



United Nations Development Programme

Country: Libya

Project Document – Amendment to the existing Project Document as of 24 February 2017

Project Title:	AMEL (Hope): Advancing Libyan Women’s Participation During the Transition																		
UNDP Strategic Plan Outcome(s):	Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women’s empowerment																		
Expected Outcome:	Country	Programme	Outcome 1: Active citizen participation facilitates the democratic transition of the nation.																
Expected Programme Outputs:	Output 1: Gender mainstreaming and integration of women’s rights in the transitional institutions strengthened Output 2: Participation of Libyan women in the transition process enhanced																		
Implementing Partner	UNDP																		
Starting and end date	Starting date: 15 August 2016 End date: 31 July 2018 (2 years)																		
Total budget	US \$ 2,514,787																		
Brief Description																			
<p>The project will support the advancement of participation of Libyan women in decision-making during the political transition phase. The project aims to respond to the following challenges: i) Libyan women remain marginalized and inadequately represented in the political life of Libya, ii) the Libyan women still lack skills, networking, caucus, trust and ability to collaborate that is required for effective lobby for integration of gender perspective and women’s participation in the transitional peace processes, policies and legislations, iii) gender perspective is not adequately integrated in all the international support being provided to Libya.</p> <p>The purpose of the project is to strengthen the role of Libyan women in the political transition. UNSMIL and UNDP aim to support women in recognized institutions and structures to play an active role in ensuring that women’s rights are integrated in the transitional processes, policies and legislations developed during the lifetime of the interim process. The project will also support key women’s organizations in Libya to enable them to participate in the transitional process and to provide an effective lobby for women’s rights and their role in peace building.</p>																			
Programme Period: 2012 – 2016 Key Result Area (SP): Democratic Governance Atlas Award ID: _____ Start date: 15 August 2016 End Date: 31 July 2018 PAC Meeting Date: 27 July 2016 Management Arrangements: DIM	<table border="0"> <tr> <td>Total resources required</td> <td>\$2,514,787</td> </tr> <tr> <td>Total allocated resources:</td> <td>\$1,362,615</td> </tr> <tr> <td>• Regular</td> <td>_____</td> </tr> <tr> <td>• Other:</td> <td></td> </tr> <tr> <td> o Swiss</td> <td>\$256,937</td> </tr> <tr> <td> o Germany</td> <td>\$562,478</td> </tr> <tr> <td> o Netherlands</td> <td>\$543,478</td> </tr> <tr> <td>Unfunded budget:</td> <td>\$1,152,172</td> </tr> </table>			Total resources required	\$2,514,787	Total allocated resources:	\$1,362,615	• Regular	_____	• Other:		o Swiss	\$256,937	o Germany	\$562,478	o Netherlands	\$543,478	Unfunded budget:	\$1,152,172
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Agreed by (UNDP): Country Director, Noura Hamlaji

I. SITUATION ANALYSIS

While Libya is a signatory of the Convention for the Elimination of all forms of Discrimination against Women (CEDAW), ratifying CEDAW has thus far not had a concrete impact on the status and situation of women in the country. The 2011 uprising and the following transitional phase provided both opportunities and challenges for Libyan women and men to rebuild their country. Specifically, the revolution presented an opportunity for women to assert their presence in the newly created political space. Yet, women represented less than six percent in Libya's first post-revolution government and only three per cent of the candidates in the first election post-revolution.

The transitional phase provided women with opportunities, but also confronted them with challenges to ensure their participation in the political process and democratic reforms. Libyan women succeeded in occupying 16.5 % of the seats of the General National Congress (33 women out of 200), due to the proportional representation in the election law. In the election of the House of Representatives, 15% of the total seats (200) were reserved for women. The election law of the Constitution Drafting Assembly (CDA) reserved six seats out of 60 to women. Unfortunately, many women still feel that they are not welcomed in local governance structures that are dominated by men. Despite the quota that stipulates that at least one of the municipal council members should be a woman, these women feel that they are being discouraged from participating and are not able to fully take part in the decision-making processes. Lessons from other transitional countries show that while women can be a catalyst for change, changing the nature of women's participation is a gradual process.

In 2014, the security situation deteriorated. An acute power struggle fragmented the political space and led to dual governance systems in the East and the West, seriously affecting political stability and interrupting the democratic transition. While the UN-led political dialogue resulted in the signature of the December 2015 Libyan Political Agreement (LPA), severe challenges – particularly the renewed conflict and increased political polarization – continue to hamper its implementation. In that context, the Security Council Resolution on women, peace and security has become more instrumental to support Libyan women in advancing their rights and in supporting their inclusion in conflict resolution and peacebuilding efforts.

