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| **Capacity Strengthening Initiative** **Annual Report 2013** |
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| UNDP Capacity Strengthening Initiative  |

**CAPACITY STRENGTHENING INITIATIVE (CSI)**

**2012 Annual Progress Report presented to the Project Board**

**Executive Summary:**

Closing 2012, the Capacity Strengthening Initiative(CSI) program was initiated with the aim of assistingthe Libyan Institutions to develop their institutional, organizational and individual capacities. Additionally, it was a learning experience for both the UNDP and the Ministry of Planning in testing and evaluating the feasibility of the initiative at least during its actual inception phase (June-December 2012) and further explore its potential expansion within the Libyan line ministries during 2013 and beyond.

Operating in a post-conflict country comes with multiple challenges; amongst which security and stability of the governing system are the most prominent. Eventually this will affect the government ability to provide timely, efficient and effective service delivery for its citizens.

In such a contexts, capacities of the central government in post-conflict periods become fragile, for having to coordinate priorities of the emerging situation, as well as responding to immediate needs at the central and local levels, may not necessarily make it apt to formulate medium and long-term oriented policies that target the development of efficient and effective institutions.

Nevertheless, challenges have been turned into opportunities and a strong consideration for effective and sustainable capacity development prevailed in the Libyan public institutions. Lessons learnt have become a guide to future involvement and offer a good foundation for the programmer’s potential to widen the scope of its work and deepen its impact in line with the Libyan Government Executive Programme 2013. (See attached).

Core CSI project activities during the third and fourth quarters of 2012 were aligned with themain approach as outlined in the project document signed in May 2012. Most participants in the project’s activities identified generic institutional and political challenges influencing their performance as civil servants working in the government institutions. Initial recommendations of the participants focused on the need for the government to take decisions with regards to the lack of mandates, communication, organizational structures, job descriptions, technical skills that include negotiations, and English language skills, etc. From a project feasibility and responsiveness perspective, these recommendations offer new entry point for the CSI intervention during 2013. These entry points are in line with the demanding tasks facing all the stakeholders in public governance and building of the State institutions and are based on the ongoing support to the Libyan government development agenda. Consequently, the CSI is working on a partnership approach to involve all stakeholders and strategic partners to re-orientate the programme in to a transformative and revisionary model that UNDP-Libya is following within its comprehensive Governance programme in Libya to better assist the state building process.

In this regard, the CSI will reformulate its main approach and interventions in accordance with the priorities of the Libyan Development Plan 2013, develop and implement its activities in cooperation with its strategic partners, mainly the Ministry of Planning. The CSI will ensure that the project will take into consideration, the government priorities to review existing organizational structures of the Ministries during 2013 and the need to engage further in establishing a CSI steering committee that will hopefully include a number of line ministries that are mainly concerned with capacity development and institutional reform.

2013 will be a year of revision of approach, consolidation of interventions, building upon achievements, investing in human resources and institutionalization of training activities in the specialized agencies.

**Snapshot of key achievements of the CSI during 2013:**

The following can be listed as the main achievements of 2013:

1. Improved visibility of the CSI based on tangible results regarding capacity development seminars and workshops, i.e., seminars on strategic planning, effective international cooperation, etc.This has resulted in ministries asking for further similar assistance. i.e., Ministry of Transportation has asked to replicate the project in the Ministry, Ministry of Telecommunication, has requested support in the area of Technical Cooperation, and the Libyan Port Authority has also requested support in developing its international relations department.
2. Promotion of the CSI and Initial partnership with the Institute of Planning.
3. Recommendation to launchthe Technical Cooperation Forum.
4. Initiation of strategic partnership with the Organization for Economic Cooperation & Development (OECD).
5. Funding English Language training course for selected MoP staff.
6. Holding of a special session via Skype on “Deliverology” with Sir Michael Barber and Minister of Planning and his team of experts working on the “Libya Calling” vision.
7. Formulation of overall approach for the national development plans as well as the strategic guidelines of sector plans.
8. Initiation of the thinking for the need for the work on a national development vision for Libya.
9. Formulation of terms of reference for a Human Resources Expert to support the national team working
10. Raised awareness on key areas of government core functions by holding three seminars on Monitoring & Evaluation, Strategic Planning and Effective Technical Cooperation with participants over 60 staff members from the Ministry of Planning and the line ministries.
11. Raised capacity of staff of the Technical Cooperation Department in the Ministry of Planning in areas of workshop preparation and implementation.
12. Raised interest by the line Ministries’ staff in the project objective and a continued training and mentorship program.

**Challenges during 2013:**

1. Generic institutional difficulties related to the transitional nature of the government and priorities and that has slowed down or postponed the reform of public governance institutions and process.
2. Lack of high level individual and technical capacities in core government functions related to strategic planning, policy formulation, monitoring & evaluation, project management and experience in coordinating international technical support.
3. Competing overall priorities of the government combined with the limited human resource capacity of the Technical Cooperation Departments in the line ministries.
4. Specific difficulties pertaining to the recruitment of a CSI National Project Officer
5. Specific difficulties pertaining to the timely follow-up on the recommendations of experts (holding round table discussions, consultations with line ministries, consultations within the Ministry of Planning, etc.
6. The Project’s ability to respond to the Ministry’s request in a timely manner with regards to the availability of high level Arabic speaking experts in areas such as macro-economics, etc.

