



United Nations Development Program  
برنامج الأمم المتحدة للتنمية



**Project Title :** Support to Civic Engagement in Libya's Transition

**Expected CP Outcome(s):** Strengthened capacity of key transitional institutions and democratic processes

**Expected Output(s):** Strengthened civil society capacities to undertake civic education;  
Youth civic engagement facilitated;  
Increased women's participation in the democratic transition process;  
National capacity established for public consultations & dialogue

**Executing Entity:** UNDP

**Implementing Agencies:** Ministry of Planning

**Brief description**

Libya is at a critical juncture in its history. Having rejected authoritarianism in favor of "an independent democratic state wherein the people are the source of power", the transitional authorities are now confronted with a number of critical challenges including: the provision of basic physical security and public order; (re)building institutions of democracy and governance; ensuring social and economic welfare; and establishing mechanisms of justice and accountability. The new Libya is founded on a commitment to conduct - within 240 days of the October 23<sup>rd</sup> Declaration of Liberation - an election to establish a National

Congress which will form an interim government and establish a body to draw up a new constitution for Libya. At this time it is foreseen that this constitution-making body will produce a draft constitution within sixty days which will be submitted to the National Congress for approval and subsequently put before the people of Libya in a referendum requiring a majority of two-thirds of the electorate. Libya has no experience of organizing electoral and constitution-making processes such as those currently planned. The public has never participated in any similar events and has little knowledge and understanding of such processes. This project aims to launch targeted civic awareness and engagement activities with key national stakeholders, in anticipation of a significant expansion in these activities once government functions are restored and key institutions fully engaged. UNDP, working in close partnership with Ministry of Planning and in coordination with the Ministries of Culture & Civil Society, Higher Education and Religious Affairs, academia and civil society organizations, has developed a comprehensive civic engagement strategy. The project will focus in particular on strengthening youth and women engagement in the transition process.

Programme Period: Jan 2012-Jan 2013

Key Result Area (Strategic Plan):

Atlas Award ID: 00063268

Start date: January 2012

End Date: January 2013

PAC Meeting Date 19 December 2011

Management Arrangements DIM

Total resources required: 4,709,915\$

Total resources allocated:

• 11888 100,000 \$

• TTF DG 200,000 \$

• BCPR: 339,000 \$

• Norway (5M NOK) 840,000 \$

Peacebuilding Fund 1923860 \$

• Unfunded Budget : 1,307,055 \$

Agreed by: Ministry of Planning

Date:

Ministry of Civil Society and Culture

Date:

Agreed by: UNDP Country Director

Date:

UNDP will mobilize the unbudgeted funds through multi-donors and the Libyan Government holds no responsibility to allocate any funds in this agreement.



## I. NATIONAL CONTEXT

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Libya is at a critical juncture in its history. Having rejected authoritarianism in favour of “an independent democratic state wherein the people are the source of power”<sup>1</sup>, the transitional authorities are now confronted with a number of critical challenges including: the provision of basic physical security and public order; (re)building institutions of democracy and governance; ensuring social and economic welfare; and establishing mechanisms of justice and accountability.

The new Libya is founded on a commitment to conduct - within 240 days of the October 23<sup>rd</sup> Declaration of Liberation - an election to establish a National People’s Congress which will form an interim government and establish a body to draw up a new constitution for Libya. At this time it is foreseen that this constitution-making body will produce a draft constitution within sixty days which will be submitted to the National People’s Congress for approval and subsequently put before the people of Libya in a referendum requiring a majority of two-thirds of the electorate.

The United Nations Support Mission in Libya (UNSMIL) is tasked with assisting the Libyan authorities in restoring public security and the rule of law, promoting inclusive political dialogue and national reconciliation, and in helping the transitional authorities embark on the drafting of a new constitution and on laying the foundation for elections. There is as yet no parliament or constitution-making entity, no established political parties and no previous experience of civil society organizations, freedom of expression or access to information based on developed professional and ethical standards. The High National Electoral Commission was appointed in January 2012.

Libya has no experience of organizing electoral and constitution-making processes such as those currently planned. The public has never participated in any similar events and has little knowledge and understanding of such processes. Yet critical decisions about the type of state, system of government, and allocation of resources need to be made in the coming months. In a society with historically strong regional and local identities, the development of an electoral system can become a significant source of disagreement and even conflict. For example, an electoral system based on majority voting in single-person constituencies can increase tensions and fragmentation as this often leads to a ‘winner-takes all’ outcome. On the other hand, a proportional representation system leads to a more representative parliament, but requires functioning political parties. At the same time, people are deeply suspicious of the intentions of former regime figures and their supporters, and the process of establishing criteria to determine eligibility to stand for election. Widespread civic education and engagement to promote basic knowledge of the issues will be needed to prevent these tensions and suspicions from boiling over into confrontations and violence, and potentially destabilizing the transition process. The disruption to the functions of government as a result of the war, together with the lack of experience among Libya’s nascent civil society sector have severely weakened national capacity to design and organize a major initiative of this kind.

On November 22<sup>nd</sup>, following four weeks of negotiations, the NTC announced a new government with twenty five ministries, many of which are new. Some of the other ministries have been based in Benghazi during the revolution. Overall, it is likely to be some months before the necessary

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<sup>1</sup>National Transition Council ‘Draft Constitutional Charter for the Transitional Stage – The Constitutional Declaration’

budgets, structures, staffing, and capacities are in place to allow many of these ministries to function optimally, and it will take some time before the capacity exists to develop and implement a national civic awareness campaign.

