



United Nations Development Programme  
برنامج الأمم المتحدة للتنمية



**Project Title** Strengthening Resident Coordinator Office (RCO) capacities for effective positioning of the UNCT post-conflict recovery planning

**Expected CP Outcome(s):** CP Outcome 2: Standardized data and statistics management system in place result in increased capacity of Government institutions to formulate policies and strategies, and implement development initiatives

**Expected Output(s):** Output 1: Support to Resident Coordinator Office (RCO) coordination activities.

**sExecuting Entity:** UNDP (DEX/DIM)

**Implementing Agencies:** UNDP (DEX/DIM)

**Brief Description**

The purpose of the project is to ensure that Government's post-conflict recovery planning is supported by the coordinated efforts of the UN Country Team, in order to fully address the current and future needs of Libya. UN coordination capacity will be strengthened through the establishment of the position of Coordination Specialist and additional shorter term strategic planning and coordination expertise in the Resident Coordinator's Office (RCO). This will ensure that the RCO capacity for strategic positioning of the UNCT in the current and future scenarios is strengthened. This will also offer an opportunity to provide sustainability to, and capitalize on, the efforts of the humanitarian community, facilitate the transition to development, and continue post-conflict planning efforts. During the initial transition phase, the role of the RCO will be coordinate with all stakeholders, undertake missions to affected areas, and coordinate international community response plans and resource mobilization. With the additional capacity, the RCO can better cope with the complexities of a context where agencies are present in multiple hubs with diversified levels of engagement.

Programme Period:	2011-2014	2012 AWP budget:	USD 350,000
Key Result Area (Strategic Plan):	ABP Priority 6	Total resources required	USD 350,000
Atlas Award ID:	_____	Total allocated resources:	_____
Start date:	March 2012	• Regular	
End Date	February 2013	• Other (Japan)	USD 350,000
PAC Meeting Date	_____	Unfunded budget:	_____
Management Arrangements	Direct Execution	In-kind Contributions	

Agreed by (Government)

Agreed by (UNDP):

*[Handwritten signature]*

*Country Director UNDP Libya*



## وزارة التخطيط



## الحكومة الليبية الانتقالية

التاريخ : / / 14هـ  
الموافق : 24 / 5 / 2012م  
الرقم الإشاري ... 8... 1... 99... 100

We are happy to note the emphasis on local development and we would like to ask you if the Early Recovery proposal could form part of the wider local governance efforts that UNDP is supporting instead of setting up individual project structures.

We thank you again for your efforts and look forward to an immediate start of the projects.

Sincerely Yours,



**Dr. Issa Tuwegiar**

**Minister of Planning**

cc. Mr. Ali Asaleh/Deputy Minister

Mr. EsamGarba/ Director of International Cooperation

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## I. SITUATION ANALYSIS

On 15 February 2011, Libyans in the country's second largest city, Benghazi, staged a massive demonstration demanding the end of Colonel Muammar Qadhafi's rule. The six-month conflict in Libya ended in November 2011, when the National Transitional Council (NTC) declared the liberation of Libya. The challenges ahead in Libya remain stark. Four decades of autocratic and increasingly erratic rule have left the country with profound weaknesses across the entire spectrum of social, political and economic institutions. In addition to the political instability, in United Nations Development Group's regional strategy<sup>1</sup>, points to the causes of popular discontent as: failures of governance, social justice, equity and human rights, and failures in economic models and policies which reinforced a political economy of exclusion and pervasive inequality, especially in the distribution of wealth and access to opportunity. Libya's 6.5 million citizens have little experience in democratic processes, and regional and tribal divisions are considered to be deep across the country. Moreover the conflict and destruction that the country has experienced during the conflict have left the country with extensive damage to critical infrastructure, interruptions in delivery of basic services, exacerbated economic stagnation, and tremendous reconciliation and justice needs. The NTC will need to address critical issues and aspirations are not addressed, in a timely manner, in order to sustain momentum for democratic transition.

