



United Nations Development Programme
برنامج الأمم المتحدة للتنمية



Project Title	Support to Transitional Governance Structures in Libya
UNDAF Outcome(s):	N/A
Expected CP Outcome(s):	CP Outcome 1: Management systems (performance management, automation systems, data systems) and capacities in place and result in improved efficiency of key public service delivery providers (including NGOs and CSOs) CP Outcome 2: Standardized data and statistics management system in place result in increased capacity of Government institutions to formulate policies and strategies, and implement development initiatives. CP Outcome 5: Mandated institution is fully able to monitor and coordinate the implementation of the national economic development programme across various sectors and regions
Expected Output(s):	Local Governance structures strengthened Decentralization options presented for the constitutional debate Capacities of prosecutors and trial judges strengthened, in particular on issues related to transitional justice Elections are organized in a timely fashion
Executing Entity:	UNDP (DEX/DIM)
Implementing Agencies:	UNDP (DEX/DIM)

Brief Description

Following the 2011 conflict in Libya, there is a need for targeted technical support to assist the Government to build the capacity of transitional governance structures. Needs exist across many sectors, and the project will prioritize initial capacity needs and priority activities in the following areas:

- Support the decentralization process in a post-conflict situation; focusing on developing the governance capacities of local institutions in Libya to provide public services and initiate local area development programmes
- Support the transitional authorities in implementing rule of law programmes with a view to restore public confidence in rule of law institutions
- Support to broad-based processes for public representation and accountability including elections and constitution formulation

Programme Period:	2011-2014
Key Result Area (ABP)	ABP Priority 6
Atlas Award ID:	_____
Start date:	March 2012
End Date	February 2013
PAC Meeting Date	_____
Management Arrangements	DEX/DIM

Total resources required	USD 5,050,000
Total allocated resources:	USD 5,050,000
• Regular	_____
• Other:	
○ Japan	USD 5,050,000
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	USD
In-kind Contributions	_____

Date:

Agreed by UNDP:

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Country Director
UNDP Libya

I. SITUATION ANALYSIS

Prior to the conflict, Libya—a net contributor country—was included in the category of High Human Development, with a Human Development Index rank of 64 in the Human Development Report 2011. A favourable international climate and high oil revenues resulted in strong annual GDP growth rates during the prior five years. The principal macroeconomic challenge for Libya has been economic diversification. The 2009 Millennium Development Goals Report suggested that Libya is making progress toward MDGs attainment. While drafted prior to the conflict, the UNDP Country Programme Document for Libya (2011-2014) recognized the need for improvements in the quality and efficiency of services in both social and economic sectors (Outcomes 1 and 2), and for regional disparities in economic opportunities and infrastructure to be addressed (Outcomes 5 and 6). It was also recognized that the lack of standardized and validated development data posed a significant challenge to development decision-makers and planners. Increases in the government's capacities in these areas will improve the lives of the people of Libya through enhanced planning and delivery of better-quality government services in all regions.

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

In this context, the Government's focus is on short-term results, which must be achieved in a manner that balances competing claims and maintains stability. There are increased demands for greater transparency and accountability, reflecting the growing civic life, with many constituents organizing themselves to articulate demands and views on the issues of elections, the constitutional process, minority rights, access to services, and youth and women's issues. The resumption of state authority over judicial affairs is hampered by the institutional weaknesses such as the lack of a national transitional justice framework, and the ongoing capacity issues in the courts, some of which are barely functional due to lack of adequate security measures, and the absence of judges and administrative staff.

II. STRATEGY

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

The current project has been discussed and developed with relevant Government counterparts, and would contribute toward the government's overall interim goal to undertake immediate critical actions which will lay the groundwork for the implementation of the future national development programme which will be developed by the successor Government following the transitional

elections. Activities undertaken under the three components—local governance, rule of law, and support to broad-based processes—will assist the Government to develop key policies and processes which will create a solid foundation for later work on democratic governance, local governance and development, and access to justice.

Output 1: Development Capacities for Local Governance Strengthened

In support of local governance, UNDP will provide technical support and policy advice on decentralization to the Government, including South-South exchanges and global comparative experiences. Capacity needs of approximately five to seven local authorities will be mapped across a number of critical skill areas (including planning, budgeting, financial management, post-conflict recovery, decentralized area development, monitoring and reporting), and a training plan will be developed and implemented. Local development plans will be drawn up and quick assistance to improved service delivery in targeted local authorities will be provided. In order to target future areas for decentralised development planning, the collection of data on demographics and public service provision—prior to the conflict and at the current time—will be undertaken and national and local databases updated accordingly. To facilitate targeting of services, data will be disaggregated, to the extent possible, by geographic location, gender, and age group, and specific needs of vulnerable populations will be identified. Local government planners will be trained in the collection and analysis of data.

As a result of the interventions, the targeted local authorities will be better able to plan and manage public services and development activities in their constituency, thereby meeting the populations' demand for more equitable and efficient service delivery and expanded economic opportunities.

