

**Stabilization Facility for Libya (SFL)  
Project Final Report  
May 2016 – August 2022**

**United Nations Development Programme**

## PROJECT INFORMATION

<b>Project ID:</b>	00094616 (Outputs 00098720 and 00112158)
<b>Project Name:</b>	Stabilization Facility for Libya – towards recovery and peace; Stabilization Facility for Libya – Stronger for Libya (SFL2)
<b>Project Duration:</b>	SFL Phase I: 1 May 2016 – 30 April 2018 SFL Phase II: 1 January 2019 – 31 August 2022 <sup>1</sup>
<b>Total Project Budget:</b>	USD 95.4 million
<b>Implementing Partner(s):</b>	United Nations Development Programme
<b>Project Counterparts:</b>	Presidential Council, House of Representatives, Ministry of Planning, Ministry of Local Governance, Ministry of Health, municipal authorities in target locations, General Electricity Company of Libya, Water and Sanitation Company, Danish Demining Group, Peaceful Change initiative, Fezzan Libyan Organization, Aktis Strategy, CSO I am Libyan My Son Is a Foreigner, Voluntas Advisory, United Nations Mine Action Service, United States Institute for Peace, INGO Promediation, NGO Handicap International, United Nations Institute for Training and Research
<b>UNDP Country Programme Document (2019-2022) Outcomes to which SFL contributed:</b>	<p>Outcome 1. By late 2022, core government functions will be strengthened and Libyan institutions and civil society, at all levels, will be better able to respond to the needs of the people (Libyans, migrants and refugees) through transparent, inclusive gender-sensitive decision-making processes abiding by the democratic principles of division of power and rule of law.</p> <p>Outcome 3. By late 2022, relevant Libyan institutions improved their capacity to design, develop and implement social policies that focus on quality social services delivery for all women and girls, men and boys (including vulnerable groups, migrants and refugees) in Libya towards enhancing human security and reducing inequalities.</p>

<sup>1</sup> Original end date 31 December 2021; no-cost extension granted until 31 August 2022

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## ACRONYMS

CPD	Country Programme Document
CSO	Civil Society Organization
DCA	Danish Church Aid
DDG	Danish Demining Group
DTG	Donor Technical Group
ERW	Explosive Remnants of War
EU	European Union
FGD	Focus Group Discussion
FLO	Fezzan Libyan Organization
GBV	Gender-Based Violence
GECOL	General Electricity Company of Libya
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GNA	Government of National Accord
GNU	Government of National Unity
HI	Handicap International
HOR	House of Representatives
ICU	Intensive Care Unit
IDP	Internally Displaced Person
INGO	International Non-Government Organization
IOM	International Organization for Migration
LAAF	Libyan Arab Armed Forces
LDP	Local Development Plan
LibMAC	Libyan Mine Action Centre
LPA	Libyan Political Agreement
LVG	Low Value Grant
LYD	Libyan Dinar
MHPSS	Mental Health and Psycho-Social Support
MoH	Ministry of Health
MoLG	Ministry of Local Government
MoP	Ministry of Planning
MRE	Mine Risk Education
NGO	Non-Government Organization
OCA	Organizational Capacity Assessment
PC	Presidential Council
PCi	Peaceful Change initiative
PPE	Personal Protective Equipment
PPP	Public-Private Partnership

RM	Resource Mobilization
SAM	Social Accountability Mechanism
SDG	Sustainable Development Goal
SFL	Stabilization Facility for Libya
SFL2	Stronger for Libya
SLCRR	Strengthening Local Capacities for Resilience and Recovery project
SPP	Social Peace Partnership
SUSC	Stability, Unity and, Social Cohesion project
TCC	Tripoli Crisis Committee
TF	Task Force
TPC	Tripoli Projects Committee
TRC	Tripoli Reconciliation Committee
UNDP	United Nations Development Programme
UNITAR	United Nations Institute for Training and Research
UNMAS	United Nations Mine Action Service
USD	United States Dollar
USIP	United States Institute for Peace
VfM	Value for Money
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organization

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## I. EXECUTIVE SUMMARY

UNDP's Stabilization Facility for Libya (SFL), active between 2016 and 2022, was designed to make a positive contribution to local stabilization and local conflict resolution efforts across Libya. Working primarily at the local level, it aimed to contribute to the national goal of strengthening the legitimate and internationally recognized state authorities and fostering national unity. The project comprised two phases: Phase I – Towards Recovery and Peace (2016-2018) and Phase II – Stronger for Libya (SFL2) (2019-2022). To support the implementation of planned activities during SFL Phases I and II, UNDP received a total of USD 95.4 million in contributions from 13 international partners<sup>2</sup> and the Government of Libya.<sup>3</sup>

During Phase I, interventions took place in the municipalities of Kikla, Bani Walid, Benghazi, Sebha, Sirt, Tripoli, and Ubari. In Phase II, the project's geographical reach was expanded to cover a total of 12 municipalities, including Tawergha, Ghat, Derna, Kufra, and Ajdabiya, in addition to the above. Prior to implementation, all project locations were agreed with the Project Board and Libya's Ministry of Planning (MoP), taking into consideration the following factors: a) geographical balance; b) functioning local authority structures in place in the municipality; c) commitment by the local authority to peace and political process; d) area affected by and/or prone to conflict; e) identified needs can be addressed through quick-impact interventions; and others. More detail on project background is provided in Section II below.

In the early stages of the project, needs and conflict assessments<sup>4</sup> were critical in understanding local conflict dynamics, identifying local needs and priorities, as well as stakeholders, and defining a stabilization goal for each municipality. These were conducted in a form of community consultations, bringing together both the local authority and civil society members, and ensuring a highly participatory, inclusive, gender- and conflict-sensitive approach. The assessments directly informed the decision-making on priority investment projects implemented under SFL, and later the adaptation and revision of the project approach, and helped establish partnerships with key state- and non-state actors. In early Phase II, "reset" and "stock-take" exercises took place to verify and adjust goals and priorities, and assess progress. In subsequent years of implementation, the project focused to further boost the capacities of the local authorities and civil society actors across Libya, thereby helping them to better respond to citizens' needs and ensuring greater sustainability and self-sufficiency at the local level.

SFL's achievements at output, outcome- and impact level are evident and verified through various means.<sup>5</sup> The project also directly and indirectly contributed to outcomes defined in UNDP Libya Country Programme Document (CPD) and Strategic Plan. In addition, the findings of the final project evaluation showed that SFL was aligned with the UN Resolution 2510 (2020)<sup>6</sup>; the project was in line with Libya's Law #59 on decentralization, adopted in 2012; and it contributed to achieving several Sustainable Development Goals (SDGs), in particular SDG 16: Peace, Justice and Strong Institutions, SDG 17: Partnerships for the Goal, SDG 4: Quality Education, SDG 5: Gender Equality, and others. The findings

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<sup>2</sup> Government of Canada (DFATD), Government of Denmark (Ministry of Foreign Affairs), EU, Government of France, Government of Germany (MOFA and KfW), Government of Italy (AICS), Government of Japan, Government of Rep. of Korea (Ministry of Foreign Affairs), Government of Netherlands (Ministry of Foreign Trade and Development Cooperation), Government of Norway (MFA), Government of Switzerland (FDFA/SDC), Government of UK (FCDO), and Government of USA (USDS and USAID)

<sup>3</sup> Please refer to Annex I for a breakdown of contributions per donor. While some contributions were earmarked to support specific investments or outputs, others were used to support all SFL activities.

<sup>4</sup> Please refer to Annex V for a full list of assessments conducted

<sup>5</sup> Including but not limited to: perception surveys, assessments, community consultations, direct feedback from citizens, Strategic and Operational Review conducted in 2018, Project Final Evaluation completed in 2022, and internal monitoring exercise completed at the end of the project

<sup>6</sup> Adopted by the Security Council and with the conclusions of the Second Berlin Conference on Libya, 23 June 2021

also noted that the project proved to be adaptable to respond to emergency situations such as the flooding in Ghat in 2019 and the COVID-19 pandemic.<sup>7</sup>

Throughout the project implementation period, a total of 370 priority investment projects were completed, including civil works and provision of equipment in the sectors of education, health, municipal services, Water, Sanitation and Hygiene (WASH), energy, and solid waste.<sup>8</sup> In 2020, in light of the COVID-19 pandemic, additional projects were identified and implemented to address the newly emerged needs of the local population in target locations. Through these projects alone, UNDP impacted the lives of more than 4.7 million people across Libya, including women and youth, IDPs, migrants, and returnees.<sup>9</sup> 79 per cent of the respondents surveyed as part of the internal monitoring exercise were satisfied with the civil works and equipment provided.<sup>10</sup> In addition, under SFL, UNDP supported capacity building of municipal staff in public communications and other key areas, and helped establish four local Task Forces to develop strategic, medium-term development plans in Kikla, Bani Walid, Derna, and Ghat, following a participatory and inclusive approach. Endorsed by the Ministry of Planning, the plans provide a clear road map for the development of the four municipalities over the next few years.<sup>11</sup> UNDP also helped strengthen the civil society across Libya to analyze and address conflict, and implement community-led conflict reduction initiatives, by engaging and supporting 24 local CSOs.<sup>12</sup> 67 per cent of the respondents reported a high level of satisfaction with the conflict resolution support provided by SFL; just under 70 per cent agreed that SFL interventions were relevant to local stability; and two thirds believed that the project had contributed to achieving local stabilization goals in their respective municipalities.<sup>13</sup> Engagement with the local authorities and the civil society made a particularly positive impact on local stabilization and peacebuilding, as it provided the space for state- and non-state actors to come together, and ensure that the needs and priorities of diverse community groups were taken into consideration in municipal planning. The results at output level directly contributed to outcome and impact-level results, in particular strengthening of local authorities to better respond to citizens' needs. Please refer to the Results section below and the Results and Resources Framework in Annex II for more detail.

Throughout project planning and implementation, important aspects such as gender and conflict sensitivity, as well as project sustainability were considered across all activities. Women, youth, representatives of different tribal groups, including tribal leaders, people with disabilities, and other community members were provided equal opportunities to participate in community consultations and other activities. Certain activities were designed specifically to address the needs of particular groups such as women and youth. Project sustainability was ensured through handover of works and equipment to the municipalities for further operation and maintenance. It was also ensured through strengthened capacities of state- and non-state actors to identify and address causes of conflict, hence supporting longer-term stabilization and peacebuilding at the local level. More detail on cross-cutting issues is included in Section IV below.

The political and security situation in Libya remained largely volatile throughout both phases, less so in the project's final years. The political environment was characterized by a revived conflict in Tripoli, incidents of violence and inter- and intra-community clashes, rejection of the national government, postponed national elections, and overall political instability. In addition, the project faced a myriad of operational

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<sup>7</sup> Final Report. Evaluation of Stabilization Facility for Libya (SFL) – Stronger for Libya Project – Phase 2. Rima Al-Azar, Senior Evaluation Expert. 24 June 2022

<sup>8</sup> Please refer to Output 1 results below for a detailed description of achievements and activities under this output. A full list of priority investment projects implemented is included in Annex VII

<sup>9</sup> Please refer to the population numbers in Annex IX

<sup>10</sup> Source: M&E and Knowledge Management Final Report, September 2022

<sup>11</sup> Please refer to Output 2 results below for a detailed description of achievements and activities under this output

<sup>12</sup> Source: M&E and Knowledge Management Final Report, September 2022

<sup>13</sup> Source: M&E and Knowledge Management Final Report. Stabilization Facility for Libya (SFL). September 2022

challenges, both internal and external, including delays in procuring and delivering of equipment, difficulties in contracting local implementing partners and ensuring the quality and timeliness of work, border closure and movement restrictions as a result of the COVID-19 pandemic, inefficient local financial institutions, internal staff changes, and more. To overcome these challenges, UNDP and SFL remained flexible and adaptable, and sought alternative solutions where necessary. More detail on the challenges and solutions, as well as lessons learned is included in Sections VII and VIII below.

SFL's achievements are attributable to UNDP's many partnerships established and strengthened during the project. Key partners during Phases I and II included national and local state bodies – namely, Libya's Presidential Council, the House of Representatives, Ministry of Planning, Ministry of Local Government, Ministry of Health, municipal authorities/local councils in target municipalities; public service providers – General Electricity Company of Libya, and Water and Sanitation Company; national and international implementing partners – Peaceful Change initiative, Fezzan Libyan Organization, Promediation, Handicap International, and United Nations Institute for Training and Research; and research/advisory service providers – Aktis Strategy and Voluntas Advisory. The partnerships helped UNDP to deliver the work in target municipalities to the satisfactory level, identify gaps and strengthen capacities of key actors, establish communication and coordination of efforts between different stakeholder groups, and increase trust, transparency and accountability at all levels. More information on partnerships is included in Section V below.

By 31 August 2022, the project utilized the total of USD 95,4 million received from the 13 international donors and the Government of Libya. Please refer to the Financial Summary in Annex I for expenditure breakdown.



## II. PROJECT BACKGROUND / CONTEXT

In the aftermath of the 2011 revolution and resulting civil wars, Libya faced numerous challenges in its transition to democratic rule and national unity. Armed conflicts at the national level were linked to longstanding rivalries and to emerging communal violence. National elections in 2012 and 2014 were not able to establish stable institutions. The second Libyan civil war that started in 2014 exacerbated the situation; infrastructure and basic public services deteriorated significantly, leaving thousands of people across the country in unsafe conditions with limited access to healthcare, safe drinking water, shelter and education. These socioeconomic conditions provided a breeding ground for conflict and proliferation of armed groups. Between 2014 and 2020, as a result of the deepening of political divisions, most of Libya's key institutions were divided.

The national conflict negatively impacted stability at the municipal level, challenging local peace plans and structures, particularly in strategically important areas devastated by the prolonged conflict. Insecurity, due to a lack of public goods and inclusive delivery of services, contributed to distrust and intracommunal conflicts. This also impacted marginalized groups, including minorities, women and youth, whose participation in public life and economic opportunities were limited. Where scarce resources and basic services led to tensions, local efforts to promote participatory community engagement and equitable provision of public service were significant for creating an ecosystem that facilitated national stabilization efforts. Promising movements occurred with municipal council elections taking place between 2013 and 2019.

Stabilization in Libya required the transition from the period of cessation of hostilities towards a stable and secure environment with local structures that are sufficiently accountable. Quick and tangible impacts, known as "peace dividends", were critical in building trust and legitimacy for the political process and the Libyan Government of National Accord (GNA). To address the needs of local communities and provide for a basic level of security, at least initially, required international support, however it was imperative that the government would take ownership and prove itself as an inclusive and capable governance actor, with strengthened links with the local governance structures which act in best interests of the Libyan people.<sup>14</sup>

In this context, the establishment of SFL in 2016 aimed to bridge the critical period of transition from initial (humanitarian) relief towards mid- and long-term structural and sector-specific support. During its early stages, the project foresaw a range of quick interventions at the municipality level, such as rehabilitation of critical infrastructure, that would enhance the legitimacy of the GNA, as well as building capacities of the local authorities, and enhancing local mediation and conflict resolution capacities and processes. SFL was to be led by the GNA, and all activities were to be implemented in cooperation with the local authorities and guided by needs assessments and consultations with relevant stakeholders. Overall, SFL was to support national and local actors in delivering peace dividends to the Libyan people, and linking them to the national political process. It also sought to contribute to a strengthened social contract and re-establishing trust between the local communities, local authorities and the national government.<sup>15</sup> As per the Results and Resources Framework<sup>16</sup> in SFL Phase I, the project was structured as follows (see Figure 1 below).

