United Nations Development Programme

برنامـــــج الأمـــــــم المتحدة للتنمي

Country: Libya
Project Document

Project Title:	Capacity of Libyan Actors to Promote and Protect Human Rights
UNDAF Outcome(s):	
Expected CP Outcome(s):	Libya successfully manages its transition to a state founded on the rule of law.
Expected Output(s):	**Output 1** –Strengthened capacity of the NCCLHR to undertake its mandate **Output 2** –Increased human rights knowledge and ability to convey such knowledge
Implementing Partner:	
Responsible Parties:	

Brief Description

The overall objective of the present programme is to assist Libya in managing its transition to a state founded on the rule of law. It seeks to do this in two ways. Firstly, it aims to strengthen the capacity of the NCCLHR to undertake and fulfil its mandate. This includes through revision of its founding legislation to ensure its compliance with the Paris Principles in terms of independence, and facilitating strategies for its engagement with a range of national stakeholders. Additionally, it seeks to provide the NCCLHR with the capacity to develop its internal policies and procedures to enhance its overall organisational structures and policies.

Secondly, the project aims to increase human rights knowledge and ability to convey such knowledge among national stakeholders, including government, civil society, religious leaders and the media. It seeks to do so through a series of training programmes on a range of human rights issues, the establishment of an awareness raising campaign and a media and communication strategy, and working with the NCCLHR to facilitate the adoption of education materials.

Programme Period: _____	YYYY AWP budget: _____		
Key Result Area (Strategic Plan): _____	Total resources required _____		
Atlas Award ID: _____	Total allocated resources: _____		
Start date: _____	• Regular _____		
End Date _____	• Other:		
	o Donor _____		
PAC Meeting Date _____	o Donor _____		
	o Donor _____		
	o Government _____		
Management Arrangements _____	Unfunded budget: _____		

Agreed by (Implementing Partner):

Agreed by UNDP:

Contents

1. Situational Analysis

States bear the primary responsibility for respecting, protecting and fulfilling human rights. The Government, Parliament, the Judiciary and other bodies enact laws, set policy frameworks, take judicial decisions and monitor the impact of their policies and programmes. Additionally, civil society, the private sector, media and education system play a central role in protecting human rights.

In the midst of all these actors, National Human Rights Institutions (NHRIs) are unique: they exist in a dynamic position between States, civil society and other actors, offering a neutral and objective space in which to interact, develop human rights laws and policy, and exchange ideas. Important to this is the interaction between NHRIs and a country's executive and legislative branches, which requires clearly defined structures and roles.

NHRI established the International Coordinating Committee (ICC) of NHRIs to coordinate the activities of the NHRI network and is responsible for accrediting institutions as regards their compliance with the Paris Principles. When they are in compliance with the Paris Principles, NHRIs are among the cornerstones of national human rights protection systems, and serve as relay mechanisms between international human rights norms and the national level.

The Paris Principles require cooperation with NHRIs of other countries.[1] It was in response to this, in part, that UN Member States established the International Coordinating Committee and mandated to encourage coordination and cooperation among NHRIs. The International Coordinating Committee is supplemented by regional human rights mechanisms, within this context specifically the Arab Network of National Human Rights Institutions (ANNHRI) and the Network of African National Human Rights Institutions (NANHRI).

National Human Rights Institutions and the Libyan Context

The Libyan people have suffered a heavy heritage of human rights violations. The outbreak of the Libyan revolution in February 2011 has been followed by accusations of human rights violations by belligerents. This has added to the 42 years heritage of human rights violations, entrenched discrimination and oppression of the previous regime. As a country categorized for nearly half a century as 'not free' in terms of political rights and civil liberties the Libyan sought political, economic and civil freedom.

In September 2011, United Nations Support Mission in Libya (UNSMIL) was established by a Security Council Resolution (2009) with a mandate to lead UN efforts in promoting and protecting human rights. The overarching aim of UNDP as regards human rights is to contribute to the creation of an enabling environment for democratic governance and sustainable human development by linking human rights and development.

Libya's interim authorities, the National Transitional Council (NTC) have repeatedly expressed their high commitment to human rights in the Constitutional Declaration issued on 3 August 2011, as well as in the declaration of liberation in 23 October 2011, a major step was taken by the NTC in Law 5/2011through establishing the National Council for Civil Liberties and Human Rights (NCCLHR) a Libyan National Human Rights Institution (NHRI). The 2012 elections of the General National Congress shifted the endorsement of the Constitutional Declaration and the notion that 'human rights and basic freedoms shall be respected by the State" to the GNC.[2] While the connection between the GNC, and specifically the Human Rights Committee, and the NCCLHR exists, their respective roles and relationships requires further clarification.

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[1]Paris Principles, Competence and Responsibilities, 3(e).

