UNICEF Annual Report 2013 - Libya

Executive Summary

The country programme prioritized its focus on building systems and enhanced capacities for sector reform to respond to the needs of children and adolescents in Libya.

Major achievements, due to removal of some barriers in the enabling environment, include the generation of evidence through a nationwide assessment on infrastructure and existing facilities in all 4800 schools in the country, followed by an in-depth analysis of the classroom situation through direct observation of student learning and teaching practices in 40 schools. The analysis of the teachers' situation, resources, status, motivation and quality of teaching has led to policy recommendations for the teachers' work force redistribution and incentive systems to improve in-service teacher training.

The analysis of the current Education Management Information System (EMIS) has started and a comprehensive system for improved education administration and planning is expected to be fully functional by mid-2014. Despite specific policy recommendations from these assessments, some areas have not advanced as expected. The comprehensive review of the national curriculum framework that will guide the development of competencies on inclusive education, effective learning approaches, introduce child rights, and guide the content of future textbooks requires urgent action from government in order to move forward. On the other hand, key humanitarian interventions, such as the extensive Mine Risk Education (MRE) programme was successfully taken over by the Ministry of Education and reached national scale with very substantial reduction of registered casualties. This is supported through the distribution of learning and teaching materials, trained teaching staff and improved awareness for reducing risks in the daily life of over 650,000 children. The European Union has proven to be an effective partner and donor for all above mentioned achievements.

UNICEF continued advocacy for the establishment of the inter-ministerial Early Childhood Development (ECD) Taskforce chaired by the Ministry of Planning. However, progress was constrained as the Taskforce resumed activities only late in the year.

The legal review of child related legislation, the development of a draft juvenile justice law, child rights and juvenile justice syllabuses for the Police Academy, Tripoli University and the Higher Judicial Institute plus 10 reference articles on child rights drafted for possible inclusion in the Constitution marked substantial inroads in identifying and filling gaps in the legal and institutional spheres. Capacity development has run in parallel to expedite improvements, with some 200 senior government staff trained to date. However, the consolidation of the child protection system will require concrete action, based on the evidence already available, to design and apply child friendly standard operation procedures and practices in the police force, social services and judicial sector.

In social protection, UNICEF is collaborating with other development partners (WB and WFP) to bring the different perspectives and experiences to the policy discussion table. The objective is to provide the Government with viable alternatives and analysis of evidence for a well informed subsidy overhaul which has been flagged as a top priority by both the Government and the General National Congress.

Country Situation as Affecting Children & Women

Since before the 2011 Revolution, Libya was classified as an upper-middle-income country. Reportedly, the country is on track to achieve several of the Millennium Development Goals targets. However, doubts about the quality and reliability of pre-revolution data, the lack of reliable recent data and limited information on disparities makes it difficult to assess the full situation and effective progress in human development.

With an estimated population of 5.1 million in 2012[1], of which 89 per cent is urban, a low population growth rate and about 3.5 per cent of the world's proven crude oil reserves, Libya would arguably have some key prerequisites for strong sustained growth. Yet, critical building blocks for equitable human development still need to be set in place.

The transitional government pledged in 2012 to establish a cohesive national identity, providing security and rule of law and to meet the expectations of the population, particularly in provision of quality social services and preserving a climate of stability and inclusive development. While progress is observed in some aspects, the political transition road map outlined by the National Congress is seriously delayed. Insecurity constrains the urgent work of rebuilding government institutions, infrastructure and the economy, and discourages investment.

Libya has a young population. 31.6 per cent of the population is aged 0-14 years old.[2] Fifty per cent of the population is younger than 24 years of age.[3] The former government had provided free health care and education to its citizens, leading to improvements in child and maternal health and education in the last decade. The proportion of population below the minimum level of dietary energy consumption is under 5 per cent (2011); the ratio of girls to boys in primary education is 0.99 (2006); under five mortality rate is 16.2 deaths per 1,000 births (2011); maternal mortality ratio is 58 per 100,000 live births (2010); and the proportion of population using and improved sanitation facility is 97 per cent (2010).[4]

Early Childhood Development has received negligible attention from government and society over the past years. The child population under 6 years of age is about 14 per cent of the overall population, with approximately equal numbers of boys and girls. Key barriers were the lack of investment in ECD, the absence of public policy and strategies, as well as absence of adequate Early Learning Development Standards for organized early learning, cultural practices with respect to rearing of young children and lack of access to quality ECD services for families seeking ECD. The lack of information on the differential access by the most vulnerable children prompted UNICEF to support a comprehensive assessment of ECD in the country, and piloting of different ECD models to substantiate recommendations on the most appropriate mix of ECD approaches in the Libyan context.

Pre-primary education has received scant attention. A major constraint is that kindergarten is not compulsory for Libyan children up to the age of 6 years old. In 2004, gross enrolment ratio in pre-primary education was 8 per cent for both girls and boys,[5] and these numbers have not improved since. A recent education situational analysis supported by UNICEF[6] identified all 134 public kindergartens in the country, of which approximately 30 are within existing basic schools, all with major gaps in terms of quality and child-friendliness.

In Basic Education, routine data from the Ministry of Education suggest good progress in access to education but with major gaps in quality. Net enrolment ratio in primary education was reported as 96 per cent in 1991.[7] A primary school dropout rate (per cent primary school cohort) is 35.5 and expected years of schooling of children are 16.2 years.[8] While investment in education was reported at 6.3 per cent of the GNI in 2009[9], 94 per cent of this investment went towards salaries for teachers and support staff. Quality of education is impacted by key bottlenecks such as shortage of qualified teachers in key subjects, use of reserve teachers, issues related to status, motivation and qualification of teachers and other school staff.

Libya has ratified most international instruments for the protection of legal rights in general, and child rights in particular. It has also internally adopted several texts aimed at promoting children's rights. Despite this commitment, major barriers to the realization of child rights persist. The legal framework has had a relatively small impact on knowledge, attitudes and practices of child rights. Lack of implementation of laws has eroded public confidence in the legal system and the public's attitudes and practices regarding respect for rights need to be changed. The country lacks comprehensive and disaggregated data on key child protection issues, including violence and abuse against children, child labour and exploitation, birth registration, children in contact with the law and migrant children. Institutional capacities to address these issues are also lacking. UNICEF conducted a study to identify major challenges to Justice for Children (JfC) in Libya, reviewing the situation faced by children in contact with the law, the broad legal, policy and institutional environment. Major barriers identified include the non-existence of a juvenile justice law, a weak child protection law and lack of measures and diversion programmes. At the institutional level, there is lack of a national body responsible for juvenile justice and inadequate capacities within the existing juvenile justice institutions regarding juvenile justice standards and proper procedures.

[1] 2012 Population Survey, Bureau of Statistics and Census, Ministry of Planning, Libya

[2] Population Survey 2012, Bureau of Census and Statistics, Ministry of Planning, Government of Libya

[3] idem

[4] Source: UN Statistics Division, MDG Country Progress Snapshot, http://mdgs.un.org/unsd/mdg/Metadata.aspx

[5] 2011 Global Monitoring Report of the United Nations Educational, Scientific and Cultural Organization (UNESCO), http://www.unesco.org/education/GMR/2007/statistical_tables.pdf

[6] Towards a Strategy for Teacher Development in Libya, Volume one: An analysis of the current situation, 2012, Ministry of Education, Government of Libya / UNICEF Libya / European Union.