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<sup>14</sup> Source: Programme justification. Programme Strategy. Project Document: Stabilization Facility for Libya – towards recovery and peace

<sup>15</sup> Please refer to SFL Theory of Change in Annex IV for more detail on project justification

<sup>16</sup> Source: Results and Resources Framework. Project Document: Stabilization Facility for Libya – towards recovery and peace

<b>UNDP CPD Outcome to which SFL contributed:</b> <b>Outcome 2.</b> Central and local government authorities are strengthened to provide better public services to citizens		
<b>UNDP Strategic Plan Component (2014-2017) to which SFL contributed:</b> <b>Outcome 6.</b> Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings		
<b>Output 1.</b> Light Infrastructure destroyed by conflict rehabilitated and recovery to critical businesses supported	<b>Output 2.</b> Immediate capacity boost to municipalities provided	<b>Output 3.</b> Local conflict analysis, facilitation and mediation capacity strengthened

Figure 1. SFL planned output-level results as per SFL Phase I Project Document, UNDP CPD and Strategic Plan (2014-2017)<sup>17</sup>

In 2018, a Strategic and Operational Review<sup>18</sup> was conducted, aiming to assess: (i) relevance and achievability of the original political and strategic goals of SFL; and (ii) operational performance of the project. Following the results of the Review, a revised programme<sup>19</sup>, SFL – Stronger for Libya (SFL2), was put forward with several programmatic revisions, including: 1) a revised political and strategic approach; 2) improved selection criteria, synergy and sequencing; 3) enhanced capacity surge support for municipalities and new delivery-level partnerships; and 4) increased operational capacity of UNDP to deliver the SFL.<sup>20</sup> The revised programme was aimed to work toward a more inclusive and unifying national goal of strengthening the legitimate and internationally recognized state authorities and fostering national unity for all Libyans. As part of this approach, UNDP would work with local partners to clearly identify locally tailored stabilization goals and plans for each area of engagement, at the same time ensuring that the local strategies flow from and are linked to the national goal.<sup>21</sup>

In July 2018, the programme was granted Board support and endorsement of the proposed revisions for the following three years, 2019 to 2021. The Board noted the importance of enhanced communication and coordination to improve SFL’s role in the humanitarian-development-peacebuilding nexus, and of intangible investments in capacity and community cohesion, alongside tangible improvements in basic services that affect daily lives of Libyan citizens.

As a result, in SFL Phase II, the project structure was updated and a reverse approach adopted. The reverse approach foresaw that Output 3 would precede and inform Outputs 2 and 1 respectively, allowing better understanding of the conflict dynamics and assessing community needs and priorities prior to implementing investment projects. In addition, based on the needs assessments and community consultations conducted during Phase I, which indicated the need to maintain focus on rehabilitating critical infrastructure and restoring access to based services, Output 1 was revised to exclude the business component – “recovery to critical businesses” – which had been initially planned under this output. The revised structure of SFL is illustrated in Figure 2 below. The structure also reflected the CPD outcomes of UNDP Libya updated in 2019<sup>22</sup>.

<sup>17</sup> No impact- or outcome-level results were set in Phase I

<sup>18</sup> The Stabilization Facility for Libya. An independent strategic and operational review, June 2018

<sup>19</sup> [UNDP Libya - The Stabilization Facility for Libya - a new way forward](#) and [UNDP Libya - Libyan authorities, international community present Stabilization Facility Stronger for Libya](#)

<sup>20</sup> The revisions were reflected in the updated Theory of Change (ToC) and the Results and Resources Framework of SFL2

<sup>21</sup> Source: Stabilization Facility for Libya – towards recovery and peace, Annual Report 2018

<sup>22</sup> SFL Phase I was initially based on the 2014-2017 CPD and Strategic Plan. SFL Phase II reflected the changes in CPD outcomes updated in 2019

**UNDP CPD Outcomes to which SFL contributed:**

**Outcome 1.** By late 2022, core government functions will be strengthened and Libyan institutions and civil society, at all levels, will be better able to respond to the needs of the people (Libyans, migrants and refugees) through transparent, inclusive gender-sensitive decision-making processes abiding by the democratic principles of division of power and rule of law.

**Outcome 3.** By late 2022, relevant Libyan institutions improved their capacity to design, develop and implement social policies that focus on quality social services delivery for all women and girls, men and boys (including vulnerable groups, migrants and refugees) in Libya towards enhancing human security and reducing inequalities.

**SFL Impact:** The legitimate and internationally recognized state authorities strengthened and national unity for all Libyans fostered

**SFL Outcome:** The SFL makes a positive contribution to local stabilization and local conflict resolution efforts

**Output 1:** Basic Service Equipment and Light Infrastructure Delivered to Local Expectations

**Output 2:** Immediate Capacity Support for Municipalities and Local Service Delivery Partners Provided

**Output 3:** Local Conflict Analysis, Dialogue and Mediation Capacity Strengthened

*Figure 2. SFL planned output- and outcome-level results as per SFL Phase II Project Document, UNDP Libya CPD 2019-2022*

### III. RESULTS

#### Impact Level Results

##### The legitimate and internationally recognized state authorities strengthened and national unity for all Libyans fostered

To strengthen the capacities of national and local authorities, UNDP worked closely with state actors throughout the project, playing a supporting, rather than a leading role. During the early stages, as part of SFL's communications support, UNDP helped create a positive image for the authorities as service providers at the local level. Through SFL, UNDP acted on behalf of the GNA, including in areas where it was rejected. In project's target municipalities, the local authorities played a leading and active role in ensuring citizen participation in the decision-making, safe delivery of equipment, and further maintenance.

It is important to note that UNDP was the first international organization on the ground in Libya to provide support in areas which had been severely damaged as a result of multiple military conflicts. In the East, SFL was the only mechanism through which the national authorities could reach citizens and deliver services. As per the Strategic and Operational Review 2018, it also created a pathway for other international assistance programmes, in particular the European Union (EU)-funded stabilization programme implemented by International Organization for Migration (IOM), and the Resilience Programme of UNDP. Many follow-on projects adopted or learned from the SFL model and approach and benefited from the foundation and partnerships established by the project across the country.

As part of SFL support in local development planning in particular, UNDP worked closely with the MoP to establish local Task Forces, comprising representatives of the local authorities and the civil society, and to develop strategic, medium-term development plans for four municipalities – Kikla, Bani Walid, Derna, and Ghat, following a participatory, inclusive, and gender- and conflict-sensitive approach.<sup>23</sup> The plans were endorsed by the Ministry in July 2022<sup>24</sup> and officially adopted in respective municipalities. This support helped create synergies between the national and local state actors, and ensure that the goals, needs and priorities are aligned at all levels. It also helped reinforce Law No #59<sup>25</sup> on decentralization of the administration system, adopted in 2012. In addition, SFL interventions to rehabilitate critical infrastructure and restore basic services for the Libyan population – with local authorities in the driver's seat – contributed to the increased trust towards the authorities.

##### Perceptions around legitimacy of national and local authorities – SFL Phase I and early Phase II

During Phase I, UNDP contracted Voluntas Advisory to conduct bi-annual perception surveys on service delivery and government legitimacy<sup>26</sup> in the three first-round locations – Benghazi, Kikla and Ubari, and three control locations – Bayda, Gharyan and Sebha. Face-to-face interviews (total 2,073 / 52% male and 48% female) were conducted in 2016 to establish a baseline, and first results were obtained in late 2017.

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The Stabilization Facility for Libya

emerged as a unique multi-donor instrument that along with improving basic services and infrastructure, has created opportunities for peaceful reconciliation locally through community conflict monitoring and local planning. For the next upcoming Peacebuilding area-based programme, the Ministry of Planning is ready to contribute and lead the programme together with other ministries and the international community.

- H.E. Mohammed Yousef Al-Zaydani, **Minister** of Planning  
(during SFL Final Board Meeting,  
26 August 2022)

Commented [CL1]: Minister?

<sup>23</sup> Please refer to SFL Output 2 results below for more detail

<sup>24</sup> [UNDP Libya - Kikla, Bani Walid, Derna and Ghat present their local development plans to the Ministry of Planning](#)

<sup>25</sup> [Law No. \(59\) of 2012 on the local administration system | DCAF Libya \(security-legislation.ly\)](#)

<sup>26</sup> A composite of the following sub-indicators: 1) perceptions around GNA performance, GNA trust; 2) municipal council performance; and 3) GNA representation in mentioned locations

The results of the baseline survey showed that perceptions around performance of the local authorities was higher than those of the GNA – see Figure 3.<sup>27</sup>

In turn, the results of the first round of surveys demonstrated a slight positive change in the level of trust towards the GNA and municipal councils, as well as perceptions around their performance in Kikla and Ubari. In Benghazi, the level of trust towards the GNA remained unchanged, while perceptions around municipal council performance saw a negative change compared to the baseline. In terms of service delivery, the results showed positive changes in perceptions around water-related services and negative changes in perceptions around services related to healthcare, power supply, education, and others in all three locations.<sup>28</sup> In 2018 and 2019, the surveys were extended to cover new SFL locations – Sebha, Tripoli, Kufra, and Bani Walid. The 2018 results showed a slight improvements in the level of trust and performance of the GNA and municipal councils in Ubari, Kufra and Sebha, and a negative change in Benghazi, Bani Walid and Tripoli.<sup>29</sup> Similar trends were observed in 2019, with significant increases in the level of trust towards the GNA in Kikla, and towards municipal councils in Kufra, Sebha and Ubari.<sup>30</sup> In Kufra and Ubari, an increase in “cooperative planning”<sup>31</sup> was also noted, indicating the impact of community consultations conducted under SFL during Phase I.

In 2020, through a technical analysis of the local developments, Voluntas Advisory supported UNDP in identifying local processes and assessing their possible impact on broader conflict dynamics. As part of the analysis, the partner conducted a round table discussion with SFL team considering different scenarios of political developments in Libya, a workshop with implementing partners to gain perceptions from the ground, and a gender analysis to understand perceptions around the role of women in local stabilization. As part of the gender analysis, a total of 19,201 respondents (55% male and 45% female) were surveyed.<sup>32</sup> In 2021, UNDP was unable to conduct a perception survey to monitor progress against the indicators. This was due to absence of three technically qualifying bidders and the inability to proceed with a competitive tender process.



Figure 3: Findings of the baseline perception survey. Baseline Perception Survey for the Stabilization Facility for Libya Final Report. Voluntas Advisory. February 2017

<sup>27</sup> Source: Final Report - Baseline Perception Survey for the Stabilization Facility for Libya. Voluntas Advisory, February 2017

<sup>28</sup> Final Report - Perception Survey for the Stabilization Facility for Libya. Voluntas Advisory, November 2017

<sup>29</sup> Source: Final Report - Perception Survey for the Stabilization Facility for Libya. Round IV SFLI and Round II SFLII. Voluntas Advisory, November 2018

<sup>30</sup> UNDP Perception Survey for the Stabilization Facility for Libya. Voluntas Advisory, November 2019

<sup>31</sup> Measured by % of respondents who agreed or strongly agreed with the following statement “My municipality co-operates with citizens when they plan new projects”

<sup>32</sup> Source: Final Report – Analysis Support for Conflict & Gender Analysis in Libya. Voluntas Policy Advisory, December 2020

## Perceptions of improved performance of local authorities – SFL Phase II

At the end of Phase II, an internal monitoring exercise was conducted in July-August 2022, led by an international consultant. The exercise covered ten municipalities where UNDP had succeeded in holding community consultations and develop stabilization goals.<sup>33</sup>To assess progress according to the following Indicator – *Perception of improved performance of local authorities*<sup>34</sup> – surveys and Focus Group Discussions (FGDs) were conducted in 10 municipalities reaching a total of 2,032 respondents (59% male and 40% female) and providing both quantitative and qualitative results. The results were assessed through a level of satisfaction both with the support provided (civil works and equipment) – used to measure outcome-level results<sup>35</sup>, and with the conflict resolution support provided by SFL, including the process and approach, and knowledge and skills acquired through training. The respondents were also asked to mention what positive changes SFL support had on their municipalities, such as better local-level coordination, increased participation of vulnerable groups, increased engagement of citizens, greater attention to the needs of women and youth, and a more structured engagement between local and national authorities.<sup>36</sup>

The results demonstrated that 64 per cent of the respondents reported that they had “realized notable improvement in the performance of local authorities”. At the same time, 60 per cent of CSO and local peace structure members (included in the total number of respondents) reported a “good or very good improvement in the performance of local authorities.”<sup>37</sup> While the results show improvements in the performance of state actors, it is difficult to compare the findings to the baseline set in 2016<sup>38</sup> due to different approaches to collecting and presenting data, as well as different sub-indicators and sample size.



TRIPOLI (LIBYA), 24 July 2022. Representatives From Kikla, Bani Walid, Derna and Ghat discuss their local development plans with the Ministry of Planning. Photo credit: UNDP Libya / Malek Elmaghrebi

<sup>33</sup> Ajdabiya and Kufra were excluded as no community consultations to identify needs and priorities and define a stabilization goal had taken place due to limited financial resources and COVID-19

<sup>34</sup> Measured as a composite of the following two sub-indicators: 1) perception of citizens about the change in the performance of local authorities; and 2) perception of CSO and local peace structure members about the change in performance of local authorities

<sup>35</sup> Please refer to outcome-level results for more information

<sup>36</sup> Source: Final Report M&E and Knowledge Management. Stabilization Facility for Libya (SFL). September 2022

<sup>37</sup> Source: Final Report M&E and Knowledge Management. Stabilization Facility for Libya (SFL). September 2022

<sup>38</sup> Baseline data was not updated in 2018 and remained as “TBD” in the Project document for SFL2

## Outcome Level Results

### SFL makes a positive contribution to local stabilization and local conflict resolution efforts

UNDP supported target municipalities<sup>39</sup> in identifying local needs and priorities, defining stabilization goals, and implementing immediate, quick-impact priority investment projects which addressed these needs. The needs assessments, conducted in Kikla (2016), Bani Walid and Sirt (2017), Sebha and Tripoli (2018), and later “reset” and “stock-take” exercises took place in a form of participatory and inclusive community consultations, bringing together representatives of the local authorities and service providers, community activists, tribal leaders, and other community members. The consultations helped assess the municipalities’ strength and weaknesses, and provided a set of recommendations for the development and implementation of SFL interventions in each location. Some of the recommendations resulting from the consultations included, among others: i) prioritization of public infrastructure that is of regional benefit; ii) encouragement of community involvement in the rebuilding process by hiring locally and matching local initiatives; iii) reinforcing the existing conflict management mechanism through greater participation and practical actions.<sup>40</sup>

“

Many international organizations have contributed to rebuilding and stabilizing Tawergha and its people. UNDP support is known for its fast delivery and the budget allocated through the Stabilization Facility for Libya. Wide range of support was provided in various sectors including public service, health, education, and infrastructure. This project was among others that contributed to the recovery of Tawergha and the return of its people.

- Mr. Abdurahman Shakshak, Head of Tawergha Municipal Council

Community consultations provided a safe space for citizens to express their needs and participate in the decision-making at the local level, including in defining priorities for the municipality and deciding on investment projects. They were also important in building consensus around stabilization goals and investment plans. To ensure transparency and accountability, community members were invited to monitor the implementation of investment projects, as well as the subsequent usage and maintenance of facilities rehabilitated and equipment provided under SFL. This is confirmed by the findings of the external project evaluation, which demonstrated that, in addition to joint decision-making and planning, local communities were brought together over monitoring of implemented activities and the protection of investments. As per the evaluation, community consultations were most successful in building relationships

between citizens and state actors, as well as in creating trust among participants from different ethnic groups. Inclusive, gender- and conflict-sensitive approaches were ensured through involvement of different tribal groups, women and youth.

Local structures such as the Social Peace Partnerships (SPP), also known as Local Peace Partnerships<sup>41</sup>, and later Task Forces (TF) and CSOs, supported by UNDP throughout the project, played an important role in representing the voices of the people and driving local stabilization and development. They also acted as neutral facilitators between the local authorities and UNDP/SFL. By working largely through local partners, UNDP ensured transparency and accountability at the local level. Such approach also ensured a faster<sup>42</sup> and needs-based response.

Local development planning exercise ensured the adoption of an inclusive, highly participatory and gender-sensitive approach to municipal planning. This was ensured through involvement of women as TF

<sup>39</sup> Total of 12 municipalities: Kikla, Bani Walid, Benghazi, Sebha, Sirt, Tripoli, Ubari, Tawergha, Ghat, Derna, Kufra, Ajdabiya.

