customized training/ learning sessions by inviting resource persons, when needed;

The output and activities related to this dimension can be summarized as:

**Output 1: DEVELOPMENT AND COVERING OF URGENT REQUESTS OF DIFFERENT GOVERNMENT SECTORS SUPPORTED THROUGH RAPID DEPLOYMENT OF EXPERTS.**

**Activity 1.1 – Rapid deployment of experts**

* Technical assistance opportunities identified according to counterpart needs, activities and specific requests
* Equipment and office space made available/provided according to requirements
* Selection process of experts (demand-based) implemented and consultancy missions carried out
* Additional Human Resources (HR) capacity made available upon requirement

**2.0 Strategy for long-term access to high profile expertise**

The investment in capacity development and capacity building is a priority for both government of Libya and UNDP, and better results in this area can be achieved if specialized technical assistance expertise is rapidly identifiable and deployable.

To facilitate this, UNDP proposes to undertake the following activities:

* In close consultation with government, establish a roster of Arab speakers experts with specific profiles. This roster is aimed at generating value for Libyan government and counterparts of the various sectors through an offer-based self-enriching system where experts’ identification and demand can be combined rapidly and effectively, and the deployment process quickly and successfully operated.

To ensure effectiveness and consistency, this roster should be structured through clear and straightforward guidelines for its utilization and management.

* Involve government bodies and counterparts of different sectors in the use of the roster, so as to facilitate accessibility to national and international expertise for various national institutions.

The output and activities related to this dimension can be summarized as:

**Output 2: ESTABLISHMENT OF MULTI-SECTORAL ROSTER FOR NATIONAL AND INTERNATIONAL EXPERTS SUPPORTED**

**Activity 2.1 – Roster Design**

* TORs/ guidelines for the creation of the roster drafted, discussed and objectives set
* Selection of qualified company for the roster carried out
* Identification of areas, type of expertise, languages, management and key stakeholders
* Arabic/English translation

**Activity 2.2 – Roster Development**

* Creation of the roster web-page (layout and filters)
* Training scheme for roster managers/users/administrators designed & implemented
* Communication spread at national, regional and international level though research engines
* Conduct roster evaluation
* Roster maintenance

# Results and Resources Framework

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| **Intended Outcome as stated in the Country Programme Results and Resource Framework:** Outcome 9: public services made more efficient and accessible |
| **Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:** |
| **Applicable Key Result Area (from 2008-11 Strategic Plan):**  |
| **Partnership Strategy** |
| **Project title and ID (ATLAS Award ID):** |

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| **OUTPUT[[1]](#footnote-1) 1: DEVELOPMENT AND COVERING OF URGENT REQUESTS OF DIFFERENT GOVERNMENT SECTORS SUPPORTED THROUGH RAPID DEPLOYMENT OF EXPERTS** |
| **Baseline**: * Weak compliance with best practices and international standards in specific units/areas
 | **Indicators**: * Nb or areas of intervention identified
* Type of capacity needs identified and type of support required
* Country specific training resources developed and made available in Arabic
* Baselines and targets & unambiguous indicators are established for assessing progress during capacity building implementation and at completion
* Nb of government officials trained
* Nb of counterparts staff trained
* Type of sectors benefiting from specialized expertise
* Type of studies/plans carried out
* Nb of experts made available (days per year per sector per activity)
 | **Annual targets:****Targets 2010:** * Planning and identification of areas for capacity strengthening
* Quick and effective process of recruitment of experts on demand-basis
* On time deployment of experts
* 100% delivery of experts required
* 100% reporting on capacity strengthening activities undertaken

**Targets 2011**: * Planning and identification of areas for capacity strengthening
* Quick and effective process of recruitment of experts on demand-basis
* On time deployment of experts
* 100% delivery of experts required
* 100% reporting on capacity strengthening activities undertaken
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| **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS |
| **Activity 1.1 – Rapid deployment of experts*** Technical assistance opportunities identified according to needs
* Equipment and office space made available/provided according to requirements
* Demand-based selection of experts
* International consultancy missions
* Detachment from UNDP neighbour offices / recruitment of UN agencies experts
* Adaptation of trainings and materials to Libyan context
* Specific trainings/workshops carried out
* Additional Human Resources (HR) capacity made available
 | *Government of Libya/* *UNDP programme officer and DRR* | *National Project Coordinator $ 24,000**International consultant –short term assignment 425,000**Travel @ $40,000**DSA @ $63,000**Translation – on contractual basis @* ***$****3,000**1 workshops per year @ $ 7,500 per workshop - $15,000* |
|  |  | ***TOTAL USD 570,000*** |

