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**Draft country programme document for the
Libyan Arab Jamahiriya (2011-2014)**

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I. Situation analysis

1. Since 2006, Libya – a net contributor country – has advanced three places in its Human Development Index rank, to 55. This is a reflection of the national economic development programme actively pursued by the Government. A favourable international climate and high oil revenues created significant opportunities for Libya to advance new national development initiatives and consolidate ongoing progress. Libya continued the normalization of its international relations, reflected in a number of events, including: the appointment of Libya as Secretary General of the Organization of Petroleum Exporting Countries (OPEC); as chair of the African Union; as a member of the Security Council; and as chair of the 64th session of the General Assembly. Most recently, Libya signed an agreement with the United Nations Office on Drugs and Crime (UNODC) to host a sub-regional office to serve Algeria, Libya, Morocco, and Tunisia.

2. Between 2005 and 2008, Libya posted impressive real gross domestic product annual growth rates of 9.9 per cent, 5.9 per cent, 6.0 per cent, and 3.8 per cent respectively¹. During the same period, hydrocarbon revenues accounted for 58.5 per cent, 57.5 per cent, 54.5 per cent, and 57.4 per cent of gross domestic product. Libya is projected to continue its economic progress during the new country programme period, at an average annual gross domestic product growth rate of 7.05 per cent. However, the principal macro-economic challenge for Libya remains economic diversification.

3. The 2009 Millennium Development Goals report suggests Libya is well placed to attain the Goals by 2015. A key requirement will be improving quality and efficiency of development services in different social and economic sectors. While extreme poverty is not found in Libya, there is a need to address disparities in terms of economic opportunities and infrastructure between different geographic regions. Equally important is the need to balance the potential inflationary effects of the ongoing national economic programme with social policies to safeguard the living standards of the vulnerable. While the slow rate of economic diversification remains the major challenge at the macro-economic level, Libya faces other development challenges in education, health, HIV and AIDS, and gender equality. The lack of standardized and validated development data continues to pose a significant challenge to development decision makers and planners.

4. Specific development challenges that merit attention include:

(a) *Environment*. Drought, desertification and depletion of natural resources are significant risks. Establishing sound environmental management systems, supported by legislative and policy instruments, is needed.

(b) *HIV and AIDS*. Recognizing the multi-dimensional nature of the HIV and AIDS issue facing Libya, and taking cultural factors into consideration, the Government is developing a comprehensive national policy on addressing HIV/AIDS. The need for institutional capacity building to combat HIV and AIDS is significant.

(c) *Gender equality*. The Libyan legal system grants equal rights to men and women, resulting in significant progress in gender equality in Libya, particularly in terms of education and women's participation in labour market. However, the participation of Libyan women in national processes continues to be limited on account of social preconceptions.

¹ Socialist People's Libyan Arab Jamahiriya: 2009 article IV consultation— staff report; public information notice on the Executive Board discussion

II. Past cooperation and lessons learned

5. The previous 2006-2009 country programme, which was extended to 2010, identified the following cooperation areas: mainstreaming the Millennium Development Goals, addressing socio-economic challenges, and encouraging economic diversification; fostering human resources for sustainable human development and developing a knowledge society; supporting ongoing modernization processes for better economic performance, improvement of service delivery, and governance.

6. *Poverty reduction and the Millennium Development Goals.* UNDP provided technical support to the national economic development board in the monitoring of the implementation of the national economic development programme – a comprehensive framework for all development and infrastructural projects in Libya. Support included expert service provision in public investment, financial management, procurement and contracting. UNDP continued supporting the general people’s committee for planning and finance on national economic planning and modelling through relevant expertise for the creation of macro-economic models.

7. *Democratic governance.* A new initiative on the automation of national courts, with a view to increasing public access to justice, was started in 2008 with completion expected by 2010. More than 200 judicial experts have already been trained on automation techniques, complemented by capacity building of the high judicial institute through a curriculum review and training of trainers programmes. UNDP also supported the general information authority, the nodal Governmental institution for statistics, in publishing the first Millennium Development Goals report for Libya.

8. *Environment and sustainable development.* This is perhaps the most significant portfolio in terms of volume of activities and resources. New initiatives were focused on establishing a replicable model for protected area management, formulating a national strategy for solid and hazardous waste management, and strengthening environmental monitoring systems through the installation of laboratories that meet international standards, geographic information systems, and other modern tools.