<sup>40</sup> Needs Assessment for Kikla. Stabilization Facility for Libya. August 2016

<sup>41</sup> Please refer to Annex VI for a full list of local peace structures supported

<sup>42</sup> Example of emergency response in Ghat where support was provided through a local partner – see more in Output 1 results below



members, holding community consultations with representatives of different tribal groups, and incorporating community needs and priorities into strategic, medium-term Local Development Plans (LDPs), endorsed by the MoP. At the same time, engagement and strengthening of the civil society, particularly in SFL Phase II, through capacity building programme and grants schemes, also ensured involvement of all community groups, participation and engagement. Supporting both the local authorities and the civil society through local development planning and a capacity building programme helped increase the capacities of key actors to better respond to citizens' needs.

### Relevance of SFL investments to local stability

To measure outcome-level results, the following Indicator was set – *Percentage of citizens who perceive SFL investments as relevant to local stability* – and assessed using a satisfaction survey and an FGD method to obtain both quantitative and qualitative results. The survey was conducted in 10 municipalities and reached 2,032 respondents (59% male and 41% female). The survey asked respondents whether they knew about SFL projects (civil works and equipment); whether they thought they were aligned with community needs and represented the top priorities of the community; whether the projects benefitted all community groups; and whether they contributed to local stabilization. Overall, respondents were asked to ~~indicated~~ **indicate** whether they were satisfied with SFL work in their municipality.

The results demonstrated that 70 per cent of respondents (71% female and 68% male) stated that SFL investments were indeed relevant to local stability. 9 per cent thought they were not relevant, and 21 per cent were neutral.<sup>43</sup>



SEBHA (LIBYA). March 2022. Women from a local community and focus group members participate in a workshop on the role of women in building peace as part of local conflict analysis from a gender perspective, delivered by CSO Women Tadhamon Organization for Advocacy (Solidarity). The CSO underwent training as part of the UNITAR capacity building programme. Photo credit: @UNDP Libya

<sup>43</sup> Source: Final Report M&E and Knowledge Management. Stabilization Facility for Libya (SFL). September 2022



## Output Level Results

### Output 1. Basic service equipment and light infrastructure delivered to local expectations

SFL activities under Output 1 directly and indirectly benefited more than 4.7 million Libyans, out of an estimated population of over 6 million<sup>44</sup>, of whom more than 160 thousand **were** IDPs, 380 thousand **were** migrants, 30 thousand **were** refugees, and 500 thousand **were** returnees.<sup>45</sup> By the end of the project, a total of 370 priority investment projects were completed in 12 municipalities – Benghazi, Ubari, Sebha, Sirte, Bani Walid, Tripoli, Kikla, Derna, Ghat, Tawergha, Kufra and Ajdabiya.

As a result of this intervention, 121 schools, two universities and other educational facilities were rehabilitated, enabling a restored access to education for over 80,000 students (more than 10% of whom are girls), including IDPs and returnees. 30 rehabilitated healthcare facilities, including hospitals and clinics, as well as the provision of 32 ambulances and specialized medical equipment ensured access to and improved quality of healthcare services to the entire population of target municipalities and beyond. Rehabilitated libraries, cultural and community centers, including Women’s Centers, helped revitalize social and cultural life, contributing to social cohesion and peacebuilding. Provision of water and sewage pumps, power cables, generators, firefighting and waste management trucks, and other municipal equipment enabled access to clean water and power supply, increased hygiene, and more.

SFL Output 1 – Summary of Achievements and Impact

Sector	Achievements	Impact
<b>Education</b>	<ul style="list-style-type: none"> <li>121 schools rehabilitated in 9 municipalities</li> <li>Ubari and Bani Walid Universities rehabilitated</li> <li>12 classrooms constructed in 6 schools in Sebha</li> <li>National Legal Training Center constructed in Ubari</li> <li>Tawergha Computer Lab constructed</li> </ul>	<ul style="list-style-type: none"> <li>Rehabilitated and modernized study facilities</li> <li>Restored and improved access to education for over 80,000 students</li> <li>Indirect contribution to the return of IDPs</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>30 healthcare facilities rehabilitated</li> <li>32 ambulances supplied to 9 municipalities*</li> <li>Specialized medical equipment supplied to 100 healthcare facilities</li> <li>Medical oxygen plant installed at Bent Baya hospital</li> <li>3 isolation facilities constructed</li> </ul>	<ul style="list-style-type: none"> <li>Restored and improved access to quality healthcare services for more than 3.5 million residents</li> <li>Increased capacities of municipalities to quickly respond to citizen’s needs, especially during COVID-19 pandemic</li> </ul>
<b>WASH</b>	<ul style="list-style-type: none"> <li>Water Purification Plant installed in Tawergha*</li> <li>450-meter pipeline installed in Sebha</li> <li>Water pumps, tankers, generators, power cables, sewage trucks, pesticide sprayers supplied to 11 municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Restored and modernized water and sewage networks</li> <li>Improved access to clean water, improved sanitation and hygiene</li> </ul>
<b>Energy</b>	<ul style="list-style-type: none"> <li>76 kilometers of solar streetlights installed in Sebha, Ubari, Kufra and Tawergha</li> <li>3 electrical substations rehabilitated</li> <li>1 solar power system installed in Kikla</li> <li>Power cables supplied to municipalities of Sebha, Ghat and Bani Walid</li> <li>Generator supplied to the municipality of Kikla</li> </ul>	<ul style="list-style-type: none"> <li>Restored and improved power networks contributing to steady power supply</li> <li>Increased safety and security, indirect contribution to reopening of local businesses</li> </ul>

<sup>44</sup> [Libya Humanitarian Needs Overview 2022 \(December 2021\) \[EN/AR\] - Libya | ReliefWeb](#)

<sup>45</sup> Please refer to Annex IX for a breakdown of population numbers

<b>Municipal Services and Solid Waste</b>	<ul style="list-style-type: none"> <li>• 18 public facilities rehabilitated</li> <li>• War remnants removed in Tawergha and Greater Tripoli</li> <li>• Firefighting trucks and other municipal equipment supplied to 10 municipalities</li> <li>• 20 refuse collection semi-trailers and garbage trucks supplied to 5 municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• Restored and modernized public spaces</li> <li>• Increased community interaction and engagement, including of women and youth</li> <li>• Improved public services</li> <li>• Cleaner and more sustainable cities</li> </ul>
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### The early stages – SFL Phase I

In Phase I, UNDP support under SFL Output 1 aimed to rehabilitate light infrastructure in target municipalities and help recover critical businesses for the revival of the local economy. The support to businesses, however, was not pursued following the results of the needs assessments and consultations with partners and donor representatives<sup>46</sup>, conducted during the early stages of the project. The results indicated the need for the project to maintain focus on rehabilitating critical infrastructure to improve access to and quality of public services. This was reflected in the Strategic and Operational Review 2018, and the Project Document for SFL Phase II where Output 1 had been revised to focus on delivering basic service equipment and light infrastructure.

During Phase I, a partnership with Peaceful Change Initiative (PCI) was established to conduct social peace and “damage” assessments in three first-round locations – Benghazi, Kikla, and Ubari. The two assessments were conducted in parallel to avoid raising expectations and ensuring Value for Money (VfM). Following the recommendations of the assessments and approval of the Board of Directors (August 2016), teams were mobilized in each location to deliver the first tier of assistance. In Benghazi, this included civil works to rehabilitate five hospitals, a school, a courthouse, and two electrical substations, as well as the delivery of equipment needed for emergency services, refuse and sewage disposal, water supply, streetlighting and road safety. In Kikla, equipment such as desktop computers<sup>47</sup> for educational facilities, and a solar power system were delivered and installed. In Ubari, the assistance included rehabilitation of four schools (plus prefabricated classrooms in one school), the main hospital, a women’s center, and assistance with refuse collection, among other interventions.

In consultation with United Nations Mine Action Service (UNMAS) and Libyan Mine Action Centre (LibMAC), to address potential risk of remaining Explosive Remnants of War (ERW) on SFL project sites, UNDP established small grant agreements with Danish Church Aid (DCA) in Benghazi, Handicap International (HI) in Kikla, and Danish Demining Group (DDG) in Ubari. The three partners conducted non-technical surveys of identified areas, cleared the areas of potential hazards, and provided Mine Risk Education (MRE) to municipal officials and community members. In Kikla, 17 community focal points were identified and trained in MRE, who provided further training to 1,360 people (800 male and 560 female). Similarly, 5,046 students were trained in Ubari (3,106 girls and 1,940 boys). The coordination with UNMAS and LibMAC continued in Sirt.<sup>48</sup>

“ I brought my children to the school today. It’s a good learning environment after the rehabilitation. I encourage all the people who are still displaced to return to Ubari. Things are getting better here.

- Mr. Yousef Abdel Rahman, Ubari resident

The first assessment of conflict dynamics was conducted in Sirt, followed by Sebha<sup>49</sup>, alongside a “damage” assessment, which resulted in the assistance package to rehabilitate the city’s main hospital, four health

<sup>46</sup> Addressed during the Project Board meeting, August 2016

<sup>47</sup> [UNDP Libya YouTube - In Kikla, Mohamed is learning by using computer](#)

<sup>48</sup> Source: Stabilization Facility for Libya – towards recovery and peace, Annual Reports 2016 and 2017

<sup>49</sup> Sirt and Sebha were the two additional project locations approved by the Project Board in December 2016

centers, and two schools, and deliver equipment such as mobile clinics, ambulances<sup>50</sup>, generators, solar panels and water systems repairs. ERW posed a significant threat to early response in Sirt.<sup>51</sup>

In June 2017, contingent upon available resources and restored security, SFL's reach was expanded to include four more locations – Tripoli, Bani Walid, Kufra and Derna. Aktis Strategy was contracted to conduct the conflict and needs assessments in Tripoli and Bani Walid, which led to a list of priority investment projects in the two locations, covering sectors such as health, education, and WASH. In Tripoli, as per suggestions of the Minister of Planning and SFL Co-Chair, the target facilities were to address the needs of the whole of Libya or of Greater Tripoli. To achieve this, 13 Mayors of Greater Tripoli, as well as relevant line Ministries were engaged in the prioritization process. By the end of 2017, through SFL, UNDP completed 94 civil works and equipment projects. By the end of 2018, and Phase I, a total of 289 priority investments projects were completed under Output 1 with support from locally appointed coordinators in each project location. The coordinators worked closely with the municipalities to plan and implement stabilization activities.



UBARI (LIBYA). Solar powered streetlights supplied and installed by UNDP/SFL. Photo credit: @UNDP Libya

### “Resets”, “stock-takes” and ongoing work – SFL Phase II

As per the revised approach outlined in Section II<sup>52</sup>, UNDP continued to partner with local and national state actors to provide the necessary services. The first round of streetlight infrastructure projects was completed in Kikla, Benghazi and Ubari in 2018. A series of “stock-take” exercises were planned to take place in Benghazi and Ubari to review and update the conflict analysis, assess results, and identify potential new projects that would contribute to the long-term stability of the municipalities. In both municipalities, following consultations with community members, updated lists of priority investment projects to be implemented by SFL were developed. In Benghazi, the consultations were facilitated by the local SPP in

<sup>50</sup> [UNDP Libya YouTube - How many lives does an ambulance change? Sirt](#)

<sup>51</sup> Source: Stabilization Facility for Libya – towards recovery and peace, Annual Report 2016

<sup>52</sup> Refer to Project Background for the description of SFL's programmatic revisions and the new approach adopted in Phase II

close cooperation with the local councils of different districts. Inspired by the outcome of the consultations, local councils in the neighboring areas expressed their interest and willingness to hold similar sessions. As a result, an additional consultation session was held in the Nahr district.

“

I feel comfortable working here

now. Children and workers were having health issues because of the cold coming from the damaged windows and crushed walls. Thanks to the rehabilitation, we will be better protected from now on.

- Masouda Ibrahim, an employee of Alkorania school in Ubari, severely damaged in the conflict

In addition, the “reset” activities, took place in Sebha (led by local partners, the Fezzan Libya Organization (FLO) and United States Institute for Peace (USIP)), and in Sirt (led by PCi) with participation of representatives of the Ministry of Planning, municipal authorities and community leaders. The “resets” sought to bring stakeholders together and agree on a plausible stabilization goal for each municipality, as well as to identify potential priority investment projects which would meet these goals. In Sebha, the “reset” process resulted in an agreed list of 20 additional priority investment projects for the municipality which would be implemented by SFL. In Sirt, the focus was to ensure that the support for the stabilization goal defined during Phase I remained strong, and that it was used as a catalyst to improve working relations within the municipal council,

and between the council and other key state- and non-state actors.

Across Greater Tripoli, following the identification of school rehabilitation as the first priority, 12 schools were rehabilitated in Janzour and Tajoura during 2018. Work on 51 more schools also began during the year despite certain delays caused by the outbreak of fighting in southern municipalities. By the end of 2018, a total of 54 schools were rehabilitated in Greater Tripoli. At the same time, UNDP began to work closely with the Ministry of Health to plan for the delivery of specialised medical equipment for 65 healthcare centers around Greater Tripoli (five in each municipality). The first set of equipment was delivered to the municipalities of Greater Tripoli in mid-2019.

### Emergency response in Ghat

In response to severe flooding and subsequent power and water shortages in Ghat in June 2019, UNDP provided power cables, enabling the operation of two sewage stations and a water station. The support was provided in cooperation with Libya’s General Water Company and a local woman-led CSO I am Libyan My Son is a Foreigner. Following the emergency response, UNDP maintained partnership with the CSO to help monitor the delivery of equipment to the municipality and its quality, and address community concerns over the fair and equal distribution of equipment and infrastructure intended for the rehabilitation of the water system by holding consultations and town hall meetings in early 2020.

Snapshot

### UNDP contributes to improved public services in Ghat through provision of municipal equipment

In the municipality of Ghat, through SFL, UNDP provided essential equipment such as water and sewage pumps, power generators, and others to Libya’s General Company for Water and Waste. The support has increased operational capabilities of the company and municipality to respond to emergencies such as severe flooding in 2019, ensure stable water and power supply, maintain city hygiene and manage sewage systems to prevent future emergencies. The four wells located across Ghat are fully functional thanks to the new pumps provided by UNDP. The municipality has reserved the old pumps as a backup.

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As an engineer in the municipality, I see that the drills provided by SFL support the municipal council in delivering water to the population and extending new water pipeline with a cost exceeding LYD 2 million.

- Mohamed, a local resident



GHAT (LIBYA). 2019. Ms. Amaal Anan, founder of CSO I am Libyan My Son Is a Foreigner, and Mr. Ibrahim Mohammed Ibrahim, rep. Water and Wastewater Company, review contracts and equipment specifications. Photo credit: @UNDP Libya.

### COVID-19 Response

In 2020, with ~~the an~~ outbreak of the COVID-19 pandemic, UNDP joined the UN Response to the health emergency in coordination with World Health Organization (WHO) and other international partners, and the Government of Libya. A short-, medium- and long-term response was designed and implemented, composed of three components: 1) provide assistance on the health emergency; 2) strengthen governance and crisis management at central and local level; and 3) support the socio-economic response with a focus on the most vulnerable groups. The response aimed to increase capacities of local healthcare facilities, including rehabilitation, isolation and inhalation centers, to respond to the emergency; provide equipment for testing, prevention and treatment; and support the manufacturing of protective gear. By March 2020, in coordination with the UN Health Cluster and the local authorities, seven municipalities (Tripoli, Sebha, Ghat, Benghazi, Kufra, Derna, and Ajdabiya) were identified to receive COVID-19 support, including the provision of medical equipment and the establishment of isolation facilities.

