



United Nations Development Programme
برنامج الأمم المتحدة للتنمية



Project Title	Early recovery for sustaining humanitarian gains and ensuring transition to recovery in Libya
UNDAF Outcome(s):	N/A
Expected CP Outcome(s):	CP Outcome 1: Management systems and capabilities in place and result in improved efficiency of key public service delivery providers (including nongovernmental organizations and civil society organizations) CP Outcome 5: Mandated institution is fully able to monitor and coordinate the implementation of the national economic development programme across various sectors and regions
Expected Output(s):	Mapping of capacity requirements of local authorities in most conflict affected cities of Bani Walid and Sirte and two other cities Mapping of NGO/CSO and capacity assessment in the area of service provision, in these targeted areas Capacities of CSOs strengthened on key managerial and technical areas in these targeted areas Capacities strengthened of local authorities in providing basic services in targeted areas
Executing Entity:	UNDP (DEX/DIM)
Implementing Agencies:	UNDP (DEX/DIM)

Brief Description

Following the 23 October declaration of liberation by the new authorities in Libya, the situation remains fluid with limited availability of information in certain critical areas, in particular some of the most conflict affected areas, where a potential surge in anti government movements can occur if new local authorities and civil society organizations are not able to deliver services to the population. This project specifically targets geographical areas where resistance to the new Libya has been strong. Although needs exist across many sectors, the project will prioritize initial capacity needs and priority activities in the following areas:

- Support and develop the capacity of Civil Society organizations to provide services and rebuild conflict affected cities;
- Strengthen capacity of local civil society organizations in particular on key managerial and technical areas
- Strengthen local authorities to prepare local development plans and provide rapid support to the rebuilding of cities in conflict prone areas in order to transition from humanitarian action to early recovery in order to sustain initial humanitarian gains

وزارة التخطيط



الحكومة الليبية الانتقالية

التاريخ : / / 14هـ
الموافق : 24 / 5 / 20م
الرقم الإشاري 8.م.ا.م. 99.10.

Mr. Eric OVERVEST
UNDP Country Director
Libya

16 May, 2012

Dear Eric,

With reference to your letter of 1 April 2012 regarding the Japan proposals, allow me to express our sincere thanks and appreciation for UNDP's ongoing efforts to support the Libyan people and government during this transitional period. The Ministry of Planning is very appreciative of UNDP's efforts in resource mobilization and support for the transition period in Libya. We also express our gratitude to the Japan government for their generous contribution.

This letter serves as the Ministry's endorsement of the project proposals including the identified priorities regarding support to the United Nations Resident Coordinator's (RC) office, early recovery and transitional governance.

In this regard, we would like to reiterate our commitment to providing UNDP with all the support that it deems possible to ensure a successful implementation of the projects especially that they are in line with Libyan national priorities.

Consequently, we would like you to have a special focus on and a clear output in the project document on "Support to Transitional Governance Structures in Libya" for the provision of support to the National Transitional Council (NTC). This support can be in the form of providing institutional and technical support to the NTC during the preparation period for the new Congress as well as to the institutionalization of the Council's Secretariat. We believe that this support will cover the way for the exercise of democratic governance in Libya as well as providing the foundations for the development of a long term support by UNDP to help in developing the future Libyan Parliament.

وزارة التخطيط

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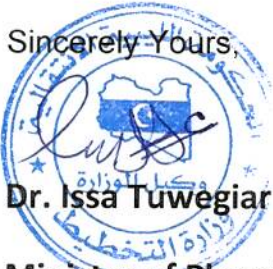


الحكومة الليبية الانتقالية

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. Esam Garba/ Director of International Cooperation

I. SITUATION ANALYSIS

During the Qaddafi era, Libya was one of a number of countries in the Arab region which prohibited the establishment of independent civil society and media organizations and allowed only state-run entities. In theory, associations and non-governmental organizations (NGOs) were only allowed to by Law 19 of 2003 which severely curtailed civil society activities, allowing only those organizations whose patrons were influential with and close to the regime to function. Any independent civic activity in Libya took place deep underground.


With the formation of a new interim government in late November 2011, headed by a Prime Minister elected by the NTC, Libya has entered into a new phase of its transition, one in which the gains of the revolution are to be consolidated and the hopes and expectations of the population need to be translated into visible changes. Large-scale humanitarian needs have subsided, and the international humanitarian presence phased out operations at the end of December 2011. Concerns exist for particular geographical areas, such as Sirte and Bani Walid, and for certain groups, such as internally displaced persons (IDPs) and minorities, who continue to rely on assistance for access to services.