[2]Constitutional Declaration, Interim National Council (3.8.2011)

The NCCLHR presently has a legislative mandate to "promote the protection of public freedoms and human rights, enhance their values, spread awareness concerning them, contribute to their exercise, observe and deter violations of these public freedoms and human rights, encourage and support civil society organizations that are concerned with protecting them."[3] While there exists a specific human rights mandate, the NCCLHR's broader mandate towards their protection could include research, documentation and training in human rights issues as well as managing complaints of alleged violations. Thus, the NCCLHR is strategically placed as the institution most accessible to the Libyan public in the area of human rights whether in the form of filing a complaint, advising or providing training, making it an important institution during Libya's democratic transition.

Libya has made great strides towards a democratic transition, evidenced by the elections of the GNC and recently the Constitutional Drafting Assembly. Given the legacy of brutal rule institution building is at the heart of a transition to a democratic system. It is a guarantee to prevent the retreat to past practices or abuses. It is only an independent NCCLHR – in both status, perception and public confidence – that will protect the rights and liberties of post-revolution Libya. Moreover, an independent NCCLHR will complement but support the executive and legislative branches during the democratic transition and beyond.

As the NCCLHR is embryonic, it is important to ensure that lays a solid foundation for development and legitimacy amongst national and international stakeholders. New NHRIs face a number of early challenges that are common to all NHRIs, particularly as regards the implementation of the Paris Principles and understanding amongst national stakeholders. Thus, it is key to supporting the NCCLHR in terms of its institution and capacity building to help promote and protect human rights in Libya.

Lack of human rights culture

The importance of awareness of human rights and development of a human rights culture in countries emerging from conflict cannot be under-estimated. Although significant improvements have been made towards promoting human rights, there is still a need to create a culture of human rights and raise the level of knowledge of those operating in the field. The key therefore is to encourage the perpetuation of that knowledge across state and non-state actors. Through targeted substantive development of human rights knowledge for members of relevant Ministries, CSOs, higher education institutions and the media, and the development of tools to disseminate this information, a human rights culture can take hold.

A national human rights institution such as the NCCLHR can play a key role in raising awareness and educating a range of national actors on human rights. It can provide leadership in developing tools for human rights education and in disseminating documentation and other information on human rights. Recognising the crucial role that the media can play in contributing to a human rights culture, bodies such as the NCCLHR can also be influential in informing the media of human rights concerns and disseminating information and raising knowledge of human rights among society in general.

2. Strategy

As any burgeoning institution, the NCCLHR faces challenges in meeting the international standards of the Paris Principles for national human rights institutions. These challenges range from institutional and organisational obstacles that have come to light over the first few years of its existence. Key to any national human rights institution is independence, both in terms of legally and de facto. The NCCLHR requires institutional strengthening both internally and externally to ensure its institutional and financial independence.

However, an effective national human rights institution is one which can engage with a range of national stakeholders. It is one which will show leadership and expertise in human rights and which can assist in developing a culture of human rights in the society in which it finds itself. This requires that it is pluralist in its composition and that it has strategies and procedures in place to develop constructive and regular working

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[3] Law 5/2011.

relationships with a broad number of national actors including civil society. Facilitating links and the establishment of policies and strategies by the NCCLHR is needed. A successful national human rights institution is also one which is able to fulfil is mandate to its fullest potential. This requires that the NCCLHR not only have clear organisational structures in place to ensure its internal functioning, but also that it has strategies and a procedures to carry out the substantive parts of its mandate including its ability to handle complaints. To do so, the NCCLHR, its staff and members, need to have a good understanding of human rights concepts.

In achieving these aims, the NCCLHR will move towards greater compliance with the Paris Principles so enabling it to reach accreditation as an A-Status institution.

2.1 Projected Outputs

The present project is designed around two key outputs.

OUTPUT 1: Strengthened capacity of the NCCLHR to undertake its mandate

The project will provide support for the NCCHLR to undertake its mandate, both through institutional strengthening as well as capacity building for its staff and members. It will seek to facilitate legislative reforms to ensure that its independence, pluralist membership and immunity is protected in law and in so doing ensure that the NCCLHR is compliant with the Paris Principles.

It will also seek to develop both formal and informal mechanisms of communication and engagement to ensure regular, constructive working relationships and enhanced coordination with a range of stakeholders and national actors including government ministries, the GNC-Human Rights Committee and civil society organisations. It will seek to enhance the organisational functionality of the NCCLHR through encouraging the adoption of internal procedures and policies for operational issues, staffing and administration.

A further aim will be to strengthen the ability of the NCCLHR to process complaints, through the adoption of clear strategies and procedures for complaints handling.

OUTPUT 2: Increased human rights knowledge and ability to convey such knowledge

The project will also seek to strengthen the capacity of individuals within the NCCLHR to perform their mandate through training and ongoing professional development programmes on a range of topics including basic human rights, awareness raising and education, to specific areas including freedom, torture, gender, expression, access to justice and vulnerable individuals. This will further provide the NCCLHR with the capacity to then develop education and outreach activities. Training and other support will be provided to the NCCLHR to enable it to develop its own media and communication strategy and to train media professionals in human rights.

The project will also aim to enhance knowledge of human rights among others in Libya through targeted substantive training for government, CSOs and religious leaders. The project will work with these organisations to develop an awareness raising campaign to broaden public knowledge of human rights.

