

وزارة التخطيط



الحكومة الليبية المؤقتة

التاريخ: 14 / / هـ

الموافق: 20 / 3 / 2014 م

الرقم الإشاري: 741 / 1118

السيدة / نائبة مدير مكتب برنامج الأمم المتحدة الإنمائي

بعد التحية،،،

بالإشارة،،، الى الكتاب الوارد اليانا من الهيئة العامة للبيئة رقم (8) المؤرخ في 2013 / 1 / 8 بشأن
إعتماد وثيقة مشروع بناء القدرات للهيئة العامة للبيئة.

عليه،،، نحيل إليكم نسخة من الوثيقة المشار اليها، بعد اعتمادها من السيد وزير التخطيط مع
التاكيد بضرورة موافاتنا بتقارير دورية عن التقدم المحرز في تنفيذ الأنشطة الواردة بالوثيقة.
للتفضل بالاستلام.

والسلام عليكم

U.N.D.P Country Field Office - Tripoli

Date : 19. Feb. 2013	Action	Info
File Ref : EGA - proj	By :	By : of :
CD : 081		
DCD :		
Section : P A F		

عصام عبداللطيف قريع
مدير مكتب التعاون الفني



صورة إلى //

السيد / وزير التخطيط
السيد / مدير مكتب التعاون الفني بالهيئة العامة للبيئة
السيد / مدير مكتب التعاون الفني
السيد / مدير مكتب التعاون الفني
السيد / مدير مكتب التعاون الفني
عصام قريع



Project Document

Project Title: Strengthening Environment General Authority's Capacity for Sound Environment Management

Expected CP Outcome(s): National environment management systems addressing desertification, bio-diversity conservation, water management and pollution strengthened

Expected Output(s):

- 1) Environmental issues on pollution, water management and biodiversity conservation addressed through appropriate policies developed by strengthened national institutions;
- 2) National level strategy on climate change developed and linked to other environmental policies

Executing Entity: Environment General Authority

Implementing Agencies: United Nations Development Programme

Brief Description

This project will assist the Government of Libya in tackling environmental issues through developing the capacity of the Environment General Authority (EGA) at the technical and management levels. The project will enhance the capacity of the Government by developing EGA's internal capacity for environmental analysis and testing. The project will strengthen the EGA capacity in collecting, analysing and adoption of a process of monitoring through the effective use of advanced laboratories. Furthermore, EGA's capacity in using a comprehensive GIS system will be enhanced; this will be done within an effective system of information management that includes generation, documentation, processing, dissemination and use of knowledge within the EGA.

The project will also contribute to developing the technical capacity of the EGA for professional performance and achieve linkages and harmonization with national development plans. The project will also focus on building the national capacity in managing and monitoring the implementation of the global environmental conventions and treaties, with special focus on climate change.

Programme Period:	<u>2011- 2014</u>
Key Result Area (Strategic Plan) Sustainable Development	<u>Environment and</u>
Atlas Award ID:	<u>00045806</u>
Start date:	<u>August 2012</u>
End Date	<u>July 2014</u>
PAC Meeting Date	<u>12 July 2012</u>
Manacement Arrangements	DIM

Total resources required	<u>860,000 USD</u>
Total allocated resources:	<u>860,000 USD</u>
• Regular	_____
• Other:	_____
o Government	<u>860,000 USD</u>
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by Ministry of Planning: _____

Agreed by Environmental General Authority: _____

Agreed by UNDP: _____

[Handwritten signatures and text: "Country Director UNDP"]

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I. SITUATION ANALYSIS

Libya is a North African country located along the southern coast of the Mediterranean Basin. Its total land area is about 1.76 million km², most of which (95.2%) is desert, while the rest is either rangeland (4%), or agricultural land (0.4%), and less than 0.3% is a scattered forested area. The annual average rainfall is estimated at 300-400mm depending on climatic and topographic features. Libya's environmental challenges include limited water resources, droughts and land degradation, depletion of natural resources, fragmented mechanisms for environmental management and monitoring, inadequate solid and hazardous waste management, and oil spills. Establishing sound environmental management systems, supported by legislative and policy instruments, is needed.

The Libyan Government has signed and ratified the following UN Conventions: 1) the United Nations Framework Convention on Climate Change (UNFCCC) on 14 June 1999, 2) the Convention on Biological Diversity (CBD) in 1992, and in 2001 it ratified the convention, and subsequently established a National Committee on Biodiversity, and 3) the United Nations Convention to Combat Desertification (CCD) on 22 July 1996, and assigned the People Committee of the Agriculture General Authority (AGA) as the Focal Point.

These substantive achievements came after as a response to a changing global context that demands deepened commitments to sustainable development and to a large extent is the outcome of the establishment of EGA as a newly created national institution in early 1999 (www.ega.libya.org) and it has several departments within the central office and regional branch offices. This national entity is primarily meant for the coordination and management of environmental concerns and develops and implements a strategy with a strengthened emphasis on local environmental issues with increased focus on tools that help integrate environment into sectoral decisions and policies. It has overall responsibility for environmental concerns, action policies, strategies and programs including projects in Libya.

Earnest endeavours by the Government are being made by preparing the first national report (in English) to the CCD which was submitted in 1999 and a second national report was prepared and submitted (in Arabic) in 2002. Furthermore, serious efforts were made later on by addressing the Biodiversity Strategy and the adoption of the Environment Protection Law, the formulation of the National Strategy and Action Plan to Combat Desertification (September 2005), in addition to the drafting and adoption of several legislations and bylaws. Nevertheless, the Initial National Communication Report to the United Nations Framework Convention on Climate Change has not been prepared yet. EGA is eager to building its capacity in the climate change field in order to meet the UNFCCC obligations and submit the needed national communication reports.

The EGA vision, commitment, and determination to make greater contribution to the common cause of environment require a reliable capacity, institutional and personnel, to perform a comprehensive analysis in order to consolidate its National Programme for Environmental Action which is at this stage only piecemeal and ad-hoc.

UNDP has identified areas of intervention to tackle the country's constraints and limitations that are clearly in line with the proposed project, with capacity development being one of UNDP's major comparative advantages. This project also is directly linked to, and will compliment the following ongoing UNDP initiatives, including:

- Establishment of an Environmental Geographic Information System (EGIS)
- Strengthening EGA Capacity for sound Environmental Management
- Equipping the laboratories of the Environment General Authority
- Enhancing National Partnership in support of Protected Areas Management in Libya
- National Framework for Solid Waste Management and Action Plan for Hazardous Waste Disposal in Libya

II. STRATEGY

A strengthened, more accountable, effective and efficient Environment General Authority is essential not only for the management, implementation and monitoring of the domestic environmental agenda in Libya, but also at the regional and international level.

This project has been developed based on the outcomes of the previously mentioned capacity building and strategic initiatives. An analysis of the main recommendations and results arising from the various initiatives was done, a review of the outcome evaluation that was done in January 2011 was undertaken, with special emphasis on minimizing overlap and redundancy, and focusing on achieving the missing outputs concerning the capacity building components in each one of the ongoing initiatives and projects.

