

**United Nations Development Programme Country: Libya  
Project Document**

**Project Title** **Immediate Assistance to the Libyan Political Dialogue and Government of National Accord**

**UNDP Strategic Plan Outcomes** *Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.*

**Related CPD Outcome** *Outcome 2: Central and local government authorities are strengthened to provide better public services to citizens.*  
(2013-2014)

**Expected Output(s):** Output 1: Safe and neutral platform provided within the framework of the political dialogue, helping to foster confidence building between actors and relevant stakeholders.

Output 2: Government of National Accord has strengthened capacity to respond to immediate public priorities.

Output 3: Government of National Accord has greater capacity to communicate its successes and maintain public support.

**Executing Entity:** UNDP DIM  
**Implementing Agencies:** UNDP

**Brief Description**

This project outlines the provision of support to the national dialogue process in Libya and activities to support the Government of National Accord (GNA) which is expected to be a key results of the dialogue process.

Output 1 activities provide operational support to dialogue meetings facilitated by UNSMIL. Output 2 activities provide technical advice to the GNA, once it is formed, to strengthen its capacity to develop and implement its policy programme and priorities identified under the political agreement. Output 3 activities provide support to the GNA to communicate its successes and maintain public support within Libya through the provision of further technical advice, particularly regarding communications and outreach.

Programme Period:	30 months	Total resources required	10 273 654 USD
Key Result Area (Strategic Plan)	_____	Total allocated resources:	5 450 097 USD
Atlas Award ID:	_____	• Regular	
Start date:	01 Apr 2015	• Other:	
End Date	30 Sep 2017	○ EU	4 234 972 USD
PAC Meeting Date	15 July 2015	○ Italy	327 000 USD
Management Arrangements	DIM	○ DPA	300 000 USD
		○ Switzerland	220 000 USD
		○ Netherlands	218 000
		USD	
		○ UK	78 125 USD
		○ Malta	55 000 USD
		○ Germany	17 000 USD

Agreed by (UNDP):

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## List of Acronyms

ABC	Assistance to Building the Constitution (UNDP Project)
CDA	Constitution Drafting Assembly
CSI	Capacity Strengthening Initiative (UNDP Project)
CSOs	Civil Society Organisations
DPC	Direct Project Costs
EU	European Union
FTE	Full Time Equivalent
GCOU	Government Communications and Outreach Unit
GMS	General Management Support
GNA	Government of National Accord
HoR	House of Representatives
SCELT	Support to Civil Engagement (UNDP Project)
SCLA	Supreme Council for Local Administration
SC	State Council
UN	United Nations
UNDP	United Nations Development Programme
UNSMIL	United Nations Support Mission in Libya

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## I. Situation Analysis

### Background

Libya is experiencing significant political conflict, insecurity and economic challenges four years after the 17 February 2011 revolution. The overall environment is characterised by deep political polarisation, incessant violence and increasing institutional uncertainty.

Libya's political crisis, further exacerbated by the outbreak of conflict in July 2014, has led to the establishment of two rival governments within the country: the internationally recognised House of Representatives (HoR) located in Tobruk and the remnants of the former General National Congress (GNC), based in Tripoli. Motivated by ideological and political differences, both sides claim legitimacy and are supported by complex networks of armed formations.

Libya's protracted instability undermines the capacity of post-revolution state institutions and is deepening the political, social, economic and geographic cleavages within the country. The situation impedes Libya's recovery and the realisation of Libyans' political, economic and social rights.

The continuation of the armed conflict has resulted in the deteriorating of the humanitarian situation in the country. Approximately 400,000 people are estimated to be internally displaced, of whom 360,000 were displaced as a result of the fighting that began in July 2014. Many have been displaced more than once as they moved from one location to another to escape the widening scope of the conflict. In addition, Libya continues to host some 37,000 refugees and asylum seekers of different nationalities, many of whom are living in precarious conditions.

### The UNSMIL Facilitated Political Dialogue Process

In accordance with its mandate under United Nations Security Council Resolution 2213 (2015), UNSMIL has been actively engaged in efforts to mediate a peaceful resolution to Libya's political and institutional crisis and bring an end to the armed conflict. Consultations with a wide range of Libyan stakeholders including parliamentarians, political leaders and various civil society personalities in Libya paved the way for convening the round of UNSMIL facilitated Libyan political dialogue commencing in Geneva in January 2015.

The UNSMIL facilitated political dialogue process aims to end the current political and security crisis in Libya. The talks work towards achieving consensus on two main agenda items: the formation of a Government of National Accord (GNA); and security arrangements, including a comprehensive ceasefire, withdrawal of armed formations from cities and weapons control.

Talks are structured into multiple concurrent tracks: a) political; b) security; c) tribal leaders; d) political parties; e) municipalities; f) women; and g) civil society. The main ('political') track includes three main delegations: the internationally recognized House of Representatives (HoR); the former General National Congress (GNC); and a group of independents, including boycotters from both the HoR and the former GNC as well as representatives of civil society. The security track includes leaders of armed formations. Other tracks aim to increase inclusiveness of the dialogue and ensure that any proposed political agreement remains relevant to various Libyan stakeholders.

The UNSMIL facilitated dialogue sessions have proved instrumental in creating a conducive and constructive environment among participants and marked a significant breakthrough as the majority of those invited to participate in the dialogue, from across the political divide, participate.

Through the work of the dialogue process, it is expected that the GNA will be established soon. The GNA will be based on a political agreement agreed by the participants of the political dialogue process. The formation of the GNA is a necessary step towards restoring state institutions in Libya and providing the environment and opportunity to reinvigorate the process of Libya's democratic transition.

Since the 17 February revolution, consecutive Governments in Libya have faced the daunting task of building the political and administrative system for Libya's state institutions. Upon taking office, senior officials recognised that the public administration system and state institutions were outdated at best and ineffective at worst. This would be a daunting task for any country, but more so for one emerging out of a 42-year dictatorship, in which public institutions were completely neglected and effective institutional structures non-existent.

The effectiveness of Libyan state institutions since 2012 has also been hampered by the lack of administrative and human capacities. Ministries and other government bodies are overstaffed but lack proper administration and management systems, leading to a waste of resources, administrative inefficiencies and non-transparent decision-making, while technical capacity amongst civil servants is generally low. As a result, the quality of services provided

to the population, particularly in the fields of security, health, transport and education, is poor. All of this undermines public trust in the state and its ability to respond to the expectations and aspirations of Libyan citizens.

Given limited state of capacities in Libyan institutions and the challenges facing any new government, rapid technical assistance and policy advice will be required by the GNA. In close coordination with the international community and building on previous experience from supporting Libyan state institutions, technical assistance should support the GNA to effectively achieve its immediate national priorities and support the implementation of the political agreement.

#### Lessons Identified from Support to Dialogue and Public Administration in the Immediate Aftermath of Conflict

UNDP and the UN have global experience in the provision of support to dialogue and public administration in the immediate aftermath of conflict. Some key lessons relevant for this project have been identified:

- Political dialogue processes provide a primary non-violent platform for contestation between parties. Even when progress is slow or unclear, or occurring in parallel with violence, ongoing processes can serve a positive role by putting restraining pressure on parties and keeping the window open for the possibility of peaceful resolution. In difficult contexts, keeping the dialogue going over time can be an achievement in itself; such processes can easily stall, result in stalemate and, in the worst case, undermine faith in peaceful solutions to conflict.
- Political dialogue processes must be inclusive of various voices in society. A process that does not meaningfully take into account the views of all the various stakeholders to a conflict undermines its credibility and leaves any resultant agreements open to significant criticism.
- The political dialogue process, as well as any resultant agreements, must be owned by participants in the process and by stakeholders to disputes more broadly. Participants and stakeholders must be able to recognise how their contributions have led to results. This ensures a greater sense of responsibility amongst participants and greater commitment to uphold and adhere to outcomes.
- Technical advice needs to be focused on provision of fast, flexible and appropriate support to restore the basic functionality of core systems of government as quickly as possible. Such efforts should be achievable, focus on service delivery priorities and should avoid overly-complex policy or reform ambitions.
- Assistance should focus on supporting existing institutions and developing existing capacities. New institutions should only be created where absolutely necessary and should be responsive to local context.
- Assistance should be primarily undertaken via individual ministries, offices or entities as whole-of-government approaches tend to be vulnerable to political rivalries.
- Broad anti-corruption efforts may be over-ambitious. Instead, it is important to work to support internal audit controls within the core functions of the public administration. This can create the backbone for more thorough anti-corruption efforts moving forward.
- Public administration in the aftermath of conflict is a political as much as administrative problem. It is necessary to ensure that engagement is conflict sensitive and is inclusive of the broader political currents.