[7] UNDP, http://www.arabstats.org/country.asp?cid=108&imd=109

[8] UNDP, International Human Development Indicators 2012,

[9] Some more recent estimates for period 2006-2012 showed more reduced figures using GDP.

Country Programme Analytical Overview

To accelerate progress towards achievement of the Programme Component Results, key bottlenecks and barriers at the intermediate result level were identified. These included: a) lack of reliable data for informed and long-term policymaking, b) lack of quality and child-friendliness in delivery of public services, c) weak legal frameworks and institutional capacities and structures, and d) social norms and cultural practices supported by existent laws that hinder tackling some sensitive child-related issues.

To address these bottlenecks, a nationwide household survey underway aims to provide fresh disaggregated data on key socio-economic indicators that will allow development of evidence based social policy based on equity analysis. DevInfo is being rolled out in various line ministries for enhanced data management, analysis and dissemination capacities. In education and child protection, the completion of the nationwide school assessment, the teachers' workforce situation analysis and the mapping of the child protection legal framework contributed to reducing serious data gaps. Significant removal of supply-side bottlenecks led to enhanced capacities for improving the quality of public services, and the direct involvement of teachers' in the school situation analysis, and classroom observations in 40 schools provided them with greater insight and spurred their interest and engagement in improving the classroom situation. A basic education mid-term investment plan being developed aims to ensure adequate budget allocations for infrastructure and facilities upgrading in primary schools. UNICEF supported Early Learning Development Standards were developed and are ready for validation. The comprehensive analysis of ECD will provide the evidence and tools required to convince policy makers on the critical importance of ECD for the country's future. Institutional capacities were strengthened through the drafting of in- and pre-service syllabi as well as training of about 200 social workers, prosecutors, judges and police officers on child rights. Importantly, a concept note and 10 constitutional articles on child rights were submitted for consideration by the Constitution Drafting Assembly when elected. The draft Juvenile Justice Law and child rights promotion in the media aim to influence social norms, laws and policies towards more child friendly legal, policy and institutional frameworks.

All seven Intermediate Results (IRs) of the 2013-14 Country Programme will be maintained as such in 2014, since they adequately reflect required action for removing remaining bottlenecks to achieve the PCRs.

In some areas, progress has been slower than anticipated, despite successful removal of some key

bottlenecks. For example, programme implementation in areas such as the curriculum framework review, the systematic promotion of ECD, system building for child protection, including the CRC reporting, as well as the installation of 13 playgrounds in selected cities, were delayed due to risks associated with the prevailing fragile security situation. This was compounded by other determinants such as:

1) International cooperation was widely absent before the uprising in 2011, and international organizations are in the process of building trust and partnerships.

2) The process of the new constitution drafting and the passing of the political isolation law has caused high staff turnover at decision-making and technical levels in relevant line ministries and institutions.

Humanitarian Assistance
Under the aegis of the UN Integrated Strategic Framework, UNICEF's approach in the context of a protracted transition phase to development and continued instability has been to support UN efforts in human rights, rule of law and transitional justice. Key UNICEF activities under the Framework contributed to promotion of inclusive education, psychosocial support/referral system, and continued mine risk education. Key bottlenecks to full transition to programming for sustainable development relate to the legal, policy and institutional framework, weak capacities for the provision of basic services, and awareness creation with regards to protection of children. To address the gaps in evidence and knowledge on social protection, in policy development and analytical capacities, UNICEF and partners are collecting evidence to provide technical support to government on experiences in social protection and modelling of scenarios for different options to promote sustained, equitable development without introducing destabilizing measures that can increase vulnerabilities and instability. Planned dialogues during 2014 will lay the basis for more strategic social policy/social protection results as a key element to ensure transition to equitable development and resilience of the most vulnerable families.

Effective Advocacy

Partially met benchmarks

The lack of recent, reliable, disaggregated data on key human development indicators is a bottleneck that cuts across all country programme components. Hence the emphasis on knowledge acquisition and dissemination for policy advocacy. The two major nationwide assessments completed in Education and the legal review undertaken in child protection provide solid evidence of the situation of children. They substantiate strong arguments for improved legal, institutional and coordination frameworks and budget allocations, bolstered by improved capacities and awareness creation. These are also supplemented with development and introduction of quality standards aligned with international human rights principles. Concrete result from this evidence-based advocacy was the specific request from the Ministry of Education to support in development of an investment plan based upon the facilities and infrastructure assessment of 4800 schools. The legal review has exposed major gaps in respect for human rights in the spirit and application of the law, which are particularly detrimental to girls and juveniles. Other ongoing efforts in data generation are being designed to increase knowledge of the situation of children and spur effective action towards equitable development.

Capacity Development

Mostly met benchmarks

In the social sectors, weak capacities at all levels represent significant barriers to achievement of results. To address perceived inequalities in access to education, UNICEF has strengthened the capacities of administrators and educators in inclusive education. Ministry of Education staff received extensive training in assessment of quality teaching, planning, administration and the use of the EMIS as it is being developed and operationalized.

There is lack of knowledgeable judges, prosecutors, lawyers, social workers and police officers in understanding the scope of child rights and child protection systems. The removal of this bottleneck was

initiated by enhancing the capacities of over 200 judges, prosecutors, police officers and university professors in social work from across Libya on child rights through a training package designed to incorporate child rights and juvenile justice into the pre-service training/education of these professionals linked to the child protection system.

UNICEF support contributed to map the scope and capacities of CSOs in major cities and enhance the capacities of government officials and delegates from 20 Libyan child-related NGOs representing different regions of the country to prepare the 3rd and 4th country periodical reports and the Civil Society Report to the Committee of the Convention on the Rights of the Child.

Several Government officials participated in study tours and capacity building activities abroad. Within the framework of South-South cooperation, Libyan delegates travelled to Uganda (U-Report), to Algeria (Juvenile Justice), Ivory Coast (Police Capacity Building), as well as to Jordan and Morocco (Inclusive Education). In MICS, MODA and DevInfo trained officials from the MoP (including Bureau of Statistics and Census) and the Ministry of Social Affairs, presently practice their acquired knowledge (in Egypt, Jordan and Italy) through scaling up DevInfo with various line ministries, as well as through adopting MICS methodologies in the nation-wide household survey.

Communication for Development

Mostly met benchmarks

In the Mine Risk Education (MRE) programme over 650,000 children and adolescents increased their knowledge of the risks of mines and unexploded ordnance as a result of MRE messages on primary education text books, training of trainers and public campaign on risk education.
Over 1,757,000 copies of learning and teaching materials were distributed and teaching staff trained have maintained message delivery. The MRE programme was successfully taken over by the Ministry of Education and reached national scale with substantial impact upon the reduction of registered casualties among children.