By December 2020, five COVID-19 testing machines with 15,000 testing kits and 22 ventilators were delivered to MoH and distributed to Sebha, Kufra, Tripoli and Ghat. Isolation centers were rehabilitated in Bani Walid, Derna, Kufra and Benghazi during 2020 and 2021, and a medical oxygen plant was provided to the municipality of Bent Beya<sup>53</sup> to address the needs of four southern municipalities. In 2021, additional ventilators were handed over to MoH for distribution across Libya; five ambulances provided to Ajdabiya and Sebha; Personal Protective Equipment (PPE) provided to Ghat and Sebha; among other support.<sup>54</sup> In total, 19 projects under the COVID-19 Response were completed.<sup>55</sup>

<sup>53</sup> <https://www.undp.org/libya/press-releases/stabilization-facility-libya-responds-covid-19-medical-oxygen-plant-bent-baya-hospital>

<sup>54</sup> [UNDP Libya YouTube - Stabilization Facility for Libya: Access to healthcare in times of COVID-19](#)

<sup>55</sup> Please refer to Annex VIII for a full list of COVID-19 Response projects completed

### Satisfaction with the support provided

The project's high standards of delivery, participatory approach, and non-corruption were noted in the Strategic and Operational Review conducted at the end of Phase I. The internal monitoring exercise, conducted at the end of the project, covered ten municipalities<sup>56</sup> and a total of 2,032 respondents (59% male and 41% female), and sought to provide data as per the following Indicator – *Level of citizens' satisfaction with the completed civil works and equipment (goods) delivered.*<sup>57</sup>

The results were measured as a composite indicator assessing the views of the survey participants on the following five dimensions: if the projects are 1) in line with the community needs; 2) represent the top priorities for the respondents' families and community; 3) benefit all the citizen groups in the municipality; 4) contribute to peace and local stability in the community; and 5) satisfactory. The results demonstrated that 79 per cent of respondents had reported a high level of satisfaction with the projects (both civil works and equipment). 9 per cent were not satisfied with the support, and 12 per cent were neutral.<sup>58</sup>



TRIPOLI (LIBYA). November 2019. Medical center staff at the Khalid Bin Waleed Medical Center in Abu Salim, Greater Tripoli, learn how to use laboratory equipment provided by UNDP. Photo credit: @ UNDP Libya

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<sup>56</sup> Only those municipalities where a stabilization goal had been defined were included in the assessment. Kufra and Ajdabiya were not included due to budget constraints under SFL to conduct community consultations to define stabilization goals

<sup>57</sup> Measured by a percentage of survey participants who stated their expectations of completed civil works projects/equipment delivered were met (disaggregated by gender and equal weight for each municipality)

<sup>58</sup> Source: M&E and Knowledge Management Final Report. Stabilization Facility for Libya (SFL). September 2022



## Output 2. Immediate capacity boost to municipalities provided

As per the Results and Resources Framework<sup>59</sup>, SFL Output 2 targets were fully achieved with some delay. During Phase I, UNDP was successful in establishing and maintaining a dialogue with the national and local authorities by appointing a Municipal Liaison Advisor and ensuring active communication and engagement at all levels. Through SFL, UNDP identified capacity gaps in target municipalities and provided the necessary training to municipal officials in the areas of public communication, engineering, and others. UNDP also initiated and supported the entire process of identifying needs and priorities of community members and developing strategic, medium-term development plans.

This support illustrates the impact of SFL’s work at both local and national levels, in particular its contribution to community engagement and participation in the decision-making; application of inclusive and gender-sensitive approaches; increased trust and accountability; increased capacities of the local authorities to respond to citizens’ needs; and synergy of local and national-level priorities.

SFL Output 2 – Summary of Achievements and Impact	Achievements	Impact
	<ul style="list-style-type: none"> <li>TFs established in 4 municipalities – Kikla, Bani Walid, Derna and Ghat</li> <li>17 TF members (13 men; 4 women)</li> <li>80+ planning sessions and workshops conducted</li> <li>3 Knowledge Exchange sessions held</li> <li>4 strategic, medium-term development plans and resource mobilization strategies developed and presented to the MoP</li> <li>Municipal Capacity Assessments (OCA) conducted in 5 municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Increased capacities of municipalities in local development planning</li> <li>Increased interaction between local authorities and civil society</li> <li>Contribution towards self-sufficiency and local sustainability</li> <li>Contribution to locally led development</li> </ul>

### The early stages – SFL Phase I and early Phase II

During Phase I, UNDP support foresaw a capacity boost to local and national state actors to help deliver the necessary services to citizens. At the national level, and aligned with SFL planned outcome, UNDP also intended to promote the image of the GNA by publicizing its achievements. In November 2016, a Stabilization Delivery Advisor (later Municipal Liaison Advisor) was recruited to support the relationship between the MoP and target municipalities in defining stabilization needs and priorities, and project delivery. At the municipality level, the initial support under this output was to improve inclusive planning capacity of municipalities through on-the-job training in prioritization, community consultations, project coordination, and monitoring. Activities under this output were focused on capacity boost rather than capacity building, ensuring that the support provided under SFL was aligned with expectations. During 2018 and 2019, the Municipal Liaison Advisor supported the “reset” and “stock-take” processes in Sebha and Sirt, in coordination with local partners, FLO and PCi<sup>60</sup>.

In addition, the municipalities identified the need for training in public communications. UNDP sought to recruit an advisor to support communications at the national level, however no credible candidates were identified. As such, in early 2017, internal training sessions, covering the development and rollout of communications products, as well as planning and delivery of communications strategies, were delivered to representatives of municipal communications departments.<sup>61</sup> In December 2018, a Media Advisor was

<sup>59</sup> Please refer to Annex II for more information

<sup>60</sup> Please refer to Output 1 results for more detail on the “reset” and “stock-take” exercises

<sup>61</sup> [UNDP Libya YouTube - Communicating for Stability](#)

hired to support MoP in strategic communications and local media campaigns. In April 2019, as a result of the revived conflict in Tripoli, the Advisor was deployed to other functions within the Government of Libya.

As highlighted in the Strategic and Operational Review 2018, at the end of Phase I, there was still a clear need for capacity boost to local municipalities in: 1) managing stabilization activities; 2) coordination between local and national authorities; and 3) communications support. The original project design did not foresee mid-to-long term capacity building for municipalities, instead focusing on quick impact interventions, and so short-term technical support was offered to cope with the challenges arising during the stabilization period.

### **Organization Capacity Assessments**

During 2019, UNDP initiated a process to design and pilot an Organization Capacity Assessment (OCA) at the municipality level. The OCA was aimed to provide an overview of core competencies, gaps and capacity needs of target municipalities to effectively govern their communities. The assessment was adapted to the Libyan context and piloted in Sirt. The results demonstrated capacity needs around functional administration, transparent decision-making and communications, budgeting and financial planning, tax collection, regulatory processes, and standard operating procedures, in addition to project management and contingency planning and environmental management. Due to political volatilities in Sirt in early 2020, the plans to deliver the necessary training based on identified needs were put on hold. Later, the COVID-19 pandemic ~~would~~ also complicated the possibility to deliver on this.

The work to conduct OCAs in additional municipalities was reinstated in July 2022, following the completion of the LDP process. Led by an international consultant, the OCAs were conducted in Kikla, Bani Walid, Derna, and Ghat. The assessments adopted a “thematic” focus and aimed to assess the capacities of selected municipalities according to the following five domains: 1) Governance and Organization; 2) Resource Mobilization (RM) and Fundraising; 3) Networking and Outreach; 4) Public-Private Partnership (PPP); and 5) Project Management.

The results of the assessments showed that the local authorities in the selected municipalities have a vision and desire to develop local state institutions and provide sustainable services to citizens, however they lack the necessary resources, including limited human resource capacity in terms of the number of staff and their competencies, as well as strategic direction. The assessments also demonstrated that the LDP process had laid a solid ground for strategic thinking and professional planning within the municipalities. While the municipalities rely on the International Cooperation Department at the Ministry of Local Government (MoLG) for foreign funds, they acknowledge the opportunities for income-generating activities, low-capital investments and PPPs. Based on the findings, a list of recommendations was provided to each municipality, including building capacities of staff in RM, writing, project management, budgeting, and others, and developing guidelines and procedures to help manage PPP schemes, among others.<sup>62</sup> The assessment findings and recommendations provide the basis for further work in the municipalities.

### **Local development planning – SFL Phase II**

In Kikla, in 2019, as per Board recommendations, a process to transition away from direct assistance towards self-sufficiency was initiated in the municipality. Following the initial workshop in Tunis to lay the groundwork and methodology for the preparation of a strategic Local Development Plan (LDP), with support from an international municipal planning consultant, a TF was created and the work to identify

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<sup>62</sup> Source: Stabilization Facility for Libya. Organizational Capacity Assessment Report for the Bani Walid/Derna/Ghat/Kikla Municipality. Mamoun Besaiso, Municipal Capacity Assessment Consultant, August 2022



need and priorities for the next five years began.<sup>63</sup> The TF consisted of representatives of the local authorities and the civil society, which ensured an inclusive, participatory and gender-sensitive approach.

“

The continuous efforts by the

Municipalities to prepare these geographically diverse plans is critical. We expect these plans at the targeted municipalities will serve as a role model for other municipalities across Libya.

- Dr. Mohammed Abudena,  
Head of International  
Cooperation,  
Ministry of Planning (during  
presentation of LDPs to the  
Ministry, 24 July 2022)

The process followed a three-phase methodology: Phase I. Diagnosis of the existing situation and definition of development priorities; Phase II. Definition of development themes, strategy and direction; and Phase III. Formulation of prioritized, costed and time-bound project lists and a marketing plan. As a result, 12 projects in the following four categories were identified as the most critical – Environment and Infrastructure; Social Development; Local Economic Development; and Institutional Building. In addition, the TF developed a resource mobilization and marketing strategy, and a monitoring plan outlining potential funders.

In January 2021, the LDP for Kikla was presented to representatives of MoP, who expressed the Ministry’s support to replicate the experience in three more municipalities – Bani Walid, Derna, and

Sebha. The meeting also resulted in formalizing statements and agreements, namely that the Ministry would work to institutionalize a mechanism to oversee the implementation and update of LDPs. The Ministry also requested SFL to help formalize the establishment of local planning and development support structures within target municipalities to support the enactment of Law No. 59<sup>64</sup> on decentralization of the administration system and subsequent by-laws and regulations affecting the local level. As work in the three municipalities began, Sebha was replaced with Ghat due to the former’s lack of commitment and readiness to participate. The work in Bani Walid experienced a slight delay due to a change of Mayor at the end of 2020. In Derna, despite a lower level of engagement at the beginning of 2021, the commitment was reinstated by the Mayor in February 2021, and progress made.

Snapshot

### UNDP supports citizens’ participation in local development planning

Through community consultations led by UNDP’s SFL project, citizens in three municipalities – Bani Walid, Derna and Ghat – were provided an opportunity to participate in local development planning, including dialogue sessions with representatives of local councils and the civil society. Citizens’ participation directly contributed to reducing tension which was clear at the beginning of the consultations as people felt they contributed to preparing development plans for their respective municipality, and could express their needs, ensuring that the projects to be implemented addressed these needs. The establishment of a Social Accountability Team as part of the Social Peace Partnership is another major achievement which will live beyond the project and contribute to greater sustainability at the local level.

“

I participated in local planning sessions in my neighborhood, Al Tadamon, before my election to the local council. Today, we have the clinic that our community identified as the priority for the neighborhood during the community planning session. This has enhanced confidence in the community planning methodology. Residents know their priorities and needs better than the municipality and the service sector.

- Mr. Abdallah, a member of Sebha local council

<sup>63</sup> <https://www.undp.org/libya/press-releases/kikla-municipality-kicks-its-first-local-development-plan>

<sup>64</sup> <https://security-legislation.ly/en/law/>



TUNIS (TUNISIA). 12 March 2022. Task Force members from Bani Walid share their experiences during a knowledge exchange session. Photo credit: @UNDP Libya

Overall, more than 20 planning sessions and workshops were held in each of the four municipalities, in addition to three knowledge exchange sessions<sup>65</sup> which brought TF members together (total 17 / 13 male and 4 female) to share their experiences and learn from each other. Throughout the process, the TFs engaged with more than 60 stakeholders to identify community-municipality linkages and best practices to streamline methodology application in other municipalities. This contributed to an increased level of community participation and engagement in the decision-making, increased trust, greater ownership and accountability.

The work resulted in the development of strategic, medium-term and needs-based LDPs in four municipalities, with a list of costed priority projects identified by the community. The plans were designed to support SFL's gradual exit from those locations and provide a municipal platform for sustainable, participatory and priority-oriented development for the next four to five years. Following additional training in Marketing and RM delivered to TF members in June 2022, the TFs worked to develop marketing and RM plans which would help them identify and secure the necessary funding to implement the projects.

In July 2022, the LDPs for Bani Walid, Derna and Ghat were presented to the MoP<sup>66</sup>, which expressed their support to implement the plans at the local level. The plans were officially launched in respective municipalities in October 2020, in presence of municipal officials and community members. To promote the plans and the many opportunities for development in the four municipalities, short films were prepared and circulated.<sup>67</sup>

Commented [CL2]: Should this be October 2022?

<sup>65</sup> <https://www.undp.org/libya/news/undp-libya-brings-together-representatives-libyan-local-authorities-and-civil-society-exchange-knowledge-local-development-planning>

<sup>66</sup> <https://www.undp.org/libya/press-releases/kikla-bani-walid-derna-ghat-presents-their-local-development-plans-ministry-planning>

<sup>67</sup> UNDP Libya YouTube - Local development in Kikla

### Output 3. Local conflict analysis, facilitation and mediation capacity strengthened

As indicated above, following the adoption of a reverse approach in Phase II, Output 3 activities became the focus aimed to inform other outputs. Conflict assessments conducted in Phase I helped provide an analysis of local conflict dynamics, and how these could be addressed and prevented. They provided an understanding of ‘horizontal’ relationships between community groups and ‘vertical’ relationships between each community group and local and national authorities, what influenced these relationships – “connectors” and “dividers” – and how they can be strengthened. This was essential in ensuring relevance of SFL support on the ground and its contribution to local stabilization.

UNDP support under this output was made possible through local partners – PCi, FLO, USIP, Promediation, and Aktis Strategy, which operated on the ground and had direct access to communities. A total of six conflict assessments were conducted in Benghazi, Kikla, Ubari, Bani Walid, Sirt and Tripoli during 2016 and 2018. In addition, two social peace assessments were conducted in Benghazi and Ubari; and community consultations conducted in Bani Walid, Sebha, and Tripoli. During Phase II, conflict assessments were conducted in Sebha; gender and security assessments conducted in Benghazi, Sirt, Tawergha, and Ubari; and community consultations conducted in Benghazi, Ghat, Sirt, Ubari, Tawergha, and Derna.<sup>68</sup> In the latter part of the project, a focus was placed on strengthening the capacities of the civil society to better respond to citizens’ needs, hence contributing to outcome-level results. This was achieved through a comprehensive capacity development programme developed and implemented by UNITAR, focusing on identifying and addressing conflict at community level, as well as a Low Value Grant (LVG) scheme. As part of the programme, a total of 24 CSO from across Libya were trained, and 19 CSOs received grants to implement community-led conflict reduction initiatives. Through the work of HI, UNDP supported conflict-affected populations by providing Mental Health and Psycho-Social Support (MHPSS). A total of 575 persons affected by the conflict received this support. Read below for a more detailed description of Output 3 results.