This project aims at strengthening current efforts in capacity development of the EGA that are being driven by both EGA and UNDP efforts, in an integrated manner and providing special focus on the infrastructures that have been put already in place (the available GIS software, and the advanced laboratories purchased), as well as developing EGA capacity in global environmental issues with main focus on climate change. As a result, the components and objectives of this project have been developed according to the following criteria:

1. Priority areas for EGA identified during a scoping mission, which took place during the period of 3-7 March 2012.
2. Effective coordination with other existing development initiatives.
3. EGA responsibilities mandated by the Environmental Protection Law.

Accordingly, these objectives will be achieved through the following three main activities:

- 1- ***EGA's human capacity to effectively run a comprehensive GIS system in a sustainable manner identified and capacity development programme undertaken.***
- 2- ***EGA's human capacities for the use of modern technologies (laboratories) in the field of analysis and testing built.***
- 3- ***EGA's capacity to monitor and evaluate the implementation of international environmental conventions and agreements with special focus on Climate Change developed.***

The main objective of this project is to assist the Government of Libya in tackling environmental issues through developing the capacity of the EGA at the technical and management levels. The project will enhance the capacity of the EGA in the use of the installed GIS system, and will strengthen the EGA's capacity in terms of analysis and testing. This will be done within an effective system of information management that includes generation, documentation, processing, dissemination, and use of knowledge within the EGA.

This project is in line with Libya Country Programme Document (2011-2014), which focuses on the identified priorities of the government and is thus addressing assistance to respond to the identified key areas. This project will respond to Libya's national priority number 2: ***Increasing awareness and expanding the responsibilities to preserve the natural environment development plan, environment sector, 2007-2011.*** As such, the project contributes to the United Nations strategic framework outcome: ***National environment management systems addressing desertification, bio-diversity conservation, water management and pollution strengthened,*** and the Country Programme Outcome 3: ***Environmental issues on pollution, water management and biodiversity conservation addressed through appropriate policies developed by strengthened national institutions,*** and Country Programme Outcome 4: ***National level strategy on climate change developed and linked to other environmental policies.*** Moreover, the project contributes to Libya's achievement of MDG goal 7: ensure environmental sustainability target 9: Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:
National environment management systems addressing desertification, bio-diversity conservation, water management and pollution strengthened
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Number of national institutions provided with adequate knowledge and systems on environmental management
Applicable Key Result Area (from 2011 - 2014 Strategic Plan): Strengthening national environment management systems to address desertification, bio-diversity conservation, water management and pollution
Partnership Strategy: The project will be executed by UNDP in close cooperation with EGA and all concerned national agencies, government entities, sectors and people's committees involved in the environmental management process in Libya.
Project title and ID (ATLAS Award ID): Strengthening EGA Capacity for Sound Environment Management 00054207

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPON. PARTIES	INPUTS
Output 1: Strengthening EGA Capacity for Sound Environment Management Baseline: <ul style="list-style-type: none"> - The relevant capacity is lacked - Weak institutional capacities to implement environmental policies and strategies - Electronic environmental data is lacked as well as the relevant capacity. - No national level 	Activity Result 1: EGA's human capacity to effectively run a comprehensive GIS system in a sustainable manner identified and capacity development programme undertaken			
	Targets (year 1) <ul style="list-style-type: none"> - Capacity development strategy for GIS unit is implemented. 	Actions: <ul style="list-style-type: none"> 1.1 Implement the GIS Unit capacity development strategy (5 training programs in Libya and an on-job training for outstanding staff members abroad); 	EGA UNDP	International Consultants National Consultants Workshops cost
	Targets (year 2) <ul style="list-style-type: none"> - GIS planning is identified and endorsed - Monitoring Report is produced and discussed and approved by EGA. - Monitoring Progress by the GIS directorate is measured and documented 	Actions: <ul style="list-style-type: none"> 1.2 Provide the needed data/maps for the Unite and identify and incorporate (where appropriate) traditional or customary management practices in GIS planning; 1.3 Monitor progress of the GIS Directorate in the use of the system and provide the needed regular system maintenance; and 1.4 Monitor progress of the GIS Directorate against achievement targets. 	EGA UNDP	International Consultants National Consultants Workshops' Facilities Travel costs

<p>strategy on climate change available in Libya</p> <p>Indicators:</p> <ul style="list-style-type: none"> - A Climate Change Unit at EGA is established. - The newly established National Climate Change Committee's capacity is built and its governance structure is identified. - Capacity for the 	<p>Activity Result 2: EGA's human capacities for the use of modern technologies (laboratories) in the field of analysis and testing built</p>			
<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Capacity needs to run the newly installed laboratories at EGA assessment conducted. - Capacity development strategy is prepared and endorsed 	<p>Actions:</p> <p>2.1 Review the contract with the equipments providers, provide an action plan to conclude the agreement and identify the calibration problems in the installed equipments (the needed calibration of the mobile lab.) and the necessary actions to finalize the installation and calibration;</p> <p>2.2 Identify the key and critical knowledge areas for analytical tests and examinations;</p> <p>2.3 Identify and assess the existing capacities at EGA (expertise, training capacity, current facilities for training, research, and access to information) in the critical knowledge areas to use the new Laboratories equipments;</p>	<p>EGA</p> <p>UNDP</p>	<p>Laboratories in EGA</p> <p>International Consultants</p> <p>National Consultants</p> <p>Workshops' Facilities</p> <p>Travel costs</p>	

<p>local and global environment conservation is enhanced.</p> <ul style="list-style-type: none"> - Strategy and Action plan for capacity development activities is developed and validated. - EGA's Laboratories staff qualified to carry out monitoring functions, and performing inspection for pollutants. 	<p>Targets (year 2)</p> <ul style="list-style-type: none"> - Capacity development strategy is implemented. - EGA's laboratories Directorate plans are identified and endorsed - Monitoring Report is produced and discussed and approved by EGA. - Monitoring Progress by the Laboratories Directorate is measured and documented 	<p>Actions:</p> <p>2.4 Identify and define the main strategies to implement a capacity building process in a way that synergies the current capacities of EGA to use the Laboratories' equipments;</p> <p>2.5 Implement the identified capacity development strategy (the training of the Lab. Staff);</p> <p>2.6 Monitor progress of the capacity development programme; and</p> <p>2.7 Develop a detailed work-plan for the Laboratories Directorate for the next year with a clear monitoring program against achievement targets.</p>	<p>EGA</p> <p>UNDP</p>	<p>Laboratories Team Leader</p> <p>Laboratories in EGA</p> <p>International Consultants</p> <p>National Consultants</p> <p>Workshops' Facilities Travel costs</p>
<p>Activity Result 3: EGA's capacity to monitor and evaluate the implementation of international environmental conventions and agreements with special focus on Climate Change developed</p>				