**Risks during 2013:**

1. Overall security instability
2. Slow pace of implementation of project activities due to internal prioritization within the Ministry of Planning
3. Diverging priorities of the line ministries with regards training and review of organization structures
4. Lack of responsiveness of external consultants
5. Difficulties in pertaining entry visas for Libya

**Lessons learnt:**

1. There is a need to build upon the momentum created by the initiation of the CSI during 2012 while investing in a continuous process of capacity enhancement on the individual and institutional levels.
2. Respect of the counterpart, building confidence and work based on partnership are key to successful outcomes. The CSI project team’s role is to support the ministry and not to do the work on their behalf.
3. Flexibility should be taken into consideration especially in post-conflict situation. It is possible to continuously adjust timelines if we are looking for impact rather than only on delivery.
4. Focus is key to success. Setting targets for 2013 is crucial for the monitoring and evaluation of activities.
5. Technical Cooperation Department at the ministry is well positioned to champion change within the Libyan government and in coordination with the Prime Minister’s Office and the line ministries.

**New approach for implementation of activities during 2013:**

The CSI project was designed in line with the Ministry of Planning vision for capacity strengthening in main government functions in areas of policy formulation, monitoring & evaluation, project management, capacity assessment, etc. in 2012. Given the transitional nature of the government during 2012, the project endeavored to introduce areas of intervention through holding specific activities. These activities highlighted a strong appreciation for such training and a growing demand of the Ministries’ staff for specialized training in the respective areas of the project’s focus. This reflects the opportunity to invest in the enhancement of individual capacities of the government staff, not only at the level of the Ministry of Planning, but also across the line ministries.

2013 brings a new perspective toward the effective implementation of the project’s activities. To begin with, the new elected government has issued the 2013 executive plan for the transitional government. The plan has two main components; general policies and a follow-up mechanism of the executive plan of the government program. Specifically relevant to the scope of work of the CSI, is the plan’s focus on “the activation and improvement of basic and vital services and the advancement of the state institutions”, and the recommendation to present Libya as an effective member to the international community that respects international treaties and conventions. Furthermore, a large number of ministries have set one of their main targets for 2013 as to review their organizational structures. This is a very strong indicator of the government’s awareness for the need to initiate an overall government restructuring initiative and link it with the ongoing efforts already initiated by the CSI.

Five main areas within the focus of the CSI will be the priority for intervention as per the government plan 2013. This will reflected in continuous support to enhance the government capacity in areas pertaining to:

* Policy formation (national development plan including the establishment of policy and technical teams at the center of government and in the line ministries.
* Monitoring & Evaluation and inter-ministerial coordination as well as linkage with the Prime Minister’s Decision Support Unit.
* Institutional, organizational and individual assessments, training needs assessments and development plans.
* Technical Cooperation, international relations, negotiations and communication skills.
* Capacity Development of the Institute of Planning.

Henceforth, the challenge of the CSI throughout 2013 is to target capacity enhancement for civil servants as well as government institutions.

This will be the guiding principle of the project throughout 2013 as a response to capacity gaps and needs as identified by the participants from the line ministries who took part in the CSI training activities during 2012. They initially highlighted the need to develop their own skills in specific areas pertaining to their jobs as well as the need to establish the sound institutional foundations and enabling environment for them to perform their expected tasks.

Thetwo main government policies mentioned aboveare in the core of the CSI objectives and activities. They also imply further building upon initial interventions. The following approach will be guiding the implementation of the CSI activities for 2013:

* Expand visibility of the CSI within the Ministry of Planning and with the line ministries. This will be done through conducting briefing sessions on a monthly basis on the project’s objectives, progress to date, challenges and opportunities.
* Establish a CSI task force within the Ministry of Planning whose role is to support the Technical Cooperation Department in the implementation of its activities related to the Ministry; i.e., capacity assessment and capacity development exercise within the Ministry of Planning, follow-up on the inter-ministerial coordination exercise and training, etc.
* Establish a CSI steering committee that will support the Technical Cooperation Department in the promotion of new ideas, explore capacity needs and evaluate feasibility of training activities as well as support necessary decisions required at the level of the line ministries. In addition, the steering committee can also discuss the capacity requirements as per the government executive plan for 2013 and priority capacity development interventions during 2013.
* Initiate quick wins activities such as round table discussions on specific issues, or follow-up on the recommendations of the international experts as per each consultancy activity and training provided. A special workshop to introduce and explain UNDP capacity assessment & capacity development methodology can be initiated during the 1st quarter of 2013.
* Review all work produced during 2012 (Monitoring & Evaluation workshop, DeliverologySkype meeting, Strategic Planning workshop, Seminar on Effective Technical Cooperation and work on National Development Plan and formulate an action plan to implement recommendations and follow-up action points at the decision making level as well as at the mid-management level. The action plan can be integrated within the quarterly review of the 2013 work plan.
* Follow-up on the discussions regarding the Transfer of Knowledge through Expatriate Nationals (TOKTEN) mission and hold meetings with senior officials on how to expedite the activity with the necessary government decisions and funds to accelerate its implementation.
* Initiate high level discussion with government officials to be led by the Ministry of Planning on overall reform related activities (National Development Plan, Inter-ministerial Coordination, and Institutional Strengthening through the overall review of the government organizational structures).
* Conduct a series of round table discussions with key university professors or NGOs on public administration related issues, government leadership in change management, national policy on coordinating efforts of international agencies (development partners) operating in Libya, etc. Further cooperation can be conducted through the Institute of Planning and the National Institute of Public Administration.
* Conduct a quick needs assessment with the line ministries regarding specific technical expertise to be embedded in the ministry throughout 2013.