SFL Output 3 – Summary of Achievements and Impact	Achievements	Impact
	<ul style="list-style-type: none"> <li>• Conflict assessments conducted in 7 municipalities</li> <li>• Community consultations conducted in 9 municipalities</li> <li>• Social peace assessments conducted in 2 municipalities</li> <li>• Gender &amp; Security assessments conducted in 4 municipalities</li> <li>• Social Peace Partnerships supported in 5 municipalities</li> <li>• 28 CSOs trained in conflict analysis and reduction</li> <li>• 24 CSOs trained in conflict reduction and organizational development</li> <li>• 19 CSOs awarded low value grants</li> <li>• 575 conflict affected persons received MHPSS services</li> </ul>	<ul style="list-style-type: none"> <li>• Increased understanding of local conflict dynamics</li> <li>• Increased capacities of civil society to analyse and address conflict</li> <li>• Increased community engagement and participation</li> <li>• Improved psychosocial wellbeing of conflict-affected population</li> <li>• Contribution to greater sustainability at local level</li> </ul>

#### The early stages – SFL Phase I

Under SFL Output 3, the project sought to address the following three aspects: 1) monitoring conflict dynamics and resolution efforts as the primary vehicle for conflict sensitivity and good local planning; 2) developing municipal capacities to manage local conflicts; and 3) developing community capacities to manage conflicts.

In 2016, UNDP established partnership with local partners – PCi, FLO, USIP, and Aktis Strategy – to conduct conflict analyses in Benghazi, Kikla, and Ubari. Given the experience of PCi in conducting

<sup>68</sup> Please refer to Annex V for a full list of assessments conducted

community consultations as part of the needs assessments for SFL Output 1, the partner was requested to conduct social peace analyses and conflict mapping in the three municipalities. For this purpose, local social structures were identified. In Benghazi and Ubari, these structures built on the existing SPPs established by PCi. The structures' capacities were expanded to monitor early signs of conflict and to help develop and implement conflict reduction initiatives. In Sirt, PCi supported creation of "SPP-lite" in 2017, which despite less extensive membership began to develop its own conflict risk mapping and conflict management plans.<sup>69</sup>

Conflict assessments were conducted in the above three municipalities in 2016. Later, these were conducted in Sirt and Bani Walid (2017); and Tripoli (2018). While not focusing on military or political dynamics and power, the assessments aimed to provide a better understanding of conflict dynamics in target municipalities, as well as 'horizontal' relationships between community groups and 'vertical' relationships between each community group and local and national authorities. They also sought to understand what influenced these relationships ("connectors" and "dividers"), how they ~~could~~ be strengthened (resources for peace), the role of SFL support, and how it should be delivered.<sup>70</sup> The assessments ensured maximum inclusion and participation of different community groups, including tribal groups, women, and youth, religious and traditional leaders, peace activists, and others.

In 2017, while SPP in Benghazi was unable to function openly due to political events (reinstated in 2018), the SPP in Kikla succeeded in sustaining community conversations. It also helped develop a social accountability mechanism in the municipality and a forum through which community members could assess and report on progress in investment projects, including those implemented by SFL. A women-only forum was established in Kikla to gather and incorporate the inputs of women into the SPP's workings. In Sebha, UNDP's partners USIP and FLO helped map social actors and conflict dynamics, informing SFL interventions in the municipality (referred to as social initiatives). The initiatives were aimed to mitigate "dividers" and strengthen "connectors", while ensuring cross-sectoral, cross-tribal, coordinated and holistic conflict-sensitive approach to addressing problems and maximising the impact of stabilization efforts.<sup>71</sup>



BENGHAZI (LIBYA). May 2019. Residents participate in a community consultation in Souq al-Hout District, Benghazi. Photo credit: @INGO Promediation

<sup>69</sup> [UNDP Libya YouTube - Social Peace Partnership in Sirt](#)

<sup>70</sup> Source: Stabilization Facility for Libya. Social Peace Assessment. Obari. August 2016

<sup>71</sup> Source: Stabilization Facility for Libya – towards recovery and peace, Annual Report 2018

In Ubari, the SPP worked to mediate conflict between different tribal groups (Arab, Tuareg and Tebu), including those around SFL contracts and delivery of equipment. It supported an engagement of the Tuareg community, which had been most sceptical about the municipal authorities and least engaged in municipal affairs, to gain their trust. Mediation support was provided to guide the discussion with Tebu community leaders to address incidents of violence, which was essential in maintaining peace and preventing intra-community conflicts. In 2018, a Social Accountability Mechanism (SAM) was established in Ubari, the members of which were present during handovers of equipment or civil works completed under SFL to ensure satisfactory quality. With SPP support, UNDP provided a Social Peace Grant in a form of sewing equipment for the Ubari Women's Center. This support, in addition to a cultural day, "Peace Through Her", organized by the SPP, helped unite women from different ethnic groups and improve the relationships between different tribal groups in the municipality.

The conflict assessments in Bani Walid and Tripoli were performed in partnership with Aktis Strategy. In Tripoli, important counterparts in local conflict reduction were also identified and included Tripoli Crisis Committee (TCC), Tripoli Reconciliation Committee (TRC), and Tripoli Projects Committee (TPC). In light of the political clashes in Tripoli in 2018, Aktis Strategy provided regular updates on the conflict, which enabled the assessment of its possible impact on SFL's project delivery. Aktis Strategy and TRC also facilitated a dialogue between UNDP, MoP, and 13 municipalities of Greater Tripoli, and helped increase visibility of SFL in the municipalities. In Bani Walid, through SFL, UNDP helped ease tensions with the Social Council and worked directly with the newly elected Mayor to restore basic services in the municipality. Despite distrust and a lack of cooperation between the municipal council and the MoP, UNDP succeeded in establishing contact between the two parties and holding informal meetings to address issues of distrust and a way forward.

A social peace assessment was conducted in Tawergha in late 2018 and early 2019, in partnership with PCi. The consultations took place with Tawergha residents and those displaced in Benghazi, Bani Walid, Tripoli and Misrata to better understand the situation. The results demonstrated a slow return of Tawergha residents since the signing of the reconciliation agreement between Tawergha and Misrata in June 2018. In addition, conditions in the city remained difficult and "unlivable", including inadequate healthcare and education services and a lack of livelihood opportunities, fears for personal safety, and resentment and mistrust in the local council.

During Phase I, PCi delivered training to personnel operating the facilities which were to be rehabilitated under SFL, and municipal officials, to ensure that the works are performed in a conflict-sensitive manner and that progress is communicated appropriately to enhance local peace. In Benghazi, the reinstated SPP emphasised the importance of removing ERW (performed by SFL) across the city as these had caused community tensions and numerous casualties. Community consultations, and later "reset" and "stock-take" processes to identify and confirm community needs and priorities, as well as stabilization goals which informed SFL interventions and particularly the choice of investment projects, were supported by PCi and SPPs throughout Phase I. As a result of the "reset" processes in Sebha and Sirt, conflict assessments were updated, serving as the basis for the renewed consultations at local and national level to revise the stabilization goals and lists of priority investment projects.

#### **Local conflict dynamics and the civil society – SFL Phase II**

The findings of the Strategic and Operational Review 2018 demonstrated that an understanding of local conflict dynamics and sensitivities was essential to SFL success, and that it affected project delivery and the potential of SFL to contribute to local stabilization. The review also identified the need for better linkages between the three outputs and the need for the revised approach where conflict assessments would inform priority investment projects implemented under SFL. Adopted in Phase II, the revised approach resulted in a greater focus on conflict sensitivity, engagement and capacity building of civil society actors in analyzing and addressing conflict. In addition, UNDP proceeded to partner with local and international

NGOs to support local community-led initiatives and develop a network of local peace structures which would actively support and monitor the initiatives at the local level.

In March 2019 in Tawergha, due to blocking of the city by the central forces, the activities in the municipality were suspended. Later same year, a joint meeting took place with representatives of UNDP, UNSMIL, Tawergha local council, Reconciliation Agreement Follow-up Committee, and local CSOs, as well as community members, including IDPs. The meeting was an opportunity for UNDP and other actors to deepen an understanding of the conflict, assess emerging challenges of IDPs returning to Tawergha, and explore ways to increase UNDP's reach to IDP communities based in the East. Engaging with stakeholders in Misrata was an important part of reconciliation efforts and support to Tawergha. In August 2019, a high-level visit to Misrata and Tawergha took place, led by UNDP. During the visit, community leaders expressed their support for UNDP's and SFL's efforts to restore basic services in the municipality and encourage voluntary return of IDPs. A joint UN mission to Tawergha took place again in December 2020 to reflect on the progress achieved in the municipality.<sup>72</sup>

During 2020, in partnership with Promediation, conflict analyses were conducted in Ghat, Ubari, Sebha, and Kufra. The partner also helped facilitate a dialogue between community groups, provide mediation services, and define an approach to working with minorities, women, and youth. Promediation assessed the challenges and risks in the four locations and conducted a regional conflict analysis as a step towards developing a coherent and sustainable regional approach in the South.<sup>73</sup>

During 2019, UNDP helped build capacities of SPP members in such areas as conflict analysis, designing conflict-sensitive social peace initiatives, and expanding their outreach. More than 20 training sessions were delivered by PCi, reaching a total of 80 participants, among whom IDPs, women, and youth. A Women & Youth Grants scheme was launched in Benghazi, Sirt, and Ubari as part of SFL's efforts to increase representation and meaningful participation of women and youth in the decision-making processes. A call for proposals was announced to attract proposals, followed by a series of sessions to introduce the scheme in each of the three municipalities and to emphasize the role of women and youth in local stabilization.

First grants were awarded to Benghazi Center for Barber Training which sought to address an issue of youth unemployment by equipping young men with a set of skills needed to generate income; Female Peacebuilding Parliamentarians – training women activists in governance, citizenship, political participation, and public policy; and My Craft – training women in e-marketing, SME management, and handicraft production. The initiatives were important in motivating young people to pursue opportunities in the private sector and avoid engaging in criminal activities, and empowering women.

### **Strengthening the civil society**

From 2020 through 2022, and especially strongly in 2021 and 2022, the focus of SFL was placed on developing and strengthening the civil society in Libya by identifying and supporting local CSOs and social peace structures across the country. This was to be achieved through a comprehensive capacity building programme which foresaw a wide geographical coverage, inclusivity and participation, as well as gender- and conflict-sensitivity, with proactive attention to potential triggers of violence and social cohesion. As a result of a mapping exercise, UNDP identified 37 civil society actors working in the areas of peacebuilding and conflict reduction, and conducted a needs assessment to understand specific training needs and inform the design of the training programme, coaching and mentoring activities.

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<sup>72</sup> <https://www.undp.org/libya/press-releases/joint-un-mission-tawergha-witness-progress-achieved-towards-stabilization>

<sup>73</sup> Regional conflict analysis overview. Support to the SFL engagement in South of Libya. Promediation. December 2020



“

When we change the way we think and our perception of things, we can change the current reality. We become more distinguished and excel in our jobs. The benefits we reaped from the trainers and the diverse training approaches adopted made it exceptional in both the way it was delivered and presented.

- Malak Al Hanoushi, member of Pulse Organization Derna and participant in UNITAR capacity building programme

During this period, a total of 24 CSOs<sup>74</sup> and two local peace structures underwent a series of training sessions (total of 11 sessions), led by UNITAR, many of which were delivered online due to the ongoing COVID-19 pandemic. Following a two-dimensional approach – conflict analysis and reduction; and organisational capacities – the sessions covered such topics as conflict management and monitoring, stakeholder mapping, community dialogue, project management, budget management, report and proposal writing, and more.<sup>75</sup> In addition, 494 individual coaching sessions and 12 group sessions were provided to meet individual needs and ensure a tailored approach, and five joint events in Tripoli, Tunis, and online were organized to provide opportunities for networking and exchange.



*TUNIS (TUNISIA). 15 March 2022. Ms. Khadija Attaher Ali Attaeb, a board chairwoman at Sebha-based CSO Ather for Development and Empowerment, and other representatives of UNDP partner CSOs attend a workshop for local partners as part of the capacity build*

As a result of this support, CSO members reported an increased level of understanding of conflict management and reduction strategies, and improved skills in using conflict analysis tools and proposal writing, among others, as well as increased overall organizational capacities.<sup>76</sup> The members also reported the benefits of networking, citing preference for an in-person format. To ensure ongoing CSO engagement and knowledge retention, UNITAR maintained a learning platform<sup>12</sup> which provided access to learning materials.

<sup>74</sup> Please refer to Annex X for a full list of CSOs supported

<sup>75</sup> Source: UNITAR Final Report, August 2022

<sup>76</sup> Stabilization Facility for Libya – Stronger for Libya (SFL2). Output 3: Local Peace Structures and Conflict Management Capacity. Report on CSOs Joint Meeting–SFL Mid-Term Event: Reflections and Expectations. UNITAR, April 2021

To apply the knowledge and skills acquired through training, an LVG scheme was launched in 2021, aiming to support the conflict analyses on the ground and implementation of community-led conflict reduction initiatives. As part of round-one (2021), 14 CSOs were awarded with LVGs to the amount of LYD 20,000 each (total LYD 280,000 awarded); and as part of round-two (March 2022), 12 CSOs were awarded with LVGs.

### **Mental health and psychosocial support**

Identified through community consultations as an urgent need, in partnership with HI, UNDP provided Mental Health and Psycho-Social Support (MHPSS) services to the conflict-affected populations in Tripoli, Benghazi, and Misrata. The support was aimed to preventing the deterioration of mental health and psychosocial well-being of community members, and improve the capacities of local CSOs to develop and deliver MHPSS services.

Overall, 575 beneficiaries received direct MHPSS services; 3,542 MHPSS consultations were provided in the three municipalities (1,179 in Tripoli; 470 in Benghazi; and 1,893 in Misrata); and 15 psychosocial workers were trained in MHPSS service provision, including psychological first aid, psychosocial distress and coping mechanisms.

### **Satisfaction with conflict resolution efforts provided**

To assess the impact of conflict resolution efforts as part of SFL Output 3, an internal monitoring exercise was undertaken at the end of the project, and results measured in 10 municipalities<sup>77</sup> according to the following Indicator<sup>78</sup> – *Degree of municipal authorities and local peace structures' satisfaction with the conflict resolution support provided by SFL (Likert scale: very satisfied, satisfied, uncertain, dissatisfied, very dissatisfied) (Disaggregated by sex)*. The results were measured using a satisfaction survey which reached a total of 2,032 respondents, among whom representatives of local CSOs (71% male and 29% female) and local authorities. The respondents were asked to rate their level of satisfaction with the capacity development programme on conflict reduction, led by UNITAR, and indicate what positive changes the acquired knowledge and skills had on their community.

The results demonstrated that 67 per cent of respondents (71% male and 29% female) reported that they were highly satisfied with the conflict resolution support provided by SFL. 12 per cent were dissatisfied with the conflict resolution efforts of SFL, and 21 per cent were neutral.

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Despite the current pandemic and short hours for training online, the private coaching and support sessions come as a life saver for NGOs. As each NGO has unique characteristics that differs from the other, this requires a deeper understanding from the trainers to give a suitable advice and guidance to make the best practical outcome from the training program.

- Aimen Abdelwanis, member of Mizan Development Organization Benghazi and participain in UNITAR capacity building programme

<sup>77</sup> The exercise was not conducted in the municipalities of Ajdabiya and Kufra since no stabilization goal had been defined and only Output 1 activities took place in the two municipalities

<sup>78</sup> Composite indicator assessing the satisfaction of the members of Local Peace Structures with a) the process for identifying the capacity development needs, b) satisfaction with the training, and c) the opportunity to provide feedback on the support



## Unintended results

### Increased safety and economic activity

In addition to the above listed results, throughout the project implementation, some unforeseen/unintended results were also noted. These included a contribution to increased safety and security in target municipalities, and revitalization of economic activity. The supply and installation of solar streetlights in Benghazi, Kufra, Sebha, Tawergha, and Ubari under SFL helped keep the streets lit during late hours, thereby generating a sense of security for the local population, including women who had not been out at night fearing various incidents, including abductions. In Kufra, streetlights which were installed along the main road connecting various neighborhoods improved mobility of people during late hours.

“  
It was my good fortune that the lighting poles were installed in front of the shop. Now I can keep the store open and sell water until late at night. I used to close the shop when the sun went down because there was not enough lighting. This will contribute to boost my business.