<ul style="list-style-type: none"> - Geographical Information System (GIS) needed for the local and global environment is running effectively by EGA's staff. 	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - A Climate Change Unit at EGA established, and its capacity built. - The newly established National Climate Change Committee capacity is built and its governance structure is identified. - Project office is staffed and equipped. - A comprehensive report on all environment conventions and agreements that Libya has signed/ratified. - Capacity needs assessment is undertaken. - A comprehensive action plan for the Climate Change Unit and the Climate Change National Committee is developed. 	<p>Actions:</p> <ol style="list-style-type: none"> 3.1 Recruit a National Project Manager and assign a project assistant from EGA; 3.2 Procure the needed office equipments (computers, printers, laptops, and data show, etc) 3.3 Provide the EGA and the Project with the needed technical international advisors in different areas and as per the needs of the project; 3.4 Compile all relevant information on Environment related conventions and agreements that Libya has already ratified and those under consideration. This should include commitments and obligations; 3.5 Review EGA's structure, mandate, functions, staffing and its responsibilities towards the local and the global environment and establish: <ul style="list-style-type: none"> ▪ A national climate change committee; ▪ A Climate Change Unit at GEA: this unit should include the adaptation, mitigation, technology transfer, GHG inventory teams as well as a research and studies team 3.6 Develop a plan of action for the Climate Change Unit, which will be responsible for monitoring and following up on Climate Change Conventions and Agreements; 3.7 Identify gaps and capacity development needs to implement the Rio Conventions in terms of human resources and other institutional needs; 	<p>EGA UNDP</p>	<p>International Consultants National Consultants. Workshops' Facilities Travel costs Study Tours costs</p>
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<p>Targets (year 2)</p> <ul style="list-style-type: none"> - Capacity development strategy is developed. - Capacity development strategy is implemented - Monitoring Progress by the Technical Cooperation Directorate is measured and documented 	<p>Actions:</p> <p>3.8 Conduct desk review on existing training programmes;</p> <p>3.9 Listing the eligible staff for focused training;</p> <p>3.10 Define the selection criteria for staff attending environmental decision-making programmes;</p> <p>3.11 Designing a training programme responding to evolving needs of EGA staff with special focus on:</p> <ul style="list-style-type: none"> ▪ Introduction to climate change. ▪ National Climate Change Strategies and Action Plans. ▪ Climate Change Obligations ▪ National Communications to the UNFCCC ▪ Climate Change Adaptation ▪ Climate Change Mitigation ▪ Environmental financing (access to funding mechanisms, mainly the GEF, SCCF, etc) ▪ COP and CMP Negotiations <p>3.12 Organizing training activities throughout the project life cycle to include study tours to countries in the Arab states region</p>	<p>EGA</p> <p>UNDP</p>	<p>International Consultants</p> <p>National Consultants.</p> <p>Workshops' Facilities</p> <p>Travel costs</p> <p>Study tours costs</p>
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IV. ANNUAL WORK PLAN

Year: Year 1 (August 2012- July 2013)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RES. PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Strengthening EGA Capacity for Sound Environment Management 00054207 - The relevant capacity is lacked - Weak institutional capacities to implement environmental policies and strategies - Electronic environmental data is lacked as well as the relevant capacity. - No national level strategy on climate change available in Libya Indicators: - A Climate Change Unit at EGA is established. - The newly	1. Activity Result: EGA's human capacity to effectively run a comprehensive GIS system in a sustainable manner identified and capacity development programme undertaken								
	1.1 Implement the GIS Unit capacity development strategy (5 training programs in Libya and an on-job training for outstanding staff members abroad);					EGA UNDP	EGA	International Consultant	92,860
	1.2 Provide the needed data/maps for the Unite and Identify and incorporate (where appropriate) traditional or customary management practices in GIS planning;					EGA UNDP	EGA	National Consultants	25,000
	1.3 Monitor progress of the GIS Directorate in the use of the system and Provide the needed regular system maintenance; and					EGA UNDP	EGA	National Consultants	5,000
	1.4 Monitor progress of the GIS Directorate against achievement targets.					EGA UNDP	EGA	National Consultants	1,000
	2. Activity Result: EGA's human capacities for the use of modern technologies (laboratories) in the field of analysis and testing built								
	2.1 Review the contract with the equipments providers, provide an action plan to conclude the agreement and identify the calibration problems in the installed equipments (the needed calibration of the mobile lab.) and the necessary actions to finalize the installation and calibration;					EGA UNDP	EGA	National Consultant-Individual	20,000
	2.2 Identify the key and critical knowledge areas for analytical tests and examinations;					EGA UNDP	EGA	International Consultants-Individual	11,802

<p>established National Climate Change Committee's capacity is built and its governance structure is identified.</p> <p>- Capacity for the local and global environment conservation is enhanced.</p> <p>- Strategy and Action plan for capacity development activities is developed and validated.</p>	2.3 Identify and assess the existing capacities at EGA (expertise, training capacity, current facilities for training, research, and access to information) in the critical knowledge area to use the new Laboratories' equipments;					EGA UNDP	EGA	International Consultant – Company	5,000
	2.4 Identify and define the main strategies to implement a capacity building process in a way that synergies the current capacities of EGA to use the Laboratories' equipments;					EGA UNDP	EGA	International Consultants-Individual	10,000
	2.5 Implement capacity development strategy (the training of the Lab. Staff);					EGA UNDP	EGA	International Consultant	168,000
	2.6 Monitor progress of the capacity development programme; and					EGA UNDP	EGA	National Consultant	0
	2.7 Develop a detailed work-plan for the Laboratories Directorate for the next year with a clear monitoring program against achievement targets.					EGA UNDP	EGA	International Consultant – Company	0
<p>3. Activity Result: EGA's capacity to monitor and evaluate the implementation of international environmental conventions and agreements with special focus on Climate Change developed</p>									
<p>- EGA's Laboratories staff qualified to carry out monitoring functions, and performing inspection for pollutants.</p> <p>- Geographical Information System (GIS) needed for the local and global environment is running effectively by EGA's staff.</p>	3.1 Recruit a National Project Manager and assign a project assistant from EGA.					EGA UNDP	EGA	National Consultant-Support	30,000
	3.2 Procure the needed office equipments (computers, printers, laptops, data show and car)					EGA UNDP	EGA	Equipments, Furniture	5,000
	3.3 Provide the EGA and the Project with the needed technical international advisors in different areas and as per the needs of the project					EGA UNDP	EGA	International Consultants	30,000
	3.4 Compile all relevant information on Environment related conventions and agreements that Libya has already ratified and those under consideration. This should include commitments and obligations;					EGA UNDP	EGA	International Consultant	10,000

