
This Administration Agreement is concluded under Indirect Management in the context of the Framework Agreement between the World Bank Group and the European Commission dated April 15, 2016 (the “Framework Agreement”) which sets the general conditions for this Administration Agreement. The Framework Agreement shall be applicable and form an integral part of this Administration Agreement for the Trust Fund.

1. The International Bank for Reconstruction and Development and the International Development Association (collectively, the “Bank”) acknowledges that the European Commission (the “Donor”, and together with the Bank, the “Parties” and each a “Party”) agrees to provide the sum of two millions euros (EUR 2,000,000) (the “Contribution”) for the Strengthening Governance Practices and Building Technical Capacity in Libya Multi-Donor Trust Fund, No. TF072499 (the “Trust Fund”) in accordance with the terms of this Administration Agreement. Other donors are also expected to contribute to the Trust Fund on the terms and conditions specified in the Annexes to this Administration Agreement.

2. The Contribution shall be used to finance the activities set forth in the “Strengthening Governance Practices and Building Technical Capacity in Libya Multi-Donor Trust Fund Description” attached hereto as Annex 1, and shall be administered by the Bank on behalf of the Donor in accordance with the terms of this Administration Agreement, including the “Standard Provisions” attached hereto as Annex 2, the provisions on “Governance” attached hereto as Annex 3 and an “Indicative Results Framework” attached hereto as Annex 4.

3. The Donor shall deposit the Contribution in accordance with the following schedule and in the currency specified in Section 1 above (“Contribution Currency”) into such bank account designated by the Bank (each amount deposited hereinafter referred to as an “Installment”) upon submission of a payment request by the Bank:

(A) Promptly following countersignature EUR 1,000,000
(B) By 31st October 2018 EUR 1,000,000

The period for payment of further instalments shall be 90 days. The period for payment of the balance shall be 90 days.

4. The Contribution is being provided in Installments on the basis of financial needs of the Trust Fund. If the Bank determines, on the basis of the speed of the implementation of the activities and availability of funds in the Trust Fund, that it is necessary to either bring Installments forward or delay them, the Bank and the Donor will discuss and agree to revise the Installment schedule, as confirmed by the Bank to the Donor in writing.

5. When making any deposit, the Donor shall instruct its bank to include in its deposit details information (remittance advice) field of its SWIFT deposit message, information indicating: the amount deposited, that the deposit is made by the Donor for TF072499 (the Strengthening Governance Practices and Building Technical Capacity in Libya Multi-Donor Trust Fund), the Commission internal reference -1-
number and the date of the Administration Agreement, and the name of the Commission department responsible for the Trust Fund, and the date of the deposit (the “Deposit Instructions”). In addition, the Donor shall provide a copy of the Deposit Instructions to the Bank’s Accounting Trust Funds Division by e-mail sent to tfremitadvice@worldbank.org or by fax sent to +1 (202) 614-1315.

6. Except with respect to the Deposit Instructions, any notice, request or other communication to be given or made under this Administration Agreement shall be in writing and delivered by mail, fax or e-mail to the respective Party’s address specified below or at such other address as such Party notifies in writing to the other Party from time to time:

For the Bank (the “Bank Contact”):
Francesca Recanatini
Senior Public Sector Specialist
Governance Global Practice
The World Bank
1818 H Street North West
Washington, DC, 200433
Tel: +1 202 473 1557
E-mail: frecanatini@worldbank.org

For the Donor (the “Donor Contact”):
European Commission
Directorate-General for Neighbourhood and Enlargement Negotiations
For the attention of Mr Jean-Christophe Filori
Head of Unit NEAR B3 (Maghreb)
Office J-54, 4/202
Avenue du Bourget 1
BE-1049 Brussels

Payment requests and attached reports, including requests for changes to bank account arrangements shall be sent to:

European Commission
Directorate-General for Neighbourhood and Enlargement Negotiations
For the attention of Ms Tuuli Virtanen
Deputy Head of Unit NEAR R4 (Contracts and Finance ENI)
Office J-54, 03/229
Avenue du Bourget 1
BE-1049 Brussels

7. In the event any amounts are to be returned to the Donor under this Administration Agreement, the Bank shall transfer such amounts to the Donor, unless otherwise agreed with the Bank. When making any deposit, the Bank shall include in its deposit details information (remittance advice) field of its SWIFT deposit message, information indicating: the amount deposited, that the deposit is made by the Bank in relation to TF072499 (the Strengthening Governance Practices and Building Technical Capacity in Libya Multi-Donor Trust Fund), and the date of the deposit. The Bank shall provide a copy of such information to the Donor.
8. Pursuant to Article 13.3 (b) of the Framework Agreement, the Bank shall charge an Indirect Rate (as defined in Annex 1 to this Administration Agreement) of 17% of direct costs of their personnel and consultants directly assigned to the Bank-executed activities, for which the Bank has operational responsibility, as described in Section 2.1 of Annex 1 to this Agreement.