In this context, the Government's focus is on short-term results, which must be achieved in a manner that balances competing claims and maintains stability. Although the humanitarian phase is officially over, pockets of humanitarian needs exist in particular in areas where heavy fighting occurred and large number of citizens was displaced. The resumption of local development activities to rebuild these areas is of high importance to the Government of Libya in order to reassert state authority.

II. STRATEGY

The [UNDP Country Programme Document for Libya 2011-14](#) includes outcomes on improving civil service efficiency and effectiveness, including increasing national capacities for public service delivery; and strengthening the implementation and monitoring capacities of key national economic development institutions, helping to address regional disparities through initiation of provincial development strategies on a pilot basis. The need for a national youth policy is highlighted, in order to ensure youth development and integration, including participation in economic and social aspects of Libyan society. This work will build on the past cooperation between UNDP and the Government in the implementation of the [Country Programme Document 2006-2009](#) (extended through 2010), which focused on delivery of government services at central and local levels, and the capacity building of local governments to address economic disparities, and the new country programme incorporates lessons learned from the previous country programme. A revision of the ongoing Country Programme Document is foreseen to be presented to the Executive Board in September 2012 to reflect the increased focus on transitional governance challenges.

The current project has been discussed and developed with relevant Government counterparts, and would contribute toward the government's overall interim goal to undertake immediate critical actions which will lay the groundwork for more balanced economic development and service delivery across the regions.

At the specific request of the Humanitarian Coordinator, UNDP has been asked to support the conflict-affected areas where the situation remains fluid and where instability may occur if the new interim Government is not able to demonstrate quick results at local level. Following an initial assessment of the affected areas, the most critical geographical areas for quick rebuilding and resuming public service delivery are in  Bani Walid, Sirte and possibly Sabha and another city.

In support to local civil society organizations, UNDP will focus on resuming service delivery through capacity building in managerial and technical areas. Capacity needs of approximately five to ten  civil society organizations per city will be assessed and training will be provided to the NGO/CSOs with sufficient capacity to carry out early recovery projects.

Also, local development plans will be drawn up and quick assistance to improve service delivery in targeted local authorities will be provided through local governance institutions. Needs assessments of these local authorities will be carried out with data collection systems on public service provision. As a result of the interventions, the targeted local civil society organizations and local authorities will be better able to manage the recovery phase and carry out participatory planning processes for more equitable and efficient service delivery.

Therefore, the strategy of this project focuses on four outputs:

- Output 1: Mapping of capacity requirements of local authorities in targeted conflict-affected cities such as Bani Walid, Sirte and two other cities;
- Output 2: Mapping of NGO/CSOs and capacity assessments in the area of service provision, in these targeted areas;
- Output 3: Capacities of CSOs strengthened on key managerial and technical areas in these targeted areas; and
- Output 4: Capacities strengthened of local authorities in providing basic services in targeted areas.

The project will be implemented in close cooperation with the draft UNDP projects “Support to Transitional Governance Structures in Libya” and “Support to Civic Education in Libya’s Transition (SCOLT)”. Coordination on with the humanitarian community will be achieved through 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. This office will receive support through the draft UNDP project “Strengthening Resident Coordinator Office (RCO) capacities for effective positioning of the UNCT post-conflict recovery planning”.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended CP Outcome:</p> <p>CP Outcome 1: Management systems and capacities in place and result in improved efficiency of key public service delivery providers (including nongovernmental organizations and civil society organizations)</p> <p>CP Outcome 5: Mandated institution is fully able to monitor and coordinate the implementation of the national economic development programme across various sectors and regions</p>	
<p>Outcome indicators, including baseline and targets:</p> <p>1.7 Civil society organizations actively engage in development efforts, notably related to gender issues, and provision of services</p> <p>Baseline: National role of civil society in the development process is limited</p> <p>Indicator: Increased number and quality of initiatives by civil society organizations that promote efficient service delivery in line with national Millennium Development Goals (MDGs)</p> <p>Target: At least five civil society organizations initiatives over the programme cycle</p> <p>5.3 Pilot regional development strategy developed and implemented resulting in increased economic opportunities</p> <p>Baseline: Important regional disparities</p> <p>Indicator: Number of sub-regional economic development project implemented by relevant authorities</p> <p>Target: At least one sub regional economic development project implemented</p>	
<p>Applicable Key Result Area (from 2012 UNDP Annual Business Plan): ABP Priority 7: Contributions made to countries undergoing transitions in the Arab States region focused on governance, job creation and social protection</p>	
<p>Partnership Strategy: N/A</p>	
<p>Project title and ID (ATLAS Award ID): Early recovery for sustaining humanitarian gains and ensuring transition to recovery in Libya (ATLAS Award ID:)</p>	