2.2 Intended Beneficiaries

The key beneficiaries of this project will be the NCCLHR, CSOs, MoJ, religious leaders and members of the media. Other beneficiaries will range from those actors that these identified actors work with. Additionally, through the building of the human rights knowledge of media in particular that the human rights discourse is disseminated across Libya.

Ultimately, however, the people of Libya will be the principal beneficiaries of the project, especially victims of the former regime, and post-conflict vulnerable groups the displaced and the disadvantaged.

3. Project Framework

3.1 Results and Resources Framework

Intended Outcome as stated in the UNDP Country Program Document 2012-2014:	**Outcome 3 –** Libya successfully manages its transition to a state founded on the rule of law.
Outcome indicator(s) as stated in CPD	
Applicable Key Result Area UNDP	
Intended Project Output(s):	**Output 1:**Strengthened capacity of the NCCLHR to undertake its mandate **Output 2:** Increased human rights knowledge and ability to convey such knowledge
Implementation Modality:	
Partnership Strategy:	The project will coordinate closely with UNSMIL in the context of the UN integrated mission and a 'One UN' approach. The project will be executed by UNDP Libya in close cooperation with the National Council for Civil Liberties and Human Rights and Public Liberties, CSOs, the GNC-Human Rights Committee, Ministry of Justice as well as members of the media and CSOs working on justice issues, bearing in mind the social demand side of rights holders regarding human rights. In addition, it will seek to maximise multilateral support in consultation with stakeholders and ensure that their feedback is channelled efficiently and effectively into the project. The project will partner with other UN Agencies and service providers (NGOs and INGOs) to make best use of in-country resources for delivery of specific outputs.