A nationwide Mine Risk awareness campaign was launched to ensure children and young people do not forget the dangers posed by explosive remnants of war. In line with this, a project led by the Ministry of Education, the EU and UNICEF has now delivered training to over 240 teachers and members of local NGOs. These programmes included distributing materials to help raise awareness and keep Libyan children safe. A National Committee was established to implement a national strategy on Mine Risk Awareness.

The Libyan Mine Action Centre (LMAC) an operational arm of the National Committee that acts as its Secretariat will be responsible for coordinating the day-to-day implementation of the strategic plan and for supporting the National Committee in its overall oversight function. The LMAC will represent the Government of Libya and will ensure that any international assistance is aligned with the Government's priorities captured in the strategy and is also responsible for the accreditation of all organisations undertaking mine action activities in Libya.

Lack of knowledge on child rights and child protection is a challenge hence the need to develop a comprehensive nationwide communication for development child rights campaign that will target children, adolescents, families, road traffic police, community police, legislators and teachers and will focus on the promotion of child rights and road safety.

Service Delivery

Partially met benchmarks

In line with the Mine Risk Education Project and the Psychosocial Support Intervention, installation of 13 playgrounds in Libya as part of the psychosocial support for children affected by the revolution is underway. A total of 13 playgrounds were assigned and accepted by the Local Councils in 13 cities/locations. Currently in

Libya, there are only few public recreational spaces for children to play in, and often those that exist are not built in a child friendly and safe way. Safe public recreational spaces are additionally relevant especially in areas affected by the 2011 conflict, to protect children from unexploded ordnance, to enhance cognitive development of small children, to assist children in socializing, and in mitigating trauma among children affected by the conflict.

Strategic Partnerships

Mostly met benchmarks

The partnership with the Ministry of Education was further strengthened, leading to concrete steps in laying the foundation for sector reform. Collaboration with the Ministries of Social Affairs and Justice, the Police, the High Juridical Institute and with the Human Rights commission within the National General Congress, opened avenues for influencing action for child rights at different levels, from legal and institutional frameworks for systems building, to improved capacity for quality service delivery. The increasingly strong collaboration with the Bureau of Statistics and Census for implementation of the national household survey, with the National Economic Development Board in roll out of Devinfo, and with the National Center for Diseases Control to undertake a comprehensive study on violence against children, are based on shared goals that support collection, analysis and dissemination of social data while enhancing national capacities.

A new partnership was established with the Ministry of Culture and Civil Society to undertake, along with UNDP, a mapping and assessment of CSOs active in the four major cities: Tripoli, Misrata, Benghazi, and Sabha. In addition, UNICEF has added the town of Zwara, the westernmost sizable city on the Libyan coast, which is a major transit route for undocumented immigrants that cross the Mediterranean from Libya. This is the only Amazigh (Berber) city on the coast. The assessment provides key information on the CSO aims, scope, current role and potential. CSOs identified through this mapping will serve as partners in advocacy and C4D initiatives including child rights promotion and awareness campaigns, in improving data collection and analyses on child abuse and violence, monitoring child rights violations, providing evidence-based responses to cases of violence, and contributing to creating protective environments for children in schools, hospitals, homes and public spaces. A strong partnership was developed with the Center for British Teachers (CfBT) Education Fund on teacher development and the EMIS.

Further crucial partnerships are the close cooperation with UNSMIL on human rights, transitional justice and rule of law; with UNFPA and WHO on the nation-wide household survey; with the WB on equitable social protection systems; with UNESCO on education planning; with the EU on inclusive quality education; with WHO and IOM on psycho-social support; with UNDP on civic education and constitution development; and with UNODC on Justice for Children.

Knowledge Management

Initiating action to meet benchmarks

UNICEF has in-house capacity in knowledge management to support the different areas related to data collection, analysis and dissemination, thus contributing to knowledge based advocacy and policymaking. The major objective in 2013 was to conduct assessments and situation analyses to establish baselines and help design strategies appropriate to the Libyan context. Improved data is still needed to collect evidence on inequalities.

Major additions to the evidence base include the nationwide schools assessment, the comprehensive analysis of the teachers' workforce, and the in-depth classroom observations in selected areas of the country. The legal review of child rights provides solid evidence of gaps that need to be filled urgently.

UNICEF is providing concrete support to the Ministry of Education to design and develop a decentralized web-based Education Management Information System with facility for centralized data entry, which will be used to produce regular statistical books on the education sector. To ensure sustainability, multi-year strategic and

operational plans for the EMIS project are being developed, which also include an extensive capacity development component. Functional links of EMIS with Edu-Trac, once it is developed, are also envisioned.

The initial training of key MoP officials in DevInfo is bearing fruit, as these officials are undertaking facilitation roles in the three DevInfo trainings carried out throughout the year, aimed at government officials from several line ministries.

Human Rights Based Approach to Cooperation

Initiating action to meet benchmarks

Not applicable. Libya Country Office did not undertake MTR in 2013.

Gender Equality

Mostly met benchmarks

To strengthen child participation, Libya participated for the first time in the One minute Jr Video awards competition where girls and boys were given the skills to produce a one minute video of their choice. UNICEF partnered with Ministry of Social Affairs, the One Minute Video Foundation, and 1Libya, a national youth NGO specializing in media and civic education and conducted a workshop that provided 18 girls and boys with the relevant skills. The videos produced were submitted to the International Documentary Film Festival and a Libyan entry by a young girl Ghada Yousri Benyaala was one of the finalists and won a Tommy Award. Ghada's video was based on the challenges of a young girl growing up in Libya and was called "My Challenge."

UNICEF and Tripoli police initiated a process to develop a model police-based response to child protection issues. This initiative was strengthened with the participation of Tripoli Police in a regional conference on Child Protection with UNICEF support. A plan of action for the coming two years is finalized and ready for approval. The new Family and child protection unit (FCPU) within the Police is planned to provide a 'one-stop shop' of professional services to children in contact with the law, whether they are victims, witnesses or alleged offenders. The initiative is aiming to introduce a special policing approach that is sensitive to the needs of vulnerable children, helps their rehabilitation, and secures proper investigation and prosecution of cases involving children as victims and offenders. UNICEF also supported the participation of the Libyan Police Academy in a regional initiative on the inclusion of the child protection curricular in the police pre services institutes. Technical support is currently provided to help Tripoli Police College to replicate the experience gained from others in the region in Libya. This Unit will ensure that victims of sexual abuse. in most cases young girls, are given adequate support in rehabilitation, psychosocial and reintegration into the community. It will also ensure a speedy and safe reporting system for families and children.

Environmental Sustainability

Initiating action to meet benchmarks

Not applicable. Libya Country Office did not undertake MTR in 2013.

South-South and Triangular Cooperation

In Juvenile Justice, UNICEF supported the participation of 10 judges and prosecutors and one social worker in a study tour to the Higher Judicial Institute in Algeria. Upon their return, and building on previous work undertaken by UNODC and UNDP, these participants from the Libyan Higher Judicial Institute and Ministry of Social Affairs led, with UNICEF technical support, the drafting of a Juvenile Justice Law.