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1:</p> <p>Mapping of capacity requirements of local authorities in targeted conflict affected cities such as Bani Walid, Sirte and two other cities</p> <p>Baseline: Local governments have limited capacity for development planning, budgeting and implementation; lack of</p>	<p>1. Data collection on existing institutional structures for public service delivery and their capacity needs</p> <p>2. Scoping exercise to determine target beneficiaries</p>	<p>UNDP Ministry of Local Governance Targeted local authorities</p>	<p>output 1 activity 1 activity 2</p> <p>Technical Assistance 2500 3000</p> <p>Sub-contracting through local bodies 7,000 0</p>

<p>dependable data/ statistics on demography and service users</p> <p>Indicators: number of local authorities with capacity assessments carried out, local database created</p> <p>Targets: Improved capacity to develop, implement and monitor local development</p>		<p>Equipment</p> <p>Travel 5000</p> <p>M&E 0</p> <p>2500 1500</p> <p>1000 500</p>
<p>Output 2:</p> <p>Mapping of NGO/CSO and capacity assessment in the area of service provision, in these targeted areas</p> <p>Baseline: No NGO capacity assessments</p> <p>Indicators: Number of NGO assessments carried out</p> <p>Targets: Civil society organizations presence is clearly mapped and knowledge of their capacities to complement service delivery to targeted communities.</p>	<p>UNDP</p> <p>Ministry of Civil Society and Culture</p>	<p>output 2</p> <p>activity 1 1000 activity 2 1500</p> <p>Technical Assistance 5000 4000</p> <p>Sub-contracting through local bodies 0 0</p> <p>Equipment 3000 1500</p> <p>Travel 1000 500</p> <p>M&E</p>
<p>Output 3:</p> <p>Capacities of CSOs strengthened on key managerial and technical areas in these targeted areas</p> <p>Baseline: No independent CSOs were allowed in Libya</p> <p>Indicators: Number of CSO members trained in managerial and technical areas</p> <p>Targets: Independent and capable civil society to implement service delivery projects</p>	<p>UNDP</p> <p>Ministry of Civil Society and Culture</p>	<p>output 3</p> <p>activity 1 activity 2</p>

<p>Output 4: Capacities strengthened of local authorities in providing basic services in targeted areas and deeper understanding of on-going and planned activities of donors and other international stakeholders in targeted areas</p> <p>Baseline: Local governments have limited capacity for development planning, basic services in many areas have been interrupted</p> <p>Indicators: Number of local government staff trained; number of local development plans produced</p> <p>Targets: Targeted local governments have plans for service provision and local economic development, and the capacities to begin implementation of those plans.</p>	<p>1. Training assessment of Local Governance structures carried out</p> <p>2. Design of training plan and implementation of training</p> <p>3. Pilot local development plans drawn up and implemented</p> <p>4. Support to local authorities for mapping of international donor assistance in respective areas</p>	<p>UNDP Ministry of Local Governance</p>	<p>Technical Assistance 2500 2500</p> <p>Sub-contracting through local bodies 0 0 15,587</p> <p>Equipment 0 0 5,500</p> <p>Travel 3200 2000</p> <p>M&E 1500 500</p> <p>output 4 activity activity activity</p> <p>1 2 3</p> <p>Technical Assistance 5000 2000 10500</p> <p>Sub-contracting through local bodies 0 4000 266,200</p> <p>Equipment 0 7000 32,500</p> <p>Travel 2800 2000 11,500</p> <p>M&E 1000 1000 3000</p>
Subtotal			USD 421,787
ISS (2%)			USD 8,492
Facilities and Administration (7%)			USD 29,721
TOTAL			USD 460,000