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| **Output[[2]](#footnote-2) 2: ESTABLISHMENT OF MULTI-SECTORAL ROSTER FOR NATIONAL AND INTERNATIONAL EXPERTS SUPPORTED** |
| **Baseline**: * Weak compliance with best practices and international standards in specific units/areas
* Weak capacity to seek appropriate expertise for technical assistance in a timely manner
 | **Indicators**: * Nb or areas of intervention identified
* Type of capacity needs identified and type of support required
* Country specific training resources developed and made available in Arabic
* Baselines and targets & unambiguous indicators are established for assessing progress during capacity building implementation and at completion
* Nb of government officials trained
* Nb of counterparts staff trained
* Type of sectors benefiting from specialized expertise
* Type of studies/plans carried out
* Nb of experts made available (days per year per sector per activity)
 | **Annual targets:****Targets 2010:** * Planning and identification of areas for capacity strengthening
* Quick and effective process of recruitment of experts on demand-basis
* On time deployment of experts
* 100% delivery of experts required
* 100% reporting on capacity strengthening activities undertaken

**Targets 2011**: * Planning and identification of areas for capacity strengthening
* Quick and effective process of recruitment of experts on demand-basis
* On time deployment of experts
* 100% delivery of experts required
* 100% reporting on capacity strengthening activities undertaken
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| **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | INPUTS |
| **Activity 2.1 – Roster Design*** TORs/ guidelines for the creation finalized
* Selection of qualified company for the roster setup
* Identification of areas, type of expertise, languages, management
* Identification of key stakeholders
* English/Arabic translation
 | *Government of Libya**UNDP programme officer and DRR* | *TORs development/inter-governmental consultation process – $ 5,000* |
| **Activity 2.2 – Roster Development** * Creation of the roster web-page (layout and filters)
* Training scheme for roster managers/users/administrators designed & implemented
* Communication at national, regional and international though research engines
* Conduct roster evaluation
* Roster maintenance
 | *Government of Libya**UNDP programme officer and DRR* | *Roster creation and maintenance - $ 85,000**1 Trainings per year - @ 7,500 per training – 15,000**Regional level adverts - $ 25,000* |
|  |  | ***TOTAL USD 130,000*** |

# Annual Work Plan

**Year: 2010**

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| **OUTPUT 1: DEVELOPMENT AND COVERING OF URGENT REQUESTS OF DIFFERENT GOVERNMENT SECTORS SUPPORTED THROUGH RAPID DEPLOYMENT OF EXPERTS** |
| **Baseline**: * Weak compliance with best practices and international standards in specific units/areas
 | **Indicators**: * Nb or areas of intervention identified
* Type of capacity needs identified and type of support required
* Country specific training resources developed and made available in Arabic
* Baselines and targets & unambiguous indicators are established for assessing progress during capacity building implementation and at completion
* Nb of government officials trained
* Nb of counterparts staff trained
* Type of sectors benefiting from specialized expertise
* Type of studies/plans carried out
* Nb of experts made available (days per year per sector per activity)
 | **Annual targets:****Targets 2010:** * Planning and identification of areas for capacity strengthening
* Quick and effective process of recruitment of experts on demand-basis
* On time deployment of experts
* 100% delivery of experts required
* 100% reporting on capacity strengthening activities undertaken
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| **PLANNED ACTIVITIES***List activity results and associated actions* | **TIMEFRAME** | **RESPONSIBLE PARTY** | **PLANNED BUDGET** |
| Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount |
| **Activity 1.1 – Rapid deployment of experts*** Identification of technical assistance opportunities
* Equipment and office space for experts made available
* International consultancy missions
* Detachment from UNDP neighbour offices / recruitment of UN agencies experts
* Adaptation of trainings and materials to Libyan context
* Trainings/workshops carried out

Additional Human Resources (HR) capacity made available |  | X | X | X | *Government of Libya/ UNDP programme officer and DRR* | *11888* | Incentive scheme 71300 Workshop expenses 72700Miscellaneous 74500Travel tickets (intl) 71600SSA (international) 71200DSA | $ 12,000$ 7,500$ 1,500$ 20,000$ 180,000$ 30,000 |
| **OUTPUT** |  |  |  |  |  |  |  | **$ 251,000** |
| **GMS (3%)**  |  |  |  |  |  |  |  | **$ 7,530** |

