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## Acronyms and Abbreviations

AHDR-1 and 2	First and second Arab Human Development Report
AU	African Union
CBL	Central Bank of Libya
CCA	Common Country Assessment
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CO	Country Office
CP	Country Programme
CPO	Country Program Outline
CS	Civil Society
CSO	Civil Society Organisation
EB	Executive Board
EU	European Union
EXCOM	Executive committee of the United Nations Development Group
FAO	United Nation's Organization for
GEF	Global Environment Facility
GSPLAJ	Great Socialist People's Libyan Arab Jamahirya (Libya)
HDI	Human Development Index
HDR	(Global) Human Development report
HR	Human Resources
HR	Human Rights
HRBA	Human Rights Based approach
ICT	Information and Communication Technologies
ILO	International Labor Organization
MDGR	Millenium Development Goals' Report
MDGs	Millenium Development Goals
MYFF	Multi Year Funding Framework
NGO	Non Governmental Organization
NHDR-2	Second National Human Development Report of the GSPLAJ
NIDA	National Authority for Information and Documentation
PA	Preparatory Assistance
PPP	Purchasing Power Parity
RBM	Results Based Management
RBMS	Results Based Management System
SHD	Sustainable Human Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations' Children's Fund
WB	World Bank
WHO	World Health Organization
WMD	Weapons of Mass Destruction
WTO	World Trade Organisation
UNIFEM	United Nations Fund for Women
UPE	Universal Primary Education

## Introduction

1. The second UNDP Country Programme (2006 - 2009) (CP) for the Great Socialist People's Libyan Arab Jamahiriya (GPSLAJ) is the result of an in-depth analysis of the development perspectives in Libya through an integrated process involving various partners in the country and UNDP. It builds on the analyses made in the (now available) first Millennium Development Goals Report (MDGR), the second National Human Development Report (NHDR) that was published in 2004 as well as various relevant Governmental, Country Office (CO), and other international organizations' reports. Particular attention was given to the analyses developed in the Arab Human Development Reports (AHDR) series. The broad consultative process involved several public and private entities as well as NGOs which was initiated during the CCA process in 2004 by the UNCT and led by UNDP for the Resident Coordinator System (RCS) and UN sister agencies. It also benefited from an extensive internal evaluation of the CO's performance in 2003 (Audit Review), as well as a second evaluation exercise undertaken in 2004 of two of the three outcomes from the on-going CP (2003-2006).

## I. Situation Analysis

2. Libya belongs to the "medium human development" countries achieving the 58<sup>th</sup> position among the world's 177 countries with a Human Development Index (HDI) of 0.794 in 2002, it has also achieved the highest HDI in Africa.
3. Currently, Libya is now striving to move forward in its development process by making use of the favourable international context and setting up new frameworks for action in the economic and social fields.
4. In this context, Libya has lately witnessed several positive developments in terms of both its governance and economic performance indicators: the country has been on a growth path for several years that culminated in 7.1 % real growth in GDP in 2003<sup>1</sup>. The overall performance benefited from favourable international oil markets, bearing in mind that this commodity remains the main source of foreign currency income for the country (up to 95 % in 2003<sup>2</sup>) as well as the main source of income for the national budget (reaching 76 % in 2002<sup>3</sup>).
5. Several initiatives were undertaken during the last few years aiming to integrate Libya in the world economy, among others, this led to the formal introduction of Libya's application to the WTO, opening up domestic markets for foreign investment (the law allowing foreign investment<sup>4</sup> was passed in 1996), the announcement of a privatization programme for 360 public companies and increasing the scope of activities for the domestic private sector.
6. With an estimated population of 5.8 million<sup>5</sup>, an average population growth rate of 2.7%<sup>6</sup> during the period 1984-1995, a life expectancy at birth rate of almost 73 years and a per capita income of US \$ 7570 in 2002<sup>7</sup>, Libya stands in a very favourable position to achieve the Millennium Development Goals (MDGs) by 2015. It is worth noting that Goal number 2 related to the right to Universal Primary Education (UPE) was practically achieved with an enrolment rate of over 97 % in primary education<sup>8</sup>.

7. Nevertheless, the pace for development over the past decades has been accompanied by a new phenomena, unemployment, which is officially estimated at 17 %<sup>9</sup> of the workforce, affecting mainly the younger and female population (over 80 % of the Libyan population is below 35 years of age<sup>10</sup>).
8. Likewise, progress was made in terms of other MDG related targets such as access to safe water for the population, for productive purposes in Agriculture and for Industry, addressed through the construction of the Great Man Made River during the 1980's (UNDP's technical assistance projects concentrated on the provisions of training schemes for technicians working on the River project). However, other issues such as the Environment, which have been given less priority in the past, are nowadays attracting the government's attention especially in terms of sanitation and management of solid wastes in less affluent urban areas, as well as the pollution of the country's coastline.
9. With new perspectives on the Economy, the question of efficiency becomes of importance to Libya. This applies both to the productive and non-productive sectors, in particular to efficiency of:
  - a) The social sectors, mainly Education and Health. Well-designed programmes would enable the country to be endowed not only with professional personnel but also a healthy and capable workforce.
  - b) The non oil and gas production sectors; which are those deemed to be the first beneficiaries from the current economic diversification trend.
  - c) The public service in general with particular emphasis on the ICT and economic-investment-related sectors or institutions; programmes in this area would further improve the current investment climate
  - d) The Banking sector; which operates using procedures and service delivery practices designed when the country was operating on a centrally-planned economy; such practices benefited from programmes to facilitate the adoption of the banking system in line with the realities of a growing market oriented economy.