#### Lessons Identified from the Experience of Support to Core Government Functions in Libya after 2011

UNDP and UNSMIL provided support to Libya's transitional process, including support to core government functions, after 2011. The following lessons from that experience have been identified as particularly important:

- A detailed understanding of Libya's context and capacities regarding core government functions is essential. This should be done through broad consultation with the executive level, relevant staff from key government institutions and ministries, as well as with experts, academics and members of civil society within the country, rather than through international expertise.
- More use should be made of experts from Libya and from countries with similar experiences in the immediate aftermath of conflict, including exchanges between Libya and Arab and Eastern European institutions.
- Support to core government functions is a priority to stabilise the country and to help provide basic security and services to citizens. Support is needed from policy-making to programme implementation. UN

investment in this area must be consistent and long-term. Efforts should be more integrated between UNSMIL, UNDP, the World Bank and other members of the international community.

- UN rules and regulations do not provide enough flexibility for recruiting and deploying UN staff and consultants in crisis contexts. The use of alternative modalities (eg. CivCap or contractors) is a good idea, especially if it facilitates secondments from neighbouring governments.
- Experts should not be deployed individually into institutions. There should be a coordinated team deployment across institutions.

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## II. Strategy

### Project Rationale and Theory of Change

The project activities are directly focussed on fostering an environment for peace and stability in Libya.

The UNSMIL facilitated dialogue process, supported under output 1, brings together various stakeholders in Libya to address the political and security crisis. It is currently the only effective mechanism for bringing various actors in the Libyan conflict around a table.

There are numerous tracks to the dialogue process, aimed at bringing together various stakeholders around particular areas of dispute, as well as including the voices of those who are significant stakeholders in the conflict but might otherwise be excluded from a political settlement.

A primary objective of the main track of the dialogue process is the adoption of a political agreement and the formation of the GNA. The formation of the GNA is a necessary step to restoring state institutions in Libya and providing the environment and opportunity to reinvigorate the process of Libya's democratic transition.

The security track of the dialogue seeks to build agreement on ceasefire and security arrangements which are necessary to provide a conducive environment for the establishment of the GNA.

Once parties to the dialogue agree on the political and security aspects of the political agreement, a thirty day period will follow to allow for requisite preparations to form the GNA and the commencement of implementation of the security arrangements. At the end of this period, the House of Representatives (HoR) will have the opportunity to endorse the formation of the GNA.

Once formed, the GNA will need to overcome its fragility and provide a conducive environment for Libya's transition process. To do this, the GNA must embark on a government programme aimed at addressing insecurity, consolidating stability and fostering reconstruction and recovery to maintain its public support in the eyes of the Libyan people. The GNA's policy priorities, as those of certain other state institutions, will be defined by the parties to the political agreement during the project implementation period.

Output 2 and 3 activities aim to strengthen the GNA's capacity to deliver its policy programme and its ability to communicate its successes and to maintain public support. This work will leverage the UN's global experience in providing technical assistance in the immediate aftermath of conflict and will maintain the principle of Libyan ownership at its core. In combination with this direct support, the project activities will also be coordinated and complemented by existing and new efforts by the UN in Libya and the broader international community to support Libya's transition process.

### Project Activities

The final iteration of the political agreement is yet to be defined at the time of preparing this project document and the political and security situation in Libya remains dynamic. It is therefore important that activities under this project remain flexible in their approach. External risks that may affect the relevance of these activities or the ability of UNDP and UNSMIL to implement them are identified in the risk log.

The activities outlined here have been identified as likely within expectations of how the dialogue process will advance; however, by necessity, considerable space has been allowed for adjustment in response to external risks as the project progresses.

The project team will continuously assess the appropriateness of project activities in line with the situation. As necessary, major adjustments will be recommended to, and considered by, the project board during its periodic meetings.

While to be avoided as much as possible, major adjustments required may include, but are not limited to: reallocation of funds between outputs within the project; realignment and revision of project activities in accordance with the situation; or adjustment of targets.

Output 1: Safe and neutral platform provided within the framework of the political dialogue, helping to foster confidence building between actors and relevant stakeholders.

Activity Result 1.1: UNSMIL is able to convene all tracks of the dialogue process towards endorsement of the political agreement in a timely and inclusive manner.

Indicative actions:

- Identify need for specific dialogue meetings (UNSMIL);
- Provide operational support to UNSMIL facilitated dialogue meetings (UNDP);
- Provide technical assistance as requested by UNSMIL (UNDP);
- Facilitate dialogue meetings (UNSMIL).

Actions under Activity Result 1.1 outline support provided by UNDP to the UNSMIL facilitated dialogue process in Libya up to and including endorsement of the political agreement. The primary effort under Activity Result 1.1 is to provide operational support to the UNSMIL facilitated process, which has already been undertaken for a number of months and has an established momentum in terms of UNSMIL's approach.

The UNSMIL facilitated dialogue includes a number of distinct tracks. These currently include: the main ('political') track; security; tribal leaders; political parties; municipalities; women; and civil society. Other tracks, either standing or temporary, may be initiated based on need during the dialogue process. Each track meets separately under UNSMIL's facilitation and feeds into the overall process.

UNSMIL will facilitate meetings, and parallel good offices interventions, for each track of the dialogue process. The primary objective of the main track of the dialogue is the development and endorsement of a political agreement between various groups within Libya. The political agreement will address the definition and formation of the GNA.

UNDP, based on a projection of events for the dialogue process agreed on an ongoing basis with UNSMIL, will provide logistical support for meetings held in support of the various tracks of the UNSMIL facilitated dialogue. Operational support will include provision of transportation, accommodation, venue, nourishment and other related services to dialogue participants. UNDP will not cover the travel, per diem and accommodation costs of UNSMIL staff participating in the dialogue meetings.

UNSMIL will provide as much forewarning as possible regarding dialogue meetings. It is acknowledged, however, that the dynamic nature of the dialogue process means that meetings will occasionally be organised at short notice. UNDP will work to provide timely support to these events, within the limitations of practicality and its internal procedures and policies.

Due to the dynamic nature of the UNSMIL facilitated dialogue process, it is not possible to specify a precise number of meetings to be conducted in the lead up to the endorsement of the political agreement. The number of meetings will be determined by the progress made in each UNSMIL facilitated session and are affected by other factors on the ground in Libya.

This project document makes initial provision for up to twelve (12) meetings, inclusive of all tracks within the dialogue process, to be held under Activity Result 1.1. The project board will reassess the appropriateness of this figure on a periodic basis.

Specifically, activities under Activity Result 1.1 will include three (3) meetings, within the twelve (12) identified above, in support of the women's track of the political dialogue process. These meetings will provide a safe space for diverse Libyan women to discuss issues pertaining to the dialogue, a platform to advocate for their demands to be incorporated into the political agreement, and technical assistance to develop preparedness plans in light of provisions within the draft agreement.

Activity Result 1.2: UNSMIL is able to convene dialogue meetings in maintenance of the political agreement and in support to the GNA.

Indicative actions:

- Identify need for specific dialogue meetings (UNSMIL);
- Provide operational support to UNSMIL facilitated dialogue meetings (UNDP);
- Provide technical assistance as requested by UNSMIL (UNDP);
- Facilitate dialogue meetings (UNSMIL).

It is expected that some dialogue process activities may continue, as appropriate, after the formation of the GNA. In such instances, dialogue meetings may be convened to allow for continued engagement with, and inclusion of, various Libyan stakeholders who may not formally be part of the GNA but whose support needs to be maintained. Additionally, dialogue meetings may be convened in response to disputes arising over implementation of the political agreement.



At writing, the project document includes provision for up to twelve (12) meetings taking place under Activity Result 1.2; six (6) meetings are expected to take place in 2015 and six (6) in 2016. The appropriateness of this figure will be reassessed by the project board on a periodic basis.

Specifically, three (3) meetings, included within the twelve (12) identified above, are expected to be held in support of the women's track of the dialogue process. These meetings will provide a platform for Libyan women to advocate and push for participation of women and provision of women's demands within the GNA, and in implementation of the political agreement.

UNDP is able and ready to contribute technical expertise to the dialogue process if requested by UNSMIL and based on need. In particular, technical advice may be requested regarding specific policy areas, capacity development for dialogue participants as well as for process design to the political dialogue, leveraging UNDP's global experience conducting similar activities in other areas. Initially, one consultant will be engaged to support UNSMIL's Women's Empowerment Section in facilitating the cross-cutting women's track of the dialogue under Activity Results 1.1 and 1.2.

Output 2: Government of National Accord has strengthened capacity to respond to immediate public priorities.

Output 2 activities outline technical assistance provided both during and after the formation of the GNA.

Activity Result 2.1: National programme for GNA developed with Libyan ownership.

Indicative actions:

- Convene targeted experts' meeting on national priorities with Libyan and international expertise;
- Provide operational support to the development of the GNA programme;
- Provide technical support to the development of the GNA programme.

Actions under Activity Result 2.1 provide technical advice and operational support to Libyan owned efforts to define the national programme of the GNA, and to identify how best the international community can respond. These actions are expected before the formation of the GNA.

A draft list of national priorities has been prepared by participants within the UNSMIL facilitated political dialogue and is expected to be included as an annex to the political agreement.

As soon as possible, and with reference to the list of priorities included within the draft political agreement, the project will convene a targeted experts' meeting on national priorities with Libyan and international expertise. The meeting will bring together Libyan counterparts and experts in a number of relevant policy areas together with international experts from within and outside the UN system and from the international community.