Bank-executed Trust Fund expenditures listed in Annex 1 to this Agreement relate only to those Bank-executed activities for which the Bank has operational implementation responsibility under the Trust Fund. They do not include the cost of Bank corporate services in support of the work carried out by its operational units implementing trust funds.

9. An indicative budget shall be available at World Bank’s Development Partner Center website and shall be used for monitoring and reporting purposes only and shall not be binding and may be revised from time to time by the Bank provided the Action is carried out as described in Annex 1 and the Donor is informed beforehand.

10. Expected results and corresponding indicators (including baselines, result goals and sources of data) are set out in the indicative results framework of the Trust Fund and shall be available in Annex 4 to this Agreement and at the World Bank’s Development Partner Center website. Any modifications and/or updates to the indicative results framework shall be reflected in the World Bank’s Donor Partner Center website. The expected results and indicators shall be used for monitoring and evaluation purposes only and shall not be binding. Progress against such indicative results framework shall not be taken into account to determine the final amount of the Contribution to the Trust Fund by the European Commission.

11. The Implementation Period shall start on the date following that on which the last of the two parties signs.

12. Individual procurement and grant contracts under this Administration Agreement shall be signed by the World Bank Group entity no later than forty-two (42) months.

13. The measures taken to identify the EU as a source of financing shall be in accordance with Attachment 4 of the Framework Agreement.

14. All annexes hereto and the Framework Agreement constitute an integral part of this Administration Agreement, whose terms taken together shall constitute the entire agreement and understanding between the Donor and the Bank. In the event of any inconsistency, the Framework Agreement prevails over the Administration Agreement and the Administration Agreement prevails over its Annexes. Unless otherwise specified in an annex hereto, this Administration Agreement may be amended only by written amendment between the Bank and the Donor provided, however, that any annexes to this Administration Agreement may be amended only by written amendment of all donors contributing to the Trust Fund.

15. Each of the Parties represents, by confirming its agreement below, that it is authorized to enter into this Administration Agreement and act in accordance with these terms and conditions. The Parties are requested to sign and date this Administration Agreement, and upon possession by the Bank of this fully signed Administration Agreement, this Administration Agreement shall become effective as of the date of the last signature.
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION

By: __________
Name: Marie-Francoise Marie-Nelly
Title: World Bank Country Director for Libya
Date: 13/02/2017

THE EUROPEAN UNION REPRESENTED BY THE EUROPEAN COMMISSION

By: __________
Name: Jean-Christophe Filori
Title: Head of Unit NEAR B3
Date: 30/01/2017
Strengthening Governance Practices and Building Technical Capacity in Libya
Multi-Donor Trust Fund Description

This Annex shall be applicable to and form an integral part of all administration agreements for the Trust Fund (collectively, the “Administration Agreements” and each an “Administration Agreement”) between the Bank and any entities that provide any funds to the Trust Fund (collectively, the “Donors”).

1. Objectives

The objectives of the Trust Fund are World Bank’s Governance Program in Libya to support the transition process from conflict and instability to a country that focuses on strong service delivery and good governance practices. In this process, the World Bank is supporting Libya with respect to creating an accountable government that is able to manage public resources effectively and transparently.

2. Activities

The activities to be financed by the Trust Fund are:

2.1. Bank-executed activities, for which the Bank has implementation responsibility:

Component 1: Management of Public (national/subnational) Financial Resources

(a) Design and implementation of training activities and manuals for civil servants to improve cash management.

(b) Development of manual and training on budgetary classification, data management and monitoring.

(c) Provision of training and targeted advice on policy based budgeting, including development of Public Financial Management (PFM) Legal Framework.

(d) Provision of technical assistance for improving Public Investment Management (PIM), including supporting the government in the finalization of the organizational arrangements for planning and investment, and developing a manual of “Lessons Learned”.

(e) Development of: (i) updating rules, regulations, and legal framework; (ii) delivering training workshop on commitment control; and (iii) finalizing manual for implementation on commitment control.

(f) Design and implementation of training activities for the National Audit Bureau, including mentoring, with the support of International Organization of Supreme Audit Institutions (INTOSAI).

(g) Developing: (i) a program for certification of accountants in Libya and supporting the necessary institutional arrangements; (ii) the core PFM Modules and guidance to
incorporate accreditation; and (iii) arranging for study tours on professionalization of accounting sector.

(h) Develop and publish public investment and financial management training manuals.

(i) Improve public financial management processes for subnational public administrations through working with subnational government structures, and implementing agencies.

Component 2: Management of Information and Human Resources

(a) Design and implementation of training and workshops on effective state capacity building in post conflict settings; and organization of study tours to other post-conflict and transitional countries.

(b) Implementation of targeted training and technical assistance aimed at strengthening human resources management within the public administration; and provision of technical advice to the government for the redesign of the workforce management procedures.

(c) Development of series of learning on leadership skills for civil servants.

(d) Implementation of focus group on communication and service delivery at the national and subnational level.

(e) Delivery of training on coalition building for policy design.

(f) Development and publication of Handbook on policy making for civil servants in the Executive.

(g) Completion of manuals on procedures on data gathering and analysis as well as on flow of information within the Executive.