<p>Targets:</p> <p>A multi-sectoral coordination body is institutionalized and operational, allowing for review or formulation of policies and strategies on water management, biodiversity conservation, protected areas management;</p> <p>Related CP outcome:</p> <p>Environmental issues on pollution, water management and biodiversity conservation addressed through appropriate policies developed by strengthened national institutions</p>	<p>3.5 Reviewing EGA's structure, mandate, functions, staffing and its responsibilities towards the local and the global environment and establish:</p> <ul style="list-style-type: none"> - A national climate change committee chaired by the Prime Minister office; - A Climate Change Unit at GEA: this unit should include the adaptation, mitigation, technology transfer, GHG inventory teams as well as a research and studies team 					EGA UNDP	EGA	International Consultant	5,000
	<p>3.6 Develop a plan of action for the Climate Change Unit, which will be responsible for monitoring and following up on Climate Change Conventions and Agreements;</p>					EGA UNDP	EGA	International Consultant	15,000
	<p>3.7 Identify gaps and capacity development needs to implement the Rio Conventions in terms of human resources;</p>					EGA UNDP	EGA	International Consultant	15,000
	<p>3.8 Conduct desk review on existing training programmes;</p>					EGA UNDP	EGA	International Consultant	5,000
	<p>3.9 Listing the eligible staff for focused training;</p>					EGA UNDP	EGA	International Consultant	3,000
	<p>3.10 Define the selection criteria for staff attending environmental decision-making programmes;</p>					EGA UNDP	EGA	International Consultant	2,600
	<p>3.11 Designing a training programme responding to evolving needs of EGA staff with special focus on:</p> <ul style="list-style-type: none"> ▪ Introduction to climate change. ▪ National Climate Change Strategies and Action Plans. ▪ Climate Change Obligations ▪ National Communications to the UNFCCC ▪ Climate Change Adaptation ▪ Climate Change Mitigation ▪ Environmental financing (access to funding mechanisms, mainly the GEF, SCCF, etc) ▪ COP and CMP Negotiations 					EGA UNDP	EGA	International Consultant – Company	90,000

	3.12 Organizing training activities throughout the project life cycle to include study tours to countries in the Arab states region.					EGA UNDP	EGA	International Consultant – Company	9,413
	Misc.								2,800.00
	UNDP Management Fees								50,532.75
TOTAL									612,007.75

Year 2 (August 2013- July 2014)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RES. PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Amount		
<p>Strengthening EGA Capacity for Sound Environment Management 00054207</p> <ul style="list-style-type: none"> - The relevant capacity is lacked - Weak institutional capacities to implement environmental policies and strategies - Electronic environmental data is lacked as well as the relevant capacity. - No national level strategy on climate change available in Libya <p>Indicators:</p> <ul style="list-style-type: none"> - A Climate Change Unit at EGA is established. - The newly 	<p>1. Activity Result: EGA's human capacity to effectively run a comprehensive GIS system in a sustainable manner identified and capacity development programme undertaken</p> <p>1.1 Implement the GIS Unit capacity development strategy (5 training programs in Libya and an on-job training for outstanding staff members abroad);</p> <p>1.2 Provide the needed data/maps for the Unite and Identify and incorporate (where appropriate) traditional or customary management practices in GIS planning;</p> <p>1.3 Monitor progress of the GIS Directorate in the use of the system and Provide the needed regular system maintenance; and</p> <p>1.4 Monitor progress of the GIS Directorate against achievement targets.</p>					EGA UNDP	EGA	International Consultant	0	
							EGA UNDP	EGA	National Consultants	10,000
							EGA UNDP	EGA	National Consultants	5,000
							EGA UNDP	EGA	National Consultants	5,000
		<p>2. Activity Result: EGA's human capacities for the use of modern technologies (laboratories) in the field of analysis and testing built</p> <p>2.1 Review the contract with the equipments providers, provide an action plan to conclude the agreement and identify the calibration problems in the installed equipments (the needed calibration of the mobile lab.) and the necessary actions to finalize the installation and calibration;</p> <p>2.2 Identify the key and critical knowledge areas for analytical tests and examinations;</p>					EGA UNDP	EGA	National Consultant-Individual	0

<p>established National Climate Change Committee's capacity is built and its governance structure is identified.</p> <p>- Capacity for the local and global environment conservation is enhanced.</p> <p>- Strategy and Action plan for capacity development activities is developed and validated.</p>	2.3 Identify and assess the existing capacities at EGA (expertise, training capacity, current facilities for training, research, and access to information) in the critical knowledge area to use the new Laboratories' equipments;					EGA UNDP	EGA	International Consultant – Company	0
	2.4 Identify and define the main strategies to implement a capacity building process in a way that synergies the current capacities of EGA to use the Laboratories' equipments;					EGA UNDP	EGA	International Consultants-Individual	0
	2.5 Implement capacity development strategy (the training of the Lab. Staff);					EGA UNDP	EGA	International Consultant –	42,000
	2.6 Monitor progress of the capacity development programme; and					EGA UNDP	EGA	National Consultant	6,000
	2.7 Develop a detailed work-plan for the Laboratories Directorate for the next year with a clear monitoring program against achievement targets.					EGA UNDP	EGA	International Consultant – Company	12,000
3.Activity Result: EGA's capacity to monitor and evaluate the implementation of international environmental conventions and agreements with special focus on Climate Change developed									
<p>- EGA's Laboratories staff qualified to carry out monitoring functions, and performing inspection for pollutants.</p> <p>- Geographical Information System (GIS) needed for the local and global environment is running effectively by</p>	3.1 Recruit a National Project Manager and a project assistant.					EGA UNDP	EGA	National Consultant-	30,000
	3.2 Procure the needed office equipments (computers, printers, laptops, data show and car)					EGA UNDP	EGA	International Consultant - Technical	0
	3.3 Provide the EGA and the Project with the needed technical international advisors in different areas and as per the needs of the project					EGA UNDP	EGA	International Consultants	30,000
	3.4 Compile all relevant information on Environment related conventions and agreements that Libya has already ratified and those under consideration. This should include commitments and obligations;					EGA UNDP	EGA	International Consultant	0

<p>EGA's staff.</p> <p>Targets:</p> <p>A multi-sectoral coordination body is institutionalized and operational, allowing for review or formulation of policies and strategies on water management, biodiversity conservation, protected areas management;</p>	<p>3.5 Reviewing EGA's structure, mandate, functions, staffing and its responsibilities towards the local and the global environment and establish:</p> <ul style="list-style-type: none"> - A national climate change committee chaired by the Prime Minister office; - A Climate Change Unit at GEA: this unit should include the adaptation, mitigation, technology transfer, GHG inventory teams as well as a research and studies team 	EGA UNDP	International Consultant	0
	<p>3.6 Develop a plan of action for the Climate Change Unit, which will be responsible for monitoring and following up on Climate Change Conventions and Agreements;</p>	EGA UNDP	International Consultant	0
	<p>3.7 Identify gaps and capacity development needs to implement the Rio Conventions in terms of human resources;</p>	EGA UNDP	International Consultant - Technical	0
	<p>3.8 Conduct desk review on existing training programmes;</p>	EGA UNDP	International Consultant - Technical	0
	<p>3.9 Listing the eligible staff for focused training;</p>	EGA UNDP	International Consultant - Technical	0
	<p>3.10 Define the selection criteria for staff attending environmental decision-making programmes;</p>	EGA UNDP	International Consultant - Technical	0
	<p>3.11 Designing a training programme responding to evolving needs of EGA staff with special focus on:</p> <ul style="list-style-type: none"> ▪ Introduction to climate change. ▪ National Climate Change Strategies and Action Plans. ▪ Climate Change Obligations ▪ National Communications to the UNFCCC ▪ Climate Change Adaptation ▪ Climate Change Mitigation ▪ Environmental financing (access to funding mechanisms, mainly the GEF, SCCF, etc) ▪ COP and CMP Negotiations 	EGA UNDP	International Consultant - Company	0

Related CP outcome:

Environmental issues on pollution, water management and biodiversity conservation addressed through appropriate policies developed by strengthened national institutions

	3.12 Organizing training activities throughout the project life cycle to include study tours to countries in the Arab states region.				International Consultant – Company	84,717.00
	Misc.					2,800.00
	UNDP Management Fees					20,476.53
TOTAL						247,993.53

V. MANAGEMENT ARRANGEMENTS

The project will follow the modality of National execution and the Executing Agency will be the Environment General Authority (EGA) with the support of a Project Management Unit (PMU) under the overall guidance-oversight of UNDP. The Ministry of Planning in its role as Government Coordinating Authority will be responsible for the supervision of the Executing Agency's performance, assessment of progress, technical quality and achievement of objectives. While the day to day responsibility for the project lies with the executing agency, the Government Coordinating Authority retains ultimate responsibility on behalf of the Government.