- Mr Jumaa Mujahid,  
Tawergha resident

At the same time, keeping the streets lit helped keep local businesses open and operational not only during the day but also in the evening. Business owners were now more receptive to staying open during late hours and attracting more customers which contributed to increased economic activity and income generation for local residents.<sup>79</sup>

#### Snapshot

### Solar streetlights installed by UNDP contribute to increased economic activity and safety in Sebha

The solar streetlights, installed by UNDP through the Stabilization Facility for Libya, demonstrate a significant boost to social activities, extended working and social hours, lowered crime rates, and improved security in the municipalities of Sebha, Ubari and Tawergha. The solar lights also overcome the problem of frequent power cuts due to unstable power supply and security issues for citizens, particularly women, and businesses during late hours. Residents now feel safer and businesses are able to operate during longer hours, increasing their profitability.

“  
People, traffic, coffee shops and shops are no longer affected by power interruptions, thanks to solar lights. I can now join my family in the nearby park (adjacent to the intelligence building), which is evidence of safety and stability.

- Sanoosi, a local resident

### The return of IDPs

While the return of IDPs was not explicitly defined as a result of planned interventions<sup>80</sup>, it was an important milestone in stabilizing communities and restoring peace in conflict-affected communities. IDPs were an important target group and included in all SFL activities. They actively participated in community consultations and ensured that the needs and priorities of IDPs were incorporated in municipal development plans. In Ubari, the return of IDPs was included in the stabilization goal, defined by the community.

In Kikla, which had nearly the entire population displaced (many to Tripoli) during the armed conflict of 2011, the rehabilitation of critical infrastructure, re-equipping of schools, hospitals and community centers, and restoring of power supply were repeatedly confirmed as the catalyst for enabling IDPs to safely return home. SFL also worked with the returnees to support a dialogue and conflict mitigation activities, which

<sup>79</sup> <https://www.undp.org/libya/stories/new-solar-streetlights-are-boosting-local-economy-benghazi>,

<https://www.undp.org/libya/stories/when-lighting-brings-hope-tawergha> and <https://www.youtube.com/watch?v=9ghmgRx6n8>

<sup>80</sup> As per its Results and Resources Framework, SFL did not measure the number of IDPs who returned to their homes, nor did it analyze the reasons for their return. However, citizens' feedback indicates that the return is also due to UNDP's interventions in the municipalities, implemented by SFL

helped ensure that those who were able to return were not under any additional threats. Further stabilization interventions restored a sense of normalcy and security in Kikla.<sup>81</sup> Similarly in Tawergha<sup>82</sup>, which was deserted as a result of the conflict and major destruction, the installation of streetlights and restoring basic services such as education<sup>83</sup> and healthcare helped encourage the return of the displaced population. By end of June 2021, over 200,000 IDPs from across Libya returned to their [original](#) home towns.<sup>84</sup>



TAWERGHHA (LIBYA). March 2021. Ms. Salima Khamis conducts musical activities with children at Um Al Moamineen School in Tawergha, rehabilitated by SFL. Photo credit: @UNDP Libya/Malek Elmaghrebi

### Complementarity of SFL work

In its early stages, SFL was designed to implement quick-impact interventions in conflict-affected municipalities as part of early recovery. Through needs assessments, investments were identified and implemented to quickly restore basic services. As the situation in Libya evolved, so did SFL. Towards the end of Phase I and beginning of Phase II, as recommended by the Strategic and Operational Review and endorsed by the Project Board, SFL's focus shifted to analyzing the local conflict dynamics and building the capacities of state- and non-state actors. The complementarity of SFL's work – structured into three outputs as reported above – was improved in Phase II, and results under each output complemented and reinforced ~~each~~<sup>the</sup> other. As such, they are highly interlinked and cannot be reported in isolation.

The support provided to the local authorities under Output 2 was important in aligning the needs and priorities of community members and the defined stabilization goals with local- and national-level priorities. In addition, conflict analyses conducted under Output 3 informed the selection, implementation and monitoring of priority investment projects under Output 1. They also helped strengthen the capacities of civil society to identify and address community needs. In turn, the investment projects helped increase the level of citizens' trust towards the local authorities and accountability, reinforcing their capacities to better respond to citizens' needs. The projects also helped address the root causes of conflicts related to access to basic services and control of resources. By improving equitable access to basic services and providing the necessary equipment to equally benefit all community members, while accounting for conflict sensitivities, UNDP contributed to reducing local conflicts.

<sup>81</sup> Source: Stabilization Facility for Libya – towards recovery and peace, Annual Report 2018

<sup>82</sup> [UNDP Libya YouTube - Stabilization Facility for Libya's Intervention In Tawergha](#)

<sup>83</sup> [UNDP Libya - When education services encourage returns to Tawergha](#)

<sup>84</sup> <https://reliefweb.int/report/libya/libya-humanitarian-needs-overview-2022-december-2021-enar>

#### IV. CROSS CUTTING ISSUES

In all SFL activities, UNDP adopted a human-rights based approach, which ensured that, given the sensitive nature of stabilization and the fragile conditions prevailing in project locations, concerns relating to protection, gender and inclusion were taken into consideration during the prioritizing and sequencing of activities. All SFL interventions adhered to the general principles of international rights and humanitarian law, especially non-discrimination and impartiality. The conflict analysis reports guided project interventions in some municipalities and provided information which led to addressing human rights and discrimination issues. Projects were implemented in compliance with UNDP guidelines related to environmental, social, health and safety issues. During project planning, a number of measures were identified to mainstream gender and ensure equal engagement of women, youth, and other vulnerable groups such as IDPs, migrants, returnees and others at all stages of project implementation.

##### **Conflict sensitivity**

SFL project locations were selected to ensure geographical balance, covering East, West and South of Libya, and benefiting diverse community groups across the country. In addition to efforts towards more inclusive community participation, the identification of projects was carried out in a conflict-sensitive manner to promote local stability and avoid reinforcing divisions and tensions; this was shown in the nature of implemented projects – to serve a common public goal and benefit whole or the wider populations; and distribution of identified projects – to be accessible to all and cover various communities. Similarly, the number of equipment delivered was adequate to respond to the needs of the whole community rather than a part of it to avoid exclusion or preference. Various departments within the municipalities – education, health, and others – were engaged, as their heads of personnel do not change with the change of mayors. Similarly, participants from the local administrations both represented heads and members to guarantee representation across the various affiliations as opposed to hegemony of one direction. UNDP team presented project achievements as spearheaded by municipalities in cooperation with the local administrations. Equitable service delivery and support to the work of local administrations, through provision of equipment by the municipalities, contributed to promoting the role of the municipalities in responding to the needs of their residents.

##### **Women and youth**

Throughout the project implementation period, UNDP made efforts to engage female participants in all activities.<sup>85</sup> Women were engaged during needs and conflict assessments, participated in community consultations, workshops and training sessions, and formed local TFs, actively contributing to identifying local needs and priorities. Certain investments were implemented to specifically address the needs of women and girls, such as the rehabilitation of the Al-Akaber Women Literacy Center in Sebha<sup>86</sup> that provides essential literacy and vocational training to women to increase their employability; rehabilitation several schools for girls<sup>87</sup>; rehabilitation of clinics specializing in women's health; and others.<sup>88</sup> All other investments were designed to benefit both men and women, as well as other groups, equally.

In 2019, Gender and Security Assessments were completed in four municipalities – Benghazi, Sirt, Tawergha, and Ubari. The assessments aimed to provide a deeper understanding of gendered conflict drivers, inclusion and exclusion dynamics, and gendered needs and priorities for stabilization in each location, and to inform SFL programming around gender inclusion and gender sensitivity. The findings and recommendations of the assessments also informed the SPP action plans in Benghazi, Sirt, and Ubari.

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<sup>85</sup> [Women leaders at the heart of sustainable development in Libya | UNDP in Libya](#)

<sup>86</sup> [When renovation of Women Literacy Center forges social cohesion in Sebha | UNDP in Libya](#)

<sup>87</sup> [UNDP Libya - Empowering girls through quality education](#)

<sup>88</sup> [UNDP Libya YouTube - Supporting peacebuilding through women's empowerment](#)

Several informational materials and communications products were developed to address gender-sensitive and/or women-focused issues such as Gender-Based Violence (GBV)<sup>89</sup> and women's role in COVID-19 response and conflict recovery.<sup>90</sup> These included multiple news articles, video and photo publications, disseminated through [the UNDP Libya website](#) and social media platforms to reach a wider audience.

Similarly, youth were engaged in community consultations and activities implemented by SFL. A number of activities – rehabilitation of universities in Kikla and Bani Walid, construction of a National Legal Training Center in Ubari<sup>91</sup>, and a computer lab in Tawergha, and provision of computers in Kikla<sup>92</sup> and other municipalities, among others, provided the opportunities for skills building of young people needed for future employment.

## V. PARTNERSHIPS

Throughout project implementation, UNDP established and maintained important partnerships with key state- and non-state actors. In Phase I, these included Libyan national and local authorities, specifically [the PC and HoR, MoP, MoLG](#), municipal authorities and local councils (including local administrations), in addition to national implementing partners – PCi, USIP and FLO, and advisory service providers – Aktis Strategy and Voluntas Advisory. UNDP also ensured coordination and complementarity of efforts with other international development agencies such as UNMAS, GIZ, WHO, and others. In Phase II, partnerships were expanded to include MoH, municipal authorities in additional project locations, local CSOs, as well as international implementing partners – Promediation, HI, and UNITAR. Representatives of the national authorities, through MoP, were part of the Project Board and Donor Technical Group (DTG).

The partnerships were critical in enabling UNDP and SFL to work in the target locations and reach the local populations on the ground. They were critical in ensuring credibility, increasing trust and accountability, and aligning of national- and local-level priorities. The role of the municipal authorities was key to successful implementation of investment projects specifically, and their further operation and maintenance. Partnership with the MoP helped support and endorse capacity building among municipal officials and develop strategic medium-term development plans in four municipalities. Coordination at both national and local level was ensured through the Municipal Liaison Advisor in Phase I, and later Task Forces and direct communication between UNDP and the Ministry through DTG meetings.

The support of PCi and FLO operating on the ground during Phase I was key to understanding local conflict dynamics, facilitating dialogue between diverse community groups, and engaging the civil society in local decision-making. Coordination with other international development agencies operating in Libya helped ensure complementarity and avoid duplication of efforts and geographical overlaps. In particular, UNDP coordinated with UNICEF and WHO to select schools and healthcare facilities for rehabilitation and with UNSMIL to ensure that the wider political goals of SFL align with UNSMIL's political efforts in the country. Health-related interventions were also cross checked with the health department to ensure there were no duplications.

The support of Promediation, HI and UNITAR during Phase II helped verify and adjust community priorities and stabilization goals, provide an update on local conflicts, provide essential MHPSS support to the conflict-affected populations, and build the capacities of the civil society across the country. In addition to the development plans and capacity building of municipal officials, strengthening the civil society with UNITAR support in the latter part of the project was especially important in ensuring SFL's smooth exit from the municipalities, and greater ownership and sustainability at the local level.

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<sup>89</sup> [16 days of activism - YouTube](#)

<sup>90</sup> [IWD: Women at the forefront of COVID-19 and conflict recovery efforts in Libya - YouTube](#)

<sup>91</sup> [UNDP Libya - Stabilization Facility for Libya starts construction of a national legal training center in Ubari University](#)

<sup>92</sup> [UNDP Libya - IT skills equip Kikla University students for bright future](#)

## VI. SUSTAINABILITY

### Results sustainability

SFL interventions were designed with consideration of sustainability aspects during project planning and implementation. In particular, rehabilitated facilities and equipment provided under SFL were officially handed over to the municipalities to confirm their responsibility for ownership and further maintenance. To this end, UNDP delivered on-the-job training on operating and maintaining the equipment to end users at the municipal level. The rehabilitated facilities and the equipment will continue to serve the municipalities and its residents for years to come. At the same time, public spaces such as women's centers, libraries and other cultural facilities will continue to provide the space for community members to come together, contributing to sustained peace and prosperity.

The project's reverse approach adopted in Phase II following the Strategic and Operational Review led to greater attention to the political and social sustainability of investment packages and supporting linkages between the authorities and the civil society. Strong partnerships established with the MoP, municipal authorities, and civil society actors continued to serve as a strong foundation for stabilization and development in each municipality.

Capacity building of state- and non-state actors in particular contributed to sustainability of implemented activities. It is expected that the acquired knowledge and skills will continue to be applied and benefit a wide array of communities in Libya. The local development plans, initiated and developed in Phase II by local Task Forces in the municipalities of Bani Walid, Derna and Ghat serve as a road map for further development of the municipalities, ensuring their transition away from direct assistance towards self-sufficiency and greater sustainability. switching sides in the conflict).<sup>93</sup>

According to the findings of the external evaluation, SFL succeeded in creating ownership at the local level, which was crucial to resolving conflicts and ensuring sustainability. This high degree of ownership by the local civil society organizations, generated by their participation in consultation meetings, was crucial for ensuring sustainability specifically when a municipal council changed.

### Environmental sustainability

While environmental aspects were taken into consideration in projects design, a few interventions directly contributed to environmental sustainability such as water, wastewater [management](#), and WASH projects and equipment. The provision of solid waste collection trucks contributed to promoting cleaner neighborhoods. Street lighting, powered by solar energy, presented economically viable and environmentally friendly solutions. The provision of an incinerator for medical waste in Derna helped overcome the problem of improper disposal, thus decreasing the risk of environmental contamination.

## VII. CHALLENGES

Throughout implementation, the project operated in a highly challenging and difficult political and operational environment due to many external and internal factors – political instability and security issues which prevailed around the country; the COVID-19 pandemic and its many consequences, including border closure, inability to procure and deliver goods, and mobility restrictions; inefficiencies in the Libyan financial [\(banking\)](#) system; internal management and staff changes; remote management; lengthy procurement procedures; lack of capacity and funds; and others. The complexity of the project with its multiple layers and components, as well as implementing partners and contractors, added to the challenging operational environment. As a result of these challenges, the project experienced delays and certain

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<sup>93</sup> Final Report. Evaluation of Stabilization Facility for Libya (SFL) – Stronger for Libya Project – Phase 2. Rima Al-Azar, Senior Evaluation Expert. 24 June 2022

shortfalls, ~~including slippages~~, in project implementation, however these had no major negative impact on overall project achievements. To be able to complete all planned activities as initially envisioned, the project requested a no-cost extension which was granted until 31 August 2022. The project remained flexible and adaptable to the extent possible, and learned to navigate the existing political and operational environment to deliver the best results.

### Political and security challenges

The political climate in Libya throughout the project, and particularly during Phase I, remained tense. In 2016 and 2017, violence and combat persisted. The fighting in Sebha in 2016 limited the ability of SFL to recruit partners and carry out consultations with the municipality and other stakeholders. Community consultations instead took place in Tunis to provide a neutral and safe environment for discussion. The appointment of military Governors/Mayors in the East of Libya made it difficult to engage at the subnational level. Where the effective authorities rejected any role of PC/GNA, SFL was advised by the then acting Minister of Planning, Dr. Taher E A Jehaimi, to deliver the work even if the GNA could not claim political credit. This enabled SFL to connect citizens and the government, and serve as a bridge between increasingly divided regions of the country. The PC and GNA were also reluctant to publicise their achievements through SFL, which limited the capacity of SFL to achieve its political goal of enhancing the legitimacy of the national authorities.

During 2018 and 2019, two large-scale trends in Libya affected the work of SFL. These were recurring tensions in Tripoli between armed groups vying for control of lucrative locations and income streams and expansion of the zone in which the Libyan Arab Armed Forces (LAAF) exercised ~~absolute~~~~heavy~~ control. Serious fighting erupted in September 2018, interrupting civil works briefly before being resumed. In February 2019, LAAF moved through the Fezzan region to take control of Sebha and Ubari, in which SFL operated. In April 2019, an attack on Tripoli took place, which led to persistent fighting in the Southern municipalities. As a result, no municipal elections took place in Tripoli in 2019. During the events, UNDP's international staff were relocated out of Tripoli and local staff were asked to work from ~~home~~~~if~~ ~~home if~~ the conflict affected their home areas or their routes to work. UNDP continued close liaison with contractors to ensure that they were aware of the situation, and that proper safety and security measures were in place. Some of the planned investment projects in Greater Tripoli – namely in municipalities of Ain Zara, Abu Salim, Ben Gashir, and Sidi Al Sayah – were put on hold until the situation improved.