## **II. STRATEGY & OBJECTIVES**

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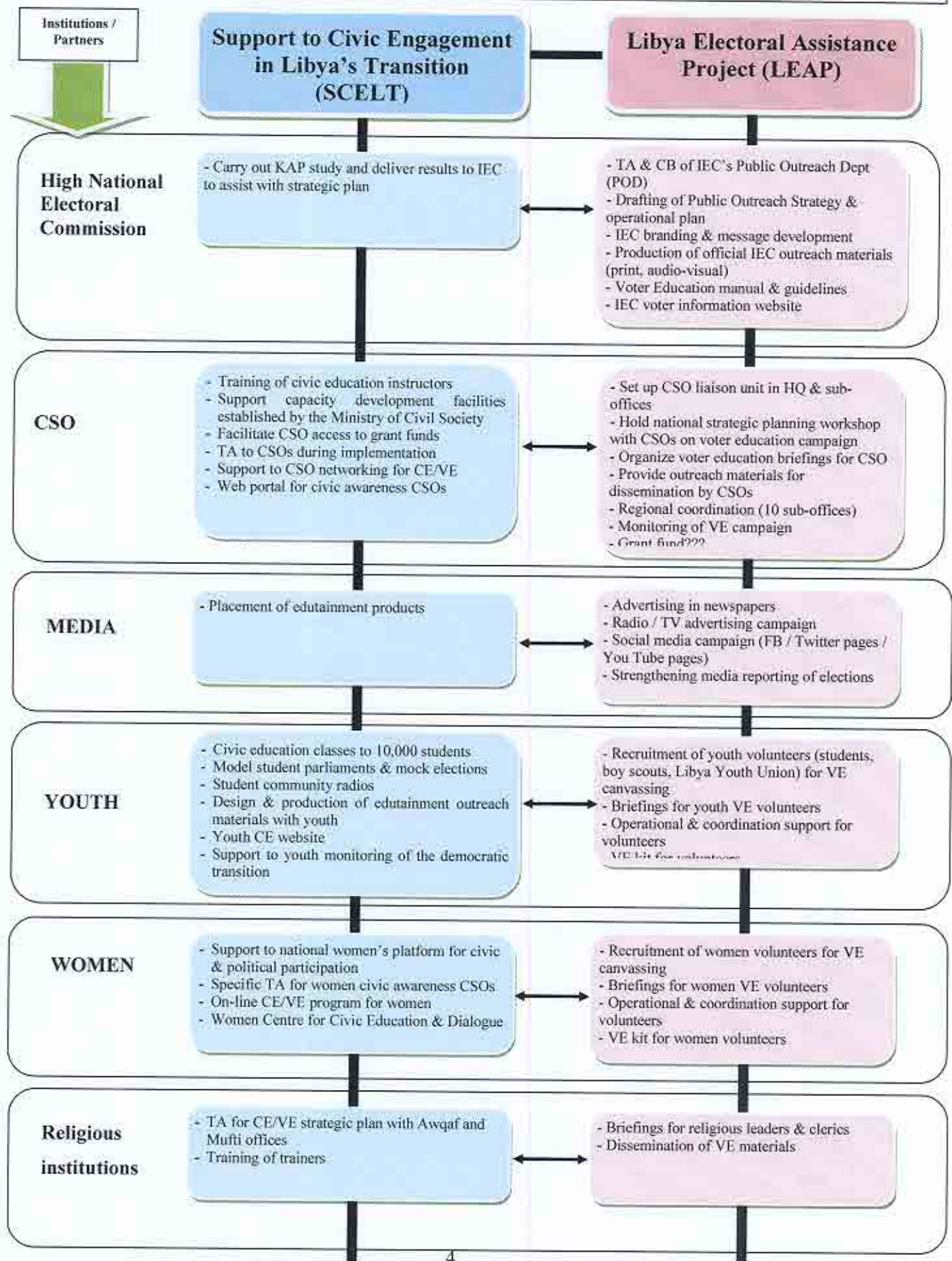
This project aims to launch targeted civic awareness and engagement activities with key national stakeholders (Ministries, Universities, Civil Society organizations), in anticipation of a significant expansion in these activities once government functions are restored and key institutions fully engaged. UNDP, working in close coordination with the Ministries of Planning, of Culture & Civil Society, Higher Education and Religious Affairs, academia and emerging civil society organizations, has developed a comprehensive civic engagement strategy based on extensive experience in this field and recent experience in the region, deploying urgently needed technical expertise to rapidly begin working with national stakeholders to implement the strategy, and helping fill a short term gap while government capacities are being mobilized in the new Libya.

The specific objective is to assist the Libyan authorities' and civil society efforts, with UNSMIL support, to hold peaceful, free and fair elections in which an informed electorate is empowered through knowledge and understanding to exercise their democratic rights and responsibilities fully, and to use the electoral process to choose representatives who will work on their behalf to peacefully resolve differences of opinion over the resources, systems and structures of the future state.

Civic education deals with broader concepts underpinning a democratic society such as the respective roles and responsibilities of citizens, government, political and special interests, the mass media, and the business and non-profit sectors, as well as the significance of periodic and competitive elections. It is a broad and continual process that can incorporate voter education and contributes to the long term development of an informed electorate. It may be carried out through the university system, through civil society organizations, and by some state agencies. Working with the UNSMIL Electoral Team, UNDP has produced the following chart to clarify these functions and activities:



UNDP Libya  
Civic / Voter Education Program Structure





The strategy adopted is to partner with key national actors or networks who have (a) an established organizational capacity for outreach; (b) an existing or developing organizational culture of implementation, and (c) access to key constituencies among youth, women, or marginalized groups (either geographical, social or ethnic). Libyan capacity will be developed to conduct civic education training courses and dissemination sessions, produce information, education and communication products, to conduct educational and advocacy campaigns for core constituencies including youth and women. Support will be provided to facilitate the aggregation of civil society resources and efforts to develop awareness and promote understanding of the core democratic concepts and processes so that Libyan people can engage meaningfully in the transition process.

#### *Civil Society Organizations*

While civil society is an embryonic, rapidly growing and extremely dynamic sector it is possible to identify key partners through whom a significant proportion of the electorate can be reached. The program is currently developing partnerships to support a number of civil society actors to conduct civic awareness and engagement activities for key groups and constituencies.

- By November 2011, authorities in Tripoli and Benghazi reported that 900 NGOs had already been registered. UNDP is reaching out to a number of CSO umbrella groups and coalitions such as Libya's Youth Union, Al Liqa Foundation, Libya Appeal, Coalition of Libyan NGOs, and the General Union of CSOs to develop civic awareness proposals and action plans.
- Women's groups like Tawasul are establishing networks bringing together hundreds of women's NGOs throughout the country.
- Libya's Public Scouts and Girl Guides Movement has been highly active during the revolution, mobilizing its 30,000 volunteers to provide public services such as sanitation and garbage collection, relief services for the elderly, traffic control, and civil defense.

Consultations are continuing and plans are being developed to elaborate the strategy further according to the specific needs and capacities of different stakeholders.

#### *Network of Libyan Higher Education Institutions*

Youth activism – civil and military – has been at the heart of the revolution, and there is a huge demand amongst youth for the freedoms and rights that come with a democratic political system. Many young people have idealistic expectations of a rapid transformation of the country and expect marked and immediate improvements in political and economic inclusion. Young people have significant responsibilities in the NTC and thousands of young men have been on the front-line in the fighting and are experienced fighters and providers of local security to towns. Their constructive engagement in the transition process is critical if they are not to become spoilers and threaten the legitimacy of the process itself.

About 88% of the population is urban and university campuses are central to youth mobilization and organization. UNDP will work with Libyan Universities to train and certify civic education instructors from a network of ten participating universities in Tripoli, Benghazi, Misrata, Al Khoms, Zawia, Gharyan, Sabha, Sirte, Al Baida, and Zlitan. Civic participation classes will be provided for thousands of youth during the coming year. UNDP will also work with TU and other universities to introduce a system to integrate curricular and co-curricular opportunities for civic education for students from every school in the university.