## II. Past Cooperation and Lessons Learned

10. UNDP's evaluation reports<sup>11</sup> concluded that the CO's 2003-2005 planning cycle achieved progress to the overall objective of fostering the three areas of cooperation the previous CP was built upon, namely:
  - a) Capacity-building for sustainable human development and public sector reform
  - b) Economic diversification
  - c) Decentralization and local governance
11. The results greatly contributed to the advancement of the Sustainable Human Development (SHD) concept and the MDGs in full harmony with national priorities, as defined by the Government. The process also contributed in many aspects to the translation of some of the recommendations of the first and second AHDRs into reality in Libya. However, the projects implemented were for their majority designed in the course of previous programming cycles and carried over to the present period, due to the specific conditions of UNDP's action in Libya.

<sup>1</sup> General Public Committee for Planning

<sup>2</sup> Trade Accounts- NIDA

<sup>3</sup> Central Bank of Libya

<sup>4</sup> Law No.5, 1996

<sup>5</sup> NIDA

<sup>6</sup> General Public Committee for Planning

<sup>7</sup> Human Development Report 2004 in [www.undp.org](http://www.undp.org)

<sup>8</sup> NIDA Statistical Bulletin 2002

<sup>9</sup> GPC for Planning

<sup>10</sup> NIDA, See also, second Libya NHDR 2002 (Arabic version)

<sup>11</sup> Mandatory RBM Outcome evaluation reports (2003 and 2004) and Libya Programme Results report for 2003

12. The most important output of the first area of cooperation was in Education which concentrated on the development of new curricula for the new specialized schools and vocational training centres, a pivotal action for the future of education in the country. On the other hand, a strong "capacity building" component was implemented in all projects of the Education programme in its three areas of cooperation. This had a direct impact on the quality of public service in several sectors, such as the Meteorological services, the Civil Aviation Office, and the Veterinary Service. Likewise training on the job was given in others sectors including; for socio-economic data collection and dissemination incorporated into projects for the publication of the second NHDR and the introduction of the DEVINFO database as well as in the building industry for masons and other technical construction workers in a project meant for the "Rehabilitation of the Old City of Ghadames" (a UNESCO world heritage site).
13. Past cooperation of UNDP with the Libyan authorities to achieve economic diversification was mainly emphasised on the development of Tourism, given its important income and employment generating potential, the "Rehabilitation of the Old City of Ghadames" project, as a part of a more comprehensive "Master plan" for the substantive attraction of tourism towards Libya was designed with UNDP support. Other projects were aimed at developing services for agriculture and transports. On the more innovative side of programming, the CO took the initiative of a joint Seminar, with the British Government on the highly prioritized economic issue of Privatization which led to the submission by UNDP of a formal cooperation proposal to the relevant national authorities; in an effort to generate further technical assistance to the government within the scope of this new area of cooperation in Libya. UNDP will continue in the future to support the national efforts to achieve economic diversification by expanding its focus to other sectors such as communication, financial services, free-zones, and transit commerce.
14. Also, past cooperation to achieve economic diversification has seen UNDP support to the planning authorities which was instrumental in building national capacities for macro-economic assessment and policy formulation and coordination. Among these activities, several economic assessment reports and analytical studies, which have provided the basis for development plans to be formulated in the future, were produced. UNDP has been requested to continue supporting the planning authorities to achieve their identified national priorities that were set out in the "**Strategies, Policies, and the Economic Conditions for the Development Plan 2006-2010**" document.
15. Decentralization and support to local governance have been identified as a development priority by the national authorities and UNDP in Libya. In this context, the project for "Development Mapping for Local Governance" was vital for the implementation of a proposed decentralization programme and was a special contributor of data and identification of the policy issues that were embodied in the second Libyan NHDR. It also produced new criteria for the national allocation of budget resources from central government to the 32 "Shabiyat" (or Governorates) in Libya through the participation of local authorities and civil society. The project embodied a strong capacity building component.
16. Further analysis of the conditions for implementation of the previous CP for Libya shows that five of the UNDP global practice areas were covered during the 2003-2005 planning period and that they are in compliance with the RBM tools. However, as mentioned above, no substantially significant new project was based on the CP. While some projects developed by the CO in cooperation with the national authorities did not reach the stage of implementation due to the lack of funding from the government as Libya is an NCC. As a NCC, Libya does not receive regular resources or have access to support for programme and policy development/support for technical services (SPPD/STS) funding. The CO will continue to explore ways of mobilizing independent seed money in order to facilitate development of programme ideas and generate partner interest. Another factor limiting delivery has been the high turnover rates in the leadership positions; which have caused the flow of decisions and information to be irregular. Additionally, limiting the "Diversification" of cooperation whereby the scope of action for the CO was constrained to traditional technical cooperation activities lacking the flexibility to introduce "upstream" approaches.
17. However, the CO displayed a capacity to adapt and match global objectives generated by the trend towards the achievement of the MDGs and tailored to the specific national priorities for Libya as a middle-income country. Many of the main projects implemented during the programming period, went through a step-by-step process, being developed through an initial Preparatory Assistance Document (PA); in the case of the "Development of Specialized Schools" project, for instance, it stemmed from several previous initiatives and was later restructured towards more operational objectives.
18. Gender was not explicitly defined as a field of action in the 2003-2005 CP. Nevertheless, the CO developed initiatives to address Gender mainstreaming in Libya, through the implementation of various initiatives including the organization of seminar on the AHDR and Gender in March 2003, and a UNIFEM needs assessment mission which produced recommendations that were developed by the CO and translated into a policy note for partners as a means to advocate for women's empowerment in the next program cycle.
19. In light of the recurring delays in the execution of projects, efforts will be made to create the conditions for greater coherence and synergy in CO initiatives especially through:
- avoiding dispersion of initiatives when designing projects;
  - accommodating national ownership and accumulation of experience in execution with NEX modalities being progressively introduced. The previous CP did not contain any NEX project in spite of the various attempts to introduce NEX as the backbone of UNDP programming modalities in Libya;
  - minimizing the potential impact of changes in the structure and roles Libyan authorities on the CP; and,
  - upgrading and developing new capacities among the country office staff, as required for the implementation of the CP by introducing greater levels of professionalisation and providing greater learning possibilities.