Output 2: Efficiency and Equitability of Rule of Law Institutions Improved

The reform of the justice sector is one of the priority areas for the Government. UNDP will provide technical expertise, material and advisory support—in coordination with other UN agencies—to assist the Government in reviewing the challenges of the justice sector. These include improving the functioning of the courts (including through improvement in administration and automation), comprehensive training and capacity building for at least 100 prosecutors and trial judges on issues related to transitional justice, building the capacity of the public prosecutors to perform proper and fair investigations and support to the legal database.

Legal outreach to assist women and vulnerable groups will be supported, as will the establishment of dedicated judicial services for these groups and establishment and facilitation of national human rights networks. UNDP may also provide training to rule of law institutions and civil society organizations on human rights.

As a result of the interventions, the skills and systems of the Libyan rule-of-law institutions will be improved, resulting in increased efficiency in services provided. Human rights will increasingly be respected and supported. This work will build upon previous UNDP work modernizing the judicial system, in particular its focus on the high judicial institute.

Output 3: Broad-based Processes for Public Representation and Accountability Supported, including Elections

Addressing the widespread public demands for increased transparency and accountability in public processes, as well as equitable representation, are one of the critical priorities for the transitional Government. UNDP will support increased participation in civic life and in transition processes, through strengthening the advocacy capacities of a minimum of 20 civil society organizations, particularly as regards to electoral and constitution-building processes. Assistance will be given to the establishment of 5 youth and women's networks, and to facilitating their participation in transitional governance processes. The media's role will be strengthened, through skills development in public advocacy and awareness generation on issues related to public participation in transition processes.

In partnership with the UN/DPA/EAD and other UN agencies, and in line with the UNDP approach to supporting electoral cycles, UNDP will provide technical support to the establishment of an Electoral Management Body and the formulation of electoral laws and regulations. Drawing from its global network, UNDP will facilitate technical cooperation and exchange of best practices on elections through South-South cooperation. The partnership with UN/DPA/EAD and other UN agencies will extend to supporting the national authorities in ensuring broad and inclusive consultative processes and to support outreach to women, youth and vulnerable groups to participate fully in the process, through a minimum of 15 civil society organizations. In addition, UNDP will support the consultative process for the constitution building process. Drawing upon its global network, UNDP will provide technical expertise and facilitate exchange of best practices, including from the Arab States region through an existing project. Also, UNDP will support the National Congress/Parliament.

As a result of the interventions, the Libyan people will be adequately informed and consulted on key transitional governance processes, and will be prepared to participate in participatory and transparent public processes.

III. RESULTS AND RESOURCES FRAMEWORK

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

- CP Outcome 1: Management systems and capacities in place and result in improved efficiency of key public service delivery providers (including NGOs and CSOs)
- CP Outcome 2: Standardized data and statistics management system in place result in increased capacity of Government institutions to formulate policies and strategies, and implement development initiatives.
- CP Outcome 5: Mandated institution is fully able to monitor and coordinate the implementation of the national economic development programme across various sectors and regions

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

- 1.1 Automated processes, revised procedures and strengthened capacity ensure improved efficiency of courts in the treatment of cases
- 1.2 Population has increased access to justice through strengthened capacity of the justice system
Baseline: Access to justice limited by low levels of automation in the public service sector
Target: Increase in cases handled (per unit time) by 10 per cent over the programme period
- 1.7 Civil society organizations actively engage in transition efforts, notably related to gender issues and provision of services
Baseline: National role of civil society in the development process is limited
Target: At least 20 civil society organizations initiatives strengthened
- 2.1 Enhanced institutional and professional capacity of key statistical institutions to collect, analyse and disseminate development data
Baseline: Integrated national development database systems absent
Target: Database system 100 per cent operational
- 5.3 Pilot regional development strategy developed and implemented resulting in increased economic opportunities.
Baseline: Important regional disparities
Target: At least one sub-regional economic development project implemented

Applicable Key Result Area (from 2012 UNDP Annual Business Plan): ABP Priority 6: 12-month national recovery and transition benchmarks and strategies met with UNDP assistance in countries facing prolonged and elevated risk

Partnership Strategy: N/A

Project title and ID (ATLAS Award ID): Support to Transitional Governance Structures in Libya (ATLAS Award ID:)