(h) Develop and implement a series of activities aimed at strengthening capacity of Ministry of Labor (MoL).

(i) Develop and deliver additional technical assistance and training aimed at improving the technical skills and capacity of selected government agencies and ministries to operate collaboratively and manage information.

(j) Support evidence-based policy making through training activities and data collection.

Component 3: Inter Institutional Collaboration and Coordination and Collaboration Across Agencies

(a) Development and implementation of series of workshops for civil servants on the role of checks and balances in the institutions and on broad “Government Functioning and Policy Making” in post conflict settings.
(b) Development and publication of Handbook on intra-institutional communication.

(c) Design of web-portal for the Prime Minister’s Office (PMO) and ministries to promote a more effective inter-institutional Framework.

(d) Development and implementation of a series of workshops targeting women within the public administration aimed at integrating gender issues and building capacity among women civil servants.

(e) Design and implementation of a series of focus groups and learning activities for civil servants on managing natural resource revenues in a transparent and accountable manner.

(f) Design and implementation of a series of workshops on statistical knowledge (including data collection and analysis) for the National Statistical Agency.

(g) Produce a guide on best practices and experiences on national/subnational dialogue, based on the Bank’s experience in Yemen, Tunisia and Egypt.

(h) Provide training for specialized communication personnel in line ministries.

(i) Provide advice and guidance for the design and establishment of communication units in line ministries.

Component 4: **Project Implementation Support**

Carrying out activities related to the management of the Trust Fund, including donor coordination, communication, and outreach.

2.2. Recipient-executed activities, for which one or more Recipients (as defined in Annex 2) have implementation responsibility:

(a) Identification and support of demand-based requests to address knowledge gaps in governance and PFM.

(b) Knowledge sharing and peer-to-peer exchanges between development partners working on governance and PFM.

3. **Eligible Expenditures**

3.1 For Bank-executed activities, the Trust Fund funds may be used to finance:

(a) contractual services;
(b) media, workshops, conferences and meetings;
(c) travel expenses;
(d) short-term consultants and temporaries;
(e) extended term consultants and temporaries; and
(f) staff costs (excluding short term consultants and temporaries, and also excluding extended term consultants and temporaries).
3.2 For purposes of this section: (i) “staff costs (excluding short term consultants and temporaries, and also excluding extended term consultants and temporaries)” includes salaries, benefits and indirect rates charged to the Trust Fund as applicable under Bank policies and procedures; (ii) “extended term consultants and temporaries” includes fees, benefits and indirect rates charged to the Trust Fund as applicable under Bank policies and procedures; and (iii) “short term consultants and temporaries” includes fees and indirect rates charged to the Trust Fund as applicable under Bank policies and procedures."

3.3 The “Indirect Rate” means the indirect rate, defined as a percentage of personnel costs and available at the World Bank’s Development Partner Centre website, as such rate may be revised from time to time by the Bank and applied to this Trust Fund, in accordance with its policies and procedures.

3.4 For Recipient-executed activities, the Trust Fund funds may be used to finance:

(a) consulting 
(b) goods 
(c) operating costs 
(d) training

4. Taxes

4.1 The foregoing activities and categories of expenditures may include the financing of taxes in accordance with the Bank’s applicable policies and procedures.
Standard Provisions

This Annex shall be applicable to and form an integral part of all Administration Agreements between the Bank and the respective Donors.

1. Administration of the Contributions

1.1 The Bank shall be responsible only for performing those functions specifically set forth in this Administration Agreement, including its annexes, and shall not be subject to any other duties or responsibilities to the Donors, including, without limitation, any duties or obligations that might otherwise apply to a fiduciary or trustee under general principles of trust or fiduciary law. Nothing in this Administration Agreement shall be considered a waiver of any privileges or immunities of the Bank under its Articles of Agreement or any applicable law, all of which are expressly reserved.

1.2 Each Donor’s Contribution (collectively, the “Contributions”) shall be administered in accordance with the Bank’s applicable policies and procedures, as the same may be amended from time to time, including its procurement, financial management, disbursement and safeguard policies, its framework to prevent and combat fraud and corruption and its screening procedures to prevent the use of Bank resources to finance terrorist activity, in line with the Bank’s obligations to give effect to the relevant decisions of the Security Council taken under Chapter VII of the Charter of the United Nations. The Donors acknowledge that this provision does not create any obligations of the Bank under the anti-terrorist financing and asset control laws, regulations, rules and executive orders of an individual member country that may apply to a Donor.

2. Management of the Contributions

2.1 The funds deposited in the Trust Fund shall be accounted for as a single trust fund and shall be kept separate and apart from the funds of the Bank. The funds deposited in the Trust Fund may be commingled with other trust fund assets maintained by the Bank. The Bank, in its capacity as trustee, has legal title to the funds deposited in the Trust Fund.

