



**POLICING AND SECURITY JOINT PROGRAMME
SEPTEMBER 2017 – JUNE 2022**

FINAL PROJECT REPORT



Germany



Italy



Netherlands



INL/US



Programme Information

Award/ Project ID:	00101889 / Output ID: 000104136
Project Name:	Policing and Security Joint Programme (PSJP)
Duration:	21 September 2017 to 30 June 2022
CPD Outcome:	Outcome 3: Libya successfully manages a transition to a state founded on the rule of law.
UNDP Strategic Plan Component:	UNDP Strategic Plan Output 3.4: Functions, financing, and capacity of rule of law institutions enabled, including to improve access to justice and redress. UNDP Strategic Plan Output 3.5: Communities empowered, and security sector institutions enabled for increased citizen safety and reduced levels of armed violence.
Implementing Partners:	United Nations Development Programme United Nations Support Mission in Libya
Government Partners:	Ministry of Interior and Ministry of Justice
Donors	Government of Germany (EURO 1,374,570) Government of Italy (EURO 3,639,409) Government of the Netherlands (USD 1,794,060) United States Department of State's Bureau of International Narcotics and Law Enforcement Affairs (\$1,950,000) UNDP Bureau of Programme & Policy Support (\$500,000)
Total Resources (US\$)	US\$ 9,898,634.81
Total Expenses (US\$)	US\$ 7,130,134.81 ¹

¹ Unspent balance of Italian funds (\$2,768,500) was transferred to the new Rule Law Programme after approval from the Government of Italy.

ACRONYMS

AWP	Annual Work Plan
BPPS	Bureau of Policy and Programme Support
CO	Country Office
CSO	Civil Society Organizations
DDR	Disarmament, Demobilisation and Reintegration
EU	European Union
EUBAM	European Union Border Assistance Mission
GBV	Gender-Based Violence
GNA	Government of National Accord
GNU	Government of National Unity
GRP	Government Resource Planning
HJI	High Judicial Institute
ICMT	Integrated Case Management and Tracking System
ILEA	International Law Enforcement Academy
INL/US	United States Department of State's Bureau of International Narcotics and Law Enforcement Affairs
JPTC	Joint Programme Technical Committee
M&E	Monitoring and Evaluation
MoI	Ministry of Interior
MoJ	Ministry of Justice
MPS	Model Police Station
MPTF	Multi-Partner Trust Fund Office (UNDP)
OMS	Operational Management System
PPE	Personal Protective Equipment
PSJP	Policing and Security Joint Programme
RoL	Rule of Law
SGBV	Sexual and Gender based Violence
SLCRR	Strengthening Local Capacities for Resilience and Recovery
SOP	Standard Operating Procedure
TOR	Terms of Reference
TOT	Training of Trainers
TSP	Tripoli Security Plan
TWG	Technical Working Groups
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNHRDDP	United Nations Human Rights Due Diligence Policy
UNSMIL	United Nations Support Mission in Libya

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY	5
II. PROGRAMME BACKGROUND.....	7
III. PROGRAMME OUTCOME & OUTPUTS	8
IV. PROGRAMME ACHIEVEMENTS.....	9
V. PROGRAMME RESULTS	12
VI. GENDER SPECIFIC RESULTS	22
VII. PARTNERSHIPS	23
VIII. SOUTH-SOUTH COOPERATION	24
IX. SYNERGIES AND SUPPORT TO OTHER UNDP PROJECTS	24
X. RISKS AND ISSUES	25
XI. LESSONS LEARNED.....	25
XII. FUTURE PLAN	27
XIII. COMMUNICATIONS	28
XIV. ANNEXURES.....	30
Annexure 1: Results and Resources Framework	31
Annexure 2: Monitoring and Oversight Activities.....	35
Annexure 3: Risk Log.....	36
Annexure 4: Trainings, Workshops, Events and Products	37
Annexure 5: Beneficiaries Data	38
Annexure 6: Financial Report	40

I. EXECUTIVE SUMMARY

In 2017, the Government of National Accord (GNA) requested assistance from the United Nations Support Mission in Libya (UNSMIL) and United Nations Development Programme (UNDP) to support the Ministry of Interior, the Libyan police, and criminal justice institutions to advance security and the rule of law in Libya. In response to the request, the UNSMIL and UNDP jointly designed the Policing and Security Joint Programme (PSJP) to build national capacities to promote safety and security in Tripoli through effective and public-oriented policing and the rule of law services. UNDP implemented PSJP in partnership with UNSMIL.

The following outputs were identified for programmatic engagement:

- Structures, roles, and resources of local police and criminal justice institutions are identified and prioritized.
- Effectiveness of law enforcement and prison service delivery in Tripoli improved through the provision of training and technical material assistance.
- Ministry of Interior enabled to better assess and provide feasible demobilisation options for members of armed formations.
- Ministry of Interior and Ministry of Justice provided with capacity development and organisational assistance.

The PSJP was launched on 7 February 2018, and was extended till June 2022. The programme faced delays in implementation due to the eruption of conflicts in Libya during 2018 and 2019, and later due to the COVID19 pandemic.

Despite the challenges faced, the PSJP helped address the justice and security challenges in Tripoli; and achieved most of the targets stipulated in the programme document. The design puts the development of individual capacities, systems, and institutions at the forefront of the programme interventions, while ensuring the involvement and participation of key state institutions and fostering national ownership. The PSJP addressed Libya's justice and security related priority needs and supported several important reforms.

While galvanizing reforms in policies and laws within the security institutions, the PSJP brought on board non-state actors which was crucial for promoting peace and security, including civil society, media, religious institutions, local people, and many other partners.

The PSJP assisted in the formation of long-term strategies for the security and safety concerns of the beneficiaries through participatory approaches. It increased coordination and articulation of the security concerns amongst the Tripoli communities and strengthened synergies amongst the security and justice actors. Additionally, a functional Joint Programme Technical Committee (JPTC) with membership composed of personnel from the Ministries of Justice and Interior, and staff from UNDP and UNSMIL, was established under the programme to support the strengthening of the law enforcements and initiated the reform and restructuring processes.

The sustainability of interventions was ensured by developing the capacities of individuals, systems and institutions (justice, security, and political), channeling of programme resources and assistance to deliver necessary police reforms, human resource management (including vetting), and executive capacity assistance to support justice and police services.

Output 1 focused on laying the necessary groundwork for direct assistance to police and prison services. This output's key milestone activities included preliminary assessments, crime and

victimization surveying. The rule of law institutions capacity needs assessment identified police service needs, training needs, equipment and system needs, prison facility and security needs, prison governance structures, and gaps in the implementation of legal codes.

The PSJP helped refine the organisational structure, with staffing numbers and duties, governance and accountability mechanisms among police HQ, branches, stations, and specialized services, and between police and prison facilities was developed. A technical working group (TWG) was established, and Judicial Police SOPs were developed.

Output 2 focused on the provision of direct assistance to policing and criminal justice service providers to advance security in Tripoli. The programme supported: (a) the GNA's roll-out of the Tripoli Security Plan (TSP) by activating and scaling-up police operations in Tripoli; initiated and implemented a community policing model that is aligned with international best practices; and trained and vetted police and prison officers to support critical policing and prison services.

A human rights due diligence risk assessment conducted by the programme reported that police, judicial police, and judiciary staff lacked adequate training. In response, a robust vetting, selection and training procedure for police and prison officers was developed and instituted in line with international human rights standards. At the end of the programme, at least 730 police, judicial police, and judiciary staff were vetted and 395 were selected; 700 police vetted and 368 of them were selected; 8 police stations commands were vetted and selected for the training conducted under the US programme in Budapest, and 22 judicial police were vetted and 19 of them were selected for specialized TOT in Algeria.

40 police personnel and 20 judicial police personnel were trained as trainers, who in turn trained 368 police personnel and 330 judicial police personnel (prison staff) in human rights, gender specifically women and access to justice, and leadership among others.

To increase the quality and accuracy of police records on individuals held in custody, a community-based policing model was developed and 15 police stations and judicial police in Tripoli were provided technical assistance. A community policing concept document was developed and validated in a consultative workshop attended by 16 police station chiefs from the Tripoli Security Directorate.

The PSJP planned to develop a case management system under criminal justice actors. While the case management system could not be fully developed, the nature, scope, and requirements of an Integrated Case Management and Tracking System were identified and fully documented.

A media and communication capacity-building programme was delivered to support MoI and MoJ engagement with communities, build public confidence and raise awareness about state services, the rights of detainees, and complaints systems for the public and prisoners.

Output 3 complemented the gradual scale-up of policing and prison services envisaged under Output 2. The GNA was assisted with initial steps towards demobilisation and reintegration of armed formations into host communities. It included training of 5 MoI personnel working on Disarmament, Demobilisation and Reintegration (DDR) on statistical data collection, management, and analysis. Output three was only partially achieved due to a lack of political will for DDR. The office of the minister of interior and deputy ministerial offices were supported with capacity building on strategic planning, organisational reform, and project

management and delivery to establish as well as increase the effectiveness of MoI administrative systems that support key management functions.

