UNITED NATIONS DEVELOPMENT PROGRAMME

<u>**PROJECT DOCUMENT**</u>

Project Title: **Strengthening Governance on Disaster and Crisis Management in Libya**

Project Number:

Implementing Partner:

Start Date: End Date:

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<tr><td align="center">Brief Description</td></tr>
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PROJECT RATIONALE:

This project is a long-term initiative that seeks to address the absence of a legal framework and institutional mechanisms for effective disaster and crisis management in Libya. The project derives its rationale from the following principal factors:

1. Libya is highly exposed to a diverse range of hazards, both natural and man-made, and this exposure has increased overtime;
2. The people, infrastructure and institutions of Libya are highly vulnerable to the averse impact of crises and disasters;
3. The people of Libya as well as its national systems, institutions and infrastructure have an alarmingly low coping capacity and resilience to the impact of crises and disasters;
4. There is no unified national legal framework or operational approach to disaster and crises management;
5. The national and local responses to a range of crises over the past decade have been fragmented, inefficient and unsustainable.

The proposed project is designed to take on the principal barriers to effective disaster and crisis management in Libya and to gradually fill the legal, institutional and capacity gaps that, today, prevent the government of Libya from managing disasters and crises in a more unified, effective and sustainable manner.

PROJECT GOAL AND OUTCOMES

The long-term goal of the project is to construct an effective and unified national system with local action centres for disaster and crisis management, encompassing disaster risk reduction, preparedness, response and recovery. When adequately funded and successfully implemented, this project will contribute to a future state of affairs where the Libyan nation is capable of reducing its vulnerability to man-made and natural disasters and crises and can successively enhance both population and state coping capacity and resilience.

Given the complexity of this task, the prevailing challenges in Libya, and the low baseline, it is estimated that sustained national and international efforts and investments are required to achieve this ambitious goal. Therefore, this project is based on a ten-year outlook and seeks to achieve the following measureable outcomes:

Outcome 1: The Government of Libya has a consolidated normative, institutional and administrative national system for disaster and crisis management and the system is resourced with required infrastructure, critical technical expertise, research

and learning.

Outcome 2: Local authorities (Municipalities) in Libya have a consolidated normative, institutional and administrative system for disaster and crisis management that is synchronized with and integrated within the national system.

Outcome 3: Gender equality, rule of law and accountability targets are integrated into the national and regional disaster and crisis management systems, including mechanisms for evidence-based compliance and progress monitoring

A PHASED APPROACH

There is a broadly recognized urgency to improve national coordination and collaboration around disasters and crisis in Libya. Yet, the partners to this project also recognize that the decade-long, multi-faceted, social, political, economic, health and security crisis has eroded the coping capacity of the people and the government of Libya. There prevails a high level of fatigue, distrust and polarisation among and between key stakeholders in Libya. With this in mind, it is paramount to avoid introducing solutions that, through their complexity and unrealistic nature, risk overburdening the already pressured national systems and actors. The national and local context in Libya calls for a well-paced, well-elaborated and well-managed project configuration. Therefore, UNDP proposes a three-phased approach that is capable of building a strong national system for disaster and crisis management but is to be implemented at a pace and through modalities that are tailored to the national context.

The proposed three phases build upon each other and are at the core of a theory of change that requires strong national and international partnerships, long-term commitments and a high degree of ambitious pragmatism from the two strategic partners, which are UNDP and the government of Libya. It is important that the partners ensure that important benchmarks are achieved before transitioning from one phase to the next and that required adjustments are made throughout the implementation period. For this purpose, each phase is provided with a set of core benchmarks (presented as outputs in this document).

THE THREE PROJECT PHASES

This document presents a project divided into the below three phases. However, the detailed work plan and budget cover only Phase I as completion of this phase is a necessary in order to develop detailed plans and budgets for the subsequent phases. The three phases are presented at greater detail in sections II of this document.

PHASE I: *The Nucleus:* this phase will be implemented in 18 months and will lead to legally and physically establishing a national Crisis Action Centre (CAC^N) and three Municipal Crisis Action Centers (CAC^M), each equipped with an Operation Room and a Technical Secretariat. The CACs will function as the nucleus of a disaster management system that is operational from the start and grows in complexity and strength during phases II and III. As soon as the CACs are legally and physically established, they will start performing their three core functions: (1) decision-making, (2) coordination and (3) follow-up and learning. During Phase I, the CACs

will focus on driving a more effective national response to three selected crises. Selection of crises will be made by the Prime Ministers Office. Two initial recommendations include covid 19 and internal displacement. It is essential that the selected disasters/crises correspond to the definition of a disaster or crisis as outlined in section I – Developmental Challenges.

The start of Phase I will be implemented in three steps. In Phase1/step1, UNDP facilitates a range of consultations with key national stakeholders and develop the mandates of the CACs. In step 2, UNDP will work with the Prime Minister's Office, the selected municipal Councils and Mayors for formal endorsement of the mandates. In step 3, UNDP will work with the lead government counterparts to physically establish and staff the CACs. These three steps are expected to be completed within the first project quarter. From quarter two onwards, the project will concentrate on activating the CACs core functions and launching various activities such as coordination, contingency and response planning, information management and communication, etc., while simultaneously training, mentoring and advising staff and management to continuously build their capacities. From quarter 2 onwards, the project will also support the CACs to develop operating procedures, policies, guidelines and other important guiding documents.

PHASE II: *The Expansion:* upon completion of Phase I, the project will transition into Phase II. This phase will work for the introduction of a legal framework and a sustainable financing model to regulate disaster management in Libya and introduce advanced technological solutions for risk reduction, early warning, preparedness, response and recovery.

PHASE III: *The Consolidation:* upon completion of Phase II, the project will transition into Phase III with the aim to diagnose, refine and consolidate the established system and address any remaining system or capacity gaps.

Total resources required for phase 1:		USD $2,287,232
Total resources allocated:	UNDP	
	Government of Italy	USD 1,450,000
	Government of Libya:	
	In-Kind:	
Unfunded:		USD 837,232

Agreed by

UNDP	Government of Italy
Represented By: Resident Representative Print Name: GERARDO NOTO	
Date:	Date:

I. DEVELOPMENT CHALLENGE

A report, produced by the African Union and the Arab Maghreb Union (UMA)[1], draws attention to a significant "increase in number of disasters, deaths, affected people and damage" during 2017-2018 compared to 2015-2016 in the North Africa Region. The report also highlights that vulnerability has increased during the same period and with it "disaster risk, human lives losses, population affected and cost of damage". Of the seven countries comprising the North Africa region, Libya has made the slowest progress in the implementation of League of Arab States' Strategy For Disaster Risk Reduction (ASDRR) and its Plan of Action, which is aligned with the Sendai Framework for Disaster Risk Reduction and the African Regional Strategy for Disaster Risk Reduction (ARSDRR). On each of the five Sendai targets and the additional five targets specific to the North Africa region, Libya has either regressed, made no progress or simply does not have any data to demonstrate status. An assessment done, using the Index for Risk Management (INFORM), indicates that Libya has deteriorated from the already high score of 5.7 to an alarming 6, topping the seven countries in the region. The index tells us that Libya suffers from high exposure to many hazards coupled with high vulnerability and low coping capacity of both people and state systems and infrastructure.