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| **Output[[3]](#footnote-3) 2: ESTABLISHMENT OF MULTI-SECTORAL ROSTER FOR NATIONAL AND INTERNATIONAL EXPERTS SUPPORTED** |
| **Baseline**: * Weak compliance with best practices and international standards in specific units/areas
* Weak capacity to seek appropriate expertise for technical assistance in a timely manner
 | **Indicators**: * Nb or areas of intervention identified
* Type of capacity needs identified and type of support required
* Country specific training resources developed and made available in Arabic
* Baselines and targets & unambiguous indicators are established for assessing progress during capacity building implementation and at completion
* Nb of government officials trained
* Nb of counterparts staff trained
* Type of sectors benefiting from specialized expertise
* Type of studies/plans carried out
* Nb of experts made available (days per year per sector per activity)
 | **Annual targets:****Targets 2010:** * Planning and identification of areas for capacity strengthening
* Quick and effective process of recruitment of experts on demand-basis
* On time deployment of experts
* 100% delivery of experts required
* 100% reporting on capacity strengthening activities undertaken
 |
|  |  |  |
| **PLANNED ACTIVITIES***List activity results and associated actions* | **TIMEFRAME** | **RESPONSIBLE PARTY** | **PLANNED BUDGET** |
| Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount |
| **Activity 2.1 – Roster Design*** TORs/ guidelines for roster
* Selection of company for the roster setup
* Identification of areas, type of expertise, languages, management
* Identification of key stakeholders
* English/Arabic translation
 |  |  | X | X | *Government of Libya**UNDP programme officer and DRR* | *11888* | Workshop expenses 72700Miscellaneous 74500 | $ 3,000$ 2,000 |
| **Activity 2.2 – Roster Development** * Creation of the roster web-page (layout and filters)
* Training scheme for roster managers/users/administrators designed & implemented
 |  |  |  | X | *Government of Libya**UNDP programme officer and DRR* | *11888* | SSA (local) 71300DSATravel tickets (intl) 71600Workshop expenses 72700Miscellaneous 74500 | $ 6,000$ 3,500$ 3,000$ 7,500$ 15,000 |
| **OUTPUT** |  |  |  |  |  |  |  | **$ 40,000** |
| **GMS (3%)**  |  |  |  |  |  |  |  | **$ 1,200** |

# Management Arrangements

## Roles and responsibilities[[4]](#footnote-4)

The project will be implemented through the National Execution modality (NEX), where the government counterpart 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.

The following diagram explains the composition of the project structure:

**Project Manager**

(GPC for Planning officer)

**Project Board**

**Senior Beneficiary**

(GPC for Planning senior staff)

**Executive**

(UNDP senior staff)

**Project Assurance**

(UNDP project officer)

**Project Support**

**Project Organisation Structure**

**TEAM A**

**TEAM C**

**TEAM B**

# Monitoring Framework And Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

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 to facilitate tracking and resolution of potential problems or requests for change.
* Based on the initial risk analysis submitted (see annex 1), 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 Project Board through Project Assurance, using the standard report format available in 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

Annually

* **Annual Review Report**. An Annual Review Report 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.
* **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.

# 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 shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The implemented of the project will be through the National Execution modality (NEX).

The administration and the financial transactions of the project activities will comply with UNDP NIM 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:

1. Revision of, or addition to, any of the annexes to the Project Document;
2. 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;
3. 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
4. Inclusion of additional annexes and attachments only as set out here in this Project Document.

# ANNEXES

**Risk Analysis, Output**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Description** | **Date Identified** | **Type** | **Impact &****Probability** | **Countermeasures / Mngt response** | **Owner** | **Submitted, updated by** | **Last Update** | **Status** |
| **OUTPUT[[5]](#footnote-5) 3: COHERENT NATIONAL CAPACITY DEVELOPMENT RESPONSE FORMULATED** |
| 1 | Counterparts’ commitment | March 2009 | **Regulatory/Political**Internal discussions within the counterpart institution often create disagreements which result in the amendment/erasure of already agreed upon steps. | P = 5 I = 4 | Develop a mechanism of vigorous documentation to solidify agreements | CD Consultant | CD Consultant | May 2009 | No change |
| 2 | Changing counterparts | Feb 2009 | **Environmental**The possibility of the counterpart assigned with the project within the national institution being re-assigned to a different project within short intervals is alarmingly high | P=3I=2 | Task Force teams of several members are usually established and continued communication among key stakeholders  | CD Consultant | CD Consultant | May 2009 | Improving |
| 3 | Availability of suitable assessment consultants | April 2009 | **HR**It is difficult to find suitable consultants who have thorough knowledge of the technical subjects and can communicate effectively in Arabic | P= 3I= 3 | Use various available channels for procurement of consultants, and widen the pool and eliminate the risk | CD Consultant | CD Consultant | May 2009 | No change |

1. [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)
3. [↑](#footnote-ref-3)
4. [↑](#footnote-ref-4)
5. [↑](#footnote-ref-5)