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Development Capacities for Local Governance Strengthened</p> <p>Baseline: Local governments have limited capacity for development planning, budgeting and implementation; lack of dependable data/ statistics on demography and service users</p> <p>Indicators: South-South exchanges on decentralization; number of local authorities trained; number of capacity mapping exercises; number of local and national databases created</p> <p>Targets: Training plan for local authorities developed and implemented; monitoring and reporting by local authorities improved; data on public services collected and analyzed</p>	<p>1 Capacities of local authorities strengthened on decentralised planning, budgeting and financial management</p> <ul style="list-style-type: none"> ▪ Technical expertise and policy advice on decentralization provided ▪ Participation of Libyan officials in South-South exchanges facilitated ▪ Scoping exercise to determine target beneficiaries ▪ Mapping of capacity needs of targeted local authorities in planning, budgeting, financial management, recovery, area development, monitoring and reporting ▪ Preparation and implementation of training plan <p>2 Data collection mechanisms established and mechanisms to support local governance</p> <ul style="list-style-type: none"> ▪ Collection of essential data on public services, including gender disaggregated data made available for service delivery ▪ Preparation and implementation of local development plans 	<p>UNDP Ministry of Local Governance Targeted local authorities</p>	<p>Output 1 International expertise 190,000 National consultancies 37,000 International travel (conference participation) 12,000 National and regional workshops on decentralization 40,000 In-country travel 8,500 Mapping exercise 17,500 Training plan formulation 0 Data collection and dissemination 20,000 Sub contracts for local development plans 375,000 Monitoring and Evaluation officer 80,000 sub-total 780,000 activity 1</p> <p>Output 1 International expertise 60,000 National consultancies 13,000 International travel (conference participation) 28,000 National and regional workshops on decentralization 5,000 In-country travel 1,500 Mapping exercise 2,500 Training plan formulation 0 Data collection and dissemination 80,000 Sub contracts for local development plans 0 Monitoring and Evaluation officer 46,787 activity 2</p>

<p>Output 2: Efficiency and Equitability of Rule-of-Law Institutions Improved</p> <p>Baseline: Lack of clear procedures which contribute to slowness in processing cases; lack of access to legal materials by judges and staff; public's lack of awareness of their legal rights and legal procedures; inadequate information available for public awareness of legal rights; women face difficulties in access to justice; no system to ensure sustainability of reforms</p> <p>Indicators: Number of technical advisory missions; number of workshops on human rights and GBV; public information campaign conducted; percentage increase in cases where plaintiffs are women or from minority groups; training plan for rule-of-law institutions developed and implemented; legal IT systems installed and functioning; specialized rule of law institutions established</p> <p>Targets: Women and vulnerable groups aware of and exercising their rights; institutions and mechanisms in place to ensure equitable treatment under the law</p>	<p>1 Support to reform of Justice Sector</p> <ul style="list-style-type: none"> ▪ Technical advice on justice sector reform made available to the transitional authority ▪ Material and advisory support available to improve the functioning of the courts ▪ Legal outreach to improve access to justice by women and vulnerable groups ▪ Dedicated judicial services for women and vulnerable groups established <p>2 Strengthening Capacities of RoL institutions</p> <ul style="list-style-type: none"> ▪ Technical advice on social accountability frameworks and systems made available to the transitional authorities ▪ Training on human rights provided to rule-of-law institutions ▪ Technical support provided to court administration and automation <p>3 Support to establishment of specialized RoL institutions</p> <ul style="list-style-type: none"> ▪ Support the establishment of the National Human Rights Council ▪ Support to establishment of the National Women's Commission ▪ Support the establishment and facilitation of national human rights networks 	<p>UNDP UNSMIL High Judicial Institute Ministry of Justice Targeted courts</p>	<p>sub-total</p> <p>Output 2</p> <p>International expertise 165,000</p> <p>National consultancies 52,300</p> <p>Training 5,000</p> <p>In-country travel 29,000</p> <p>Training plan formulation 0</p> <p>National and regional training workshops on human rights 55,000</p> <p>Local trainings and activities on human rights 113,000</p> <p>Computers and equipment 135,000</p> <p>Public awareness materials and campaigns 68,000</p> <p>Rent (for commissions), facilities (for networks) and utilities 0</p> <p>Programme manager 70,000</p> <p>sub-total 692,300</p> <p>activity 2</p> <p>Output 2</p> <p>International expertise 67,000</p> <p>National consultancies 43,700</p> <p>Training 3,500</p> <p>In-country travel 22,600</p> <p>Training plan formulation 0</p> <p>National and regional training workshops on human rights 13,000</p> <p>Local trainings and activities on human rights 49,500</p> <p>Computers and equipment 65,000</p> <p>Public awareness materials and campaigns 24,000</p> <p>236,787</p>