IV. ANNUAL WORK PLAN

Year: March 2012 – February 2013

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	Budget Description	Amount
<p>Output 1: Mapping of capacity requirements of local authorities in targeted conflict affected cities such as Bari Waqid, Sirte and two other cities</p> <p><i>Baseline:</i> Local governments have limited capacity for development planning, budgeting and implementation; lack of dependable data/ statistics on demography and service users</p> <p><i>Indicators:</i> number of local authorities with capacity assessments carried out, local databases created</p> <p><i>Targets:</i> improved capacity to develop, implement and monitor local development</p> <p><i>Related CP outcome:</i> Mandated institution is fully able to monitor and coordinate the implementation of national economic development programme across various sectors and regions.</p>	<p>1. Data collection on existing institutional structures for public service delivery and their capacity needs</p> <ul style="list-style-type: none"> - Technical expertise - Subcontracting - Travel - Equipment - Programme Monitoring and Evaluation 						Output 1: (activity 1.1)		
		X	X			UNDP	Japan	<p>Technical Assistance 2500</p> <p>Sub-contracting through local bodies 7000</p> <p>Equipment 5000</p> <p>Travel 2500</p> <p>M&E 1000</p> <p>sub-total 18,000</p>	

<p>Output 1: (activity 1.2)</p> <p>Technical Assistance 3000</p> <p>Sub-contracting through local bodies 0</p> <p>Equipment 0</p> <p>Travel 1500</p> <p>M&E 500</p> <p>sub-total 5,000</p>	Japan	UNDP			<p>X</p> <p>2. Scoping exercise to determine target beneficiaries</p> <ul style="list-style-type: none"> - Technical expertise - Subcontracting - Travel - Equipment - Programme Monitoring and Evaluation 	
<p>Output 2: (activity 2.1)</p> <p>Technical Assistance 1000</p> <p>Sub-contracting through local bodies 5000</p> <p>Equipment 0</p> <p>Travel 3000</p> <p>M&E 1000</p> <p>sub-total 10,000</p>	Japan	UNDP	X		<p>1. Mapping of CSOs</p> <ul style="list-style-type: none"> - Technical expertise - Subcontracting - Travel - Equipment - Programme Monitoring and Evaluation 	<p>Output 2: Mapping of NGO/CSO and capacity assessment in the area of service provision, in these targeted areas</p> <p>Baseline: No NGO capacity assessments</p> <p>Indicators: Number of NGO assessments carried out</p> <p>Targets: Civil society organizations presence is clearly mapped and knowledge of their capacities to complement service delivery to targeted communities.</p> <p>Related CP outcome: Management systems and capacities in place and result in improved efficiency of key public service delivery providers (including nongovernmental organizations and civil society organizations)</p>
<p>Output 2: (activity 2.2)</p> <p>Technical Assistance 1500</p> <p>Sub-contracting through local bodies 4000</p> <p>Equipment 0</p> <p>Travel 1500</p> <p>M&E 500</p> <p>sub-total 7,500</p>	Japan	UNDP	X		<p>2. Mapping of local service delivery structures</p> <ul style="list-style-type: none"> - Technical expertise - Subcontracting - Travel - Equipment - Programme Monitoring and Evaluation 	

<p>Output 3: Capacities of CSOs strengthened on key managerial and technical areas in these targeted areas</p> <p><i>Baseline:</i> No independent CSOs were allowed in Libya</p> <p><i>Indicators:</i> Number of CSO members trained in managerial and technical areas</p> <p><i>Targets:</i> Independent and capable civil society to implement service delivery projects</p> <p><i>Related CP outcome:</i> Management systems and capacities in place and result in improved efficiency of key public service delivery providers (including nongovernmental organizations and civil society organizations)</p>	<p>1. Assessing NGOs capacity in managerial and technical skills</p> <ul style="list-style-type: none"> - Technical expertise - Subcontracting - Travel - Equipment - Programme Monitoring and Evaluation 	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>Japan</p>	<p>Output 3: (activity 3.1)</p> <p>Technical Assistance 2500</p> <p>Sub-contracting through local bodies 0</p> <p>Equipment 0</p> <p>Travel 3200</p> <p>M&E 1500</p> <p>sub-total 7,200</p>
<p>Output 3: Capacities strengthened of local authorities in providing basic services in targeted areas</p> <p><i>Baseline:</i> Local governments have limited capacity for development planning, basic services in many areas have been interrupted</p> <p><i>Indicators:</i> Number of local government staff trained; number of local development plans produced</p>	<p>2. Design of training plan and implementation of training</p> <ul style="list-style-type: none"> - Technical expertise - Subcontracting - Travel - Equipment - Programme Monitoring and Evaluation 	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>Japan</p>	<p>Output 3: (activity 3.2)</p> <p>Technical Assistance 2500</p> <p>Sub-contracting through local bodies 15,587</p> <p>Equipment 5,200</p> <p>Travel 2000</p> <p>M&E 500</p> <p>sub-total 20,200</p>
<p>Output 4: Capacities strengthened of local authorities in providing basic services in targeted areas</p> <p><i>Baseline:</i> Local governments have limited capacity for development planning, basic services in many areas have been interrupted</p> <p><i>Indicators:</i> Number of local government staff trained; number of local development plans produced</p>	<p>1. Training needs assessment of Local Governance structures carried out</p> <ul style="list-style-type: none"> - Technical expertise - Subcontracting - Travel - Equipment - Programme Monitoring and Evaluation 	<p>X</p>	<p></p>	<p>UNDP</p>	<p>Japan</p>	<p>Output 4: (activity 4.1)</p> <p>Technical Assistance 5000</p> <p>Sub-contracting through local bodies 0</p> <p>Equipment 0</p> <p>Travel 2800</p> <p>M&E 1000</p> <p>sub-total 8,800</p>