2.2 The currency in which the funds in the Trust Fund shall be held is United States Dollars (the “Holding Currency”).

2.3 Donors agree to deposit their Contributions in the Contribution Currency stated in their respective Administration Agreements. In the case of deposits received in a Contribution Currency other than the Holding Currency, promptly upon the receipt of such amounts and the accompanying Deposit Instructions, the Bank shall convert such amounts into the Holding Currency at the exchange rate obtained by the Bank on the date of the conversion. Where deposits prove to be insufficient to complete activities as a result of exchange rate fluctuations, neither the Bank nor the Donor shall bear any responsibility for providing any additional financing.

2.4 The funds deposited in the Trust Fund may be freely exchanged by the Bank into other currencies as may facilitate their disbursement at the exchange rate obtained by the Bank on the date of the conversion.
2.5 The Bank shall invest and reinvest the funds deposited in the Trust Fund pending their disbursement in accordance with the Bank's applicable policies and procedures for the investment of trust funds administered by the Bank. The Bank shall credit all income from such investment to the Trust Fund to be used for the same purposes as the Contributions.

3. Accounting and Financial Reporting

3.1 The Bank shall maintain separate records and ledger accounts in respect of the funds deposited in the Trust Fund and disbursements made therefrom.

3.2 The Bank shall furnish to the Donors current financial information relating to receipts, disbursements and fund balance in the Holding Currency with respect to the Contributions via the World Bank's Trust Funds Donor Center secure website, which will be updated quarterly. Within six (6) months after all commitments and liabilities under the Trust Fund have been satisfied and the Trust Fund has been closed, the final financial information relating to receipts, disbursements and fund balance in the Holding Currency with respect to the Contributions shall be made available to the Donors via the World Bank's Trust Funds Donor Center secure website.

3.3 The Bank shall provide to the Donors via the World Bank's Trust Fund Donor Center secure website, within six (6) months following the end of each Bank fiscal year, an annual single audit report, comprising (i) a management assertion together with an attestation from the Bank's external auditors concerning the adequacy of internal control over cash-based financial reporting for all cash-based trust funds as a whole; and (ii) a combined financial statement for all cash-based trust funds together with the Bank's external auditor's opinion thereon. The cost of the single audit shall be borne by the Bank.

3.4 If a Donor wishes to request, on an exceptional basis, a financial statement audit by the Bank's external auditors of the Trust Fund, the Donor and the Bank shall first consult as to whether such an external audit is necessary. The Bank and the Donor shall agree on the appropriate scope and terms of reference of such audit. Following agreement on the scope and terms of reference, the Bank shall arrange for such external audit. The costs of any such audit, including the internal costs of the Bank with respect to such audit, shall be borne by the requesting Donor.

3.5 The Bank shall make available to the Donors copies of all financial statements and auditors' reports received by the Bank from Recipients pursuant to any Grant Agreements (as defined below) in accordance with the Bank's Access to Information Policy.

4. Progress Reporting

4.1 The Bank shall provide the Donors with semi-annual progress reports by January 5 and July 5 annually. The progress reports shall be provided with reference to the results framework agreed by the Bank and the Donors, as such results framework may be reviewed by the Parties from time to time. Within six (6) months of the End Disbursement Date (as defined below), the Bank shall provide to the Donors with a final report for the Trust Fund.

4.2 Any Donor may review or evaluate activities financed by the Trust Fund at any time up to closure of the Trust Fund. The Donor and the Bank shall agree on the scope and conduct of such review or evaluation, and the Bank shall provide all relevant information within the limits of the Bank's applicable policies and procedures. All associated costs, including any costs incurred by the Bank, shall be borne by the Donor. It is understood that any such review or evaluation will not constitute a financial, compliance or other audit of the Trust Fund.
5. **Disbursement; Cancellation; Refund**

5.1 It is expected that the funds deposited in the Trust Fund will be fully disbursed by the Bank by June 30, 2020 (the “End Disbursement Date”). The Bank shall only disburse funds deposited in the Trust Fund for the purposes of this Administration Agreement (other than returns to Donors) after such date to the extent such date is changed in accordance with amendments made to the Administration Agreements of all the Donors. Following the End Disbursement Date, the Bank shall return any remaining balance of the Trust Fund to each Donor in the Holding Currency in the manner specified in its respective Administration Agreement on a pro rata basis with regard to the total funds deposited in the Trust Fund by such Donor relative to the total funds deposited in the Trust Fund by all Donors, all calculated as Holding Currency amounts.

5.2 Any Donor may cancel all or part of such Donor’s pro rata share, and the Bank may cancel all or any Donors’ pro rata shares, upon three (3) months’ prior written notice, of any Contributions (paid and not yet paid) that are not committed pursuant to any agreements entered into between the Bank and any consultants and/or other third parties for the purposes of this Administration Agreement, including any Grant Agreements, prior to the receipt of such notice. In the event of a cancellation, the Bank shall return to the Donor its pro-rata shares in the Holding Currency as specified in paragraph 2.2 of this Annex 2; unless otherwise agreed between the Bank and the Donor.

6. **Disclosure; Dispute Resolution**

6.1 The Bank shall disclose the Administration Agreements and related information on this Trust Fund in accordance with the Bank’s Policy on Access to Information. By entering into Administration Agreements, the Donors consent to such disclosure of their respective Administration Agreements and such related information.