In knowledge management, UNICEF sponsored a delegation of 4 Libyan professionals (three government officials and one CSO representative) to a mission hosted by UNICEF Uganda, to witness groundbreaking innovations built upon grass-roots participation such as Edu-Trac and U-Report. The exposure to Edu-trac, designed to enhance governance in the education sector, has led to agreement with the Ministry of Education to introduce Edu-trac initially as a surveillance system linked to the Education Management Information System. U-Report is a platform for young people's participation and enhancing democratic governance. Following the Uganda visit, advocacy meetings are underway with key ministries and CSO partners, such as the Scouts Movement, to introduce U-Report in Libya. A Libyan version of the Ugandan U-Report cartoon was developed to assist in this process.

UNICEF support for government officials to the international education meetings in Jordan and Morocco, police training in Ivory Coast, the MICS design training in Jordan, the MODA training in Egypt and the DevInfo training in Italy have exposed these officials to experiences from government participants from other countries in the region.

Narrative Analysis by Programme Component Results and Intermediate Results
Libya - 2580

PC 1 - Knowledge generation and monitoring for fulfilment of children#s and adolescents# rights

Constrained

PCR 2580/A0/02/801 By the end of 2014, National capacities for data gathering and management of evidence-based, child-focused social policy, planning and budgeting enhanced with an equity focus.

Progress:

The lack of recent, reliable, disaggregated data on key human development indicators is a bottleneck that cuts across all country programme components in UNICEF. This drives the emphasis on knowledge acquisition and dissemination for policy advocacy. The two major nationwide assessments completed in Education and the legal review undertaken in child protection provide solid evidence of the situation of children. They substantiate strong arguments for improved legal, institutional and coordination frameworks and budgets, bolstered by improved capacities and awareness creation, and supplemented with development and introduction of quality standards aligned with international human rights principles. Other ongoing efforts in data generation aim to increase knowledge of the situation of children and spur effective action towards equitable development. Key officials from the Ministry of Planning strengthened their capacities through participation in the MICS Survey design workshop in Jordan and the DevInfo 7 training in Italy. These officials used their newly acquired skills undertaking key roles in planning and implementation of a nationwide health survey and facilitating three DevInfo trainings. Signed inter-ministerial agreements set parameters for gathering and uploading data into LibInfo. Officials from two Ministries attending the Multiple Overlapping Deprivation Analysis training in Egypt will provide key national support in carrying out the country-MODA exercise in early 2014. A delegation from civil society and Ministries of Education, Culture and Information/Media took a study tour to Uganda to witness use of new technologies for improved public services. UNICEF supported the nationwide Libyan Family Health Survey with supplies for anthropometry and salt testing and technical assistance to the Statistics Bureau for quality assurance. The survey suffered considerable delays due to country situation. Dialogue started with key UN/WB and government partners to support analysis on impact of subsidy reform and modelling scenarios to reduce vulnerability through viable alternatives for an inclusive social protection system.

Constrained

IR 2580/A0/02/801/001 By 2014, quality disaggregated data, research and equity analysis inform child sensitive policies, child friendly budgeting and equitable social protection systems.

Progress:

The lack of recent, reliable, disaggregated data on key human development indicators is a bottleneck that cuts across all country programme components in UNICEF. This drives the emphasis on knowledge acquisition and dissemination for policy advocacy. The two major nationwide assessments completed in Education and the legal review undertaken in child protection provide solid evidence of the situation of children. They substantiate strong arguments for improved legal, institutional and coordination frameworks and budgets, bolstered by improved capacities and awareness creation, and supplemented with development and introduction of quality standards aligned with international human rights principles. Other ongoing efforts in data generation aim to increase knowledge of the situation of children and spur effective action towards equitable development. Key officials from the Ministry of Planning strengthened their capacities through participation in the MICS Survey design workshop in Jordan and the DevInfo 7 training in Italy. These officials used their newly acquired skills undertaking key roles in planning and implementation of a nationwide health survey and facilitating three DevInfo trainings. Signed inter-ministerial agreements set parameters for gathering and uploading data into LibInfo. Officials from two Ministries attending the Multiple Overlapping Deprivation Analysis training in Egypt will provide key national support in carrying out the country-MODA exercise in early 2014. A delegation from civil society and Ministries of Education, Culture and Information/Media took a study tour to Uganda to witness use of new technologies for improved public services. UNICEF supported the nationwide Libyan Family Health Survey with supplies for anthropometry and salt testing and technical assistance to the Statistics Bureau for quality assurance. The survey suffered considerable delays due to country situation. Dialogue started with key UN/WB and government partners to support analysis on impact of subsidy reform and modelling scenarios to reduce vulnerability through viable alternatives for an inclusive social protection system.

PC 2 - Sector policies for delivery of quality social services

On-track

PCR 2580/A0/02/802 By the end of 2014, holistic standards and systems developed for reform and policy in early childhood development and inclusive equality basic education (Kindergarten and grades 1-9).

Progress:

Major bottlenecks identified in ECD and Kindergarten education include the lack of a legal, policy and institutional framework, as well as of relevant capacities of administrators and educators. UNICEF's participative advocacy strategy led to the establishment of the Department for Pre-primary Education within the Ministry of Education in 2012, and this very same department was strengthened during the process of Early Learning Development Standards development; the validation process is due to start. UNICEF is initiating the

support for a comprehensive situation analysis of the provision of family-, community-based and institutional ECD services throughout the country. This includes piloting of different models of ECD practices in formal and non-formal settings.
The 2012 conducted nation-wide school assessment was launched by the Minister of Education and the UNICEF Country Director in February 2013. The assessment covered all 4,800 schools in Libya, involving 63 variables, and revealed data on infrastructure, equipment, access to water and sanitation facilities per gender, number and location of dropouts and safety of the school environment. Based on this evidence, an investment plan was drafted. To complement and strengthen current knowledge on the education situation in Libya, an analysis of the teaching work force throughout the country was undertaken. The results of the Situational Analysis pave the way for development of policies and plans which will allow the MoE to rebuild a stronger education system at a crucial time in the country's history. The Situational Analysis also provided a roadmap for addressing one of the major findings which is the over- supply and surplus of teachers in the system. The EMIS was strengthened through incorporating data and information as described above, complementing few existing information systems and related databases.

Constrained

IR 2580/A0/02/802/001 By 2014, quality Early Childhood Development (ECD) capacity of key stakeholders strengthened, and pre-primary coverage with targets for boys and girls (0-6) increased.