While this information is alarming, the consequences of various crises and emergencies that have hit the country over the past decade are best understood by the people of Libya whose coping capacity and resilience has successively eroded following a decade-long, multi-faceted security, economic and humanitarian crisis. In the 2020 Humanitarian Response Plan (HRP), the United Nations estimates that 0.9 million people are in need of humanitarian assistance. The covid-19 pandemic is yet another layer of a complex national crisis that continues to challenge the coping and recovery capacity of both the population and the national institutions.

Decisive action is needed for the government to take control of the situation through timely and evidence-based decision-making, stronger national cooperation, strategic international partnerships and a more efficient use of scarce resources. Yet, the national and local response to the diverse crises has often been reactive and triggered only when a crisis has materialised or advanced into a severe phase. Moreover, crisis response measures have frequently fallen short of being holistic, unifying, effective and sustainable. As a standard approach, high-level committees have been created to tackle different crises, such as the covid-19 pandemic, the internal displacement crisis and various disruptions in delivery of critical services. While such committees have been instrumental in sharpening national focus and trying to create conditions for collaboration and coordination for an effective response to a given crisis, their effectiveness and long-term impact has been limited as they commonly have:

✓ Operated in a dis-joint manner despite the interconnected nature of all crises;
✓ Lacked a technically competent (not only in sector-specific but also with expertise in disaster and crisis management) team to rely for timely, evidence-based and technically qualified decisions.
✓ Failed to create effective coordination and collaboration flows and mechanism between national and local stakeholders.

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[1] Report on Disaster Risk Reduktion, 2015-2018, North Africa Countries, An Addendum to the Biennial Report on the Programme of Action for the Implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030 in Africa, UMA & AU

- ✓ Lacked mechanisms for responsible use of resources and accountable delivery of results.
- ✓ Lacked a sustainable approach to their work due to the limited scope of their mandate both in terms of focus area as well as period of time.
- ✓ Have not included any concrete mechanisms for follow-up, generating knowledge, learning and good practice based on experience.
- ✓ Operated and made decisions without access to credible, useful and comprehensive data and information.

Definitions

The following definitions shall apply when building the mandate and structure of the CACs and the overall disaster and crisis management system in Libya.

A "**hazard"** is a process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation.

A "**disaster**" is a serious disruption occurring *over a short or long period* of time that causes widespread human, material, economic or environmental loss, which exceeds the ability of the affected community or society to cope using its own resources. A disaster can have man-made or natural root causes and triggers.

A "**crisis**" is a *sudden* calamitous event happening that causes serious disruption of the functioning of a community or a society causing widespread human, material, economic and/or environmental losses that exceed the ability of the affected community or society to cope using its own level of resources. A crisis can have man-made or natural root causes and triggers.

Despite the above-listed shortcomings, it is evident that the Committees have fulfilled an important function in terms of raising the profile of a given crisis and tasking senior officials with leading the government efforts in the right direction. It is therefore important, that the positive and value-creating aspects of the committee model are incorporated into the permanent, multi-hazard and whole-of-government disaster and crisis management system that this project is advocating for. To this end, the design of the proposed nucleus includes the matching of technical expertise with high-level level decision-making through the creation of national and municipal Crisis Action Centres composed of a technical secretariats and a decision-making Operation Rooms.

II. STRATEGY

In order to take on the challenges presented under section I of this document, the national government will be supported to introduce systems and mechanisms for effective disaster and crisis management at the national and municipal levels. Such systems and mechanisms will, through effective, multidisciplinary, sustained and systematic action, progressively reduce population and state exposure and vulnerabilities while increasing national coping capacity and resilience. Such an ambitious objective requires long-term commitments and investments but also a pragmatic step-by-step approach, where, for each phase of the project, realistic benchmarks are agreed upon, committed to and achieved. UNDP proposes a strategic pathway for the government of Libya to, with the support of UNDP, create such a system in the following three phases:

PHASE I: THE NUCLEUS

Phase I of the project is expected to be carried out in 2021 and 2022, with preliminary initiation already starting in 2020. This phase will establish the nucleolus of a disaster and crisis management system that is capable of coordinating and consolidating national efforts in response to current crises (such as covid-19, internal displacement, critical public service disruptions) but also has the ability to gradually (in phases II and III) expand its mandate and operational reach to incorporate all types of hazards and the entire disaster management cycle including risk reduction, preparedness, response and recovery. This first phase requires a well-elaborated design, value-based partnerships and strong national ownership in order to create a nucleus that is technically competent, nationally recognized, mandated with enforceable powers and can survive political turmoil and transitions.

CAC^N & CAC^M

In this first phase, a national Crisis Action Centre (CAC^N) will be created and provided with required human and material resources, technical expertise, systems, policies and procedures to operate as the nucleus (the seed) of a future, comprehensive national disaster and crisis management system. The CAC^N will be mandated with mobilizing and coordinating a unified government response to current crises through an inter-disciplinary and whole-of-government approach. The CAC^N will therefore be operational from year one and grow in complexity and strength during phases II and III. In parallel with the national CAC, crisis action centres will also be established in three municipalities[2]. The CAC^N will report directly to the Office of the Prime Minister while the Municipal CACs (CAC^M) will report directly to their respective mayors but work closely with both the CAC^N and the Municipal Councils. Moreover, a special working arrangement will be made between the CAC^Ms and the Ministry of Local Governance and the Ministry of Planning where relevant.

In terms of structure and mandate, each CAC will be composed of two parts: (1) a Technical Secretariat and (2) an Operation Room. In phase I, the mandate of the CAC will be limited to three core functions: (a) Decision-making, (b) Coordination, and (c) follow-up, learning and reporting. This mandate is expect to broaden in Phase II – the Expansion Phase. It is crucial that the CAC has a purely technical function and a permanent legal mandate that is not subject to annulment in the transition from one government to another, particularly the upcoming transition.

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[2] Some suggested municipalities: Tripoli, Abu-Salim, Benghazi, Sabha, Sirte, Ghat, Al Kufra, Sabrata.

