undp3

**United Nations Development Programme**

**برنامــــــــج الأمــــــــــــم المتحدة الإنمائي**

**Country: Libya - Project Document**

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| **Project Title:** | **Police Support Project for Libya** |
| **UNDAF Outcome(s):** | Police institutions are capable, accountable and respectful of human rights, accessible and responsive to women and vulnerable groups (ISF outcome 7) |
| **Expected CP Outcome(s):** | Libya successfully manages its transition to a state founded on the rule of law |
| **Expected Output(s):** | Output 1 Strategic direction and organizational reform achieved through improved planning, budgeting, better human resource management systems and practices, improved training and leadership development and operational independence with strengthened accountability and oversight Output 2. Public safety enhanced through improved law enforcement and access to justice  Output 3. Improved trust and interaction between community and police resulting in improved access to justice, human rights, and reduced crime |
| **Executing Entity:** | UNDP Libya |
| **Implementing Agencies:** | UNDP Libya/UNSMIL Police Unit |

Total resources required US $ 6,979,630

Total allocated resources:

Japan US $ 2,000,000

* UNDP/BCPR US $ 600.000
* US $

Unfunded US $ 4,379,630

Programme Period CPD: 2012-2014

Key Result Area (Strategic Plan) Rule of Law

Atlas Award ID:

Start date: March 2014

End Date February 2017

PAC Meeting Date

Management Arrangements DIM

**Brief Description** :

UNDP and UNSMIL have join forces in this 3 year project to support the Ministry of Interior and Police to improve Policing in Libya. Three major themes have been identified with the Libyan Ministry of Interior and Police that involve institutional reform, public safety and community policing. The project will with the help of UNSMIL coordination draw in support from the international community and other UN agencies to maximise resources coming from international support. The project will work with all levels of the Ministry of Interior, explore cross ministerial linkages and increase capacity in key departments, in particular to support planning capacity and human resources management development. On the Police side the project aims to support the Libyan Police to increase its operational capacity, in particular to work with communities to increase service delivery in the form of providing people with increased security. This in turn will increase the trust and the legitimacy of the Libyan Police. The ultimate aim is to increase the professionalism of the police to be able to tackle modern day challenges with effective law enforcement, criminal investigation and protection for the Libyan people.

Agreed by Ministry of Interior: Agreed by UNDP:

# 1. Context

**BACKGROUND**

The security situation in Libya remains a challenge characterized by a heavy presence of militias/brigades, with widespread proliferation of arms as well as thousands of detainees in facilities outside of state control. The Government has, however, managed to bring some former revolutionaries and their arms under state control through the formation of the Supreme Security Committee (SSC) under the Ministry of Interior (MOI). Ministry of interion in with support of UNSMIL has developed integration paln in addition to implementation mechanism, which has started by the end of 2012.

The Ministry of Interior suffers from relatively limited financial resources and weaknesses in management and administrative capabilities, limited oversight, and inadequate capacities for strategic planning. The current leadership arrangements in the MOI continue to reflect the manner in which public sector leadership was conducted in the Gaddafi regime. The arrangements are top down and largely uncoordinated across the organization with either minimal or more usually, the complete absence of consultation and decision-making is heavily centralized. Consequently discipline in the Police is poor and most of the senior officers thus follow process rather than striving for outcomes leading towards a shared vision. There is also a need for a cultural shift and for the Police to a more professional one that embraces and promotes service delivery, high levels of performance, operational responsiveness, and adherence to human rights, accountability, commitment, integrity, fairness, ethical personal and professional conduct and impartiality.

Operational activity across the Libyan Police is not centrally monitored or coordinated. Stations are largely operating in isolation and independently of a coherent operational strategy based upon a system of national, regional and local priorities. This is further exacerbated by the absence of a dedicated national police headquarters building and departments are spread over several locations. There is also no centralized database for the MOI, no secure internal email system and similarly, criminal records are held at the station level with a lack of centralized database at national level. Traffic enforcement is weak.. The current situation requires urgent measures to address the high rate of car accidents on the roads.

The human resources management systems within the MOI need review so that human resources match the required functions, with proper job descriptions and job classifications. As other Ministries, the MOI is overstaffed and the current systems cannot generate accurate and up-to-date numbers of Police in Libya or data on actual physical or geographical deployments. This flaw in the architecture of the human resources system is a major contributing factor to the obfuscation of roles and responsibilities across the MOI.

The manual finance and procurement processes reflect an antiquated public administration with a lack of effective public finance management systems in place. Salaries are paid centrally but the Ministry itself has limited financial means to procure equipment or undertake scheduled maintenance or office improvements. Linked with this is the convoluted manner in which expenditure has to be approved by outside Ministries followed by a duplicative internal system of checking and counter-checking.

Legislation in Libya has an extensive, complex and ambiguous legal framework but it is unclear which laws are currently valid and applicable and some legislation does not comply with human rights standards. There is a need to do a legislative overview of the existing Police Legislation to identify gaps, discrepancies or areas where the legislation is not sufficiently adhering to human rights and international standards of policing. While there is currently a revised Police Act drafted and waiting to be processed it is believed that an assessment will contribute to improved Police legislation in Libya. A strong collaboration between Police and public prosecutors is also lacking and this makes criminal investigations and prosecution ad hoc and challenging. In particular there is lack of collaboration across the board when it comes to Sexual and Gender Based Violence (SGBV). To tackle these crimes effectively, prevent immunity of perpetrators and ensure proper victims support Police and the Judiciary need to work hand in hand to improve access to justice for survivors of SGBV. Trafficking and organised crime have been reported to be on the rise and it is therefore imperative that the Government through the respective and responsible Ministries tackle this new trend with robust reform and strategies that will bring together Law enforcement and the judiciary.