The following are key strategies for the CSI for 2013 on the operational, strategic partnerships and financial levels:-

**Key strategies for the CSI for 2013:**

1. **CSI Operational Strategy for 2013:**
* Review CSI approach and link it to government plans for capacity development, institutional strengthening and public administration reform.
* Initiate government interest in overall capacity development and propose specific policies and strategies to be presented by the Ministry of Planning.
* Enhance support to the Ministry of Planning and the line ministries in providing guidance to build the institutional and individual capacities of the Technical Cooperation departments.
* Widen the beneficiary base of the CSI to a wider range of number of ministries.
* Enhance policy support to the government and facilitate a national debate with the stakeholders on the need to have a structured national development plan.
* Continue support to the Institute of Training/ Ministry of Planning and conduct an institutional, organizational and individual assessment and jointly formulate a capacity development programme with the aim of enhancing its performance and delivery of training to government staff.
* Advertise for a roster of national and international experts through UNDP website.
* Coordinate with the line ministries for immediate support and technical experts needed, i.e. Ministry of Telecommunication, Ministry of Transportation, etc.
1. **CSI Partnership Building Strategy 2013:**
* **Institutionalize partnership with the Prime Minister’s Office / Decision Support Unit on initiating and following-up on certain activities.**
* **Institutionalize support to the Institute of Training and discuss potential cooperation in implementing certain activities.**
* Explore possibility of cooperation with the National Institute of Public Administration.
* Resume cooperation with the OECD and sponsor conferences and publications that would contribute toward the enhancement of government functions and capacity development.
* Develop partnerships with the university and research sectors in Libya and hold joint seminars and workshops.
1. **CSI Management Strategy for 2013:**

The CSI is currently managed by the UNDP-Ministry of Planning Senior Governance Advisor as its A.I. Project Manager due to reasons of difficulty in recruiting a national project manager. The position was advertised three times and targeted nationals. 95% of the received applications as a response to the advertisements were not qualified and almost no candidate had any prior experience in public administration, project management or capacity building.

As an interim solution, UNDP senior management and Ministry of Planning agreed to have the UNDP Senior Governance Advisor / Advisor to MoP, assume the CSI project manager until a national Project Manager and team are recruited.

Currently, the CSI project team consists of the following:

* CSI Project Manager (International Temporary Appointment) contract due to end in April 2013.
* CSI Project Officer (National Individual Contract for three months) due to end in March 2013.
* CSI Project Assistant (National Individual Contract for three months) due to end in March 2013.

CSI will endeavor to re-advertise and finalize recruitment of the following positions during 2013:

* CSI national Project Manager (Service Contract)
* CSI national Capacity Development expert (Service Contract)
* CSI national Project Assistant (Service Contract)
* Advertise for an expert Roster Application in the UNDP global website
* Ensure that there are least 2-3 embedded experts in the Ministry of Planning, Technical Cooperation Department and others

In addition, CSI will endeavor to launch two requests for Proposals for independent service providers including national and international consulting agencies, and who can implement the exercise of capacity assessment and organizational structure review during a one year in cooperation with the Ministry of Planning.

• Position project staff in the Ministry of Planning to increase the level of daily interaction with the staff.

1. **CSI Governance Structure**

The CSI governance structure is an integral part of the signed project document.

Highlights of the governance structure:

* The project will be administered and managed by UNDP in full cooperation with the Ministry of Planning and in accordance with the national priorities and rules and regulations of the Libyan Government
* The project governance structure comprises of a project board that includes the project executive (UNDP), project supplier (UNDP), and project beneficiary (MoP)
* Project assurance (UNDP)

It is noteworthy to have the Ministry of Planning designate an official deputy counter-part for the CSI project to follow-up with UNDP in case of absence of the Director of Technical Cooperation who is currently the main counter- part.

1. **Introduction:**

Reference to the original Capacity Strengthening Initiative (CSI) project document which requires the Project Manager to submit quarterly progress reports and quarterly financial status reports to the Project Board, this is the second detailed report for 2012. The Report follows on from the original inception report that covered the project activities upon its initiation in May 2013. The report covers the period fromSeptember through December 2012.

The Report includes an executive summary that details the main activities and achievements during 2012 as well as highlights key achievements and recommendations for the new approach of 2013.

Followed by the above, the report includes areminder of the background of the CSI/project description, overall progress in the implementation of its activities during 2012.

1. **Background:**

**Capacity Strengthening Initiative (CSI) 2012-2014:**

The CSI was designed to avail local, regional and international expertise and technical assistance to national counterpart with the objective of strengthening the national government’s capacities and institutional development for improved public service delivery at the national and local levels. The program works in partnership with the Ministry of Planning (MoP), and provides support to the line ministries to develop capacities in strategic planning, policy formulation, improved inter-ministerial and international coordination as well as support the institutional development of the relevant counterparts.

The CSI project document is an amendment of two previous project documents between UNDP and the Libyan Ministry of Planning; Capacity Development Initiative in Libya & Rapid Deployment Assistance Framework”. The amendment was signed on May 31st 2012 and turned the implementation modality from a National Implementation Modality (NIM) to a Direct Implementation Modality (DIM) as of the signing of the agreement.

**Project Outputs:**

1. Government Capacity Strengthened
2. National/International Experts Roster Developed
3. Pilot Needs Assessment of National Institutions Conducted and Strategic Response Strategies Developed

It is noteworthy to mention that attached to the signed project document between UNDP and the Ministry of Planning, is a separate list of activities under the description of the “establishment of an Ad hoc Technical Support Unit” with the objective of recruiting national experts as technical advisors to support the ministry’s staff in following up the sector working groups in seven areas as follows:

* Economic support
* Human Resources and Institutional Support
* Education and Scientific Research
* Justice and Human Rights
* Security Cooperation
* Health and Environment
* Infrastructure and Rehabilitation