The targeted experts' meeting will be designed to consolidate existing information regarding national priorities, to assess existing Libyan capacity to address those priorities, to evaluate the impact of conflict on that capacity and to identify gaps in knowledge. It will also include a stock-take of international capacity to provide support to Libya, under this project or more broadly, including identification of particular expertise. The meeting will help chart how interventions by the international community, including through this project, can have the most impact. If necessary, some follow-up meetings may also be organised to build on the work of the targeted experts' meeting.

After the endorsement of the political agreement by the parties to the UNSMIL facilitated dialogue process and before the GNA's endorsement by the HoR, there will be a formation period for the GNA that is envisaged to last approximately one month. During this interim period, the Prime Minister and named ministers within the GNA will be required to outline the programme of the GNA based on the national priorities identified through the political agreement.

During the interim period, UNSMIL, with the support of UNDP, will facilitate engagement with the Prime Minister and other relevant stakeholders to offer assistance regarding development of the programme of the GNA. The project will offer technical advice on relevant areas and may invite, in coordination with Libyan counterparts, individual technical experts. A priority will be to avoid a prescriptive approach to defining the programme of the GNA and to ensure ownership of the process by Libyan counterparts. The project team will also ensure that the development of the programme of the GNA is informed by the availability of technical assistance identified through the targeted experts' meeting.

The framework established for the targeted experts' meeting and the identification of priorities with the GNA will feed into the monthly coordination meetings organised in support of this project, as well as with UNSMIL's broader mandate for coordination.

Activity Result 2.2: National programme priorities identified for project support have Libyan owned policy strategies and implementation plans developed.

Indicative Actions:

- Identify priority areas to be supported by project ('project priority areas');
- Identify GNA and state institutions requiring project support regarding project priority areas ('supported institutions');
- Undertake capacity assessment of supported institutions;
- Support GNA to develop strategies and implementation plans for each project priority area.
- Provide technical advice and capacity building to supported institutions.

Informed by the programme of the GNA identified under Activity Result 2.1, UNDP and UNSMIL will identify those priorities on which it is felt that their technical expertise and comparative advantage will have the most impact ('project priority areas'). The decision of which priorities to support will respond to the needs of the GNA. Project priority areas will also be identified with reference to complementary and coordinated programming within other UN agencies, international organisations or members of the international community who may also be providing support to the GNA (coordinated through Activity Results 2.1 and 2.3).

UNDP and UNSMIL, in close collaboration with the GNA, will identify institutions within the GNA and state institutions most relevant for addressing the project priority areas and which will receive direct technical advice within this project ('supported institutions'). Without being prescriptive, institutions identified for support may include, but are not necessarily limited to:

- Prime Minister's Office;
- Presidency of Council of Ministers;
- Council of Ministers;;
- Supreme Council for Local Administration (SCLA) (yet to be established but referred to under Law 59 of 2012 and defined as a specialised institution within the draft of the political agreement);
- Reconstruction Commission (yet to be established but defined within the draft of the political agreement);
- National Defence and Security Council (yet to be established but defined within the Libyan Constitutional Declaration and considered within the draft of the political agreement);
- State Council (SC) (yet to be established but defined within the draft of the political agreement);
- Women Support and Empowerment Unit within the Presidency of the Council of Ministers;
- Key line ministries deemed relevant to implementation of the government programme; and
- Other government institutions, agencies and bodies as appropriate.

UNDP and UNSMIL will engage a number of senior technical advisors relating to project priority areas to be assigned to the supported institutions. Experts may be identified from UNDP's existing rosters of technical experts, including the roster of Libyan experts developed through its Capacity Strengthening Initiative (CSI) project, and from other networks. The use of experts from countries that have undergone transitional experiences, particularly from the global South, will be encouraged, in order to leverage practical experience relevant to the Libyan context.

The number of technical advisors will be determined by the number of project priority areas and contracting modality. At the time of writing, this project document envisions approximately ten (10) full time equivalent technical advisors. The absolute number of technical advisors may be higher, as some technical advisors will likely be deployed part time as needed.

It is intended that the technical advisors will be embedded within supported institutions, although this will have to be reviewed on an ongoing basis with regards to the security situation. In a worst case scenario, the advisors may have to work on a remote basis or be present within supported institutions on a part-time basis and with the support of embedded national staff providing day-to-day assistance. Alternatively, a contracted implementing modality may be utilised, with the deployment of technical advisors via a third-party contractor under the overall guidance of the project team, until the security situation improves. The project team, under the guidance of the project board, will determine the appropriate modality when the situation regarding security and access in Libya is more clear.

In order to ensure that technical assistance can be provided immediately to the GNA once it is formed while facing uncertainty regarding exactly when that will occur, some technical advisors may be engaged prior to the formation of the GNA. In this instance, technical advisors will undertake preparations for the provision of technical support on priority areas that have been identified.

Initially, the technical advisors will undertake quick capacity assessments of the supported institutions based on existing methodologies for capacity assessment of core government functions developed by the UN and the World Bank to be adapted to the context by the project team. The capacity assessments will review existing staffing, financial

resources and technical capacity and will be used by the project team to identify the capacity building targets for each of the supported institutions.

The technical advisors will work with counterparts within the supported institutions to develop policy strategy and implementation plans. In order to enhance Libyan ownership, and to build meaningful capacity within supported institutions, these plans will be developed in a participatory manner by Libyan counterparts with the facilitation of the technical advisors.

The strategic and implementation plans are intended to define the work of the GNA in relevant areas. The GNA will be expected to cover the costs and undertake the activities required to implement these plans.

Building on lessons learned in other contexts, the focus of the plans will be on restoring the basic functionality of core systems of government and of service delivery regarding the project priority areas. They should incorporate policy responses that are achievable, focus on service delivery priorities and should avoid overly-complex policy or reform ambitions.

In some areas, such as in supported institutions that have recently been formed, strategic and implementation plans may be prepared before implementation of activities. In other areas, particularly in line ministries, plans may need to be developed quickly or even concurrently with implementation of service delivery.

In addition to the development of strategic and implementation plans, technical advisors will provide ongoing advice to supported institutions in support of the project priority areas.

The exact nature of the technical advice will depend heavily on the project priority area, the supported institution and the context at the time. However, technical advice will follow a framework of principles and limitations to be defined by UNDP and UNSMIL and agreed to by Libyan counterparts. At its heart, technical advice will seek to build the capacity of Libyan counterparts within supported institutions through on the job training.

Provision is also made within the project activities to undertake limited workshops to support the activities of the technical advisors. These events may also be used to bring the technical advisors together with the project team for coordination purposes and to engage with counterparts as required.

Activity Result 2.3: Coordination mechanism for international technical assistance established within GNA.

Indicative Actions:

- Provide technical advice and capacity building support to GNA on coordination mechanisms.

After its formation, there is expected to be a significant inflow of international assistance seeking to bolster the GNA. It will be essential for this assistance to be coordinated in order to ensure that there is no overlap, that all national priority areas are adequately addressed, and that different assistance programmes do not contradict one another.

Actions under Activity Results 2.3 seek to ensure that the GNA has the capacity to effectively coordinate international technical assistance, supported by the UN, in a manner that ensures that assistance corresponds with national priorities and has national ownership, in accordance with the principles of the Paris Declaration on Aid Effectiveness.

The GNA, with the advice of UNDP and UNSMIL, will determine the most appropriate institutional home to undertake coordination.

A technical advisor(s) will be assigned to the institution identified to help strengthen capacity within the GNA to undertake coordination of international assistance during the lifetime of the GNA. Similar to actions under Activity Result 2.2, technical advisors will undertake capacity assessments, support the relevant institution to develop a strategy and implementation plan, and provide ongoing technical support.

It will be necessary for the precise form of assistance and advice provided to the GNA coordination mechanism for international technical assistance to be determined through discussions with GNA counterparts and to be informed by the capacity assessment undertaken. Nevertheless, building on experiences of similar technical assistance provided in other context, some areas of support and advice may include, but are not necessarily limited to:

- Institutional development of an international assistance coordination unit, or equivalent institution;
- Tools and methodologies to identify and prioritise national requirements for international assistance;
- Business processes to record, map and track international assistance; and
- Tools and methodologies to monitor, evaluate and report on international assistance.

Output 3: Government of National Accord has greater capacity to communicate its successes and maintain public support.

Activity Result 3.1: GNA has coordinated communications and outreach plans and implementation capacity.

Indicative Actions:

- Provide technical advice and capacity building support to GNA communications office regarding communications and public outreach;
- Support GNA to develop strategic communications and outreach plan.

During its life, it will be essential for the GNA to promote its successes and build its public support. Consequently, the project will support the strengthening of GNA capacity regarding communications and public outreach.

Discussions between UNSMIL, UNDP and the GNA will determine the best institutional home within the GNA for the establishment or development of a Government Communications and Outreach Unit (GCOU). The GCOU must represent the whole-of-government and not be party-political.

The responsibilities of the GCOU may include: communicating the GNA's successes; educating the Libyan public about the GNA, its mandate and the transitional process; and building the Libyan public's ownership of the GNA and the government programme.