6.2 The Donors and the Bank shall use their best efforts to amicably settle any dispute, controversy, or claim arising out of or relating to the Administration Agreements.

7. **Grants to Recipients**

7.1 The Bank shall, as administrator of the Trust Fund on behalf of the Donors, enter into one or more grant agreements (the “Grant Agreements”) with recipients (the “Recipients”) consistent with the purposes of this Administration Agreement and on the terms and conditions set forth in the Grant Agreements. Grant Agreements may be entered into up to the maximum amount of the Contributions that all Donors have agreed to make available under the Administration Agreements between the Bank and the Donors.

7.2 The Bank shall be responsible for the supervision of the activities financed under any Grant Agreements. Subject to the consent of any relevant Recipients, representatives of the Donors may be invited by the Bank to participate in Bank supervision missions related to the Trust Fund.

7.3 The Bank shall promptly inform the Donors of any significant modification to the terms of any Grant Agreements and of any contractual remedies that are exercised by the Bank under any Grant Agreements. To the extent practicable, the Bank shall afford the Donors the opportunity to exchange views before effecting any such modification or exercising any such remedy.
8. **Trust Fund Fee**

8.1 The Bank shall calculate a fee each time funds (the “Grant Amount”) from the Trust Fund become committed under a Grant Agreement. Such commitment shall occur when such Grant Agreement is fully countersigned (the “Calculation Date”). The fee so calculated by the Bank shall be based on the cumulative total of funds from the Trust Fund committed under all Grant Agreements that have been fully countersigned on or prior to the Calculation Date (the “Cumulative Grant Total”). The calculated fee shall depend on where the Cumulative Grant Total stands as the Grant Amount is added and shall be determined in accordance with the following schedule:

- (i) 5% of any portion of the Grant Amount that results in a Cumulative Grant Total below or equal to US$ 50 million or equivalent; plus
- (ii) 4% of any portion of the Grant Amount that results in a Cumulative Grant Total above US$ 50 million or equivalent and below or equal to US$ 500 million or equivalent; plus
- (iii) 3% of any portion of the Grant Amount that results in a Cumulative Grant Total above US$ 500 million or equivalent and below or equal to US$ 1 billion or equivalent; plus
- (iv) 2% of any portion of the Grant Amount that results in a Cumulative Grant Total above US$ 1 billion or equivalent.

8.2 Following each Calculation Date, the Bank shall deduct from the Trust Fund, and retain for its own account, the fee as set forth above. Grant Amounts may not exceed the balance of uncommitted funds in the Trust Fund net of the related fee.
 ANNEX 3

Governance

This Annex shall be applicable to and form an integral part of all Administration Agreements between the Bank and the respective Donors.

The World Bank Team of the Governance Global Practice (GGP) working on the proposed program will coordinated closely with other teams from within the World Bank and with donor colleagues to support institution and capacity building in Libya. In particular, the GGP team will work closely with the colleagues from Macro Economic and Fiscal Management Global Practice, the Local Governance unit and Fragile and Post-Conflict Cross Cutting unit, given the synergy existing between these work programs.

The overarching structure for coordination of the MDTF activities, policy dialogue and reporting is the Steering Committee which will include representatives of all donor partners and the World Bank Country Director for Libya and World Bank Senior Manager(s) of the Governance Global Practice. The Steering Committee will meet semi-annually, endorse the Annual Work Plans of the MDTF, will receive and endorse the annual reports of the MDTF and engage the Government of Libya departments as required. As required, meetings can be organized virtually.

At the technical level, the Task Team Leader of the World Bank will remain in regular contact with the representatives of the donors, and will provide at least every quarter an update on progress and on the financial status as required.
### Indicative Results Framework