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<p>Output 3: Support to broad-based processes for public representation and accountability including elections</p> <p>Baseline: The multi-party election in Libya occurred in 1952; there is currently no Electoral Management Body (EMB); minimal civil society organization</p> <p>Indicators: The new electoral law is widely consulted; public awareness</p>	<p>1 Facilitating civic participation in transitional governance processes</p> <ul style="list-style-type: none"> ▪ Voter education activities implemented to foster civic participation ▪ Awareness raising activities carried out by media to increase knowledge of electoral process <p>2 Technical support to election processes within the UNDP electoral cycle approach</p> <ul style="list-style-type: none"> ▪ Technical and managerial support provided for the establishment of Electoral 	<p>UNDP UNSMIL</p>	<p>Rent (for commissions), facilities (for networks) and utilities 0 Programme manager 39,049 sub-total 327,349</p> <p>Output 2 activity 3 International expertise 89,000 National consultancies 54,000 Training 6,500 In-country travel 18,400 Training plan formulation 0 National and regional training workshops on human rights 37,000 Local trainings and activities on human rights 37,500 Computers and equipment 80,000 Public awareness materials and campaigns 108,000 Rent (for commissions), facilities (for networks) and utilities 126,396 Programme manager 60,000 sub-total 616,796</p> <p>Output 3 activity 1 Civil society programmes to foster civic participation in elections 400,000 International expertise 90,000 National consultancies 15,000 International travel (conference participation) 0 Equipment 24,000 In-country travel 14,000 Sub contracting (consultations) 39,000</p>
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<p>campaigns conducted on electoral system and constitution-drafting processes</p> <p>Targets: Free and fair elections occur according to schedule; wide turnout experienced in elections, with appropriate proportional participation from women and vulnerable groups; a new constitution is drafted through a consultative process</p>	<p>Management Bodies</p> <ul style="list-style-type: none"> ▪ Technical support made available for the formulation of electoral laws and regulations ▪ Facilitate technical cooperation and exchange of best practices on elections through South-South cooperation <p>3 Technical support to constitution formulation process</p> <ul style="list-style-type: none"> ▪ Technical and facilitation support provided to broad and inclusive consultation processes ▪ Facilitate participation of marginalized communities, women and youth in the consultation process ▪ Technical and mediation support provided to national authorities on consensus building ▪ Facilitate technical cooperation and exchange of global best practices, particularly through South-South cooperation <p>4 Technical support to National Congress/Parliament</p> <ul style="list-style-type: none"> ▪ Capacity building for committees of national congress, including capacity to reach out to civil society and networking ▪ Support to setting up of Secretariat to Parliament, in particular research/library and legal department 	<p>Public awareness materials and campaigns 125,000</p> <p>International constitutional expertise 0</p> <p>Program manager 0</p> <p>sub-total 707,000 activity 2</p> <p>Output 3</p> <p>Civil society programmes to foster civic participation in elections 0</p> <p>International expertise 165,000</p> <p>National consultancies 0</p> <p>International travel (conference participation) 25,000</p> <p>Equipment 54,000</p> <p>In-country travel 10,000</p> <p>Sub contracting (consultations) 16,000</p> <p>Public awareness materials and campaigns 30,000</p> <p>International constitutional expertise 0</p> <p>Program manager 140,000</p> <p>sub-total 440,000 activity 3</p> <p>Output 3</p> <p>Civil society programmes to foster civic participation in elections 0</p> <p>International expertise 65,559</p> <p>National consultancies 35,000</p> <p>International travel (conference participation) 25,000</p> <p>Equipment 22,000</p> <p>In-country travel 56,000</p> <p>Sub contracting (consultations) 145,000</p> <p>Public awareness materials and campaigns 45,000</p>
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			International constitutional expertise	150,000
			Program manager sub-total	38,441
			582,000	
			Output 4	
			International expertise	100,000
			National consultancies	50,000
			Equipment	30,000
			International travel (study tour)	33,268
			Sub-total	213,268
			Subtotal	USD 4,595,500
			ISS (2%)	USD 101,000
			Facilities and Administration (7%)	USD 353,500
			TOTAL	USD 5,050,000