**UNSMIL AND UNDP**

The UNSMIL police component has aimed to address the immediate needs of the Libyan police, including the integration of the revolutionary brigades, and assisted in electoral security. Currently UNSMIL is focusing on requests from the Libyan police which include: (1) Strengthening the police directorates within the MOI; (2) Mobilising and coordinating international support to the police; (3) Reforming and restructuring of the Ministry of Interior; and (4) Continuing assistance with the integration efforts of revolutionaries into the police service. To that effect, UNSMIL has developed a training curriculum for the integration of the revolutionary brigades and provides advice to the Senior Management of the Ministry of Interior on a daily basis and the General Directorate for Training. UNSMIL participates in the Training Working Group within the Ministry of Interior, assisting in the development of strategies to enhance the effectiveness of training centres across Libya, as well as the development of a curriculum based on international best practices. With the assistance of UNSMIL, the Ministry of Interior is considering establishing a high committee responsible for the development and implementation of a police reform strategy.

One of UNDP’s priorities is focusing on strengthening the rule of law during the transitional phase as well as Public Administration reform to strengthen key institutions. This project is part of the agreed upon framework agreement between UNDP Libya and the Libyan Government (Country Program Document 2012-2014).

Through the project, the Libyan Police will receive extensive support to build its planning, operational and law enforcement capacity through mentoring, training and study tours. UNSMIL and UNDP in collaboration with bilateral support and other UN agencies will try and maximise available support to achieve sustainability.

**2. IMPLEMENTATION OF THE PROJECT**

**Strategy**

The main strength of this project is joining UNSMIL Police Division and UNDP together in a joint initiative bringing together the manpower and expertise of UNSMIL Police and programme management capacity from UNDP. The latter is focusing on longer term institution building and capacity development, while UNSMIL provides daily advice and overall coordination in the sector. Therefore, UNDP’s programmatic resources will complement the leadership of UNSMIL and provide longer term support to the police sector by the UN.

Because UNSMIL’s lifespan is uncertain and has to be renewed every year the support by UNSMIL Police would have to be limited in nature. However by partnering with UNDP UNPOL police advisors can continue to work and support Libyan MOI and Police and thus their engagement can be anticipated for more long term regardless of the mission lifespan.

Three broad priority areas in policing in Libya were identified in close collaboration with the Libyan Ministry of Interior and Police over the next 3 years as critical. These are (i) Institutional Strengthening, (ii) Public Safety and (iii) Community Policing.

Under these headings there are 20 specific areas of focus and over 30 areas of action required to achieve the desired longer term outcome of an operationally independent, highly accountable, responsive, community focused, professional police service upholding democratic policing principles, especially respect for human rights and the role of women in policing and security. As specifically requested by relevant Heads of Departments in the MOI, the activities highlighted above involve deploying technical level advisers, in support of the UNSMIL Police strategic level advisers, in the following thematic areas: Human Resource, Leadership (internal communications), Finance & Budget, Procurement, Supply, Logistics & Asset Management, Technology, Road Safety, Traffic Enforcement & Control, Public Order, Electronic Surveillance of Premises, Operations/Communications, Family & Child Protection and Media & Public Information.

This project suggests the establishment of Working Groups in Community Policing and organized Crime and Terrorism. There is also a need under the overarching Program for subordinate projects in the following areas: Community Policing, Road Safety, Leadership Training & Development, Gender Mainstreaming, Creation of an Operations Department, Use of Technology, Family & Child Protection, Human Resources, Workshop Series on Police Reform, Training Needs Analysis and a Baseline Public Satisfaction Survey with gender desegregated data. The project will aim to have access to more data through partnering with other agencies, other Government institutions and NGOs

**Project Outputs**

Under the three broad areas identified for this project there are three main outputs. The project outputs are described in broader terms below and elaborated further in the results based framework and work plans. Likewise the roles and responsibilities of UNSMIL and UNDP as well as other implementing partners are clearly defined in the management diagram and work plans.

**Output 1:** Strategic direction and organizational reform achieved through improved planning, budgeting, better human resource management systems and practices, improved training and leadership development and operational independence with strengthened accountability and oversight.

As a first step in changing the culture of the Libyan Police it will be essential to clearly define its role and purpose and to identify, articulate and reinforce the expected standards of police behavior. There is a need for a wider multi-year nationally owned Police Strategy which lays out a clear implementation roadmap for international support and internal reforms.

To improve quality of leadership, communication and shared decision making, it is recommended that internal communications, meetings and coordination mechanisms are strengthened and that targeted developmental opportunities will be provided, including senior leadership training and education within Libya and abroad.

The project will support the implementation of the recommendations from the CANADEM assessment of Police Training Facilities and the assessment of Police Training Systems. A comprehensive, nationwide training needs assessment will also be conducted.

The creation of an Operations Department has been proposed and UNSMIL Police Advisors will take the lead on this initiative with UNDP and bilateral support if required. Known critical gaps also include criminal investigations practices and procedures.

There is a clear need to develop a gender policy to reinforce the important role that women play in policing and in managerial positions. At present, reportedly due to the current security situation, women officers have e.g. not been assigned to front line operational roles.

The human resources department needs support to conduct a comprehensive study and a scoping study to review the rank structure to prepare a detailed action plan. A parallel and linked review of police pay and conditions of service will also be undertaken. There is also a pressing need to streamline the internal processes and to have in-house accounting expertise.

The Supply and Logistics Department in the MOI was only created at the beginning of 2013. According to the Director, they have commenced planning for procurement, including new uniforms and new police buildings. There is however a need for technical assistance with developing proper systems, including asset management. There is also a requirement for a comprehensive technology needs analysis and subsequently the deployment of technical experts to install systems and train officers in their use.