<table>
<thead>
<tr>
<th>OUTCOME STATEMENT</th>
<th>Outcome Indicator 1</th>
<th>Baseline (June 2016)</th>
<th>November-16</th>
<th>January-2017</th>
<th>April-2017</th>
<th>June 2017</th>
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<tr>
<td>Libyan government will improve in managing its public finances, provide better data analysis, and improve in its public administration practices. This includes improving budget delivery/economic performance</td>
<td>Establish an Efficient Public Financial Management and Public Investment System. 1) Reinforce PFM Systems 2) Enhance Technical and Management Capacities; and 3) the Government has access to qualified and skilled PFM Professionals</td>
<td>Assessment in 2015 World Bank Report (Accounting system not aligned to GFS2014, No financial Management System; No Approved National Budget (includes insignificant development spending))</td>
<td>Workshop delivered.</td>
<td>National Budget Workshop Delivered (includes CBL, MOF, MOP, NOC Audit) - Indicative Budget Developed for a) Special Appropriations Spending; and b) 1-Year Budget Indicative Budget Prepared</td>
<td>National Budget Workshop Delivered (includes CBL, MOF, MOP, NOC Audit) - Indicative Budget Revised for a) Special Appropriations Spending; and b) 1-Year Budget Indicative Budget Prepared</td>
<td>1. 10% increase in development spending over FY2016; 2) 2.5% improvement in 2017 budget outturn versus 2016 (Outputs Contingent on A Budget Agreement)</td>
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<tr>
<th>Outcome Indicator 2</th>
<th>Baseline (June 2016)</th>
<th>November-16</th>
<th>January-2017</th>
<th>April-2017</th>
<th>June 2017</th>
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<td>Make projections, assumptions and calculations public, and develop periodic 1-Year Budget Indicative Budget Agreement</td>
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<td>outcomes/fiscal position/and public investment management</td>
<td>Enhance the management of human resources and information across the government. In particular, (i) implement good practices for human resources by line ministries; (ii) implementation by ministries of good practices on data gathering &amp; analysis as well as information flow; (iii) monitoring and evaluation of new procedures adopted under this component (e.g. procurement, accountability); (iv) improved access to information, training; (v) access to public position for Libyan women</td>
<td>Feedback from Libyan officials at different workshops on existing standards: very low and with low level of skills. Bank report on labor market in Libya (completed in December 2015): 79% of male employed by the public administration (versus 96% of women). Only 34% of women are employed versus 61% of male. HR: Female university graduates tend to earn 18 percent less than their male public sector counterparts and 11 percent less in the private sector. Females who finished secondary school earn 30 percent less than their male counterparts in the private sector, and 10 percent less than males in the public sector.</td>
<td>Labor market report from World Bank Dec 2015 human resources and information sharing: low flow of information; limited skills available; most employed by the public administration.</td>
<td>World Bank review based on focus group and discussion at July workshop highlight possible actions to implement and some improvement. Skills in setting up delivery units built for selected career civil servants in line ministries Leadership skills built for selected career civil servants in line ministries</td>
<td>Workshop leads to development of good practice plan</td>
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<td>Outcome Indicator 3</td>
<td>Baseline (June 2016)</td>
<td>November-16</td>
<td>January-2017</td>
<td>April-2017</td>
<td>June 2017</td>
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<td>Improve flow of communication and policy coordination across ministries and government agencies. In particular, (i) implementation by ministries of international standards on intra/inter institutional communication, (ii) increased capacity on inter-ministerial coordination and dialog; (iii) increased access to information of citizens and involvement of citizens in the policy making</td>
<td>Feedback by workshop participants (Libyan government officials) on the lack of coordination and communication among ministries and government agencies. No mechanism for citizens to be able to provide feedback to government or participate in the policy process</td>
<td>Feedback from Libyan officials gathered at different workshops on standards - low/medium</td>
<td>Feedback after July workshop improved: low/medium</td>
<td>Feedback after workshop improved - medium</td>
<td>Set of new standards adopted and implemented (2017). Development of a system for citizens to provide feedback on service delivery</td>
</tr>
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process through feedback; (iv)
implementation of good
practices relative to
transparency and accountability

OUTPUT Indicator 1.1 Baseline (June 2016)
November-16
January 2017
April 2017
June 2017

STATEMENT 1: Emergency Budget and
Supporting Core
Liquidity
Government
Functions
Supporting more
efficient use of
public financial
resources

1. Preparation of “Emergency”
Budget; 2) Preparation of Fiscal
Policy and Monetary Analysis

| No (Legally Approved Budget
(Parliamentary Approve)); No
Indicative Budget |
| Budget Preparation and
Fiscal Policy Meetings / Analysis takes place |
| Budget Preparation and
Fiscal Policy Meetings/Analysis takes place |
| In collaboration with IMF - Fiscal Policy Note;
Outline for Fiscal Policy Data Base (in coordination
with IMF); Public Investment Management Plan (note
on project prioritization, and development budget
(Legacy) project fiscal Overhang) |
| MOF Meetings in Tunis with Members of MOF
(Tripoli/Badai) Regarding Chapter 1; and Exchange Rate. Preparation for Budget Workshop |

Output Indicator 1.2 Cash Management (LIquidity)
analysis and recommendations
Baseline (June 2016)
November-16
January 2017
April 2017
June 2017

1. Provide procedural action
plan and guide for appropriate
cash / liquidity management
(includes forecasting, financial
controls of government

| No action plan or guide |
| 1st review liquidity issues and banking operations (for dealing with liquidity shortages) in conjunction with IMF |
| 2nd review liquidity issues and banking operations (for dealing with liquidity shortages) in conjunction with IMF |
| Discussions with Treasury on steps for Treasury Single Account national level and Zero Balance Accounts (ZBA) to develop |
| Plan developed for moving towards improved Treasury Single Account (TSA) development |