IV. ANNUAL WORK PLAN

Year: 2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
		Output 1: Local Governance <i>Baseline:</i> Local governments have limited capacity for development planning, budgeting and implementation; lack of dependable data/ statistics on demography and service users <i>Indicators:</i> South- South exchanges on decentralization;	1. Capacities of local authorities strengthened on decentralised planning, budgeting and financial management -Scoping exercise and international national consultancies exchanges South-South - Travel - Training workshops and Subcontract mapping exercise for - Monitoring & evaluation						
		X	X	X	X	Japan	Output 1 International expertise National consultancies International travel (conference participation) National and regional workshops on decentralization In-country travel Mapping exercise Training plan formulation Data collection and dissemination Sub contracts for local development plans	activity 1 190,000 37,000 12,000 40,000 8,500 17,500 0 20,000 375,000	

<p>number of local authorities trained; number of capacity mapping exercises; number of local and national databases created</p> <p>Targets: Training plan for local authorities developed and implemented; and reporting by local authorities improved; data on public services collected and analyzed</p> <p>Related outcome: CP Standardized data and statistics management system in place result in increased capacity of Government institutions to formulate policies and strategies, and implement development initiatives</p>	<p>2. Data collection mechanisms established and support to local governance</p> <p>-Sub-contracts for data collection/dissemination and local plan and consultation preparation</p> <p>- Training and workshops</p> <p>- Monitoring & evaluation</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UNDP</p>	<p>Japan</p>	<p>Monitoring and Evaluation officer sub-total</p> <p>80,000</p> <p>780,000</p> <p>Output 1</p> <p>International expertise 60,000</p> <p>National consultancies 13,000</p> <p>International travel (conference participation) 28,000</p> <p>National and regional workshops on decentralization 5,000</p> <p>In-country travel 1,500</p> <p>Mapping exercise 2,500</p> <p>Training plan formulation 0</p> <p>Data collection and dissemination 80,000</p> <p>Sub contracts for local development plans 0</p> <p>Monitoring and Evaluation officer 46,787</p> <p>sub-total 236,787</p>
<p>Output 2: Rule of Law</p> <p>Baseline: Lack of clear procedures which contribute to slowness in processing cases;</p>	<p>1. Support to reform of Justice Sector</p> <p>- International and national consultancies</p> <p>- Travel</p> <p>- Public awareness</p> <p>- Equipment</p> <p>- Monitoring & evaluation</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UNDP</p>	<p>Japan</p>	<p>Output 2</p> <p>International expertise 165,000</p> <p>National consultancies 52,300</p> <p>Training 5,000</p> <p>In-country travel 29,000</p> <p>Training plan formulation 0</p>

lack of access to legal materials by judges and staff; public's lack of awareness of their legal rights and legal procedures; inadequate information available for public	2. Capacities of RoL institutions - International and national consultancies - Travel - Training and workshop activities - Equipment - Monitoring & evaluation	X	X	X	X	UNDP	Japan	National and regional training workshops on human rights	55,000
								Local trainings and activities on human rights	113,000
								Computers and equipment	135,000

<p>awareness of legal rights, women face difficulties in access to justice; no system to ensure sustainability of reforms</p> <p>Indicators: Number of technical advisory missions; number of workshops on human rights and GBV; information campaign conducted; percentage increase in cases where plaintiffs are women or from minority groups; training plan for rule-of-law institutions developed and implemented; legal IT systems installed and functioning; specialized rule of law institutions</p> <p>Targets: Women and vulnerable groups aware of and exercising their rights; institutions and mechanisms in place to ensure equitable treatment under the law</p> <p>Related outcome: CP Management systems (performance management, automation systems, data and systems) and capacities in place and result in improved efficiency of key public service providers (including NGOs and CSOs)</p>	<p>3. Support to establishment of specialized institutions</p> <ul style="list-style-type: none"> - International and national consultancies - Travel - Training and workshop activities - Public awareness - Equipment - Rent/facilities and utilities - Monitoring & evaluation 	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UNDP</p> <p>Japan</p>	<p>Public awareness materials and campaigns</p> <p>68,000</p>
				<p>Rent (for commissions), facilities (for networks) and utilities</p> <p>0</p>
				<p>Programme manager</p> <p>70,000</p>
				<p>sub-total</p> <p>692,300</p>
				<p>Output 2</p> <p>activity 2</p>
				<p>International expertise</p> <p>67,000</p>
				<p>National consultancies</p> <p>43,700</p>
				<p>Training</p> <p>3,500</p>
				<p>In-country travel</p> <p>22,600</p>
				<p>Training plan formulation</p> <p>0</p>
				<p>National and regional training workshops on human rights</p> <p>13,000</p>
				<p>Local trainings and activities on human rights</p> <p>49,500</p>
				<p>Computers and equipment</p> <p>65,000</p>
				<p>Public awareness materials and campaigns</p> <p>24,000</p>
				<p>Rent (for commissions), facilities (for networks) and utilities</p> <p>0</p>
<p>Programme manager</p> <p>39,049</p>				
<p>sub-total</p> <p>327,349</p>				
<p>Output 2</p> <p>activity 3</p>				
<p>International expertise</p> <p>89,000</p>				
<p>National consultancies</p> <p>54,000</p>				
<p>Training</p> <p>6,500</p>				
<p>In-country travel</p> <p>18,400</p>				
<p>Training plan formulation</p> <p>0</p>				
<p>National and regional training workshops on human rights</p> <p>37,000</p>				