The role of the legislature and civil society in oversight needs to be reinforced through an understanding of what the mandate and role of the Libya Police force is. This project will therefore bring together the executive, the legislature, the judiciary and civil society (where appropriate) to build capacity of oversight functions as well as contribute to an enhanced understanding of what role each entity places in a modern democratic state.

**Output 2:** Public safety enhanced through improved law enforcement and access to justice.

A team of road safety, traffic enforcement and control technical advisers will be deployed to increase public safety. Apart from designing a comprehensive overhaul of Libya’s traffic enforcement arrangements, they will support the centralisaiton of the technical role of the Traffic Department and design a pathway towards a National Road Safety program that will include public education on driver and other road user safety.

The Public Order Department is responsible for a wide range of duties, including demonstrations and general crowd control, anti-terrorism, protecting scenes of crime and natural disaster recovery. The new Director has identified a need for Technical Advisers and specialist training which this project will support.

The General Directorate for the Protection of Diplomatic Missions is a new Department. The senior officers have developed a work plan for the next 2 years with targets. The plan identifies the need for external training, electronic surveillance of premises at risk to be centrally monitored at an Operations Room within the Department, yet to be established. Technical advice in this regard is necessary. Of the 250 diplomatic premises in Libya, only 24 (approx. 10%) are guarded. Attacks on foreign missions are deterring foreign investment and the return of foreign companies to rebuild Libya.

In each major city there is no centralised operations/communications centre to manage responses to incidents or for calls for assistance from the public. Technical advice is required to provide an assessment of how this situation might be improved. This could include a national emergency number, a call centre handling all requests for assistance either at City or Regional levels, and a computer aided dispatch (CAD) system to coordinate all responses from the operations centre.

At present there are no specialised Units at Station level to handle sensitive complaints from women and children. There are no women police routinely rostered on duty to be available to handle such matters. The project will support the Libyan Police to pilot units in chosen police stations.

A Working Group on organized crime and terrorism will be formed with Interpol, MOI, UNSMIL Police and other international partners to develop a coordinated strategy to address this shortfall in information and to assist in developing appropriate operational responses, for example the creation of a Transnational Crime Unit in MOI.

**Output 3:** Improved trust and interaction between community and police resulting in improved access to justice, human rights, and reduced crime.

The basic principle of community policing is strengthened police and community relations at the grass roots level, with a shared responsibility for preventing and detecting crime and for designing and implementing public safety initiatives. Such community engagement can include a wide variety of initiatives, including development programs for unemployed youth, environmental improvement programs to deter criminal activities, neighbourhood watch and crime prevention committee programs to mention just a few. Community Policing programs work best when people at all levels, including Civil Society are brought together to design and implement programs tailor-made for the particular cultural, social and demographic setting. The UNSMIL Police have launched a Community Policing initiative with a consultative meeting and a workshop having taken place. This is an important initiative which this project will support. As a first step it is recommended that a Working Group be established with representatives from key stakeholder groups followed by Community Policing rolled out as a concept, starting with 2 or 3 pilot projects. To achieve buy-in and understanding from the national counterparts on what effective community policing approach look like it is suggested that key stakeholders are taken on study tours to explore different models of community policing.

Any successful Community Policing model should fully involve women and vulnerable groups to ensure that policing programs are applied evenly and impartially across society.

In order to effectively promote Community Policing it will be necessary for a comprehensive media and public relations strategy to be developed to provide widespread coverage of new initiatives to garner support across the country. Media announcements, special features in newspapers and on local television and radio outlets, newsletters, internet websites, public meetings, are all effective ways to communicate positive messages about Community Policing programs.

In order to track the progress of Community Policing initiatives over time a baseline public satisfaction survey will be conducted entailing gender desegregated data. This will be nationwide, or if logistically difficult, it will be conducted in all major towns and cities. This will be conducted in 2013.

**Intended beneficiaries**

The key beneficiary of this project will be the Ministry of Interior and the Libyan Police. However, the capacity building of the police will also directly benefit the Libyan people, investors, visitors and the diplomatic community. The people of Libya will benefit from increased focus of the police on public safety that involves traffic policing, community policing and family protection. Supporting the police with establishing an operations centre, police response will be enhanced which will make the police more responsive to fight and stop crime.

**Partnerships and coordination**

The project will work closely with UNODC, UNWOMEN and other agencies and maximise synergies with relevant programmes and projects of other UN agencies including working closely with those components focusing on justice institutions, women’s empowerment and human rights. In particular this is crucial to also have access to available data on e.g. gender based violence or any relevant data that can be useful to inform a better policing model in Libya. UNWOMEN is in particular a crucial partner in enhancing women’s leadership in relation to public security and this can be linked through the community policing project. It will also capitalise on experiences from elsewhere in the region as well as globally. Significant consideration will have to be given to the drawdown of UNSMIL whereby mission resources will disappear however even with the departure of UNSMIL DPKO will be able to continue supporting the police project by deploying advisors through UNDP.

The ISF “Integrated Strategic framework” is the overall UN framework for the Police support and UNDP’s assistance, the project will specifically contribute to Outcome 7: ”Police institutions are capable, accountable and respectful of human rights, accessible and responsive to women and vulnerable groups”, the project team will work in close coordination with other UN agencies working on police reform as indicated in the ISF , and shall be contributing to the Security Strategic area under the UNCT Strategic framework”.

UNSMIL will continue to coordinate and collaborate with international organisations working on police, under the leadership of the MOI. UNDP and UNSMIL will also build relationships with civil society and national NGOs, considering also the potential of such bodies to act as implementing partners for certain activities in the course of the project, in particular in relation to people’s safety, community policing and family protection.

UNSMIL will ensure coordination with international community currently giving support to the MOI and Police. Discussions have been had with the largest donors on coordinating efforts and for donors commitment to support the Libyan Police based on the Libyan priorities and needs. through regular police coordination meetings and sub-working groups.