#### *Government of Libya*

Prior to the establishment of the government, an extensive range of consultations with NTC Executive Offices and civil society counterparts were undertaken to inform the elaboration of



the strategy. The activities have since been further developed with four ministries in Libya's new government: the Ministries of Planning, Culture & Civil Society, Higher Education, and Religious Affairs:

- The programme plans to provide technical assistance to help establish an appropriate legal and regulatory framework for civil society, as well as support to develop the institutional capacities needed to facilitate the growth and democratic regulation of the civil society sector.
- Planning meetings have been held with the Deputy Ministers of Higher Education and Civil Society to formulate the SCALT project strategy, and detailed planning on key aspects is already underway under the leadership of the Ministry of Planning.
- UNDP has also conducted a series of planning meetings with the Ministry of Religious Affairs – El Awqaf – which has agreed to involve Sheikhs and Imams from its network of thousands of mosques in UNDP's civic education training of instructors programme. The contents will be reviewed though by the Libyan counterparts.

### **III. EXPECTED OUTPUTS**

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The project sets out to strengthen national capacities to promote widespread participation in the transition process, focusing particularly on the role of youth and women, and helping create an enabling environment through increased institutional capacities and linkages at local and national level that fulfill key functions such as providing regulatory frameworks, funds or coordination. Partnerships have been developed to provide knowledge management and technical support resources to government, civil society and religious actors who have an existing or emerging organizational infrastructure and culture of implementation, and represent key constituencies such as women and youth. The project aims to produce four specific outputs:

- Strengthened civil society capacities to undertake civic education
- Youth civic engagement facilitated
- Increased women's participation in the democratic transition process
- National capacity established to undertake public consultations & dialogue

#### **Output 1: Strengthened civil society capacities to undertake civic education**

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 allowed to be established and were regulated by Law 19 of 2003, which amended the Law 111 of 1970. However, in reality, the establishment and functioning of the media, NGOs and other CSOs were severely curtailed, 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.

During the conflict CSOs played a significant role in meeting humanitarian and social needs, in particular by taking over essential public service delivery tasks in various sectors such as health, education, sanitation, poverty reduction and social protection. Hundreds of NGOs have been formed since the start of the conflict, and as the humanitarian crisis subsides, many are shifting their focus to advocacy and other areas of activity where they can continue to support the transition process.

UNSMIL and UNDP meetings with civil society have made clear their determination to be engaged closely in the ongoing preparations for the election and the process of drawing up a new constitution, and in efforts to promote civic awareness and engagement. These



consultations have emphasized the enormous challenge of staging Libya's first election for over forty-five years and in particular the urgent need to conduct a major civic education campaign across Libya, particularly targeting women, youth and other traditionally marginalized sections of society to build this consensus and promote meaningful participation in the political transition process. Six sets of activities are planned during the coming months:

*Provide technical Assistance to the development of a new legal & regulatory framework for civil society*

- Through a partnership with the ICNL (International Center for Not-for-Profit Law), technical Assistance will be provided to the Ministry of Culture and Civil Society to support their efforts to ensure an appropriate legal and regulatory framework for civil society based on international best practice and in close consultation with civil society.

*Assess knowledge, attitudes & practices in civic participation:*

- UNDP will work with international partners to commission two Knowledge, Attitude and Perceptions (KAP) studies to provide a comprehensive understanding of people's needs for information and education about the transition to democracy and how these needs are being responded to, the extent to which they are being met, and what gaps exist. The first study will be conducted at the beginning of the project and will be used to inform the design of the campaign's different information, education and communication products. Findings will also be used to inform a national strategic plan for civic education, to be developed collectively by concerned stakeholders with UNDP facilitation. A second study will be conducted at the end of the first year to gauge the impact and help evaluate the project's performance, and to inform the continuation of project activities into a second phase.

*Support national efforts to develop capacities and access to funding for CSOs*

- The project will support the MoCCS to conduct a capacity self-assessment and based on the results will facilitate training, mentoring and the development of organizational systems in MoCCS.
- UNDP will help the Ministry's establish and manage its network of Support Centers for Civil Society (SCCS) so that CSOs across the country can access knowledge, skills and materials to develop and implement civic awareness and engagement projects. UNDP will deploy technical assistants to the SCCS to develop capacity development programs, administer the SCCS programs, improve the registration and database systems, establish a civil society web portal and nurture networking and coalition-building among CSOs. All of this will ensure easy access to project planning and management guidelines, tips and a range of information, education and communication resources for use in CSO project activities.
- UNDP's experience of contributing to international best practice will also be used to help upgrade the Ministry's on-line CSO registration facility, facilitating quick and easy registration and access to capacity development opportunities and information on the availability of public funding for CSO activities.
- Technical Assistance on NGO grant management will also be provided in case an NGO grant funding mechanism is established by the Government.



*Develop local capacity to produce media products for raising civic awareness*

- Prior to the war there was no independent media in Libya. The state exercised strict controls over broadcast and print media and services were mainly provided through the state-owned terrestrial TV station and a small number of state-owned satellite stations. Despite the proliferation of media outlets over the past eight months a sector assessment reported shallow capacities and almost no experience, and no opportunity to build a range of journalistic, editorial, or technical production skills, or to debate roles and ethics. This project will support local media companies and NGOs to produce a range of civic awareness edutainment products (songs, video-clips, computer games, mini-series, etc.).

*Train and equip religious leaders to disseminate information on elections & civic participation*

- Almost all Libyans are Sunni-Muslims and religion has a strong bearing on how they conduct their lives. In anticipation of the influential role the religious establishment will play in preparing their congregations for the election and constitution-building process, UNDP will assist the Ministry of Religious Affairs (el Awqaf<sup>2</sup>) to develop a civic awareness training and dissemination campaign that will provide training and information, education and communication materials for Sheikhs and Imams on democratic principles and the processes and mechanisms of the political transition.

*Train and equip Scout Leaders from Libya's Public Scout and Girl Guide Movement to disseminate information on elections & civic participation*

- The movement is affiliated with the World Association of Girl Guides and Girl Scouts, and the World Organization of the Scout Movement. It was founded in 1954 and membership is estimated at 30,000 from 24 departments throughout Libya. They are very interested to participate in UNDP's proposed training of civic education instructors and to disseminate information to their members.

## **Output 2: Youth Civic Engagement Facilitated**

Discussions with civil society, academia, and youth groups in Libya provide empirical evidence that people's knowledge of democracy and good governance is extremely limited. There is an urgent need to deepen people's understanding of democratic principles and processes, and their application in the election and constitution-building process. It is also essential to nurture the role of youth in the democratic transition by providing youth groups with more opportunities for constructive civic engagement, in particular in advocating with the government and political & social forces for a prominent inclusion of youth issues in policy-making.