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
Output 1 –The NCCLHR will have the necessary institutional capacity to undertake and implement its mandate				
1. **NCCLHR is**	• NCCLHR consider expansion of	<u>Legislation Reform</u>	• UNDP	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
independent in compliance with the Paris Principles *Baseline* • NCCLHR not compliant with all aspects of the Paris Principles. • Law not provide for criteria or procedure for selection and appointment of members and occupancy because of resignation or death. • Law not provide for who has authority to dismiss and safeguards for such • Law not provide for immunity for members and staff against civil and criminal proceedings when fulfilling their mandate *Indicators*	internal procedures and regulations to address these issues • Legislation revised regarding financial independence • Funding strategy established(2014) • Separate budget line in state budget established (2019) • Policy identifying core business (costs funded by state) and other projects (to be funded externally) (2014) • Relationships initiated with members of international community and donors in Libya (2014) • Procedure for appointment and dismissal of members reflects Paris Principles and provided for in legislation (2019) • Legislation provides for functional immunity of members (2019)	• NCCLHR draft suggested clauses in legislation, with assistance of UNDP, ICC. • Working group with parliamentary drafters, government, to negotiate amendments to legislation • NCCLHR draft funding policy NCCLHR: - NCCLHR review internal regulations and by-laws to address these gaps in the interim Donor Outreach • NCCLHR to meet with donors and international community	• ICC • GNC-HRC • MoJ • NCCHLR • International donors and other donors	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
• NCCLHR expands its interpretation of its legal provisions to address some of these gaps • NCCLHR adopt internal regulations and by-laws to address some of these gaps • Legislation revised to ensure financial and functional independence and immunity, including process for selection and appointment and filling of vacancies, as well as procedures for dismissal • Funding strategy adopted by NCCLHR • Separate budget line created in state budget • Links established with donor community and NCCLHR				
2. **NCCLHR has pluralist composition**	• Legislation revised to ensure	Legislation Reform	• UNDP	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
in compliance with the Paris Principles _Baseline_ • Law not stipulate pluralism in the formation of the NCCLHR, fails to observe representation of ethnic and religious groups in compliance with the requirements of the Paris Principles • Current membership and staffing of the NCCLHR not pluralist _Indicators_ • Legislation reflects pluralist requirements of the Paris Principles in particular ethnic and religious groups • Improved pluralist representation on membership of	pluralism and diversity in appointment of members and staff (2019) • Procedures established to enable effective cooperation with diverse societal groups (2015)	• NCCLHR draft suggested changes to legislation, with assistance of UNDP, ICC • Working group with GNC-HRC, MoJ, to negotiate amendments to legislation. CSO Outreach • Consultation with civil society to develop policy on relationship with range of societal groups • Policy adopted to develop relationships with range of societal groups, including through advisory committees, networks, consultations, public fora, etc.	• ICC • GNC-HRC • MoJ • NCCLHR • Civil society	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
NCCLHR and staff • NCCLHR adopted procedures to ensure cooperation with range of societal groups				
3. The NCCLR engages on a regular, constructive and working basis with a range of stakeholders, in particular with CSOs and state actors *Baseline* • Some cooperation with several civil society organisations. • No or incoherent strategy on engagement with individual stakeholders • Lack of clarity on relationship between NCCLHR and GNC-HRC in particular • Limited interaction with	• Established a policy for engagement with CSOs (2015) • Adoption of Memorandum of Cooperation with CSOs • Establishment of policy for engagement with range of other holders, including government, parliamentarians, donors (2015) • Adoption of Memorandum of Understanding with relevant actors	CSOs: • Production of policy in consultation with CSOs • Establishment of working groups on particular thematic issues GNC: • Initial meetings held with the GNC-HRC • Initial meetings with other GNC Committees • Production of policies in collaboration with GNC • Adoption of MoU outlining roles and responsibilities of NCCLHR and GNC-HRC Government • Initial meetings held with relevant government ministries, including but not limited to the MoJ, Prosecutor General, Foreign Ministry, Human Rights Departments at the Ministries of Defence and Interior, to adopt a Memorandum of Understanding with each • Production of policies in collaboration with government ministries Other:	• CSOs • NCCLHR • GNC-HRC • Government departments • Donors • UNDP	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
some or all stakeholders *Indicators* • Policy adopted for engagement with CSOs • Policies adopted for engagement with range of other actors • Increased interaction with range of stakeholders • Variety of mechanisms for interaction with stakeholders		• Adoption of memorandum of understanding with relevant stakeholders including judiciary, police Donors: • Initial meetings with donors, chaired by UNDP • Establishment of human rights dialogue forum • Development of booklets and other material • Dissemination of material		
4. **NCCLHR is a well-defined organisation** *Baseline* • Internal structure lacks coherence and efficiency • Internal policies not adopted • Incoherent approach to external funding *Indicators*	• Funding is obtained from external sources for project-based activities (2014-2019) • Basic operational functionality is ensured (2015) • A coordinating mechanism is established for reporting, communications and dealing with national stakeholders (2016) • A performance and reporting methodology is adopted (2015) • The organizational structure of the department is reviewed (2014-2019)	• Identification of range of projects for which additional funding is required • Meetings held with donors • Drafting of funding applications • Policy on operational functionality is drafted • Staff consultation to obtain feedback on organizational structure • Internal regulations revised to set out functional roles of each committee • Amendment of procedure to ensure each committee headed by member of the NCCLHR • Establishment of a documentation centre	• Staff and members of the NCCLHR • donors	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
• Clear policies adopted • Coordinating mechanisms established • Performance and reporting methodologies adopted • Organisational structure is coherent	• Monthly reports are submitted to the SG for discussion (2015) • The role of the secretariat's committees are clarified (2015) • Researchers are appointed (2017) • The role of the SG is clarified (2015)			
5. **NCCLHR has processes and procedures in place for management of staff** _Baseline_ • No or incoherent procedures in place for staff management _Indicators_ • Adoption of administrative policies • Adoption of human resource manual • Creation of list of core administrative	• Administrative policies in place (2019) • Human resources manual adopted (2017) • List of core administrative policies created (2018)	• Drafting of policies and procedures on staff appointment, management and dismissal • Terms of reference and contracts drafted • Creation of policy and procedure on staff performance and review • Establishment of salary scales for staff • Staff receive training in orientation and leadership	• Internal staff and members of NCCLHR • UNDP	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
responsibilities				
6. NCCLHR has policy and procedure for processing complaints _Baseline_ • Incoherent policy and procedure for handling complaints • Lack of clarity on criteria for accepting a complaint • No assessment criteria adopted regarding response of government and agencies to the complaint • No follow up criteria adopted, particularly if the case is urgent • No criteria for closure of a file _Indicators_ • Clear policy and procedure for processing complaints	• Adoption of policy and procedure for processing complaints (2015) including acceptance, follow up, differentiation between major and minor and urgent violations, closure and responses of government and agencies. • Lobbying government for adoption of a national complaints handling policy (2018) • Establishment of functioning mechanism for collection of documents (2015) • Revision of complaints form (2014) • Establishment of methodology for fieldwork (2015) • Establishment of training on complaints network with CSOs able to provide counselling (2016) • Establishment of coordinating mechanism for referral of complaints (2016) • Adoption of follow up criteria	• Draft policy and procedure • Initiate meetings with relevant CSOs • Training for staff in methodology, fieldwork, complaints • Initiate meetings with relevant government departments, other bodies regarding referrals	• NCCLHR • UNDP • Government • CSOs	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
adopted and following up and closure • Initiated engagement with government on national complaints handling policy • Mechanism created to collect documents • Complaints form revised • Methodology adopted for fieldwork • Training with CSOs on complaints network • Adoption of coordinating mechanism for referals				
7. NCCLHR has achieved international recognition as an NHRI in accordance with the Paris Principles (A-Status)	• Document outlining extent to which NCCLHR is currently compliant with the Paris Principles (2014) • Legislative framework amended to ensure compliance with the Paris Principles (2019) • Terms of reference adopted for	• Training of staff and members of ICC and accreditation procedure • Links created with NIRMS in Geneva • Meetings held with parliamentarians to identify appropriate timing for amendment of legislation • Meetings held with government to identify relevant legislative changes		

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
Baseline • A-Status not achieved *Indicators* • A-Status achieved	representatives engaging with international organisations (2017) • Staff and members of NCCLHR have familiarity with the Paris Principles and ICC accreditation (2014) • Links established with ICC in Geneva (2014)			
Output 2 –Increased human rights knowledge and the ability to convey such knowledge				

1. **NCCLHR are knowledgeable in the human rights legal framework and other aspects relating to the implementation of their mandate**
Baseline
• NCCLHR staff and members have limited knowledge of human rights legal framework to implement their mandate.
 	