EGA/Technical Cooperation Directorate will be responsible for the planning and overall management of project activities, reporting, accounting, monitoring and evaluation of the project. It will be accountable to the government coordinating authority and to UNDP for the production of outputs, the achievement of project objectives and the use of project resources. UNDP will also be responsible for the recruitment, contracting and supervision of Project Staff in coordination with EGA and following competitive recruitment processes. The recruitment will take place in the first month of project implementation. The project team will consist of the following:

- Project Manager
- Project Assistant
- Technical Advisors as per the project's needs

A Project Board will be established to oversee the implementation of the project. It is the group responsible for making on a consensus basis management decisions for the project when guidance is required by the Project Manager. The Project Board will consist of representatives from the Ministry of Planning, EGA, and UNDP. The Project Board should meet once every four months or as necessary when raised by the Project Manager. The Project board is consulted by the Project manager for decision when Project Manager' tolerances have been exceeded.

A Project Advisory Committee (PAC) will be established to oversee the implementation of the project, and will comprise the Chief Technical Advisor, National Project Manager, UNDP, Ministry of Planning, and EGA, national government institutions, selected experts from technical agencies and academia and international partners. The Project Advisory Committee members should meet once every four months or as per needs of the project.

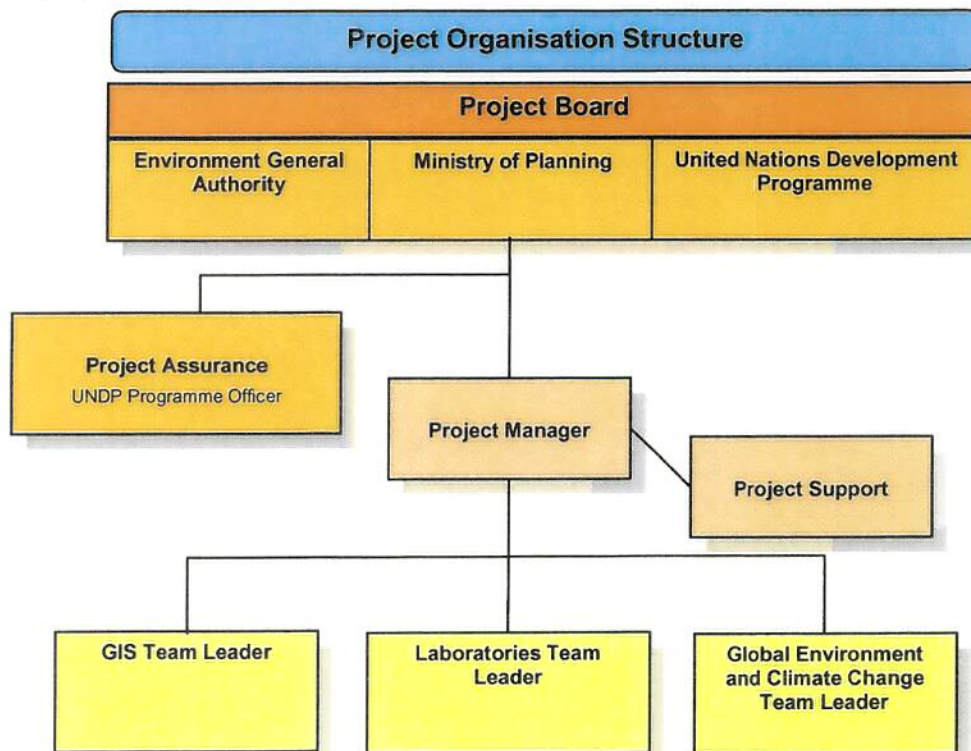
The Project Assurance role supports the Project Board and the Project Manager by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed, the respective UNDP Programme Officer holds the Project Assurance role for the UNDP Board member. The Board will at its discretion delegate this role as they see is fit.

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. His/her prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and

cost. EGA has to appoint a project manager from its senior staff during the first three months of the project implementation (for the full TORs, see annex 1)

The Environment General Authority (EGA) will be responsible for the planning and overall management of project activities, reporting, accounting, monitoring and evaluation of the project, supervision of the implementing partner and for the management and audit of the use of project resources. It will be accountable to the government coordinating authority (i.e. Ministry of Planning) and to UNDP for the production of outputs, the achievement of project objectives and the use of project resources. It will facilitate dialogue and networking between the partners and utilize relevant expertise to support the project. UNDP will also be responsible for the recruitment and contracting of project staff in coordination with EGA.

The above project management structure can be illustrated as follows:



The project will be implemented over 24 months with a total budget of US \$ (860,000). EGA will provide the following areas of support to the project:

- Funding for the project (US\$ 860,000) in order to support the successful implementation. This amount consists of the remaining budgets from four ongoing projects, the technical components of two of these projects where almost achieved (*Establishment of an Environmental Geographic Information System, and Equipping the Laboratories of the Environmental General Authority*), while the capacity building components in the two projects are still lagging. The *National framework for Solid Waste management and Action Plan for Hazardous Waste Disposal in Libya* project will be also closed after finalizing the two status reports on solid waste management and hazardous waste

disposal that were produced by the project, therefore, EGA and UNDP have decided to merge the two training components from the GIS and Laboratories projects together in the Strengthening EGA capacity project, by producing this comprehensive project and close the other projects.

- Exposure for the project - supporting event, advocating for the projects, and creating linkages with partners, donors, and other initiatives
- Promoting and facilitating linkages with relevant governmental and non-governmental initiatives.
- Facilitating partnerships, coordinating roles, and mobilizing resources.