9. *Prevention of HIV and AIDS.* Supported by resources mobilized from the Austrian Government, activities included HIV/AIDS awareness generation across the country and the sensitization of opinion leaders, including teachers and religious leaders. Gender equality and women’s empowerment continued to be a priority as a cross-cutting theme in all project activities. Under the promotion of opportunities for women’s economic empowerment – or ‘POWER’ project – UNDP Libya strengthened the capacity of the general people’s committee for social affairs to implement training activities for the economic empowerment for women. A national capacity building programme for mine action was also started.

10. In 2009, UNDP Libya undertook an assessment of development results evaluation and integrated the initial findings and recommendations of the assessment in this country programme, pending the release of the full report. While UNDP provided valuable support to institutions in different sectors through projects, the assessment noted that participation of UNDP at the policy level has been limited, and a need exists for greater synergy among UNDP, Governmental counterparts and other national/international development stakeholders in designing and formulating new projects to increase effectiveness.

III. Proposed programme

11. Enhanced public service delivery, economic diversification, and environmental sustainability have emerged as the key national priorities of the Government, identified through consultations with national counterparts and other stakeholders. Areas of cooperation were also identified through a desk review of available national development data from the national Millennium Development Goals report, the Human

Development Report 2009², the Arab Human Development Report 2009³ and the Development Challenges for the Arab Region report⁴. The research also included substantive papers contributed by specialized United Nations organizations such as the United Nations Development Fund for Women (UNIFEM), UNODC and the International Organization for Migration, among others.

12. The proposed cooperation areas and associated development outcomes are directly linked to important areas of the UNDP strategic plan, namely: democratic governance; environment and sustainable development; and poverty eradication. UNDP engagement in each of these areas will revolve around support to policy formulation, strengthening operational capacities of the institutions through capacity assessments, and implementation of capacity development strategies. Interventions will seek to promote increased national ownership and will actively pursue South-South solutions, recognising the value of best practices from similar social and development situations. The country programme recognizes the cross-cutting nature of gender and women's empowerment by integrating gender-specific targets and outputs, where possible. Though there is a limited presence of civil society organisations in Libya, partnerships with civil society entities will be actively sought, while the increasing presence of a national and international private sector presents a unique opportunity to explore private sector partnerships for resource mobilisation and technical cooperation.

Strengthening national institutions towards improved public service delivery; and strengthening national data management systems

13. Civil service efficiency and effectiveness is an important cross-cutting area of cooperation. UNDP will support the Government in identification of excess positions and help develop strategies for redeployment. This will be supported by developing civil service performance management systems, thereby allowing a review of remuneration scales. UNDP interventions will also focus on automation of service sectors towards greater access to, and efficiency of, public services, specifically with the ministries of justice and statistics.

14. Within the justice sector, UNDP will support the ongoing automation process of courts, conducting capacity assessments, and implementing specific capacity development activities. A specific focus will be on ensuring greater access to justice for women. In the HIV and AIDS sector, UNDP will work with national counterparts on strengthening national capacities and providing support to national policy processes towards enhancing awareness on HIV and AIDS prevention, diagnosis and treatment. UNDP will partner with the European Union to play a key role, through chairmanship of the United Nations thematic group on HIV and AIDS, to coordinate sectoral activities. UNDP will work with national counterparts, in particular with the general information authority, to strengthen and develop systems to collect, analyse and disseminate statistics and data required for development management and policy formulation across sectors. UNDP Libya will undertake efforts to make gender sensitive data and information available to the planners and decision makers. The expected impact is increased national capacities for public service delivery in the sectors of justice, statistics, and HIV and AIDS.

Strengthening national environment management systems to address desertification, bio-diversity conservation, water management and pollution

15. UNDP will work with Government partners including the environment government authority, general people's committee on agriculture and other stakeholders to support national policy formulation on waste management, protected area management, and water management. UNDP Libya will also conduct capacity assessments and formulate capacity development strategies for mandated national institutions, and implement

² <http://hdr.undp.org/en/reports/global/hdr2009>

³ <http://www.arab-hdr.org/>

⁴ <http://content.undp.org/go/newsroom/2009/december/development-challenges-outlined-in-new-arab-states-report.en.jsessionid=axbWzt8vXD9>

targeted capacity development activities. In support of increased coordination among national institutions, UNDP will seek to establish stakeholder groups to facilitate information exchange and programme coherence, and as a matter of priority, provide support to the national committee on climate change to develop and mainstream national policy on climate change. Expected impacts are endorsement of national policies on key environmental aspects, improved capacities of mandated institutions to implement national policies, and the availability of standardized data for environmental management.