Progress:

Major bottlenecks identified in ECD and Kindergarten education include the lack of a legal, policy and institutional framework. There is lack of well-trained educators for children under six years of age and child friendly facilities that would encourage parents to enroll their children in an ECD programme. There is lack of awareness and dire need to change behaviours towards ECD and the role of parents and other duty bearers in bringing up emotionally, psychologically and socially healthy children from a tender age. UNICEF's participative advocacy strategy led to the establishment of the Department for Pre-primary Education within the Ministry of Education. A national inter-ministerial ECD Task Force was formed and chaired by the Ministry of Planning to coordinate action for improved access and quality of care for young children. Key ministries are part of the task force, including Education, Social Affairs and Health. The National Center for Disease Control was invited as a new task force member agency at the end of the year. UNICEF supported the development of ELDS and the validation process is due to start. Once validated, these Standards will lead to policy and strategy development. UNICEF is initiating the support for a comprehensive situation analysis of the provision of family-, community-based and institutional ECD services throughout the country. This includes piloting of different models of ECD practices in formal and non-formal settings. The results from this situation analysis will lead to policy recommendations, leverage support for the best mix of ECD models for scale up and develop strategies to increase access to quality services though enhanced skills, attitudes and practices of administrators, educators and families.

On-track

IR 2580/A0/02/802/002 By 2014, Inclusive quality basic education system, targeting boys and girls equally, strengthened and effectively monitored.

Progress:

The in 2012 conducted nation-wide school assessment was launched by the Minister of Education and the UNICEF Country Director in February 2013. The assessment covered all 4,800 schools in Libya, involving 63 variables, and revealed data on infrastructure, equipment, access to water and sanitation facilities per gender, number and location of dropouts and safety of the school environment. Based on this evidence, an investment plan was drafted. Furthermore, the school assessment was complemented by the thorough analysis of the teaching work force throughout the country. Quality of teaching was assessed through classroom observations in 40 selected schools, and teachers' motivation, status and employment were analysed and pave the way for development of policies and plans for enhancing quality, efficiency and effectiveness in the education system. The findings will be used to tailor the in- and pre-service teacher training programme towards more child-friendly teaching and learning. A key finding was that Libya has more than 200,000 inactive and 196,000 active teachers. This means that reform for effective teachers' management, including deployment, defined competencies, status and motivation is overdue and will be guided by this UNICEF-supported assessment and capacity building efforts. The EMIS is being strengthened through the assessment of existing information systems and related databases, and the establishment of an integrated system in order to create a reliable instrument for policy formulation, monitoring and evaluation, standards setting, regulatory frameworks, co-ordination and optimization of resources. The cooperation with the Centre of Information and Documentation was launched and initial steps of programme implementation taken. The cooperation on the Curriculum Framework Review was initiated, and coordination was strengthened through Education Steering Committee meetings, led by the MoE and supported by UNICEF. In addition, UNICEF partners with the EU, UNDP, CfBT and UNESCO; the latter in educational planning and administration.

On-track

PCR 2580/A0/02/803 By the end of 2014, equitable and rights-based legislation and child protection systems developed, and reflected in policies.

Progress:

During the course of 2013, UNICEF provided technical support to the Libyan government on child protection system and has achieved solid results on that direction. The fundamental bottleneck of the lack of alignment and strengthening of legal frameworks, systems and services with rights-based standards for child protection, was addressed by closing knowledge gaps through an in-depth legal review and

mapping of the national child protection related legislation. The review identified discrepancies of laws and policies in comparison to international norms and standards, as well as the gap in child protection services and systems, related to both children in contact with the law/justice system and those in need of care and protection. In support to the legal analysis, a desk review was conducted to identify gaps in capacities for child protection systems in Libya. UNICEF supported the drafting process of the juvenile justice law to address the issue of non-adherence of the national laws to international ones. A concept note for the inclusion of child rights in the constitution was developed and is presently being used as an advocacy tool for UNICEF and CSOs alike. Ten drafted articles lay a crucial foundation for adequately reflect child rights in the new Libyan constitution. Children were consulted and provided input on the contents of the constitution and actively participated in child rights material development. Immediate action in order to fill gaps revealed through the legal and system mapping was taken by training more than 200 judges, prosecutors, police officers and social workers in child rights and child protection. Five Standing child rights/protection courses were finalized for inclusion in the regular curriculum of training institutes of different professionals working with children in contact with the law, notably the police college, the Higher Judicial Institute and the University of Tripoli.

On-track

IR 2580/A0/02/803/001 By 2014, key child protection legislation and policy frameworks aligned with international standards and equity focus.

Progress:

The fundamental bottleneck of the lack of alignment and strengthening of legal frameworks, systems and services with rights-based standards for child protection, was addressed by closing knowledge gaps through an in-depth legal review and mapping of the national child protection related legislation. The review identified discrepancies of laws and policies in comparison to international norms and standards, as well as the gap in child protection services and systems, related to both children in contact with the law/justice system and those in need of care and protection. In support to the legal analysis, a desk review was conducted to identify gaps in capacities for child protection systems in Libya. UNICEF supported the drafting process of the juvenile justice law to address the issue of non-adherence of the national laws with international ones. The process was initiated and led by the Higher Judicial Institute, in consultation with other UN agencies, such as UNODC and UNSMIL, as well as the participation of several government agencies. The law is due for submission to the Ministry of Justice for ratification by the cabinet of ministers and the General National Congress. A concept note for the inclusion of child rights in the constitution was developed and is presently being used as an advocacy tool for UNICEF and CSOs alike. Ten drafted articles lay a crucial foundation for adequately reflect child rights in the new Libyan constitution. Children were consulted and provided input on the contents of the constitution and actively participated in child rights material development. Furthermore, the Government and delegates from 20 Libyan NGOs, representing different regions of the Country, are being supported in preparing the 3rd and 4th country periodical reports and the Civil Society Report to the Committee of the Convention on the Rights of the Child.

On-track

IR 2580/A0/02/803/002 By 2014, National Child Protection system capacities for implementation of new/enhanced legislation and application of equity andgender lens strengthened.

Progress:

Immediate action in order to fill gaps revealed through the legal and system mapping was taken by training more than 200 judges, prosecutors, police officers and social workers in child rights and child protection. Five Standing child rights/protection courses were finalized for inclusion in the regular curriculum of training institutes of different professionals working with children in contact with the law, notably the police college, the Higher Judicial Institute and the University of Tripoli. Complementary to the above, a plan of action for the establishment of the family and child protection unit was developed and adopted by Tripoli police. Child rights promotion activities started through dissemination by mass media, and are being further developed into a broad child rights promotion campaign, including specific topics such as CRC promotion, road safety, and ending violence against children. Over 10 children and adolescents from across Libya participated in the production of the OneMinute Junior videos, expressing – through art – their experiences and dreams for themselves, their families, their society, and their country. One girl won a Tommy Award for her video called 'My Challenge', and participated in a global screening in Amsterdam. More than 650,000 children and adolescents have improved knowledge of the risks of mines and unexploded ordnance as a result of Mine Risk Education messages on primary education textbooks, the extensive training of educators, a public campaign on risk education (including the celebration of the mine awareness day on 4th April, banners, millions of leaflets and posters, over 6,000 CDs with awareness songs), and the printing of 1,757,000 copies of learning and teaching materials.

On-track

IR 2580/A0/02/803/003 Children's rights (girls and boys) are protected during and immediately after localized humanitarian emergencies in line with CCCs,with focus on child protection and education.