### **III. Proposed Programme**

20. The new opportunities and challenges currently opening up in the Libyan economy warrant the need for the reassessment and strengthening of institutions and capacities in Libya; in order to enhance performance and competitiveness as well as a means to overcome the side effects of economic reconstruction on the social sector. With over fifty years of experience in development cooperation in Libya, the UN system and in particular UNDP (the UN agency with the most significant cooperation programme in the country) is in a strategic position of partnership to bring about action for change and SHD for the direct benefit of the population in the country.
21. Due to insignificant presence, in terms of programmes, of EXCOM agencies a formal UNDAF as a basis for future UNCT programming was not developed in the wake of the CCA process that took place in 2004. This situation could change when the presence of EXCOM

agencies becomes more significant in Libya. However, from the discussions held with stakeholders in the country, three major areas of cooperation have emerged for future programming by UNDP; these constitute a comprehensive set of outcomes and outputs for UNDP's next programming cycle in the country, these are:

- a) Mainstreaming the MDGs and addressing socio-economic challenges; including achieving greater economic diversification
  - b) Fostering Human Resources for SHD and the development of a Knowledge Society;
  - c) Supporting the on-going modernization process for better economic performance and the improvement of the delivery of services and governance.
22. These three major areas for cooperation are detailed in the Annex, under the Overarching Outcomes for the UN System (instead of the formal UNDAF outcomes). UNDP's specific outcomes and outputs have been derived from the above-mentioned three major areas of cooperation and are linked to the goals and service lines of the RBM. Indicators for resource allocation for successful implementation of the identified outcomes are also given, ensuring that future evaluation work is more accurate. All outcomes and outputs have been oriented towards the operationalization of the analyses and recommendations of the AHDRs.

**A - Mainstreaming the MDGs and addressing socio-economic challenges, including achieving greater economic diversification**

23. Aimed at improving the living standards in Libya, UNDP will continue to develop projects with respect to the conditions of an emerging market-oriented economy. To achieve progress in reaching this objective, UNDP will continue to prioritize all efforts aiming for economic diversification.

Four outcomes are expected in this context. They are:

- a) Capacities of national authorities are enhanced to develop employment policies and mechanisms to adapt to the new economic framework;
  - b) Awareness, capacities and means are developed to preserve the environment at the global, national and local levels;
  - c) Capacity building at the local level through the promotion of Community-based programming in projects.
24. In order to sustain and contribute to improved living standards and contain future tendencies that could aggravate unemployment and deterioration of income levels, several projects will be proposed aiming at:
- a) Developing explicit employment generation policies and mechanisms;
  - b) Setting up a system for micro credit, especially targeting women entrepreneurs;
  - c) Raising awareness on the need to modernize the social security system to make it both sustainable in the long run and compliant to the new realities of the new market economy.
25. Because Environment issues are a global priority, greater awareness has also become a priority in Libya and national capacities and management of the Environment at the national and local levels will be targeted by UNDP through specific programmes and projects to enable Libya's contribution to implement global commitments. For this purpose:
- a) A GEF-funded national capacity self-assessment project, which is presently under discussion, will include the assessment of the role

of institutions and progress made in Libya with respect to the implementation of global conventions. It will also provide for specific mechanisms to be developed for institutional coordination in order to improve SHD levels in the country. Finally, a national commitment will be sought, to integrate environment concerns into national sectoral policies.

- b) Further attention will be given to MDG 7 by assessing and improving living conditions for the population, especially in terms of potable water distribution, sanitation and solid waste disposal.
26. Community based projects have proved to empower local livelihoods in developing their capacities for income generation and improving living conditions, the "success story" of the project for the "Rehabilitation of the old City of Ghadames" will be replicated in other regions. Similar projects will be identified and implemented within the present programming period, these projects aim to generate employment at the local level but also contribute to diversifying the economy through the development of tourism in the country.