The escalation of conflict was combined with the eroding capacity of international agencies to engage in Libya, impeding SFL's model of engagement with local communities. SFL faced difficulties identifying local partners to perform conflict analyses and provide community-level support. This was due to violence and increased polarisation between and within communities, such as Tebu in Kufra. The community remained internally divided despite SFL's mediation efforts and maintaining a dialogue between community members.

The control of Sirt by LAAF was ~~attained~~~~acquired~~ in early 2020 and the fighting in Greater Tripoli continued until late June 2020, resulting in a growing number of the displaced populations and further destruction to the infrastructure. As the situation improved – with the permanence ceasefire signed in October 2020 – SFL proceeded with ERW removal/demining on project sites at high risk of explosions, and restoration of basic services.

In 2021, the political situation was characterized by certain progress in establishing and maintaining peace and stability at the local and national level<sup>94</sup>, following the formation of the Government of National Unity (GNU) in early 2021. By end of June 2021, over 200,000 IDPs returned to their homes.

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<sup>94</sup> <https://reliefweb.int/report/libya/libya-humanitarian-needs-overview-2022-december-2021>

Despite positive dynamics, challenges remained in ensuring that citizens had access to uninterrupted and quality basic services such as healthcare and education.

Failure to hold national elections in December 2021 and little progress made to agree on a pathway to elections led to the deterioration of the political and security situation in the country in early 2022. In Tripoli and the western region, the situation remained tense, with several incidents of violence among armed groups, including clashes in August 2022, localized armed confrontations among organized criminal groups over control of illicit activities, and protests over the provision of basic services.<sup>95</sup>

In ~~June~~<sup>October</sup> 2022, the UN in Libya formulated the new United Nations Sustainable Development Cooperation Framework to guide its collective work in support of Libya's implementation of the 2030 Agenda and SDGs for the years 2023 to 2025. The framework is based on extensive consultations with key stakeholders, including government ministries and institutions, local authorities, representatives of vulnerable and marginalized groups, the private sector, civil society, and others; and presents four interrelated and mutually reinforcing strategic priorities, specifically 1) Peace and Governance; 2) Sustainable Economic Development; 3) Social and Human Capital Development; and 4) Climate Change, Environment, and Water.<sup>96</sup>

Given the above, throughout the project implementation period, UNDP collaborated closely with the national and municipal authorities to identify and address any changes in government, as well as de-/escalation of conflicts, and took the necessary measures to adapt its interventions as needed to ensure continued and effective delivery of planned activities. The political tensions and a change of mayor in the municipality of Bani Walid led to delays in the development of LDP, however this was quickly resolved as the commitment was reinstated by the new mayor, and work continued. UNDP's collaboration with the MoP and other Ministries helped avoid any major disruptions in the delivery of planned activities.

### **COVID-19**

In late 2019 and 2020 onwards, the operational climate was characterized by a COVID-19 pandemic, which resulted in many disruptions to the project. In particular, the pandemic was associated with many restrictions on staff mobility, face-to-face meetings, border closure between Libya and Tunisia in July-September 2021, remote management, and more. This caused delays in procuring and delivering the equipment from outside Libya, completing civil works, conducting community consultations and training sessions as part of capacity building of the local authorities and the civil society. The restrictions, which dictated the reformatting of certain activities to an online/remote format, were combined with additional challenges of frequent power cuts in project locations and unstable Internet connection.

As a result, the project faced some interruptions and delays in the implementation of planned activities, however these had no major negative impact on overall results. During face-to-face activities, participants adhered to social distancing measures, and wearing of masks.

### **Other operational challenges**

In addition to the security and political challenges, and COVID-19, SFL delivery of civil works were slowed by limited experience and capacity of local contractors. The supply of specialized technical equipment, such as medical, was delayed due to a lack of institutional capacities resulting in miscommunications around precise specifications. Specialized medical equipment made up a large proportion of citizens' needs, however reaching agreement between the local health authorities (e.g. hospital directors) and the MoH

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<sup>95</sup> <https://reliefweb.int/report/libya/united-nations-support-mission-libya-report-secretary-general-s2022932-enar>

<sup>96</sup> <https://reliefweb.int/report/libya/libya-united-nations-sustainable-development-cooperation-framework-2023-2025>



proved slow. This was addressed through the Municipal Liaison Advisor who worked on building relationship with the MoH and agreeing on common priorities in the health sector.

In addition, as a result of the political situation and the pandemic, international staff and consultants contracted by UNDP faced difficulties in obtaining Libyan visas. This particularly affected Output 2 activities, which were led by the internationally recruited municipal planning consultant. The activities were therefore managed/supervised remotely, with only one knowledge exchange session taking place in-person in Tunis. During the implementation of Output 3 activities, particularly the distribution of LVGs to partner CSOs, it was identified that a number of CSOs did not have a bank account and faced multiple difficulties in obtaining an account. In addition, Libya's Central Bank suspended all international transactions which made it difficult to transfer funds to the CSOs which had bank accounts. To address this issue, UNDP supported the CSOs in opening an account either in Libya or Tunisia, and issued certified cheques where this was not feasible.

In Kufra and Ajdabiya, community consultations could not take place nor could stabilization goals be identified during the implementation period due to COVID-19 restrictions and budget constraints. In addition, SFL was unable to conduct a perception survey and monitor progress towards local stabilization goals, which would also include a review of the log frame and Indicators. Only one technically qualified bid was received as part of the tender process, which made it impossible to proceed with contractual arrangements.

The project also experienced multiple internal difficulties, among which lengthy procurement procedures which also caused delays, and staff and senior management turnover which affected project performance and a shift of priorities at the national office level, as noted in the external project evaluation. The project was also unable to maintain an adequate monitoring and evaluation system, which led to non-recording of data and poor reporting. While internal monitoring mechanisms were put in place at the local level – via local coordinators, regular monitoring visits, as well as engagement of local civil society actors and community members to monitor service delivery – the data was not adequately recorded or analysed. The project did not replace a Monitoring Officer in Phase II and as such did not have the capacity to maintain ongoing monitoring activities. In addition, indicators and targets set in Phase I differed from those set in Phase II, which made it difficult to [directly](#) compare results of the two phases. The baseline and targets for Phase II were not defined and remained as “N/A” in the Results and Resources Framework of the Project Document for SFL2. The outcome-level results at the national office level (CPD) were revised several times during the project implementation, which were not necessarily aligned with the project's planned outputs.

## VIII. LESSONS LEARNED

In light of the above-mentioned challenges, a number of important lessons were identified which largely address operations in the Libyan political context and internal work. The lessons identified during Phase I were taken into account and fed into the revised approach of the project in Phase II. As the project is now completed, the lessons learned shall inform the decision-making and knowledge management as part of ongoing and future programming of UNDP Libya. The lessons listed below include those identified by the SFL team and project stakeholders during various consultations in Phases I and II, and during team meetings and SFL Team Retreat on 28 February – 1 March 2022 in Tunis.

- Stabilization requires more than service delivery, therefore SFL could only be fully effective in the context of inclusive political arrangements, basic security, and macroeconomic stability. Effective connection between the local and national government is essential for stabilization and development.
- It was important to view local dynamics in the context of both local and national political context and provide an avenue for the central government to reach all regions and avoid marginalizing any



areas with respect to service delivery. Where engagement with the authorities presented a challenge, UNDP engaged with key service providers. While ensuring government relationships with municipalities were constructive, UNDP also ensured a two-way communication process whereby national authorities both listened to the local population and conveyed national priorities at the same time.

- While improvements in service delivery and local level reconciliation were meaningful contributions to building trust, it was important to link and coordinate local level initiatives with national level efforts, to leverage support to a more holistic response. In this context, expectations of local communities had to be managed in a transparent manner.
- The commitment and enthusiasm of both municipal and national authorities to engage with the public and develop medium-term development plans in a participatory way were important as they helped build public trust, and contributed to greater transparency and accountability. This was demonstrated through Output 2 activities. The Task Force members participated on a voluntary basis in addition to their employment within the municipalities or other departments, which signified dedication but limited time. The commitment from the national authorities, in particular MoP, to support municipalities in the implementation of the plans and fundraising strategies was also key to ensuring collaboration and accountability at different levels.
- To proceed without adequate conflict analysis in Libya was to increase the likelihood of doing more harm than good. Therefore, SFL invested a significant amount of time and resources to understand local conflict dynamics. At the same time, however, a long delay between the Board announcement and project delivery may also be destabilizing, therefore a good balance is essential.
- It was important to include an aspect of flexibility and adaptability to the changing political situation in the project design, follow a tailored approach to each municipality (no one-size-fits-all), and ensure conflict sensitivity measures throughout implementation.
- Engaging communities from the start and at all stages of the project cycle (including delivery and monitoring) was key to building trust and ensuring accountability. Conducting conflict analysis and setting needs and priorities, without raising expectations, were important prior to the implementation of investment projects. Also, combining conflict analysis, mediation and dialogue to inform basic service delivery under Output 1 led to better, more comprehensive and sustainable results.
- Despite the continued armed conflict and polarization, local dialogue and conflict management consultations were possible, and actors were motivated to participate by the desire to improve their lives. However, this required extensive facilitation and preparation efforts.

## IX. WAY FORWARD

The project is now completed and operationally closed. The project's achievements at all levels will be integrated into UNDP Libya's Peacebuilding and Resilience Pillar and translated into ongoing and future projects to ensure complementarity and continuity of efforts. In particular, the stabilization goals and lists of priority investment projects which were identified but not implemented will be shared with other UNDP projects, such as the Strengthening Local Capacities for Resilience and Recovery (SLCRR) project, and/or other agencies for potential implementation. The local development plans in Kikla, Bani Walid, Derna, and Ghat were printed and passed on to the municipal authorities for adoption. The plans will also inform UNDP's ongoing work in respective municipalities. All SFL documents, publications and other informational resources, including reports, assessments, success stories, case studies, lessons learned, and others will continue to be made available through a shared document management system which can be accessed by all UNDP Libya staff. This will ensure that the knowledge acquired during the project will continue to serve. Finally, SFL assets such as armored vehicles and computers will be transferred to the national office for the use of ongoing and future projects, as agreed during the final Project Board meeting.

The final Project Board meeting<sup>97</sup> was held on 26 August 2022 in a hybrid format – participants joined in-person in Tunis and online. The meeting was attended by the Minister of Planning and Deputy Minister of Planning, Head of International Cooperation, Manager and Advisor at the Ministry of Planning; 18 DTG members and Government representatives (Canada, European Union (EU), France, Germany, Italy, Netherlands, Norway, Rep. of Korea, Switzerland, UK, USA); and UNDP Libya representatives, including Resident Representative (RR), Communications Manager, acting Project Manager, and the project team. The closing event included the discussion of the many project achievements during its six years of implementation, its wide geographical reach, and the many challenges faced along the way. The Minister of Planning in particular highlighted the value of SFL and its achievements on the ground, and cooperation with UNDP. The [UNDP Resident Representative](#) commented on the importance [and continuation](#) of partnerships established during SFL, and alignment of priorities and the project’s achievements with future vision and programming of UNDP Libya.<sup>98</sup>

## X. PROJECT COMMUNICATIONS AND VISIBILITY

Throughout the project implementation period, the UNDP Communications Unit continuously monitored publications which mentioned SFL in local and national media outlets such as Bawabet Alwasat, Libyan Herald, and Libyan Business News, and published a number of press releases, articles, human interest stories, social media posts, and video materials on its own channels such as UNDP Libya website / SFL webpage, Facebook, LinkedIn, Twitter, and YouTube. In total, more than 480 news pieces were published covering SFL activities.<sup>99</sup> The activities, in particular handovers of completed civil works and equipment, were also highlighted on municipalities’ social media pages.

Project and donor visibility were ensured through the production and dissemination of visibility materials during events, including banners, notebooks, mugs, caps, and more. Visibility of UNDP, however, was kept to a minimum due to the project’s nature and approach to provide a supporting rather than a leading role to the national- and local authorities. Under SFL, UNDP did not seek to publicize its own name and achievements and rather presented them as those of the municipalities and the national government.

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<sup>97</sup> [UNDP Libya - Stabilization Facility for Libya holds final board meeting 370 initiatives help libyans recover conflict 24 municipalities across](#)

<sup>98</sup> Source: Minutes – SFL Final Board Meeting, 26 August 2022

<sup>99</sup> Please refer to Annex XIII for a media analysis covering the six years of the project

## ANNEXES

### ANNEX I: Financial Summary

#### ANNEX 1A. Contributions received (interim financial report)

Donor Country	Contribution (USD)
Canada	1,115,242
Denmark	1,530,456
European Union <sup>100</sup>	12,893,333
France	2,036,464
Germany <sup>101</sup>	34,346,504
Italy	2,755,278
Japan	9,392,426
South Korea	4,193,000
Libya	4,999,836
Netherland	3,309,344
Norway	5,925,035
Switzerland	800,000
United Kingdom	4,119,028
United States of America	7,991,174
<b>Grand Total</b>	<b>95,407,118</b>

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<sup>100</sup> European Union (EU) contribution received under Stability, Unity, and Social Cohesion (SUSC) project. While the amount is reflected here, it is not added to the total contribution amount for accounting purposes

<sup>101</sup> German contribution to the Political Dialogue (PD) project received in 2020 was channeled through SFL however not utilized by the project

#### ANNEX 1B. Expenditure per output (Interim Financial Report)

Output	Phase 1 2016-2018 <sup>102</sup>	2019	2020	2021	2022	Grand Total
Output 1: Basic Service Equipment and Light Infrastructure Delivered to Local Expectations		12,823,270	12,698,193	9,343,419	4,838,288	39,703,171
Output 2: Immediate Capacity Support for Municipalities and Local Service Delivery Partners Provided		865,549	778,203	831,962	701,418	3,177,131
Output 3: Local Conflict Analysis, Dialogue and Mediation Capacity Strengthened		1,712,068	1,318,146	1,120,934	1,422,421	5,573,569
Direct Project Cost		298,571	1,283,119	788,115	329,522	2,699,328
General Management Service (GMS)		1,600,510	1,509,335	981,887	547,800	4,639,533
Political Dialogue		-	1,485,892	872,823	37,329	2,396,044
Political Dialogue GMS		-	73,760	72,253	2,917	148,930
Project Management		4,744,743	3,149,664	1,217,498	1,107,525	10,219,428
<b>Total</b>	<b>26,849,984</b>	<b>22,044,712</b>	<b>22,296,312</b>	<b>15,228,891</b>	<b>8,987,220</b>	<b>95,407,118</b>

<sup>102</sup> Output wise breakdown is only provided for phase 2 of the SFL project (2019-2022)

## ANNEX II: Results and Resources Framework<sup>103</sup>

### UNDP CPD Outcomes to which SFL contributed:

**Outcome 1.** By late 2022, core government functions will be strengthened and Libyan institutions and civil society, at all levels, will be better able to respond to the needs of the people (Libyans, migrants and refugees) through transparent, inclusive gender-sensitive decision-making processes abiding by the democratic principles of division of power and rule of law.

**Outcome 3.** By late 2022, relevant Libyan institutions improved their capacity to design, develop and implement social policies that focus on quality social services delivery for all women and girls, men and boys (including vulnerable groups, migrants and refugees) in Libya towards enhancing human security and reducing inequalities.