**Project Budget:**

**Total Budget 2012-2014: $USD 2,921,735**

**Budget Planned for 2012:**

**Expenditures during 2012:**

**Budget Planned for 2013:**

**Achieved targets compared to planned targets during 2012:**

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| **2012 Targets** | **2012 Achievements** |
| * Two international experts in Strategic Planning and MIS deployed in the Ministry of Planning
* CSI project unit established
* ToRs for TSU team leaders and technical advisors drafted
* Three workshops on policy formulation and strategic planning conducted
* Three training modules on policy formulation, strategic planning and inter-ministerial coordination conducted
* Ad Hoc Training fund established
* ToRs for Roster development drafted and advertised
* Implementing company contracted
* Capacity Needs Assessment for MoP initiated
* Selected MoP staff trained to conduct the assessments with at least 1/3 participants to be women
* 3 workshops on CA conducted at the Ministries’ level
* 2 workshops on CA conducted at the Local Councils level
 | * 3 International experts in Strategic Planning were deployed. MIS expert ToRs were drafted for the PMO, then MoP decided to put activity on hold during 2012.
* CSI project unit (established with the UNDP Governance Advisor managing the project on a temporarily basis). Three advertisements were posted on the UNDP global website for a national project manager with no luck to have applicants responding to the required qualifications. Measures were taken to employ a CSI Project Officer and a CSI Project Assistant on an IC basis for three months early 2013.
* ToRs for TSI Team Leaders and technical advisors were drafted and shared with the MoP. In specific, ToRs were drafted for high policy advisors for a Human Resources and Training advisor.
* Three workshops were held: 1. Monitoring & Evaluation and its relationship with policy formulation and strategic Planning, 2. Strategic Planning and 3. Effective Technical Cooperation.

In addition, a seminar on Deliverology was held and that targeted the Minister, Deputy and the experts’ team working on the Libya Calling National Vision.* One training modules was developed on Strategic Planning in cooperation with the Institute of Planning. A Sector Strategy Planning policy note and handbook was designed and discussed with the Ministry of Planning
* English Language Training targeted two candidates for English Language Training in the US.
* ToRs for Roster Development were not developed due to the Project Management Board decision to precede this activity with at TOKTEN mission and round table discussions with high decision makers on the subject. As a result, Terms of Reference for a TOKTEN (Transfer of Knowledge through Expatriate Nationals) were drafted and negotiations were held with the regional office of the International Labor Organization (ILO) to allow the ILO country director in East Jerusalem to present the concept and prepare for an implementation road map with the Libyan Government.
* Capacity Assessment was postponed as per the request of the Ministry of Planning due to the nature of the transitional period and un- preparedness of the Ministries to conduct this exercise. It is hoped that 2013 will allow the implementation of this activity and the expansion of the project to include various ministries that have demanded this support from UNDP/CSI.
* Two workshops to introduce concepts of local governance were held with the local council of Tripoli and the branch local councils and executive offices whereby discussions took place for the need for further training and capacity building. This activity is in line with the governance programmatic approach of complementarity with existing programmes including the output #1 in the Transitional Governance Project funded by the Japan government.
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**Targets for 2013 and AWP:**

**Review of activities implemented during 2012**

1. **Monitoring & Evaluation training workshop:**

Upon the request of the Ministry of Planning; UNDP facilitated the organization of a special training workshop on Monitoring & Evaluation with the following objectives:

* Review the existing monitoring and evaluation procedures implemented by the Ministry of Planning and the Prime Minister’s Office
* Support the Ministry of Planning to plan and implement a capacity building workshop for the line ministries
* Prepare training materials
* Conduct a series of discussions with the senior management of the MoP on post conflict reconstruction and transitional sectorial plans

The workshop main objectives were:

* To establish an adequate mechanism to monitor the implementation of the transitional government procedures and ministerial decisions pertaining to the respective sectors
* To develop the basic skills required for the monitoring process and preparation of periodical reports on the implementation of government and ministries decisions and plans
* To establish an effective system of communication for the staff assigned to conduct monitoring and ministerial coordination

The workshop was attended by almost 70 participants from all ministries including the Prime Minister’s Office. The participants discussed several challenges pertaining to the overall organizational structures within the ministries, Human Resources technical capacities and the need to enhance their capacities through continuous training. A task force was designated by the Minister of Planning, to follow-up on the implementation of the recommendations which met for three times and then stopped.

In addition the consultant introduced the participants to the basic concepts of “Post Conflict Strategic Planning” so that the participants are acquainted with the concepts and application and linkage of strategic planning and monitoring and evaluation. In addition, he introduced the concept and application of monitoring and evaluation and conducted a simulation of the logical framework to train the participants.

During the workshop, the participants discussed several challenges that they face in their daily work as follows:

* Institutional and organizational challenges regarding the clarity of the vision, mission and objectives of the M&E departments and the linkages with other departments within their respective ministries
* Lack of clear mandates, written rules and procedures and ineffective systems
* Inadequate perception of the exact role of M&E departments in the respective ministries
* The need to focus on the development of human resources

Upon the Minister’s request, a follow-up committee was established of representatives from the Ministry of Planning, M&E Department at the PMO, Ministry of Finance, and Ministry of Labor & Capacity Building.

The committee’s mandate was to:

* Review the findings of the workshop
* Draft an action plan to further follow-up on the workshop’s recommendations and training needs

After their initial meetings of the committee, the committee members made the following recommendations;

* The need to conduct capacity assessments at the organizational and human resource levels of the M&E departments in the line ministries in order to identify their training needs in the short, medium and long term
* The need to have expert support provided by the Ministry of Planning as well as a clear communication system to ensure continuous follow up.