In this regard, the JPTC was equipped with enabling resources such as laptops, printers, and projectors to strengthen the established communication and coordination mechanisms. Furthermore, a national expert was hired and engaged with the relevant departments of both ministries to assess their strategic planning, budgeting, and M&E capacities. Based on the assessment, the consultant developed a capacity-building programme to develop the training needs to address the observed gaps.

In partnership with the US Embassy, 8 police stations commanders from Tripoli participated in a leadership training course for law enforcement academy in Budapest. A two days' workshop for police directors from the west, east, and south, in collaboration with HNEC was conducted regarding election security. As a result of these trainings and workshops, a list of recommendations focused on operational planning, coordination and communication, capacity building, media, and public outreach programme was developed.

At the end of the programme, the HRDDP action plan was developed with specific measures to reinforce the inspection and oversight of relevant institutions and actors and was implemented. The action plan aimed to support MoI reforms and capacity-building in the areas of budget, procurement, and facilities management, human resources management and system, including payroll management, conditions of service, etc.

By 30 June 2022, the programme utilized US\$ 7.13 million out of US\$ 9.89 million received from four international donors including Germany, Italy, the Netherlands, and the INL/USA. The remaining balance was transferred to the new Rule of Law Programme as agreed with the donor. Please refer to the Financial Summary in Annexure 6 for financial details.

II. PROGRAMME BACKGROUND

Libya continues to face varied challenges in its transition to democratic rule in the aftermath of the 2011 uprising. After more than a decade, the country has yet to establish functional governance structures and sustainable peace. Recurring episodes of violence have slowed or reversed development. Despite ongoing security challenges, prospects for a comprehensive political agreement to end the conflict in Libya have improved with the establishment of the Government of National Unity (GNU). Despite the severe challenges, political uncertainty, and limited enabling environment, it remains essential to provide support to rule of law institutions, many of which have been weakened. At the time of the PSJP's design, protests in Libya against impunity after the discovery of mass grave sites reaffirmed the peoples' demand for justice as a precursor to any political settlement. In 2017, UNSMIL and UNDP designed the PSJP to provide support to the rule of law sector in Libya. The programme was aligned with the UN cooperation framework and UNDP Country Programme Outcome 3, "Libya successfully manages a transition to a state founded on the rule of law."

The PSJP was funded by the Governments of Germany, Italy, the Netherlands, the United States Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL/US), and the UNDP Bureau of Policy and Programme Support (BPPS). The PSJP supported the Ministry of Interior (MoI) and Ministry of Justice (MoJ). The Police Service personnel working under MoI and Judicial Police personnel working under MoJ were the direct

beneficiaries, whereas indirect beneficiaries included the citizens of Libya, including vulnerable populations in the greater Tripoli area.

The entry points for assistance were derived from extensive analysis and experience of the Libyan security and justice sectors, both substantively and operationally. In recognition of the political and security developments in Libya and related opportunities to enhance stability in Tripoli and avert further erosion of institutional capacities, the programme was designed to support criminal justice institutions to advance security and the rule of law in Libya's capital. The joint programme was intended to provide a coherent framework of assistance to the Government of National Accord's (GNA) efforts to strengthen security and the rule of law in Tripoli, which could be emulated elsewhere in Libya later. However, after 18 months of active conflict in 2019, notwithstanding the positive momentum created by the ceasefire agreement and the peaceful transfer of power to the Government of National Unity (GNU), Libya continued to face daunting challenges, most pressingly in the security arena. Disagreements over the composition and control of the security forces and the lack of integration of influential armed groups under a unified command and control structure, meant that some of the major drivers of conflict remained unresolved when the programme was launched.

Although the MoI works under a unified institutional structure despite the political divisions between east and west, policing institutions at the local level were loyal to the local political actors according to the geographic location and the local political and economic context. The divergence is such that local branches of the same institutions can have opposing cultures and strategic priorities and respond to different political incentives. One of the biggest challenges for the reform of the security sector in Libya was to establish a coherent and harmonized framework that encompasses security actors who have very different and sometimes conflicting political, ideological, and economic interests. A preliminary analysis of the local context, including the main formal and informal actors and the social and economic specificities, was considered a prerequisite for identifying the approach and the intervention strategy.

Though changes in leadership in the Ministries of Interior and Justice resulted in slowing down implementation due to the need to re-establish confidence building with successor administrations, PSJP continued to support MoI and MoJ working under the GNU. To effectively respond to the conflict-situation, programmatic support to rule of law institutions was guided by the United Nations Country Team (UNCT) and ensured conformity with the United Nations Human Rights Due Diligence Policy (UNHRDDP). In addition, the PSJP was aligned with the UN Strategic Framework, Area 3: Public Administration and Governance); Area 4 (Human Rights, Transitional Justice and Rule of Law; UNDP CPD Outcome 3: Libya successfully manages a transition to a state founded on the rule of law; and Sustainable Development Goal 16: Peace, justice, and strong institutions.

III. PROGRAMME OUTCOME & OUTPUTS

In response to the country and security sector context described above, the PSJP supported the institutional capacity building of the rule of law institutions. Implementation of the policy documents was intended to empower rule of law personnel with a human rights-based approach, gender and conflict responsiveness, while providing policing and justice services. Based on detailed context assessments, and in consultation with Libyan stakeholders, the following priority areas were identified for programmatic engagement:

Joint Programme Outcome: National capacities to advance safety and security in Tripoli are improved, including through more effective and public-oriented policing and rule of law services.

Output 1: Structure, roles and resourcing of local police and criminal justice institutions clarified and prioritized according to identified needs in Tripoli.

Output 2: Effectiveness of law enforcement and prison service delivery in Tripoli improved through provision of training and technical and material assistance.

Output 3: Ministry of Interior enabled to better assess and provide feasible reintegration and demobilisation options for members of armed formations.

Output 4: Ministry of Interior provided with capacity development and organisational assistance.

Strategic Outcome: Libyan government efforts, supported by the UN, to stabilize Tripoli are more likely to succeed; police operations and services can achieve a baseline level of activity, visibility, respect, and effectiveness; forces are reintegrated into host communities; public confidence improved in the ability of the State to provide security and justice services and in the effectiveness of the police and criminal justice institutions.

IV. PROGRAMME ACHIEVEMENTS

Key achievements of the programme are summarized below:

- **Developed and supported a coordination mechanism:** UNDP in collaboration with UNSMIL provided technical advisory support to a JPTC. The committee, which is composed of representatives from UNDP, UNSMIL and the national counterparts functioned during the life of the PSJP and was responsible for the identification of capacity building and reform initiatives for criminal justice institutions. The PSJP provided the Joint Committee with enabling resources such as laptops, printers and projectors.



PHOTO: The JPTC in action, 2020. Photo: ©UNDP Libya

- **The criminal justice reform process** was initiated in 2018 using different entry points and approaches to have a clear service delivery model for the rule of law institutions. In 2019, and taking a bottom-up approach, the model police station concept was

completed, and a concept of the model prison was developed. The operationalization of the model police station concept was initiated by defining roles and responsibilities (functions/mandate) and developing a rational organisational structure with job descriptions and standard operating procedures (SOPs). The validation and endorsement of the details of a model police station and model prison was done in 2020.

- **Enhanced capacity to respond to violence against women:** Two workshops were organised for 21 law enforcement personnel to strengthen the capacity of law enforcement agencies to respond to and investigate Sexual and Gender-Based Violence (SGBV). The workshops focused on improving the capacity of police to respond to violence against women, namely personnel from legal entities have built their knowledge on how technical investigation processes should apply when it comes to addressing SGBV cases.



PHOTO: Workshop on SGBV, 2019. Photo: ©UNDP Libya

- **Women’s access to justice in Libya:** The PSJP organised a panel discussion regarding “women’s access to justice in Libya” with counterparts in HJC, MoJ, and CSOs. Target audience: 24 judges, prosecutors, lawyers, female police officers from JP and civil society organizations. The outcomes of the panel discussion were recommendations addressed to the legislature, the Ministry of Justice and the Supreme Council of Judges to overcome the challenges facing women in accessing justice.



PHOTO: Workshop to Enhance Women’s Role in rule law institutions, 2019. Photo: ©UNDP

- **Improved prison infrastructure of Al- Jadeida prison as a pilot model Prison:** A rehabilitation programme for inmates was implemented by providing vocational training and livelihood opportunities to reduce recidivism. The training provided inmates with appropriate life skills and facilitated community integration post release.
- **Enhanced outreach capacity:** Media Communications offices were established in collaboration with the MoI and MoJ. 10 female and 90 male staff members were trained to develop and roll out a media communication strategy and messages to improve public outreach and awareness.
- **Enhanced capacity in community policing:** MoI was supported in the establishment of a community policing unit inside the Tripoli Police directorate. Staff from 15 police stations conducted a study visit to Jordan to improve police personnel skills in community policing.
- **Set up a vocational training centre inside Al-Jadeida prison:** MoJ and judicial police authority were supported in the establishment a vocational training centre including equipment of computer labs, cooking equipment and sewing machines to create productive engagement and livelihood opportunities for inmates. This was intended to facilitate reintegration of former inmates into their communities after their release.
- **Developed SOPs for judicial police personnel:** The Judicial Police was supported through the development of standard operating procedures (SOPs) for prisons and providing technical training for judicial police personnel based on the SOPs.
- **Developing specialized training curricula for police patrolling:** The MoI was supported through the development of specialized training curricula for police patrolling and the training rollout to 500 police personnel.