Depending on need and an assessment of the existing capacity of the GNA to undertake communications, a technical advisor or technical advisors, fitting within the same organisational structure as the technical advisors deployed under output 2 above, will be assigned to the GCOU.

Technical advisors will work with the GCOU to strengthen its capacity to undertake effective communications with the Libyan public as well as to undertake inclusive outreach programmes and public consultation, including appropriate mechanisms for engagement with civil society. The informational and outreach needs of women, youth and minorities will be especially considered.

Areas on which the technical advisor(s) may provide support include, though are not necessarily limited to:

- Advice on GNA messaging, strategic communications and public outreach;
- Institutional development of the GCOU, including structure and business processes;
- Development of a government communications and outreach strategy; and
- Technical capacity building for communications, such as skills regarding the formulation of messaging, interaction with the media, social media engagement and online tools.

#### Coordination with UNDP Programming

UNDP Libya implements other projects with direct relevance to the activities described within this project document. These projects address important aspects of the transition process in Libya.

UNDP's 'Capacity Strengthening Initiative' (CSI) project responds to the substantial need for institutional strengthening across the Libyan administration. This has been carried out through training courses, conferences, seminars, concept notes and the development of a roster of Libyan experts. The CSI focuses on strengthening core functions of the government to ensure national ownership of recovery and development processes as well as strengthening central government authorities to provide better quality public services to citizens. There are strong links between the technical advice on core government functions offered under the activities described in this project document and the work of the CSI project. The project teams will work closely together to ensure that activities in support to the GNA build on the work already undertaken under the CSI project and that the CSI project supports the priorities identified by the GNA.

UNDP's 'Assistance to Building a Constitution' (ABC) project has been supporting the Libyan constitution making process since 2012 in close cooperation with UNSMIL. The constitution making process remains a critical mechanism to facilitate Libya's return to peace. Its importance has been emphasised in the draft of the Libyan political agreement and the success of the constitution making will have a determinative impact on the transition process. Given this, and that the lifetime of the GNA will be determined by the speed with which the constitution is written and endorsed, activities described under this project document will need to be undertaken in close collaboration with the ABC project.

UNDP is currently developing programmatic efforts in support of local governance in Libya. This work will focus on strengthening the core functions of municipal authorities within the country. Local governance has already been identified as a priority within the draft political agreement, particularly through the SCLA. Any technical support provided to the SCLA under this project will need to be closely coordinated with UNDP's support to local governance

at the municipal level. This will ensure that capacity building exercises focus on priority areas, that administrative systems are relevant and, most importantly, that responsive two-way linkages between municipal authorities and state institutions are developed.

UNDP's 'Support to Civic Engagement Project' (SCELT) provides complementary support to activities described under this project document through work on outreach and local level dialogue. SCELT has developed initiatives which support social cohesion and facilitate a culture of dialogue. For the period 2015-2016, SCELT aims to promote the capacity of Libyans, especially women and youth, to promote social cohesion and help create an environment for sustainable democracy. This will occur through provision of grants to civil society organisations (CSOs) and training of dialogue facilitators to promote grassroots dialogue and mediation. The relevance and responsiveness of activities within this project document will be informed by the ongoing work under the SCELT project. Where possible, linkages will be drawn between CSOs and the GNA through the GCOU supported under Activity Results 2.3.

Activities within this project document will also need to be coordinated with any new programmatic efforts by UNDP that aim to support the transition process.

### Complementing and Coordinating with Broader International Assistance

After its formation, there is expected to be a significant inflow of international assistance seeking to support the GNA. It will be essential to ensure that the activities outlined within this project document complement, are complemented by, and are coordinated with, other assistance that may be provided to the GNA by the UN or by the broader international community.

Firstly, the project will work with UNSMIL and within the UNCT to ensure coordination and the complementarity of project activities with overall UN engagement in Libya. Under UNSCR 2213 (2015), UNSMIL maintains the mandate for support to coordination of international assistance to Libya. The activities within this project will be linked to the overall coordination effort undertaken by UNSMIL. An important interface in this regard will be the technical assistance provided to the GNA for coordination of international assistance; such assistance will be undertaken in such a way as to complement, and be linked with, UNSMIL's coordination efforts.

Activities within the project will also work to complement with existing programming and assessment efforts undertaken within the UNCT and amongst international partners. This is particularly important regarding assessments for planning of development assistance, such as proposed work by the World Bank, ESCWA and other partners.

Secondly, it will be important to ensure that the project activities are responsive to Libyan needs. Initially, this will occur through the UNSMIL facilitated dialogue process. Subsequently, it will occur through the GNA coordination mechanisms to be supported through Activity Results 2.3, as well as through ongoing engagement between UNSMIL, UNDP and the GNA. A Libyan focus on coordination will ensure national ownership and the relevance of any assistance provided.

Finally, it is necessary that project activities are coordinated with other international assistance directed towards the GNA. In addition to continual bilateral contact between donors, UNDP and UNSMIL, a regular coordination meeting conducted under this project and detailed in the management arrangements below will provide an opportunity for information sharing and addressing overlap. Additionally, as the GNA's capacity to coordinate international assistance improves under Activity Result 2.3, UNDP and UNSMIL will ensure that project activities correspond with the GNA's priorities.

### Cross-cutting Issues

#### Human Rights

The issue of human rights and the legacy of human rights violations in Libya's recent history will be of significant importance to the future of the country and the Libyan public's acceptance of the GNA.

The Libyan political dialogue process, through its multi-track approach supported under output 1, aims to provide a forum for participation of various stakeholders who may not otherwise be heard in political negotiations. Amongst others, these voices include those of civil society and women, whose participation is expected to provide an important role in ensuring that the interests of rights' holders are incorporated into any resulting political agreement. Already, the political agreement is expected to include provisions to address human rights questions relating to disappearances, detention and freedom of movement.

Technical assistance provided to the GNA will have awareness of human rights mainstreamed throughout. Through UNSMIL and UNDP, particularly through the participation of the human rights office within UNSMIL, advice will be

sensitive to the human rights situation in Libya and will ensure that human rights are considered in the development of strategies and implementation plans by the GNA.

### Conflict Sensitivity

The efforts identified within this project are specifically targeting the political divisions at the heart of conflict in Libya. The divisions between the HoR and the remnants of the GNC, while not necessarily a root cause of the conflict, must be addressed to ensure stability and security within the country. The Libyan political dialogue supported under output 1 aims to address these divisions in order to be able to establish the GNA. The GNA, strategically supported through outputs 2 and 3, aims to maintain sufficient stability and security for Libya's transition process to continue. It will provide a window of opportunity for the drafting of the constitution to be completed and for new elections to be held.

While the objectives of the project aim to address one of the more prominent aspects of the conflict in Libya, it is also essential that all project activities are undertaken in a conflict sensitive manner.

Within the activities undertaken as part of output 1, it is essential that the political dialogue process is transparent, relevant and follows a clear logic in order to be seen as a credible effort by the Libyan people. The process and results need to be communicated clearly by UNSMIL. It will be necessary to ensure that the participants to the Libyan dialogue must be inclusive and as representative as possible of Libyan perspectives.

By continuing meetings within the political dialogue, Activity Result 1.2 aims to ensure that once the GNA is formed there are still opportunities to hear Libyan voices which may not be formally participating in the GNA. This will be an important mechanism to promote a sense of Libyan ownership and to keep different Libyan stakeholders participating within the process.

Under output 2, it will be necessary to maintain careful monitoring of the situation in order to ensure that technical advice provided is conflict sensitive. Experience in other contexts has demonstrated that core government functions remains a key area of political contestation in the immediate aftermath of conflict. UNDP and UNSMIL will work closely together with the technical advisors to ensure that support provided under output 2 minimises harm and maximises benefit in terms of stability and positive peace in Libya.

Output 3 activities will also play an important role in the promotion of peace. The GNA will need to undertake careful messaging to promote public support for the transition process. It will be essential for technical advisors deployed to the GCOU to support the GNA to develop and deliver nuanced strategic communications that promotes tolerance and a peaceful transition.

To be conflict sensitive, it will be important for the project team to maintain a detailed understanding of the situation in Libya. This will, first and foremost, come from partnership with Libyan stakeholders through the political dialogue process and the support for the GNA. It will also leverage the important role of UNSMIL's Political Affairs Department within the project to draw on the broader analytical understanding of the situation in the country. Project activities will be informed by the understanding of longer-term structural issues driving conflict in Libya developed through efforts of the UNCT and other partners, such as, but not limited to, UNDP's conflict analysis work, ESCWA's assessment work and World Bank assessments. Finally, through existing contacts as well as the coordination and consultation mechanisms established within the project, the project team will be able to draw on the political and contextual understanding of the broader international community.

### Gender Sensitivity

For the Libyan political dialogue and the GNA to make a sustainable contribution to peace and stability in Libya it will be essential to ensure that both are responsive to the demands and needs of women.

Two women have been participating in the main track of the Libyan political dialogue, and have been receiving support from UNSMIL focusing on promoting gender provisions with the draft political agreement. This will continue under Activity Result 1.1 within this project document and, where possible, strengthened.