The UN Security Council in September 2011 established a political mission to support the country's new transitional authorities in their post-conflict efforts. The United Nations Support Mission in Libya (UNSMIL) will build upon the analysis and dialogue already carried out by the UN in its pre-assessment process, to which UNDP contributed substantial human and financial resources, and expertise. UNSMIL is tasked to:

- Restore public security and order and promote rule of law;
- Lead inclusive political dialogue, promote national reconciliation, and determine the constitution making and electoral process;
- Extend state authority, including through strengthening emerging accountable institutions and the restoration of public services;
- Protect human rights, particularly for vulnerable groups, and support transitional justice;
- Take the immediate steps required to initiate economic recovery;
- Coordinate support that may be requested from other multilateral and bilateral actors; and
- Maintain mutually supportive relationships with Libya's neighbors.

UNDP has re-opened its Country Office in Libya after its destruction during the conflict. Other UN agencies are also seeking to (re-)establish offices in Tripoli, some after absences of many years. UNDP was actively engaged with pre-assessment process, and is poised to support the Libya Coordinated Needs Assessment (LCNA) within its mandate. UNDP has taken the lead on Public Administration, and has been actively involved contributing to the substantive work being developed in other sectors, namely: Rule of Law and Justice, Civil Society, Economic Recovery, DDR (small arms control), and Public Services.

Currently, UNDP is support UNSMIL through short-term technical missions, consultants, studies, assessments and multi-stakeholder consultations, etc. UNDP's support to UNSMIL focuses on two strategic thematic areas of intervention:

- In the area of **Transitional governance**, UNDP will provide support through such interventions as advisory support on transitional processes such as constitutional reform and elections; capacity development for the emerging civil society, advisory support on reform of security and rule of law sectors, capacity development for national and local public service delivery, and support for processes of public dialogue.

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<sup>1</sup> Regional UN Development Group for Arab States and the Middle East and North Africa (AS&MENA), Response Strategy and Framework, Towards an Inclusive Development Path within a New Social Contract between State and Citizen, 2011

- In the area of **Economic rebuilding**, UNDP will provide support through such interventions as technical support on management of public finances and wealth, support for vocational training for youth and in particular young women, technical and operational support for the improvement of basic-service delivery, and support for local authorities in the coordination of economic recovery efforts.

Given the number of UN and other international actors who will be deploying technical assistance and resources to support the Libyan Government during the transition period, the coordination work of UNMIS—centred in the Resident Coordinator's Office (RCO) which is headed by the Deputy Special Representative of the Secretary-General/UN Resident Coordinator/UN Humanitarian Coordinator/UNDP Resident Representative—will be of critical importance, as will the leadership of the Special Representative of the Secretary General in the political discussions and negotiation with the NTC and successor governments on future programmatic interventions.

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## II. STRATEGY AND RESULTS

In order to ensure that the reconfigured UN Country Team (UNCT) in Libya is able fully to address the current and future needs of Libya, it is proposed to strengthen the coordination capacity of the RCO through the establishment of a coordination specialist position. This will ensure the RCO's capacity for strategic positioning of the UNCT in the current and future scenarios, as well as a joint approach among the UNCT agencies and UNSMIL. The RCO will also be better able to ensure the targeted follow-up and sustainability of humanitarian efforts, as the early recovery phase is entered.

With additional capacity, the RCO will be better able to cope with the complexities of a context where agencies are present in multiple hubs with diversified levels of engagement. The UNCT in Libya comprises UNDP, UNESCO, FAO, UNHCR, WFP, WHO, UNICEF, UNHABITAT, IOM, UNOPS, UNMAS, UNDSS, OCHA, ILO, UNV, UNIC and UNFPA. Fourteen UN agencies have presences in Tripoli. The remaining UNCT members plan to (re-)establish presences by the end of February.

The project's output will be the strategic positioning of the RC/UNCT during recovery and transition scenarios, strong linkages between government entities and UNCT on technical cooperation and programming, robust support to pre-assessment and post-conflict planning processes (included contingency planning for a possible integrated mission), and establishment of a sustained linkage with the humanitarian efforts during the transition. Interagency/coordination capacity for coordination of UN system, institutional framework for coordination between the UNCT and their national counterparts, broad consultations with stakeholders and international partners, IFIs, civil society and other actors, will be supported through will be enhanced through:

- Advisory services to the UN Resident Coordinator and facilitation, planning and management of UN System coordination for the transition from humanitarian/recovery to development;
- Support the RC in all UN interagency coordination activities, UNCT joint initiatives and processes, including in cross-cutting and potentially critical areas, at both policy and operational levels, in Libya and with UNDG partners at headquarters;
- Maintain contact and exchanges with non-resident UN agencies, and ensure that tools for information sharing and mapping of UN agencies' activities adapt to the evolving context;
- Support UNCT contributions to the post-conflict planning process;
- Coordinate with OCHA and humanitarian agencies on communication and advocacy activities.
- Input and guidance for the elaboration of an interagency analysis of strategic advantages of UN agencies in technical cooperation;
- Support the review of UN agencies' operational capacities and potential common services;
- Contribute to the mobilization of resources and manages funds, as required.
- Support broad consultations with donors and other international partners, including IFIs and civil society;

- Programming and monitoring processes for contingency planning, humanitarian and transition response;
- Coordinate with Ministry of Planning on the Government/UNCT technical cooperation framework for 2012-2013 according to government priorities;
- Support coordination/ organization of high-level missions and support the RC in the organization of missions to HQs, regional offices, and meetings with regional and bilateral institutions, including the Contact Group; and
- Support preparation of background documentation and analytical papers, including policy papers, briefings, and technical notes.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>                  CP Outcome 2: Standardized data and statistics management system in place result in increased capacity of Government institutions to formulate policies and strategies, and implement development initiatives.</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>                  2.1 Enhanced institutional and professional capacity of key statistical institutions to collect, analyse and disseminate development data                  Baseline: Integrated national development data base system absent                  Target: Database system 100 per cent operational</p> <p><b>Applicable Key Result Area (from 2012 Annual Business Plan):</b> ABP Priority 6: 12-month national recovery and transition benchmarks and strategies met with UNDP assistance in countries facing prolonged and elevated risk</p> <p><b>Partnership Strategy</b></p> <p><b>Project title and ID (ATLAS Award ID):</b> Strengthening Resident Coordinator Office (RCO) capacities for effective positioning of the UNCT post-conflict recovery planning (Award ID: )</p>																							
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS																				
<p><b>Output 1 : Support to RCO coordination activities</b>                  Coordination advisory services for: strategic positioning of the RC/UNCT during recovery and transition scenarios; strategic planning for the transition period; robust support to pre-assessment and post-conflict planning processes (included contingency planning for a possible integrated mission); establishment of a sustained linkage with the humanitarian efforts during the transition; interagency/coordination capacity for coordination of UN system; and institutional framework for coordination between the UNCT and their national counterparts; broad consultations with stakeholders and international partners, IFIs, civil society and other actors.</p> <p>Baseline: RCO in process of being reconstituted and</p>	<p>1.1 Recruit International Coordination Specialist and planning/coordination expertise                  1.2 Strategy and implementation co-ordination workshops</p>	<p>UNDP                  RCO</p>	<table border="1"> <thead> <tr> <th>output 1</th> <th>sub-total</th> <th>activity 1</th> <th>activity 2</th> </tr> </thead> <tbody> <tr> <td>International contracts</td> <td>310,000</td> <td>310,000</td> <td>0</td> </tr> <tr> <td>Strategy and implementation Co-ordination workshops</td> <td>5,000</td> <td>0</td> <td>5,000</td> </tr> <tr> <td>Programme monitoring and evaluation</td> <td>3,500</td> <td>1,750</td> <td>1,750</td> </tr> <tr> <td>sub-total</td> <td>318,500</td> <td>311,750</td> <td>6,750</td> </tr> </tbody> </table>	output 1	sub-total	activity 1	activity 2	International contracts	310,000	310,000	0	Strategy and implementation Co-ordination workshops	5,000	0	5,000	Programme monitoring and evaluation	3,500	1,750	1,750	sub-total	318,500	311,750	6,750
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<p>expanded following UNCT return to Tripoli and Security Council decision on UNSMIL; Government has limited capacity to coordinate with and among</p> <p>Indicator: Number of RCO staff recruited</p> <p>Target: RCO coordinating internally among UN actors, and externally with Government, international and national partners, and representatives of civil society</p>			
<b>ISS (2%)</b>			USD 7,000
<b>Facilities and Administration (7%)</b>			USD 24,500
<b>GRAND TOTAL</b>			USD 350,000