V. PROGRAMME RESULTS

While the conflict of 2019 and the COVID-19 pandemic resulted in significant delays in the implementation of activities, the PSJP made considerable progress in achieving the programme outcomes and outputs. Detailed results by output are summarized below:

Output 1: Structure, roles and resourcing of local police and criminal justice institutions clarified and prioritized according to identified needs in Tripoli.

Indicator	Baseline	Cumulative target	Cumulative progress
Criminal justice and law enforcement institutions in Tripoli have clear and updated organisational structures in place	No clear functions, organisational structures and curricula outdated, and lack of SOPs	Establish a coordination mechanism for criminal justice institutions and technical working groups for restructuring, curricula development and assessments and planning	<ul style="list-style-type: none"> The JPTC was established and functional A MoI Restructuring Committee was established and Judicial police restructuring TWG was established as well. Technical advisory support provided and capacity development programme including 2 experiential tours were conducted Joint Technical groups between MoI and MoJ were established and were functional and provided with technical advisory support.
De facto cooperation exists between Judicial Police and MoI/ police to address security needs in Tripoli.		Initiate the reform and restructuring process, curricula development and rule of law institutions capacity needs assessment including its security	<ul style="list-style-type: none"> A RoL needs and capacity assessment was conducted. Based on its finding's rehabilitation was undertaken in Al-Jadeida prison Specialized police training curricula for police patrolling was developed A concept for model police stations and prisons was initiated (functions, structures and key SOPs) Two specialized units/offices on women affairs and family and child protection were technically supported and two action plans developed. One Judicial police curriculum developed and a specialized training programme developed Female Prisoners Rehabilitation programme developed and Ajdeda prison targeted with limited rehabilitation.
		Define roles and responsibilities for police and Judicial Police with specialized services and develop	<ul style="list-style-type: none"> A TWG was established, and Judicial Police SOPs developed Functions, structure and JDs with relevant SOPs developed for

		rational organisational structures with relevant SOPs	Model Police station personnel, and model prison developed.
		Develop three curricula and programme for police and Judicial Police.	<ul style="list-style-type: none"> • TWG established, and Judicial Police training curricula developed and validated, and 20 Judicial Police personnel trained.
		Complete the capacity needs assessments (training, equipment and system).	<ul style="list-style-type: none"> • RoL needs and capacity assessment conducted. Based on its findings, equipment was delivered to RoL institutions in Tripoli

The PSJP provided technical advisory support to an established coordination mechanism via JPTC comprising of representatives from the Ministry of Interior (MoI) and Ministry of Justice (MoJ) and UNSMIL counterparts. During the reporting period, the Government of National Unity (GNU) came into power. The JPTC is functional and worked closely with PSJP for various capacity building and judicial reform initiatives for criminal justice institutions.

In collaboration with UNSMIL and European Union Border Assistance Mission (EUBAM), PSJP supported the Technical Working Group (TWG) to develop a concept of the Model Police Station (MPS) and job descriptions for its personnel. A sister UNDP project “Strengthening Local Capacities for Resilience and Recovery” (SLCRR) supported the refurbishment of a Model Police Station at Hai Al-Andalus in Tripoli to strengthen the police capacity and build trust with the community.

In collaboration with UNSMIL, and in consultation with the JPTC and TWG, PSJP developed Standard Operating Procedures (SOPs) for Judicial Police in 2019. This knowledge document was developed in accordance with law 5 and its implementation policy. This will improve the capacity of corrections officers to perform their functions efficiently and effectively in accordance with the applicable national legislation and international best practices and standards.

Based on findings of the RoL needs and capacity assessment, Al-Jadeida Prison in Tripoli was rehabilitated focusing on needs of female inmates at the rehabilitation centre. The PSJP undertook a pilot activity for inmates’ rehabilitation through establishment of vocational training centres in trades such as tailoring, cooking, and computer skills. In partnership with the Judicial Police, the PSJP provided self-supporting skills to inmates for livelihood opportunities and reduce recidivism. In addition, responding to the impact of COVID-19 pandemic, PSJP supported MoJ with COVID-19 awareness sessions for prisons populations.



PHOTO: Handover ceremony of the equipment required for the established vocational training centre at Al Jadeida prison, 2023. Photo: ©UNDP Libya

1.1 Reform and Restructuring Process

The reform and restructuring process of the criminal justice system was initiated by establishing restructuring committees in 2018. The PSJP supported the restructuring committee of MOI and Technical Working Group within MOJ through continuous discussion on the reform process to reach well-defined roles and responsibilities, rationalize organisational structures, and develop policies, SOPs and regulatory development for criminal justice actors.

The PSJP engaged with these committees on a regular basis and developed a capacity development programme – training on reform and restructuring. For MoI and MOJ and Judiciary, this programme included experiential tours to two criminal justice models; this is expected to enable the restructuring committee for police, judicial police and judiciary to gain practical experiences and strengthen their capacities. Also, training on justice reform with applying the human rights approach and linkages to security sectors reform was coordinated with International Human Rights Network for three judiciary staff.



PHOTO: Workshop to Enhance Women’s Role in rule law institutions, 2019. Photo: ©UNDP

The continuous engagement with the management of institutions provided an opportunity for the programme team to provide advice regarding the operationalization of Women's Affairs Offices and, Family and Child Protection Units within the MoI and MoJ and facilitation of 3-day workshop on Enhancing the role of Women in Law Enforcement Institutions (with 80 participants, 60 women), and 3-day workshop on Institutional Responsiveness for Violence Against Women (with 80 participants, 50 women).

The 1st workshop helped evaluate women's role in law enforcement institutions and find entry points to enhance this role. The PSJP raised awareness for Libyan institutions to strengthen women's participation and representation in the decision-making processes of the MoI, the Judicial police and the technical committees working with UNDP-UNSMIL. As a result of the workshop, two recommendations were proposed. The creation of a training centre for women working in law enforcement institutions is recommended as much as the reopening of the College of Women Police Officers. And more financial resources and technical support are recommended for the women's units at the MoI, the Judicial Police, the Women's Police Department and the Family and Child Protection Office.

In the 2nd workshop, the participants recommended to undertake a legal review of all Libyan laws and proposing amendments to several legal articles to avoid perpetrators to escape punishment or reduce their punishment. The workshop recommended to assess the rule of law institutions response towards violence against women cases and to identify specific actions for relevant ministries to strengthening this response.

1.2 Curricula Review and Development

One of the main goals of the PSJP was to create a sustainable training system for the Ministry of Interior and Ministry of Justice. Both MoI and MoJ started curricula development working groups for Police and Judicial Police, whose members worked with international experts to develop training programs. First, a specialized training programme for Police was finalized and a curriculum for foot patrol was completed; this was followed by a Training of Trainers for 40 police officers. Second, a Judicial Police curriculum was developed by an international expert; the outlines of the curriculum were presented and agreed on with the Libyan judicial police.

A specialized TOT programme was developed in partnership with the Algerian Correction and Reintegration Administration and delivered to 9 Judicial police officers in Algeria. Additional curricula were developed for the High Judicial Institute (HJI), police college and specialized police training centre.

1.3 Review and develop relevant SOPs

A list of SOPs and related legal instruments governing Libya's prisons were developed and submitted to the judicial police. The first steps were taken to develop and update SOPs for prisons and agreed to by the MoJ and Judicial Police. In 2020, the draft outlines of SOPs based on best practices were developed. A respective workshop was implemented bringing representatives of judicial police to discuss, exchange information and draft key elements of SOP with the facilitation of international expert.



PHOTO: Consultative Workshop to Assess the ROL institutions to GBV cases, 2019. Photo: ©UNDP

1.4 Security Assessment

A Security assessment for the key rule of law facilities, such as detention cells at police stations, prisons, public prosecutor’s offices, and courts in Tripoli was finalized. Recommendations from this assessment which included assessment of the security of judges and prosecutors were integrated into the overall capacity needs assessment of rule of law and security institutions. PSJP addressed some urgent security measures, particularly in the Tripoli Judicial complex, in the case filling through limited enabling resources to ensure the safe records for cases files.

1.5 Training and Equipment Need Assessment

Post the physical assessment Tripoli Security Directorate in 2018, PSJP procured PPE (equipment for 1500 patrolling officers and 330 Judicial police) for 16 police stations and Judicial Police. Moreover, IT equipment and furniture was provided to these police stations.