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<tbody>
<tr>
<td>1) Revise guidelines for project selection and prioritization procedures; 2) Reduction of Fiscal Risk Associated with Poor Project selection; 3) Improve Framework for National/Subnational Government Project Selection</td>
<td>Draft Guidelines have already been prepared by the World Bank team and presented to the previous government for review and follow-up action.</td>
<td>1st review and discussion of guidelines conducted - guidelines revised based on findings</td>
<td>2nd review and discussion of guidelines conducted - guidelines revised based on findings</td>
<td>Agree and Implement PIM Selection Criteria; TA in development/utilization of Investment Project Management Data Base</td>
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<tbody>
<tr>
<td>Review Status of Bisan / Other Financial Management System and Revised GFS (compliant) Budget Coding Structure</td>
<td>Current PFM Systems are weak (no MIS (Management Information System) system, accounting systems are not GFS compliant).</td>
<td>FMIS System Brief Review/and Budgeting Coding Structure Review</td>
<td>Plan for upgrading budget coding structure and Libyan Financial management government recording</td>
<td>Implementation plan for restarting/revising Management Information System (MIS) financial reporting structure developed</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output Indicator 1.5 Improving the Flow of Government Resources in a Decentralized Environment</th>
<th>Baseline (June 2016)</th>
<th>November-16</th>
<th>January-2017</th>
<th>April-2017</th>
<th>June 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT STATEMENT 2: Promoting Better Management of Information for policy design and Monitoring</td>
<td>Develop Fiscal decentralization strategy and design (draft) for sustainable municipal development fund (Utilizing Performance Grant Agreements, Other)</td>
<td>Libyan Law 59 attempts to provide the underpinning of decentralization in Libya. This law was submitted by the executive to the legislative body but never enacted. The Law requires revisiting in that it deals with an attempt to engage in decentralization through 12 Governorate Bodies (whereas now there are approximately 104 municipal bodies, but no regional (governorate) bodies to date. The Decentralization Strategy needs to be revisited in light of the current political situation.</td>
<td>Review of Decentralization Legislative Framework. Review and analyze data for subnational government structures</td>
<td>Decentralization (flow of Funds) and draft decentralization (PFM Strategy)</td>
<td>Draft MDF Structure to be considered for improving subnational government infrastructure while upgrading subnational government fiscal performance</td>
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<tr>
<td>Output Indicator 2.1: Strengthening of NAB with special focus on accountability standards and greater technical capacity</td>
<td>Baseline (June 2016)</td>
<td>November-16</td>
<td>January-2017</td>
<td>April-2017</td>
<td>June 2017</td>
</tr>
<tr>
<td>Train National account Audit Bureau staff to adhere to international accountability standards</td>
<td>Limited training delivered, low adherence to international accountability standards</td>
<td>Limited training delivered, low adherence to international accountability standards</td>
<td>15 National Audit Bureau Staff trained; Assist in Price Survey Design and Quality Assurance For CPI</td>
<td>20 staff Audit Bureau Staff trained; Assist in Price Survey Design and Quality Assurance of CPI</td>
<td>Improved capacity of NAB reviewed by INTOSAI by the end of 2017</td>
</tr>
<tr>
<td>Second workshop to be delivered in Amman Jordan on Developing Public Sector Accounts and Enhancing CPI Index (15 National Audit Bureau Staff Trained)</td>
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<tr>
<td>Output Indicator 2.2 Improving national statistics</td>
<td>Baseline (June 2016)</td>
<td>November-16</td>
<td>January-2017</td>
<td>April-2017</td>
<td>June 2017</td>
</tr>
<tr>
<td>Hold series of Workshops for the national statistical agency on data gathering (including census) and analysis</td>
<td>Three workshops delivered but census and enterprise surveys not yet implemented</td>
<td>1 Workshop delivered National Statistical Agency to 15 staff</td>
<td>1 Workshop delivered National Statistical Agency to 15 staff</td>
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</tbody>
</table>
### Output Indicator 3.1: Baseline (June 2016)

**Statement 3:** Improving Ministerial Organization and Decision Making

- **November-16**
- **January-2017**
- **April-2017**
- **June 2017**

Hold workshops on Coalition building for policy design and implementation.

- Initial discussion (August and April 2015) with public officials.
- Highlighted the need for more capacity on coalition building skills.
- Workshop on Coalition building for policy design delivered to 25 people.
- Second workshop in 2017 if the political situation allows the participation of some key government officials.

### Output Indicator 3.2

- **Baseline (June 2016)**
- **November-16**
- **January-2017**
- **April-2017**
- **June 2017**

Train Public Leaders

- 0 trained
- At least 25 trained on the basic functioning of national/subnational public financial administration structures.
- High level Dialog / peer to peer workshop on leadership skills for top leadership - how many people delivered on.
### Peripatetic Technical Assistance for Awareness Raising regarding Government Policies and Service Delivery Improvement

Limited information available for citizens on access to service delivery and no discussion for a communication strategy by the government.