The Technical Secretariat

For the CAC^N, the Technical Secretariat shall be headed by a Director General or equivalent with a suitable professional background. It is crucial that the Technical Secretariat is staffed with technical experts that are recruited solely on the basis of their expertise, competencies and skill sets. The Secretariat shall report directly to the Office of the Prime Minister, preferably to a deputy prime minister.

For the CAC^M, a Director General or equivalent with a suitable professional background shall head the Technical Secretariat. It is equally important here that the Technical Secretariat is staffed with technical experts that are recruited solely on the basis of their expertise, competencies and skillsets. The CAC^M report directly to their respective mayors.

The Operation Room

The Operation Room is the decision-making entity of the CAC and shall consist of key national ministries and non-ministerial institutions. In terms of representation in the CAC^N, each member ministry/institution shall be represented in the Operation Room at the level of either minister/deputy minister or equivalent. Chairmanship of the Operation Room shall change based on the nature of the hazard or crisis at hand, i.e. in the event of a health pandemic, the Operation Room is chaired by the minister/deputy minister of health while for flooding or an earthquake, the ministry of infrastructure, housing or public works might be a more appropriate chair. For the CAC^M Operation Rooms, each member ministry/institution shall be represented in the Operation Room at the level of Director General or equivalent. Beyond this, the same rules apply as for the CAC^N.

Depending on the nature of the crisis at hand, the Operation Room shall task the Technical Secretariat to establish a technical Task Force with the required combination of subject-matter expertise (such as pandemics, flooding, earthquakes, etc.) to inform and advice the Operation Room. This applies to both the CAC^N and the CAC^M. Such a Task Force shall have a specific and time-bound mandate and its members must be selected solely based on their professional expertise. The CAC (including Technical Secretariat, Operation Room and temporary task forces) shall jointly perform three core functions: Decision-making, Coordination, and Follow-up, learning and reporting.

Phase II – the Expansion:

Phase II of the project is expected to be carried out during 2023-2026 but can begin only when key benchmarks/outputs for phase I have been achieved. This expansion will build on work already launched in Phase I but with a particular focus on the following outputs/benchmarks:

- ✓ Solidifying the institutional mandates, operating procedures and capacities at national and municipal level to ensure efficient horizontal (between ministries) and vertical (between national and local authorities) collaboration and coordination.
- ✓ Establishing and building the capacities of additional municipal Crisis Action Centres. In phase II, Crisis Action Centres will be established in more municipalities that meet a pre-defined set of criteria such as population size, exposure to hazards and other criteria to be agreed between UNDP and the government of Libya.

- ✓ Broadening the scope of crisis management to include all phases of the disaster cycle including DRR, preparedness, early warning, emergency response and recovery.
- ✓ Solidify the legal foundation for disaster and crisis management by introducing a comprehensive legal framework that regulates the scope of disaster management as well as institutional roles and responsibilities.
- ✓ Develop multi-year disaster management strategy that is based on (a) an all hazards approach, (b) whole of government involvement and (c) the full cycle of DRR, response and recovery.
- ✓ Improve financial accountability and efficiency by introducing a sustainable and accountable financing mechanism for disaster and crisis management
- ✓ Strengthen compliance with fundamental principles or equality, human rights, rule of law and accountability by mainstreaming measureable targets in the policies, strategies and action-plans of the new disaster management system.
- ✓ Strengthen national leadership in disaster management through the introduction of competent domestic mechanisms and partnerships for disaster research, training and learning.

PHASE III – Consolidation

The Consolidation phase is expected to be carried out during 2027-2030, but only if key

Benchmarks are achieved in Phase II. During the consolidation phase, focus is on assessing, refining and consolidating the established disaster management system, focusing in particular on the following:

- ✓ Identifying and filling any gaps related to the legal status or mandate of the CAC and other mechanisms within the Crisis management system
- ✓ Identify critical barriers to inclusion, equality, rule of law and accountability and introduce targeted measures to overcome these barriers.
- ✓ Identifying persistent national capacity gaps in order to sharpen the focus of training and learning efforts
- ✓ Identify critical infrastructure and technology gaps in order to make priorities
- ✓ Introduce large-scale simulation exercises to refine multi-stakeholder collaboration
- ✓ Assess, refine and consolidate the established system.

Project timeline

- • Phase I begins upon signing of the ProDoc and as per the draft work plan presented in section VII of this document.
- • Phase II begins when the principal benchmarks/outputs of Phase I are achieved. A detailed work plan will be developed at that point in time.
- • Phase III begins when the core benchmarks/outputs of Phase II are achieved. A detailed work plan will be developed at that point in time.

Theory of Change

The below table presents the logical pathway to change from the current situation to a state of affairs where the nation of Libya is better able to reduce its vulnerability to man-made and natural disasters and crises and capable of strengthening both population and state coping capacity and resilience.

Libya will be better able to reduce its vulnerability to man-made and natural disasters and crises and strengthen both population and state coping capacity and resilience			
Therefore			
The proposed project will be able to successively and over the three phases achieve the following change: The Government of Libya will have a consolidated normative, institutional and administrative national system for disaster and crisis management and the system will be resourced with critical technical expertise, research and learning. Local authorities (Municipalities) in Libya will have a consolidated normative, institutional and administrative national framework for disaster and crisis management that is synchronised and integrated within the national system. Gender equality, rule of law and accountability targets will have been integrated into the national and regional disaster and crisis management system, including evidence-based compliance and progress monitoring			
Therefore			
In phase I, an effective disaster and crisis management nucleus will be created	In phase II, the mandate, capacities and scope of work of the nucleus will be expanded to establish a full-scale disaster and crisis management system	In phase III, gaps and barriers to efficiency and effectiveness in the established disaster and crisis management system are identified and targeted measures introduced	Through out all phases, systems and capacities will be strengthen to maximise national ownership and building of domestic expertise
Therefore			
UNDP proposes a ten-year strategy to build national disaster management systems and capacities but breaks down the long-term objective into three pragmatic phases	The proposed strategy is based on an all-hazards approach to build a system that can cope with both man-made and natural disasters and crises along the full cycle of DRR, preparedness, response and recovery	The proposed strategy is based on a whole-of-government approach in order to solidify national cooperation and efficient resource utilisation by bringing all relevant national stakeholders around common interests and core functions	Recognizing the severe challenges and limited capacities of national authorities, UNDP is proposing a strategy that begins with an initial solution (a nucleus) that becomes operational from the start and can, if supported correctly, expand its mandate and capacities
Therefore			
Libya must launch efforts to strengthen its disaster and crisis management capacity, keeping in mind that the country is prone to a diverse range of natural and man-made hazards	Libya must introduce solutions that have long-term ambitions but are phased in their implementation and focus on pragmatic first steps	Given the political division, erosion of trust and complexity of the situation, Libya must embrace an inclusive, whole of government approach to disasters and crisis management	Given the political uncertainty and divisions, it is important that disaster and crisis management solutions are protected from annulment during political transitions
Therefore			
Libya is highly exposed to hazards, is vulnerable to the averse impact of disasters and crisis and suffers from low coping capacity	Libya is currently struggling a multi-faceted social, economic, political, governance, security and health crisis and continues to respond to these crisis in a fragmented, inefficient and poorly coordinated manner		Libya has fallen far behind in its work towards global and regional DRR targets

III. RESULTS AND PARTNERSHIPS

OVERALL OBJECTIVE

The overall objective of this project is to enable the government of Libya to reduce national and population vulnerability to man-made and natural disasters and crises and to increase coping capacity and resilience.