**Support to the Prime Minister’s Office (Unit of Monitoring & Evaluation):**

* In view of the M&E workshop, several meetings were conducted with the M&E Department at the Prime Minister’s Office, whereby UNDP Senior Governance Advisor offered to further support the unit. As a result, it was clear that the department was mandated to follow-up on the transitional government programs and plans. After having looked at the substantial work, it was suggested that the CSI develops terms of reference for an expert in Management Information Systems to help the Prime Minister’s Office develop a communication system that would facilitate the exchange of information between the Follow-up and Monitoring Department and the line ministries with regards to the monitoring of the implementation of government plans. No further follow-up was undertaken due to the limited time of the transitional government and lack of clarity with regard s to the actual mandate, capacity and sustainability of the staff.

**The main objective of the technical support is to enhance** streamlining government operations and increase efficiency and effectiveness in the M&E department of the PMO. The overall objective of the long-term programme is to develop and establish effective and transparent work mechanisms to ensure better government service delivery to the citizens

The expert was to deliver the following:

* Examining and analyzing the current work process in the M&E department
* Examining the existing IT infrastructure including communication medium
* Examining the information to be exchanged between the PMO and the line ministries
* Examining the IT skills of staff in M&E the PMO and the line ministries
* Providing recommendations and suggestions for the following:-
* A Road map to automate the business process at the M&E department including possible improvement to the IT infrastructure (IT) that is required to implement the design of the information system
* A cost assessment with recommended technology to implement the information system
* Assist the M&E in developing the MIS and assess the required training for the staff to operate and maintain the systems (staff include the PMO and the line ministries)
* Assist with documenting the rules and procedures to be followed and implemented within the MIS

The expert was supposed to be responsible for delivering innovative and value adding ICT Advisory services to the M&E department in the PMO. She/he is required to perform the following roles and responsibilities:

* Working closely with the PMO M&E department and other departments IT staff
* As a team member, the consultant is expected to perform activities such as conducting meetings/workshops/presentations, preparation of deliverables, proactive identification of needs, issues and risks and suggesting solutions
* Drawing up a work plan to help with starting the mission
* Proactive identification of ICT needs and proposing appropriate ICT Advisor services and solutions
* Producing an ICT / MIS strategy document detailing all needs with budgetary estimates
* Carrying out the implementation of the tasks set out in the work plan
* Implementing a medium term component of the new IT strategy and its related software and hardware needs
* Train staff on using the newly introduced IT services and considering feedback received from the staff to further improve these services/ functions
* Full monthly reports on progress of activities

**Concept Note on the National Development Vision for Libya:**

In addition to the agreed upon terms of reference between UNDP and the consultant and upon the request of the Minister of Planning, he prepared a concept note in order to start a national initiative to develop a national vision for the development of the new Libya.

The expert conducted extensive meetings with the Minister of Planning as well as the Deputy, whereby they expressed the need to have UNDP support in developing a national vision for Libya. This was in tandem with the Ministry’s work on developing the “Libya Calling” vision which would entail the national consensus and expert advice of the various stakeholders.

**Required follow-up:**

* Resume training for staff working in Monitoring & Evaluation Departments in the line ministries that would include the formulation of monitoring mechanism for the 2013 government plan in coordination with the PMO Decision Support Unit.
* Upon consultation with the Decision Support Unit, resume deployment of MIS expert to work on the PMO/M&E/ MIS.
* Expected implementation of activity (First Quarter 2013)
1. **Mission for Dr. Walid Abed Rabboh, a capacity development expert (June 2012).**

The Ministry of Planning was working on the development of the National Development Vision (Libya Calling) and expressed its need to have a consultant to support the review of the plan. In addition, the Ministry requested that the consultant develop specific templates/ guidelines and manuals to assist the technical teams who already work on the plans, to finalize their sect oral strategies. For this purpose, a two-week mission was organized upon the request of the Minister with the objective of:

* Reviewing the existing organizational structure of the Ministry of Planning
* Presenting best international practices for the design, functions and needed qualifications for a modern, effective and efficient Ministry of Planning
* Conducting internal and inter-ministerial round table discussions to present the role of the Ministry of Planning specifically in inter-ministerial coordination and the preparation of development plans
* Preparing an action oriented list of recommendations for the required follow-up by the Ministry of Planning.
* Performing any other function as requested by the Ministry of Planning and upon agreement at the beginning of the mission

The expert had several meetings and extensive discussions with the Minister of Planning and the Director of Technical Cooperation Departments in the Ministry.

Unfortunately, the expert was unable to conduct round table discussions within the Ministry or outside. However, he delivered the following:

* Developed manual for sector strategies and inter-ministerial coordination: the main objectives of preparing sector strategies were: reaching a national consensus on the vision, objectives and strategic objectives of the various sectors through the engagement of all stakeholders and a realistic and thorough analysis of the sector and available alternatives; ensuring harmonization between the various sectors and relevant ministries; working within national policies and regional and international conventions; and provision of a mandate and framework for the preparation of sub -sector strategies and national and sector development plans.
* Provided a concept note on National Development Plans
* Provided Recommendations for an action oriented list for follow-up by the Ministry of Planning

**Consultant’s recommendations:**

* Enhancing MoP and its staff capacities in strategic planning and formulation of national development plans
* Conducting an organizational assessment for the MoP in addition to a Human Resource assessment which will identify resources gaps
* Focus on developing capacity is the security sector as per the request of the Minister of Planning
* The need to create “champions of change” within the ministry
* The need to recruit a full time policy, planning and governance advisor in the Ministry
* Initiation of a workshop for the MoP staff on the management of the national development plans and the establishment of a special task force to follow-up on this issue
* Launching a national workshop on the national development vision for Libya and the need for UNDP to be supported by a planning, project formulation and moderation/expert/advisor to coach the process, train the MoP staff and other line ministries as well as moderating certain meetings and events.