### *Youth Activism*

Youth activism – civil and military – has been at the heart of the revolution, and young people have significant responsibilities in the NTC. Although the fighting is over and the Qaddafi regime driven from power, the knowledge and understanding needed to ground their expectations and facilitate their constructive participation in the political transition have yet to be developed. Thousands of young men have been on the front-line in the fighting and many have idealistic expectations of a rapid transformation of the country. In other transitional contexts with disproportionate youth populations, young men in particular can be a significant

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<sup>2</sup>Libya's Islamic Establishment or Endowment



source of instability. This trend is already emerging in Libya as tens of thousands of fighters await demobilization and reintegration, and the process of collecting and registering weapons is slowly starting to begin. Misinterpretation and misunderstandings about rights and responsibilities, expectations and entitlements, and freedoms and limitations may generate tension, confrontation and conflict at a critical time in a sensitive transition process, and while conflict cannot be avoided, it can and should be mitigated by a common understanding of the basic principles of democratic governance, and the different processes that make up a transition to democracy.

At a time when Libya has to define its new social contract and revise so many of its core social and economic policies, it is crucial to ensure significant participation and inputs from the youth into this process as social, economic and political exclusion of the youth in Libya, as elsewhere in the region, were also at the source of the revolutionary process in the country. It is paramount that youth voices be heard in the transition and that their needs be given all the attention they deserve in the new national social contract and ensuing development framework. Dialogue processes between the youth and transitional authorities need to be sustained with reliable multi-dimensional data so that policy choices are made on the basis of evidence rather than ideologies only.

#### *National Higher Education Networks*

Under the former regime, Libya developed one of the most advanced education systems in the Arab region, third-level education was almost free and some fifty percent of all students were women, but students were forbidden to engage in any form of independent civil or political activities. The education system was not allowed to impart the values necessary for the development of skills required by young people to help build and participate in modern democratic societies. There was no independent media and the state exercised strict controls over broadcast and print media. In meetings with the Deputy Minister of Higher Education, it was reported that some 375,000 students are registered at Libya's network of thirteen universities and a further 180,000 are enrolled in vocational training courses in eleven national institutes.

This output will be produced in partnership with the Ministry of Higher Education and a network of participating universities and national institutes throughout the country, as well as with independent youth groups. UNDP will train and certify civic education instructors from universities in Tripoli, Benghazi, Misrata, Al Khoms, Zawia, Gharyan, Sabha, Sirte, Al Baida, and Zlitan. Civic participation classes will be provided for thousands of youth during the coming year. UNDP will also work with TU and other universities to introduce a system to integrate curricular and co-curricular opportunities for civic education for students from every school in the university. UNDP will also train and guide a number of youth CSOs to monitor the democratic transition in particular in relation to youth issues.

Five main sets of activities are currently being planned:

#### *Certification of a group of 30 graduates as civic education instructors*

- A comprehensive Training-of-Trainers course will be conducted for instructors who will carry out a programme of classes for students and youth in the ten universities. Using the BRIDGE<sup>3</sup> program, UNDP will train a core group of thirty university graduates to constitute a cadre of professional Libyan civic education instructors.

#### *Production of reference and dissemination material:*

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<sup>3</sup>Building Resources in Democracy, Governance & Elections ([www.bridge-project.org](http://www.bridge-project.org))



- To support the rapid expansion of the civic education programme throughout Libya, and ensure quality and accuracy of the content, UNDP will work with Tripoli University to develop a number Reference texts and workbooks for teachers and students and additional dissemination material in youth friendly formats.

*Conduct civic education courses and activities for students at 10 universities across Libya:*

- These instructors will subsequently provide short – 2 and 3 day – civic education courses for students through a network of ten Language Centers located in universities throughout the country. The project initially aims to provide civic education classes for 10,000 students in Tripoli, Benghazi, Misrata, Al Khoms, Zawia, Gharyan, Sabha, Sirte, Al Baida, and Zlitan. Once trained, these students will be linked with the High National Elections Commission to work as volunteers in voter education campaigns organized by the IEC and its partners.

*Support University-based communications and outreach activities:*

- The project foresees the development of a communications and outreach strategy with participating universities to disseminate youth-friendly information, education and communication products on democratic principles, elections, constitutions, and fundamental human rights.

*Organize student model parliaments, constituent assemblies & drafting committees*

- Mock parliaments will be organized to educate students on the roles of political parties, elected representatives, governments and constitution. Activities will include students staging elections *to select members who represent their views in a mock parliament in their university* to help promote understanding of the workings of government in the transition phase.

*Support youth monitoring of the democratic transition*

- Training workshops on governance assessments will be run for a consortium of youth organizations, including the Libyan Youth Union, Al Liqaa Foundation, Shabab Al Asema, the Shabab Libya Group and others. Then, a strategic planning exercise will be run with these groups to develop a results-based monitoring framework with quantitative and qualitative indicators on the democratic transition process, with a strong focus on youth participation and the mainstreaming of youth issues in it. Monitoring methodologies and dissemination strategy will also be addressed. South-south exchanges with similar initiatives in Tunisia & Egypt, as well as with the Arab Youth Observatory at the Arab League, will also be sponsored. Following this phase, specific monitoring initiatives developed by participating youth organizations, in line with the assessment framework defined consensually, will be funded by UNDP. Monitoring initiatives could focus on the functioning of the NTC, on youth-related policy-making processes by the transitional government, on media coverage of the transition (and visibility of youth and youth issues in it), on youth participation in the dialogue & reconciliation processes, constitution-building process, on the development of the youth sector in civil society and impact of civil society work on youth well-being, or in youth participation in political party development and platforms. Data and analytical results produced will be disseminated by participating organizations through a number of means such as e-newsletter, radio bulletins, social media, web-based dashboards, documentaries, etc. The Project will support a coordination structure of participating youth organizations to ensure good data sharing & consolidation and increase advocacy strength.



- This activity will be entirely funded by an allocation from the Democratic Governance Thematic Trust Fund.
- This activity will not include the training of domestic electoral observers as this is already dealt with by other donors and organizations.

### **Output 3: Increased women's participation in the democratic transition process**

Women, men, girls and boys experience and take action differently in the context of conflict and post-conflict transitions. Women and girls in particular have become strategic targets in armed conflict, with the increasing use of rape, intimidation and persecution as a weapon of war. However, rather than portray all women as helpless victims of war and violence, it is essential to also focus on the active roles they play as combatants, peacebuilders, politicians and activists. United Nations Security Council Resolution 1325 (2000) provides a specific framework for this focus. Not only does the resolution urge UN Member States to increase women's participation at all decision-making levels in national, regional and international institutions and mechanisms for the prevention, management and resolution of conflict, it also requires states to include a gender perspective in their peacekeeping and peacebuilding measures and address protection, rights and specific needs of women.