Women in key institutions:

Women are participating in a number of State institutions, including the Government of National Accord (GNA), the House of Representatives (HoR), and the State Council, as well as in Constitution Drafting Assembly (CDA), and security institutions. For instance, the GNA appointed a female as Minister of Social Affairs and two female State Ministers (including one as Minister of Women's Affairs and Community Development). Yet, additional steps are required. Although the LPA anticipated the establishment of the Women's Support Unit at the Presidency Council, the appointment of a chairperson is yet to take place despite the issuance of the decree establishing the unit in September 2016. In addition, the fragile context and political fragmentation is influencing women's leadership in key institutions and is limiting their skills, confidence, space for dialogue and engagement to foster trust-building as well as their ability to act as women leaders. In the Libyan political dialogue, women were not represented in the main track of negotiation from either from the House of Representatives or the GNA) because of patriarchy and resistance to women's leadership.

The regional polarization is reflected in women's participation to political and security institutions. Women in the East are more visible in the army and police forces, often at high ranks. In the West, their role is being limited to judiciary police and office work rather than fieldwork and more operational functions. The proposed Presidential Guards and the Coastal Guards do not anticipate women in their ranks. Engaging with women in the security sector is also being constrained by the lack of available data and information. In

that regard, there is a need to enhance existing knowledge and engage with women already involved in this domain to promote a specific agenda and gender equality.

Since the endorsement of the LPA in Sukairat on December 17th 2015, many challenges continue to hamper its full implementation. Key parties and critical stakeholders in the peace process advocate for its partial revision. At the same time, regional organisations, namely the African Union and the League of Arab States, as well as neighbouring countries, have taken proactive steps to support Libya's journey towards peace and prosperity. Yet, women from key institutions remain absent from regional, neighboring and global dialogues, limiting their ability to promote their concerns in peace and negotiation processes.

All women currently present in state institutions have been actively engaged in UNSMIL's and UNDP's activities since the revolution. Female members of the HoR, the CDA, the State Council, municipalities and the GNA benefited directly from capacity building and technical assistance support, such as specific events that were also attended by women representatives of Civil Society Organizations (CSOs). In November 2016, the Amel project supported the organisation of the first conference for HoR women representatives, enabling them to share experiences with female parliamentarians from neighbouring countries. The conference resulted in the identification of needs in terms of capacity-building. Despite the on-going support provided by the UN, it appears that linkages and engagement between women leaders in key institutions need to strengthen through the creation of a safe space and identification of common grounds such as the promotion of gender equality.

The project will address the need to build women's leadership in key institutions, fosters specific capacity needs and develop joint actions, building on common ground based on UNSCR 1325. The project will make sure to engage with men counterparts from various institutions as a target group to change their perception towards women's participation and leadership, and to integrate gender perspective in their work. In recognition to the changing political and security context of Libya, and to accompany the possible restructuration of Libya's political stage and institutions, the project will focus on engaging with women in all emerging strategic institutions during the political transition to enable them to participate constructively to on-going political and peace discussions, and as a result, shape the future of their country.

Women activists and in CSOs

Women activists and organizations in Libya have actively been engaged through political, social and humanitarian actions throughout the post-revolution period. They played an active role in advocating for their rights to participate in elections and take on governmental responsibilities. Yet, concrete achievements and participation remain scarce, well below legitimate aspirations. While women actively engaged in the constitution-making process and the political dialogue, they were not formally invited as observers during the negotiation process despite participation to specific trainings equipping them with relevant negotiation and mediation skills. Specifically, some participated to regional trainings and workshops and benefited from being exposed to similar regional experiences such as Syria, Iraq, and Yemen. In 2015, with the support of the Swiss Government, Libyan women activists unified their voices and developed the women's agenda for peace. In January 2017, with support from Amel project, the participants developed a framework for a national campaign on peaceful-coexistence and committed themselves to move forward to play an effective role in promoting peace through collective actions and networking. The solidarity of Libyan women will ensure the success of collective actions and the promotion of a unified voice to advocate for peace at the community- and national levels.

Libyan women are now taking advantage of the political deadlock to create a platform for peace at community-level. During the Libyan Political Dialogue, some Libyan women already created advocacy groups that continue to advocate for women's participation and representation in key governance structures, though often lack data and information. Other organizations, such as the African Union, supported Libyan women to establish a network on women, peace and security as per UNSCR 1325 .