<p>governments have plans for service provision and local economic development, and the capacities to begin implementation of those plans.</p> <p><i>Related CP outcome:</i> Mandated institution is fully able to monitor and coordinate the implementation of the national economic development programme across various sectors and regions</p>	<p>2. Design of training plan and implementation of training</p> <ul style="list-style-type: none"> - Technical expertise - Subcontracting - Travel - Equipment - Programme Monitoring and Evaluation 	X	X	X	UNDP	Japan	<p>Output 4: (activity 4.2)</p> <p>Technical Assistance 2000</p> <p>Sub-contracting through local bodies 4000</p> <p>Equipment 7000</p> <p>Travel 2000</p> <p>M&E 1000</p> <p>sub-total 16,000</p>
	<p>3. Pilot local development plans drawn up and implemented</p> <ul style="list-style-type: none"> - Technical expertise - Subcontracting - Travel - Equipment - Programme Monitoring and Evaluation 		X	X	UNDP	Japan	<p>Output 4: (activity 4.3)</p> <p>Technical Assistance 10,500</p> <p>Sub-contracting through local bodies 266,200</p> <p>Equipment 32,500</p> <p>Travel 11,500</p> <p>M&E 3,000</p> <p>sub-total 323,700</p>
Subtotal							USD 421,787
ISS (2%)							USD 8,492
F&A (7%)							USD 29,721

TOTAL		USD 460,000
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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 or impact in order to remain a relevant player in the development arena.

The project will be UNDP executed/implemented.

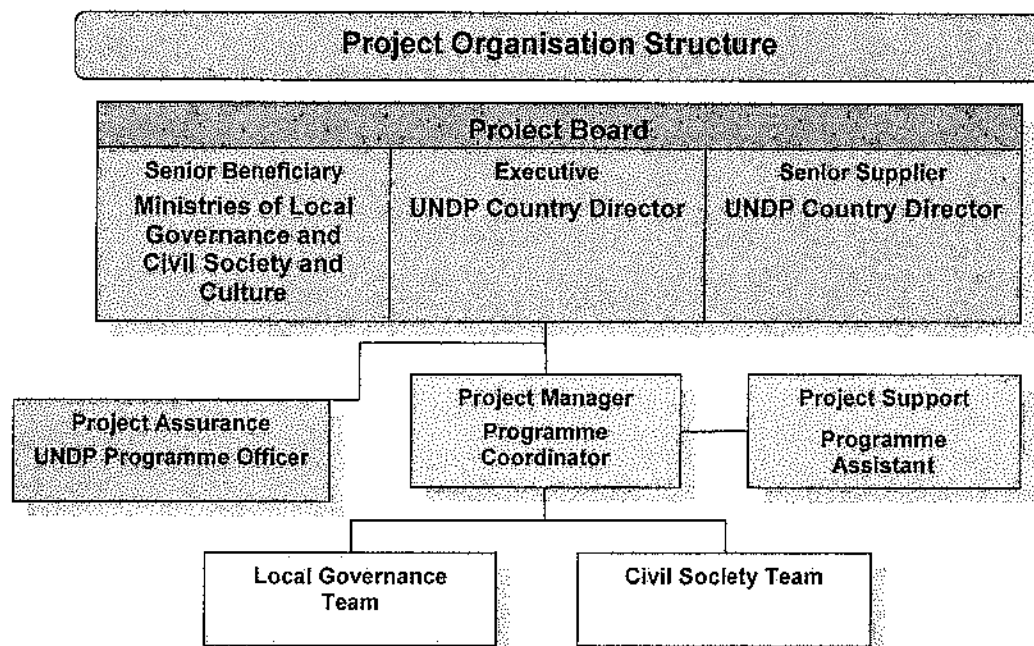
Project Management Arrangements:

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.