The projects' budgets as of 11 July 2012 are (available budget and commitments):

Project Number	Project Name	Total available budget as of 11 July 2012	Commit.	Obligations	Remaining available budget for this project
00054203	Establishing Environmental GIS	\$0	\$141,498	Two payments for ESRI + fixing the UPS	-\$141,498
00054207	Strengthening EGA Capacity	\$255,525	0	-	\$255,525
00054208	Equipping EGA's Laboratories	\$514,957	\$6,000	Consultant fees to hand over the equipments	\$508,957
00054209	Support of Protected Areas Management	\$415,721	\$150,500	Finalize the Protected area project as per the 2012 work plan and finalize the solid waste management status report	\$225,221
00055477	Solid Waste Management & Hazard	-\$41	20,000		-\$20,000
	Workshop for Pesticides at EGA	0	\$10,000	National workshop cost	-\$10,000
		\$1,186,162	\$327,998		\$858,205

The total remaining amount of 858,205 USD was rounded to 860,000 USD as the project management and it was distributed among the three activities as follows:

	Year 1 (USD)	Year 2 (USD)	Total per year per activity (USD)
Activity 1: <i>EGA's human capacity to effectively run a comprehensive GIS system in a sustainable manner identified and capacity development programme undertaken</i>	123,860.00	20,000.00	143,860.00

Activity 2: <i>EGA's human capacities for the use of modern technologies (laboratories) in the field of analysis and testing built</i>	214,802.00	60,000.00	274,802.00
Activity 3: <i>EGA's capacity to monitor and evaluate the implementation of international environmental conventions and agreements with special focus on Climate Change developed</i>	155,013.00	84,717.00	239,630.00
Management Activity	118,332.75	83,276.53	201,609.28
Total	612,007.75	247,993.53	860,001.28

UNDP will assist in its ability to build partnerships, especially with the international consultants, and advisors, coordinate between the various parties involved, and obtain knowledge from global sources and experiences. UNDP will be the budget holder and will provide training to the Project Staff if needed on the execution modality. UNDP will charge 7% on the management of the government cost share contribution, and 2% for the ISS.

VI. MONITORING FRAMEWORK AND EVALUATION

The Project Manager in cooperation with the Project Chief Technical Advisor will develop and submit a detailed project work plan at the outset of the project, and quarterly progress reports to the UNDP country office. Additionally, one project progress report (Annual Progress Report) at the end of each year, and a Terminal Report, one month after completion of all project activities will be submitted to UNDP. These documents will provide critical information and lessons learned regarding the effectiveness of the implementation strategy and the delivery of outputs.

The Project Board will meet on a regular basis in order to take stock of the progress of the project. All stakeholders will also participate in a Terminal Tripartite Review Meeting (TPR) at the end of the project duration, where a Terminal Report highlighting the main achievements, results, and lessons learned will be reviewed and discussed. An independent evaluation could also be commissioned at the cost of the project if warranted given funds are available. At least two field visits should take place by UNDP Country Office during the life of the project. The project is subject to auditing at least once in its lifetime, in accordance with UNDP regulations.

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, based on quality criteria and methods captured in the Quality Management table below.
- **An Issue Log** shall be activated in Atlas and updated by the Project Manager in cooperation with the UNDP Program Officer to facilitate tracking and resolution of potential problems or requests for change.
- **A risk log** shall be activated in Atlas by UNDP and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, **a Quarterly Progress Reports (QPR)** shall be submitted by the Project Manager with the support of the UNDP Program Officer to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a **project Lesson-learned log** shall be activated and regularly updated in Atlas 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, with the support of the UNDP Program Officer, and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as 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. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Project Exit strategy and Sustainability

During the final 6 months of the project, EGA will focus efforts on designing and implementing the project's exit and sustainability plan.

The process will be executed in 3 phases; the first is closure and documentation of the preceding completed activities, then evaluating impact and satisfaction both on the beneficiary and the partner levels, and finally designing the expansion plan which includes lining up interested partners and fundraising.

Quality Management for Project Activity Results

OUTPUT 1: Strengthening EGA Capacity for Sound Environment Management		
Activity Result 1 (Atlas Activity ID)	<i>EGA's human capacity to effectively run a comprehensive GIS system in a sustainable manner identified and capacity development programme undertaken.</i>	Start Date: May 2012 End Date: May 2014
Purpose	Support the Environment General Authority (EGA) in the planning, design and implementation of a Geographic Information System (EGIS) to better support EGA responsibilities, e.g. monitoring, assessing and responding to various environmental conditions and emergencies that occur in Libya. It will also help in building institutional capacity and qualifying EGA's staff to effectively run the system in a sustainable manner.	
Description	1.1 Implement capacity development strategy (5 training programs in Libya and an on-job training for outstanding staff members abroad); 1.2 Provide the needed data/maps for the Unite and Identify and incorporate (where appropriate) traditional or customary management practices in GIS planning; 1.3 Monitor progress of the GIS Directorate in the use of the system and provide the needed regular system maintenance; and 1.4 Monitor progress of the GIS Directorate against achievement targets.	
Quality Criteria	Quality Method	Date of Assessment
At least 5 training programs conducted for the GIS team in Libya	Trainees evaluation results	August 2013
At least 1 long terms on-job training programs conducted abroad for the outstanding GIS team members	Trainees assessment after the completion of the training	April 2014

GIS system is functional by producing new maps and GIS layers	Review and check on the new maps and information produced from the GIS Directorate	March 2014
GIS Directorate Plan is developed	Review and endorsement of the Plan	January 2013 January 2014

OUTPUT 1: Strengthening EGA Capacity for Sound Environment Management

Activity Result 1 (Atlas Activity ID)	<i>EGA's human capacities for the use of modern technologies (laboratories) in the field of analysis and testing built</i>	Start Date: May 2012 End Date: May 2014
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Purpose	Support the Environment General Authority (EGA) to use its modern technologies (laboratories) in the field of environmental analysis and testing.
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Description	<p>2.1 Review the contract with the equipments providers, provide an action plan to conclude the agreement and identify the calibration problems in the installed equipments (the needed calibration of the mobile lab.) and the necessary actions to finalize the installation and calibration;</p> <p>2.2 Identify the key and critical knowledge areas for analytical tests and examinations;</p> <p>2.3 Identify and assess the existing capacities at EGA (expertise, training capacity, current facilities for training, research, and access to information) in the critical knowledge area;</p> <p>2.4 Identify and define the main strategies and lines of action to implement a capacity building process in a way that synergies the current capacities of EGA;</p> <p>2.5 Implement capacity development strategy (the training of the Lab. Staff);</p> <p>2.6 Monitor progress of the capacity development programme;</p> <p>2.7 Develop a detailed work-plan for the Laboratories Directorate for the next year with a clear monitoring program against achievement targets.</p>
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Quality Criteria	Quality Method	Date of Assessment
Calibration problems are identified and fixed	Review the Report	Dec. 2012
Key and critical knowledge areas identified	Review the report	Dec. 2012
Capacity assessment is conducted	Review the report	Dec. 2012
Capacity Development Strategy is prepared	Strategy Review	Dec. 2012
Long term and short terms advance training programs conducted in and outside Libya	Trainees assessment Feedback from participants. Workshop reports. External review and feedback	March 2014
EGA laboratories are running and functional	Progress Reports and tests	July 2013
EGA's laboratories Directorate Plan is developed	Review and endorsement of the Plan	Dec 2013