EXPECTED OUTCOMES

Upon completion of all three phases, this project is expected to deliver the following outcomes:

Outcome 1:   The Government of Libya has a consolidated normative, institutional and administrative national system for disaster and crisis management and the system is resourced with required infrastructure, critical technical expertise, research and learning.

Outcome 2:   Local authorities (Municipalities) in Libya have a consolidated normative, institutional and administrative system for disaster and crisis management that is synchronized with and integrated within the national system.

Outcome 3:   Gender equality, rule of law and accountability targets are integrated into the national and regional disaster and crisis management systems, including mechanisms for evidence-based compliance and progress monitoring

EXPECTED OUTPUTS

To achieve the outcomes stated above, the below key outputs/benchmarks are identified for each phase of the project.

Phase I – the Nucleus

Output 1:   **The National and the initial Municipal CACs are established (mandate, appointment, physical infrastructure)**

1.1   The National CAC, including the Operation Room, has a formally approved mandate/constitution and operating structure

1.2:   The selected municipal CACs, including their Operation Rooms, have formally endorsed mandates and operating structures

1.3:   The national and municipal CACs are physically established, including their Operation Rooms

1.4:   The national and municipal CACs are fully operational. A high-performing and cost efficient organisational structure is introduced mirroring the three core functions of the CACs. All CACs are supported in developing core policies, working procedures, workflows, standards, protocols and routines

1.5:   Membership criteria and operating procedures are developed for the Operation Rooms and selection of permanent members is made by the right national authorities

Output 2: **The National and the initial Municipal CACs are supported in their organizational capacity development:**

2.1: The CAC managers are supported in recruiting technically qualified staff members and training program is introduced to build fundamental capacities

2.2: the CACs are provided with on-the-job training and mentorship to build staff capacity and support management in leading the organisation.

2.3: the work of the CACs is regularly monitored and evaluated to measure performance and identify strengths and weaknesses.

Output 3: **The national and municipal CACs are equipped with information management systems and supported to perform their core functions of coordination, decision-making and follow-up vis-à-vis the selected crises**

3.1 The national and municipal CACs are equipped with information management systems

3.2 The national and municipal CACs are supported to perform their core functions of coordination, decision-making and follow-up vis-à-vis the selected crises

Output 4: **The work of the CACs is regularly monitored and evaluated to measure performance and identify lessons learnt and prepare the transition to Phase 2 of the Project**

4.1 Monitoring of the performances of the CACs and capturing lessons learnt

4.2 Preparation is started to facilite the transition to Phase 2 expanding the CACs to all municipalities

Phase II - Expansion

Output 1: CACs are established in the remaining municipalities

Output 2: The legal foundation for disaster and crisis management is solidified by introducing a comprehensive legal framework that regulates the scope of disaster management as well as roles and responsibilities of the CACs and other institutions.

Output 3: The institutional structures, operating procedures and capacities of the CACs at national and municipal level are strengthened to ensure efficient horizontal (between ministries) and vertical (between national and local authorities) collaboration and coordination.

Output 4: The scope of crisis management is broadened to include all phases of the disaster cycle including DRR, preparedness, early warning, emergency response and recovery and measures are taken to build institutional capacities to cope with this expanded scope of work.

Output 5: A multi-year national disaster management strategy is developed is based on (a) an all hazards approach, (b) whole of government involvement and (c) the full cycle of DRR, response and recovery.

Output 6: Financial accountability and efficiency is improved by introducing a sustainable and accountable financing mechanism for disaster and crisis management

Output 7:   Compliance with fundamental principles of equality, human rights, rule of law and accountability is strengthened by mainstreaming and following up on measureable targets in the policies, strategies and action-plans of the new disaster management system.

Output 8:   National leadership in disaster management is strengthened by building domestic mechanisms and partnerships for disaster research, training and learning.

Output 9:   A review of disaster and crisis management infrastructure is carried out to map out gaps and priorities for targeted investments.

Phase III – The Consolidation

Output 1:   Gaps and shortages related to the legal status or mandate/constitution of the CACs and other mechanisms within the Crisis management system are identified and remedied

Output 2:   Critical barriers to inclusion, equality, rule of law and accountability are identified and targeted measures are introduced to remedy.

Output 3:   Key national capacity gaps are identified in order to sharpen the focus of training and learning efforts

Output 4:   Critical crisis infrastructure and technology gaps are identified in order to make priorities

Output 5:   Large-scale simulation exercises are carried out to refine protocols for multi-stakeholder collaboration and collective crisis action.

Output 6:   Key performances pillars (such as responsiveness, efficiency and effectiveness) of the established system are assessed and remedial action is taken.

PARTNERSHIP

This project is a long-term investment in building national and local disaster and crisis management systems and capacities in Libya. Its success relies on a strong partnership between the international community and the government of Libya. UNDP will operate as the international technical partner while project ownership and leadership remains with the government of Libya at the national and municipal levels. The below table presents the main partners in this project and their roles and responsibilities.

Partner	Role	Comments
UNDP	✓ Mobilises and coordinates international support for this project, monitors and reports on progress ✓ Technically supports implementation of the project, adjusting its involvement to each phase of the project and the changing needs of the government partners ✓ Ensures that this project is synchronised and linked to other international projects in Libya, implemented by UNDP and other actors	In order to successfully perform its responsibilities, UNDP will need funding to sustain its technical and financial support to the project throughout the three phases