The role of women in public life in Libya has traditionally been very limited. Their social position is deeply rooted in patriarchal values and traditions, especially in the rural areas. Yet, the revolution has begun to change the overall perception of women's role in society. Women of all ages have played an integral part in the uprising and have carved out an enduring image of strength and credibility. Thus, the promotion of the role of women will be central to the post-conflict stabilization of the country and the creation of an inclusive civil society in Libya. For many women, it also provides a fundamental indicator of progress in the political development of the country. The transitional authorities have made women's empowerment a priority and also have promised a more important role for women in public administration. However, this promise is not reflected in the establishment of the transitional government. Although the revolution has seen the emergence of an impressive and extensive array of women leaders and activists, they have not been included in the new government. Of the thirty-five appointments to the Cabinet – twenty-five ministerial posts, eight deputy ministers, and two deputy prime ministers – only two are women; thirty-three are men, giving women a representation of less than six percent in “new” Libya's first government. A concerted effort will need to be made to develop a national framework to deliver on the promise of meaningful women's participation in the transition.

This output will focus on the fulfillment of women's rights to participate fully in the electoral and constitution-making processes. It has four main areas of activity:

#### *Promote the role of women in the transition*

- The project will assist women's CSOs to establish an NGO working group on women's role in the transition, using Security Council Resolution 1325 as a platform to collaborate with government in the development of a national implementation plan, with particular reference to women's participation in the electoral and constitution-making processes. The project will deploy a Gender Specialist who will provide technical assistance to the government and civil society as part of a wider awareness-building initiative to ensure women participate fully in the transition.

#### *Strengthening the Capacity of Women's CSOs to Conduct Civic Education*

- The project will offer training of educators courses to prepare a cadre of instructors from women's NGOs who will then conduct civic awareness dissemination classes to directly target women with increased knowledge and understanding of the transition process and role that women can play.



*Organize national consultations on the role of women in the transition process*

- A series of national public consultations on the role of women will be held at universities throughout the country to increase knowledge and understanding on the role of women in post-conflict transition processes and to promote engagement by women's groups and CSOs.

*Create an on-line training course on women and civic participation*

- To accommodate women who cannot attend dissemination courses in person because of cultural restrictions, work hours, or work in the home, the project will work with Tripoli University to develop a tailored on-line course on the role of women in post conflict transitions, which will be open to all women throughout Libya.

**Output 4: National capacity established to undertake public consultations and dialogue**

The project will help build national capacities for consultation and dialogue that can be mobilized throughout the transition process. Consultations may also be required on other key aspects of the transition – e.g. related to electoral legislation and to other initiatives such as the NGO law, media law, political party law, etc. To this end the project will assist the Ministry of Civil Society and a broad coalition of NGOs to establish a National Centre for Democratic Dialogue which will offer training on civic engagement, provide information, education and communication material for awareness-raising activities, and make available expertise and facilities for training, meetings, and public debate on key issues in the transition. It will function as a space for democratic dialogue for all those with a stake in elections and constitution making in Libya.

The centre is intended to provide a focal point for support to civil society efforts to undertake civic engagement activities and organize consultations and dialogue around key issues in the transition to democracy. The aim of the centre is twofold: First, to develop the capacity of Libyan civil society to participate meaningfully in the democratic transition by building the skills, attitudes and behaviours needed for meaningful citizen participation. Harnessing competing groups and interests into effective and complementary processes requires new skills, attitudes and behaviours, often radically different to those prevailing in societies accustomed to authoritarianism, centralized control, and exclusion from political processes. The centre will provide essential resources to help build these skills. Secondly, the centre will work to build dialogue capacity on a local and national level. The transition process will require the careful negotiation of decisions on sensitive issues such as the electoral system, the type of state, the political system, the rights of different groups and constituencies, and the allocation of scarce natural resources. The more inclusive and participatory the process, the more legitimate and effective the outcomes will be.

UNDP is already assisting the new ministry to develop the concept and plans for the centre and this output will be elaborated further in the coming months as planning advances.



#### IV. MANAGEMENT ARRANGEMENTS

The project will be implemented following Direct Implementation Modality (DIM). In May 1976, the United Nations Development Programme entered into a Standard Basic Framework Agreement with the Government of Libya. This agreement set the basis for all future cooperation between UNDP and Libya's national and local counterparts. Prior to the conflict it managed a range of projects in collaboration with the Libyan authorities. In addition to the Country Office which is located in central Tripoli a Field Office in Benghazi which provides a key platform for project implementation in the east. The CO has well-established procurement, logistics, and financial management capacity and several of the programme management staff have over twenty years experience in programme delivery. The Benghazi Field Office is managed by a senior national staff with five years of project management experience in Libya.

The civic education project will be implemented following Direct Implementation Modality (DIM). This is justified by the fact that the Country Programme has become obsolete, and once planning for the appointment of the new government has been completed it is expected that some time will be needed to move from Benghazi and begin to put in place the organization machinery of the concerned ministries. In addition, a significant proportion of the project activities will be implemented directly through civil society organizations and in collaboration with the universities of Tripoli and Benghazi who have been directly involved in the detailed development of the project.

Other stakeholders include civil society organizations and in particular CSOs dealing with issues related to the participation of women. Consultations with these stakeholders have focused on the demand for technical assistance to support their efforts to develop civic engagement strategies and activities, their need for training in specific technical aspects of post-conflict transitions, and the need for facilities for training, access to information, networking, and the development of written and audio-visual communication content for dissemination programmes.

The project will be managed by a Senior International Civic Engagement advisor, who will supervise its implementation and will report to a Project Board composed of representatives from civil society, the Ministry of Planning & the Ministry of Culture and Civil Society. The Project Board will be responsible for making management decisions by consensus when guidance is required by the Project Manager, including approving recommendations for project revisions as and when new needs are identified or in response to changes in the operating environment. Project reviews by the Board are made on a quarterly basis or at designated decision points during the running of the project, or as necessary when raised by the Project Manager for decision when tolerances have been exceeded. The project board will be co-chaired by the Ministry of planning and UNDP.

The Project Board contains three roles:

- The Project Executive: representing overall responsibility for the project, this function will be played by the UNDP Country Director or his designated representative.
- Project Supplier: to provide guidance regarding the technical feasibility of the project, this will be played by UNDP.
- Project Beneficiary: to ensure the realization of project objectives from the perspective of project beneficiaries, this role will be played by a prominent civil society representative and a representative from the Ministries of Planning, Culture and Civil Society, Higher Education and possibly, Religious Affairs.