Output 2: Effectiveness of law enforcement and prison service delivery in Tripoli improved through provision of training and technical and material assistance

Indicator	Cumulative target	Cumulative progress
The extent to which prison staff receive adequate human rights training. (UN ROL indicator 126)	Human Rights Due Diligence Risk Assessment is conducted and vetting criteria with oversight measures developed	<ul style="list-style-type: none"> • A Human Rights Due Diligence Risk Assessment was conducted and endorsed by UN senior management; Based on the assessment, an action plan was developed and implemented. • Police and judicial police received TOT with human rights standards and practices.
The quality and accuracy of police records of individuals held in custody. (UN ROL indicator 37)	Police and Judicial Police (Prison staff) receive adequate human rights training through training of trainers.	<ul style="list-style-type: none"> • 19 Judicial police received a TOT in two specialized training areas in Algeria. • 20 judicial police received a TOT on the developed curriculum.
	Community – based policing model developed,	<ul style="list-style-type: none"> • A Community Policing Concept document was developed and validated in a consultative

	and 15 police stations and Judicial Police in Tripoli supported with limited enabling resources.	<ul style="list-style-type: none"> workshop attended by 16 police station chiefs from the Tripoli Security Directorate A 5 day study tour to Jordan was conducted for 14 senior officials on community policing.
	500 police and Judicial Police trained	<ul style="list-style-type: none"> 19 Judicial police received a TOT in two specialized training areas in Algeria 20 judicial police received a TOT on the developed curriculum. 40 trained police officers further trained an additional 368 police personnel 20 trained Judicial Police officers trained an additional 330 Judicial Police personnel
	A case management system under development for criminal justice actors.	<ul style="list-style-type: none"> The nature, scope and requirement of an Integrated Case Management and Tracking System were identified
	Media and communication capacity building programme delivered.	<ul style="list-style-type: none"> MoI and MoJ media communication offices renovated and equipped. MOI-MOJ Media and communication offices with studios were rehabilitated

In coordination with the MoJ, the PSJP organised a one-day roundtable discussion on the International Women’s Day for judges, prosecutors, civil society organizations and other stakeholders to review and increase access to justice for women.

In coordination with the MoI, PSJP organised a two days’ consultative workshop for 35 police officers of the Tripoli Security Directorate to strengthen their capacity to respond to and investigate SGBV crimes and particularly violence against women. The workshop was meant to increase the level of knowledge, awareness and gender sensitivity.

Technical advisory support was provided through engagement of an expert to develop a prototype of an Integrated Case Management and Tracking System (ICMT) to improve accountability, transparency, and effectiveness of RoL institutions. The nature, scope, technical and operational requirements for a web-based, centralized pilot ICMT system for Greater Tripoli were identified. The systems software planned to be designed, developed, and installed for cases of all types including criminal, civil (including family and administrative), and training provided to trainers. However, the extensive nature and scope of the ICMT and time lapse due to conflict and COVID 19 pandemic resulted in a financial gap. In the Project Board Meeting held on December 14, 2021, UNDP informed that this could be implemented within the successor Rule of Law programme, subject to the availability of funds.

The PSJP supported the MoI and MoJ to enhance their communications strategy and outreach through establishment of well-equipped media communication offices, development of a communication strategy and training. In addition, the PSJP enhanced the capacity of MOI and MOJ to adopt to new ways of working during the COVID-19 pandemic by provision of equipment to enable state authorities stay connected virtually.

2.1 Vetting and Selection Process:

A Human Rights Due Diligence Policy (HRDDP) action plan has been under implementation through applying the vetting criteria on the selection of the target personnel by the training – capacity building programme under PSJP. 368 Police officers and 8 police stations’

commanders were vetted and selected by MoI. Also, 39 Judicial Police officers were also vetted and selected.

2.2 Improving Service Delivery by Adopting New Policing Methodology:

The JPSP, together with Tripoli Police Directorate introduced the community-oriented policing concept, and the model was developed through a series of consultative meetings and three-day workshop with 16 police stations commanders. Furthermore, community-oriented policing was incorporated in the specialized police training programme to prepare the police for better engagement and communication with the public to build trust and confidence among both parties. The community policing methodology was also incorporated as part of police stations functions, structure and job description which was agreed with the MoI and TSD.

TSD Police stations and Judicial police, Security and Operations Department, particularly for personnel targeted by capacity building programme. Moreover, the programme supported with enabling resources such as IT, communication (HF&VHF), Personal Protection Equipment to increase their presence and visibility and to enable them to provide basic security services.

Further to the community-oriented policing concept, in June 2022, UNDP in collaboration with UNSMIL conducted a five-day study visit to Jordan for fourteen senior officials from the MoI and MoJ on community policing concept. The study visit included meetings at different levels related to police, public security directorate, public relations, and community policing directorate, a 911 centre, and the relation with community policing in receiving all types of incidents for police and civil defense. To optimize the results of the study visit, some additional actions were undertaken, namely a special attention was given on the lessons learnt and how the knowledge gap can be transferred to fit the Libyan context. After the completion of the study visit, participants discussed technical and strategic inputs on the establishing and restructuring process, in particular related to the roles, responsibilities, structures, and processes of community policing in Libya.

2.3 Capacity building programme – training Instructors Development Programme:

The 40 Police trainers, who received the TOT/Instructors Development Programme, continue developing the training lesson plans for the targeted 1500 police officers. 19 out of 22 vetted Judicial Police (1 female judicial police officer) received a 3-week TOT programme on two specialized areas on security of prisons and prisoners. After completing this course, they developed a training programme to train 330 judicial police in the Judicial Police Training Institute.



PHOTO: the Graduation Ceremony of Patrol Officers, 2019. Photo: ©UNDP Libya

20 vetted and selected Judicial Police received a 3-week TOT programme on the newly developed curriculum. They developed a training plan for new selected personnel as a new entrant to judicial police and started the training.

Training Environment:

The 3 training facilities (Police College, Police Technical School, and Judicial Police Training Institute) received a number of the trainees/cadets after the completion of its inauguration by the President of Presidency Council of GNA and UN Officials and the training programmes were going smoothly till the military operations on 4th of April 2019 which resulted in releasing the trainees to go back to their units and police college cadets to their homes.



PHOTO: Graduation of Officers from the newly rehabilitated training facilities, 2018. Photo: ©UNDP Libya

In 2019, additional two training facilities for the police and judiciary were refurbished: 1) The rehabilitation of High Judicial Institute was completed, and furniture and IT equipment were delivered, and 2) The rehabilitation of the High Police Institute reached 70%, and the military operations in the area erupted which resulted in suspension of the civil work.

Given the disruption caused by the fighting that commenced in April 2019, Tripoli Security Directorate Training Centre was identified and assessed as an alternative location to continue the specialized police patrolling training by the police trainers.

Training Programme:

The training for 1500 officers has been delivered in batches and total 368 police officers from TSD already completed their training and 400 new cadets were selected and started their two-year programme at the police college, but all training programmes were suspended after 4th of April 2019 military operations in the area.

Media and Communication:

Joint TWG from MoI and MoJ has been working closely with PSJP team and selection of the personnel targeted by the media and communication capacity building – training is completed by MOI and MOJ. Media and communication equipment were delivered to the rehabilitated media studios. The capacity building and advisory programme (development of communication strategy and public outreach programme) was implemented.

2.4 Human rights workshop:

In early 2022, a three-day workshop on Human Rights and prisons was conducted for 15 male and female judicial police officers from east, west, and south of Libya. The workshop was designed for the officers who work with prison administrations, particularly those who work directly with the prisoners and other detained individuals. The workshop provided information on international human rights standards relevant to the work of prison officials and encouraged the development of skills necessary to transform these standards into the practical behavior.

Output 3: Ministry of Interior enabled to better assess and provide feasible reintegration and demobilisation options for members of armed formations

Indicator	Cumulative target	Cumulative progress	Comments
Number of MoI personnel working on DDR trained on statistical data collection, management, and analysis.	At least 5 MoI personnel working on DDR trained on statistical data collection, management and analysis.	Not achieved	Not achieved due to lack of political will for DDR. No significant progress was made due to lack of political desire and complexity added to the matter by the eruption of the most fierce and prolonged fight to date over control of Tripoli
Number of post-2011 entrants to the MoI provided with DDR support by the MOI.	A national mechanism established	Not achieved	
	A strategy/plan for number of post-2011 entrants to the MoI provided with DDR support by the MoI is identified	Not achieved	

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In collaboration with UNSMIL, the PSJP provided MoI and MoJ with 610 Personal Protection Equipment (PPE) kits. In line with the United Nations Human Rights Due Diligence Policy (UNHRDDP) these kits were handed over to MoI (500) and MoJ (110) to enable RoL personnel to enhance safety and security.

In 2018, the PSJP tried entry points through MoI with support from PC/GNA to establish a national mechanism to tackle the armed groups issues through developing a national strategy with technical advisory support from the PSJP, but it failed due to a lack of the political will from PC. Computers with its desks were procured for the planned database.