Libya PM Office	✓ Is the highest authority that directly supervises the national Crisis Action Centre, including its Operation Room. ✓ Is the ultimate owner and guardian of this project and its long-term objective. ✓ Ensures that require measures are taken to create a strong legal and institutional foundation for the CAC and other aspects of this project. ✓ Ensure that the CAC (including the Operation Room) is accountable to its mandate/constitution. ✓ Ensures that disaster and crisis management is rendered a national priority and that adequate resources are allocated to establishing and operating both the national and municipal CACs.	A sustainable leadership from the Prime Ministers office requires the following: - Appointment of a competent and influential official as the direct supervisor/patron of the national CAC. - Depolitisation of the CAC in order to ensure that it remains technically competent and credible regardless of changes in the political administration - Willingness to invest resources in building both material and human capacities of the CACs.
National ministries The following ministries will play key functions in the country's	✓ Contribute to the design, mandate/constitution and organisational structure of the CAC ✓ Act as permanent members of the CAC Operation Rooms at national and municipal levels ✓ Chair the CAC Operation Room on a rotational basis and depending on the nature of the crisis at hand ✓ As part of the CAC Operation Rooms make timely and evidence-based decisions for an effective response to any crisis ✓ Mobilise the human and financial resources of their respective ministries towards addressing the crisis at hand.	It is crucial that the roles and responsibilities of these ministries and other members of the Operation Rooms are regulated through the bylaws of the CAC Operation Rooms at the national and municipal level.
Municipal Authorities: Mayors and Municipal councils	✓ Establish, operationalize and mange municipal CACs ✓ Develop municipal crisis response plans and coordinate with national and local actors for implementation ✓ Make critical crisis decisions and follow-up on the implementation within their respective municipalities ✓ Provide regular situation reports to the national CAC ✓ Act as members of the national CAC Operation Room on a needs basis, such as in the event of a crisis affecting their municipality in particular	The decentralisation agenda offers a good opportunity for this project to work with municipal authorities to link the national mechanism (national CAC) with municipal mechanisms. It is important that municipal authorities are provided with the mandate, the resources and the capacities required for effective disaster and crisis management.

IV. PROJECT MANAGEMENT

UNDP will assume the full responsibility for the planning, implementation, monitoring and evaluation of the project. All financial resources mobilized will be channelled through the UNDP Contribution Bank Account and funds will be managed by UNDP. UNDP will utilize applicable procurement rules and regulations during different phases of the project.

While UNDP is the administrative lead of the project, national ownership of the project is crucial and therefore UNDP will work closely with key partners (listed in the above table) throughout the project cycle. To ensure that this is done in a systematic and accountable manner, UNDP will establish a Project Steering Committee, a core project team and specialised technical experts to maximise results-delivery.

PROJECT STEERING COMMITTEE

The Steering Committee is the highest governing body for the project and is composed of UNDP and the Prime Ministers Office as co-chairs. Permanent members include the Ministry of Planning, Ministry of Local Authorities and Ministry of Finance. Other ministry and non-ministerial entities as well as international organisations can be included in the Steering Committee on a needs and case-by-case basis.

The SC holds six-monthly meetings hosted by the co-chairs on a rotational basis. The SC has the following core duties and authorities:
- ✓ Oversee overall project implementation and create enabling conditions for the project to achieve its targets.
- ✓ Review and approve project plans and budgets.
- ✓ Make strategic decisions during implementation and approve strategic changes to project plan and priorities
- ✓ Take necessary action to mobilise support and resources for the project.
- ✓ Approve project reports and information material before sharing with donors and other stakeholders.

THE CORE PROJECT TEAM

The core project team (CPT) is responsible for the day-to-day planning, implementation and monitoring of the project. The CPT is composed of a Chief Technical Advisor who also acts as project manager (international recruitment), a Project Officer (national recruitment) and a Project Assistant (national recruitment). Together, they perform the following core duties:
- ✓ Develop project plans and budgets.
- ✓ Build and manage collaboration between key partners, with a focus on actionable solutions.
- ✓ Ensure timely implementation of activities and achievement of targets.
- ✓ Ensure continuous project monitoring and reporting.
- ✓ Ensure that required project adjustments are identified and remedial action is taken in a timely manner when necessary.
- ✓ Ensure that value-driven partnerships are formed and key partners are duly involved and informed of project implementation and progress.
- ✓ Ensure that the project is resourced with the right expertise by identifying and contracting experts for short-term assignments and manage and guide the experts in their work.

- ✓ Produce timely and high-quality reports for different audiences such as the donors, the government and UNDP.
- ✓ Work on mobilising additional resources to strengthen and expand the scope and impact of the project.

TECHNICAL SPECIALISTS

The project will require different types of expertise at different points in time such as organisational experts, technical specialists in information management, coordination, DRR, early warning, scenario and contingency planning, budgeting, strategic planning, monitoring and evaluation and so on. Therefore, on the advice of the core project team, the Steering Committee will decide on what type of expertise the project requires at any given point in time. Upon such a decision, UNDP will mobilise resources to contract national or international expert consultants with the right competencies and skill sets to fill the functions. It is anticipated that such experts will primarily be imbedded within the Crisis Action Centre and other government entities when relevant to provide hands-on advisory, on-the-job training and mentorship to staff, management and leadership. Some experts will also be commissioned to support the national authorities draft legal mandates/constitutions or bylaws for the CAC and other entities and to develop strategies, action plans, policies and other such governing documents.

V.   APPLYING UNDP KNOWLEDGE AND INNOVATIVE APPROACHES

UNDP has worked with national governments and communities in support of risk governance in over 130 countries. This has resulted in extensive experience, methods, knowledge and learning. The UNDP country office and project team will ensure that this project benefits from the experience, good practice, knowledge, tools and mechanisms developed by UNDP globally or in specific contexts. A few examples include:

(1) For effective hazard and risk monitoring, make use of UNDP's methods and experience in using Actionable Risk Information, including capacity building of key stakeholders to conduct comprehensive disaster risk assessments.
(2) Make use of UNDP's experience in building disaster risk governance through adequate national and local policies, legal and institutional arrangements.
(3) UNDP has a specialized team "UNDP-SIGOB" (Systems for Governance) that focuses on management issues at Centers of Government and on processes for delivering services to citizens. UNDP-SIGOB is a project initially of the UNDP Regional Center for Latin America and the Caribbean and is now sharing its expertice globally with UNDP Country Offices around the world, including in Libya. UNDP SIGOB has supported development and crisis-affected countries for more than 25 years. Technical assistance from UNDP-SIGOB is available to Country Offices around the world through the Global Policy Network and in partnership with the Crisis Bureau/Core Governance Functions team. In 2020, UNDP-SIGOB has developed ICT applications and systems for governments to manage COVID-19 responses as well as other crisis to enhance governance planning, implementation data collection, monitoring and reporting.
(4) UNDP has extensive experience in supporting national governments build disaster preparedness and early warning systems through monitoring and forecasting capacities.

(5) Utilize UNDP's Post Disaster Needs Assessments (PDNA) to efficiently plan and manage holistic recovery programmes following a disaster or crisis.