Indicators
• Staff and members have necessary human rights knowledge to implement all aspects of mandate
• Tailored training
	• Comprehensive training for NCCLHR staff delivered (2014-2016)
	• Establishment of a paper and electronic library on human rights literature and documents
		• Training delivered for staff and members on human rights law, basic concepts, definitions
		• Thematic specific training delivered for some staff and members, as appropriate, on:
		  o Substantive areas of the special committees
		  o Developing a national dialogue
		  o Transitional justice
		  o Complaints and fact-finding: perhaps link up with NHRIs who do this
		  o In holding interviews on fact-finding visits
		  o Human rights monitoring and reporting
		  o On conducting investigations and fieldwork
		  o Legal analysis, law reform and law making including law drafting and development of hearing and opinion
			•	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
provided for staff and members on variety of substantive topics • Establishment of a library on human rights materials		documents; o Participatory processes, the concept of fact-based dialogue and how to conduct all the phases of a full fact based dialogue o Advocacy training for management on impacting positively on key decision makers in society, including o Training in monitoring detention centres o campaign planning, mobilization and lobbying. o Report writing o Media and communications o Human rights advocacy and education. • Training programme created by NCCLHR • Collation of relevant domestic, regional and international laws and standards • Collation of literature and documents on human rights in a library		
	• Adoption of regular continued professional development training programme for members and staff (2015-2019) • Adoption of set of standardized texts of human rights standards			

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
	(2015)			
2. **Government, CSOs, religious leaders and media are knowledgeable in human rights** *Baseline* • Limited or no knowledge of human rights among various national actors *Indicators* • Training delivered to key national actors	• Training of key government departments (MoJ), CSOs, religious leaders and media in basic human rights (2016)	• Training programme delivered to different stakeholders on: • Basic human rights concepts • Role of NCCLHR	• Government • CSOs including religious leaders • Media • UNDP	
3. **Government, CSOs, religious leaders and media are enabled to develop an awareness raising campaign and guidelines to be replicated by others, to broaden public knowledge of human rights**	• Development of capacity of national actors to develop a media campaign on human rights (2017)	• Training in media and communication dissemination on human rights • Press conferences held • Booklets and other documents disseminated on human rights	•	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
Baseline • No awareness raising campaign on human rights • Limited knowledge of human rights among national actors *Indicators* • Adoption of media campaign on human rights • Training of media on human rights				
4. **The NCCLHR has targeted preliminary education and outreach initiatives to spread human rights culture** *Baseline* • No education and outreach activities strategy adopted • No coherent approach to outreach *Indicators* • Strategy for	• Adoption of communications strategy for outreach (2015) • Adoption of tools for curriculum development in schools and colleges (2017) • Identification of relevant materials and equipment (2018) • Calendar of visits around the country adopted to introduce NCCLHR (2015)	• Translation of materials if relevant • Meetings established with local and national media • Meetings with teachers and lecturers to establish relationships and to draft educational tools on human rights • Examine school and university textbooks and curricula in collaboration with relevant government agencies to ensure compliance with five major values on human rights. • Pages on website to provide educational materials in human rights • Develop website to provide viewpoints on different issues being monitored; and further resources • Develop website to provide further Arabic resources and literature and links with	• NCCLHR • media	

	Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
	communications and outreach adopted • Tools for curriculum development adopted • Materials and equipment identified and collated • Calendar of visits adopted		relevant national actors and CSOs • Support for establishment of professors in human rights at Libyan universities • ICT equipment obtained • Meetings with speakers held		
5.	**NCCLHR is capable of promoting itself and interacting with the media in such a way that the NCCLHR's activities are perceived by its target groups to be in line with the fulfilment of the mandated functions of the NCCLHR** _Baseline_ • No coherent communication and media strategy • No or limited training on media for staff and	• Adoption of a media and communication strategy (2014) • Development and delivery of a course on basic human rights for media professionals (2014) • Staff trained in media relations and story telling (2014) • Website established and updated regularly (2015) • Media collected regularly for monitoring (2015) • Priorities identified for engagement with the media (2014) • Package of materials produced on basic information on the NCCLHR (2014)	• Draft of strategy in collaboration with media professionals and experts, including other NHRIs • Develop website and ensure multi-lingual • identification of strategy and personnel for update of website • Database for media for monitoring purposes created • Internal meeting to identify priorities for engagement with the media • Regular news bulletin summarising activities and attitudes in order to enhance communication with the public • Add links to key websites of UN agencies	• NCCLHR • Other NHRIs • ICC • UNDP • Media professionals and organisations	