The project will be implemented based on the following guiding principles:

1. National ownership;
2. Partnerships with the Government of Libya, the UN Country Team, civil society, the donor community and other multilateral and bilateral actors;
3. Conflict-sensitive programming and a ‘do no harm’ approach.

**Cross cutting issues**

Within the specific focus areas of the project, certain cross-cutting issues will be mainstreamed, including:

1. Gender sensitivity and women’s empowerment – to ensure that gender issues are incorporated into all relevant policies and legislation; increased participation of women in police at the institutional, leadership levels and operational levels and in civil society, and to incorporate gender sensitization in capacity development initiatives for police personnel.
2. Human rights – the project will conform to international human rights standards. State authorities have the duty to fulfil the human rights of all citizens and the project will support the state to fulfil this obligation as well as to empower the citizens to claim and exercise their rights. This would include non-discriminatory laws and policies; accessible justice and security services; inclusion of marginalized groups and minorities; inclusion of human rights in training curricula and support human rights advocacy initiatives by women and minority groups.
3. The Human Rights Due Diligence Policy lays out a set of principles necessary to take into consideration when supporting national security forces. It emphasises that all support an engagement with security forces should be carefully considered and that those national counterparts that are being supported need to adhere to principles of Human Rights and other recognised international standards. This project has been carefully considered against the HRDDP guidelines but regular monitoring will be built into the project reporting and evaluation.

**3. Management Arrangements**

**Project Implementation Board**

Senior Police Adviser UNSMIL (chair); UNDP Program Section; Director Planning, Ministry of Interior; Project Manager (Secretariat)

**Project Assurance**

UNDP Program section (Governance Unit)

**Steering Committee**

Deputy Minister MOI (chair); Director, Security Sector Advisory & Coordination Division UNSMIL (co-chair); UNDP (CD/DCD); Donors (optional)

**2. Operational Capacity Development**   
UNSMIL Police (P4)

*Operations Department  
Public Order  
Diplomatic Security  
Criminal Investigations  
Organized Crime  
Counter Terrorism   
Road Safety & Traffic*

Project Support Team (UNDP)  
(P3(TL); 1 Project Assistant and 1 Driver))

**Project Manager UNDP (P5)**

**3. Administrative Capacity Development**  
UNDP (P4)

*Human Resources & Training  
Finance and Budget  
Procurement, Supply, Log  
Asset Management  
Technology  
Communications*

1. **Reform Restructuring, & development**

Deputy Senior Police Advisor UNSMIL (P4)

*Integration Follow-up   
Legal Framework   
Strategic Planning   
Organizational restructuring  
Legislation & Code of Conduct   
Oversight  
Leadership Programme  
Community Policing  
Gender and Family/Child Protection*

1 National Project Officer UNDP (M&E)

Execution Modality

The project will be funded through contributions from donors and any financial support from the Libyan government will be welcomed, the project will be implemented through a Direct Execution / Direct Implementation Modality (DEX/DIM), and will be administered and managed in accordance with the rules and regulations of UNDP. GMS “General Management Service” percentage of 8 % (third party cost sharing) will be charged and direct costing as highlighted in the budget. For government contributions, UNDP will charge 5% GMS. Details on the financial management of the received funds will be governed through “Cost-Sharing agreements” , to be signed separately with donors or the Libyan government in accordance with UNDP rules and regulations, all contributions shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP

Handling procedures of interest income and unspent balance shall be managed in accordance with the standard Cost-Sharing-Agreement between UNDP and the respective donor, in line with the policies and procedures of UNDP partnership agreements.

In the event of significant change needed in the timing, scope of work and budget utilization, UNDP will consult with the Libyan Government and the Donors prior to implementing such change.

Steering Committee

A Steering Committee will precide over this project offering advice and guidance to overall implemenation and direction of the project. Should there be in major changes in the landscape this organ will lay the strategic guidance on how to meet such challenges and with what appropriate measures. The Steering Committee will consist of the Deputy Minister from MOI as chair to ensure local ownership, Director of the Secuirty Sector Advsiory and Coordiniaton Division UNSMIL as co-chair and the Country Director of UNDP. If major donors are to be added the fixed Steerign Committee members will decide. The Steering committee will convene at the outset of the project and with regular intervals after that or twice a year.

Project Implementation Board

The project board will be convened quarterly and consists of Senior Police Advisor from UNSMIL as chair, UNDP Programme Section, Director for Planning from MOI to ensure deep involved by natioanl counterparts and the Project Manager. The board will:

* Review and approve the annual work plan of the project and the quarterly work plans if necessary
* Review the progress report and ensures that obstacles to smooth implementation of the project are addressed.
* Suggest revisions/measures or reallocation of funding if the project faces obstacles in implementation under any given section.

While UNDP will be mainly responible for the Project Management, UNSMIL Police Advisors with the support of also the Senior Management of UNSMIL liaise with National Counterparts under there thematic areas as illustrated in the diagram.

Project Management

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. The Project Manager’s 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. The project team will be responsible for implementing the present project according to specific terms of reference, under the overall direction of the project manager and the Project Board, the project manager will be supported by a National Project Officer to provide project management support in terms of monitoring the project progress, and support maintaining clear communication channels with all relevant stakholders inculding the donors.

Project Assurance

UNDP’s governance programme officer carries out the project assurance role, mainly through the project implementation board to ensure that project plans are being developed according to standards and that management procedures are properly followed and potential risks are properly mitigated. The programme officer also ensures that project outputs definitions and activity definition (as appropriate) have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting and that project Implementation board recomendations are followed.