(6) The Project will tap into UNDP expertise and innovative methods to strengthen centres of government and critical state institutions focusing on effective disaster and crisis management. Some important entry-points include:

  a. Introducing innovative management methods into the CACs, with a particular focus on managing inter-institutional delivery networks for effective coordination introducing products for crisis recovery situations

  b. When possible, make use of online workshops and training modules to prepare both the UNDP team and the government partners to perform their respective functions in an efficient manner.

  c. When possible, introduce UNDP developed methods for remote work into the CACs.

  d. Funding permitting, introduce selected Online Citizen Services to maintain citizen access to critical services during a crisis – such as issuance or renewal of permits.

VI.   BUILDING SYNERGIES BETWEEN DIFFERENT PROJECTS

UNDP is a prominent international partner to the government of Libya at the national and local level. In order to maximise the success of this project and achievement of the ambitious set of outputs/benchmarks under each phase, UNDP will ensure that clear synergies are created and leveraged between this project and other projects, particularly the stabilization and resilience projects that have a broad reach in the country. More specifically

- UNDP staff working in the other projects will be involved in the development and implementation of this project to ensure that support is provided from multiple sources.

- Under the SFL and resilience projects, UNDP will seek opportunities to use the CACs as coordination entities for delivery of assistance and services in order to a) allow for learning by doing for the CACs and b) build national and local trust in and support for the CACs.

- UNDP will use resources from the different projects to direct critical capacity building measures towards the CACs and their partner institutions.

- UNDP will, through the other projects, advocate with both national and international stakeholders to support and, when relevant, operate in cooperation with the CACs.

- UNDP will ensure that all the projects (SFL, Resilience and this disaster/Crisis system building) operate and develop into their next phases in a synchronized and integrated manner.

VII.   RESULTS FRAMEWORK[3]

Outcome level result:

Outcome 1:   The Government of Libya has a consolidated normative, institutional and administrative national system for disaster and crisis management and the system is resourced with required infrastructure, critical technical expertise, research and learning.

Outcome 2:   Local authorities (Municipalities) in Libya have a consolidated normative, institutional and administrative system for disaster and crisis management that is synchronized with and integrated within the national system.

Outcome 3:   Gender equality, rule of law and accountability targets are integrated into the national and regional disaster and crisis management systems, including mechanisms for evidence-based compliance and progress monitoring

Outcome level indicators:

1.1. Existence of a law or legal instruction defining the scope of disaster and crisis management and allocating roles and responsibilities within the government

1.2. The existence of a legal mandate/constitution for the Crisis Action Centre at the national and municipal levels

1.3. The existence and operational capacity of the CACs at national and municipal level

1.4. Number of national people assessed to hold required technical knowledge and skill sets in priority areas

1.5. Number of policies or initiatives introduced to incorporate gender equality, rule of law and accountability in the national disaster management system

1.6. The existence of a national mechanism for continues building of domestic human capacities, good practices and learning in disaster and crisis management

1.7. The performance of the CACs at national and municipal level in terms of enhancing national coordination and collaboration in crisis response

Baselines for both indicators:

1.1. No known law exists that treats the subject of disaster and crisis management

1.2. There are no Crisis Action Centres in Libya. There are a number of ad hoc committees, with time-bound mandates that are focusing on individual crises such as covid-19.

1.3. At baseline, the CACs do not exist. It is the ambition of the project to establish them.

1.4. At baseline, there is no data available to measures the level of domestic capacity in disaster and crisis management. Therefore, the project will use 0 as its baseline figure

1.5. There is no data or information on whether gender equality, rule of law or accountability have been incorporated into crisis response. Therefore, the project will use 0 as the baseline figure.

1.6. As of September 2020, no such mechanism exists in Libya

1.7. The baseline is 0 given that the CACs are not yet in existence.

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[3] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Targets for both indicators:

1.1. The target for phase one is an executive order that formally endorses a detailed mandate/constitution for the national CAC and a similar arrangement for the selected municipal CACs. The target for phase II is a draft national disaster management law that is then enacted in phase III of the project.

1.2. Same as 1.1.

1.3. The target for phase I is that the national CAC and a selected number of municipal CACs have physical office venues, basic equipment, key staff and an operating budget. For phase II, the target is that there are fully operational CACs at the national level and all municipalities

1.4. In phase I, all staff members of the national CAC and selected municipal CACs are trained in coordination, decision-making, follow-up and monitoring and minimum 70% pass knowledge tests. In phase II, the staff of the CACs is trained on all other key aspects of disaster and crisis management and minimum 70% pass required knowledge tests.

1.5. In phase one, gender equality, rule of law and accountability are incorporated in the core principles of the CAC mandate/constitution. IN phase II, these principles and measureable targets are included in the multi-year disaster management strategy and annual action plans.

1.6. In phase I, the target is 0. In phase II, the target is a domestic training centre either linked to or directly under the national CAC.

1.7. In phase I, the target is that the CACs perform either satisfactory or higher against the three core functions (coordination, decision-making and follow-up) as assessed through an evaluation

Verification means.

Project reports, monitoring reports, partner surveys, formal evaluation reports, key informant information

EXPECTED OUTPUTS (Phase 1)	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGETS (after phase I)	DATA COLLECTION METHODS & RISKS
The national CAC, including the Operation Room, has a formally approved mandate/constitution and operating structure	Existence of a formally endorsed CAC mandate Existence of a formally endorsed CAC organogram	Executive or any other legal order	0	1	
The selected municipal CACs, including their Operation Rooms, have formally endorsed mandates and operating structures	Existence of a formally endorsed mandates for the selected municipal CACs Existence of a formally endorsed organogram for the municipal CACs	Municipal executive order or any other legal order	0	1	
The national CAC and 3 municipal CACs are physically established, including their Operation Rooms	Physical existence of the CACs as verified against set criteria	CAC Operating Capacity Assessment report	0	4 CACs	

The national and municipal CACs are fully operational. A high-performing and cost efficient organisational structure is introduced mirroring the three core functions of the CACs. All CACs are supported in developing core policies, working procedures, workflows, standards, protocols and routines	Performance level as measured against pre-defined criteria	CAC performance assessment report	0	Satisfactory or higher one year after their establishment	
Membership criteria and operating procedures are developed for the Operation Rooms and selection of permanent members is made by the right national authorities	Operation Room status score as assessed against pre-defined criteria	Operation Room status assessment report	**0**	For the national CAC, a satisfactory or higher score after 10 months of project period	
The CAC managers are supported in recruiting technically qualified staff members and training program is introduced to build fundamental capacities	Results of staff knowledge tests	Staff knowledge test reports	0	Minimum 70% of all tested staff pass taken knowledge tests	
The CACs are provided with on-the-job training and mentorship to build staff capacity and support management in leading the organisation.	Number of staff recruited Number of staff successfully completing a training or mentorship program	Staff files Training reports	0	To be set upon design and endorsement of a CAC organogram	
The work of the CACs is regularly monitored and evaluated to measure performance and identify strengths and weaknesses.	Number of monitoring and evaluation activities carried out	Monitoring and evaluation reports	0	Two evaluations per year	
The national and municipal CACs are supported to perform their core functions of coordination, decision-making and follow-up vis-à-vis three selected current crises	Performance of the CACs against pre-defined criteria	CAC performance assessment reports		All CACs score satisfactory or higher one year after their establishment	