<p>Output 3: Support to broad-based processes for public representation and accountability including elections</p> <p><i>Baseline:</i> The multi-party election in Libya occurred in 1952; there is currently no Electoral Management Body (EMB); minimal civil society organization</p> <p><i>Indicators:</i> The new electoral law is widely consulted; public awareness campaigns</p>	<p>1. Facilitating civic participation in transitional governance processes</p> <ul style="list-style-type: none"> - Subcontract on civil society outreach - International and national consultancies - Travel - Training and workshops - Public awareness - Monitoring & evaluation <p>2. Technical support to election processes within the UNDP electoral cycle approach</p> <ul style="list-style-type: none"> - International and national consultancies - Travel - South-South exchanges - Public awareness - Monitoring & evaluation 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p>	<p>Japan</p> <p>Japan</p> <p>Japan</p> <p>Japan</p> <p>Japan</p> <p>Japan</p>	<p>Output 3</p> <p>Civil society programmes to foster civic participation in elections</p> <p>International expertise</p> <p>National consultancies</p> <p>International travel (conference participation)</p> <p>Equipment</p> <p>In-country travel</p> <p>Sub contracting (consultations)</p> <p>Public awareness materials and campaigns</p> <p>International constitutional expertise</p> <p>Program manager</p> <p>sub-total</p> <p>Output 3</p> <p>Civil society programmes to foster civic participation in elections</p> <p>international expertise</p>	<p>activity 1</p> <p>400,000</p> <p>90,000</p> <p>15,000</p> <p>0</p> <p>24,000</p> <p>14,000</p> <p>39,000</p> <p>125,000</p> <p>0</p> <p>0</p> <p>707,000</p> <p>activity 2</p> <p>0</p> <p>165,000</p>
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<p>conducted on electoral system and constitution-drafting processes</p> <p><i>Targets:</i> Free and fair elections occur according to schedule, wide turnout experienced in elections, with appropriate proportional participation from women and vulnerable groups; a new constitution is drafted through a consultative process</p> <p><i>CP</i></p> <p>Management systems and capacities in place and result in improved efficiency of key public service delivery providers (including NGOs and CSOs)</p> <p>Mandated institution is fully able to monitor and coordinate the implementation of the national economic development programme across various sectors and regions</p>						<p>3. Technical support to constitution formulation process</p> <ul style="list-style-type: none"> - Subcontract on consultations - international and national consultancies - Travel - South-South exchanges - Public awareness - Monitoring & evaluation <p>4. Technical support to the national congress</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UNDP</p>	<p>Japan</p>	<p>National consultancies</p> <p>International travel (conference participation)</p> <p>Equipment</p> <p>In-country travel</p> <p>Sub contracting (consultations)</p> <p>Public awareness materials and campaigns</p> <p>International constitutional expertise</p> <p>Program manager</p> <p>sub-total</p> <p>Output 3</p> <p>Civil society programmes to foster civic participation in elections</p> <p>International expertise</p> <p>National consultancies</p> <p>International travel (conference participation)</p> <p>Equipment</p> <p>In-country travel</p> <p>Sub contracting (consultations)</p> <p>Public awareness materials and campaigns</p> <p>International constitutional expertise</p> <p>Program manager</p> <p>sub-total</p> <p>Output 4</p> <p>International expertise</p> <p>National consultancies</p> <p>Equipment</p> <p>International travel (study tour)</p> <p>Sub-total</p>	<p>0</p> <p>25,000</p> <p>54,000</p> <p>10,000</p> <p>16,000</p> <p>30,000</p> <p>0</p> <p>140,000</p> <p>440,000</p> <p>activity 3</p> <p>0</p> <p>65,559</p> <p>35,000</p> <p>25,000</p> <p>22,000</p> <p>56,000</p> <p>145,000</p> <p>45,000</p> <p>150,000</p> <p>38,441</p> <p>213,268</p> <p>582,000</p> <p>4,595,500</p>
Subtotal											

ISS (2%)		101,000
F&A (7%)		353,500
TOTAL		5,050,000

V. MANAGEMENT ARRANGEMENTS

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

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

Strategic:

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

Time Critical:

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

The project will be UNDP executed/implemented.

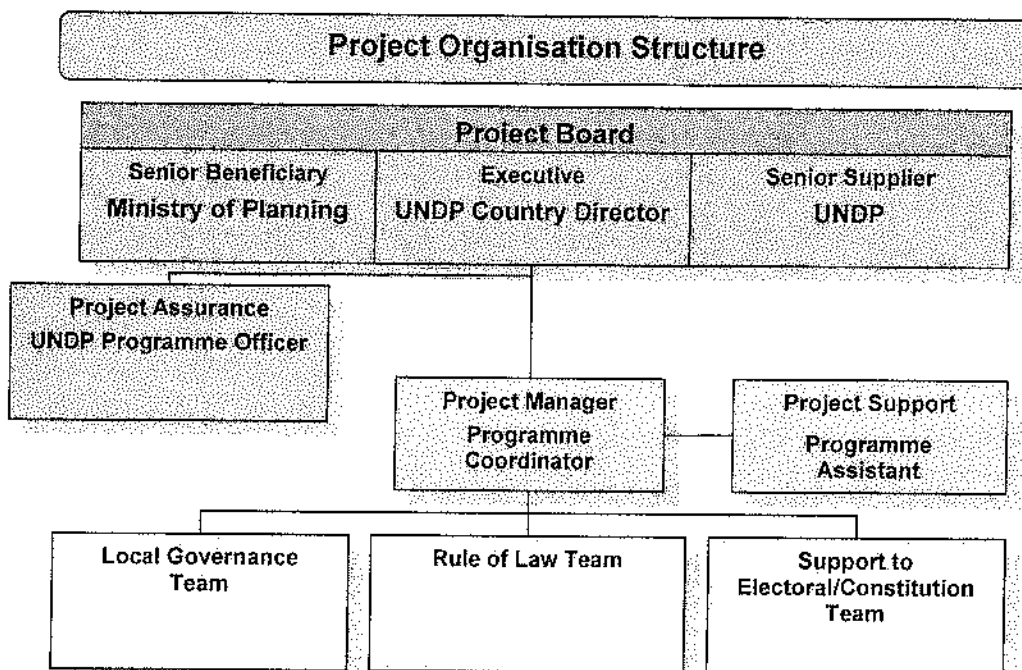
Project Management Arrangements:

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

- **Project Board:** The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.
- Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies.