Progress:

In line with the MRE intervention, attention to enhanced ECD and psychosocial support efforts, the installation of 13 playgrounds in Libya is underway.

These 13 playgrounds are UNICEF-supported models for safe and child-friendly playing activities and community meeting points. Peer

interactions during play will help children to motoric, social and emotional development and peaceful interactions with other children.

The locations of the playgrounds were chosen on solid criteria such as the number of mine/ERW casualties and destroyed schools, and through constant advocacy and follow up meeting with the Ministry of Local Governance and local councils, the Government expressed its interest to scale up this intervention, with their budget, in a second round in 2014.

PC 3 - Cross-sectoral

On-track

PCR 2580/A0/02/804 Cross-sectoral

Progress:

Cross-Sectoral results related to C4D and communications are incorporated in the Programme PCRs.

IR 2580/A0/02/804/001 Programme operations

PC 800 - Generated Programme Component for BA 2580

PCR 2580/A0/02/800 Programme operations

On-track

IR 2580/A0/02/800/001 Governance and systems

Progress:

The programme implementation and achievements were continuously monitored by the CMT. The CMT met 6 times during the course of 2013, reviewed, monitored and made decisions on the office's priorities, security measures, financial implementation and key office management indicators. A review of new HQ policies and the Office's SOPs were also one of standing agendas for the CMT in order to ensure full awareness and understanding of the same by staff for compliance and fulfilling their jobs. The LCO CMT is inclusive and comprises of all staff of the office. The Office Governance Committees and Table of Authorities were regularly updated with proper segregation of duties ensured. Staff members were, through training sessions, informed of the roles and responsibilities delegated to them. This enabled staff to exercise their roles and responsibilities appropriately and effectively. The Office's Business Continuity Plan was developed with the testing and exercise scheduled to be in the first quarter of 2014. The Representative's apartment was identified as a back-up office. It is fully equipped with necessary ICT infrastructure, effectively allowing the office's business continuity in case emergencies or incidents arise. A stronger communication capacity had been sought by proposing an establishment of a FT P3 Communication Specialist position. The proposal was approved by the PBR in late November and recruitment process would be started with an expected employment start date before end of the first quarter 2014. During 2013, to fill the gap of this communication capacity need, two mission communication officers provided Communication & External Relations support. Management and operations issues of common interest among UN Agencies were agreed on the strategies and ways forward at the UNCT and OMT forums (e.g. the extreme delay in visa processing, the MOU for medical services, R&R cycle and R&R lump sum unified payment amount).

On-track

IR 2580/A0/02/800/002 Financial resources and stewardship

Progress:

Financial management systems were strengthened and streamlined. Substantial numbers of suppliers were adjusted to accept payments through cheque instead of cash. Monthly bank reconciliations were prepared in a timely manner with no long outstanding reconciling items. Quality mid-year accounts closure was completed within the global timelines. Inventory record issues identified during the mid-year closure were actively rectified with the support of DFAM’s asset team. The inventory records were cleaned and are ready to be transferred from the MENARO’s business area to Libya’s. Rental deduction on staff accommodation was resolved, a year after discussions were initiated, resulting in a clear and fair ruling from the DHR on the calculation of the monthly deduction amounts. The Service Level Agreement (SLA) between the OSC/MENARO and the Libya Office for transaction processing services was thoroughly reviewed and adjusted with the agreement of the MENARO to reflect the actual services rendered and received. The performance of the services rendered by the OSC is considered not yet up to the satisfactory level with too long processing time on the procurement module regularly observed. SOPs were developed, with training sessions conducted, providing staff with clear guidance of the organization’s policy and procedures to support their efforts in panning and carrying out programmes and activities. Administrative support services were enhanced with key LTAs and institutional contracts developed for both programme and operation activities. Visa processing is now outsourced to UNDP to allow cost saving and lessen administrative burdens to the office. The common premises MOU between UNICEF and UNESCO was materialized with UNESCO sharing 20 per cent of the total costs. This generates cost saving of US$ 48,000 per annum.

On-track

IR 2580/A0/02/800/003 Human capacity

Progress: The office's proposal on staff restructuring, to secure saving on the current 'cost of doing business' and to be in line with the structure of other upper middle income country, was approved by the PBR in November. Required recruitment actions would start once the job classifications are cleared and endorsed by the Classification Unit of the DHR. Nine (six national and three international staff) vacant positions were filled, only one local position of Programme Officer remains vacant, due to the fact that in the first two rounds of recruitment, no qualified candidates were identified. Shortlisting in the third round of recruitment is underway. Human Resource especially for locally recruited staff is a major challenge in terms of identifying and retaining qualified, competent and committed staff. The local learning committee did not adequately meet to properly structure the office learning plan due to staff movements. However, all staff received the relevant training required to improve skill, knowledge and competencies to effectively perform their duties. The JCC met once during the course of the year to discuss and decide on issues concerning staff welfare. Throughout the year, staff welfare issues were discussed and decided in the CMT. The Staff Association is in the process of replacing executive committee members following staff movements. All staff undertook the mandatory online security training courses i.e. BSITF II and ASITF and also attended the SSAFE training course organized by the DSS. Staff members were kept abreast of current and evolving security situations. Security measures were established to offer safe and secure workplace and accommodation to staff. The office premises were upgraded with required security enhancement to comply with MOSS and international staff moved to relatively safer villas within the same Palm City Compound. All these efforts were supported by a TA L3 Security Specialist.

PCR 2580/A0/02/880 Development Effectiveness

IR 2580/A0/02/880/001 Programme Coordination

IR 2580/A0/02/880/002 Advocacy / Communication

Effective Governance Structure

The CMT continues to play critical roles in the office's governance, monitoring the progress of programme implementation and the achievement of programme results. The CMT met 7 times during the course of 2013, reviewed, monitored and made decisions on the office priorities, security measures, financial implementation and key office management indicators. A review of new HQ policies and the Office's SOPs were also one of the standing agendas for the CMT in order to ensure full awareness and understanding of the same by staff for compliance and fulfilling their jobs.

The Office Governance Committees and Table of Authorities were regularly updated with proper segregation of duties ensured. Staff were, through training sessions, reminded of their roles and responsibilities. This enabled staff to exercise their roles and responsibilities appropriately and effectively.

A stronger communication capacity had been sought by proposing an establishment of an FT P3 Communication Specialist position. The proposal was approved by the PBR in late November and recruitment process would be started with an expected employment start date before end of the first quarter 2014. During 2013, to fill the gap of this communication capacity need, two mission communication officers provided Communication & External Relations support.

Management and operations issues having common interests among UN Agencies were actively discussed and agreed on the strategies and ways forward at the UNCT and OMT forums e.g. the extreme delay in visa processing, the MOU for medical services, R&R cycle and R&R lump sum unified payment amount.