VIII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (If joint)	Cost (if any)
Track results progress	.				
Monitor and Manage Risk					
Learn					
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Beginning	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. Project Consultant hired will closely monitor the project and the dispersal of the grants.	UN Women and UNDP	TBD
Project Report					

Evaluation Plan[4]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Annual Evaluation						

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[4] Optional, if needed

IX.   MULTI-YEAR WORK PLAN [56]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

* the below plan covers only phase I of the project. Phase II will be developed towards the end of Phase I.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	2020	2021				2022		Donor sources	Budget Account & Description	PLANNED BUDGET
And baseline, associated indicators and annual targets	*List activity results and associated actions*	Q4	Q1	Q2	Q3	Q4	Q1	Q2			Amount
Output 1: The National and three Municipal CACs are established 1.1) The national CAC, including the Operation Room, has a formally approved mandate/constitution and operating structure 1.2) The selected municipal CACs, including their Operation Rooms, have formally endorsed mandates and operating structures 1.3) The national and municipal CACs are physically established, including their Operation Rooms 1.4) Membership criteria and operating procedures are	Multi-stakeholder consultation meetings and workshops are held to gather input for the mandate	x	x							Workshops	30,000
	The mandate/constitution and organizational structure of the national CAC are drafted by experts		x							Expert consultant	25,000
	The mandate is submitted to the right authority for enactment		x							-	0
	Multi-stakeholder consultation meetings and workshops are held to gather input for the mandate		x							Workshops	35,000
	The mandate/constitution and organizational structure of the municipal CACs are drafted by experts		x							Expert consultant	25,000
	The mandates are submitted to the right authorities for enactment		x							-	0
	A procurement plan is developed and priority equipment, furniture and ICT equipment are procured		x	x	x	x				Equipment and supplies as per identified needs	$280,000
	The government is supported to provide the CACs with adequate office solutions and a budget for equipment and supplies	x	x	x	x	x				-	$0

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[5] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[6] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

developed for the Operation Rooms and members are officially appointed 1.5) Membership criteria and operating procedures are developed for the Operation Rooms and members are officially appointed	Bylaws are developed for the Operation Rooms regulating membership, functions, roles and responsibilities and operating procedures. This requires consultations and a drafting expert			x	x	x				Expert consultants	$30,000
	Members are appointed by the government and undergo an initial training			x	x					Expert consultants/trainers	$15,000
Sub-total Activity output 1											**$440,000**
Output 2: The National and the three Municipal CACs are supported to develop their organizational capacity: 2.1) All CACs are supported in developing core policies, working procedures, workflows, standards, protocols and routines 2.2) The CAC managers are supported in recruiting technically qualified staff members and training program is introduced to build fundamental capacities c) The CACs are provided with on-the-job training and mentorship to build staff capacity and support management in leading and developing the organisation.	Policies and operating procedures are introduced for HR, administration, IT, procurement and logistics in order of priority and management and staff are trained in their use			x	x	x				Expert consultants	$30,000
	Annual action plans are developed for each CAC with a focus on the three core functions and the selected crises and dedicated staff are trained and supervising and following up on implementation			x	x	x				Expert consultants	$20,000
	Standard procedures, protocols, guidelines and tools are introduced for planning, coordination, follow-up and reporting and dedicated staff are trained in their use			x	x	x				Expert consultants	$20,000
	An organogram is developed for the CACs and job-descriptions are developed. This requires expert assistance for drafting of JDs			x						Expert consultant	$5,000
	A recruitment committee is formed, composed of national and international members and candidates are assessed against pre-defined criteria for each position			x	x					-	$0
	A multi-module training program covering the basics of crisis management, the work of the CAC and their own functions is offered to all new staff and learning outcomes are measured through pre and post training knowledge tests			x	x	x	x	x		Expert consultant	$40,000
	A training program is developed and implemented focusing on critical knowledge and skills areas for the CAC staff and management, including on-the-job training			x	x						$20,000
	Learning outcomes are measured through pre- and post training knowledge tests			x	x	x	x	x			$0
	National experts are embedded into the CACs to provide hands-on advisory and mentorship			x	x	x	x	x			$250,000
Sub-total Activity output 2											**$385,000**

Output	Activity									Resources	Cost
Output 3: The national and municipal CACs are equipped with information management systems and supported to perform their core functions of coordination, decision-making and follow-up vis-à-vis the selected crises 3.1 The national and municipal CACs are equipped with information management systems 3.2 The national and municipal CACs are supported to perform their core functions of coordination, decision-making and follow-up vis-à-vis the selected crises	The CACs are supported in establishing an information management systems, soft and hardware, processes, tools and procedures and dedicated staff are trained and mentored in their use			x	x	x	x	x		IM hard and software + Expert advisory	$150,000
	CACs are provided with methods and tools for information and data processing, analysis and reporting and dedicated staff are trained and mentored in their use			x	x	x	x	x		IM software + Expert advisory	$60,000
	CACs are supported in introducing mechanisms, tools and working procedures for coordination and dedicated staff are trained and mentored in their use			x	x	x	x	x		IM software + Expert advisory	$60,000
	CACs are supported in developing mechanisms, tools and working processes for follow-up and reporting and dedicated staff are trained and mentored in their use			x	x	x	x	x		IM software + Expert advisory	$60,000
	The government is supported to provide each CAC with an adequate operating budget to cover running costs, transportation, events and other expenditures		x	x	x	x	x	x		-	$0
	The CACs are supported in organizing regular joint meetings between themselves to promote a sense of unity, effective methods for cooperation and information sharing and mutual learning.			x	x	x	x	x		-	$0
	Each CAC is provided with a monthly budget earmarked for coordination of activities specific to the three selected crisis: covid-19, displacement crisis and xx			x	x	x	x	x		$2500/CAC/Month x 15 months and 4 CACs	$150,000
Sub-total Activity output 3											**$480,000**
Output 4: The work of the CACs is regularly monitored and evaluated to measure performance and identify lessons learnt and prepare the transition to Phase 2 of the Project	The CACs, including their Operation Rooms, are evaluated annually against pre-defined performance criteria and targets					x	x	x		Expert evaluator	$20,000
	Targeted measures are implemented to remedy identified gaps and priorities						x	x			$0
	Lessons learnt assessment to prepare transition to Phase 2							x		Evaluation	$20,000
Sub-total Activity output 4											40,000
Subtotal Activities Output 1 - 4											1,345,000