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

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



This project will work in close collaboration with existing and planned programmes in the output areas, including the UNDP Modernization of the Justice Sector project, the UNDP regional project Support to Arab Countries' Efforts in Transitional Governance Processes, the draft UNDP Support to Civic Education in Libya's Transition (SCFLT) project, and the draft UN/UNDP Libya Electoral Assistance Project (LEAP).

VI. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level. The final and mid-term reports will be submitted to the Government of Japan together with the financial reports – including annexed photographic or other visually documented records of the projects' implementation and impact.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Local Governance		
Activity Result 1 (Atlas Activity ID)	<i>Capacities strengthened on planning, budgeting and financial management</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve delivery of basic services at the local level</i>	
Description	<i>Technical and policy advice, South-South exchanges, training</i>	
Quality Criteria	Quality Method	Date of Assessment
South-South exchanges on	Number of exchanges (observation)	Quarterly

decentralization		
Local authorities trained	Number of local government staff trained and in what topics (training reports)	Quarterly
Capacity mapping exercises	Number of capacity mapping exercises (reports of mapping exercises)	Quarterly
OUTPUT 1: Local Governance		
Activity Result 2 (Atlas Activity ID)	<i>Data collection mechanisms established and mechanisms to support local development plans</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve delivery of basic services at the local level</i>	
Description	<i>Collection of disaggregated data; establishment of development databases Local development plans</i>	
Quality Criteria	Quality Method	Date of Assessment
Local development data available	Number of local authorities with available data (observation)	Annually
OUTPUT 2: Rule of law		
Activity Result 1 (Atlas Activity ID)	<i>Support to reform of Justice Sector</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to justice</i>	
Description	<i>Technical advisory and material support; legal outreach and dedicated judicial services supported</i>	
Quality Criteria	Quality Method	Date of Assessment
Judges trained on transitional justice and other issues	Number of prosecution and trial judges trained (training report)	Quarterly
Justice sector staff trained on human rights	Number of staff trained attending relevant workshops (training reports)	Quarterly
Pilot courts functional	Number of courts with model court management system in place (reports)	Quarterly
Dedicated judicial services provided to women and vulnerable groups	Establishment of dedicated judicial services (observation)	Quarterly
OUTPUT 2: Rule of law		
Activity Result 2 (Atlas Activity ID)	<i>Strengthening Capacities of Rule of Law institutions</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to justice</i>	
Description	<i>Technical advice and support, training, specialized automation equipment</i>	
Quality Criteria	Quality Method	Date of Assessment
Training plan for rule-of-law institutions developed and implemented	Number of trainings; number of staff trained (training reports)	Quarterly
Percentage increase in cases where plaintiffs are women or from minority groups	Disaggregated caseload data (reports)	Quarterly

Technical advisory missions	Number of technical advisory missions/postings (observation)	Quarterly
Legal IT systems installed and functioning	Number of systems installed and operational (observation)	Quarterly
OUTPUT 2: Rule of law		
Activity Result 3 (Atlas Activity ID)	<i>Support to establishment of specialized RoL institutions</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To improve access to justice</i>	
Description	<i>Technical advice and support, premises/facilities and operational support</i>	
Quality Criteria	Quality Method	Date of Assessment
National Human Rights Council and National Women's Commission established	Number of institutions established (observation)	Annually
National human rights network supported	Number of organizations/groups joining national network (observation)	Quarterly
OUTPUT 3: Support to Broad-Based Processes		
Activity Result 1 (Atlas Activity ID)	<i>Facilitating civic participation in transitional governance processes</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To enhance participation in transitional governance processes</i>	
Description	<i>Training, support to women's and youth networks, public information and advocacy</i>	
Quality Criteria	Quality Method	Date of Assessment
Voter education carried out for civic participation	Number of CSOs supported and outreach campaigns delivered (report)	Quarterly
Networks of women's and youth organizations operational	Number CSO networks receiving facilitation or material support from UNDP (reports)	Quarterly
Media organizations active in public information and advocacy	Number of outreach activities carried out and number of media outlets participating (reports)	Quarterly
OUTPUT 3: Support to Broad-Based Processes		
Activity Result 2 (Atlas Activity ID)	<i>Technical support to election processes within the UNDP electoral cycle approach</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To enhance participation in transitional governance processes</i>	
Description	<i>Technical and managerial support, South-South exchanges</i>	
Quality Criteria	Quality Method	Date of Assessment
Electoral calendar is respected	Number of key milestones Implemented according to schedule	Quarterly
The new electoral law is widely consulted	Number of comments received on draft law	Quarterly
Public awareness campaigns conducted on electoral process	Number and scope of public awareness campaigns (observation)	Quarterly