**IV. ANNUAL WORK PLAN - 2012**

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<b>Output 1</b> <b>Support to RCO</b> <b>Coordination Activities</b>  <i>Baseline:</i> RCO in process of being reconstituted and expanded following UNCT return to Tripoli and Security Council decision on UNSMIL. Government has limited capacity to coordinate with and among <i>Indicator:</i> Number of RCO staff recruited <i>Target:</i> RCO coordinating internally among UN actors, and externally with Government, international and national partners, and representatives of civil society <i>Related CP outcome:</i> Standardized data and statistics management system in place result in increased capacity of Government institutions to formulate policies and strategies, and implement development initiatives	1. Recruit Coordination Specialists (international post)  - Prepare Terms of Reference - Advertise - Selection Process - Issue Contract - Administer Contract - Monitor and Assess Performance  2. Strategy and Implementation Co-ordination Workshops							
		X	X	X	X	UNDP	Government of Japan	310,000
							International contracts	5,000
							Strategy and Implementation Co-ordination Workshops	3,500
							Programme Monitoring and Evaluation	
								7,000
								24,500
								350,000
<b>ISS (2%)</b>								
<b>F&amp;A (7%)</b>								
<b>TOTAL</b>								

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## V. MANAGEMENT ARRANGEMENTS

The project will be implemented for a period of 12 months under the Fast Track Procedures, in order to be able to provide fast, quality, and timely support in response to the demands of the above-described situation in the country. The UNDP Regional Bureau for Arab States and UNDP Country Office in Libya will assess the situation and needs and, in consultation with the Bureau of Management (BOM) and Bureau for Crisis Prevention and Recovery (BCPR), may approve an extension if required.

As per the Fast Track procedures definition, the proposed intervention is both strategic and time-critical, thus justifying the application of said procedures:

Strategic:

*Used in this context to describe situations where UNDP involvement in a crisis, or rapid expansion of UNDP programmes in a specific context, is considered essential for delivering development result, to remain relevant, and to maintain or build the organization's reputation.*

Time Critical:

*Used in this context to denote the need to deliver development results within a very short- or medium-term timeframe within which UNDP must make a contribution in order to remain a relevant player in the development arena.*

The project will be UNDP executed/implemented.

### **Project Management Arrangements:**

Establishing an effective project management structure is crucial for success. Every project has a need for direction, management, control and communication, using a structure that differs from line management. As a project is normally cross functional and involves partnership, its structure needs to be more flexible, and is likely to require a broad base of skills for a specific period of time. The UNDP Project Management structure consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project. The details of this structure are:

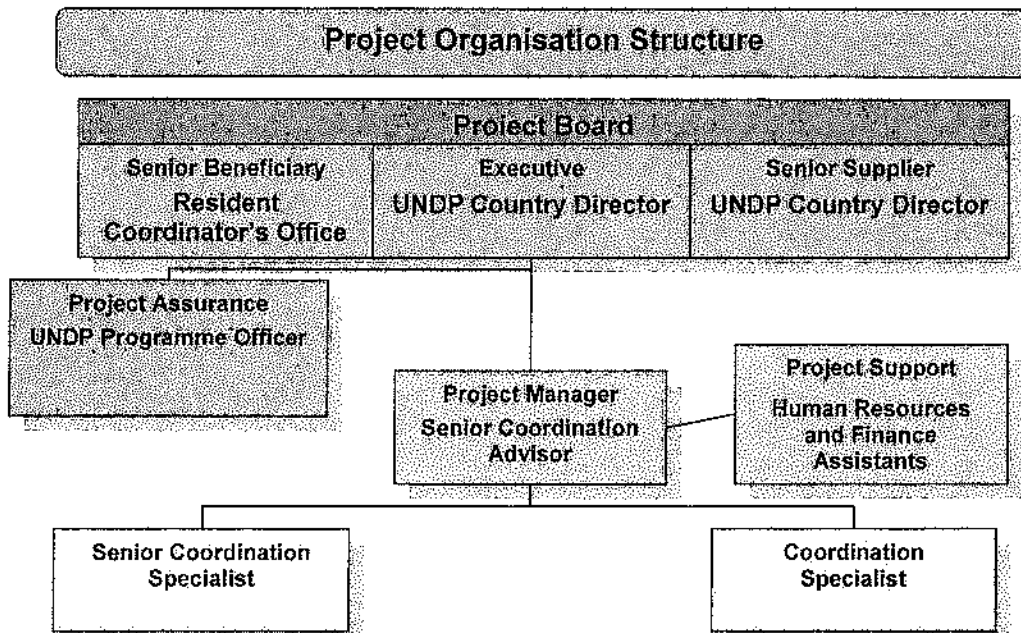
- **Project Board:** The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.

Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies.

In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. This group contains four roles:

- **Executive:** individual representing the project ownership to chair the group.

- **Senior Supplier:** individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the project.
- **Senior Beneficiary:** individuals or groups of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
- **Project Assurance:** The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.
- **Project Manager:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the 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 (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board.
- **Project Support:** The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.
- **Project Communications:** Full acknowledgement of the donor will be given in all communications products and through other relevant materials through display of the donor logo.



## VI. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, 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 to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board 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. The final and mid-term reports will be submitted to the Government of Japan together with the financial reports – including, where relevant, annexed photographic or other visually documented records of the projects’ implementation and impact.
- **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.

**Quality Management for Project Activity Results**

<b>OUTPUT 1: Support to RCO Coordination Activities</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Recruitment of coordination specialists</i>	Start Date: January 2012 End Date: December 2012
<b>Purpose</b>	<i>To improve coordination of UN and international assistance with government counterparts</i>	
<b>Description</b>	<i>International TA contracts</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Coordination specialists recruited and deployed	Number of coordination specialists deployed (observation)	Quarterly

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## 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

### Annex 1. Risk Analysis

Identified risks	Type	Probability	Mitigation measure
<b>Risk 1.</b> Low ownership of national partners, due to more pressing priorities	Political	<i>Low</i>	UNSMIL senior management will highlight the importance of coordination for a more peaceful and successful transition, deploying the capabilities of all partners to best advantage.
<b>Risk 2.</b> Difficulty to coordinate with institutional partners during the transition phase and unavailability of key interlocutors, in particular NTC members.	Political	<i>Low</i>	UNSMIL senior management engages in continuous liaison and dialogue with national counterparts, and shall make efforts to ensure that the UN system can coordinate with appropriate counterparts
<b>Risk 3.</b> Reservations of national partners against UN coordination, seen as foreign interference.	Political	<i>Medium</i>	UNSMIL and UN agencies to take a low public profile on support to key transition processes. Support offered on the basis of impartiality, neutrality and international best practices.
<b>Risk 4.</b> Possible mistrust of civil society partners in government institutions and NTC.	Political	<i>Low</i>	UNSMIL and RCO will act as a convener between the ministries and CSOs, if needed.
<b>Risk 5.</b> The capacity of the Country Office to implement activities included in this project is limited due to lack of personnel and technical skills.	Operational	<i>Low</i>	UNDP CO is benefiting from additional international expertise for capacity development through UNDP's SURGE programme. Limited number of activities requiring operational support.
<b>Risk 6.</b> The outbreak or resumption of violent conflict affecting Tripoli and other areas of the country.	Security	<i>Low</i>	UNDSS and the UNDP Security will continuously monitor the operational security environment, both within Libya and regionally. A programme criticality exercise may be undertaken, if necessary.
<b>Risk 7.</b> Unexploded ordnance (UXOs) and land mines make local travel to some locations difficult or not recommended	Security	<i>Low</i>	UNDSS and the UNDP Security will continuously monitor the operational security environment and recommend mitigation measures as appropriate. UNDP Security will maintain contact with UNMAS, to be continuously informed of the mine/UXO situation and current status.
<b>Risk 8.</b> Natural or man-made disaster prevents timely implementation of project activities	Environmental	<i>Low</i>	UNDP to participate in UNCT contingency planning activities. All UNDP staff to receive security information and appropriate security equipment. UNDSS and UNDP Security to continuously monitor the operational security environment and recommend mitigation measures as appropriate. In the case of unexpected or unanticipated events that cause a serious or potentially adverse effect on the project and its ability to deliver the intended results, UNDP will take steps to immediately report and consult on