A cross-cutting women's track exists within the political dialogue process and is supported under output 1. This track brings together Libyan women to discuss women's demands in terms of the situation in Libya, to review the draft political agreement and to make recommendations about how gender provisions could be strengthened within it. The cross-cutting gender track of the dialogue will continue after the formation of the GNA. It will remain an important forum through which prominent Libyan women will be able to promote the interests of women in Libya.

Activities under outputs 2 and 3 will also be strongly gender sensitive and promote the interests of Libyan women. Under Activity Result 2.1, experts on gender issues will be invited to take part in the targeted experts' meeting and

follow up meetings, where they will be able to proffer advice and make recommendations regarding international support for women in Libya.

Under Activity Result 2.2, technical advice will be offered to the Women's Support and Empowerment Unit to be established within the Presidency of the Council of Ministers under the draft political agreement. Advice will aim to support the capacity of this unit to fulfil its mandate and will draw on the cross-cutting women's track of the political dialogue as well as other efforts to support women's empowerment within the international community. Technical advice on other areas will also be offered in a gender sensitive manner.

#### Sustainability and Exit Strategy

The GNA and Libyan state institutions will not benefit from a situation in which the international community takes responsibility for implementation of the government policy programme. Such a situation would undermine the medium- to long-term effectiveness of the state and weaken the legitimacy of the government.

Consequently, project activities will be undertaken with a view to enhancing Libyan ownership and ensuring the sustainability of capacity strengthened through the provision of technical advice.

In the interests of enhancing Libyan ownership and institutional sustainability, the GNA will be expected to implement and fund its own policies. Technical advisors will concentrate on providing policy advice to the GNA's policy programme, as well as developing processes and mechanisms to support implementation and strengthening the capacity of staff and institutions within the GNA and parallel bodies through advice and providing on-the-job training.

Due to short-term priorities, and depending on existing capacity within supported entities, technical advisors may provide more tangible support to GNA staff early in the project. However, technical advisors will be expected to undertake an approach aimed at reducing their role and encouraging GNA ownership over the course of the project. Whenever possible, Libyan experts will be deployed as technical advisors in order to enhance Libyan ownership.

As project activities and the transition process progresses, the project team will be able to make stronger recommendations about how to ensure that the results of project activities feed into, and are sustained, by continued support to Libyan state institutions. In particular, it is expected that the short to medium term efforts supported under this project will develop towards more long-term capacity strengthening and reform of state institutions, in line with national priorities and Libyan ownership.

UNSMIL, the UNDP project team and the technical advisors will also ensure that the advice provided complements, and is complemented by, other support provided to the GNA and Libya by the international community. This will be particularly important as a mechanism for ensuring a smooth transition at the end of project activities. This includes coordination with other mechanisms for supporting further activities such as the Peacebuilding Support Fund.

### III. Results and Resources Framework

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>				
Outcome 2: Central and local government authorities are strengthened to provide better public services to citizens.				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>				
Indicator: (a) Partner institutions are delivering basic services in a transparent and accountable manner; Baseline: Public institutions suffered from weak leadership, capacity and accountability in delivering basic services; Target: All partner institutions have established necessary systems to deliver on their mandates in a transparent and accountable manner.				
<b>Applicable Key Result Area (from 2014-17 Strategic Plan):</b>				
<b>Partnership Strategy</b> DIM				
<b>Project title and ID (ATLAS Award ID):</b> Immediate Assistance to the Libyan Political Dialogue and Government of National Accord				
<b>INTENDED OUTPUTS</b>	<b>OUTPUT TARGETS &amp; MEANS OF VERIFICATION</b>	<b>INDICATIVE ACTIVITY RESULTS</b>	<b>RESPONSIBLE PARTIES</b>	<b>INPUTS (USD)</b>
<p><b>Output 1: Safe and neutral platform provided within the framework of the political dialogue, helping to foster confidence building between actors and relevant stakeholders.</b></p> <p><u>Output Indicators</u></p> <p>I(A) Inclusiveness of dialogue process.</p> <p>I(B) Incorporation of women's demands into draft political agreement.</p> <p>I(C) Safe and neutral platform provided for dialogue.</p> <p><u>Baselines</u></p> <p>I(A) Major Libyan political actors involved in various dialogue meetings.</p> <p>I(B) No women's demands included in the draft political agreement.</p> <p>I(C) Willingness exists amongst participants to meet.</p>	<p><u>Targets</u></p> <p>I(A) Continued participation of major Libyan political actors in dialogue.</p> <p>I(B) Majority of women's demands included in draft political agreement.</p> <p>I(C) Safe and neutral platform continues to be provided as an opportunity for addressing disputes in a non-violent manner.</p> <p><u>Means of Verification</u></p> <p>I(A) Review of participant list; review of media coverage of meetings.</p> <p>I(B) Women's track of political dialogue defines and prioritises demands for inclusion in the political agreement. Review incorporation of demands with greater weight provided to higher priority demands.</p> <p>I(C) Number of meetings held.</p>	<p>1.1 UNSMIL is able to convene all tracks of the dialogue process towards endorsement of the political agreement in a timely and inclusive manner.</p> <ul style="list-style-type: none"> <li>▪ Identify need for specific dialogue meetings (UNSMIL).</li> <li>▪ Provide operational support to UNSMIL facilitated dialogue meetings (UNDP).</li> <li>▪ Provide technical assistance as requested by UNSMIL (UNDP).</li> <li>▪ Facilitate dialogue meetings (UNSMIL).</li> </ul> <p>1.2 UNSMIL is able to convene dialogue meetings in maintenance of the political agreement and in support to the GNA.</p> <ul style="list-style-type: none"> <li>▪ Identify need for dialogue meetings (UNSMIL).</li> <li>▪ Provide operational support to UNSMIL facilitated dialogue meetings (UNDP).</li> <li>▪ Provide technical assistance as requested by UNSMIL (UNDP).</li> <li>▪ Facilitate dialogue meetings (UNSMIL).</li> </ul>	<p>UNSMIL, UNDP</p>	<p>1 628 000</p>



<p><b>Output 2: Government of National Accord has strengthened capacity to respond to immediate public priorities.</b></p> <p><u>Output Indicators</u></p> <p>2(A) GNA national programme priorities defined.</p> <p>2(B) Number of national priorities for GNA identified for project support with policy strategy and implementation plan.</p> <p>2(C) Capacity strengthened in supported institutions.</p> <p><u>Baselines</u></p> <p>2(A) No national priorities for GNA defined.</p> <p>2(B) No national priorities for GNA defined.</p> <p>2(C) Supported institutions not defined and no capacity assessment undertaken.</p>	<p><u>Targets</u></p> <p>2(A) National priorities for GNA defined.</p> <p>2(B) All national priorities for GNA identified for project support have policy strategy and implementation plan.</p> <p>2(C) To be confirmed based on results of capacity assessment.</p> <p><u>Means of Verification</u></p> <p>2(A) Existence of national programme.</p> <p>2(B) Existence of policy strategy and implementation plans for national priorities identified for project support.</p> <p>2(C) Supported institutions to be defined based on national priorities for GNA, means of verification to be agreed by project board in response to capacity assessment undertaken on each institution.</p>	<p>2.1 National programme for GNA developed with Libyan ownership.</p> <ul style="list-style-type: none"> <li>• Convene targeted experts' meeting on national priorities with Libyan and international expertise.</li> <li>• Provide operational support to the development of the GNA programme.</li> <li>• Provide technical support to the development of the GNA programme.</li> </ul> <p>2.2 National programme priorities identified for project support have Libyan owned policy strategies and implementation plans developed.</p> <ul style="list-style-type: none"> <li>• Identify priority areas to be supported by project (project priority areas).</li> <li>• Identify GNA and state institutions requiring project support regarding project priority areas (supported institutions).</li> <li>• Undertake capacity assessments of supported institutions.</li> <li>• Support GNA to develop strategies and implementation plans for each project priority area.</li> <li>• Provide technical advice and capacity building to supported institutions.</li> </ul> <p>2.3 Coordination mechanism for international technical assistance established within GNA.</p> <ul style="list-style-type: none"> <li>• Provide technical advice and capacity building support to GNA on coordination mechanisms.</li> </ul>	<p>UNDP, UNSMIL</p>	<p>7 002 344</p>
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<p><b>Output 3: Government of National Accord has greater capacity to communicate its successes and build public support.</b></p> <p><u>Output Indicators</u></p> <p>3(A) GNA has strategic communications and outreach plan.</p> <p>3(B) Capacity strengthened in relevant institutions.</p> <p><u>Baselines</u></p> <p>3(A) GNA has no strategic communications and outreach plan.</p> <p>3(B) No capacity assessment undertaken.</p>	<p><u>Targets</u></p> <p>3(A) GNA has a strategic communications and outreach plan.</p> <p>3(B) TBC based on results of capacity assessment.</p> <p><u>Means of Verification</u></p> <p>3(A) Existence of strategic communications and outreach plan.</p> <p>3(B) Means of verification to be agreed by project board in response to capacity assessment undertaken of GNA communications office.</p>	<p>3.1 GNA has coordinated communications and outreach plans and implementation capacity.</p> <ul style="list-style-type: none"> <li>• Provide technical advice and capacity building support to GNA communications office regarding communications and public outreach.</li> <li>• Support GNA to develop strategic communications and outreach plan.</li> </ul>	<p>UNDP, UNSMIL</p>	<p>882 299</p>
<p>Subtotal Outputs</p>	<p>9 512 643</p>			
<p>GMS</p>	<p>761 011</p>			
<p><b>PROJECT TOTAL</b></p>	<p><b>10 273 654</b></p>			

\* EU Support will be limited to the first 18 months of the project.