**B - Human resources for SHD and the development of a Knowledge Society**

27. Developing a Knowledge Society in the country is seen as a national and a UNDP priority; and has been well positioned within the present CP. To begin with, an on-going project aimed at developing new curricula for technical and vocational schools will be completed. New initiatives will be introduced to support the Government's efforts to extend the scope of reform towards other levels within the Education System.
28. In order to guarantee the success of the efforts to reform the education system in Libya, capacity and institution building for the education sector will be among the CO's main targets. This will take the form of:
- a) Higher levels of training for personnel;
  - b) The development and use of updated didactical methods and tools as well as capacity building of human resources and institutions in the field, such as teachers' colleges;
  - c) Greater use of audio-visual and ICT related methods for teaching and the strengthening of educational institutions providing such services and equipment in the education sector;
  - d) Stronger harmonization between the curricula and educational standards of public and private schools systems in the country, with a view to promote the role of private education institutions in the future.
29. The success and growth of economic modernization reforms depend to a great extent on the existence of more a productive and qualified workforce. UNDP will therefore cooperate with Libya by facilitating business-oriented, foreign language schools, and Continuing Education schemes.
30. Over the years, Libya has made great progress in building impressive health facilities. In order to ensure that the health services provided to the population are of the highest standards, issues such as access, cost effectiveness and efficiency of health facilities will be addressed by UNDP in the framework of supporting a comprehensive reform of the health system.
31. Meanwhile management training in health institutions for specialized health personnel will be prioritized.

### **C- Supporting the on-going modernization process for better economic performance and the improvement of the delivery of services and governance at the central and local levels**

32. In order to contribute to the consolidation of the modernization efforts and the reform process for greater competitiveness of Libya's economy and higher productivity levels, the CP will:
- Target both production sectors and service activities, through initiatives benefiting SMEs in Industry, Transport, Construction, and ICTs, as well as upgrading services required for the development of Agriculture and Fisheries;
  - Support Libya's current process of seeking accession to WTO, in particular through training of experts for negotiation, the modernization of the national Customs Administration, execution of a diagnostic review of the national trade policies and legal system as well as its adaptation to international standards;
  - Provide expertise; develop capacity and support institution building in the area of privatization (mainly in national industrial enterprises) and the reform of the banking system;
  - Cooperate with CSOs to further promote the participation of Civil Society in the development process of the country.
33. Bearing in mind that decentralization and local development are among the most important issues affecting development in Libya, UNDP will continue to support the country's efforts in these areas, in order to translate recent initiatives by advocating for and providing expertise on decentralization into projects to further promote local development, especially through the following types of activities:
- Generating resources at the local level by the Shabiyat through decentralized taxation or local economic activities for budgeting purposes;
  - Updating and utilizing existing statistical databases developed at the local level to support the planning process in the Shabiyat;
  - Implement development programmes in the Shabiyat using the integrated approach of the "Gold Maghreb" regional platform.
34. In line with global models, economic performance and competitiveness in Libya are dependent on the existence of an efficient public service. Building on experiences captured through past programmes of UNDP, the CP will target principal government institutions in their efforts to modernize and upgrade their capacities. Initiatives in this field will be integrated with UNDP's mandate to advocate for the design and implementation of a national ICT strategy.
35. In order to support the country's efforts in areas of good governance such as human rights, the CP will exert particular efforts to operationalize AHDR priorities identified for the region by:
- Fostering the modernization and up grading of the judicial system with particular attention paid to the training of judges and the modernization of trial procedures;
  - Cooperating in advocating for and conducting a comprehensive technical review of the legal system in Libya in support of the country's efforts to promote the rule of Law;
  - Promoting the continued strengthening of Civil Society life in Libya through an efficient and participative CSO involvement (Academia and NGOs) in discussions on governance issues including human rights.

### **Cross-cutting issues and the NHDR**

36. In light of perceived needs for international cooperation and the existence of a favourable environment in the country with respect to new development challenges, two "cross cutting" themes have been identified for the CP. These are Gender issues and ICT. Women's empowerment and gender mainstreaming will be prioritized in the current CP as it is an important dimension for the region as a whole; as identified in the AHDRs, as well as for the country.
37. In the area of Gender, a specialized review of existing legislation is foreseen in light of drawing comparisons with international standards and conventions including CEDAW. Advocacy for initiatives will be made both in terms of empowering women to utilize legal rights and through specialized women's empowerment project ideas.
38. In ICT, special support will be dedicated to the introduction of open source software systems. UNDP's experience in introducing ERP will be shared with public and private institutions as appropriate.
39. Furthermore, all outcomes and outputs described in the CP Annex will be reviewed in light of specific Gender and/or ICT-related targets, and the "crosscutting" dimensions of Gender and ICT will be introduced systematically in programme management.
40. Due to the successes of the two National Human Development Reports in Libya (for the years 1999 and 2002) and the on-going discussions for the preparation of the third NHDR in the country, the CO has become a strategic partner in supporting this process with the relevant national authorities and will continue to do so under this programme cycle. The broad framework of the AHDRs will be used, as applicable, to orient future progress in this area.