No audit was undertaken of the CO since its return to Libya in 2011. The OIA has scheduled the audit of the Libya CO for 2014. The audit preparation is underway. The office responded to the OIAI's Risk Assessment Survey which will serve as its 2014 audit work plan. Turn-over of staff has been quite frequent. The local staff are all very new to the organization and have been exposed to frequent briefings and some training despite a frequent turn-over. Almost half of the IP staff joined the CO on the second part of the year, and additional staff movements, both international and national, are expected in the first half of 2014. Informal (standing) meetings among staff and management are frequent; formal CMT meetings are held systematically with clear follow-up of financial implementation, progress towards achieving results as well as bottlenecks to be solved. A staff association exists and dialogue between management and the staff is frequent and fruitful.

The liaison between the CO and the Operation Support Centre (OSC) was difficult at the start because of chronic weaknesses on both ends. Currently this interface has improved substantially, especially IT support must be singled out as exceptionally good.

Strategic Risk Management

UNICEF took the decision not to emulate the UN Mission, UNMAS, UNDSS and other agencies on their move to another housing compound (Oea) just west of Palm City which is where the UNICEF IP staff are lodged. The decision was mainly based upon security considerations and was proven sound given that with the deteriorated security context in Libya the Oea Compound is much more vulnerable than Palm City. An emergency plan is available with clear phases established to reduce exposure to risks and a robust security posture is in place. A Business Continuity Plan was developed. One good innovation is a score-card based security assessment update that was developed by the UNICEF Security Advisor.

Evaluation

UNICEF prepared the biannual IMEP 2013-2014 to plan and monitor key research, studies and monitoring systems being supported to establish baselines and instruments for measuring progress of the situation of children in Libya. A fulltime Knowledge Management Specialist joined the office in mid-2013, fulfilling the functions of KM, M&E as well as Social Policy and Strategic Planning activities. No evaluation of programmes or initiatives was planned for 2013. The two-year country programmes is at an early implementation stage.

The CP evaluation is planned for 2014.

Effective Use of Information and Communication Technology

Primary connectivity for the Libya Office is currently acquired from the EMC (the global service provider of UNICEF). In addition, an iDirect VSAT with 2/1 MB (contention 10:1) was acquired from a local ISP service provider. The EMC link is used for the corporate data/voice traffic (VISION, Lotus Notes and VOIP) and the iDirect link is being used for the INTERNET and also serves as backup for the primary link.
The main office and the back-up office were equipped with full range of the ICT business solution equipment. A UPS system was deployed and the generator was repaired with functional automatic changeover mechanism to ensure ICT systems are available in the event of power outage.

As part of MOSS compliancy in terms of telecommunications, majority of staff are issued with VHF radio. Key staff are issued with Thuraya satellite phones.

The Office's ICT functions have now been integrated into the MENARO's ICT Hub with a third-party contract issued to a local ICT service provider to look after the end-user services and the hardware side. This arrangement allows the office to benefit from the ICT expertise of the Hub while end-user support is still available locally. The One-UN ICT project led by the UNDP was not progressing as it should but is still an option for the office to consider and participate for end-user services in future.

The Office's Business Continuity Plan was developed with the testing and exercise scheduled for the first quarter of 2014. The Representative's apartment was identified as a back-up office. It is fully equipped with necessary ICT infrastructure, effectively allowing the office's business continuity in case of emergencies.

Fund-raising and Donor Relations

As the CO moved beyond the humanitarian phase in mid-2012 into 2013 the amount of available funds for programming reduced substantially. Despite efforts to engage bilaterals and even national committees to provide “development funding” to the CO, results have not been good with only 1.5 per cent of resources of the OR ceiling of the 2-year CPD having been mobilized in 2013. However, through strategic budget planning and extension of available funds/grants, as of December 2013, 75 per cent of the CPD OR ceiling was funded and assigned to the respective years 2013 and 2014.

Private sector (oil companies) were also contacted but their aim to develop basic social infrastructure in remote oil fields with very limited populations are at odds with UNICEF’s upstream work. In one case there was coincidence of purpose for a C4D project (improved road safety to prevent child injuries in traffic accidents) but after the AQIM attack on the Algerian oil facilities UNICEF was reluctant to engage with this major oil company. Despite this limitation, there are new opportunities to bring to the discussion table future collaborative efforts with the private sector, particularly the oil companies.

Partnership with the EU is strong, with some prospects for continued funding. The German Government is a new partner, coming forth with an initial funding for Child Protection. A funding proposal was shared with our Gulf Area Office to explore funding with Gulf Area Countries.

Management of Financial and Other Assets

Financial management systems have been strengthened and streamlined. Substantial numbers of suppliers have been adjusted to accept payments through cheque, instead of cash. This has significantly reduced the uses of the Cash on Hand (CoHA). Effective from 1 January 2014, a petty cash fund will be established and the CoHA usages will be discontinued.

Monthly bank reconciliations were prepared in a timely manner with no long outstanding reconciling items.

Monthly cash forecast/management exercise was established to determine optimal level of cash needs to carry out programme and operational activities.

Quality mid-year accounts closure completed within the global timelines. The inventory record issues identified during the mid-year closure were rectified with the support of the DFAM's asset team. The inventory records have been cleaned and were transferred from the MENARO's business area to Libya's business area.

Rental deduction on staff accommodation was resolved with a clear and fair ruling from the DHR on the calculation of the monthly deduction amounts.

The Service Level Agreement (SLA) between the OSC/MENARO and the Libya Office for transaction processing services was thoroughly reviewed and adjusted with the agreement of the MENARO to reflect the actual services rendered by the OSC and received the Libya Office, to allow segregation of duties within the Libya Office and to promote more efficiency of transaction processing. The performance of the services rendered by the OSC is considered not yet up to the satisfactory level, with too long processing time on the procurement module regularly observed.

SOPs were developed, with training sessions conducted, providing staff with clear guidance of the organization's policy and procedures to support their efforts in panning and carrying out programmes and activities.

Administrative support services were enhanced with key LTAs and institutional contracts developed for both programme and operations activities. Visa processing is now outsourced to UNDP to allow cost saving and lessen administrative burdens to the office.

The common premises MOU between UNICEF and UNESCO was materialized with UNESCO sharing 20 per cent of the total costs. This generates cost saving of US$ 48,000 per annum.

Good performance on key indicators: RR spent at least 95 per cent , 100 per cent PBAs used within the original duration of the PBA life, at least 95 per cent of OR-E used within the original life of PBA; less than 5 per cent of outstanding DCTs are over 9 months.

Supply Management

The supply component of the country programme was very minimal, representing 8 per cent of the total programme budget.

During 2013, the office did offshore procurement of anthropometric equipment to support the Libyan National Family Health Survey started at the end of the year. As part of UNICEF's contribution to the survey, portable baby/child measuring boards and electronic scales for mother/child and sufficient quantities of salt test kits (KIO3 and KI) were delivered to the Libyan National Bureau of Statistics and Census under the Ministry of Planning. With the outstanding support from Supply Division, all supplies UNICEF had committed to procure for the nationwide survey were timely delivered to the national counterpart in September 2013.

The office also placed a purchase order of LYD 374,220 or equivalent to US$ 297,000 for printing MRE materials with a local supplier. The printing work is in process.

Installation of the playground items ordered in 2012 is on-going with a target date of completion being 30 April 2014. The ownership of these playground items was transferred to the Ministry of Local Governance at the end of June 2013.