IV. Annual Work Plan

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1 : Safe and neutral platform provided within the framework of the political dialogue, helping to foster confidence building between actors and relevant stakeholders.</b>	1.1 UNSMIL is able to convene all tracks of the dialogue process towards endorsement of the political agreement in a timely and inclusive manner. - Identify need for specific dialogue meetings (UNSMIL). - Provide operational support to UNSMIL facilitated dialogue meetings (UNDP). - Provide technical assistance as requested by UNSMIL (UNDP). - Facilitate dialogue meetings (UNSMIL).		X	X		UNSMIL, UNDP	30000	71600 Travel and hospitality for dialogue meetings (estimate based on travel costs for 12 meetings of 20 people each at an average of \$1 500 USD per person for flights and accommodation).	360 000
							30000	75700 Workshop expenses for dialogue meetings covering venue hire, equipment rental etc. (estimate based on venue costs for 12 meetings at an average of \$20 000 per meeting)	240 000
							30000	72100 Contractors (printing, translation services etc.) for dialogue meetings (estimate based on costs for 12 meetings at an average of \$5 000 per meeting)	60 000
							30000	71200 Technical consultants (estimate based on 8 months equivalent of work, totalling 174 working days, at an average of \$375 USD per day plus travel costs)	75 000
							30000	61300 Project Team (3 months, shared across outputs) (P5 Project Manager, 50% P3 Financial Officer, P3 Reporting Officer, SC3 Project Assistant, SC4 Tripoli Based Project Officer)	70 000
							30000	64300 Direct Project Costing (Procurement, human resources, travel services, facilities etc.)	40 000
							30000	71600 Travel and hospitality for dialogue meetings (estimate based on travel costs for 6 meetings of 20 people each at an average of \$1 500 USD per person for flights and accommodation).	180 000
				X			30000	75700 Workshop expenses for dialogue meetings (estimate based on venue costs for 6 meetings at an average of \$20 000 per meeting, covering venue hire, equipment rental etc.)	120 000
					X		30000	72100 Contractors (printing, translation services etc.) for dialogue meetings (estimate based on costs for 6 meetings at an average of \$5 000 per meeting)	30 000
							30000	71200 Technical consultants (estimate based on 3 months equivalent of work, totalling 60 working days, at an average of \$375 USD per day plus travel costs)	25 000
				30000	71500 Miscellaneous	2 000			
<b>Subtotal Output 1</b>								<b>1 202 000</b>	

Output 2: Government of National Accord has strengthened capacity to respond to immediate public priorities.									
2.1 National programme for GNA developed with Libyan ownership. - Convene targeted experts' meeting on national priorities with Libyan and international expertise. - Provide operational support to the development of the GNA programme. - Provide technical support to the development of the GNA programme.	2.2 National programme priorities identified for project support have Libyan owned policy strategies and implementation plans developed. - Identify priority areas to be supported by project (project priority areas) - Identify GNA and state institutions requiring project support regarding priority areas (Supported institutions). - Undertake capacity assessments of supported institutions. - Support GNA to develop strategies and implementation plans for each project priority area. - Provide technical advice and capacity building to supported institutions.	X	X	UNSMIL, UNDP	30000	71600 Travel and hospitality for expert meetings (estimate based on travel costs for 20 participants each for 2 meetings at an average of \$1 500 USD per person for flights and accommodation).	60 000		
					30000	75700 Workshop expenses for expert meetings covering venue hire, equipment rental etc. (estimate based on venue costs for 2 meetings in Tunis at an average of \$7 500 per meeting)	15 000		
					30000	72100 Contractors (printing, translation services etc.) for expert meetings (estimate based on costs for 2 meetings in Tunis at an average of \$5 000 per meeting)	10 000		
					30000	71200 Technical consultants for expert meetings (estimate based on 10 consultants for 5 days each, totalling 50 working days, at an average of \$500 per day)	30 000		
					30000	71200/72100 Technical Advisors embedded or remote working arrangement (estimate based on 8 FTE consultants engaged for 3 working months or 65.25 working days each, at an average rate of \$1 500 per day, inclusive of \$900 per day for consultancy fees and \$600 per day for security, travel and 3 <sup>rd</sup> party contractor costs)	783 000		
					30000	71600 Travel and hospitality for meetings of stakeholders in support of technical assistance (estimate based on travel cost of 13 participants for 2 meetings in Tunis at an average of approximately \$1 500 per person)	40 000		
					30000	75700 Workshop expenses for meetings of stakeholders in support of technical assistance covering venue hire, equipment rental etc. (estimate based on venue costs for 2 small meetings in Tunis at an average of \$5 000 per meeting)	10 000		
					30000	72100 Contractors (printing, translation services etc.) for meetings of stakeholders in support of technical assistance (estimate based on costs for 2 small meetings in Tunis at an average of \$2 500 per meeting)	5 000		
					30000	61300 Project Team (3 months, shared across outputs) (P5 Project Manager, 50% P3 Financial Officer, P3 Reporting Officer, SC3 Project Assistant, SC4 Tripoli Based Project Officer)	66 714		
					2.3 Coordination mechanism for international technical assistance established within GNA. - Provide technical advice and capacity building support to GNA on coordination mechanisms.		X	X	UNDP, UNSMIL
30000	71600 Travel and hospitality for meeting of stakeholders in support of technical assistance (estimate based on travel cost of 16 participants for a meeting in Tunis at an average of approximately \$1 500 per person)	25 000							



<p><b>Output 1 : Safe and neutral platform provided within the framework of the political dialogue, helping to foster confidence building between actors and relevant stakeholders.</b></p>	<p>1.1 UNSMIL is able to convene all tracks of the dialogue process towards endorsement of the political agreement in a timely and inclusive manner.</p>	<ul style="list-style-type: none"> <li>- Identify need for specific dialogue meetings (UNSMIL).</li> <li>- Provide operational support to UNSMIL facilitated dialogue meetings (UNDP).</li> <li>- Provide technical assistance as requested by UNSMIL (UNDP).</li> <li>- Facilitate dialogue meetings (UNSMIL).</li> </ul>					<p>UNSMIL, UNDP</p>	<p>No actions expected for 2016</p>	30000	71600 Travel and hospitality for dialogue meetings (estimate based on travel costs for 6 meetings of 20 people each at an average of \$1 500 USD per person for flights and accommodation).	180 000							
									30000	75700 Workshop expenses for dialogue meetings (estimate based on venue costs for 6 meetings at an average of \$20 000 per meeting, covering venue hire, equipment rental etc.)	120 000							
									30000	72100 Contractors (printing, translation services etc.) for dialogue meetings (estimate based on costs for 6 meetings at an average of \$5 000 per meeting)	30 000							
									30000	71200 Technical consultants (estimate based on 3 months equivalent of work, totalling 60 working days, at an average of \$375 USD per day plus travel costs)	25 000							
									30000	61300 Project Team (12 months, shared across outputs) (P5 Project Manager, 50% P3 Financial Officer, P3 Reporting Officer, SC3 Project Assistant, SC4 Tripoli Based Project Officer)	49 000							
									30000	64300 Direct Project Costing (Procurement, human resources, travel services, facilities etc.)	20 000							
									30000	71500 Miscellaneous	2 000							
									<b>Subtotal Output 1</b>									<b>426 000</b>