**Human Resources Expert / Ministry of Planning:**

As per the follow-up with the Minister, the CSI was asked to support the national advisory team working on the “Libya Calling 2030” vision in developing the terms of reference for an external expert to support the team in reviewing, developing and monitoring the implementation of a national Human Resources and Training Strategy. Several meetings were held with the experts and the Ministry of Planning Institutional Development Department. Terms of reference were drafted in a joint manner and CVs of regional and international experts were shared and discussed. No follow-up on the issue was presumed due to the change of government.

**Follow- up required:**

* Ministry of Planning decision to establish a secretariat for the National Development Plans
* Recruitment of external consultant to support the establishment of the secretariat, train the staff and support the follow-up on the sector strategies.
* **Upon MoP decision, expert can be recruited during the 2nd quarter of 2013.**
1. **Skype Seminar on Deliverology held at the conference room of UNDP 2 July 2012:**

Upon the request of the Minister of Planning, UNDP-CSI organized a two-hour Skype meeting with Sir Michael Barber on the concept and Application of Deliver ology. Sir Michael Barber is a leading authority on education systems and education reform. His main reputation is from his work as the Chief Adviser on Delivery to the British Prime Minister, whereby he was responsible for the oversight of implementation of the government priority programs.

The meeting was attended by the Minister and Deputy Minister of Planning as well as a team of 35 technical experts and advisors working on the Libya Vision 2030.

**Follow-up required:**

* Link the work on Deliverology with the focus on Inter-ministerial coordination and Monitoring & Evaluation.
1. **Supporting State Building Efforts of Libya: Good Governance and Effective International Cooperation (Planned for May 2012 – Rome, Italy)**

The Governance Advisor worked on establishing a joint cooperation to hold a capacity building seminar for senior public officials of Libya, to be organized by the MENA-OECD Governance Programme and UNDP, supposed to be funded by the School of Public Administration of Italy.

The expected outcomes of the seminar were planned as follows:

* Knowledge sharing relating to the horizontal challenges of state-building and public sector reform and the ways to address them.
* Dissemination of the principles and practices of Good Governance and Open Government.
* Greater understanding of the instruments to increase the quality and effectiveness of international support and the coordination.
* Defining proposals for future collaboration between Libya and the OECD/UNDP/SSPA in the areas of state-building, core state functions, and the effectiveness of international development cooperation.

With the help of UNDP, the OECD people further tried to organize meetings with the Minister of Planning to introduce him to the work of the OECD in governance related matters as well as investment promotion and policies. Unfortunately, all efforts did not resume because of the heavy schedule of the Minister and the inability of the OECD to visit Libya due to internal security restrictions.

**Required follow-up:**

* Resume cooperation with OECD and Ministry of Planning and the Government of Libya
* Prepare for a joint activity to introduce principles of good governance and state building efforts during periods of transition
1. **TOKTEN Mission (Transfer of Knowledge Through Expatriate Nationals):**

As a bridging step during 2012, especially with regards to the development of a Roster of regional and international experts, UNDP proposed as per the first Project Board Meeting, to introduce the concept of TOKTEN and that has been successful in various

Countries where UNDP operates such as Lebanon and Palestine.

Terms of Reference were drafted and discussed with the Ministry of Planning and Mr. Mounir Kleibo the current Country Director of the International Labor Organization (ILO) was contacted to come and effect a one-week scoping mission.

The main objective of the scoping mission is to inform and initiate dialogue with the Government of Libya through its Ministry of Planning and other line ministries, as well as with other stakeholders on the concept and operational modality of the TOKTEN programme. Specifically the mission is supposed to:

1. Inform and consult with the stakeholders on the objectives of the TOKTEN programme, its key operational modalities, and benefits and how it aligns with the national strategy to attract expatriate nationals to contribute in the post conflict reconstruction process in the new Libya. The experiences of other countries in the Arab region and elsewhere will be used to illustrate the relevance of the programme within the Libyan context
2. Take stock of the existing and planned activities of the Libyan government and the private sector related to efforts that intend to attract expatriate nationals to return to the country, and analyze their feasibility and advise on how they can aligned to a unified national effort in this regards.
3. Develop, in close collaboration with UNDP, Ministry of Planning and other UN agencies a programme framework for TOKTEN programme.
4. Discuss and agree with stakeholders on strategies to capitalize the expertise of Lybians nationals in the Diaspora for recovery and development efforts.
5. Explore other technical assistance needs with Ministry of Planning, UN Agencies and other partners, particularly related to poverty reduction, sustainable livelihoods, governance and rule of law issues.
6. Explore with main national stakeholders (Private Sector, the Lybians working abroad corporation, academia, etc) new and innovative means for resource mobilization to supplement the Libya TOKTEN approach, and to ensure sustainability.

# Specific Tasks of the Mission:

The mission will undertake the following specific tasks:

1. Develop an implementation strategy and action plan for the proposed TOKTEN Programmed Framework;
2. Provide initial work plan, cost estimates and proposed modus operandi for the establishment and management the program once approved.
3. Guide the UNDP Unit on recruitment and conditions of service for TOKTEN volunteers;
4. Identify, in close consultation with UNDP, UN agencies, GoL on other technical assistance needs which are relevant to TOKTEN volunteers’ contribution.
5. Work with the UNDP Unit on operational and administrative issues related to TOKTEN assignments and activities.

# Results of the Mission:

1. Programme Framework for the Libya TOKTEN initiative developed, and a project outline is finalized and submitted for UNDP Libya for review and endorsement.
2. Implementation Strategy, Action Plan and a budget for the TOKTEN proposal are developed.
3. UNDP Unit oriented on the TOKTEN Programme and its mandate (recruitment and conditions of service).
4. Operational and administrative issues related to TOKTEN assignments clarified to visited / met partners.