Significant challenges remain as women’s efforts are still largely scattered, tainted by regional and political divisions and lack of trust. Yet, women activists, with political and civil society background alike, are instrumental in the peace process and the transition of Libya toward a more peaceful and democratic future. They need to be supported and encouraged to advocate for women’ participation in future governance structures, to be trained for any further negotiation process, given the tools to conduct political analysis, being encouraged to learn from others and develop critical skills in order to strengthen their role in the discussions surrounding the future of their country. The creation of a safe space, enabling learning and knowledge sharing, is critical to achieve this objective. It would also allow them to engage with critical male actors, to perform joint actions in the support of peace, to promote gender equality and ensure an inclusive and sustainable engagement in the transition.

II. STRATEGY

The new Sustainable Development Goals (SDGs) will be especially relevant for the Arab region that has witnessed tremendous progress towards the achievement of the Millennium Development Goals (MDGs) but suffered from drawback in the past few years due to increasing violence. In acknowledgement of women’s status , their historic contribution to their societies, and the structural constraints that continue to negatively affect the lives of women and girls, a stand-alone goal (Goal 5) aiming to “achieve gender equality and empower all women and girls” was agreed upon in addition to a growing a consensus of mainstreaming gender equality into the set of seventeen goals.¹

Many challenges still limit women’s participation in the political sphere, and despite on-going efforts of key Libyan women, UNSMIL, UNDP, and other women’s organizations in Libya, more efforts are needed to ensure that women’s rights and participation will be included in the transitional processes. To address these challenges, and recognizing the urgent demand for more focused support to the agenda of women during the transitional period, UNSMIL and UNDP have joined efforts and developed a dedicated project ‘*Advancement of the Libyan Women’s Participation During the Transition*’.

The project has been developed through a wide range of consultations with key Libyan women leaders and diverse women’s groups. It also builds on the accumulated experiences of both UNSMIL and UNDP in the area of women’s empowerment and gender mainstreaming guided by the UN Security Council Resolution No. UNSCR 1325 on Women Peace and Security. The project formulation also benefited from the activities implemented with the support of the Amel project in 2016 and initiatives supported by key partners in favour of the advancement of women, including the ‘Libyan Women Agenda for Peace’ (that was supported by the Government of Switzerland), and the proposal for the ‘Women’s Support and Empowerment Unit’ at the Presidency Council (which was supported by the Government of Netherlands).

2.1. Project purpose

The project aims to respond to the following challenges and opportunities:

1. The political context imposes challenges on women’s political participation, but provides opportunities to enforce their role in the peace process;
2. Political division and fragmentation has weakened women’s networking and joint action. Women, nevertheless are united around peace that provides opportunity for joint actions;
3. Engaging men in the project actions provides opportunity for women to influence the negative attitudes towards women;

¹ “Synthesis report of the Secretary-General on the post-2015 sustainable development agenda” A/69/700 can be found at http://www.un.org/ga/search/view_doc.asp?symbol=A/69/700&Lang=E

4. Libyan women remain marginalized and inadequately represented in the political life of Libya, however, they have started to organize themselves and actively demand their representation in governance structures, and peace processes ;
5. Some key women's rights activists and key women leaders have acquired advanced skills in promoting women's rights, however, the women still lack trust, ability to collaborate, and leadership required for effective lobbying, and many still require further knowledge, skills and capacity to effectively engage in the transitional political process;
6. Many Libyan women possess limited leadership skills to effectively contribute and take leadership in the process of coalition-building that is required to better position women to advocate for their rights and coordinate with the international community to ensure that gender perspective is integrated in all international support to Libya.

The purpose of the project is to strengthen the role of Libyan women in the political transition. UNSMIL and UNDP aim to support women in key institutions during the transition to play an active role in ensuring that women's rights are integrated in the transitional peace processes, policies and legislations developed during the lifetime of the political transition . The project will also support key women's organizations in Libya to enable them to participate in the transitional process and to provide an effective lobby, advocacy and campaigns for women's rights and role in peace. The project will scale up and scale down interventions of key components to respond to the changing political landscape in Libya, emerging opportunities and will carefully address the challenges.

2.2. Project outputs

Output 1: Gender mainstreaming and integration of women's rights in the transitional institutions strengthened

The project will support coalition-building, technical assistance and promote learning among women present in key institutions to enhance concrete leadership in on-going political processes. The project will support women to establish coalitions to influence other male members in issues related to women's empowerment and unite their concerns through joint safe platforms of learning and capacity-building. If the participating women establish trusted caucus, they will increase their influence and impact on other members, therefore further promoting women's rights. This component will target men in key institutions to promote women's leadership and will engage them as relevant to capacity building and skills development with women.

Activity result 1.1. Capacity building, joint safe space and training for women in key institutions.