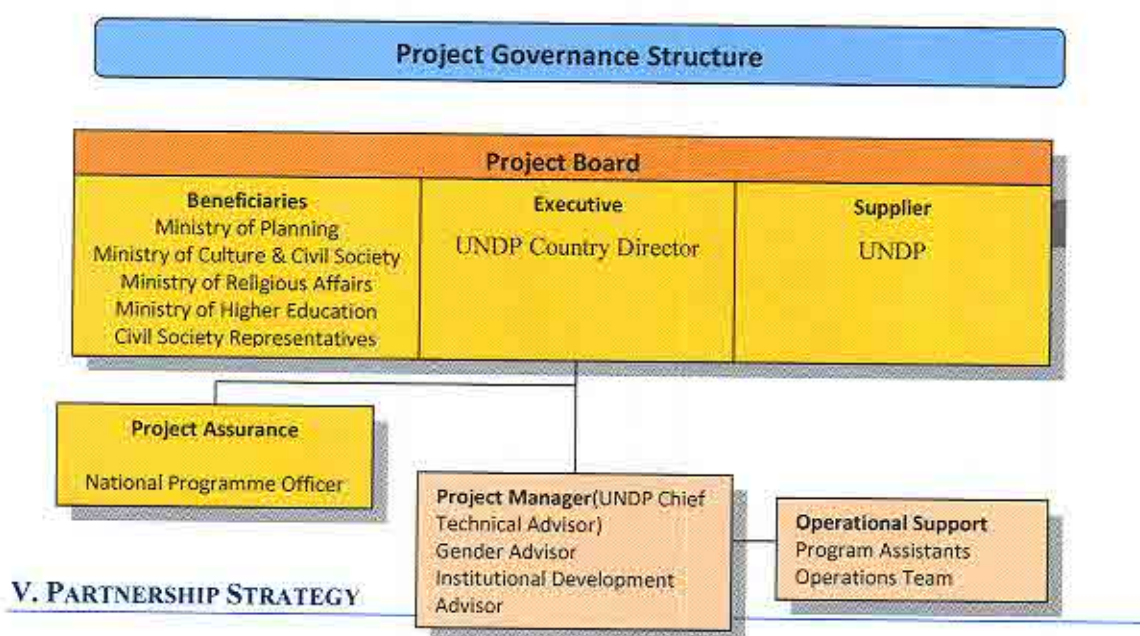
Project assurance will be the responsibility of UNDP's National Programme Officer who will carry out objective and independent project monitoring and oversight functions to ensure



implementation according to indicators and in line with time and budgetary limits as expressed in the Annual Work Plan.

The project manager will be recruited for the duration of the project. The team will also have an international Civic Education Gender specialist who will alternate between Tripoli and Benghazi. In addition, two Programme Assistant – one based in Tripoli and one in Benghazi will provide additional project implementation support. An Institutional Development Advisor can be embedded in the Ministry/Office of Culture and Civil Society to assist in the establishment of an appropriate legal, regulatory and institutional environment for the development of a dynamic civil society. The operations department of UNDP CO will provide the necessary operational support needed to implement the various activities planned.

Other UNDP offices will provide specific assistance as required. Planning is already underway with UNDP's Oslo Governance Center to apply a number of innovative tools for promoting civic engagement and strengthening civil society which will be adapted to the Libyan context. Technical support will also be provided by UNDP's regional office in Cairo, and cooperation with UNDP's Country Office in Tunis will support the application of expertise and lessons from the transition in Tunisia.



UNDP will establish a strategic partnership with the Ministries of Higher Education, Culture & Civil Society, and Religious Affairs. UNDP will both provide capacity development support to MoCCS, based on assessed needs, in addition to assistance already requested (e.g. – to develop the NGO legal framework, strengthen CSO networks, strengthen grant management capacity, and develop human resources for civic education instruction and dialogue facilitation). UNDP will also work closely with the Ministry of Religious Affairs on support to be provided through training for sheikhs and imams. Coordination with the Independent Elections Commission will be ensured through close collaboration with the UNSMIL Electoral Team and the embedded UNDP Electoral Advisor, allowing the project team to ensure synergy between civic education activities implemented through the project and the future voter education activities under the IEC responsibility.

#### *Civil Society Organizations*

While civil society is an embryonic, rapidly growing and extremely dynamic sector it is possible to identify key partners through whom a significant proportion of the electorate can be reached. The programme is currently developing partnerships to support a number of civil



society organizations, NGO umbrella groups, women's organizations, and youth groups to conduct civic awareness and engagement activities for key groups and constituencies. Consultations are continuing and plans are being developed to elaborate the strategy further according to the specific needs and capacities of different stakeholders.

#### *Network of Libyan Higher Education Institutions*

UNDP will also work with Tripoli University to train and certify civic education instructors from a network of ten participating universities in Tripoli, Benghazi, Misrata, Al Khoms, Zawia, Gharyan, Sabha, Sirte, Al Baida, and Zlitan. Civic participation classes will be provided for thousands of youth during the coming year.

#### *Government of Libya*

Prior to the establishment of the government, an extensive range of consultations with NTC Executive Offices and civil society counterparts were undertaken to inform the elaboration of the strategy. Partnerships have since been further developed with three ministries in Libya's new government: the Ministries of Culture & Civil Society, Higher Education, and Religious Affairs to provide technical assistance, international expertise for training and strategy development, support to consultation and dialogue processes.

#### *UN partners*

The civic education strategy has been developed in close coordination with the UNSMIL political and electoral teams and ongoing coordination will be essential for the implementation of the project. It is anticipated that the content of activities relating to civic education will be informed by developments in the electoral preparations process and by the work of UNSMIL in support of voter education. UNDP will also liaise and coordinate with UNSMIL for all activities related to national dialogue and constitution-building.

#### *Non-UN international partners*

UNDP will work in technical partnership with the **ICNL (International Center for Not-for-Profit Law)** in order to support the NTC and the MoCCS, as well as civil society partners, in the negotiation and preparation of a new NGO legal framework. ICNL is a global organization for training and advisory support well established in the region. It has already contributed to revising the NGO legal framework in a number of countries in the Arab Region, including Iraq, Lebanon, Afghanistan, Algeria, Bahrain, Egypt, Jordan, Morocco, Palestine, Yemen & Tunisia).

Through this project, UNDP will develop closer relationships with a number of **Libyan CSOs and CSO networks** for the promotion of civic engagement, in particular youth and women groups. UNDP has already met a number of potential partners but no definitive decisions have been made yet on the most promising and appropriate organizations to partner with, mostly because UNDP office only recently re-opened and its staff are still in the process of building contacts with newly-formed CSOs. Through the project, UNDP will establish partnerships agreements with CSOs that reflect its three main tools for engagement with civil society: capacity-development, funding and advocacy support. Funding agreements will be signed following a competitive process and will abide by UNDP procurement rules under fast-track procedures. It is expected that UNDP will deal directly with about 50 to 70 Libyan CSOs spread all over the country.