**Required Follow-up:**

* Resume mission as soon as possible
1. **Strategic Planning Seminar:**

At the request of the Ministry of Planning, a workshop on Strategic Planning was organized and that aimed at the capacity building of the public sector officials in the Libyan Government. The workshop preparation was done in coordination between the Resident Coordination Office (RC) at UNSMIL, the Ministry of Planning and the CSI project at UNDP. Initial idea was to have a series of three training workshops on strategic planning.

Two consultants were identified by the RC to implement the first workshop with the following mandate to be implemented over one week:

* Introduction to strategic planning: rational, principles, and concepts
* Elements of strategic planning, including context/ needs analysis, capacity assessment, stakeholder mapping, vision and results formulation, risks and assumption, and contingency planning
* Strategic planning requirements
* Overview of sectoral planning
* Links with organizational structures, human resources, budgeting, and communication

In addition, the Ministry of Planning requested that a third expert in Strategic Planning, with the following tasks:

* Support the Ministry of Planning and UNDP in the preparation and facilitation of the first workshop
* Prepare and lead the assessment of the level of participants at the end of the workshop and prepare recommendations for the way forward
* Design a strategic planning training module in cooperation with the Ministry of Planning and the Institute of Planning.

Upon the resumption of the workshop, the expert conducted extensive meetings with the Technical Cooperation Department at the MoP and the Institute of Planning, whereby he designed a Strategic Planning training module and provided recommendations to the Ministry and UNDP on the way to follow-up on.

* Have UNDP technical support linked to the government emergency plans with a focus on the long-term, multi-year development plans.
* Focus should be on enhancing capacities of public sector institutions (ministries) so as to:
* Increase their capacity to assess their organizational and management needs;
* Improve the ability of their managers to prioritize technical and management needs making the best use of available resources; and
* Enhance their ability to develop a technical assistance plan that meets the needs of their organizations that will help them improve the quality and efficiency of the programs they manage.
* The creation of “change agents” who would be in charge of organizational development interventions and drive the necessary changes within their respective ministries.
* Three phase approach for (1) mobilization & training; (2) assessment; (3) design, adaptation, and implementation of intervention strategies of strategic assessment and development to enhance performance of Libyan public institutions.
* Focus on developing the capacity of the Institute of Planning as a potential for future training of civil servants.

The training manual was shared with the Ministry of Planning so as to share with the Institute of Planning and seek their observations and recommendations.

**Required follow-up:**

* Meet with the Institute of Planning to discuss their comments and expert recommendations.
* Discuss action plan (if agreed upon) on a capacity development program for the Institute to be initiated during the second quarter of 2013

**Recommendation: Discuss possibility of more focused cooperation on the implementation of the CSI training activities in close cooperation with the Institute on the basis of investing in existing institutions.**

* **Work on the coordination of the national development plan (what we have done with Ahmed Safar and Mohammed Sanousi)**

During the period of the Strategic Planning workshop, the new government was working on the preparation of its 2013 development plan. As per the request of the Deputy Minister of Labor and Capacity Building and the Director of Technical Cooperation Department at the Ministry of Planning, the UNDP Governance Advisor and the Strategic Planning Consultant worked with Mr. Mohammed Sanousi on the development of a policy note to be presented to the Prime Minister regarding an immediate exercise for the discussion of the government strategic plan. The objective was to support the government (the Prime Minister and the cabinet members) to come up with a government plan that includes the main characteristics of the various sector plans based on the principles and priorities already identified by the government. The proposal included a two-day retreat whereby the Strategic Planning consultant and the Ministry of Planning and the Ministry of Labor and Capacity Building would facilitate this process and help the cabinet members come up with a unified approach for the government plans and sector strategies, including implementation mechanisms as well as monitoring & evaluation tools.

The team came up with a policy note to be presented by the Ministry of Planning to the Prime Minister. Unfortunately, this effort was not resumed and the idea was put on hold. Nevertheless, it is quite obvious that the interaction with the civil servants in view of the workshop highlighted the interest of the civil servants to use the theoretical training that they had in an applicable manner and implement it on the overall government preparation of its plans.

This activity is closely linked to the other work that has been initially conducted with the Ministry of Planning, whereby there is focus on the following:-

* Support the development of national visions and national development plans
* Support the capacity of the Libyan institutions to implement strategic planning, strategic assessment and strategic development models
* Support the capacity of the government in developing tools, rules and regulations, and mechanisms for inter-ministerial coordination and monitoring & evaluation

The main requirement for this work to be institutionalized whereby the value for money would be more efficient is to have a real ministerial policy to initiate this work at the highest level of the ministry. The Technical Cooperation Department has successfully initiated these activities, but would be more efficient, if supported by the various departments in the ministry to implement its activities with a wider scope.

**Two immediate options can be discussed:**

* Immediate deployment of one or two experts to be imbedded at the specific departments in the ministry
* Immediate decision by the Ministry to establish a technical secretariat or a technical support unit from within the Ministry’s staff to be supported by one or two experts and work on the above issues.
1. **“Effective Technical Cooperation”:**

**Two activities were implemented with regards to capacity development efforts for the benefit of the Technical Cooperation Department:-**

1. **Support to the Ministry of Planning officials to understand the institutional requirements for Technical Cooperation and assessment of the institutional needs.**

This was a home based assignment upon the request of the Technical Cooperation Department in the Ministry of Planning especially during the transition between the old and new transitional government when there were policy tendencies to cancel the Ministry of Planning.