### **IV. Programme management, monitoring and evaluation**

41. Based on previous experience, the CO will manage the programme implementation with Libyan Government partners. Periodic oversight and coordination meetings, chaired by the national partner concerned, will be held to review progress of targets against indicators, decide on programme adjustments, endorse project proposals, review the financial situation and agree on any changes that in light of changing conditions might be required. The CO will strengthen existing coordination mechanisms, and build on recent practices of collaboration and exchange involving Government partners, academia, bilateral and multilateral partners, CSOs, as well as individual experts working in other relevant fields.
42. The CO will apply UNDP's results-oriented monitoring tools and evaluation frameworks and procedures, in accordance to the outcome- and results-oriented design of the CP. The CO will formulate an evaluation plan according to UNDP guidelines. Where applicable, monitoring of the programme will be conducted jointly between the CO and national counterparts, in order to maximize programme values and strengthen national capacities in monitoring and evaluation. Specific outcome evaluations of the results achieved in the operationalization of AHDR recommendations at the national and local levels are also foreseen. The country office will also systematically use the results-based management system (RBM) tools and the related MYFF to better plan target achievements over time.
43. In consultation with the Government and taking into consideration the capacity of national institutions, the feasibility of the national project execution - NEX - will be systematically explored before the beginning of each and every new project. Decisions concerning execution modalities will be made in common agreement with the various national partners, on the basis of the availability of suitable national capacities. Intensive training will support this approach for UNDP counterpart

personnel and learning opportunities for them will be explored in areas such as project design and execution as well as accountability procedures. Programme evaluation will subsequently review NEX experiences and make recommendations for future action. Direct or agency execution will continue to be used where appropriate, although the target of the CP is to gradually shift away from this modality towards NEX by the end of the Programme. As a principle, the programme will encourage primarily the use of national professionals and expertise for project execution and evaluation, including outcome evaluations, bearing in mind the availability of expertise in Libya.

44. Because the country programme will be funded almost entirely by Libyan sources, the timely execution of the outcomes foreseen in the present programme will require that the Government of Libya makes the required programme resources available to UNDP, at the beginning of the programme (cf. Annex). In this respect, Libya will frontload the entire agreed upon cost-sharing commitment to UNDP during the first year of the CP cycle, so as to allow the CO to launch programme initiatives and implement projects without having to secure beforehand the funding of these initiatives. The "frontloading" of the programme resources in the course of the first year of the 4 year programme (i.e. 2006) will help the CO eliminate a bottleneck of previous years according to which innovations in programming and project start were dependant of financial resources being made available beforehand for this purpose.
45. UNDP will also seek to mobilize additional resources from bilateral, multilateral and private sector sources.
46. The annual target for resource mobilization from Libyan sources will be of \$ 4 million, based on estimated incremental progress from past average yearly delivery rates. Furthermore, the country office will aim at enlarging the scope of the programme within its three areas of focus, provided that contributions are received and delivery rates are sustained. On the basis of a yearly resource mobilization level of \$ 4 million, it is estimated that the distribution of resources across the three programme areas over the four-year cycle will be allocated as follows; \$ 6 million for "Human resources for SHD and the development of a Knowledge Society", \$ 5 million to "Support modernization process for better performance in service delivery and the improvement of governance" and \$ 5 million for "Mainstreaming the MDGs and meeting socio-economic challenges, including achieving greater economic diversification".