In 2019, the PSJP identified another entry point in MoI. A proposed plan and mechanism were developed together with the MoI Planning Department, and it was submitted to the Minister of Interior and Committees to work on data collection and conduct verifications of all entrant's post 2011 was established but its works was suspended due to the erupted conflict.

Output 4: Ministry of Interior and Ministry of Justice provided with capacity development and organisational assistance

Indicator	Cumulative target	Cumulative progress	Comments
1. MoI has in place effective administrative systems to support key management functions such as the management of finances, assets, human resources, and procurement. (UN RoL indicator 39)	Establish a team for strategic planning and policy development to work hand in hand with the restructuring committee		Partially achieved.
	Developed an action plan where rules and regulations are simplified, and computerized system is established	The nature, scope and requirements for an Operational Management or Government Resource Planning System were identified	Some of the targets could not be commenced or completed due to conflict and COVID-19 related restrictions
	Inspection and oversight units/offices needs assessed.		
	Leadership training programme initiated		

The PSJP provided technical advisory support through engagement of an IT expert to develop a concept and prototype of an Operational Management System (OMS) or Government Resource Planning (GRP) system. The system streamlines workflows, standardize business processes and remove various systemic deficiencies in the manual legacy system and improve their responsiveness to work. The nature, scope, technical and operational requirements for a web-based, centralized pilot GRP system for Greater Tripoli were identified for design, development, and installation of software, including delivery of TOT training. However, implementation of the activity is delayed due to conflict and COVID 19 related restrictions.

The PSJP in collaboration with UNSMIL, in consultation with JPTC, and based on the findings of the RoL Needs and Capacity Assessment, provided technical support to enhance

accountability of MoI and MoJ. The policy level support was provided to enhance institutional capacity and create an enabling environment by way of developing documents such as civilian oversight and accountability mechanisms, fight against impunity procedures, codes of conduct and SOPs. However, implementation was delayed and result were not achieved due to conflict and COVID 19 related restrictions.

VI. GENDER SPECIFIC RESULTS

The situation of women in Libya remains challenging. As in other conflict situations, women face an array of obstacles in the path to their full participation in Libya's governance processes. The PSJP aimed to strengthen the presence of females in Libyan Rule of Law institutions through a systematic approach.

In the course of 2019, UNDP together with the MoI, MoJ and Supreme Judicial Council (SJC) organised two key events focusing on the role of women in law enforcement institutions as well as institutional responsiveness to violence against women. The events brought together a wide range of justice and security actors from MoI, MoJ and SJC. The themes of discussion touched on several key aspects related to gender equality and women empowerment, with recommendations ranging from reviewing current laws and regulations to developing capacity building to target issues specific to women. The recommendations also included the necessity of having women represented in decision making as well as in training programmes.

The PSJP initiated a pilot rehabilitation programme for female inmates in Al- Jadeida Prison. 100 females benefitted from the vocational training in tailoring, cooking, and computer classes. In addition, consultative workshop and training sessions were organised for the rule of law personnel to increase women's access to justice and to strengthen their capacity to respond to and investigate SGBV crimes, particularly violence against women.

The PSJP provided advisory support for creating Women's Affairs Offices and, Family and Child Protection Units in the MOJ and MoI. This was reinforced with a one 3-day workshop on Enhancing the role of Women in Law Enforcement Institutions (with 80 participants, 60 women). This workshop helped evaluate women's role in law enforcement institutions and identify entry points to enhance this role.

The PSJP raised awareness for Libyan institutions to strengthen women's participation and representation in decision-making processes of the MoI, the Judicial police and the technical committees working with UNDP-UNSMIL. The creation of a training centre for women working in law enforcement institutions is needed as much as the reopening of the College of Women Police Officers. More financial resources and technical support are recommended for the women's units at the MoI, the Judicial Police, the Women's Police Department and the Family and Child Protection Office.

"Domestic violence or violence against women is not permissible in Shari'a and law, AS women have rights in society. This training will enhance my skills in dealing with problems that concern women. we will be working on this and by setting procedures, foundations and rules To serve this cause in the world and represent it well. "

Captain Ali Muhamed Alost



PHOTO: Workshop on SGBV, 2021. Photo: ©UNDP Libya

The PSJP also organised a workshop on Institutional Responsiveness for Violence Against Women (with 80 participants, 50 women). During this workshop UNDP recommended to undertake a legal review of all Libyan laws and proposing amendments to several legal articles to avoid perpetrators to escape punishment or reduce their punishment. The Objectives helped to assess the rule of law institutions response towards violence against women cases and to identify specific actions for relevant ministries to strengthening this response.

VII. PARTNERSHIPS

The PSJP combined both technical and political resources of the integrated Special Political Mission (SPM), the United Nations Support Mission in Libya (UNSMIL), with UNDP, to ensure effectiveness and efficiency of the programme implementation activities. As partners, the PSJP and the United Nations Support Mission in Libya (UNSMIL) worked closely together for the implementation of programme activities. As a member of the Joint Programme Technical Committee and Technical Working Groups, the PSJP utilized the skills, knowledge and experience of the UNSMIL police and corrections advisors during the development of the SOP, the identification and listing of requirements for integrated case management and tracking system to be established, and training curricula for judicial police.

The PSJP partnership with MoI-MoJ enabled the programme to derive and access extensive analysis and experience of the Libyan security and justice sectors, both substantively and operationally in order to determine the targeted entry points for assistance. Through this partnership, planned interventions were carefully sequenced during the programme implementation period, and provision has been made in the programme resources to ensure the

most suitable expertise, implementing partnerships, and operational support are put in place to deliver on this ambitious programme whilst simultaneously ensuring value for money for donors/development partners.

European Union Border Assistance Mission (EUBAM): EUBAM is a member of a TWG. The PSJP in collaboration with UNSMIL worked closely with EUBAM and supported developing the concept of MPS. While UNDP's SLCRR Project supported the design and reconstruction of a Model Police Station as part of efforts to strengthen police capacity and build trust with the community and create sustainable impact. In coordination with EUBAM, PSJP supported the TWG for developing relevant job descriptions and training plans to enable police officials to internalize the community-oriented approach.

VIII. SOUTH-SOUTH COOPERATION

The PSJP organised a mission for 5 representatives from the Libyan Ministry of Justice to the Algerian Ministry of Justice and the Algeria Correction and Reintegration Administration, which developed a Training of Trainers programme for 22 judicial officers. 19 out of the 22 vetted officers completed the TOT in Algeria. After they returned to Tripoli, the 19 trainers developed a training programme and prepared lesson plans to train 330 judicial police officers at the recently rehabilitated Judicial Police Training Institutes. The visit not only enhanced the capacities of the judicial police, but also increased the cooperation among the countries in the related areas, fostered by the UNDP Country Offices in Libya and Algeria.

IX. SYNERGIES AND SUPPORT TO OTHER UNDP PROJECTS

Given the fruitful and long-term partnership with the Ministry of Interior, the PSJP complemented another project related to Safe Return of Internally Displaced Persons (IDPs) in Tripoli. The project was developed as an urgent need related to fighting around Tripoli, which began on 4 April 2019 and led nearly 200,000 IDPs to leave the southern and south-eastern areas of the capital (around 40,000 families). The Aïn Zara, Wadi Rabea and Gasr Ven Gashir neighborhoods have been particularly affected by the fighting and were contaminated. For 14 months, several bombings and exchanges of artillery fire took place, mostly using old shells and devices, more than half of which were reported as unexploded (unexploded ordnance – UXO). Some forces, while withdrawing at the end of May, installed regulated explosive devices (anti-personnel and anti-tank mines), primarily in houses. After the conflict, to promote the safe return of the IDPs, personnel from the MoI, civil protection service (National Safety Authority – NSA), forensic police and the Ministry of Defence, as well as military engineers, have begun mine-clearing and decontamination efforts. In this regard, the project supported MoI through the provision of demining equipment and training for the demining team to boost the demining capacity. The project with budget of nearly US\$ 1,1 million funded by the Government of France was concluded in mid 2022.

To enhance women's role in the law enforcement institutions and strengthening the institutional responsiveness to violence against women, the PSJP supported the counterparts with advisory support to operationalize the Women's Affairs Offices and, Family and Child Protection Units within MoI and MoJ. Two workshops were conducted in which the several issues and capacity needs were discussed, and action plans were developed for the Libyan institutions' management to endorse and take actions. The workshops were beneficial for the

ministries and counterparts as the concept of the Family Child Protection Units was relatively new in the context of Libya. The PSJP jointly with UNICEF and UNODC developed a joint programme to support the development of the juvenile justice in Libya. The Juvenile Justice programme is being implemented by UNDP, UNICEF and UNODC in close collaboration and partnership with the Ministry of Justice, the Ministry of Interior, the Higher Committee for Children, the Ministry of Social Affairs, and the Social Solidarity Fund. The project aims to promote and strengthen a child-friendly justice system in Libya in accordance with UN Child Rights Convention (CRC) and other relevant international legal instruments regarding justice for children. The outcome of this joint project includes adopting relevant legislation, policy, and other relevant regulations to strengthen child-friendly justice for children in Libya.