The assignment resulted in the following:

* Policy options and proposal for the mandate and organizational structure of TC department at the Ministry of Planning
* Policy options for the division of labor and delineating of mandates between the Ministry of Planning, Ministry of Foreign Affairs and the new Ministry International Cooperation
* Possible options for the role of the Ministry of Planning in inter-ministerial coordination and coordination with the operating international development actors in Libya
* Possible areas of cooperation at the national, regional and international levels
* Presentation on “National Systems and Institutions needed for Effective Cooperation “Seminar on Supporting State Building Efforts in Libya: Effective International Cooperation”.
* Assessment of institutional and training needs for public officials working in Technical Cooperation Departments in the Libyan line ministries.
1. **Seminar on Effective Technical Cooperation 12-13 December 2012:**

Supporting State Building Efforts of Libya: “Effective Technical Cooperation”, 12-13 December, 2012 / Capacity Strengthening Initiative (CSI) (which is a follow-up second part of the first activity under the title of supporting the Technical Cooperation Department of the Ministry of Planning.

The purpose of the seminar was to assist the Libyan Ministry of planning officials in understanding the institutional requirements for Technical Cooperation and to assess institutional needs in TC. The seminar is a follow-up assignment in October 2012 to help the structure of the TC function in Libya.

In cooperation with the Ministry of Planning (MoP), UNDP organized a high level seminar on “Supporting State Building Efforts of Libya: Effective Technical Cooperation” on the 12 – 13 of December 2012.

The seminar was inaugurated by the Minister of Planning Dr. Mehdi Mughnia and the UNDP Country Director, Mr. Eric Overvest. Both reiterated the need to focus on strengthening the capacities of high level officials in all domains in general and in the field of technical cooperation in particular. Representatives of International Development agencies including UN agencies as well as bilateral cooperation agencies attended the seminar and took part in the discussions that took place during the meeting. International speakers and government officials from the region also presented papers and country experience in organizing effective cooperation as well as inter-ministerial coordination.

The seminar is the first in a series of awareness building and training activities targeted at the staff of the Technical Departments in the Ministry of Planning and the line ministries. Almost 80 people took part in the seminar including staff ministries.

The seminar main objectives included:

* Enhancing the awareness and knowledge basis of the Technical Cooperation Offices in the Libyan line ministries on issues pertaining to international cooperation and its working mechanisms
* Enhancing the awareness of Technical Cooperation offices on the programs and work modalities of the international development agencies operating in Libya
* Developing specific recommendations pertaining to technical cooperation in Libya
* An evaluation of the seminar by the participants as well as identification of needs and lessons learnt

The seminar sessions were highly interactive and included several activities as follows:

* Presentations on the concepts of Technical and International Cooperation
* Presentations on the tools and organizational structures of International and Technical Cooperation and international best practices
* Presentations on the ongoing and planned programs on international development agencies in Libya. This included UNSMIL, UNDP, UNICEF, WB, DFID, USAID, UNFPA, etc.

Almost 50 participants concluded the two days with an inter-ministerial round- table discussion whereby several conclusions were observed as follows:

* Wide interest by the participants to take part in such seminars with a great appreciation to the MoP for holding such important training opportunities
* Discrepancy with regards to knowledge and skills with regards to the different staff members in the respective Technical Cooperation Departments in the line ministries
* Weakness in the overall national policies, mandates, and tools of Technical Cooperation
* The need for the identification of clear reference and tools for the presentation and reviews of Technical Cooperation
* The need for ***systematic training programs that would be based on a training needs assessment of the staff working in the Technical Cooperation Offices in the line Ministries***
* The need to develop communication tools and a unified management information system to connect the Technical Cooperation Offices in the line ministries
* A general weakness in the government policy with regards to the point of reference and work modalities in the ministries with regards to international non-governmental organizations working in Libya

By the end of the seminar, a three hour round table discussion took place only for the participants and included:

- The need for a national strategy for Technical Cooperation, including urging the government to revisit bilateral and multilateral agreements including international companies

- The need to enhance capacities of the Technical Cooperation staff in the line ministries, as well as institutionalizing the operational structures, manuals, rules and procedures for the work of the TC departments/ offices in the Ministry of Planning and the line ministries

- The need to institutionalize a knowledge and dialogue forum for all technical cooperation staff across the government as well as develop training modules in specific topics that include:

\* Results Based Management

\* Monitoring & Evaluation

\* Negotiation skills

\* English Language

\* The need to develop a management information system

**Required follow-up:**

* Start with immediate action to deploy an expert to be embedded in the Technical Cooperation Department in the Ministry of Planning. The purpose is to:
* Support the TC department to lobby for the National Policy for Technical Cooperation
* Develop manuals, rules and procedures for the TC staff in the MoP and the line ministries
* Train staff on specific areas
* Support the CSI project in developing specific terms of reference to implement the recommended training modules

**Across 2012, Provision of support by the UNDP Senior Governance Advisor (A.I. Project Manager for the CSI)**

Throughout 2012, the UNDP Governance advisor worked with the staff of the Technical Cooperation on:

* Developing specific terms of reference for the capacity building sector working group (CBSWG) in preparation for the holding of the first meeting, especially that UNDP has been designated as the technical advisor for the group.
* Developing terms of reference for team leaders of the sector working groups and other consultations as required by the Ministry.
* Building partnership with the Organization of Economic Cooperation & Development (OECD) and prepare concept note and agenda for a training seminar in cooperation with the OECD and sponsorship of the Italian Ministry of Foreign Affairs to hold a focused training seminar to support the Libyan State Building Efforts (good governance and effective technical cooperation).
* Policy note on challenges of the new government as well as action oriented recommendations for capacity enhancement of international cooperation.
* Developing contacts with Bethlehem University in Palestine and the University of Perugia in Italy to explore the establishment of a similar post graduate program for “International Cooperation and Development” with Libyan universities and the Ministry of Planning.