Output 2: Government of National Accord has strengthened capacity to respond to immediate public priorities.	2.1 National programme for GNA developed with Libyan ownership.					UNSMIL, UNDP	No actions expected for 2016	
<p>2.2 National programme priorities identified for project support have Libyan owned policy strategies and implementation plans developed.</p> <ul style="list-style-type: none"> <li>- Identify priority areas to be supported by project ('project priority areas')</li> <li>- Identify GNA and state institutions requiring project support regarding project priority areas ('supported institutions').</li> <li>- Undertake capacity assessments of supported institutions.</li> <li>- Support GNA to develop strategies and implementation plans for each project priority area.</li> <li>- Provide technical advice and capacity building to supported institutions.</li> </ul>					UNDP, UNSMIL	<p>30000</p> <p>30000</p> <p>30000</p> <p>30000</p>		<p>71200/72100 Technical Advisors embedded or remote working arrangement (estimate based on 8 FTE consultants engaged for 12 working months or 65.25 working days each, at an average rate of \$1 500 per day, inclusive of \$900 per day for consultancy fees and \$600 per day for security, travel and 3<sup>rd</sup> party contractor costs)</p> <p>71600 Travel and hospitality for meetings of stakeholders in support of technical assistance (estimate based on travel cost of 13 participants for 4 meetings in Tunis at an average of approximately \$1 500 per person)</p> <p>75700 Workshop expenses for meetings of stakeholders in support of technical assistance covering venue hire, equipment rental etc. (estimate based on venue costs for 4 small meetings in Tunis at an average of \$5 000 per meeting)</p> <p>72100 Contractors (printing, translation services etc.) for meetings of stakeholders in support of technical assistance (estimate based on costs for 4 small meetings in Tunis at an average of \$2 500 per meeting)</p> <p>61300 Project Team (12 months, shared across outputs) (P5 Project Manager, 50% P3 Financial Officer, P3 Reporting Officer, SC3 Project Assistant, SC4 Tripoli Based Project Officer)</p> <p>71200/72100 Technical Advisors embedded or remote working arrangement (estimate based on 1 FTE consultant engaged for 12 working months or 65.25 working days, at an average rate of \$1 500 per day, inclusive of \$900 per day for consultancy fees and \$600 per day for security, travel and 3<sup>rd</sup> party contractor costs)</p> <p>71600 Travel and hospitality for meeting of stakeholders in support of technical assistance (estimate based on travel cost of 16 participants for 2 meetings in Tunis at an average of approximately \$1 500 per person)</p>
<p>2.3 Coordination mechanism for international technical assistance established within GNA.</p> <ul style="list-style-type: none"> <li>- Provide technical advice and capacity building support to GNA on coordination mechanisms.</li> </ul>					UNDP, UNSMIL	<p>30000</p> <p>30000</p>	<p>71600 Travel and hospitality for meeting of stakeholders in support of technical assistance (estimate based on travel cost of 16 participants for 2 meetings in Tunis at an average of approximately \$1 500 per person)</p>	<p>40 000</p>





EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1 : Safe and neutral platform provided within the framework of the political dialogue, helping to foster confidence building between actors and relevant stakeholders.</b>	1.1 UNSMIL is able to convene all tracks of the dialogue process towards endorsement of the political agreement in a timely and inclusive manner. - Identify need for specific dialogue meetings (UNSMIL). - Provide operational support to UNSMIL facilitated dialogue meetings (UNDP). - Provide technical assistance as requested by UNSMIL (UNDP). - Facilitate dialogue meetings (UNSMIL).					UNSMIL, UNDP		No actions expected for 2017	
	1.2 UNSMIL is able to convene dialogue meetings in maintenance of the political agreement and in support to the GNA. - Identify need for specific dialogue meetings (UNSMIL). - Provide operational support to UNSMIL facilitated dialogue meetings (UNDP). - Provide technical assistance as requested by UNSMIL (UNDP). - Facilitate dialogue meetings (UNSMIL).					UNSMIL, UNDP		No actions expected for 2017	
<b>Subtotal Output 1</b>									

<p><b>Output 2: Government of National Accord has strengthened capacity to respond to immediate public priorities.</b></p>	<p>2.1 National programme for GNA developed with Libyan ownership.</p> <ul style="list-style-type: none"> <li>- Convene targeted experts' meeting on national priorities with Libyan and international expertise.</li> <li>- Provide operational support to the development of the GNA programme.</li> <li>- Provide technical support to the development of the GNA programme.</li> </ul>					<p>UNSMIL, UNDP</p>		<p>No actions expected for 2017</p>		
	<p>2.2 National programme priorities identified for project support have Libyan owned policy strategies and implementation plans developed.</p> <ul style="list-style-type: none"> <li>- Identify priority areas to be supported by project (project priority areas)</li> <li>- Identify GNA and state institutions requiring project support regarding project priority areas (supported institutions).</li> <li>- Undertake capacity assessments of supported institutions.</li> <li>- Support GNA to develop strategies and implementation plans for each project priority area.</li> <li>- Provide technical advice and capacity building to supported institutions.</li> </ul>	X	X			<p>UNDP, UNSMIL</p>	<p>30000</p> <p>30000</p> <p>30000</p> <p>30000</p>	<p>71200/72100 Technical Advisors embedded or remote working arrangement (estimate based on 8 FTE consultants engaged for 4 working months or 65.25 working days each, at an average rate of \$1 500 per day, inclusive of \$900 per day for consultancy/fees and \$600 per day for security, travel and 3<sup>rd</sup> party contractor costs)</p> <p>71600 Travel and hospitality for meetings of stakeholders in support of technical assistance (estimate based on travel cost of 13 participants for 2 meetings in Tunis at an average of approximately \$1 500 per person)</p> <p>75700 Workshop expenses for meetings of stakeholders in support of technical assistance covering venue hire, equipment rental etc. (estimate based on venue costs for 2 small meetings in Tunis at an average of \$5 000 per meeting)</p> <p>72100 Contractors (printing, translation services etc.) for meetings of stakeholders in support of technical assistance (estimate based on costs for 2 small meetings in Tunis at an average of \$2 500 per meeting)</p> <p>61300 Project Team (6 months, shared across outputs) (P5 Project Manager, 50% P3 Financial Officer, P3 Reporting Officer, SC3 Project Assistant, SC4 Tripoli Based Project Officer)</p>	<p>40 000</p> <p>10 000</p> <p>5 000</p> <p>248 969</p>	
		<p>2.3 Coordination mechanism for international technical assistance established within GNA.</p> <ul style="list-style-type: none"> <li>- Provide technical advice and capacity building support to GNA on coordination mechanisms.</li> </ul>	X	X	X		<p>UNDP, UNSMIL</p>	<p>30000</p> <p>30000</p>	<p>71200/72100 Technical Advisors embedded or remote working arrangement (estimate based on 1 FTE consultant engaged for 4 working months or 65.25 working days, at an average rate of \$1 500 per day, inclusive of \$900 per day for consultancy fees and \$600 per day for security, travel and 3<sup>rd</sup> party contractor costs)</p> <p>71600 Travel and hospitality for meeting of stakeholders in support of technical assistance (estimate based on travel cost of 16 participants for a meeting in Tunis at an average of approximately \$1 500 per person)</p>	<p>130 500</p> <p>25 000</p>



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## V. Management Arrangements

The project will be implemented as a UNDP Direct Implementation Project (DIM) in accordance with UNDP rules, policies and procedures, and the relevant legal frameworks. All financial resources mobilised will be channelled through the UNDP Contribution Bank Account and funds will be managed by UNDP. UNDP will utilise the fast-track crisis response contract and procurement management procedures to expedite effective and timely services required for the success of the support provided to the Dialogue initiative as well as its tracks during the life span time of the project.

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

### Project

### Board

A Project Board will be established to ensure strategic direction and oversee the implementation of the project. The project board will be chaired by UNDP and will consist of UNSMIL and the key donors to the project before the GNA is formed. Once the GNA is formed, the project board will be co-chaired by the representative of the GNA. The Project Board will meet every four months to review the project progress, challenges and direction and to revise activities for the following four month period as required.

The Project Board is the group responsible for making, by consensus, management decisions for the project when guidance is required by the project manager including recommendations for approval of project annual work plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions are made in accordance with standards that ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition processes. In the event a consensus cannot be reached within the Board, the final decision will rest with the UNDP Resident Representative/Country Director as per UNDP policy.

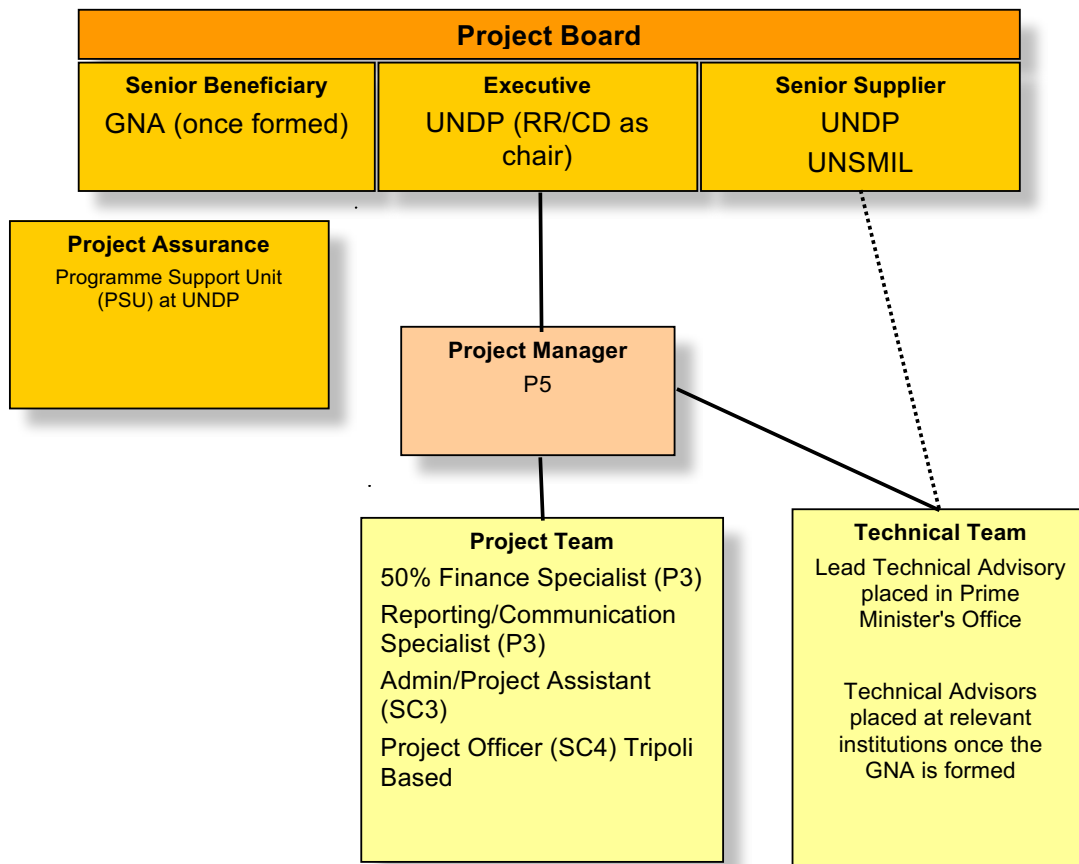
The Project Board has the following responsibilities:

- Provide overall guidance and direction to the project, ensuring its functions within any specified constraints;
- Address challenges raised by the project manager, technical advisors or any project partner (GNA, other relevant national actors or donors);
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on the Project Manager's priorities in the Annual Work Plan;
- Conduct regular meetings to review the progress of the project against the workplan, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily, according to plans;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review;
- Review and approve the end of project Final Report, and make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exceptional situations possibly raising in the current context in Libya;
- Assess and decide on changes required in project implementation and project activities as well as project budgets through revisions.

### Project Team

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

The project team will consist of a P5 Project Manager, P3 Reporting and Communications Specialist, 50% of a P3 Finance Specialist shared across other projects and a SC3 Administrative Project Assistant. An SC4 Project Officer will be based in Tripoli to provide liaison and project support within Libya.



Technical advisors will be selected in coordination between UNDP and UNSMIL. Technical advisors will be contracted to UNDP and report directly to the project manager. The work of the technical advisors will be undertaken, directed and reviewed by UNDP and UNSMIL in coordination.

A lead technical advisor will be engaged and assigned to the Prime Minister's Office. In addition to their technical advisory role, the responsibilities of the lead technical advisory will include providing inputs to the project team regarding the overall strategy and coordination of the technical advisors.

Technical advisors may be recruited by a third party company if the GNA is formed and requests support of the technical advisors but the security situation does not allow for consultants on UNDP contracts to work in Libya.

#### General Management Support (GMS)

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

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

#### Direct Project Costing

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

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

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

#### Coordination with UNSMIL

In order to ensure proper coordination of the project activities between UNSMIL and UNDP, the Focal point in the Political Affairs Division within UNSMIL will coordinate within all the relevant UNSMIL teams and will be the main counterpart to coordinate with UNDP. The UNDP Project Manager will be the person responsible for coordinating and day-to-day communication with UNSMIL. UNSMIL will be provided with a template report that will be filled for each dialogue meeting organised within this project. These reports are required for accountability purposes and the Political Affairs Division focal point will commit to sending these reports on the dialogue meetings to UNDP in timely manner after each meeting.

#### Broader Consultation Mechanism

UNDP and UNSMIL will organise monthly consultation meetings that will gather all the donors of the project, other interested parties, and GNA representatives when formed. The purpose of the coordination meetings will be to provide a short update of the progress of the dialogue and to discuss the project activities undertaken within the period. It will also be an opportunity for information sharing regarding broader international efforts in support of the GNA, to identify linkages and to de-conflict overlapping interventions. The monthly coordination meetings will initially build on the momentum established by the targeted experts' meeting undertaken under Activity Result 2.1.

The project team will ensure that the monthly consultation meetings fit within the framework of, and do not duplicate, existing coordination efforts, including those organised by the GNA through its Coordination office supported under Activity Result 2.3. If other consultation and coordination mechanisms are sufficient, the project team will reassess the need for monthly consultation meetings.

#### Communications and Visibility

UNDP, in consultation with UNSMIL and donors, shall take appropriate measures to publicise the project and to give due credit to donor and agencies, taking note of the sensitivities of the political dialogue process. UNDP will include and ensure due recognition of the role of the national counterpart and donor agencies in all external communications relating to the project.

Shortly after the start of the project, UNDP, in coordination with UNSMIL, shall prepare a project communications and visibility plan, outlining appropriate communications activities with due regard to UNDP's agreements with donors. The communications and visibility plan will be agreed with the project board.

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## 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.
- **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.

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## 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.



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VIII. ANNEXES

1. Risk Log

Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Resource mobilisation has been unsuccessful in fully funding all project activities.	June 2015	Financial	I = 4, P = 2	UNDP and UNSMIL interact closely with donor community on resource mobilisation; project board prioritises activities based on resources mobilised.	Project Manager	Prodoc	June 2015	No change
2	Third party contractors do not deliver on contract for technical advisors.	June 2015	Organisational	I = 5, P = 2	Project team includes strong monitoring arrangements within contract; UNDP to provide continual monitoring.	Project Manager	Prodoc	June 2015	No change
3	Recruitment of qualified project staff takes longer than expected.	June 2015	Organisational	I = 3, P = 2	UNDP utilises fast-track recruitment processes in line with UNDP rules and regulations; existing UNDP staff will provide backstopping until project team recruited.	Project Manager	Prodoc	June 2015	No change
4	Technical advisors cannot be deployed in a timely manner.	June 2015	Organisational	I = 4, P = 2	UNDP to identify required expertise in advance through internal and external rosters and networks; UNDP to establish technical advisor deployment modalities in advance (third party contracting, CAPMATCH, CIVCAP, surge, rosters etc.)	Project Manager	Prodoc	June 2015	No change
5	Technical advisors do not provide advice in line with project activities.	June 2015	Organisational	I = 4, P = 1	UNDP and UNSMIL to develop terms of engagement for technical advisors; UNDP and UNSMIL closely monitor technical advisors' work.	Project Manager	Prodoc	June 2015	No change

6	Project team have limited access to Libya.	June 2015	Organisational	I = 2, P = 5	UNDP and UNSMIL utilise remote management mechanisms; project team utilises local staff present in Libya; technical advisors deployed under third party contracting.	Project Manager	Prodoc	June 2015	No change
7	Political dialogue process prolonged or does not lead to agreement of political agreement or formation of GNA.	June 2015	Political	I = 3, P = 3	Project team continually assesses situation and makes recommendations to project board on appropriate adjustments to project activities. Adjustments may include adjusting budget allocation between project outputs or revision of project actions.	Project Manager	Prodoc	June 2015	No change
8	Deterioration in security situation.	June 2015	Political	I = 3, P = 3	UNDP and UNSMIL will link project activities closely with progress on the security track of the dialogue; Project team continually assesses situation and makes recommendations to project board on appropriate adjustments to project activities.	Project Manager	Prodoc	June 2015	No change
9	External interference in dialogue process.	June 2015	Political	I = 3, P = 3	UNSMIL to carefully monitor the situation; UNSMIL to utilise good offices and link with external actors to mitigate interference.	UNSMIL	Prodoc	June 2015	No change
10	Transition process, particularly constitutional writing process, prolonged or ineffective.	June 2015	Political	I = 3, P = 2	UNSMIL and UNDP to work closely with efforts to support CDA; UNDP and UNSMIL to link project to other programmatic efforts during and after project activities.	Project Manager	Prodoc	June 2015	No change

11	Adverse public reaction to international support to GNA	June 2015	Political	I = 2, P = 1	UNDP and UNSMIL to work on visibility and communications plan; implement appropriate media response based on context.	Project Manager	Prodoc	June 2015	No change
12	Some dialogue tracks cannot be activated	June 2015	Operational	I = 2, P = 3	UNDP and UNSMIL to work on enhancing inclusiveness of political dialogue; UNSMIL to adjust political dialogue process to incorporate ineffective tracks.	UNSMIL	Prodoc	June 2015	No change
13	Short deadlines to prepare dialogue meetings may negatively impact the quality of operational support	June 2015	Operational	I = 3, P = 2	UNDP and UNSMIL coordinate and communicate on an ongoing basis regarding projected dialogue meetings; as much notice as possible given to UNDP to organise dialogue meetings.	Project Manager	Prodoc	June 2015	No change
14	Safety and security threats to technical advisors.	June 2015	Operational	I = 4, P = 3	UNDP and UNSMIL to continually assess security situation within supported institutions and adapt project activities accordingly.	Project Manager	Prodoc	June 2015	No change
15	Failure to deliver project activities undermines position of UNSMIL and UNDP within Libya	June 2015	Strategic	I = 4, P = 2	UNDP and UNSMIL to ensure project actions promised to GNA are realistic and delivered; project team to manage expectations.	Project Manager	Prodoc	June 2015	No change
16	Project activities overlapping with actions by other members of the international community.	June 2015	Strategic	I = 3, P = 2	Project team utilises coordination mechanisms to ensure complementarity and coordination of project activities with other interventions; Project activities to strengthen GNA's capacity to coordinated and monitor international assistance.	Project Manager	Prodoc	June 2015	No change