X. RISKS AND ISSUES

Political instability and non-complete unification of security institutions: The PSJP faced political risks related to government instability and changes in power dynamics, including fragmentation of security institutions. The PSJP continued to monitor and analyze the situation and assessment of impacts of any emerging scenario on its implementation, in close consultation with development partners and government counterparts.

Operational restrictions due to COVID-19 pandemic: The PSJP faced operational risks due to COVID related restrictions. This resulted in difficulties in engaging international consultants to develop policy documents and organizing in-person training workshops within Libya. The PSJP attempted to overcome these challenges by using alternative means and virtual platforms for continuous engagement with partners.

Inadequate Resources: During formulation and design of the ICMT system, due to its extensive nature and scope of ICMT and the time lapse due to conflict and COVID19, it was discovered that resources available for the programme were inadequate. In the project board meeting held on December 14, 2021, the PSJP recommended implementation of this activity in a potential successor programme.

XI. LESSONS LEARNED

Key lessons learned included include among others:

Importance of continued engagement with national counterparts: Political instability and fragmentation of security institutions negatively affected the implementation. Continued engagement of the PSJP with national stakeholders encouraged the Libyan counterparts and built their confidence in the international community and created more commitment from their side to the reform and development of the RoL and security sectors.

Importance of readjusting the modalities of implementation: Though security coupled with COVID 19 remained a restrictive factor, the PSJP optimized its presence through readjusting the modalities of implementation such as implementation of some activities through virtual engagement, a new way of working.

Designing program interventions that are informed by research: The evaluation found² that research studies conducted before the conception of the intervention are critical as they often inform the intervention design and its implementation logic. The RoL capacity needs assessment that was conducted helped in generating information that was used to inform the key stakeholders and the intervention strategies, among others.

The importance of continued engagement with national counterparts cannot be downplayed. Continued engagement with national stakeholders that encouraged the Libyan counterparts, built their confidence in the international community, and created commitment for the reform and development of the rule of law and security sectors. Relatedly, understanding the situation, context, and needs of the partners as opposed to their own assumptions as well as clearly defining their roles and responsibilities from the start is crucial in addressing their needs better.

The availability of government/local policy and regulatory frameworks increases sustainability: The evaluation learned that programmatic interventions in justice and security are more likely to be more sustainable when they are backed by government policy and regulatory reform. The 2006 reforms that were introduced enabled government ownership and buy-in to training assistance and enabled greater monitoring and evaluation oversight of said assistance.

Wide stakeholder engagement and participation: Working with various stakeholders and existing structures is very instrumental in building momentum as well as strengthening the operationalization of the legal and policy reforms in security institutions, as they provide a unique opportunity to work through their networks, thus enabling deeper and widespread penetration into the communities.

Involvement and participation of the citizenry, local institutions and structures enhance national ownership: The involvement of nationals, citizens, local institutions, as well as key state actors enhances national ownership, which supports the sustainability of the programme results and interventions.

As gender issues, and human rights are critical in Libya, and are central-to development and humanitarian programmes, the PSJP's action to include gender in its programme interventions is a positive step towards inclusiveness of gender issues and also contributed to the sustainability of the programme results. However, such programme interventions should seek the guidance of already established institutions that are working on women's issues, such as the UN Women.

The development of a donor coordination matrix increases the efficiency and effectiveness of the program: The evaluation findings also revealed that the development of a donor coordination matrix for partnership enhancement minimises the duplication of donor activities while-ensuring better targeting and reducing resource wastage; as a result, resources are used to-deliver greater outputs, leading to the achievement of programme results.

Inclusion of Gender - GBV and Human Rights aspects: Amplifying and paying special focus on gender and human rights aspects at the design stage enriches the program and leads to greater programme impact on women's rights violations. It also increases programme

² [Final Evaluation of Policing and Security Joint Programme 2017-2022](#)

relevance as it's aligned to global humanitarian and development agendas such as Agenda 2030 i.e., inclusion, leaving no one behind (LNOB), gender, and equality among others.

Emphasizing and embracing the Results Based Management (RBM), Harmonized Cash Transfer (HACT) and Rights Based Approach to Programming (RBAP) by UNDP as important programming tools as well as building the capacities of government partner institutions in this line will help the programme in streamlining its reporting mechanism and systems. The UN itself should assist the government to design specific capacity building programmes, leveraging its international network and knowledge.

Effective communication and feedback mechanisms. Developing and managing communication and feedback mechanisms is crucial in managing programme challenges and expectations. It ensures timely actions, which enables timely decision making and ultimately enhances the efficiency and effectiveness of programme interventions.

Interventions focused on building the capacity of national counterpart staff are crucial as they ensure that there is effective and, in some cases, efficient transfer of knowledge to counterparts; and ensure a supply of qualified nationals. This is very important in a country such as Libya where the security situation is fragile and, in some cases, restricts the deployment of international consultants.

Developing and systematically implementing an integrated criminal justice system in a volatile situation without a coherent enabling environment and legislation poses a big challenge not achievement of the programme results, and the sustainability of the results achieved. Any interventions to scale up PSJP need to plan for activities to address these gaps in legislation.

Clearly communicating, clarifying UNDP expectations, systems, processes e.g., on DIM modality to the partners i.e., MoI and MoJ at the start of the programme is crucial as it ensures the smooth running and management of programmes of this magnitude and nature; as well as improves the quality control particularly the procurement process. This is currently not well understood by the national counterparts.

Implement HRDDP recommendations regarding the vetting process to ensure only state actors are benefiting from the Joint Programme;

Clearly explain to the Libyan partners' UNDP procurement procedures;

Follow political and security developments closely and maintain the minimum operational capacity to mitigate risk and seize opportunities.

Develop and implement well-targeted and concrete initiatives that help in improving justice and security services in this highly fluid political and security context.

XII. FUTURE PLAN

UNDP is planning for a successor programme to this Joint Programme. UN Global Focal Point for Rule of Law Mission has consulted with all stakeholders including government partners, donors, and UN agencies. UNDP will continue consultations to ascertain engagement with

other UN agencies leveraging on their comparative advantage and areas of expertise. The successor programme will have a ‘*Whole of Libya Approach*’. In the next programme some activities from the PSJP will be continued and expanded outside Tripoli. Some additional support is envisaged to enhance the capacity of rule of law institutions to provide effective inclusive and accountable gender and conflict-sensitive services.

XIII. COMMUNICATIONS

In line with the communications and visibility strategy, the PSJP ensure adequate projection of project activities and contributions made by development partners. Several events were organised to raise the visibility of project interventions and the donors’ support. The following are some of the key events:

- Consultative workshop on SGBV to improve gender sensitive and responsiveness of RoL personnel.

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<https://www.facebook.com/587133221359037/posts/5281409265264719/?d=n>
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<https://www.ly.undp.org/content/libya/en/home/presscentre/pressreleases/2018/undp--unsmil-and-ministry-of-interior-join-efforts-to-respond-to.html>
<https://www.arabstates.undp.org/content/rbas/ar/home/presscentre/pressreleases/2021/undp--unsmil-and-ministry-of-interior-join-efforts-to-respond-to.html>
<http://nabdapp.com/t/83395067>
<https://reliefweb.int/report/libya/undp-unsmil-and-ministry-interior-join-efforts-respond-gender-based-violence-libya>
<https://libya-businessnews.com/tag/policing-and-security-joint-programme-psjp/>
<https://www.arabstates.undp.org/content/rbas/ar/home/presscentre/pressreleases/2021/undp--unsmil-and-ministry-of-interior-join-efforts-to-respond-to.html>
<https://www.ly.undp.org/content/libya/en/home/presscentre/pressreleases/2018/undp--unsmil-and-ministry-of-interior-join-efforts-to-respond-to.html>
<https://www.afriqatenews.net/article/%D8%AF%D9%88%D8%B1%D8%A9-%D8%AA%D8%AF%D8%B1%D9%8A%D8%A8%D9%8A%D8%A9-%D9%84%D8%B6%D8%A8%D8%A7%D8%B7-%D9%85%D9%86-%D9%85%D8%AF%D9%8A%D8%B1%D9%8A%D8%A9-%D8%A3%D9%85%D9%86-%D8%B7%D8%B1%D8%A7%D8%A8%D9%84%D8%B3/>
<https://aac-news.com/%D8%B6%D8%A8%D8%A7%D8%B7-%D8%B7%D8%B1%D8%A7%D8%A8%D9%84%D8%B3-%D9%8A%D8%AE%D8%B6%D8%B9%D9%88%D9%86-%D9%84%D9%88%D8%B1%D8%B4%D8%A9->

[%D8%AA%D8%AF%D8%B1%D9%8A%D8%A8%D9%8A%D8%A9-%D9%84%D9%84%D8%AD%D8%AF/](#)

- Technical advisory support to the JPTC through regular meetings.