This project will work in close collaboration with planned programmes in the output areas, including the draft UNDP Support to Civic Education in Libya's Transition (SCELT) project, and the draft UNDP Support to Transitional Governance Structures in Libya.

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 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

OUTPUT 1: Mapping of capacities of local authorities		
Activity Result 1 (Atlas Activity ID)	<i>Data collection on existing institutional structures for public service delivery and their capacity needs</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to basic services, and lay the groundwork for local economic development</i>	
Description	<i>Technical advice, subcontracting local partners, equipment</i>	
Quality Criteria	Quality Method	Date of Assessment
Identification of institutional structure for public service delivery, in relation to selected localities	Report	Quarterly
Capacity mapping exercises	Reports of mapping exercises	Quarterly
OUTPUT 1: Mapping of capacities of local authorities		
Activity Result 2 (Atlas Activity ID)	<i>Scoping exercise to determine target beneficiaries</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to basic services, and lay the groundwork for local economic development</i>	
Description	<i>Technical advice, subcontracting local partners, equipment</i>	
Quality Criteria	Quality Method	Date of Assessment
Identification of criteria for participation in project	Report	Quarterly
Mission to selected and potential cities to assess applicability of selection criteria	Mission report	Quarterly
OUTPUT 2: Mapping of capacities of NGOs and CSOs		
Activity Result 1 (Atlas Activity ID)	<i>Mapping of CSOs</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to basic services, and lay the groundwork for local economic development</i>	
Description	<i>Technical advice, subcontracting local partners, equipment</i>	
Quality Criteria	Quality Method	Date of Assessment
In each of four localities, existing and emerging NGOs and CSOs identified and mapped	Report	Quarterly

OUTPUT 2: Mapping of capacities of NGOs and CSOs		
Activity Result 2 (Atlas Activity ID)	<i>Mapping of local service delivery structures</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to basic services, and lay the groundwork for local economic development</i>	
Description	<i>Technical advice, subcontracting local partners, equipment</i>	
Quality Criteria	Quality Method	Date of Assessment
In four localities, local service delivery structures identified and mapped	Report	Quarterly
OUTPUT 3: Managerial and technical capacities of NGOs and CSOs strengthened		
Activity Result 1 (Atlas Activity ID)	<i>Assessing NGOs capacity in managerial and technical skills</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to basic services, and lay the groundwork for local economic development</i>	
Description	<i>Technical advice, subcontracting local partners, equipment</i>	
Quality Criteria	Quality Method	Date of Assessment
Capacity assessments of NGOs/CSOs in four localities completed	Reports of assessments	Quarterly
OUTPUT 3: Managerial and technical capacities of NGOs and CSOs strengthened		
Activity Result 2 (Atlas Activity ID)	<i>Design of training plan and implementation of training</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to basic services, and lay the groundwork for local economic development</i>	
Description	<i>Technical advice, subcontracting local partners, equipment</i>	
Quality Criteria	Quality Method	Date of Assessment
Training plan for NGOs/CSOs designed	Report	Quarterly
Training plan for NGOs/CSOs implemented	Reports on training events	Quarterly

OUTPUT 4: Capacities strengthened of local authorities in providing basic services in targeted areas		
Activity Result 1 (Atlas Activity ID)	<i>Training needs assessment of Local Governance structures carried out</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to basic services, and lay the groundwork for local economic development</i>	
Description	<i>Technical advice, subcontracting local partners, equipment</i>	
Quality Criteria	Quality Method	Date of Assessment
Capacity assessments of four local authorities completed	Reports of assessments	Quarterly
OUTPUT 4: Capacities strengthened of local authorities in providing basic services in targeted areas		
Activity Result 2 (Atlas Activity ID)	<i>Design of training plan and implementation of training</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to basic services, and lay the groundwork for local economic development</i>	
Description	<i>Technical advice, subcontracting local partners, equipment</i>	
Quality Criteria	Quality Method	Date of Assessment
Training plan for local authorities designed	Report	Quarterly
Training plan for local authorities implemented	Reports on training events	Quarterly
OUTPUT 4: Capacities strengthened of local authorities in providing basic services in targeted areas		
Activity Result 3 (Atlas Activity ID)	<i>Pilot local development plans drawn up and implemented</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to basic services, and lay the groundwork for local economic development</i>	
Description	<i>Technical advice, subcontracting local partners, equipment</i>	
Quality Criteria	Quality Method	Date of Assessment
Pilot local development plans formulated	Report	Semi-annually
Pilot local development plan implementation initiated	Observation	Semi-annually