Strengthening Government efforts on economic diversification through increased focus on small and medium enterprises, youth capacity development, and economic empowerment of women

16. UNDP will partner with the Government on initiatives aimed at strengthening the implementation and monitoring capacities of key national institutions involved in the management of the national economic development programme, and help address regional disparities through initiation of provincial development strategies, on a pilot basis. UNDP will work with national counterparts to strengthen the small and medium enterprise services of the Government, with a particular focus on design and implementation of national small and medium enterprise programmes targeting women and youth. Through targeted interventions in the vocational stream of the educational sector, UNDP will attempt to bridge the current gap between labour/business market opportunities and the capacities and skill levels of the Libyan human resource pool. The small and medium enterprise and vocational education initiatives will be informed by a detailed study on gaps in business support services and secondary manufacturing.

17. Considering the large youth population in Libya, UNDP will work with national authorities to develop a comprehensive youth policy to further their capacities, skills and participation in economic and social aspects of Libyan society. The expected impact is increased participation of young women in national economic growth (as contributors and beneficiaries), endorsement of a long-term policy on youth development and integration, and strengthened capacities for national development planning and implementation.

18. The proposed areas of cooperation are complementary and will interact to produce tangible development progress. UNDP Libya is also strengthening its internal capacities to support the government under the proposed country programme areas.

IV. Programme management, monitoring and evaluation

19. The establishment of a technical cooperation unit within the general people's committee for planning and finance in 2007 helped streamline UNDP programme interventions with national counterparts; it is a partnership that will be built upon and strengthened. Because Libya is a net contributor country, UNDP operations and achievement of the country programme outcomes are highly dependent upon adequate and timely allocation of Government resources. National execution has replaced direct execution as the main programme implementation modality, allowing for greater national ownership and capacity development through knowledge transfer. Efforts will continue in this direction, while retaining direct execution as a possible alternative. UNDP Libya will continue providing project/programme management training and orientation on the national implementation modality to national counterparts.

20. UNDP, in consultation with the general people's committee for planning and finance, will set-up a country programme monitoring body to periodically review progress. In addition, UNDP, in close consultation with the general people's committee for planning and finance, will identify reporting procedures to be followed during the programme cycle. Within the framework of the UNDP Evaluation Office guidelines, joint evaluations and reviews will be conducted with the Government to assess progress and address bottlenecks.

Annex. Results and resources framework for the Libyan Arab Jamahiriya (2011-2014)

National priority : Achieving social and economic development						
United Nations strategic framework outcome: National institutions strengthened towards improved public service delivery and strengthened national data management systems						
Programme component	Country programme outcomes	Country programme outputs	Output indicators	Role of partners	Regular resources by goal	
Democratic governance	1. Management systems (performance management, automation systems, data systems) and capacities in place and result in improved efficiency of key public service delivery providers (including nongovernmental organizations and civil society organizations).	Baseline: Access to justice limited by low levels of automation in the public service sector Indicator: Cases handled / unit time per pilot court Target: Increase in cases handled (per unit time) by 25 per cent over the programme period	1.1 Automated processes, revised procedures and strengthened capacity ensure improved efficiency of courts in the treatment of cases; 1.2 Population has increased access to justice through strengthened capacity of the justice system.	General people's committee for justice, high judicial institute	Government cost sharing: \$4,000,000 Other resources: \$200,000	
		Baseline: Outreach capacity of key stakeholders to implement HIV and AIDS strategies needs improvement, and involvement of civil society organizations is limited Indicator: Number of outreach initiatives implemented by key stakeholders, including those in partnership with civil society organizations Target: At least three outreach initiatives (for people living with HIV and AIDS and high-risk groups) implemented by key stakeholders, including those in partnership with civil society organizations	1.3 Key stakeholders (Ministry of Health, non-governmental organizations, nodal HIV institutions) have the necessary skills and knowledge to function as leaders in the development and implementation of an enhanced national response on HIV and AIDS; 1.4 Civil society organizations and citizen's networks strengthened, awareness raised and stigma reduced amongst targeted groups, including women's groups, through the efficient implementation of advocacy and education programmes.	National center for infectious disease, European Union, local non-governmental organizations		
		Baseline: High level of excess staff Indicator: Percentage reduction in government staff Target: At least 10 per cent reduction over the programme period.	1.5 Sector specific strategy for redeployment of excess staff developed; 1.6 New performance management systems in place allow professionalization of civil service cadre, and support review of remuneration scales.	General people's committee for planning and finance, environment general authority, general information authority, national manpower planning authority		
		Baseline: National role of civil society in the development process is limited Indicator: Increased number and quality of initiatives by civil society organizations that promote efficient service delivery in line with national Millennium Development Goals Target: At least five civil society organizations initiatives over the programme cycle	1.7 Civil society organizations actively engage in development efforts, notably related to gender issues, and provision of services.	General people's committee for planning and finance, general people's committee for social affairs, and local civil society organizations		
	2. Standardized data and statistics management systems in place result in increased capacity of Government institutions to formulate policies and strategies, and implement development initiatives	Baseline: Integrated national development data base system absent Indicator: Availability of integrated national development national database system Target: Database system 100 per cent operational	2.1 Enhanced institutional and professional capacity of key statistical institutions to collect, analyze and disseminate development data.	General information authority, general people's committee for planning and finance, national economic development board		Government cost sharing: \$2,000,000
		Baseline: weak institutional capacities to publish development reports Indicator: Frequency of publication of the Millennium Development Goals report / national Human Development Report Target: At least two reports published by the end of the country programme	2.2 Strengthened government capacity at national and local level to produce and disseminate the Millennium Development Goals report / national Human Development Report.	General information authority, general people's committee for planning and finance		Other resources: \$1,000,000