Thematic pillars

There are 3 thematic pillars under this structure:

1. Reform and Restructuring lead by Deputy Senior Police Advisor UNSMIL
2. Operations Capacity Building lead by UNSMIL Police advisory section
3. Administration Capacity Buidling lead by UNDP

While there is an overll workplan for the project each pillar has designated areas of work which will be further defined in more detailed indivual workplans for each pillar.

Project Support Team (UNDP)

The project will hire Project Assistant and Driver to support the daily running of the project. In addition to this the project will hire consultants and advisors as required to implement already identified activities.

1. **Monitoring and evaluation framework**

The project will be monitored in accordance with the programming policies and procedures of UNDP. Relevant government ministries and institutions/agencies, UNSMIL, other UN Agencies, as well as NGOs, will be consulted with regard to the implementation of the activities specified in Annual Work Plans (AWPs).

In addition to this on-going monitoring, a first-year review report shall be prepared and an independent evaluation will be conducted during the second year of the project to compile lessons learned and inform any future follow-up. In a similar vein, an end of project report, prepared by the project manager, shall form the basis for gauging overall project performance. In the spririt of the “Global Focal Points arrangements[[1]](#footnote-1)”, both UNDP (BCPR) and UN DPKO will provide continuous technical support and may take part in the project review discussions.

UNDP will coordinate and partner with Donors whenever relevant and/or necessary, and will regularly brief Donors on project progress, risks and issues.

Full acknowledgement of the Donors will be given in all relevant communication products and materials through the display of their logo when appropriate. Invitations to participate in the key events (Openning of Conferences, Wrorkshops…Etc), of the project will be sent to the representation offices of donors in Libya, as appropriate.

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

* An assessment shall record progress towards the completion of key results, On a quarterly basis.
* An Issue Log shall be activated in Atlas[[2]](#footnote-2) and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
* Based on the initial risk analysis submitted (see section 6 of the project document), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
* Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager on half-yearly basis  to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot. Quarterly project reports (as applicable, with photographic illustration) will be submitted to the Board as well as the Donors, capturing progress of activities and disbursements.
* a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the final 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

Annual reporting:

* **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager 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.
* **Final Report: UNDP will submit to the Donors a final report on the utilization of the funds received, both narrative report and provisional financial report upon exhaustion of the funds. The final financial report will be made available when accounts are closed, as per UNDP rules and regulations**

**Exit Strategy and Sustainability**

This project is estimated to run for 3 years. Insecurity and political instability can have negative effects on the implementation which may require no-cost extensions. However, it is believed that this project will contribute to a necessary institutional reform that will allow the Ministry of Interior and Police to run their operations more effectively with proper planning that allows for money being dispersed into areas where resources are most needed. The Libyan State has ample financial resources but struggles to spend its revenues. This project directly addresses this issue in the Ministry of Interior and it is expected that the Libyan State will take on much of the extended costs that would be allocated to a next phase of a Police Project.

**4. 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 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, 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.