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. ANNEX I

Risk Analysis.

Identified risks	Type	Probability	Mitigation measure
Risk 1. Low ownership of national partners, due to more pressing priorities	Political	<i>Low</i>	Highlight the added value of the project's outcomes for a more peaceful and successful transition, based on comparative experience and research.
Risk 2. Difficulty to find institutional partners during the transition phase and unavailability of key interlocutors, in particular NTC members.	Political	<i>Medium</i>	UNDP will rely more heavily on government institutions, such as ministries, for activities that require operational decisiveness. UNDP can prioritize other activities—such as those with civil society—while waiting for NTC/institutional partner responses.
Risk 3. Reservations of national partners against technical and financial support from UNDP, seen as foreign interference.	Political	<i>Medium</i>	Focus on support processes rather than pushing for specific policy options, insist on making available comparative experiences, keep a low profile in terms of visibility and use mostly local / regional expertise as far as possible.
Risk 4. Negative impact of unstable security and rule of law situation, as well as political, on project implementation	Political / Security	<i>Medium to High</i>	Proceed with revision of workplan, in case of serious worsening of the national context, and contain activities to safer areas / topics. Ensure that all UNDP project staff receive security training and appropriate security equipment. UNDP Security Office to continuously monitor the security situation, and propose additional mitigation measures if necessary.
Risk 5. Some new legislation and policies are not a priority for the NTC and finalizing will be postponed till the NPC has been elected.	Political	<i>Medium</i>	By working with Ministries and civil society on legislation, UNDP guarantees that more sustainable institutions than the NTC are consulted and aware of the draft legislation. These partners can undertake advocacy to the future NPC and permanent government.
Risk 6. Possible mistrust of civil society partners in government institutions and NTC.	Politique	<i>Low</i>	UNDP will act as a convener between the ministries and CSOs, if needed.
Risk 7. UNDP support, especially in terms of training activities and grant funding, cannot match all expectations and accusations of favoritism or bias against certain areas are spread.	Political	<i>Medium</i>	UNDP will pay attention to being as transparent as possible in its selection processes and will provide public information on project activities and results. UNDP will clearly state at the outset of any support that it does not have the means to answer all civil society needs and that other donors are available. UNDP will also coordinate closely with other partners supporting civil society to ensure that no overlap or duplication in support takes place.
Risk 8. The capacity of the Country Office to implement activities included in this IP is too limited due to lack of personnel and technical	Operational	<i>High</i>	UNDP CO is benefiting from additional international expertise through UNDP's SURGE programme. Negotiations are ongoing to restore the

skills.			government's annual GLOC payment, which supports the capacity and facilities of the UNDP Country Office.
Risk 9. The alignment of this project with other, related programmes at national and regional levels is incomplete	Strategic	<i>Low</i>	UNDP holds regular programme meetings, at which coordination among projects are discussed The UNDP Resident Representative is also the DSRSG of UNSMIL, ensuring coordination with activities of the UN Mission.
Risk 10. The outbreak or resumption of violent conflict in one or more of the areas where the programme operates	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.
Risk 11. Unexploded ordnance (UXOs) and land mines make local travel to some project locations difficult or not recommended	Security	<i>Medium</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.
Risk 12. 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.
Risk 13. Project activities and related budgets are delayed or affected by operational circumstances	Operational	<i>Medium</i>	The project is being implemented in a post-conflict environment at the early stages of a transitional process. As a result, capacities within counterpart agencies are not 'tried and tested'. 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. 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.
Risk 14. Accuracy of financial accountability and reporting.	Financial	<i>Low</i>	UNDP will manage the project under its own DEX/DIM modality and apply its usual operational, managerial and financial

			<p>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>
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