OUTPUT 1: Strengthening EGA Capacity for Sound Environment Management		
Activity Result 1 (Atlas Activity ID)	EGA's capacity to monitor and evaluate the implementation of international environmental conventions and agreements with special focus on Climate Change developed	Start Date: May 2012 End Date: May 2014
Purpose	Develop EGA's human capacity to monitor and evaluate Libya's implementation of international environmental conventions and agreements (UNFCCC, UNCBD and UNCCD), with special focus on climate change	
Description	<p>3.1 Recruit a National Project Manager and assign a project assistant from EGA;</p> <p>3.2 Procure the needed office equipments (computers, printers, laptops, data show and car)</p> <p>3.3 Provide the EGA and the Project with the needed technical international advisors in different areas and as per the needs of the project;</p> <p>3.4 Compile all relevant information on Environment related conventions and agreements that Libya has already ratified and those under consideration. This should include commitments and obligations;</p> <p>3.5 Reviewing EGA's structure, mandate, functions, staffing and its responsibilities towards the local and the global environment and establish:</p> <ul style="list-style-type: none"> - A national climate change committee; - A Climate Change Unit at GEA: this unit should include the adaptation, mitigation, technology transfer, GHG inventory teams as well as a research and studies team <p>3.6 Develop a plan of action for the directorate or unit to be responsible for monitoring and following up on these agreements;</p> <p>3.7 Identify gaps and capacity development needs in terms of human resources and other institutional needs;</p> <p>3.8 Conduct desk review on existing training programmes;</p> <p>3.9 Listing the eligible staff for focused training;</p> <p>3.10 Define the selection criteria for staff attending environmental decision-making programmes;</p> <p>3.11 Designing a training programme responding to evolving needs of EGA staff with special focus on:</p> <ul style="list-style-type: none"> ▪ Introduction to climate change. ▪ National Climate Change Strategies and Action Plans. ▪ Climate Change Obligations ▪ National Communications to the UNFCCC ▪ Climate Change Adaptation ▪ Climate Change Mitigation ▪ Environmental financing (access to funding mechanisms, mainly the GEF, SCCF, etc) ▪ COP and CMP Negotiations <p>3.12 Organizing training activities throughout the project life cycle to include study tours to countries in the Arab states region.</p>	
Quality Criteria	Quality Method	Date of Assessment

The project is running according to the plan	Project progress reports (technical and financial) approved by UNDP	End of each quarter
Technical reports prepared	Reports review External review	End of each quarter
Capacity development strategy for Climate Change developed	Strategy external review	Dec 2013
Capacity of EGA Climate Change and the National Climate Change Committee teams developed	Workshop evaluation Trainees evaluation	June 2013 December 2013
EGA's participation in international events (at least 5)	Missions reports Technical capacity reviewed	March 2014

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Libya and UNDP, signed on 20 May 1976.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

The risks matrix

#	Description	Type	Impact & Probability	Countermeasures/ Management Response
1	<p>As a post-conflict country, the current transitional period in Libya creates risks that might highly affect the achievements of the project's intended outputs. This transitional period characterized by:</p> <ul style="list-style-type: none"> - armed groups create an atmosphere of insecurity, - infrastructure has been slightly destroyed, - the government is low in legitimacy and capacity (institutional constraints) 	Political	<p>P =3</p> <p>I = 3</p>	<ul style="list-style-type: none"> - Strengthening EGA's internal capacity in the selected fields in order to provide an internal capacity at the national levels to deal with environmental issues. - Utilize the international experiences available in order to facilitate the implementation of the project in a smooth and fast way to avoid any further delay in the implementation
2	<p>The lack of the qualified local experts needed for implementing many high technical specified activities of the project.</p>	Technical	<p>P =3</p> <p>I = 3</p>	<ul style="list-style-type: none"> - Utilize the international experience available in certain project's partners. - Encouraging the local experts to conduct such activities by providing full cooperation and support. - Assign a project's advisors, the advisors should have an international experiences, advanced degree in environmental management, former and extensive experiences at UNDP Project Management, and speak the Arabic language in order to help him/her

				building the capacity of EGA
3	There is a shortage of experienced administrators with the possible result that those who prove themselves able to handle rapidly developing portfolios efficiently will be rapidly promoted to positions in other parts of the organization or outside it.	Organizational	P = 3 I = 3	- Spreading the training as widely as possible through "Train the Trainers" courses that assist EGA staff to spread their knowledge more widely

Annex 1: TOR for the Project's Manager



Terms of reference

Project Title:	Strengthening Environment General Authority's Capacity for Sound Environment Management
Project number:	00045806
Post Title	National Project Manager
Location	Libya
Duration:	1 year renewable for maximum of two years

1. BACKGROUND

1.1. The Context

As a UN agency, UNDP has a unique relationship with the Government of Libya which is built on trust, legitimacy and neutrality. This enables UNDP to enter into meaningful dialogue with government counterparts on critical and sensitive subjects such as environmental management and planning. UNDP is also well placed to assist the capacity development and strengthening of the Government Organizations, bring international experiences to benefit the staff and draw on international best practices.

In Libya, UNDP often assumes an important co-ordination and facilitation role, acting as a liaison between project partners, officials and donors. To create space for diverse development partners to engage in a constructive dialogue and to enhance collaboration amongst all actors is central to UNDP's role.

UNDP's experience and expertise within environment and energy field is an important consideration. The way in which environment is viewed as underpinning good governance for poverty reduction requires not only that UNDP work closely with national government counterparts but that it also builds strong relationships with local governments and civil society who have access to the poor and other marginalized groups.

Recognizing its role in ensuring that Libya meets its international obligations, the EGA is now involved in providing strategic input on key strategies and legislations that affect and impact environment and health in Libya.

1.2. The Project's aim

The project will assist the Government of Libya in tackling environmental issues through developing the capacity of the Environment General Authority (EGA) at the technical and management levels. The project will enhance the capacity of the Government by developing EGA's internal capacity for environmental analysis and testing. The project will strengthen the

EGA capacity in collecting, analysing and adoption of a process of monitoring through the effective use of advanced laboratories. Furthermore, EGA's capacity in using a comprehensive GIS system will be enhanced; this will be done within an effective system of information management that includes generation, documentation, processing, dissemination and use of knowledge within the EGA.

The project will also contribute to developing the technical capacity of the EGA for professional performance and achieve linkages and harmonization with national development plans. The project will also focus on building the national capacity in managing and monitoring the implementation of the global environmental conventions and treaties, with special focus on climate change

1.3. Expected Results

1. EGA's human capacity to effectively run a comprehensive GIS system in a sustainable manner identified and capacity development programme undertaken.
2. EGA's human capacities for the use of modern technologies (laboratories) in the field of analysis and testing built.
3. EGA's capacity to monitor and evaluate the implementation of international environmental conventions and agreements with special focus on Climate Change developed.

2. Objectives of the Assignment

In consultation with the Project Board (PB), the National Project Manager (NPM) is responsible for day-to-day management, co-ordination and supervision of the implementation of the project.