1. **Results and resources framework**

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| --- | --- | --- | --- | --- | --- |
| **Intended Outcome as stated in the Country Programme 2012-2014: Outcome 3: Libya successfully manages its transition to a state founded on the rule of law** | | | | | |
| **Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:** N/A | | | | | |
| **Applicable Key Result Area (from UNDP Annual Business Plan): Outcome 6:** Post-conflict Governance capacity in the justice and security sector strengthened, including measures to work towards prevention of resumption of conflict; **Outcome 8**: Post-crisis community security and social cohesion at local level restored | | | | | |
| **Partnership Strategy:** The project, while administered by UNDP, is a joint initiative between UNDP and UNSMIL on Police. It reflects the Global Focal Point arrangement to work as one in the area of police. The project will also liaise closely with other agencies, where relevant, but in particular through robust coordination meetings and working groups. | | | | | |
| **Project title and ID (ATLAS Award ID): Police Support Project (Award:\* )** | | | | | |
| **Intended Outputs** | **Output Targets (by year)** | **Indicative Activities** | **Responsible Parties** | **Inputs ($$)** |
| **Subtotal Output 1:** | | | |  |
| OUTPUT 1:  Output 1 Strategic direction and organizational reform achieved through improved planning, budgeting, better human resource management systems and practices, improved training and leadership development and operational independence with strengthened accountability and oversight   * Baseline:  No Job Descriptions available No available SOPs * No strategic plans available * No existing operations department * Inadequate data on organograms and personnel on payroll * Existing decrees and organograms * Existing HR policy and payment schemes * Number of female police officers in Libya * Existing laws on Police   Indicators:   * 100% of personnel have job descriptions * Organograms in place: yes * Operations department established: yes * Communications strategy in place: yes * Training strategy in place: yes * 100 Officers receive leadership training * Female recruits into the police increased by 5% * New and improved legislation for Police: yes | Targets (Year 1):   * Long term Strategic plans in place for MOI and police * Training Strategy in place   Targets (year 2):   * Clear SOPs developed for key departments * HR strategy in place * Job descriptions developed for all levels of police. * Financial, Budgetary, and Procurement and assets management system established and functioning.   Targets (year 3):   * Operations department in place * Police Legislation containing independent police developed and passed * Gender Mainstreaming policy in Place | STRATEGIC PLANNING – OVERALL REFORM:   * 1. Support the Workshop Series on Police Reform (requires financial support)   2. Provide technical advice to the MOI to support on police reform process and restructuring including the creation of an operationally independent Police Service   3. Technical support to formulate a police reform strategy and strategic development plan for Police in Libya.   4. At least 4 study tours to chosen countries to examine different models of policing (involving selected and relevant key stakeholders including from other ministries, judiciary or the legislative)   5. Workshop series (x8) for Directors on strategic planning (in country)   6. Deployment of Technical Adviser to develop an internal communications and meetings framework and training on meeting management   7. Identifying a cadre of 100 high potential mid\ junior ranking officers for targeted leadership development opportunities, including 15 female police officers   8. Support the implementation of the Training assessment recommendations   9. Conduct a nationwide training needs assessment   10. Develop a project plan and support the installation of an Operations Department   11. Develop a gender mainstreaming policy for MOI   HR REFORM:  1.12 Deployment of HR Technical Advisers to do: Comprehensive review of HR systems & practices; Scoping study (including a review of the rank structure looking at gender specifically); Review of police pay & conditions of service including those of female police officers  LOGISTICS AND PROCUREMENT  1.13 The deployment of Technical Advisers (Accountants), in coordination with international partners (outsourced)  1.14 The deployment of Technical Advisers for procurement, supply, logistics & asset management (some outsourced)  1.15 A comprehensive technology needs analysis  1.16 Support Police in identifying through an extensive assessment what type of technical systems are required  LEGISLATION and OVERSIGHT  1.17 A comprehensive review of the existing police act, and other legislations related to police operations, and provide Legal support and advice to improve legislation or decrees.  1.18 Workshops/study tours to relevant actors to enhance understanding on police oversight  Project management  setting up of the project management structure | UNDP/UNSMIL | International Consultants  USD 1,201,464  Training & Workshops  USD 256,400  Travel  USD 442,360  Personnel, Management Costs  USD 1,490,890 |
| **Subtotal Output 1:** | | | | **USD 3,391,114** |
| OUTPUT 2:  Public safety enhanced through improved crime prevention, investigations, law enforcement, road safety and access to justice  Baseline:   * Traffic incidents and deaths per annum * Reported sexual assault cases * Registered traffic offences   Indicators:   * Road fatalities reduced by 10% * Road crashes reduced by 10% * Traffic prosecutions increased by 20% * Registered sexual assault cases up by 20% * National Road Safety Programme in place: yes | Targets (Year 1):   * All diplomatic security trained * Pilot family protection unit set up in police station   Targets (year 2):   * National Road Safety programme in place * Central Monitoring and response coordination in place * Electronic surveillance security measures in place in at least 50% of the Embassies   Targets (year 3):   * Family protection units in every major police station | 2.1 Deployment of road safety, traffic enforcement and control technical advisers  2.2 Design of pathway to a National Road Safety Program  2.3 Support the centralization and the strengthening of the traffic enforcement function of the Traffic Department  2.4 Provide Public Order and Diplomatic Security Technical Advisers at operational level  2.5 Training for public order and diplomatic security measures  2.6 Technical advice on electronic surveillance and external monitoring of diplomatic premises and approaches  2.7 Technical advice in establishing centralized operations/communications centres and CAD systems in pilot location  2.8 Technical advice and support to pilots for a specialized Family and Child Protection Units (includes working with MOJ, the Judiciary, relevant Ministries and CSOs).  2.9 strengthen the Criminal Investigation service; Establish a central criminal information database, establish Organized and Cyber Crime Units and Transnational Crime Unit in consistent with UN Model; and provide Specialized Training with establishment of Working Group. (including arranging study tours, with representation from the Judiciary)  Project management  setting up of the project management structure | UNDP/UNSMIL | International Consultants  USD 423,612  Training & Workshops  USD 10,000  Materials  USD 514,000  Travel  USD 233,615  Personnel, Management Costs  USD 900,160 |
| **Sub total Output 2:** | | | | **USD 2,081,387** |
| OUTPUT 3:  Improved interaction between community and police resulting in greater trust, respect for law, a reduction in crime, improved access to justice and human rights  Baseline:   * Outcomes of a gender desegregated public perception survey * Reported Crime Rates   Indicators:   * 20% increase in public satisfaction in the Police * 20% reduction in crime rates in piloting area * Directorate for Community Policing in Place: yes | Targets (year 1):  Community Police Plan in Place  Well-functioning working group on community policing in place  Targets (year 2):  Police and Citizen Youth Clubs in operation in Tripoli and Benghazi  Targets (year 3): Community Police Pilots in place | 3.1 Introduction of community policing concept in Libya with establishment of a Working Group (variety of support workshops and study tours for a range of stakeholders)  3.2 Develop a Community Policing Plan  3.3 Support the establishment of a Community Policing Directorate and develop the ToRs, Rules and Regulation and training manuals.  3.4 Four pilot projects years 1,2 & 3 (including awareness material/training/workhops/support with design of facilities)  3.5 Develop specialized IDP Community Policing programme and pilot project.  3.6 Deploy a Technical Advisor for media and public information and develop a Community Policing media and public information strategy.  3.7 Financial support for a baseline public satisfaction survey (2 surveys, 1 at the outside and one in year 3) | UNDP/UNSMIL | International Consultants  USD 66,420  Materials  USD 95,000  Professional Service  USD 190,000  Training & workshop  USD 138,500  Travel  USD 78,250  Personnel, Management Costs  USD 421,950 |
| **Subtotal Output 3:** | | | | **USD 990,120** |
| **TOTAL OUTPUTS 1-3:** | | | | **USD** 6,**462**, 621 |
| **GMS 8%** | | | | **USD 517,009** |
| **TOTAL Project Budget** | | | | **USD 6,979,630[[3]](#footnote-3)** |

|  |  |  |
| --- | --- | --- |
| **Details of** **Project Administration Cost (Already included in the RRF)** | | |
| Project Management: | | |
|  | 1x P5 Project Manager, 2 years and 8 months  1 x P4 Police Specialist – Head of Administrative capacity development of Police, 2 years and 8 months  1xP3 Project Support Team Leader, 2 years and 8 months  1x National Project Officer in Tripoli (M&E),1 x Project Assistant, and 1xDriver. for 3 years  1 x Interpreter/translator for 3 years  Project Office Premises (Space, Generator, Security, Cleaning, & Internet Services)  Furniture & IT equipment  Project Support TL (Detailed Assignments for 6 months)  Direct costing for project support by finance, HR and procurement specialist  Vehicle (1 soft skin)  Cost-sharing of AV  Stationery and office supplies  Translation costs  Monitoring and Evaluation  Miscellaneous costs | $ 696,000  $ 596,000  $ 536,000  $ 260,000  $ 100,000  $ 300,000  $ 20,000  $ 50,000  $ 75,000  $ 25,000  $ 70,000  $ 10,000  $ 5,000  $ 50,000  $ 20,000 |
| **Total Project Administration** | | **USD 2,813,000** |