UNDP will also collaborate closely with international development agencies for the implementation of this IP, in particular with the **EU** – which has the lead on civil society assessment in the Libya Coordinated Needs Assessment – and with **USIP** (in the area of dialogue facilitation).



## **VI. MONITORING & EVALUATION**

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The results matrix showing indicators of achievement for outputs and activities, as well as means and sources of verification, is shown in Annex 1.

The monitoring and reporting of the IP is principally under UNDP's responsibility (DIM project) and will be done directly by UNDP staff, on the field and at the Country Office. Certain activities will be executed by contracted service providers (in particular for studies and trainings), which will provide monitoring data pertaining to the activities implemented. Quality assurance will be under the responsibility of UNDP. It is also foreseen that an independent monitoring agent will be contracted to follow grant-funded civil society activities.

At the outset of the project, UNDP will commission a Knowledge, Attitudes, Practices Study to establish baseline data on people's needs for information and education about the transition to democracy and how these needs are currently being responded to, the extent to which they are being met, and what gaps exist. This study will serve both as a source of scientifically valid data to inform the detailed planning of the project and the production of specific information, education and dissemination materials, and also to measure progress towards achieving the objectives set out in the civic education project strategy.

Given that this is a short-term project that will evolve into a longer-term programme an end-of-project external evaluation is not foreseen. Yet, the Project Board will conduct an internal project review at the end of the IP period (June 2012). Results of this review will be included in the final report due in July 2012. Other than that, the National Program Officer / Project Coordinator will produce monthly sitreps on project implementation and deliver these to the PB members.

## **VII. LEGAL CONTEXT**

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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<sup>th</sup> 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:

1. 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;
2. 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.



The implemented of the project will be through the Direct Implementation modality (DIM). The administration and the financial transactions of the project activities will comply with UNDP DIM guidelines.

The UNDP Resident Representative in Libya is authorized to effect in writing the following types of revision to this Project Document, provided he/she assured that other signatories to the Project Document have no objection to the proposed changes:

- Revision of, or addition to, any of the annexes to the Project Document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments only as set out here in this Project Document.



## VIII. RISKS & CHALLENGES

Several factors outside of UNDP control could affect the implementation, during this inception phase, of UNDP support to civic engagement in Libya. We can raise, in particular, the following risks:

Identified risks	Type	Probability	Mitigation measure
<b>Risk 1.</b> Low ownership of national partners, due to more pressing priorities	Political	<i>Low</i>	Highlight the added value of civic education and dialogue for a more peaceful and successful transition, based on comparative experience and research.
<b>Risk 2.</b> 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 the Ministry of Civil Society, for activities that require operational decisiveness. The IP proposes a number of implementing partners, many from the civil society, so there will always be room to maneuver and proceed with certain activities of the IP.
<b>Risk 3.</b> Reservations of national partners against technical & 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.
<b>Risk 4.</b> 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.
<b>Risk 5.</b> The new NGO legislation is not a priority for the NTC and finalizing it is postponed till the NPC has been elected.	Political	<i>Medium</i>	By working with Ministries & civil society on the NGO legislation, UNDP guarantees that more sustainable institutions than the NTC will know how to use results from activity 1.1.1 in their advocacy to the future NPC and permanent government.
<b>Risk 6.</b> Possible mistrust of civil society partners in seeing implication of the Ministry of Civil Society as a key partner for this IP.	Politique	<i>Low</i>	UNDP will act as a convener between the Ministry and CSOs, if needed, and establish clear understanding of freedom of association standards under which this IP has been designed and should be implemented.
<b>Risk 7.</b> Youth movements and NGOs are not interested / ready for networking and resource pooling.	Political	<i>Low</i>	UNDP will start working with networks already established and with a minimum track record.
<b>Risk 8.</b> 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 advertise project activities & results through a newsletter. It will also clearly state as a preamble to any support that it does not have the means to answer all civil society needs and that other donors are available. It will also coordinate closely with other supporters of civil society that no overlap or duplication in support



			takes place. Finally, UNDP will ensure that all accessible areas of the country are covered.
<b>Risk 9.</b> The capacity of the Country Office to implement activities included in this IP is too limited due to lack of personnel and previous experience in working in civic education / civil society development.	Operational	<i>High</i>	UNDP CO will benefit during the first few months of the IP of the support of an international expert in civic education through BCPR SURGE program. This expert will also provide intense capacity building to the CO's staff in charge of supervising project implementation. The IP will also fund the recruitment of a Project Officer to be based in the eastern part of the country (Benghazi) so as to follow up closely on all activities implemented there. In addition, other recruitments are planned for the CO, both for the program & operations sections, to help it overcome the accrued need for UNDP support in governance during the transition period.



## VIII. RESULTS & RESOURCES FRAMEWORK

Expected outcome: Libyan citizens, and in particular youth, women and marginalized groups, engage actively in the transition to democracy.

Expected outputs and baseline, indicators and targets	Planned activities <i>List activity results and associated actions</i>	Timeline				Responsible Parties	Proposed budget	
		Q1 2012	Q2 2012	Q3 2012	Q4 2012		Funding source	Budget description
<b>1. Strengthened civil society to undertake civic education;</b>  <b>Baseline:</b> - Libyan NGO legislation does not protect freedom of expression and association ; only adhoc measures have been taken post-revolution to facilitate NGO registration - Absence of evidence-based knowledge of civic education needs - No coordination and information-sharing platform for	1.1 New NGO law informed by international best practices - Needs assessment by legal expert - Expert advice to NGO law drafting committee - Advocacy support to civil society around NGO law	XXX	XXX			UNDP Ministry of Culture Civil Society ICNL	BCPR	International consultant  20,000
								workshops for training and awareness-raising and advocacy  80,000
	1.2. MoCCS efforts to develop capacities of CSOs supported ; - Capacity assessment of MoCCS - Training of MoCCS staff - TA to establish policies and systems to run Support Centers	XXX	XXX	XXX	XXX	UNDP Ministry of Culture Civil Society  MoCCS <sup>4</sup>		- Workshops for capacity assessment  97,500
								- 1 Senior Civil Society Development Advisor for 12 months  250,000

<sup>4</sup>Ministry of Culture & Civil Society



- 1 Institutional Development Advisor x 12 months										<b>200,000</b>
Grant fund management mechanism										<b>500,000</b>
- Consultant for grant fund management										<b>20,000</b>
- IT services for database										<b>30,000</b>
- Equipment										<b>50,000</b>
- CD workshops										<b>250,000</b>
- Grants for network-building										<b>30,000</b>
- 2 x National Officers x 12 months										<b>150,000</b>