OUTPUT 3: Support to Broad-Based Processes		
Activity Result 3 (Atlas Activity ID)	<i>Technical support to constitution formulation process</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To enhance participation in transitional governance processes</i>	
Description	<i>Technical and facilitation support, South-South exchanges</i>	
Quality Criteria	Quality Method	Date of Assessment
South-South exchanges on constitution drafting and consultation processes	Number of exchanges (observation)	Quarterly
The new constitution is widely consulted	Number of comments received on draft law, disaggregated by gender and region (reports)	Quarterly
Public awareness campaigns conducted on constitution-drafting process	Number and scope of public awareness campaigns (observation)	Quarterly
OUTPUT 3: Support to Broad-Based Processes		
Activity Result 4 (Atlas Activity ID)	<i>Technical support to parliamentary strengthening</i>	Start Date: January 2012 End Date: December 2012
Purpose	<i>To enhance democratic processes in transitional governance</i>	
Description	<i>Technical and facilitation support</i>	
Quality Criteria	Quality Method	Date of Assessment
Expertise provided to NTC and to new National Congress on parliamentary development	Number of expert missions	Quarterly
Training sessions for new Congress	Number of MPs trained, disaggregated by gender	Quarterly
Parliamentary secretariat set up	Rules and regulations adopted. Number of secretariat staff trained	Quarterly

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Libya and UNDP, signed on 20 May 1976.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEX I

Risk Analysis.

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

			place.
Risk 9. The capacity of the Country Office to implement activities included in this project is too limited due to lack of personnel and technical skills.	Operational	<i>High</i>	UNDP CO is benefiting from additional international expertise through UNDP's SURGE programme. Negotiations are ongoing to restore the government's annual GLOC payment, which supports the capacity and facilities of the UNDP Country Office.
Risk 10. The complexity of the project design (three distinct outputs) may lead to confusion in implementation arrangements.	Operational	<i>Medium</i>	The Project Manager will remain in frequent contact with the Responsibility for implementation and oversight of each output will be assigned distinctly. Progress will be monitored in quarterly review meetings.
Risk 11. The alignment of this project with other, related programmes at national and regional levels is incomplete	Strategic	<i>Low</i>	UNDP holds regular programme meetings, at which coordination among projects are discussed The UNDP Resident Representative is also the DSRSG of UNSMIL, ensuring coordination with activities of the UN Mission.
Risk 12. The outbreak or resumption of violent conflict in one or more of the areas where the programme operates	Security	<i>Low</i>	UNDSS and the UNDP Security will continuously monitor the operational security environment, both within Libya and regionally. A programme criticality exercise may be undertaken, if necessary.
Risk 13. Unexploded ordnance (UXOs) and land mines make local travel to some project locations difficult or not recommended	Security	<i>Medium</i>	UNDSS and the UNDP Security will continuously monitor the operational security environment and recommend mitigation measures as appropriate. UNDP Security will maintain contact with UNMAS, to be continuously informed of the mine/UXO situation and current status.
Risk 14. Natural or man-made disaster prevents timely implementation of project activities	Environmental	<i>Low</i>	UNDP to participate in UNCT contingency planning activities. All UNDP staff to receive security information and appropriate security equipment. UNDSS and UNDP Security to continuously monitor the operational security environment and recommend mitigation measures as appropriate. In the case of unexpected or unanticipated events that cause a serious or potentially adverse effect on the project and its ability to deliver the intended results, UNDP will take steps to immediately report and consult on these at the soonest available opportunity with the Government of Japan as the prime donor to the project.
Risk 13. Project activities and related budgets are delayed or affected by operational circumstances	Operational	<i>Medium</i>	The project is being implemented in a post-conflict environment at the early stages of a transitional process. As a result, capacities within counterpart agencies are not 'tried and tested'. UNDP will take care to ensure the project advances at a pace permitted by security and other implementation factors. In the case of project and budget adjustments required as a result of uncertainties in the operating environment, UNDP will submit a written request to the Government of Japan

			<p>for the prior approval in case (1), the extension of the project is required, and/or (2), the re-deployment of funds between approved project budget components is required, if more than 20% increase or decrease is expected.</p> <p>Furthermore, should any fund balances remain unspent at the end of the project, the UNDP Country Office shall consult with the Government of Japan on its use.</p>
<p>Risk 14. Accuracy of financial accountability and reporting.</p>	Financial	Low	<p>UNDP will manage the project under its own DEX/DIM modality and apply its usual operational, managerial and financial safeguards to ensure that funds are spent prudently and in accordance with UNDP standards rules and regulations. UNDP will attach financial statements on the project to its periodic reporting on the project. In addition, UNDP's financial accounts and processes are periodically independently audited. Specifically in relation to interest income, this will be treated in accordance with the Japan-UNDP agreement on Arrangement for the interest income derived from the Japan-UNDP Partnership Fund.</p>