<table>
<thead>
<tr>
<th>Output Indicator 4.2</th>
<th>Baseline (June 2016)</th>
<th>November-16</th>
<th>January-2017</th>
<th>April-2017</th>
<th>June 2017</th>
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</thead>
<tbody>
<tr>
<td>Technical Assistance to increase civil society and private sector participation in policy making and regulatory processes.</td>
<td>No participation in policy making process</td>
<td>Training on the basic functioning of policy making and regulatory performance</td>
<td>Training on the basic functioning of policy making and regulatory performance</td>
<td>If the political situation on the ground allows it, the team plan to deliver a series of focus group discussions to facilitate participatory policy making</td>
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<tr>
<th>Output Indicator 4.3</th>
<th>Baseline (June 2016)</th>
<th>November-16</th>
<th>January-2017</th>
<th>April-2017</th>
<th>June 2017</th>
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<tr>
<td>Fostering a culture of equal opportunity for empowerment for women.</td>
<td>Discussion with workshop participants in April and August 2015 and Bank report on labor market emphasize the limited engagement and exclusion of women in policy and labor. less than 3 women participants to workshops and other activities</td>
<td>Targeted activities (VCs and face to face meetings if possible) only for women aimed at building capacity of Libyan women in Government, Academia, Civil Society and private Sector</td>
<td>Targeted activities aimed at building capacity of Libyan women in Government, Academia, Civil Society and private Sector</td>
<td>If the political situation allows it, establishing a cooperation with Ministry of Public Sector in UEA on integration of women in public sector</td>
<td></td>
</tr>
<tr>
<td>OUTPUT STATEMENT 5: Creating a better business environment to support private sector development and growth.</td>
<td>Output Indicator 5.1: Supporting Improved Institutional and Regulatory Environment</td>
<td>Baseline (June 2016)</td>
<td>November-16</td>
<td>January-2017</td>
<td>April-2017</td>
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<tr>
<td>Output: 1. Training on the basic functioning of policy making and regulatory performance; 2) Procedures to change the legal and institutional environment</td>
<td>0</td>
<td>0</td>
<td>20 staff and one workshop/training event on the basic functioning of policy making and regulatory performance</td>
<td>2 training events on the basic functioning of policy making and regulatory performance with a minimum of three women participants attending the events</td>
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<tbody>
<tr>
<td>Provide a Banking Sector Diagnostic and action plan</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>Banking Sector Brief Diagnostic Delivered</td>
<td>Banking Sector Recommendations and Action Plan</td>
<td></td>
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</tbody>
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<tbody>
<tr>
<td>Draft action plan to improve the existing legal framework</td>
<td>0</td>
<td>0</td>
<td>Review of legislative framework</td>
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<tr>
<td>Comment (if appropriate)</td>
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[Signature]
## Component 1: Improved Public Financial Resource Management

### With Long Term Advisor/Long Term Local Advisor

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 1,400,000

#### PI-5: Key Cross Cutting Issues - Comprehensiveness and Transparency

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 50,000

#### Cash Management & Banking Review

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 80,000

#### Budgeting Classification and Data Management and Monitoring

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 240,000

### PI-11 Policy Based Budgeting (Also Includes Statistics)

#### 1. PFM Legal Framework Guidance

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 100,000

#### Local Governance

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 280,000

### PI-12 Multi-year perspective in fiscal planning, expenditure policy and budgeting

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 280,000

## Component 2: Management of Information and Human Resources

### Capacity Development and Management of Human Resources

- **Effective State Capacity Building in Post Conflict**

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 10,000

- **Policy Design and Implementation**

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 60,000

- **Leadership and Management**

- **July 2016 - June 2020**
- TBA
- **Subtotal**: 30,000

### Information and Capacity for Better Land Management and Restoration (Including Assessment of Damages and Gaps of Key Agencies and Design of Program to Address Them)

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 10,000

### Training on Human Resource Management (Including Identification of Needs and Design of Action Plan to Address Them)

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 70,000

### Role and Use of Information

- **Improving National/Institutional Communication for Service Delivery**

- **January 2017 - June 2020**
- TBA
- **Subtotal**: 50,000

### Coalition Building for Policy Design

- **January 2017 - June 2020**
- TBA
- **Subtotal**: 50,000

## Component 3: Inter Institutional Collaboration and Coordination

### Coordination and Collaboration Across Agencies

- **Role of Checks and Balances in Government Functioning to Include Supreme Audit Institutions, AC Agency and Parliament**

- **January 2016 - June 2020**
- TBA
- **Subtotal**: 40,000

- **Coordination and Cooperation Between Central Government and Local Governments**

- **July 2016 - June 2020**
- TBA
- **Subtotal**: 40,000

- **Public Private Dialogue to Include Identification of Key Stakeholders, Evaluation of Priorities and Action Plan Development**

- **July 2016 - June 2020**
- TBA
- **Subtotal**: 40,000

- **Inter Institutional Balance and Frameworks (With Particular Attention to Legal Setting and Regulations)**

- **January 2017 - June 2020**
- TBA
- **Subtotal**: 40,000

### Social Accountability and Technical Assistance Components

- **Integration of Gender Within the Public Administration (Including Identification of Key Stakeholders, Assessment of Constraints and Development of Action Plan)**

- **July 2016 - June 2020**
- TBA
- **Subtotal**: 60,000

## Sub-total by year

- **Estimated Programs for MDTP Budget Purpose**

<table>
<thead>
<tr>
<th>Year</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-2020</td>
<td>1,158,000</td>
</tr>
</tbody>
</table>

**Total in US $**: 5,180,000