## Annex: Results and Resources Framework for Libya (2006-2009)

<b>National Priority 1: Mainstreaming the MDGs and addressing socio-economic challenges; including achieving greater economic diversification</b>					
<b>UN System outcome* 1: Adapted mainstreaming of MDGs helps meet new socio-economic challenges in Libya</b>					
<b>RBM/MYF F Goal</b>	<b>CP outcomes, indicators and baselines and targets</b>	<b>Country program outputs</b>	<b>Output indicators, baselines and targets</b>	<b>Potential Partners</b>	<b>Indicative resources</b>
<b>Goal 1:</b> Achieving the MDGs and reducing human poverty  Service lines: 1.1, 1.3, 1.6	<b>Outcome 1:</b> Authorities have greater capacity to develop employment policies and mechanisms to adapt to new market economic framework	<b>Output 1.1:</b> components of employment policy and job creation mechanisms adapted to market economics	<b>Indicator 1.1:</b> employment policy and strategy to combat growing unemployment Base line (2002): 17 % of unemployment among workforce <b>Target:</b> explicit policy and strategy with specific components tailored for women empowerment adopted and implemented	National Authorities Local CS O ILO, WB, other regional or multilateral institutions EU, bilateral	Regular Resources:  Other:
		<b>Output 1.2:</b> micro credit schemes designed and implemented especially to the benefit of the women and other disadvantaged population in rural and urban areas	<b>Indicator 1.2:</b> micro-credit institution (s) operational Baseline (2004): no micro- credit institution for productive purposes in place <b>Target:</b> at least one micro-credit institution in place and operationally granting loans for productive purposes, especially to women		
		<b>Output 1.3:</b> social protection system reorganized and made more compliant with efficiency , cost effectiveness and requirements of economic restructuring	<b>Indicator 1.3:</b> financially sustainable and accessible social security system, including mechanism to adapt to social side effects of economic restructuring and privatization Baseline (2004): medium and long term financial sustainability of social system questioned <b>Target:</b> market friendly and sustainable social security system		
<b>Goal 3:</b>  Energy and environment for sustainable development  Service lines: 3.1, 3.2, 3.5, 3.6	<b>Outcome 2:</b> Greater awareness, capacities, and means to preserve the environment at global, national and local levels	<b>Output 2.1:</b> Self – assessment of National Capacity Building Needs to manage global Environmental objectives	<b>Indicator 2.1:</b> National Self assessment report on Strategy and action plan for implementation of objectives of international conventions Baseline (2004): no national self-assessment available <b>Target:</b> Report produced and endorsed by Authorities	National Authorities, Local CSOs, GEF, WB, other regional and multilateral institutions EU, bilaterals, international private sector	Regular Resources: US \$ 400,000  Other: US \$ 200,000 (GEF)
		<b>Output 2.2:</b> Improved national capacities and institutions for sustainable environment management and development	<b>Indicator 2.2:</b> Prerogatives of National Authority Baseline (2004): legal environmental system and prerogatives of National Authority in need of strengthening <b>Target:</b> Review of legal and institutional basis for environment work at central and local level		
		<b>Output 2.3:</b> improvement of access to safe water, and sanitation and solid waste management in poor urban and rural areas	<b>Indicator 2.3:</b> national access to safe water and sanitation improved Baseline (2004): almost 40 % of Houses estimated as not linked to sanitation system according to NIDA (MDGR draft)- No figure available for access to safe water <b>Target:</b> develop an explicit action plan for access to safe water, sanitation and waste management in less affluent areas		
Outcome outside the 30 service lines	<b>Outcome 3:</b> Improvement in life conditions brought to livelihoods	<b>Output 3.1:</b> Community based project designed with specific gender and ICT components and implemented	<b>Indicator 3.1:</b> Number of ongoing projects Baseline (2004): One community based project under execution <b>Target:</b> at least two community based projects <b>Indicator 3.2:</b> Specific gender component in project Baseline (2002): several young girls and women benefiting from project ( 15 female trainees but no specific initial Target) <b>Target:</b> at least 50 % of beneficiaries are women	National Authorities UNICEF, FAO, UN Habitat WTO, AU, other multi or regional institutions, EU, bilateral, private sector	Regular Resources:  Other: (if any)
<b>National Priority *2: Education Sector reform completed and greater capacities for social and economic efficiency</b>					
<b>UN System outcome 2: Contribution to the development of Human Resources fosters SHD and progress towards Knowledge Society</b>					
<b>Goal 1:</b> Achieving the MDGs and reducing human poverty Service lines: 1.4,1.6 1.7 and Outcomes outside the 30 service lines	<b>Outcome 4:</b> Reform of Education System extended and deepened	<b>Output 4.1:</b> New Curricula developed for basic schools and higher education	<b>Indicator 4.1.1:</b> New curricula in basic education Baseline (2004): prevailing curricula dating from 1997 <b>Target:</b> New curricula introduced and commonly used in basic education system <b>Indicator 4.1. 2:</b> New curricula in tertiary education system. Baseline (2004): introduction of new curricula in higher education under discussion <b>Target:</b> New curricula introduced and commonly used in tertiary education system	National Authorities, local CSOs PTA, Teacher's Union) UNESCO, WB, EU, AU, other multi or regional institutions bilaterals	Regular Resources:  Other: (if any)
		<b>Output 4.2:</b> Institution and capacity building for the Education sector	<b>Indicator 4.2.1:</b> number of persons trained Baseline 2004: no explicit program for systematic training for headmasters, other staff, teacher's union or PTA to go along with reform in the education sector <b>Target:</b> at least 100 management staff, of the education system including members of the teachers' union and PTA trained on updated pedagogical and managerial skills for education <b>Indicator 4..2.2:</b> project to support teacher's training institution Baseline (2004): Teacher's training system dating from 1995 <b>Target:</b> at least one pilot project for modernization in one institution in one teacher's training institution <b>Indicator 4..2.3:</b> didactical tools Baseline (2004): Insufficient use of didactical tools and modern materials in teaching process <b>Target:</b> specific project or project component to support development of specific tools, in particular using ICTs for teaching processes in public and private schools <b>Indicator 4.2.4:</b> Accreditation system for private schools Baseline (2004): loose connection of private schools to national school system and curricula <b>Target:</b> Accreditation system reviewed and updated according to international criteria		
<b>Goal 1:</b> Achieving the MDGs	<b>Outcome 5:</b> Human Resources for diversification and socio-economic performance made	<b>Output 5.1:</b> alternative learning schemes in basic/secondary and technical/vocational education offered for adolescent and adult	<b>Indicator 5.1.:</b> Specific programs against illiteracy for adolescent girls and adult women Baseline(2004): No current program to confront illiteracy <b>Target:</b> develop a project or specific components to combat illiteracy among adult women	National Authorities, local CSOs (Chamber of Commerce, Trade Unions,	Regular resources:

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and reducing human poverty. Service lines: 1.5, 1.8 and outcome outside the 30 service lines	more efficient	students, with special reference to young girls and women		Employers Unions, Women's associations, others) , UNESCO, UNITAR, WB, other multi or regional institutions EU, bilateral, international CSOs, private sector	Other: (if any)
		<b>Output 5.2:</b> Business oriented private and public schools strengthened and developed	<b>Indicator 5.2:</b> existence of private and public business schools of at tertiary education level Baseline (2004): some business teaching available in only big cities of Libya <b>Target:</b> Definition of a strategy aiming setting up of at least one private or public owned management school in every city of more than 100 000 inhabitants		
		<b>Output 5.3:</b> teaching of major foreign languages for adults enhanced	<b>Indicator 5.3:</b> number of public and private institutions teaching foreign languages to adults Baseline (2004): private and public schools for adults learning foreign languages available only in big cities in Libya <b>Target:</b> Definition of a strategy aiming at least one private or public owned language school in every city of over 100 000 inhabitants		
<b>Goal 1:</b> Achieving the MDGs and reducing human poverty Service line: 1.1 <b>Goal 2:</b> Fostering democratic governance Service line: 2.7	<b>Outcome 6:</b> Access , cost-effectiveness and efficiency of Health system improved, improved especially for the less affluent population	<b>Output 6.1:</b> Studies, analysis and strategy for Reform of the health system	<b>Indicator 6.1:</b> Comprehensive Analysis with needs assessment and strategy for rehabilitation and reform of the health system of the GPSLAJ undertaken Baseline (2004): No study or strategic plan for action in the health system available <b>Target:</b> Definition and begin in implementing of an action plan and agenda for reform of the health system in Libya	National Authorities at central and local levels, Local CSO (incl women) , WHO, UNAIDS, UNICEF, WB, AU, EU, regional multilateral finance institutions, bilaterals	Regular Resources:  Other (if any)
		<b>Output 6.2:</b> Training in management and planning for health systems at central and local levels	<b>Indicator 6.2:</b> Training of specialized personnel in hospital management and other medical institutions Baseline (2004): poor information for cost of public health services available for budgeting and planning purposes and insufficient number of specialized staff at local and central levels. <b>Target:</b> Train at least one specialist for health institution's management for every Sha'bya and at least 10 high ranking managers and planners of health system at central level, among which 50 % are women		
<b>National Priority *3: Economic diversification and decentralization</b>					
<b>UN System outcome* 3:</b> Reforming for economic performance and good governance at central and local levels of Government					
Goal 1: Achieving the MDGs and reducing human poverty  Service lines: 1.5, 1.6, 1.7. Goal 2: fostering democratic governance Service line: 2.1, 2.5, 2.6, 2.7	<b>Outcome 7:</b> Economic reform in the productive and services sectors deepened	<b>Output 7.1:</b> Support strategy to SMEs in industry, construction, transport, ICTs and other services designed and institutions and mechanisms for implementation set up and active	<b>Indicator 7.1.1:</b> Institution and mechanism for upgrading and rehabilitation of prevailing private and public industry Base line(2004): no specific program for the rehabilitation and upgrading of existing private and public SMEs <b>Target:</b> rehabilitation of existing industry for greater competitiveness in an open economy <b>Target:</b> Pilot SME selected for up-grading and rehabilitation ongoing. <b>Indicator 7.1.2:</b> ISO 17025 accreditation Baseline 2004: no system for the accreditation of national laboratories <b>Target:</b> At least two major national laboratories geared for ISO 17 025 <b>Indicator 7.1.3:</b> Mechanism for Public/private partnerships set up and implemented Baseline (2004): no existing systems for public –private joint ventures and common domestic action for exports. <b>Target :</b> at least 5 pilot experiences in joint investment or common action between public and private firms <b>Indicator 7.1.4:</b> proactive CSOs for the promotion and enhancement of economic reform in Libya Baseline (2004): no specific integration of CSO in the on going reform process for diversification and privatization <b>Target:</b> action plan designed and pilot interventions for the support to the national Chamber of Commerce, as well as for other Consultative CSO, including Labor Union and Entrepreneurs' and specific Women entrepreneurs' Associations	National Authorities, At central and local levels, local CSOs incl. Women's associations) UNIDO, FAO, UNCTAD, IFAD,WB, other regional and multilateral institutions, EU, AU, bilaterals, international CSOs, private sector	Regular Resources:  Other: (if any)  360,000 US \$
		<b>Output 7.2:</b> Women's entrepreneurship fostered	<b>Indicator 7.2.1:</b> Training program in Business creation and management for Women Baseline 2004: few women creating business <b>Target:</b> develop a project or project component to train women to business creation and management		
		<b>Output 7.3:</b> Strategy and mechanism to promote services to agriculture and fisheries designed and implemented	<b>Indicator 7.3.1:</b> Action plan to support public extension services for agriculture Baseline (2004): no explicit action plan for extension work towards the private farms available or under execution <b>Target:</b> Action plan designed and pilot intervention started <b>Indicator 7.3.2:</b> pilot project aiming at the support of public extension services Baseline(2004) : no specific action undertaken for the development and modernization of extension services <b>Target:</b> pilot project designed and executed <b>Indicator 7.3.3:</b> project for the support of the Farmer's union Baseline (2004): no specific action towards the Farmer's union undertaken by the international community <b>Target:</b> pilot project under execution to empower the farmer's union as partner in national policy making, especially with regard to poverty reduction		
		<b>Output 7.4:</b> Libya's joining the WTO enhanced and technically supported	<b>Indicator 7.4.1:</b> Status of negotiation Baseline (2004): Libya's application to WTO extended, proposal for a cooperation project with UNDP and UNCTAD under discussion <b>Target:</b> International agreement for Libya's access to WTO duly negotiated and signed. <b>Indicator 8.4.2:</b> trade policy reform		