National priority: Increasing awareness and expanding the responsibilities to preserve the natural environment development plan, environment sector, 2007-2011					
United Nations strategic framework outcome: National environment management systems addressing desertification, bio-diversity conservation, water management and pollution strengthened					
Environment and sustainable development	3. Environmental issues on pollution, water management and biodiversity conservation addressed through appropriate policies developed by strengthened national institutions	<p>Baseline: Lack of appropriate policy instruments to address environmental issues Indicator: number of policy instruments available (policy, strategies) Target: Three policy instruments addressing protected areas management, water management and biodiversity conservation</p> <p>Baseline: Limited protected areas Indicator: Percentage of protected areas Target: Land under protected areas increased by 30 per cent</p> <p>Baseline: Weak institutional capacities to implement environmental policies and strategies Indicator: Number of national institutions provided with adequate knowledge and systems on environmental management Target: At least two institutions</p>	<p>3.1 A multisectoral coordination body is institutionalized and operational, allowing for review or formulation of policies and strategies on water management, biodiversity conservation, protected areas management;</p> <p>3.2 Improved institutional and operational capabilities to manage programmes in waste management and water management;</p> <p>3.3 Comprehensive national ecotourism strategy developed and integrated into national tourism plans.</p>	Environment general authority, general people's committee for higher education, general water authority, the great man made river authority and other national institutes in the environment sector, general authority for tourism, and civil society organizations	Government cost sharing: \$6,000,000 Other resources: \$1,200,000
	4. National level strategy on climate change developed and linked to other environmental policies	<p>Baseline: No national level strategy on climate change available in Libya Indicator: Strategy available Target: Strategy formulated by 2014</p>	4.1 Studies and researches inform national policy makers on the impact of climate change for Libya.	Environment general authority, general people's committee for agriculture, animal husbandry and marine resources	
National priority: Lessening the dependence on oil revenues and promoting the private sector					
United Nations strategic framework outcome: Government efforts supported on economic diversification through increased focus on small and medium enterprises, youth capacity development, and the economic empowerment of women					
Poverty reduction and achievement of the Millennium Development Goals	5. Mandated institution is fully able to monitor and coordinate the implementation of the national economic development programme across various sectors and regions	<p>Baseline: Management, monitoring and coordination capacities need augmentation Indicator: Systems for monitoring and evaluation Target: At least (tbc) number of systems for monitoring and evaluation are available</p> <p>Baseline: Important regional disparities Indicator: Number of sub-regional economic development projects implemented by relevant authorities Target: At least one sub regional economic development project implemented</p>	<p>5.1 National accounting departments within the planning ministry are capacitated for macroeconomic forecasting, modeling and generating national accounting statistics;</p> <p>5.2 Project management unit fully operational within the newly established national authority;</p> <p>5.3 Pilot regional development strategy developed and implemented resulting in increased economic opportunities.</p>	General people's committee for planning and finance, national economic development board	Government cost sharing: \$4,000,000 Other resources: \$1,300,000
	6. Small and medium enterprise development and vocational education strengthening allows increased employment opportunities, and more specifically for women and youth	<p>Baseline: Limited involvement of women and youth in micro-enterprises Indicator: Percentage of micro-enterprises started by women and youth Target: 30 per cent increase in micro-enterprises founded by women and youth</p>	<p>6.1 Reviewed and strengthened national policy on small and medium enterprises at the central and regional levels directly addresses youth and women;</p> <p>6.2 National study on gaps in business support services and secondary manufacturing informs small and medium enterprise policy;</p> <p>6.3 Vocational education sector strengthened to bridge education/ labour market gaps;</p> <p>6.4 National authority on youth supported and comprehensive youth policy developed.</p>	General people's committee for planning and finance, general people's committee for industry, national economic development board, authority for higher education, economy and trade and local women and youth organizations	