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
members • Website not updated regularly • No basic accessible information on NCCLHR *Indicators* • Media and communication strategy adopted • Media professionals trained in human rights • Staff trained in media relations • Website regularly updated • Procedure for gathering media • Priorities identified for media engagement • Materials produced on basic information on the NCCLHR				

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
Project Administration (2012-2014)				
Parallel fund ✓		1 x P5 Human Rights Advisor and Project Manager 1 x P4 Human Rights Specialist 2 x NPOs in Tripoli (including one member to be nominated by the NCCLHR to be seconded on loan to the project). I.T. and communications Maintenance and fuelling Direct costing for project support by finance, HR and procurement specialist Stationery and office supplies Security services I.T. and communications 1 x Project Assistant		

Intended Outcome	Output Targets (by year)	Planned Activities	Responsible Actors	Indicative costing
Total allocation resources: ✓	1 x UNV on monitoring and evaluation, and reporting 2 x NPOs in Tripoli (include one member nominated by the NCCLHR to be seconded on loan to the project) 1x project assistant Maintenance and fuelling Direct costing for project support by finance, HR and procurement specialist Security services Communications support Project evaluation costs			
Subtotal Project Administration				

3.2   Annual Work Plan

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, associated indicatorsand annual targets	List activity results and associated actions	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: **The NCCLHR will have the necessary institutional capacity to undertake and implement its mandate** *Baseline:* • *NCCLHR not independent nor compliant with Paris Principles and has therefore not achieved A-Status* • *NCCLR fail to engage regularly with range of stakeholders* • *NCCLHR organisation lacks coherence, policies and efficiency* • *NCCLHR complaints procedure lacks coherence, policies and efficiency* *Indicators:* • *Legislation and practice for NCCLHR is compliant*	• Draft suggested clauses in legislation Action: ICC and NHRI expert provide assistance to NCCLHR to draft suggested clauses in legislation and necessary amendments for Paris Principles compliance • Lobby government and parliamentarians for amendments to legislation Action: NCCLHR invite government and parliamentarians to workshop to discuss amendments. Invite NHRI expert to this event - NCCLHR drafts internal financial and operational policies for interim Action: UNDP and ICC work with NCCLHR to identify relevant internal policies	X	x			ICC GNC-HRC MoJ NCCLHR UNDP			

with the Paris Principles • *NCCLHR has adopted series of policies and practices to enable effective and regular engagement with range of national stakeholders* • *NCCLHR as adopted policies and procedures to ensure efficient organisation* • *NCCLHR has adopted policies and procedures for efficient complaints process* • *NCCLHR has acquired A-Status* *Targets:* • *Legislation amended* • *A Status acquired* *Related CP outcome:*	- Consultation with civil society and adoption of policy Action: workshop with civil society to discuss relationship; draft of policy for discussion at workshop; identification of ways in which NCCLHR can engage with civil society such as networks, consultations, public fora - Establishment of relevant mechanisms for engagement with civil society Action: independent advisor to assist in drafting internal policies and identifying appropriate mechanisms for engagement. - *Establishment of and relationship with other national stakeholders* *Action: separate workshops between GNC-HRC and NCCLHR; between MoJ and relevant departments and NCCLHR; between judiciary and NCCLHR; between donors and NCCLHR;*					CSOs NCCLHR Government departments Donors UNDP Judiciary GNC-HRC		
	- NCCLHR has adopted clear operational and functional procedures Action: independent expert and ICC to assist in drafting relevant internal regulations and procedures; staffing manuals and procedures. Organisational and human resources expertise to support					NCCLHR Donors ICC		

	- Coherent policies and procedures on complaints adopted: Action: workshop with CSOs who involved in complaints and evidence gathering to share information and lessons; training for staff and members; ICC and expert advice on complaints function; meeting with relevant government departments to discuss follow up	x	x	x	x	NCCLHR ICC Government, MoJ CSOs			
Output 2: **Increased human rights knowledge and the ability to convey such knowledge** *Baseline:* - *NCCLR staff and members lack necessary knowledge to implement their mandate* - *National stakeholders have limited or no knowledge of human rights and misunderstanding of role of NCCLHR* - *Limited public knowledge and limited media knowledge of human rights* *Indicators:* - *Staff and members necessary human rights knowledge to carry out their mandate* - *Tailored training delivered to staff and members* - *Establishment of library on human rights materials* - *Government and other national stakeholders have been trained in human*	- Comprehensive training programme for staff Action: expert to devise initial and regular training programme for staff, in consultation with ICC - paper and electronic library on human rights created Action: researcher to identify relevant documents from UN, regional level and national level to collate in hard and electronic copy; scan of relevant hard copies; software to establish electronic resource; translation of materials into relevant languages; identification of staff member to take responsibility for update	x	x	x	x	NCCLHR Donors			
	- Training of relevant government departments and other national stakeholders in human rights Action: expert to devise training programme, in consultation with relevant stakeholders; and tender for delivery of training programme; Expert with NCCLHR staff members to collate necessary training materials for resource	x	x	x	x				