The project will promote women's leadership and gender approaches within key institutions. If the women's support and empowerment unit becomes functional by the appointment of a chairperson, the project will support the unit to resume its functions and to lead on women's advancement by developing key strategic documents including the national gender strategy and a, women, peace and security plan, in addition to regular capacity-building to the team.

Only 32 women out of the total 200 members in the HoR are women. The total number of women in the State Council is not yet clear, 6 women (10%) are represented in the CDA, while 16.5% of the former GNC members were women. These structures will have a role to play in the political arena and in the advancement of women. The number of women members in municipalities is at 90 women. The project will facilitate the establishment of women's caucus in these various structures with a mandate to advocate for women's rights, and will facilitate a platform of trust-building among these women.

The project will also address the capacity gaps identified by women in the HoRs. Specific technical training on , UNSCR 1325 and analysis will be provided to women in the HoRs, municipalities and SC. Capacity of women parliamentarians will be enhanced to enable them to feel confident in fulfilling their roles as

leaders and role models.

Given the importance of the security sector in Libya, the project will foster working with women and men in the security sector to enhance their role during the transition.

Activity result 1.2. Gender sensitive approaches mainstreamed within the key institutions

Men in institutions will receive gender sensitization training and male alliances will be identified and assisted to support the women's empowerment agenda. The project will encourage women in institutions to have regular meetings to discuss women's advancement issues in their respective areas and will provide specialized technical training. Particularly, the project will also target national counterparts of men who are engaged in managing international assistance in the UN coordination mechanisms and thematic areas of focus.

Considering the dynamic change in the political landscape, the project will identify key emerging institutions and will support women's leaders to engage in dialogue and mediation based on the possibility of further dialogue on some articles of the Libyan political agreement. Given, the changed political context, the project will phase from demolished key institutions and support women in new emerging institutions.

Output 2: Participation of Libyan women in the transition process enhanced

If a safe space and skills are provided to diverse Libyan women's groups, and trust and collaboration amongst women is reinforced, they will be able to advance the women's agenda and demands by raising their voices and influencing others. When these women are more empowered to engage with men, and community at large they will influence their attitudes, practices, beliefs towards the rights of women, and will make a positive contribution towards creating an inclusive society for peace.

Activity result 2.1 Support advocacy and campaigns for peace

The Women's Peace Agenda articulated the key critical issues pertaining the impact of the conflict on women. The project facilitated in January 2017 a meeting with 70 diverse group of women for three days as a follow up conference to the first conference on women's peace agenda held in Montreux in November 2015. They discussed and agreed on joint action plans and the steps forward including the selection of campaign Task Force to coordinate with others. The project will provide technical resources to support the follow up actions agreed in the conference including summary of the peace agenda for wider dissemination, and will support joint actions to promote peace including campaigns. Technical advisors and consultants will be recruited to support the campaigns work. Women's leadership and demands for peace, requires change in attitudes towards women, as such the UNSMIL will continue to promote women's leadership using studies conducted by UNSMIL, campaigns and media to promote women's positive role in peace in Libya.

Activity result 2.2 Performance of institutions on women's rights and participation monitored and promoted.

Given the changing political context, the project will facilitate preparedness actions for a selected number of 10 Libyan women in order to participate in further negotiations, dialogues and ongoing reconciliation efforts. The 10 women will be identified from academia and technocrats outside the political circle to act as think tank to respond to all external events and actions related to Libya and to highlight issues pertaining women's advancement, including women's leadership in new governance structures and institutions, to ensure that their voices is heard nationally, regionally and globally. The project support to the think tank group will include visits to key stakeholders engaged in Libya political settlement, training and technical assistance. The project will link up with Department of Political Affairs, and Gender Advisors

of Yemen, Iraq and Syria to capture on lessons learnt and good practices at a time of blocked peace process and will encourage SRSGs in the MENA region to establish female mediators group to be recognized during the peace process.

C. South-south and Triangular Cooperation

The project will utilize South-South exchange and triangular cooperation to provide peer-to-peer support since very relevant experiences are to be found in neighbouring and regional countries. Tunisia, Algeria, Chad, Niger and Egypt are examples that have an interesting experience that can add value to the Libyan process since they are well advanced in women political participation. Additionally, experiences from similar context such as Yemen, Iraq and Syria will add to Libyan women knowledge and skills.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Outcome 1: Active citizen participation facilitates the democratic transition of the nation.

Indicators: 1) Transitional authorities have managed fair and Inclusive processes; 2) % of civic engagement and monitoring activities of democratic processes implemented by CSOs, without specific focus on women and youth.