Basic items of office uses, including furniture and office equipment, were procured locally. Efforts on conducting further market surveys for local suppliers have been continuing. Local suppliers are not used to communications through emails. Physical visits to market places are necessary to know and find available

suppliers.

Tendering and CRC were done through the OSC/MENARO as part of the SLA's agreed services while technical evaluation of received offers or proposals was conducted by the office's programme/operations specialist team. The OSC/Supply Unit reviewed purchase or contract requisitions raised by the office and issued purchase orders or contracts subsequently.

Human Resources

The office's proposal on staff restructuring, to secure a saving on the current cost of doing business and to be in line with the structure of other upper middle income country, was approved by the PBR in November. Required recruitment actions would start once the job classifications are cleared and endorsed by the Classification Unit of the DHR.

Nine (six national and three international staff) vacant positions were filled, only one local position of Programme Officer remains vacant due to the fact that in the first two rounds of recruitment, no qualified candidates were identified. Shortlisting in the third round of recruitment is underway. Human Resource especially for locally recruited staff is a major challenge in terms of identifying and retaining qualified, competent and committed staff.

The local learning committee did not adequately meet to properly structure the office learning plan due to staff movements. However, all staff received the relevant training required to improve skill, knowledge and competencies to effectively perform their duties. An orientation session was conducted for staffs who were new to the system. The session covered entitlements, staff rules , security and mandatory security training courses.

An office staff retreat is planned to take place in the first quarter of 2014. Team building, work ethic and work efficiency could be the main theme of the retreat.

The JCC met once during the course of the year to discuss and decide on issues concerning staff welfare. Throughout the year, staff welfare issues were discussed and decided in the CMT. The Staff Association is in the process of replacing executive committee members following staff movements.

All staff undertook the mandatory online security training courses i.e. BSITF II and ASITF and also attended the SSAFE training course organized by the DSS. Staffs were kept abreast of current and evolving security situations. Security measures have been established to offer safe and secure workplace and accommodation to staff.

The office premises were upgraded with required security enhancement to comply with MOSS and international staffs have moved to relatively safer villas within the same Palm City Compound.

Efficiency Gains and Cost Savings

The office's proposal on staff restructuring, to secure a saving on the current cost of doing business and to be in line with the structure of other upper middle income countries, was approved by the PBR in November. This would generate, from the mid of July 2014, an annual saving of US$ 174,000 on the cost of doing business.

The arrangement of common premises between UNICEF and UNESCO generates an annual saving of US$ 48,000.

The integration of the office' s ICT functions the MENARO's ICT Hub, with a third-party contract issued to a local ICT service provider to look after the end-user services and the hardware side, allows the office to benefit from the ICT expertise of the Hub while end-user support is still available locally. The cost saving

gained from this integration is approximately US$ 18,000, a net cost effect from abolishing the GS6 level ICT Assistant and having the third party contract in place. The One-UN ICT project led by the UNDP was not progressing as it should but is still an option for the office to consider and participate for the end-user services in future.

Gains were also made through the establishment of administrative LTAs and institutional contracts, including the LTAs for AV preventive maintenance, car rental, courier translation and catering services. Visa processing, previously handled by a temporary staff member at GS6 level, is now outsourced to UNDP to allow cost saving and lessen administrative burdens to the office.

Airfares for R&R lump sum were reviewed and applied on a quarterly basis, instead of obtaining quotations from the travel agent for individual trips. This initiative was also discussed at the OMT. The OMT is in the process of collating travel agent quotations from individual agencies and will review and agree on a unified R&R airfare lump sum rate once complete info is received.

The office is moving towards the direction of UN common services which may cover travel agent and other administrative services. The office participated in the bid offer for technical evaluation of cleaning services with the UNDP with an aim to piggyback the UNDP contract. The outcome is yet to be concluded, pending the financial evaluation part.

Changes in AMP & CPMP

At the end of 2013, a new PBR was approved and changes to the office post structure will be effective in 2014. These changes will be reflected in an updated version of the CPMP. In addition, a request will be submitted to the Executive Board for a one year bridging of the programme, extending the current CP through 2015 to synchronize with national processes and the UN strategic programme planning cycle. Provisions are being made to ensure that anticipated staff changes are efficiently managed to ensure programme continuity and keep the momentum.

Most of the office management priorities articulated in the 2013 AMP were addressed, although challenges and bottlenecks remain. Priorities in ECD included ELDS validation and ECD practices; in Education, curriculum development and the sector investment plan; in Child protection, the High Committee for Children, the constitution articles and CRC submission, the road safety campaign and playgrounds; in knowledge management the national household survey, DevInfo rollout and social policy briefs. Good results were already achieved in many of these priorities. Progress made in key programmatic areas and new opportunities for consolidating gains will help build on work initiated towards sector reform, systems building and knowledge systems development. The 2014 AMP priorities will be updated and recalibrated in accordance with the evolving environment in order to achieve expected CP outcomes. All PCRs and IRs will remain as outlined in the initial planning structure.

Summary Notes and Acronyms

Acronyms

CBO - Community Based Organizations
CFS - Child Friendly School
CfBT - Center for British Teachers
CID - Centre for Information and Documentation
CSO - Civil Society Organization
ECD - Early Childhood Development
ECHO - European Commission Humanitarian Aid and Civil Protection
EduTrac – Education Tracking
ELDS - Early Learning Development Standards
EMIS - Education Management Information System

ERW - Explosive Remnants of War
EU - European Union
GCTED - General Center for Teacher Training and Development
GNC - General National Council
GoL - Government of Libya
GPI - Gender Parity Index
GIS - Geographic Information System
GIS - Global Positioning System
IR - Intermediate Results
JfC - Justice for Children
KG - Kindergarten
IDP - Internally Displaced Person
LCO - Libya Country Office
LRC - Libya Red Crescent Society
MDG - Millennium Development Goals
MICS - Multiple Indicator Cluster Survey
MENARO - Middle East and North Africa Regional Office
MoE - Ministry of Education
MoH - Ministry of Health
MoP - Ministry of Planning
MRE - Mine Risk Education
MoSA - Ministry of Social Affairs
NCHRD - The National Center for Human Resource Development
NCO - National Curriculum Office
NGO - Non-Governmental Organization
NTC - National Transitional Council
PEC - Project Execution Committee
QA - Quality Assurance
SALW - Small Arms and Light Weapons
TIC - Al-Tofola International Company
UNCT - United Nations Country Team
UNDP - United Nation Development Programme
UNFPA - United Nations Populations Agency
UNICEF - United Nations Children's Fund
UNMAS - United Nations Mines Action Service
UNODC - United Nations Office on Drugs and Crime
UNSMIL - United Nations Support Mission in Libya
UXO - Unexploded Ordnance
WB - World Bank

Document Centre

Evaluation

Other Publications

	Title
1	Nationwide School Assessment
2	Towards a Strategy for Teacher Development in Libya
3	Children's Rights in Libya: Assessing compliance of domestic legislation with international human rights standards.