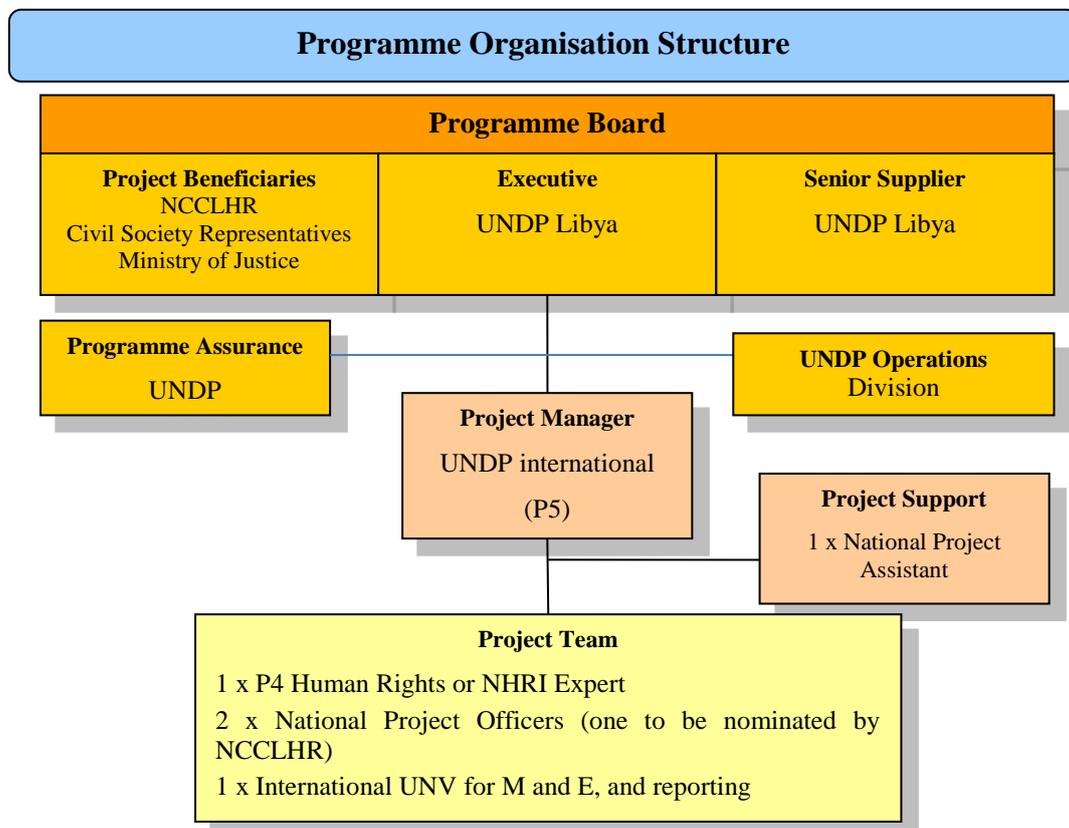|									
rights - *Adoption of media campaign on human rights* - *Strategy adopted for education and awareness raising* - *NCCLHR has media and communication strategy* *Targets:* *Related CP outcome:*	- media campaign Action: NCCLHR hold workshop with relevant government departments, media professionals and others, to discuss media campaign Training in working with the media for staff and members of NCCLHR Workshop with educational experts to discuss curriculum materials and outreach Funding for visits to outreach in schools across the country IT advice to assist in drafting of website to ensure links to relevant external sites and facilitate use of website as resource base		X						
				x					
	NCCLHR adopts media and communication strategy Action: expert advisor to NCCLHR to discuss media and communication strategy Workshop with media professionals to introduce and establish links Database of media professionals, journalists created Database of media on human rights violations created Package of materials produced on NCCHLR: basic information	X	X			NCCLHR media			
				x					
TOTAL									

3.3   *Risks and Mitigation Strategy*

Several factors outside of UNDP control could affect the implementation of supporting human rights in Libya. We are able to raise the following specific risks and mitigation strategy:

Risk	Impact	Probability	Mitigation Measures
	Low 1 / 5 High		
Negative impact of unstable security and political environment on project implementation.	4	4	On-going assessment of security situation will be undertaken and work plan revised at regular stages. In the case of serious worsening of the national context, activities will be contained to safer areas / issues.
Difficulty to identify institutional partners during the transition phase and unavailability of key interlocutors, in particular GNC members and state ministry human rights departments.	4	3	UNDP will rely more heavily on the NCCLHR to identify individuals. The project proposes a number of implementing partners, including civil society and the NCCLHR so there will be room to manoeuvre and proceed with certain activities of the project.
Lack of engagement by government ministries and departments with NCCLHR	4		Regular working relationships between NCCLHR and various government ministries established and formalised which would help mitigate this risk. Adoption of MoU and other mechanisms for regular meetings and interactions.
Lack of clarity on division of responsibilities amongst stakeholders.	2	2	The project will encourage close communication between different implementing partners, and endeavour to establish a clear division of labour through integrated frameworks and formal and ad hoc work plans. The development of a coordination board for actors will also mitigate this risk.
Funding shortfalls and delays.	4	2	Adoption of financial strategy in collaboration with relevant government departments can help to identify risks and contingencies. Encouragement of NCCLHR to develop relationship with GNC-HRC regarding financial reporting Encouragement of further relationships with donors to identify project and other needs.