ANNUAL WORK PLAN (March 2014 - Feb 2015)

| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **TIMEFRAME (2014/2015)** | | | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Q1** | **Q2** | **Q3** | **Q4** | **Funding Source** | **Budget Description** | **Amount (USD)** |
| **Output 1:** Strategic direction and organizational reform achieved through improved planning, budgeting, better human resource management systems and practices, improved training and leadership development and operational  **Baseline**:   * No Job Descriptions available No available SOPs * No strategic plans available * No existing operations department * Inadequate data on organograms and personnel on payroll * Existing decrees and organograms * Existing HR policy and payment schemes * Number of female police officers in Libya * Existing laws on Police   **Indicators:**   * 100% of personnel have job descriptions * Organograms in place: yes * Operations department established: yes * Communications strategy in place: yes * Training strategy in place: yes * 100 Officers receive leadership training * Female recruits into the police increased by 5% * New and improved legislation for Police: yes | * 1. Support the Workshop Series on Police Reform (requires financial support) | x |  |  |  | UNDP/UNSMIL | Japan | International Consultant | 45,000 |
| Travel | 14,000 |
| Training and Workshop | 40,000 |
| * 1. Provide technical advice to the MOI to support on police reform process and restructuring including the creation of an operationally independent Police Service |  | x |  |  | UNDP/UNSMIL | Japan | International Consultant | 48,000 |
| Travel | 2,000 |
| * 1. Technical support to formulate a police reform strategy and strategic development plan for Police in Libya. |  | x |  |  | UNSMIL | Japan |  | \* |
| * 1. At least 2 study tours to chosen countries to examine different models of policing (involving selected and relevant key stakeholders including from other ministries, judiciary or the legislative) |  |  | x |  | UNDP/UNSMIL | Japan | Travel | 124,226 |
| * 1. Workshop series (7) for Directors on strategic planning (in country) |  |  | x |  | UNDP/UNSMIL | Japan | International Consultant | 44,975 |
| Travel | 13,125 |
| Training and Workshop | 28,525 |
| * 1. Deployment of Technical Adviser to develop an internal communications and meetings framework and training on meeting management |  |  | x |  | UNDP/UNSMIL | Japan | International Consultant | 68,000 |
| Travel | 2,000 |
| * 1. Identifying a cadre of 100 high potential mid\ junior ranking officers for targeted leadership development opportunities, including 15 female police officers |  |  |  | x | UNDP/UNSMIL | Japan | International Consultant | 72,000 |
| Travel | 65,000 |
| Logistics and Translation | 40,000 |
|  | **Project administration costs (project officer, assistant, driver, Interpreter/translator)** |  |  |  |  |  | Japan |  | **118,400** |
| **1 year Office Premises cost (Space, Generator, Security, Cleaning, & Internet Services).** |  |  |  |  |  | Japan |  | **100,000** |
| **AV cost-sharing.** |  |  |  |  |  | Japan |  | **25,000** |
| **Total output 1:** | | | | | | | | | **850,251** |
| **Output 2:** Public safety enhanced through improved crime prevention, investigations, law enforcement, road safety and access to justice  Baseline:   * Traffic incidents and deaths per annum * Reported sexual assault cases * Registered traffic offences   Indicators:   * Road fatalities reduced by 10% * Road crashes reduced by 10% * Traffic prosecutions increased by 20% * Registered sexual assault cases up by 20%   National Road Safety Programme in place: yes | 2.1 Deployment of road safety, traffic enforcement and control technical advisers | x |  |  |  | UNDP/UNSMIL | Japan | International Consultant | 68,000 |
| Travel | 2,000 |
| 2.2 Design of pathway to a National Road Safety Program |  | x |  |  | UNDP/UNSMIL | Japan | International Consultant | 68,000 |
| Travel | 2,000 |
| 2.3 Support the centralization and the strengthening of the traffic enforcement function of the Traffic Department |  | x | x |  | UNDP/UNSMIL | Japan | Equipment and Materials | 481,601 |
| 2.4 Provide Public Order and Diplomatic Security Technical Advisers at operational level |  |  | x |  | UNSMIL | Japan |  | \* |
| 2.5 Training for public order and diplomatic security measures |  |  |  | x | UNDP/UNSMIL | Japan | Training and Workshop | 20,000 |
| **Total output 2:** | | | | | | | | | **641,601** |
| **Output 3:**  Improved interaction between community and police resulting in greater trust, respect for law, a reduction in crime, improved access to justice and human rights  Baseline:   * Outcomes of a gender desegregated public perception survey * Reported Crime Rates   Indicators:   * 20% increase in public satisfaction in the Police * 20% reduction in crime rates in piloting area   Directorate for Community Policing in Place: yes | 3.1 Introduction of community policing concept in Libya with establishment of a Working Group (variety of support workshops and study tours for a range of stakeholders) |  | x |  |  | UNDP/UNSMIL | Japan | Travel | 38,000 |
| Training and Workshop | 87,000 |
| 3.2 Develop a Community Policing Plan |  | x |  |  | UNSMIL | Japan |  | \* |
| 3.3 Support the establishment of a Community Policing Directorate and develop the ToRs, Rules and Regulation and training manuals. |  | x | x |  | UNDP/UNSMIL | Japan | Training and Workshop | 35,000 |
| 3.4 Four pilot projects years 1,2 & 3 (including awareness material/training/workhops/support with design of facilities) |  |  | x |  | UNDP/UNSMIL | Japan | Communication Service | 90,000 |
| Communication Materials | 40,000 |
| Training and Workshop | 70,000 |
| **Total output 3:** | | | | | | | | | **360,000** |
| **(Outputs) Total** | | | | | | | | | **1,851,852** |
| **GMS (8%)** | | | | | | | | | **148,148** |
| **GRAND TOTAL** | | | | | | | | | **2,000,0000** |