<https://www.facebook.com/587133221359037/posts/6442404629165171/?d=n>
<https://twitter.com/UNDPLibya/status/1445723285237370895>

- Technical advisory support for developing a concept of MPS and its job description. On June 06, 2021, pilot MPS at Hai Al-Andalus was handed over to the MoI and is functional.

<https://www.facebook.com/587133221359037/posts/5851384514933855/?d=n>
<https://www.facebook.com/587133221359037/posts/5847623265309980/?d=n>
<https://www.ly.undp.org/content/libya/en/home/presscentre/pressreleases/2018/Inauguration-of-Model-Police-Station-in-Tripoli.html>

- Joint donor visit with the Government of Netherlands to Hai Al-Andalus Police Station on October 25, 2021.

<https://www.facebook.com/587133221359037/posts/6546208865451413/?d=n>
<https://www.facebook.com/587133221359037/posts/6550048515067448/?d=n>
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- Project Board Meeting on December 14, 2021, in Tripoli to review key achievements, challenges, lessons learned and future plans. On the same day, PSJP handed over 610 PPE kits for the MoI (500) and MoJ (110) to enhance safety and security.

<https://www.ly.undp.org/content/libya/en/home/presscentre/pressreleases/libyan-authorities-and-partners-discuss-future-plans-to-advance-.html>
<https://www.linkedin.com/feed/update/urn:li:activity:6876864640022847488>
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XIV. ANNEXURES

Annexure 1: Results and Resources Framework

Annexure 2: Monitoring and Oversight Activities

Annexure 3: Risks Log

Annexure 4: Trainings, Workshops, Events and Products

Annexure 5: Beneficiaries Data

Annexure 6: Financial Report

Annexure 1: Results and Resources Framework

ProDoc Indicators	Targets	Actual	Status/ Comments
Output 1: Structure, roles and resourcing of local police and criminal justice institutions clarified and prioritised according to identified needs in Tripoli.			
1.1. Criminal justice and law enforcement institutions in Tripoli have clear and updated organisational structures in place.	<p>Establish a coordination mechanism for criminal justice institutions and technical working groups for restructuring, curricula development and assessments and planning</p> <p>Model police station (functions, structure, JD with training plan) is completed and endorsed</p>	<p>Joint Programme Technical Committee established and functional</p>	Achieved.
1.2. De facto cooperation exists between Judicial Police and MOI/police.	<p>Develop appropriate training curricula for police and Judicial Police and ensure that training curricula support long – term harmonization of capacities between pre – and post – 2011 intakes</p>	<p>TWGs composed of police, Judicial Police established to review and develop training curricula.</p> <p>Three international experts were identified and two of them were deployed to Tripoli: 1) The first expert developed a training curriculum for patrol officers. 2) the second expert together with the Judicial Police TWG develop a Judicial Police training curriculum.</p>	
	<p>Define roles and responsibilities for police and Judicial Police with specialized services and develop rational organisational structures with relevant SOPs</p>	<p>Technical Working Group established, and Judicial Police Standard Operating Procedures developed</p>	
	<p>Develop three curricula and programme for police and Judicial Police.</p>	<p>Technical Working Group established, and Judicial Police training curricula developed and validated, and 20 Judicial Police personnel trained</p>	
	<p>Complete the capacity needs assessments (training, equipment, and system).</p>	<p>RoL needs and capacity assessment conducted. Based on its finding's, equipment were delivered to RoL institutions in Tripoli</p>	

ProDoc Indicators	Targets	Actual	Status/ Comments
Output 2: Effectiveness of law enforcement and prison service delivery in Tripoli improved through provision of training and technical and material assistance			
2.1. Number of police, Judicial Police and judiciary staff receive adequate training including human rights.	Human Rights Due Diligence Risk Assessment was conducted, and an action plan was developed	700 police vetted and 368 of them were selected. 8 police stations commands were vetted and selected for the training conducted under the US programme in Budapest. 22 Judicial Police were vetted and 19 of them were selected for specialized TOT in Algeria.	Partially achieved.
2.2. The quality and accuracy of police, judiciary, and prisons records of individuals held in custody through case management system	Police and Judicial Police (Prison staff) receive adequate human rights training through training of trainers.	40 police personnel. trained as trainers on Patrolling instructors' development. 20 Judicial Police personnel trained as trainers on Prisons Management	
	Community-based policing model developed, and 15 police stations and Judicial Police in Tripoli supported with limited enabling resources.	A Community Policing Concept document was developed and validated in a consultative workshop attended by 16 police station chiefs from the Tripoli Security Directorate	
	500 police and Judicial Police trained	40 trained police personnel further trained 368 police personnel on patrol officers. 20 trained Judicial Police personnel further trained 330 Judicial Police personnel on Prison management	
	A case management system under development for criminal justice actors.	The nature, scope and requirements of Integrated Case Management and Tracking System were identified	
	Media and communication capacity building programme delivered.	MoI and MoJ medial communication offices renovated and equipped	
Output 3: Ministry of Interior enabled to better assess and provide feasible reintegration and demobilisation options for members of armed formations			
3.1. No. of MOI personnel working on DDR trained on statistical data collection, management, and analysis.			Not achieved due to lack of political will for DDR.

ProDoc Indicators	Targets	Actual	Status/ Comments
3.2. Number of post-2011 entrants to the MOI provided with DDR support by MOI.			
Output 4: Ministry of Interior provided with capacity development and organisational assistance			
4.1. MOI has in place effective administrative systems to support key management functions such as the management of finances, assets, human resources, and procurement. (UN ROL indicator 39)	Support the office of the minister of interior and deputy ministerial offices with capacity building on strategic planning, organisational reform, and project management and delivery	<ul style="list-style-type: none"> ▪ MOI-MOJ joint program technical committee was established. ▪ The joint committee was provided with enabling resource such as laptops, printers, and projectors to strengthen the established communication and coordination mechanisms. ▪ A national expert was hired and has been engaging with relevant departments from both ministries to assess their capacity strategic planning, budgeting, and M&E. ▪ Expert together with team from MOI-MOJ developed capacity building programme – training in these areas. 	Partially achieved.
	Conduct training on strategic planning, project management, communications, and leadership development with the ministry of interior and National security directorate.	<ul style="list-style-type: none"> ▪ Leadership and management training programme in partnership with regional and international training institutes were targeted mid and senior officers from the MOI ▪ Programme with US Embassy facilitating the participation of 8 police stations commanders from Tripoli in a leadership training course for law enforcement academy (ILEA) in Budapest, ▪ A two days' workshop for police directors from the west, east, and south, in collaboration with HNEC was conducted about election security and developed a list of recommendations focused on operational planning, coordination & communication, capacity building- training, media, and public outreach programme. 	

ProDoc Indicators	Targets	Actual	Status/ Comments
	Support MOI reforms and capacity-building in the areas of budget, procurement, and facilities management.	<ul style="list-style-type: none"> ▪ A national consultant was hired and conducted the assessment of the current capacity of existing systems and infrastructure, for MOI – MOJ in financial management and control: procurement and assets management and human resources management with identifying gaps, and recommendation for systems development 	
	Support MOI reforms in the areas of human resources management and system, including payroll management, conditions of service, etc.	<ul style="list-style-type: none"> ▪ TOR for establishing the unified and integrated operational management system was developed. 	
	Support MOI implementation of civilian oversight and accountability mechanisms, systems, and procedures (e.g., governance, audit, code of conduct.)	<ul style="list-style-type: none"> ▪ The HRDDP action plan was developed with specific measures to reinforce the inspection and oversight of relevant institutions and actors. ▪ The HRDDP is being implementation and a list of procedures are identified for development and enabling resources such as a database for inspections and human rights offices and are under procurement. 	

Annexure 2: Monitoring and Oversight Activities

Event	Participants	Key Observations	Follow-up Actions
<p>Joint Programme Board Meeting Tuesday 14 December 2021, from 1100 am to A0100 pm at Tripoli</p>	<p><u>Ministry of Justice</u></p> <ol style="list-style-type: none"> 1. Hon. Haima Ibrahim Abdel Rahman, Minister of Justice 2. Mr. Alssadi Qutonsh, International Relations Dept. 3. Mr. Salim AL-Taib, MOJ International Relation Dept. 4. Brig. Zuhair Abu Hadra, Development Dept. <p><u>Ministry of Interior</u></p> <ol style="list-style-type: none"> 5. Brig. Salaheddin Ben Solumein 6. Brig. Youseef Rabati 7. Col. Sulieman AL-Barouni 8. Col. Abduljalil Bati <p><u>The Embassy of Germany</u></p> <ol style="list-style-type: none"> 9. Annika Engels, Deputy Ambassador <p><u>The Embassy of Netherlands</u></p> <ol style="list-style-type: none"> 10. H.E Dolf Hogewoning, Ambassador 11. Krekshi Hadil, Senior Policy Officer <p><u>The Embassy of Italy</u></p> <ol style="list-style-type: none"> 12. Giuseppe Buccino Grimaldi, Ambassador 13. Niccolò Patrone, First Secretary <p><u>The Embassy of France</u></p> <ol style="list-style-type: none"> 14. Nicolas Nely, Deputy Ambassador <p><u>UNDP</u></p> <ol style="list-style-type: none"> 15. Marc-Andre Franche, Resident Representative 16. Enas Aribi 17. Salaheddin Gharman 18. Dhanashree Karmarkar (Online) 19. Francesco Fedi (Online) <p><u>UNSMIL</u></p> <ol style="list-style-type: none"> 20. Suki Nagra, Head of Human Rights Services 21. Imad Rida Sari Shouman 22. Khaled E. A. Allmaasfeh Al-Majali 	<p>The Joint Programme briefed regarding overview of the joint programme, its achievement till date, financial information, work plan for 2022, challenges and lessons. In addition, specific challenge of funding gap in implementation of Integrated Case Management and Tracking System was also informed.</p> <p>Donors appreciated the progress and expressed their willingness to continue support in a potential second phase.</p>	<p>To organise regular donor technical meetings to provide updates on implementation.</p> <p>Considering the funding gap for implementation of ICMT, to undertake this activity in the next phase of the Joint Programme 2022-2025.</p>