			these at the soonest available opportunity with the Government of Japan as the prime donor to the project.
<b>Risk 13. Project activities and related budgets are delayed or affected by operational circumstances</b>	Operational	<i>Low</i>	<p>UNDP will take care to ensure the project advances at a pace permitted by security and other implementation factors. In the case of project and budget adjustments required as a result of uncertainties in the operating environment, UNDP will submit a written request to the Government of Japan for the prior approval in case (1), the extension of the project is required, and/or (2), the re-deployment of funds between approved project budget components is required, if more than 20% increase or decrease is expected.</p> <p>Furthermore, should any fund balances remain unspent at the end of the project, the UNDP Country Office shall consult with the Government of Japan on its use.</p>
<b>Risk 14. Accuracy of financial accountability and reporting.</b>	Financial	<i>Low</i>	<p>UNDP will manage the project under its own DEX/DIM modality and apply its usual operational, managerial and financial safeguards to ensure that funds are spent prudently and in accordance with UNDP standards rules and regulations. UNDP will attach financial statements on the project to its periodic reporting on the project. In addition, UNDP's financial accounts and processes are periodically independently audited. Specifically in relation to interest income, this will be treated in accordance with the Japan-UNDP agreement on Arrangement for the interest income derived from the Japan-UNDP Partnership Fund.</p>

## Annex: Terms of Reference – Coordination Specialists

### UN Coordination Specialist/s (P-3) UN Resident Coordinator Support Unit, UNSMIL, Tripoli, Libya

Under the guidance of the Deputy Special Representative of the Secretary-General (DSRSG) and Resident Coordinator (RC) and the direct supervision of the Head of the Resident Coordinator Office (RCO), the incumbent will carry out the following tasks:

#### Support the RC/UNCT in inter-agency mechanisms and processes

- Support the overall implementation of UN common planning and programming processes, including participation in discussions related to assessments and analysis such as the Libya Coordinated Needs Assessment (LCNA) and other planning processes,
- Assist in the identification of potential areas or issues for common UN approaches and in the development of proposals/actions for enhancing inter-agency cooperation and coordination, especially in the phasing out transition from the humanitarian context,
- Be part of UN-led interagency coordination activities, UNCT joint initiatives and processes—including in cross-cutting and potentially critical areas—as appropriate, thus ensuring that internal knowledge/understanding adequately reflect the discussions and agreements reached throughout the processes,
- Coordinate with OCHA and humanitarian agencies on communication and advocacy activities,
- Prepare and document UN Country Team (UNCT) meetings, including the coordination and preparation of agendas for these meetings. Prepare records and conclusions of these meetings and maintain the relevant actors abreast of the discussions and issues raised; provide support for the organization of UNCT retreat/s,
- Support preparation of background documentation and analytical papers, including policy papers, briefings, and technical notes,
- Ensure the systematization and circulation of information on UN joint programming initiatives and approaches among the UNCT,
- Support coordination/ organization of high level missions and supports the RC in the organization of missions to HQs, regional offices, and meetings with regional and bilateral institutions, including the Contact Group
- Liaise with DGO in all matters related to HQs' support to the UN Resident Coordinator Office and the UNCT in Libya, and interact with regional actors, UN regional offices and resources.

#### Foster non-resident agencies involvement

- As a Non-resident agencies focal point, liaise with agencies non represented in Libya, and promote their involvement and contribution to inter-agency mechanisms and processes,
- Establish electronic and other systems for agencies without field representation to access key information and for national counterparts to access the expertise of agencies without field representation.

#### Support the creation of strategic partnerships

- Support broad consultations with donors and other international partners, including IFIs, government institutions, bilateral and multilateral donors, private sector and civil society, and within the UN family notably with political missions, humanitarian actors, and UNDG partners at Headquarters level.
- Assist in the monitoring and reporting on the Libya Recovery Trust Fund (LRTF), in coordination with the Multi-Partners Trust Fund Office (Administrative Agent) and the participating agencies,



- Research information on donors, preparation of substantive briefs on donor strategies, provide advice on ensuring synchronicity, alignment and complementarity between these strategies and UN activities,
- Help to coordinate the substantive preparations of the UNCT for roundtables and other key events in consultation with appropriate counterparts in government, bilateral and multilateral partners.