Total Activities Cost (Output 1-4) (above)										$ 1,345,000
Project Management Cost										
		2021			2022			Donor	Description	amount
		Q1	Q2	Q3	Q4	Q1	Q2			
Project Management	Chief Technical Advisor – Project Manager (100%)	x	x	x	x	x	x		@annual cost of $279,856 x 1.5 years	$419,784
	Project Officer (100%)			x	x	x	x		@annual cost of $55,752 x 1 years	$55,752
	Project Assistant (100%) (Tunis based)	x	x	x	x	x	x		@annual cost of $19438 x 1,5 years	$62,399
	Travel, supplies, communication, etc.	x	x	x	x	x	x			$25,000
Subtotal Project Management 1.5 years										$562,935
Subtotal Activities + Project Management										$1,907,935
DPC	Direct Programmable Cost	x	x	x	x	x	x	x		$209,873
GMS	8% of total project cost	x	x	x	x	x	x			$169,425
TOTAL Phase I (1.5 year)										**$2,287,232**

X. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

See section IV – Project Management

XI. RISK MANAGEMENT

A project that aims to build national disaster and crisis management capacity in a volatile and severely crisis-stricken country must overcome a vast range of barriers and risks. Successful implementation of activities and achievement of outputs and outcomes relies on a well-elaborated plan but much more importantly; it relies on strong partnerships, financial and political commitment and access to the right expertise at the right point in time. This table presents some of the most pertinent risks and how the project partners intend to manage these risks.

Risk	Likelihood of occurrence	Impact in case of occurrence	Mitigating measures
Failure to mobilise sustained political support from the government of Libya, particularly in transitions	High	High	- A solid network of partnerships is created around the project, to reduce the risk of abandonment - Focus is placed on creating technically competent institutions (CACs) that are able to quickly demonstrate their added value regardless of the political administration that they report to - The project steering committee will proactively monitor this threat and take mitigating measures
That project's achievements are annulled following the upcoming and future political transitions and/or the project as a whole or its initiatives are rejected by important national stakeholders due to the political polarization	Medium	High	- The project is paced in a manner to allow for effective navigation through the changing political landscape. A senior crisis management advisor and a Liaison Officer are included in the Core Project Team to continuously safeguard the partnerships and political buy-in for the project. - The project invests both at the national level and at the municipal level to a) spread the risk and b) advance its objective in several parallel tracks - The project will avoid involving controversial personalities and profiles that risk jeopardizing the political neutrality of the project - The project's non-political aim and operating modality will be clearly communicated and demonstrated to safeguard it against political high-jacking - Extra-ordinary attention is paid to consulting a diverse range of actors throughout project implementation while also ensuring that recruitment into the technical secretariats of the

			CACs and nomination to the Operation Rooms is based on expertise, functions and skillsets rather than political affiliations.
The initiative is perceived as a threat by excising committees and other entities involved in crisis response today	Medium	Medium	▪ Existing committee chairs and members are consulted to ensure that their thinking and recommendations are taken into consideration when building the new system ▪ The important aspects of the existing committees is retained by integrating it into the structure of the Operation Rooms
The municipal authorities feel neglected and side-lined and resist cooperation with the national CAC	Medium	High	▪ Local authority involvement and ownership will be enshrined in the formulation of strategies and plans as well as the in the constitutions/mandates of the CACs and their associated Operation Rooms, ▪ Already in phase I, the project will invest resources to help three municipalities establish municipal CACs. In phase II, the number of municipal CACs will increase. ▪ Measures will be taken to ensure that mayors are included in the National CAC Operation Room in situations where their municipalities are particularly affected. ▪ The project will advocate with the government to allocate an operating budgets to both the national and the municipal CACs. ▪ The project will ensure that municipal stakeholders are duly included in consultations, joint planning and follow-up efforts.
Failure to find required technical expertise nationally in Libya in areas such as DRR, early warning, crisis preparedness, response and recover, coordination, information management and so on	High	Medium	▪ The project will seek required experts both in Libya and among the Libyan diaspora ▪ The project will also look regionally in north Africa to find experts that have the need technical expertise and experience and know the culture and language ▪ The project will ensure that commissioned international experts dedicate extensive parts of their work to training and mentoring national staff to gradually build needed expertise ▪ The project will invest in developing user-friendly and comprehensive operating procedures and guidelines for the core functions of the CACs in order to facilitate both learning and application by less experienced national staff.

XII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Libya and UNDP signed on 20 May 1976 . All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP Libya ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

XIII. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][7] [UNDP funds received pursuant to the Project Document][8] 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

   a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody,

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[7] To be used where UNDP is the Implementing Partner

[8] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

    i. 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;

    ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and

conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

ANNEX:

Low-Value Grants Funding

UNDP defines low-value grants (also known as micro-capital grants) as cash awards - selected via programmatic decisions - to civil society and non-governmental partners intended to generate and solicit development solutions for which no repayment is typically required.

UNDP makes low-value grants for non-credit purposes to support the following types of activities: Strengthening the institutional capacity of entities critical for achieving development objectives.

a. Supporting community-based self-help initiatives, which may include income-generating activities designed to alleviate poverty;
b. Promoting advocacy activities and networking between civil society organizations, a government and donors;
c. Supporting NGOs and community-based organizations involved with local environmental protection and poverty eradication activities; and/or
d. Development challenges that still require some level of experimentation to identify possible solutions.

The following thresholds and review processes apply to low-value grants funding subject to the delegation of authority issued to a head of business unit:

Up to $150,000 or below per grant: Selection of a grant recipient is based on a solicitation process with the selection criteria defined in the project document, and the review of grant proposals by a selection committee as is part of any development project. If the project document makes no other provisions, a grant is awarded based on a review by the project board. Grants are disbursed in one or more tranches, either before the expected result is achieved or based on performance. The same grantee can receive multiple grants up to a maximum of $300,000 in a programme period. To receive multiple grants, the grant recipient organization must have produced the results agreed to in the prior grant agreement, and a new low-value grant agreement must be approved by the project board.

Low-value grants can be awarded to civil society and non-governmental organizations, including academic or educational institutions that are not state-owned or for-profit. Government institutions, including public academic institutions and state-owned enterprises are not eligible to receive low value grants. Grant recipients either represent beneficiaries of the project or can be beneficiaries themselves.

All grant recipient institutions must provide progress and final reports including financial and narrative information, to UNDP at least 30 days before the expected release of the next tranche or at least annually within 30 days after the end of year until the activities have been completed. Grant recipients are also subject to UNDP's audit requirements.