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			Baseline (2004): no systematic and comprehensive analysis of Libyan trade policy especially tariff's policy available <b>Target:</b> Needs assessment report and action plan in terms tariff's policy and customs reform established and in course of implementation		
		<b>Output 7.5:</b> Libya's Privatization policy bolstered	<b>Indicator 7.5:</b> Action plan to support privatization process Baseline (2004): 360 public firms proposed to privatization but no specific action plan determined and investment law enacted <b>Target:</b> Expertise and training provided to institution (s) in charge of investment promotion and privatization process		
		<b>Output 7.6:</b> Reform process in the banking system started	<b>Indicator 7.6:</b> Strategy for action for the upgrading and reform o of the banking system Baseline (2004): no comprehensive analysis for the modernization of the banking system available <b>Target:</b> expertise and capacity development provided to develop strategy on banking reform		
<b>Goal 2:</b> Fostering democratic governance  Service lines: 2.5 and 2.6	<b>Outcome 8:</b> decentralization issues improved for the benefit of the population	<b>Output 8.1:</b> database on local Indicators updated and used for planning purposes	<b>Indicator 8.1:</b> local database for planning and budgeting purposes Baseline (2002): Database with 213 socio-economic parameters produced and introduced as a parameter for allocation of central resources <b>Target:</b> database updated, gender disaggregated information disseminated and further used for planning purposes at central and Sha'biyat's levels,	National Authorities, at Central and Local levels, local CSOs WB, EU, AU, bilaterals, private sector	
<b>Output 8.2:</b> local sources for revenue generation for the Sha'biyat designed and implemented		<b>Indicator 8.2:</b> locally generated revenues Baseline (2004): major resources at local level are provided through conditional transfers to the Sha'byat, from the central budget <b>Target:</b> include modalities for local generation of revenues for the Sha'byat in the decentralization as related among others, to a fiscal reform scheme			
<b>Output 8.3:</b> Local development programs in selected Sha'biyat implemented		<b>Indicator 8.3:</b> „Gold Maghreb“ program Baseline (2004): Libya participating to the regional program <b>Target:</b> local development programs, with specific “gender” and “ICT” components implemented according to “Gold” approach			
<b>Goal 2:</b> Fostering democratic governance  Service Line: 2.7	<b>Outcome 9:</b> Public services made more efficient and accessible	<b>Output 9.1:</b> Modernization and rehabilitation programs for pivotal economic government institutions designed and carried out	<b>Indicator 9.1.1:</b> ongoing projects Baseline(2004) : projects have been on-going, for the support of selected public services: meteorology, cloud seeding, tourism, postal services, telecommunication <b>Target:</b> satisfactory completion or extension of on going projects <b>Indicator 9.1.2:</b> new projects Base line(2004): formal proposals and “pipeline projects” in discussion with government <b>Target:</b> at least 3 new projects in the field of support and development of pivotal public services	National Authorities, at Central and Local levels, local CSOs, UNICEF, FAO,WHO,UNHCR, WB, EU, AU, bilaterals	
<b>Output 9.2:</b> M & E system for the MDGs and socio-economic efficiency strengthened		<b>Indicator 9.2:</b> production and publication of Libyan gender disaggregated statistics, according to international standards Baseline (2004): limited and multi-centred production and publication of socio-economic data <b>Target:</b> Institution capacity building programs set up for pivotal information producing institutions.			
<b>Output 9.3:</b> ICT strategy designed and implemented		<b>Indicator 9.3.:</b> Master plan for ICT strategy adopted Base line (2004): no overarching strategy for the development of ICTs in Libyan public services <b>Target:</b> master plan for networking of strategic public services, support to use open source in public services developed	National Authorities, at Central and Local levels, local CSOs,		
<b>Goal 2:</b> Fostering democratic governance  Service Line 2.4	<b>Outcome 10:</b> the rule of Law and Human rights fostered	<b>Output 10.1:</b> Modernization process for the judicial system undertaken	<b>Indicator 10.1:</b> Training of judges Baseline (2004) : proposal for the training of judges in the modernization of the trial process and in HR available <b>Target:</b> training of at least 100 judges, among which at least 50 are women, accomplished	UNHCHR,WBEU, AU, bilateral	
<b>Output 10.2:</b> review study of the legal system and propositions for amendments of existing laws and subsequent regulations		<b>Indicator 10.2:</b> review of the legal system Baseline (2004): strong need for adaptation of the legal system to the prospective developments <b>Target:</b> review study carried out, with reference to economic reform and HR issues			
<b>Output 10.3:</b> Efficient and participative CS on HR issues built and information on HR based approach increased		<b>Indicator 10.3:</b> support to Civil Society Baseline (2004): no specific project so far aimed at capacity and institution building for CS <b>Target:</b> HR based Projects to support Academia, Research Centers and NGOs designed and implemented <b>Indicator 11.3:</b> communication work on HR issues Baseline (2004): HRBA not publicized and no national capacities available <b>Target:</b> at least 5 HR events for public awareness and capacity building organized			
Cross cutting UN Priority 1: Policies and actions developed for the promotion of gender equality and the advancement of women: all outcomes and outputs to consider other specific indicators and targets than the ones indicated upon project design					
Cross cutting UN Priority 2: ICTs used as a means to gain on efficiency and to promote a knowledge society: all outcomes and outputs to consider other specific indicators and targets than the ones indicated upon project design					