1. **RISK AND MITIGATION STRATEGY**

| **Risk** | **Impact** | **Probability** | **Mitigation Measures** |
| --- | --- | --- | --- |
| **Low 1 / 5 High** | |
| Negative impact of unstable security and rule of law situation, as well as political, on project implementation. | 4 | 4 | * On-going assessment of security situation will be undertaken and work plan revised at regular stages. In the case of serious worsening of the national context, activities will be contained to safer areas / issues. |
| Difficulty to identify institutional partners during the transition phase and unavailability of key interlocutors. | 4 | 3 | * UNDP will rely more heavily on government institutions, such as the Ministry of Interior, Police Commissioner and the Police Academy for activities that require operational decisiveness. The project proposes a number of implementing partners to reach the subnational levels, including NGOs, CSOs and Local Authorities. |
| Lack of clarity on division of responsibilities amongst stakeholders. | 2 | 2 | * The project will encourage close communication between different implementing partners, and endeavour to establish a clear division of labour through integrated frameworks and formal and ad hoc work plans. |
| Funding shortfalls and delays. | 4 | 2 | * Seed funding required initially from UNDP/ BCPR resources. * Government cost-sharing will eventually become more important. Potential international donors have also been identified. |
| UNSMIL mandate not renewed | 3 | 1 | * The Global Focal Point arrangements ensures that UNPOL (DPKO) can continue to work in non-mission settings. Should this happen the project will have to be revised significantly as the cost of personnel in country that UNSMIL covers is significant. UNDP will have to mobilize resources. Left over Mission funds can be helpful in this case. |

**ANNEX I- MEMBER STATES BILATERIAL SUPPORT**

**European Union:**

EU Border Assistance Mission. Goal is for an integrated border management system for Libya. Envisaged between 70 and 100 Advisers to be deployed. Mandate of 2 years with reviews every 6 months.

Security & Justice Support Program. 10m Euros over 4 years. Currently at the end of the inception phase. 5 components: (i) Implementing MOI Strategic Vision (International Management Group, Germany in the lead), (ii) HR Management & Training (Italy in the lead), (iii) Support to Criminal Justice (Germany in the lead), (iv) Local Policing (Community Policing (Northern Ireland Corporation in the lead), (v) Integrated Crime Fighting (France in the lead), (vi) Funding of the Interpol Project RELINC (Rebuilding Libya’s Investigative Capacity) targeting organized crime.

**Canada:**Review of Police Training facilities and Review of Police Training Systems  
Pledge to deploy 5 Police Advisers

**France:**VIP Protection Training in Benghazi – ongoing  
Anti-riot training (125 people 2 years ago, 3000 to be trained with Libyan funding)  
Diplomatic Security (basic intervention) planned

**Germany:**Training Scholarship for a Police Lieutenant from the Coast Guard  
Drug related crime investigation course in Libya, Dec. 2013 (max 25 participants)  
Operational Analysis course (Sept or Dec 2013). Possible crime scene training

**Italy:**Organised Crime and Smuggling training. Illegal Immigration and People Smuggling a priority  
Public Order and Security Train the Trainers  
5 Carabinieri Trainers permanently deployed to Technical Training School. Crowd control training and police procedures and middle management training  
A range of other technical level training courses

**Turkey:**Donated 30 vehicles and 5,000 uniforms  
Trained 804 police cadets in Istanbul. Graduated Feb. 2013. Other courses offered. No response from MOI. Provided ad hoc training in response to specific requests from MOI across a broad range of specific technical areas

**United Kingdom:**2 Police Advisers (one at strategic level, one at tactical level in Tripoli) and one Institutional Governance AdviserDeveloping model of best practice policing in west of Tripoli. Extra GBP8m pledged this financial year to deploy Training Adviser and 2 specialists to support Tripoli projectProposal for additional GBP60m over 3 years to include Judiciary, Border and a Financial Expert.Refurbishment of accommodation and training block at Police College (GBP1m)Possible leadership and crime investigation training.

1. In September 2012, the [United Nations Secretary-General Ban Ki-moon](http://www.un.org/sg/biography.shtml) appointed the [Department of Peacekeeping Operations (DPKO)](http://www.un.org/en/peacekeeping/) and the [United Nations Development Programme (UNDP)](http://www.undp.org/content/undp/en/home.html) as the Global Focal Point for Police, Justice and Corrections Areas in the Rule of Law in Post-conflict and other Crisis Situations.  The Secretary-General has prioritized **“delivery as one”** by the United Nations in crisis and conflict settings. The Global Focal Point arrangement will strengthen the United Nations' ability to fill critical civilian capacity gaps in the aftermath of conflict. To facilitate the provision of joint support, both organizations have agreed to co-locate a portion of their respective rule of law teams from early 2013 in a single location at United Nations Headquarters. [↑](#footnote-ref-1)
2. ATLAS is the ERP system used by UNDP to manage the project implementation and resources. [↑](#footnote-ref-2)
3. The MoI shall undertake providing the Venue, Lunches and Coffee breaks during the training courses conducted in the Police Academy, the project will bear the cost in case of workshops organized in hotels or other venues. [↑](#footnote-ref-3)