Risk	Impact	Probability	Mitigation Measures
		Low 1 / 5 High	
Reservations of national partners against technical and financial support from UNDP, seen as foreign interference.		3	Focus on enabling support process rather than pushing policy options, keep a low profile and use local/regional expertise when possible.
Internal political context of NCCLHR prevents project implementation.		3	UNDP supports the institution as a whole rather than individuals to avoid internal political instability.
Capacity of NCCLHR to implement projects.			Training of staff and members and training of trainers.
Staff or members leave the NCCLHR			Adoption of clear policies and procedures on reappointment, with appropriate timelines. Establishment of an institutional history with recording of relevant information by staff and members.
Interaction with multiple stakeholders including state and non-state actors.			

3.4 Management Arrangements

Programme Organisation Structure

Programme Board

Project Beneficiaries
NCCLHR
Civil Society Representatives
Ministry of Justice

Executive
UNDP Libya

Senior Supplier
UNDP Libya

Programme Assurance
UNDP

UNDP Operations
Division

Project Manager
UNDP international
(P5)

Project Support
1 x National Project Assistant

Project Team
1 x P4 Human Rights or NHRI Expert
2 x National Project Officers (one to be nominated by NCCLHR)
1 x International UNV for M and E, and reporting

A project board will be convened regularly, with participation of UNDP senior management and the National Council for Civil Liberties and Human Rights, as main counterpart. The Project Executive maintains overall responsibility for the project, this function will be played by the UNDP Country Director or his designated representative. The Project Supplier will provide guidance regarding the technical feasibility of the project, this role will be played by UNDP. The Project Beneficiary will ensure the realisation of the project objectives from the perspective of project beneficiaries, this role will be played by the NCCLHR, representatives from civil society, representative from the Ministry of Justice and possibly a representative from the GNC-HRC.

The main tasks of the project board are:
- Reviews and approves the annual work plan of the project and the quarterly work plans if necessary
- Reviews the progress report and ensures that obstacles to smooth implementation of the project are addressed.

The Board ideally meets on quarterly basis or more often if needed upon request of the Project Manager.

UNDP's National Programme Officer will ensure project assurance, mainly through the project board to ensure that project plans are being developed according to standards and that management procedures are properly followed and potential risks are properly mitigated. The National ProgrammeOfficer also ensures that project outputs definitions and activity definition (as appropriate) have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting and that project board recomendations are followed.

The Project Manager will be recruited for the duration of the project and vested the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The project team will be responsible for implementing the present project according to specific terms of reference, under the overall direction of the project manager.

The project team will also have ADDITIONAL ROLES

3.5   Monitoring and Evaluation

The project will be monitored in accordance with the programming policies and procedures of UNDP. The NCCLHR, relevant government ministries and other partners, UNSMIL, other UN Agencies, as well as NGOs, will be consulted with regard to the implementation of the activities specified in Annual Work Plans (AWPs). The project manager will produce regular progress reports, on half-yearly basis, to the project board and will use the indicators of the results framework of this project for monitoring purposes.

In addition to this on-going monitoring, a first-year review report shall be prepared and an independent evaluation will be conducted during the second year of the project to compile lessons learned and inform any future follow-up. In a similar vein, an end of project report, prepared by the project manager, shall form the basis for gauging overall project performance.

3.6 Exit Strategy and Sustainability

This project is estimated to run for XX years. Insecurity and political instability can have negative effects on the implementation which may require no-cost extensions. However, it is believed that this project will contribute to a necessary institutional reform that will allow the National Council for Civil Liberties and Human Rights to run their operations more effectively with proper planning that allows for money being dispersed into areas where resources are most needed.

➢ Developing capacity of national counterparts is a key objective of this project which is vital for a viable exit strategy and sustainability.

➢ The exit strategy of this project coalesces around ensuring that the objectives and outputs of the project are fully achieved.

➢ Ensuring that national counterparts are trained and capable of managing the project outputs successfully and efficiently.

➢ Ensuring that the national counterparts are able to transfer the skills and knowledge they acquired to national peers.

➢ The project findings and the lessons learnt will be available for all the project beneficiaries including the public.

➢ The project will ensure that the documentation of the project are disseminated, available and preserved. It will also ensure that the documents are maintained both electronically and in hard copy with no prejudice to intellectual property rights.

➢ UNDP will consult with national counterparts to develop a sustainability action plan that would enable the national counterpart to sustain the outputs of the project.

➢ The early involvement of the NCCLHR was essential for the project's sustainability and developing local ownership of the project to ensure continuity.

➢ Communications processes will be developed to contribute to the creation of strong networks and partnerships that would enhance the project's sustainability.

➢ The Project was designed so that its impact would endure beyond its end. A number of government institutions should be committed to help sustain the project's activities including the MoJ and GNC-HRC.

4. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Libya and UNDP, signed on 20 May 1976. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency. The executing agency shall put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried, assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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

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