Applicable Key Result Area: UNDP Strategic Plan:

Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment

Partnership Strategy: The project will be implemented as a UNDP direct implementation project. Activities under project will be undertaken jointly by UNSMIL and UNDP and will utilize the existing partnerships formed over the past three years, including partnerships with women in the key national decision making institutions as well as the partnerships with active women's organizations in Libya. The women participants of the Women's Agenda for Peace will be a key partner in the implementation of the civil society components. The project will also utilize existing international partnerships such as those established with the Governments of Netherlands, Switzerland and Germany, and will seek to create new partnerships with other international actors.

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Gender mainstreaming and integration of women's rights in the transitional institutions strengthened</p> <p>Baseline:</p> <ul style="list-style-type: none"> PC released a decree for the establishment of women's support and empowerment unit without appointment of chairperson. Females at HORS developed a capacity building plan. 	<ul style="list-style-type: none"> Women's caucus established within key institutions. At least one law approved in favour of women. At least 100 men decision makers from key institutions trained on women rights. National gender strategy and National Action plan of UNSCR 1325 	<p>Activity result 1.1 Capacity building, joint safe space and training for women in key institutions.</p> <p>1.1.1 Recruit advisors, facilitators and trainers to provide technical assistance, capacity building and skills development for the women in key institutions.</p> <p>1.1.2 Organize study tours, seminars and visits for women in key institutions for learning and influence.</p> <p>1.2.3 Organize regular meetings among women in key institutions.</p>	<p>UNSMIL UNDP</p>	<p>Technical Advisors, facilitators and trainers (USD 239,000)</p> <p>National consultants US\$ 65,000</p> <p>Study tours, seminars and meetings (workshops)</p>

<ul style="list-style-type: none"> Men in key institutions lack gender awareness. Libya has no 1325 Action Plan or National Gender Strategy No data on women in the security sector. <p>Indicators:</p> <ul style="list-style-type: none"> . Number of women key institutions with adequate skills to perform their functions. At least one caucus of women formed. Number of women who acknowledged trust among each other's. . National Gender Strategy and 1325 action plan developed. Number of men who received gender sensitization 	<p>developed by the end of the project.</p>	<p>1.1.4 Hold joint trainings and skills development for women in key institutions.</p> <p>1.2.5 Support relevant key institution to lead on the development of gender strategy and UNSCR 1325, women, peace and security.</p> <p>Activity result 1.2 Gender sensitive approaches mainstreamed within the key institutions</p> <p>1.2.1 Provide gender sensitizations and training for women and men members of key institutions.</p> <p>1.2.3 Provide technical assistance as needed to enhance the capacity of women and men members in key institutions.</p>	<p>USD 275,049.36</p> <p>Travel US \$222,324.60</p> <p>Translation US\$75,302</p> <p>printing materials US\$ 95,000</p> <p>Direct Operational COST US\$82,848.90</p> <p>operational cost US\$18,000</p>
<p>Output 2: Participation of Libyan women in the transition process enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> Women's Agenda for Peace 	<ul style="list-style-type: none"> Women's organizations from all region participate in the peace co-existence campaign. Campaign on peace co-existence launched all 	<p>Activity result 2.1 Support advocacy and campaigns for peace</p> <p>2.1.1 Hold 3 days follow up conference to the women's agenda for peace for 70 women.</p>	<p>subtotal</p> <p>UNDP UNSMIL BBC media campaign project; National CSOs/NGOs</p> <p>US\$1,072,524.86</p> <p>Consultants/technical advisors and trainers US\$182,711.95</p> <p>National Consultant US\$61,179</p>

<ul style="list-style-type: none"> developed by a group of key Libyan women with the support of UNSMIL. Women participants in the Peace Agenda Follow up conference agreed joint peace campaign. Absence of women's platform to advocate during the peace process. Indicators: <ul style="list-style-type: none"> Number of women participating in the follow up conference Women's Agenda for Peace. Number of women's organizations that joined the campaign. Percentage of media coverage to the campaign. # of women in the think tank group. # of visits conducted. # of policy briefs prepared by the think tank group. # 	<ul style="list-style-type: none"> over Libya. Youth and organization based organization join the campaign. 	<p>2.1.2 Recruit resource persons for the meeting.</p> <p>2.1.3 Recruit campaign advisor, media, and communication specialists.</p> <p>2.1.4 Production of IC materials.</p> <p>2.1.5 regular meetings for the campaign Task Force .</p> <p><u>Activity result 2.2 Performance of institutions on women's rights and participation monitored and promoted.</u></p> <p>2.2.1 Identify 10 women with high calibre to form a think tank group to accompany the peace process actions and define ToRs.</p> <p>2.2.2 Organize meetings for the think tank group with key stakeholders in the peace process, nationally, regionally and globally.</p> <p>2.2.3 Facilitate linkages of the and learning from Syria, Yemen, Iraq and other experiences on enhancing women's roles in peace process and negotiation.</p> <p>2.2.4 Think tank group produces periodic policy papers on the impact of conflict on women and the role of women in the peace process and share with stakeholders.</p> <p>2.2.5 Organize training and capacity</p>	<p>Meetings /WORKSHOPS US\$ 158,271.34</p> <p>Training US\$235,635.15</p> <p>Translation and Printing material US\$ 119,575.14</p> <p>Direct Project Support USD 98,801.29</p> <p>Operational cost US\$21,207.58</p>
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		building for the group. 2.2.6 facilitate meeting between the think tank group and key members of national institutions.	
OUTPUT 2			US\$877,381.45
Project management			Project Manager US\$291,232 Project Assistant (Tunis) US\$ 27,775.50
			National Project officer 29,593 Direct operational support 20,000
Sub- Total Project Management			US\$368,600.50
Monitoring and Evaluation			10,000
Sub-total all outputs			2,328,506.81
GMS (indirect support cost 8%)			186,280.54
Grant Total			2,514,787.35