The National Project Manager (NPM) has the responsibility for the national delivery of the project's outcomes and activities in accordance with the project document and agreed work plan. The NPM will serve on a full-time basis and will be committed to the day-to-day management of the project and for its successful implementation in line with the UNDP standards. The specific tasks and responsibilities include the following:

3. Key Results Expected and Measurable Outputs

The NPM is expected to assume the following tasks:

- **Project Management – Technical and administrative (75%):**

% of Time	Key Results Expected/Major Functional Activities	Measurable Outputs of the Work Assignment
10%	<ul style="list-style-type: none"> • Provide overall management and planning for the implementation of the project outcomes, outputs and activities according to the project document and annual work plan; 	<ul style="list-style-type: none"> • Project relevant activities are delivered as scheduled in the work plan.
5%	<ul style="list-style-type: none"> • Develop and submit a detailed work program for the execution of the project and the delivery of outputs; 	<ul style="list-style-type: none"> • Detailed work plan is produced.
10%	<ul style="list-style-type: none"> • Identify and follow up on the appointments of national experts/consultants, in conjunction with UNDP, to be hired for the implementation of specific project components or training of the project, develop TOR and agreements, and follow-up on performance; 	<ul style="list-style-type: none"> • Scope of work and TORs and other procurement documentation are prepared.
10%	<ul style="list-style-type: none"> • Provide management oversight to daily operational and administrative aspects of project (procurement, recruitment, staff supervision); 	<ul style="list-style-type: none"> • Project reports are produced.
5%	<ul style="list-style-type: none"> • Supervise all staff assignments, consulting agreements and procurements; 	<ul style="list-style-type: none"> • Consultant reports are produced.
5%	<ul style="list-style-type: none"> • Participate in conferences, workshops, meetings to provide input in the strategic planning and implementation of the project; 	<ul style="list-style-type: none"> • Workshops are carried out successfully. • Workshop reports are produced.
5%	<ul style="list-style-type: none"> • Establish coordination mechanisms and maintain continuous liaison with UNDP-CO and the EGA; • Liaises with the relevant ministries, national and international research institutes, NGOs, and other relevant institutions in order to involve their staff in project activities, and to gather and disseminate information relevant to the project; 	<ul style="list-style-type: none"> • Number of staff from other relevant institutions involved in project activities. • UNDP staff is involved in the project activities.
5%	<ul style="list-style-type: none"> • Ensure preparation and timely delivery and submission to UNDP of narrative and financial reporting (quarterly, progress and annual reports); taking into account the norms and standards for project monitoring and reporting are properly met; • Document project activities, processes and results; 	<ul style="list-style-type: none"> • Progress reports are delivered on time and according to required quality.
10%	<ul style="list-style-type: none"> • Provide financial oversight and ensure financial accountability for the Project (monitor and manage the allocation of available budget to project activities, undertake all necessary 	<ul style="list-style-type: none"> • Project is executed within budget limits.

% of Time	Key Results Expected/Major Functional Activities	Measurable Outputs of the Work Assignment
	financial arrangements, processes, requests for authorizations, payments);	
5%	<ul style="list-style-type: none"> Ensure that the project activities are delivered on time according to the work-plan and assure quality control; 	<ul style="list-style-type: none"> Follow up activities are identified
5%	<ul style="list-style-type: none"> Ensure, in coordination with the UNDP, that the project acts as the Secretariat for the project Board (calling for meetings, preparing and consulting on agenda, steering discussions, follow-up on decisions, prepare minutes of meeting, keep members informed on the progress, etc.); 	<ul style="list-style-type: none"> Regular Board meetings are held.

Time distribution is to be revised on regular basis.

- Project Outreach (Education, Awareness, Networking) (25%)

% of Time	Key Results Expected/Major Functional Activities	Measurable Outputs of the Work Assignment
10%	<ul style="list-style-type: none"> Prepare and perform awareness campaign and presentations to target audiences (decision makers, universities, general public ...); Establish continuous liaison with media providing updates on the project; 	<ul style="list-style-type: none"> Workshops and awareness campaign are carried out successfully. Media coverage and press release are produced.
5%	<ul style="list-style-type: none"> Participate in, and contribute to, the regional and international activities and network 	<ul style="list-style-type: none"> Consultation meetings and workshops for the project are held.
5%	<ul style="list-style-type: none"> Attend as appropriate national, regional and international events to enhance information sharing and dissemination and lessons learned; 	<ul style="list-style-type: none"> Consultation meetings and workshops important for the project are attended.
5%	<ul style="list-style-type: none"> Document and disseminate lessons learned and best practices; 	<ul style="list-style-type: none"> Lessons learned are disseminated

4. Reporting Structure

- The required reporting structure is outlined in the project document.

5. Performance Indicators for Evaluation of Results

- Achievement of measurable outputs of the work assignment specified in section 3 of the TOR.
- *Team work*

- o Leads or contributes effectively in team-based activities; displays open, co-operative behaviour
- **Relationship building**
 - o Builds strong relationships with partners and clients, using interpersonal skills to network effectively
 - o Manages conflict and stress, remaining composed and working as a mediator in crisis or antagonistic situations
- **Task management skills**
 - o Produces quality outputs in a timely manner when assigned a given task
 - o Analyzes problems carefully and logically, leading to fact-based and practical recommendations.
 - o Develops creative solutions to particularly challenging situations
- **Communications**
 - o Writes clearly and convincingly, adapting style and content to different audiences
 - o Speaks clearly and convincingly, demonstrating strong presentation skills in meetings, and adapting style and content to different audiences
 - o Listens actively, acknowledging and responding constructively to other points of view
- **Building and sharing knowledge**
 - o Effectively applies existing knowledge to improve performance (e.g., liaises with other individuals, UNDP office, etc.)

6. Minimum Qualifications and Experience

The National Project Manager will have the following qualifications, or be able to demonstrate:

Education:	<ul style="list-style-type: none"> ▪ An advanced university degree (MSc) in any appropriate discipline related to Environmental Management, Environmental Engineering, Ecology or any other related field.
Experience:	<ul style="list-style-type: none"> ▪ A minimum of ten years national experience in project development and management; related to environmental management, environmental planning or any other related field. ▪ Proven knowledge of the environmental management and/or engineering sector in the country; overview knowledge of the region is an added asset. ▪ Previous success in resource mobilization; ▪ Proven ability to work with a variety of people including government officials, international and national NGOs, local stakeholders, experts and consultants. ▪ Strong leadership, managerial and team-building skills; committed to enhancing and bringing additional value to the work of the team as a whole. ▪ Proven experience in facilitating and chairing meetings and/or workshops.

<p>Language requirements:</p> <p>Computer skills</p>	<ul style="list-style-type: none"> ▪ Excellent communication, presentation and facilitation skills. ▪ A proven ability to manage budgets. ▪ Good organizational and planning skills and a proven ability to adhere to deadlines. ▪ A proven ability to provide financial and progress reports in accordance with reporting schedules. ▪ Fluency in verbal and written English and Arabic. ▪ Excellent communication (written and oral) skills in English and Arabic; ▪ Report writing in English with fluency is absolutely necessary. ▪ Excellent computer and word processing skills.
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7. Skills and Competencies

- As per Section 6 of the TOR.

8. Duration of Service

- Duration of this contract is for 1 year renewable for maximum of two years.

9. Supervisor

The National Project Manager will:

- Report directly to the UNDP and EGA regarding project performance, administrative and financial issues.
- Be accountable to the UNDP for the achievement of project objectives, results, and all fundamental aspects of project execution.
- Maintain regular communication with UNDP and the Project Board members.