Annexure 3: Risk Log

	Enter a brief description of the risk	When was the risk first identified	Describe the effect on the project Enter priority on a scale from 1 (low) to 5 (high) Impact = Priority =	What actions have been taken/will be taken to address this issue?	Who has been appointed to address this issue?	e.g., reducing, increasing, no change, resolved
1	Political instability and non-complete unification of security institutions	Inception	I= 4 P=4	The PSJP continued to monitor and analyze the situation and assessment of impact of any emerging scenario on its implementation	Programme Team	No change
2	Operational restrictions due to COVID-19 pandemic	2020	I=4 P=4	The PSJP team used the advantages of technology for continual engagement through discussions with the various project partners	Programme Team	Reduced
3	Funding gap of ICMT	2021	I=3 P=3	The PSJP presented this before the Project Board for strategic guidance. ICMT is transferred to the second phase.	Programme Team	No change

Annexure 4: Trainings, Workshops, Events and Products

Name	Gender	Title	Trained on subject	Trainer name	Location	Date
1	Consultative Training	<ul style="list-style-type: none"> Investigating Police officers in 12 Police stations of the Tripoli Security Directorate The Women's Police Department in the Tripoli Security Directorate Family and Child Protection unit in the Tripoli Security Directorate 	Investigation of SGBV cases	Investigation of SGBV cases	Tripoli	1-2 February 2021
2	Human Rights Workshop	15 judicial police officers / 40% women	Human Rights Workshop and Prisons	Human Rights	Tunis	10-12 May 2022
3	Study Tour	14 senior officials from the Ministry of Interior and the Ministry of Justice.	Study Tour to Jordan	Community Policing	Jordan	28 May – 2 June 2022

Events

Event	Event Description	Location	Date
1	Handing over Ceremony of 610 PPE Kits	PPE kits (610) were handed over to MoI (500) and MoJ (110)	Tripoli
2	Handing over Ceremony of Sewing Machines	Sewing Machines for MOJ (Al-Jadeida Prison)	Tripoli
3	Handing over Ceremony of IT Equipment	IT Equipment for MOI to improve the operation of the ministry	Tripoli

Policy and Knowledge documents produced

Title of product	Typology (policy, research, publication)	Relevant partner	Current status (Approved, draft, in consultation)	Translation available/Needed	
1	RoL Needs and Capacity Assessment	Document	MoI and MoJ	Conducted	English
2	Basic and Specialised Training Curricula for Judicial Police	Training Curriculum	MoJ	Developed and validated	Developed in Arabic
3	Standard Operating Procedures for Judicial Police	Document	MoJ	Developed, pending validation and training	Developed in Arabic

Annexure 5: Beneficiaries Data

Name	Sex	Support provided	Department
Members Joint Programme technical committee of MOI -MOJ	-	Technical advisory support for policy and capacity building support for implementation of programme activities	Technical and equipment support
Mr. Said Ben Gtunish	M	Technical and capacity building	MOJ International Relations and Cooperation Dept, Director
Mr. Salim AL-Taib	M	Technical and capacity building	MOJ International Relations office
Brig. Yousef AL-Arapti	M	Technical and capacity building	CID Deputy Director and JPTC member
Brig. Salaheddin Ben Solumein	M	Technical and capacity building	Head of Organised Crime Office and JPTC member
Brig. Sulieman AL-Barouni	M	Technical and capacity building	Deputy Minister office and JPTC member
Col. Abduljalil Bati	M	Technical and capacity building	Deputy Minister Office and JPTC member
Col. Salah Eltaib	M	Technical and capacity building	MOI IRC Dept and JPTC member
Brig. Zuhair Abu Hadra	M	Technical and capacity building	Development Dept.
Brig. Sulieman Ajaj	M	Technical and capacity building	JP Training Dept.
Lt.Col. Hanan Goubaj	F	Technical and capacity building	JP Women Affairs Office
Members of the MOJ media office	-	Capacity building support for establishing and functioning of media communication office	Media Communication officers
Members of the MOI media office	-	Capacity building support for establishing and functioning of media communication office	Media Communication officers
Adel Alshareef	M	Capacity building JBV	Tripoli Police Directory
Naser Moftah	M	Capacity building JBV	Tripoli Police Directory
Khalid Altabbal	M	Capacity building JBV	Tripoli Police Directory
Emhimmmed AlGeryani	M	Capacity building JBV	Tripoli Police Directory
Sumaya Jebreel	F	Capacity building JBV	Tripoli Police station
Fatima Saleh	F	Capacity building JBV	Tripoli Police Directory
Nora Alsaid	F	Capacity building JBV	Tripoli Police Directory
Sabria Hassan	F	Capacity building JBV	Tripoli Police Directory
Amina Alhoni	F	Capacity building JBV	Tripoli Police Directory
Layla Mohammed	F	Capacity building JBV	Tripoli Police Directory
Samya Abuminjel	F	Capacity building JBV	Tripoli Police Directory
Saif Addin Ben Hussain	F	Capacity building JBV	Tripoli Police Directory
Asma Alshowarf	F	Capacity building JBV	Tripoli Police station

Name	Sex	Support provided	Department
Om alsad Alammari	F	Capacity building JBV	Tripoli Police station
Hwaida Swaida	F	Capacity building JBV	Tripoli Police station
Zahra ben Muttalib	F	Capacity building JBV	Tripoli Police station
Amna Mohammed Masud	F	Capacity building JBV	Tripoli Police station
Wisam Abdullah	M	Capacity building JBV	Tripoli Police station
Wisam Sami Moahmed	M	Capacity building JBV	Tripoli Police station
Mohammed Lahjal	M	Capacity building JBV	Tripoli Police station
Ahmed Mohamed Nashnosh	M	Capacity building JBV	Tripoli Police station
Mohammed Alsaïd Atya	M	Capacity building JBV	Tripoli Police station
Tariq Ahmed Asedry	M	Capacity building JBV	Tripoli Police station
Fozia Omar Ramadan Aligab	M	Capacity building JBV	Tripoli Police station
Hossam Alkikly	M	Capacity building JBV	Tripoli Police station
Ali Mohammed	M	Capacity building JBV	Tripoli Police station
Abdulhamid Alhooshi	M	Capacity building JBV	Tripoli Police station
Enas Hussain Alwhaishi	F	Capacity building JBV	Tripoli Police station
Saida Ahmed Almaïdy	F	Capacity building JBV	Tripoli Police station
Enas Alsaïd Albagry	F	Capacity building JBV	Tripoli Police station
Sabrin Mohammed Jumma	F	Capacity building JBV	Tripoli Police station

Annexure 6: Financial Report

Donor	Contribution in Donor Currency	Contribution in US\$ ³	Expenses as of 30 June 2022 ⁴	Balance
Italy	EURO 3,639,409	4,092,143.41	1,323,643.41	2,768,500.00 ⁵
Netherlands	USD 1,794,060	1,794,060.00	1,794,060.00	-
Netherlands (through MPTFO /UNDP BPPS) ⁶	USD 500,000	500,000.00	500,000.00	-
Germany	EURO 1,374,570	1,562,455.62	1,562,455.62	-
US INL	USD 1,950,00	1,949,975.78	1,949,975.78	-
TOTAL	-	9,898,634.81	7,130,134.81	2,768,500.00

³ Income received in currency other than USD is converted to USD based on UN- Operational Rate of Exchange applied.

⁴ Data contained in this report is an extract of UNDP financial records. This is the provisional financial information from UNDP financial system; the certified financial report will be released by June every year as stated in the Financial Agreements.

⁵ Remaining balance of Italian funds (\$2,768,500) was transferred to the new Rule Law project after approval from the Government of Italy.

⁶ UNDP received a second contribution from Netherlands through the UNDP Bureau of Programme and Policy Support of \$1,000,000, of which \$500,000 was expended under the PSJP, whereas the remaining \$500,000 was programmed under the new ROL project.