IV. MANAGEMENT ARRANGEMENTS

Advancing Libyan Women's Participation During the Transition project will follow a Direct Implementation Modality (DIM) whereby UNDP takes entire responsibility for the implementation of project activities but remains guided by the principles of national ownership. Project implementation will follow UNDP's rules and regulations. The overall accountability for project operational management will also rest with UNDP Libya Country Director while day-to-day management of the activities will be with the Project Manager – Chief Technical Advisor (PM/CTA) who will report to the UNDP Country Director.

Technically, the project will be implemented in accordance with the recommendations contained within the Special Report of the Secretary-General on the Strategic Assessment of the United Nations Presence in Libya, February 2015. Under these recommendations, UNSMIL operates at the strategic level including technical and programmatic direction and operational tasks should be delivered chiefly by United Nations agencies, funds and projects, working in partnership with the Mission.

The Head of the Women Empowerment Section at UNSMIL will meet monthly with the UNDP Country Director and on regular basis with UNDP Project Team to review the project activities implementation and find synergies with the other UNDP ongoing projects.

All financial resources mobilized will be channelled through the UNDP Contribution Bank Account and funds will be managed by UNDP. UNDP will utilize the fast-track crisis response contract and procurement management procedures to expedite effective and timely services required for the success of the support provided to the AMEL's Project during the duration of the project.

A Project Board has been established to ensure strategic direction and oversee the implementation of the project. The Project Board will consist of UNDP senior management (UNDP Resident Representative or Country Director), the Head of the Women Empowerment Section at UNSMIL, a national counterpart to be identified eventually and the key donors to the project (Swiss, German and Dutch Governments) in addition to any other donors who might join. The Project Board will meet quarterly to review the project progress, challenges and direction and to revise activities for the following four-month period as required taking into consideration the complexity of the political situation.

The Project Board is responsible for making, by consensus, management decisions for the project including recommendations for approval of project annual work plans and revisions requires guidance. In order to ensure UNDP's ultimate accountability, the Project Board's decisions are made in accordance with standards that ensure management for results, best value for money, fairness, integrity, transparency and effective international competition processes.

The Project Board members have the following responsibilities:

- Provide overall guidance and direction to the project
- Review and approve the Annual Work Plan and its eventual in-year revisions;
- Review progress reports and ensures that obstacles are addressed.
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Review and approve the end of project Final Report, and make recommendations for follow-on actions;
- Provide guidance and request modification to the project in case that the project faces serious obstacles in implementation

- Provide ad-hoc direction and advice for exceptional situations possibly rising in the current context in Libya;