## **Competencies**

### **Corporate Competencies:**

- ❑ Demonstrates integrity by modeling the UN's values and ethical standards
- ❑ Advocates and promotes the vision, mission, and strategic goals of UN in Libya
- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- ❑ Treats all people fairly without favoritism

### **Knowledge and Learning Management**

- ❑ Shares knowledge and experience from within and outside the UN Country Team.
- ❑ Encourages UN staff to share knowledge
- ❑ Develops deep understanding in UN System reform, UN interagency processes and MDGs

### **Functional Competencies**

#### Development and Operational Effectiveness

- ❑ Ability to provide policy advice
- ❑ In-depth knowledge of current political, humanitarian and recovery issues pertinent to Libya
- ❑ Ability to research, synthesize, conceptualize issues and analyze data
- ❑ Programming and experience with data presentation and good IT skills
- ❑ Demonstrated excellent ability to write, edit and communicate orally in English

#### Management and Leadership:

- ❑ Focuses on impact and result for the client and respond positively to feedback
- ❑ Able to deliver effectively under pressure
- ❑ Demonstrates openness and ability to manage complexities
- ❑ In providing advice to his/her supervisor, has the capacity to gather comprehensive information on complex problems or situations; evaluates information accurately and identifies key issues required to resolve problems
- ❑ Builds strong relationships with clients and external actors
- ❑ Consistently approaches work with energy and a positive, constructive attitude

#### Coordination Effectiveness

- ❑ Ability to provide timely and effective support to the RC, RCO and UNCT in the design and implementation of inter-agency activities, and strengthening of strategic partnerships

- Ability to build and sustain effective cooperation with UNSMIL and UN Agencies and main bodies, advocate effectively, communicate sensitively across different constituencies

## **Qualifications**

### Education

- Advanced university degree in social sciences, political science, law, international relations, development studies, or related subjects.

### Experience

- At least 5 years of relevant professional experience with international organizations in humanitarian, post-conflict or development contexts; experience with the UN and in inter-agency coordination/RC system would be an advantage.
- Experience in North Africa/Arab Region required; previous relevant experience in Libya with proved solid grounding in the Libyan context would be an asset.
- Substantive knowledge of UN coordination mechanisms and country programming processes and structures, and humanitarian/recovery/development issues;
- Very good drafting skills in English and presentation/facilitation skills.
- Cultural sensitivity, inter-personal skills and ability to work smoothly under pressure.
- Excellent organizational skills and ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships with colleagues.

### Language Requirements

- Fluency in English (written and oral) required;
- Knowledge of Arabic or another UN language will be an asset.

Annual Work Plan

Project N : Strengthening Resident Coordinator Office (RCO) Capacities for Effective Positioning of the UNCT Post-Conflict Recovery Planning  
Year: 2013

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q1	Q2	Q3	Q4		Funding Source	Donor	Account Code	Budget Description	Amount
<p><i>Output 1: Support to RCO coordination activities</i></p> <p><i>Baseline: RCO in process of being reconstituted and expanded following UNCT return to Tripoli and Security Council decision on UNSMIL; Government has limited capacity to coordinate with and among</i></p> <p><i>Indicators: Number of government counterparts participated in the coordination mechanism between UNCT &amp; Ministry of Planning/ Ministry of International Cooperation; number of workshops and key events conducted in coordination with appropriate government counterpart; number of UN agencies reported improvement in coordination with government entities on planning and programming along the agreed strategic area; percentage of humanitarian actors coordinating with UN agencies</i></p> <p><i>Targets: RCO coordinating internally among UN actors and externally with Government, international, and national partners, and representatives of civil society</i></p> <p>Related CP outcome: Standardized data and statistics management systems in place result in increased capacity of government institutions to formulate policies and strategies and implement development initiative</p>	<p>1. Activity Result: Coordination improved between government entities &amp; UNCT on planning and programming along the agreed upon strategic areas</p> <p>Action: Revising UN/ GoL coordination structures: completed - awaiting endorsement from GoL</p> <p>Action: Relevant working group documentation circulated regularly to all relevant actor - ongoing</p> <p>Action: Promoting participation of all actors in UN-led interagency coordination activities, UNCT joint initiatives and processes—including in cross-cutting and potentially critical areas - ongoing</p> <p>Action: Potential areas or issues for common UN approaches identified and circulated to RC/HC and UNCT - ongoing</p>					UNDP/Coordination Specialist	Japan 2011 Supplementary Budget	141		Coordination Specialist	129,024
	<p>2. Activity Result: Increased Government of Libya understanding of UNCT mandate</p> <p>Action: Liaise with relevant government actors to promote their participation in all coordination mechanisms</p> <p>Action: Provide support to national counterparts to access the expertise of Non Resident Agencies</p> <p>Action: Support UNCT workshops and other key events in consultation with appropriate counterparts in government</p>					UNDP/Coordination Specialist	Japan 2011 Supplementary Budget	141		Coordination Specialist	100,000