Expected outputs and baseline, indicators and targets	Planned activities <i>List activity results and associated actions</i>	Timeline				Responsible Parties	Funding source	Proposed budget	
		Q1 2012	Q2 2012	Q3 2012	Q4 2012			Budget description	Amount
<b>2. Youth Civic Engagement</b> <b>Facilitated Baseline:</b> - Knowledge of democracy & good governance among the youth in Libya is limited, but desire to engage actively in the transition is very high - Total student population is 250,000 - Lack of reference materials and outreach products on civic education adapted to the youth - No independent monitoring of the transition done according to credible indicator framework - Youth issues not sufficiently mainstreaming into public policies <b>Indicators:</b> - Nb of students benefiting directly from civic education classes and/or model democratic processes - Nb of reference materials produced for teachers and students - Nb of edutainment products - Nb of monitoring initiatives led by youth - Nb of monitoring reports on youth issues & transition disseminated to decision-makers <b>Targets</b> - 10,000 students taking civic education classes - 1,000 students participating in model democratic processes - One civic education textbook	2.1. Certification of a 4 groups of 120 graduates, CSO representatives, Sheikhs, etc. as professional civic education instructors - Adaptation of BRIDGE curriculum to Libyan needs - Three-phase training program including mentoring by BRIDGE trainers	XXX	XXX	XXX	XXX	UNDP Libyan Universities	BCPR	Trainers + Travel	240,000
	2.2 Production of reference and dissemination material: - Reference textbooks & workbooks for teachers and students - Printed educational & motivational materials for dissemination to youth.	XXX	XXX	XXX	XXX	UNDP Libyan Universities		National consultants & graphic designers	20,000
	2.3. Involve students in civic education activities: - Civic education classes for 40,000 students in 10 universities throughout Libya - Student model parliaments, constituent assemblies & drafting committees to educate students	XXX	XXX	XXX	XXX	UNDP Min. of Higher Education		Workshops	70,000
2.4. Support University-based communications and outreach activities: - Set up Student Community	XXX	XXX	XXX	XXX	UNDP Ministry of Higher Education		Consultants & staffing	40,000	
							Equipment	70,000	
							Production / IT services	80,000	

<p>and 1 workbook produced</p> <ul style="list-style-type: none"> <li>- 3 community radios established</li> <li>- At least 5 monitoring projects led by youth organizations</li> <li>- 3 quarterly reports on youth &amp; transition produced and disseminated</li> </ul>	<p><b>Radio Stations</b></p> <ul style="list-style-type: none"> <li>- Create civic awareness website</li> </ul>								<p>Training Workshops</p>	<p>50,000</p>
									<p>Travel</p>	<p>10,000</p>
	<p>2.5 Support to youth monitoring of the democratic transition</p> <ul style="list-style-type: none"> <li>- Train youth groups on governance assessments</li> </ul>							<p>Consultant</p>	<p>10,000</p>	
	<ul style="list-style-type: none"> <li>- Develop national indicator framework on youth &amp; transition</li> </ul>							<p>Workshops</p>	<p>50,000</p>	
	<ul style="list-style-type: none"> <li>- South-south exchanges with youth observatories in Arab region</li> </ul>							<p>Grants</p>	<p>100,000</p>	
	<ul style="list-style-type: none"> <li>- Fund monitoring activities</li> <li>- Support coordination &amp; dissemination of results</li> </ul>							<p>Travel (incl. evaluation mission by RSC)</p>	<p>20,000</p>	
								<p>Contract for Services (printing, websites)</p>	<p>20,000</p>	
<p><b>Sub-Total Output 2</b></p>									<p><b>880,000</b></p>	



Expected outputs and baseline, indicators and targets	Planned activities <i>List activity results and associated actions</i>	Timeline				Responsible parties	Proposed budget	
		Q1 2012	Q2 2012	Q3 2012	Q4 2012		Funding source	Amount
<p>Increased women's participation in the democratic transition process</p> <p><b>Baseline:</b> No government strategy to improve the role of women in building peace and democracy in Libya. Nascent women's rights movement in Libya. Women are traditionally kept out of the political sphere.</p> <p><b>Indicators:</b> Government policy to enhance women's role in transition Advocacy by civil society on enhancing the role of women in peace-building &amp; transition.</p> <p><b>Targets</b> National Action Plan to implement UNSCR 1525 issued At least one CSO-umbrella group organized consultations in 3 main cities.</p>	3.1. Support Libyan government to develop a national action plan to implement UNSCR 1325		XXX	XXX	XXX	UNDP UN Women Ministry of Planning	Consultant + travel	20,000
	3.2. Support civil society to organize national consultations on the role of women in the transition process.						Workshops National Gender Officer x 12 months 1 Women's CS Resource Centre Manager x 12 months 2 centre support staff x 12 months 1 international gender specialist x 12 months	50,000 50,000 180,000
	Rent and equip Women's CSO centre premises		XXX	XXX	XXX	UNDP UN Women Ministry of Planning	Rent for Women's Centre for Civic Education & Dialogue Fittings & Equipment Outreach materials	72,000 50,000 60,000
	Provide training for women's NGOs in key aspects of the political transition process						Develop a conference plan with stakeholders for a series of national conferences in different cities covering key themes on women's participation	50,000

Sub-Total Output 3										632,000
<b>4 National capacity established to undertake public consultations &amp; dialogue</b>  <i>Baseline:</i> Lack of qualified dialogue facilitators in Libya and limited training opportunities No framework for national dialogue and lack of dialogue culture Certain population groups with little access to dialogue opportunities.  <i>Indicators:</i> National consultation on key legislations Nb of professional Libyan facilitators Availability of a resource centre to support dialogue around constitution-building at issues  <i>Targets</i> Consultations on key legislations conducted in all areas 30 dialogue facilitators trained NCDD launched	4.1. Assist NTC in conducting a consultations on key legislations of the transition process	XXX	XXX	XXX	XXX	UNDP UNSMIL NTC	BCPR	National consultants Workshops Web design	5,000 25,000 10,000	
	4.2. National Centre for Democratic Dialogue launched: - Development of a strategy & action plan to establish and support the creation of an NCDD & to support national dialogue - Training of Libyan dialogue facilitators - Series of thematic dialogues & classes on constitution-building issues - Library of reference materials related to civic participation, elections, constitutions - Creation of roster of experts for constitutional dialogue made available to NTC, NGOs, CBOs, etc.	XXX	XXX	XXX	XXX	UNDP Ministry of Planning NTC	BCPR	Consultant (2 m/m) + travel	35,000	
Sub-Total Output 4										475,000
<b>5. Results-based</b>	<b>Expected outputs and baseline, indicators and targets</b>	<b>Planned activities</b> <i>List activity results and associated actions</i>				<b>Timeline</b>			<b>Responsible parties</b>	<b>Proposed budget</b>
	5.1. Support implementation of	XXX	XXX	XXX	Q4 2012	XXX	XXX	International staff	Amount	150,000