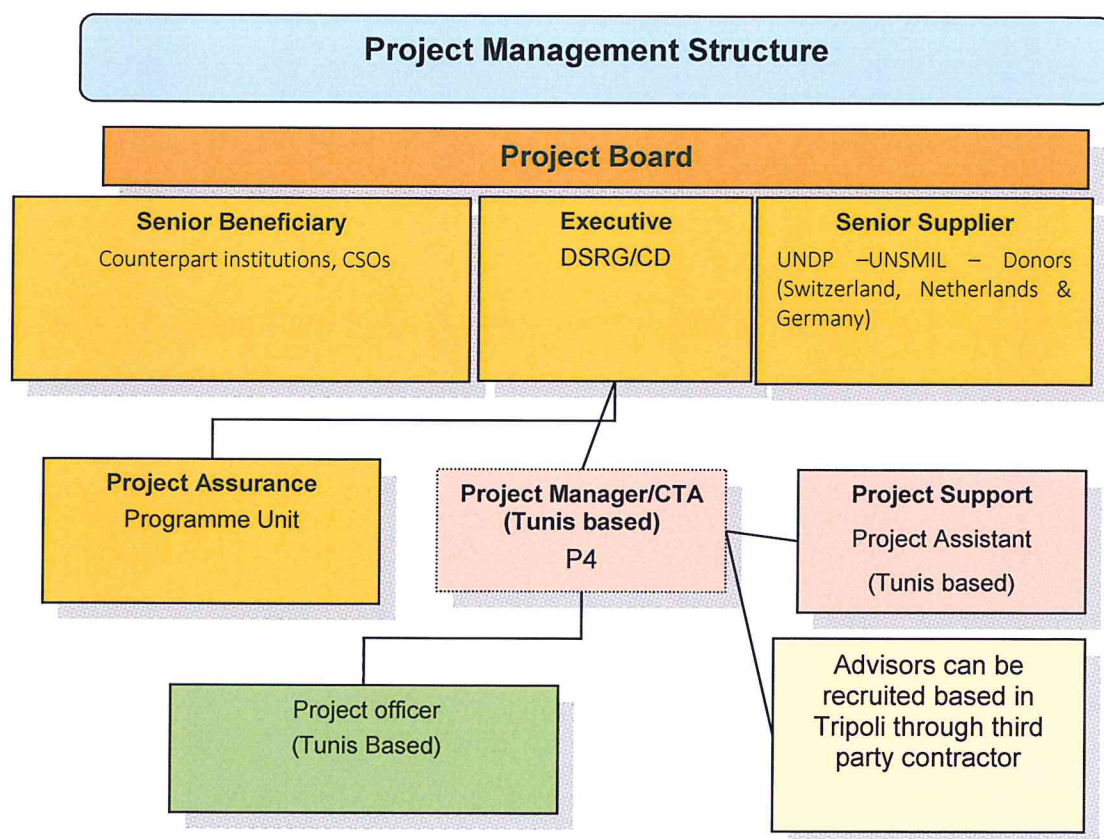
Given that the situation in Libya is evolving fast, the project will need to remain flexible and adapt to the developments on the ground. Any major adjustments to the project can be made by project board decision.

Project Implementation Team

Based on UNDP rules and regulations concerning DIM projects, UNDP PM/CTA will be responsible for the overall monitoring of the project progress. Project staff and advisors will be recruited based on UNDP policies and procedures and any necessary procurement will follow UNDP rules and regulations.

The project team will consist of a P4 PM/CTA project manager, project officer and project assistant both located in Tunis. If the GNA is moved to Tripoli, a National Project officer and project assistant will be recruited in Tripoli and will report to the PM/CTA.

Technical advisors, trainers and facilitators will be selected in coordination between UNDP and UNSMIL, and will be contracted to UNDP and report directly to the PM/CTA. The work of the technical advisors will be undertaken, directed and reviewed by the PM/CTA with the overall guidance of the Head of Women’s Empowerment Section at UNSMIL. However, if UN is moved to Tripoli, the Technical Advisors, facilitators and trainers will be contracted under third party agreement.



Project Direct and indirect cost

I) General Management Support (GMS)

The GMS fee encompasses costs incurred in providing general management and oversight functions of UNDP as a whole. These represent the costs to UNDP that are not directly attributable to specific projects or services, but are necessary to fund the corporate structures, management and oversight costs of the organization.

The UNDP Executive Board sets the GMS rate. For newly signed agreements, the GMS rate is equal to 8% of the cost of activities. For contributions made by the European Commission, the GMS rate is equal to 7% of the cost of activities, based on the existing Financial and Administrative Framework Agreement between the EU and the UN.

II) Direct Project Costing

As needed, additional support will be provided to the project team from existing capacity within the UNDP Libya Country Office. Such support may include project activities in support of the project, including:

- Project assurance and compliance; Advisory services
- Human resources;
- Procurement;
- Communications;
- Facilities; and
- Administration.

Such support represents direct costs of programme; administrative and operational support activities contribute to the true cost of achieving development results and are part of the project input. In accordance with UNDP policies, these costs are recovered from the project through UNDP's Direct Project Costing (DPC) mechanism. Budget values for DPC have been calculated by estimating the direct support required from country office to deliver project activities.

Project Activities Coordination Arrangement

AMEL's project team will work closely and in coordination with other ongoing UNDP/UNSMIL programmes and projects to build synergies across the different efforts to support Libyan women advancement during the transition process. These projects include the following:

- **Strengthening Local Capacities for Resilience and Recovery programme**, which focuses on supporting the work of local municipalities including to support basic service delivery, address community security and conflict resolution and promote livelihood development;
- **Immediate Assistance to the Libyan Political Dialogue and Government of National Accord**, which continues to provide support to the UNSMIL-led national dialogue process.
- **Capacity Strengthening Initiative project (CSI)** aims is to support relevant Libyan authorities in a coordinated fashion to strengthen national institutions towards improved public service delivery at the central and local levels
- **Assistance to Building a Constitution project (ABC)**, which supports the development of Libya's new constitution.
- **Support to Civic Engagement Project (SCLET)**: aims to strengthen national capacities to promote widespread participation in the transition process among the Libyan citizenry, focusing particularly

on the role of youth & women.

- **Libyan Election Assistance Project (LEAP)** The project aims to assist the transitional authorities on a road map to elect the structures of government during the transitional period. The transitional period covers: a) the initial elections to the 200 member National Congress; b) the referendum on a permanent constitution, and; c) the general elections following adoption of the permanent constitution;
- Reconciliation project: which continues to provide support to the UNSMIL-led reconciliation project.

Project Visibility and UN/Donors logo and flags

Due to the political and security situation of the country, the Project Manager/CTA, prior to any activity, will communicate with UNDSS Security Advisor, to obtain the latest update concerning the visibility policy.

V. SUSTAINABILITY AND EXIT STRATEGY

UNSMIL Women's Empowerment Section and UNDP hold the same principles that foster Libyan women ownership to the processes of the project activities. In the Libyan context, ownership will eventually lead to sustainability and will enable Libyan women to take the driving seat in advancing women's agenda. Focusing on women's empowerment approach through technical assistance and skills development will be guided by the needs of interlocutors and counterparts. Focused support to women's leadership in institutions will generate knowledge and experience among women leaders that can later be utilized by the Libyan women in any new Parliaments and other governance structures. Sensitization of men in gender will provide opportunities to establish many supporters to women's issues and will enhance gender mainstreaming in institutions' work and programmes. Promoting campaigns will enhance the role of women as peacemakers and provide opportunity to shift the mindset of public towards women. Enhancing women's capacity and skills to be prepared for further peace negotiation and learning from the region will enhance their leadership and position in the political arena.

VI. MONITORING FRAMEWORK AND EVALUATION

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

In accordance with the programming policies and procedure outlined in the UNDP POPP, the project will be monitored through the following actions:

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 a **Quality Management Table**.
- **Bi-annual Progress Reports (QPR)** will be submitted by the Project Manager to the Project Steering Committee through the Project Assurance, using the standard report format available in the POPP, as well as to the Project Steering Committee and Local Boards.
- An Issue Log will 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 a Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- **A Lessons-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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Steering Committee, the Local Boards and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPRs 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 Programme Review.** Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the Programme 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 Programme 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.

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

I. RISK LOG



#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	The Presidency Council does not appoint a head of the Women's Support and Empowerment Unit	March 2017	Strategic	P=2 I=4	-SRSg to urge them to establish the unit, -Women in the HORs ask them to take actions; -	UNSMIL	prodoc	February 2017	No change
3	Resistance to government counterparts to women's empowerment and gender perspective	February 2017	Strategic	P=2 I= 4	-Use a light approach and recruit men advisors; -Less training with more interaction with women's groups to understand the issues.	UNSMIL	prodoc	February 2017	No change
4	The women's division continue and influence in campaign delivery	February 2017	Security	P=3 I=3	- Pilot the camppagin	UNSMIL & Campaign Manager	prodoc	February 2017	No change
5	Deterioration of the security	February 2016	Security	P=1 I=3	UNDP and UNSMIL will monitor the	UNSMIL & UNDP	prodoc	February 2016	No change

situation				security situation carefully and make recommendations to the project board to adjust the activities accordingly					
6	Insufficient financial resources to continuous support	February 2016	Financial	1 = 1 P=2	UNDP and UNSMIL interact closely with donor community on resource mobilisation; project board priorities activities based on resources mobilised.	UNSMIL & UNDP senior management	PRODOC	February 2017	British Government expressed interest to fund the project
7	Technical advisors cannot be deployed in a timely manner	February 2016	Organizational	1 = 3 P = 2	UNDP to identify required expertise in advance through internal and external rosters and networks; UNDP to establish technical advisor deployment modalities in advance (third party contracting, CAPMATCH, CIVCAP, surge, rosters etc.)	PROJECT MANAGEMENT ENT	PRODOC	February 2016	No change
	Safety and security threats to technical	June 2015	Operational	1 = 3 P = 3	UNDP and UNSMIL to continually assess security	UNDP	Prodoc	February 2016	No change

	advisors.				situation within supported institutions and adapt project activities accordingly.				