Planned Outputs, Outcomes and Impact	Indicators	Output Targets	Achieved Results (cumulative for Phases I and II)	Comments
<b>Phases I and II</b> <b>Output 1. Light Infrastructure destroyed by conflict rehabilitated and recovery to critical businesses supported</b> revised to: <b>Output 1. Basic Service Equipment and Light Infrastructure Delivered to Local Expectations</b>	<b>Phase I:</b> # of municipal needs assessments conducted # of light infrastructure rehabilitated # of equipment provided # of critical businesses rehabilitated <sup>104</sup>  <b>Phase II:</b> 1.1 # of civil works projects completed 1.2. % of civil works projects completed that meets local expectations <i>(Disaggregated data noting: age and sex)</i> 1.3. # of equipment (goods) delivered	<b>Phase I:</b> Rapid needs assessment carried out in all municipalities where the project will be implemented  100% of agreed light infrastructure works completed in the selected municipalities (the exact number and nature of the works will be defined by the needs assessment)  100% of agreed MSMEs rehabilitated and 100% of the agreed equipment provided (the exact number and nature of the MSMEs and required equipment will be defined by the needs assessment)  <b>Phase II:</b> 1.1: 142 (target not defined in prodoc) 1.2: 60%	9 needs assessments conducted in municipalities of Bani Walid, Benghazi, Kikla, Ghat, Sebha, Sirt, Tawergha, Tripoli and Ubari  9 light infrastructure projects completed in Benghazi, Sirt, Kufra, Tawergha, Tripoli and Ubari  51 sets of equipment provided (Phase I)  1.1: 142 civil works completed (Phase II) 1.2: 79% of respondents reported a high level of satisfaction with the projects	The assessments were conducted in SFL's all critical locations, apart from Kufra and Ajdabiya, and municipalities of Greater Tripoli. The consultations in Kufra and Ajdabiya could not take place due to the COVID-19 pandemic and budget constraints.  Total of 370 priority investment projects completed in 24 municipalities, out of which 177 sets of equipment and 193 civil works  Sample size of the respondents: 2,032 (81% female and 78% male); ages: 31-45 (40%), 25-30 (25%), 45+ (20%), 18-24 (15%), missing (0%) <sup>105</sup>

<sup>103</sup> The Results and Resources Framework presents planned outcomes and outputs as per the updated Project Document for Stabilization Facility for Libya – Stronger for Libya (SFL2, or SFL phase II). Where applicable, references are made to the Project Document for Stabilization Facility for Libya – towards recovery and peace (SFL phase I)

<sup>104</sup> Not pursued – please refer to Project Background for more detail

<sup>105</sup> Source: M&E and Knowledge Management Final Report, September 2022

	1.4. % of equipment delivered that meets local expectations ( <i>Disaggregated data noting: age and sex</i> )	1.3: 126 (target not defined in prodoc) 1.4 60%	1.3: 126 sets of equipment delivered (Phase II)  1.4: 79% of respondents reported a high level of satisfaction with the projects	
<b>Output 2. Immediate Capacity Support for Municipalities and Local Service Delivery Partners Provided</b>	<p><b>Phase I:</b> # of capacity assessments  # of technical experts deployed  # of local authorities with increased capacity</p> <p><b>Phase II:</b> 2.1. # of stabilisation plans developed utilizing a participatory approach involving local stakeholders (i.e. NGOs, CSOs, CBOs, women’s groups and peace centers, and youth, community and marginalized groups) with municipalities and local partners in targeted areas of SFL support 2.2. # of stabilisation plans implemented utilizing a participatory approach involving local stakeholders (i.e. NGOs, CSOs, CBOs, women’s groups and peace centers, and youth, community and marginalized groups) by municipalities and local partners in targeted areas of SFL support  2.3. The performance of municipalities on the OCA Framework (Baseline OCA to</p>	<p><b>Phase I:</b> Capacity gaps assessed in all municipalities where the programme is being implemented  Based on the agreed requirements, technical experts deployed in selected municipalities to build capacity  Municipal strategic plans developed in all agreed locations.</p> <p><b>Phase II:</b> 2.1: 4 (target not defined in prodoc)  2.2: 10 (target not defined in prodoc)  2.3: 5 (target not defined in prodoc)</p>	<p>1 capacity assessment (OCA) conducted in Sirt (Phase I)  1 technical expert deployed (Municipal Liaison Officer)  Representatives of local authorities (communications departments)<sup>106</sup> from 3 municipalities trained in public communications  2.1: 4 stabilization plans (LDPs) developed in Kikla, Bani Walid, Derna and Ghat  2.2: 10  2.3: 5 OCAs completed (Phases I and II)</p>	<p>Additional 4 capacity assessments (OCA) conducted in Kikla, Bani Walid, Derna, and Ghat (Phase II)</p> <p>SFL did not implement the developed plans due to delays.<sup>108</sup> LDPs were handed to the municipalities for further implementation at the end of Phase II</p> <p>OCAs were conducted in a total of 5 municipalities (one in Phase I and four in Phase II) and provided an overview of municipal capacities and gaps. However, no baseline was set and no measurement or comparison of performance of municipalities as per the OCA Framework and scoring system was possible due to different approaches to capacity assessments.</p>

<sup>106</sup> Data missing on the number of participants

<sup>108</sup> Please refer to the Output 2 and the Challenges sections for more detail

	be compared to follow up OCA scores) 2.4. The performance of agencies on the OCA Framework (Baseline OCA to be compared to follow up OCA scores)	2.4: Target not defined in prodoc	2.4: Positive dynamics around vision and desire for local development, however a lack of skills in a number of areas <sup>107</sup>	
<b>Output 3. Local Conflict Analysis, Dialogue and Mediation Capacity Strengthened</b>	<p><b>Phase I:</b> # of local assessments conducted # of civic engagement campaigns # of youth and women engaged # of municipalities trained and engaged in conflict resolution efforts</p> <p><b>Phase II:</b> 3.1. Degree of municipal authorities and local peace structure satisfaction with the conflict resolution support provided by SFL (5 = very high, 4 = high, 3 = fair, 2 = low, 1 = very low) (Disaggregated data noting: sex and age) 3.2. # of women, men, and youth involved in local conflict resolution efforts in targeted areas of SFL support 3.3. Bi-annually, # of local peace structures which have (a) updated their own local mechanism for conflict risk warning (weight 40%); (b) linked it with the municipality stabilization plan once that exists (35%); and (c) participated in</p>	<p><b>Phase I:</b> Strategic partnerships with four NGOs working in Libya initiated  Localized conflict analysis completed in areas identified by the board  Capacity of municipal and local leaders on conflict resolution enhanced  At least two civic engagement campaigns led by youth organizations</p> <p><b>Phase II:</b> 3.1: Satisfied 3.2: 30 each municipality (SFL locations) 3.3: 7</p>	<p>Partnerships with four NGOs working in Libya established – PCi, FLO, USIP, Aktis Strategy(Phase I)  7 conflict assessments conducted in municipalities of Bani Walid, Benghazi, Kikla, Ubari, Sirt, Sebha and Tripoli  0 civic engagement campaigns conducted  N/A of youth and women engaged<sup>109</sup>  N/A of municipalities trained and engaged in conflict resolution efforts<sup>110</sup>  3.1: 67 per cent of respondents are highly satisfied with the conflict resolution support provided by SFL  3.2: 92 (28 female and 64 male) civil society members were reached as part of SFL conflict resolution efforts  3.3: 13 local peace structures supported  3.4: 9 stabilization goals developed in all critical project locations<sup>111</sup></p>	<p>Extended to include Promediation, HI and UNITAR in Phase II    Community consultations could count as civic engagement campaign, albeit unofficially  24 CSOs from 12 municipalities were trained in conflict analysis and reduction in Phase II  Sample size of the respondents: 2,032 (81% female and 78% male); ages: 31-45 (40%), 25-30 (25%), 45+ (20%), 18-24 (15%), missing (0%)<sup>112</sup></p>

<sup>107</sup> Please refer to Organization Capacity Assessment (page 26) for assessment findings. No measurement or comparison of performance of municipalities as per the OCA Framework and scoring system was possible due to different approaches to capacity assessments.

<sup>109</sup> No data on the number of youth and women engaged during Phase I is available

<sup>110</sup> No training took place during Phase I as the focus was placed on conflict assessments and ongoing political volatilities prevented the project to proceed in this direction. The training as part of the capacity building programme were restored and completed fully in Phase II.

<sup>111</sup> Stabilization goals could not be developed in Kufra and Ajdabiya as SFL was unable to hold community consultations due to COVID-19 and budget constrains

<sup>112</sup> Source: M&E and Knowledge Management Final Report, September 2022



	<p>the conflict analysis update by the RPA (or contract) partner (25%)</p> <p>3.4. # of stabilization goals developed</p>			
<p><b>Outcome 1: The SFL makes a positive contribution to local stabilisation and local conflict resolution efforts</b></p>	<p>1.1. Y/N per municipality: Stabilization goal and associated plan command board support</p> <p>1.2. Degree to which the Facilities made available through SFL are being used</p> <p>1.3 % citizens that perceive SFL investments as relevant to local stability (each municipality weighted equally with disaggregated data of age and</p>	<p>Reported based on actual results; Target not defined in prodoc</p>	<p>1.1: Yes –defined stabilization goals were shared and agreed by Project Board Not available, although no evidence is available</p> <p>1.2: Yes – evident through qualitative component such as quotes, photos and videos</p> <p>1.3: 70% of respondents perceive that SFL investments were relevant to local stability</p>	<p>Sample size: 2,032 citizens surveyed (71% male and 68% female)</p>
<p><b>Impact: The legitimate and internationally recognised state authorities strengthened and national unity for all Libyans fostered</b></p>	<p>Perception of improved performance by national level agencies (50%)</p> <p>Slowdown in tendency to fragment (50%)</p>	<p>Reported based on actual results; Target not defined in prodoc</p>	<p>64% of citizens reported realized notable improvement in the performance of local authorities</p> <p>Tendency to fragment was not possible to measure due to political volatilities and the inability to contract an advisory service provider such as Voluntas to conduct analysis at adequate level</p>	<p>Sample size: 2,032 citizens surveyed (59% male and 40% female)</p>

ANNEX III: Combined Monitoring and Evaluation Plan<sup>113</sup>

M & E Plan							
Stabilization Facility for Libya (SFL Phases I and II)							
Planned outputs, outcomes and impact	Indicators SFL Phase I	Indicators SFL Phase II	Baseline SFL Phase I	Baseline SFL Phase II	Targets SFL Phase I	Targets SFL Phase II	Means of Verification
<p><b>Output 1 (SFL Phase I): Light infrastructure destroyed by conflict rehabilitated and recovery of critical businesses supported</b></p> <p>revised to:</p> <p><b>Output 1 (SFL Phase II): Basic Service Equipment and Light Infrastructure Delivered to Local Expectations</b></p>	<p>Number of municipal needs assessments conducted</p> <p>Number of light infrastructure rehabilitated</p> <p>Number of equipment provided</p> <p>Number of critical businesses rehabilitated<sup>114</sup></p>	<p>1.1 # of civil works projects completed</p> <p>1.2. % of civil works projects completed that meets local expectations (<i>Disaggregated data noting: age and sex</i>)</p> <p>1.3. # of equipment (goods) delivered</p> <p>1.4. % of equipment delivered that meets local expectations (<i>Disaggregated data noting: age and sex</i>)</p>	<p>Key infrastructure destroyed in the intensified conflict since mid-2014 disrupting the regular functioning of hospitals, schools, roads, electricity networks, power grids, police stations, and water facilities</p> <p>Local businesses (MSMEs) impacted by the crisis</p> <p>Lack of viable economic opportunities for jobs and income generation for youth, including vulnerable groups (IDPs, returnees, and migrants)</p>	<p>1.1: 0</p> <p>1.2: NA</p> <p>1.3: 0</p> <p>1.4: NA</p>	<p>Rapid needs assessment carried out in all municipalities where the project will be implemented</p> <p>100% of agreed light infrastructure works completed in the selected municipalities (the exact number and nature of the works will be defined by the needs assessment)</p> <p>100% of agreed MSMEs rehabilitated and 100% of the agreed equipment provided (the exact number and nature of the MSMEs and required equipment will be defined by the needs assessment)</p>	<p>1.1: 142</p> <p>1.2: 60%</p> <p>1.3: 126</p> <p>1.4 60%</p>	<p>Final narrative and financial reports; monitoring reports by field engineers and local coordinators; presentations; needs assessments/community consultations, FGDs; MoUs; contractor SoWs; technical notes; site handover notes; project completion/handover notes; tracker/list of projects; video data (footages, interviews with beneficiaries; photos (before/after); media analysis reports; Final Project Evaluation Report</p>

<sup>113</sup> Updated in 2022

<sup>114</sup> Not pursued – please refer to Project Background for more information

<p><b>Output 2. Immediate Capacity Support for Municipalities and Local Service Delivery Partners Provided</b></p>	<p>Number of capacity assessments</p> <p>Number of technical experts deployed</p> <p>Number of local authorities with increased capacity</p>	<p>2.1. # of stabilisation plans developed utilizing a participatory approach involving local stakeholders (i.e. NGOs, CSOs, CBOs, women's groups and peace centers, and youth, community and marginalized groups) with municipalities and local partners in targeted areas of SFL support</p> <p>2.2. # of stabilisation plans implemented utilizing a participatory approach involving local stakeholders (i.e. NGOs, CSOs, CBOs, women's groups and peace centers, and youth, community and marginalized groups) by municipalities and local partners in targeted areas of SFL support</p> <p>2.3. The performance of municipalities on the OCA Framework (Baseline OCA to be compared to follow up OCA scores)</p> <p>2.4. The performance of agencies on the OCA Framework (Baseline OCA to be compared to follow up OCA scores)</p>	<p>Municipalities lack human resource and financial capacity to effective function in their role as local authorities.</p> <p>Traditional and weak bureaucratic systems in local institutions (municipalities and executive bodies)</p> <p>Current partnership building between local actors is ad hoc, externally driven, unstructured and reactive.</p> <p>Inadequate levels of financial transparency.</p> <p>Limited engagement with civil society and media.</p> <p>Marked decrease in access to and quality of basic services in certain areas and even more so for the 700,000 persons of concern (IDPs, refugees, migrants).</p>	<p>2.1: N/A</p> <p>2.2: 0</p> <p>2.3: 1 OCA completed</p> <p>2.4: N/A</p>	<p>Capacity gaps assessed in all municipalities where the programme is being implemented.</p> <p>Based on the agreed requirements, technical experts deployed in selected municipalities to build capacity.</p> <p>Municipal strategic plans developed in all agreed locations</p>	<p>2.1: 4</p> <p>2.2: 10</p> <p>2.3: 5 OCA completed</p> <p>2.4: target bot defined in prodoc</p>	<p>Project progress reports, activity progress report submitted by the deployed consultant; developed plans; LDP brochures; LDP videos; photos; capacity assessments; articles; press releases; stories; participants lists; OCA reports; Final Project Evaluation Report</p>
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<p><b>Output 3. Local Conflict Analysis, Dialogue and Mediation Capacity Strengthened</b></p>	<p>Number of local assessments conducted</p> <p>Number of civic engagement campaigns</p> <p>Number of youth and women engaged</p> <p>Number of municipalities trained and engaged in conflict resolution efforts</p>	<p>3.1. Degree of municipal authorities and local peace structures satisfaction with the conflict resolution support provided by SFL (<i>Likert scale: very satisfied, satisfied, uncertain, dissatisfied, very dissatisfied</i>) (<i>Disaggregated data noting: sex and age</i>)</p> <p>3.2. # of women, men, and youth involved in local conflict resolution efforts in targeted areas of SFL support</p> <p>3.3. Bi-annually, # of local peace structures which have (a) updated their own local mechanism for conflict risk warning (weight 40%); (b) linked it with the municipality stabilisation plan once that exists (35%); and (c) participated in the conflict analysis update by the RPA (or contract) partner (25%)</p>	<p>Role of municipalities in mediation and conflict resolution remains ad hoc</p> <p>Traditional leaders and structures play an important role in local mediation and conflict mitigation, but these efforts mainly act as mitigation of escalation following an incident, rather than as an effective peacebuilding mechanism</p> <p>Existing conflict management and dialogue efforts at local level are not sufficiently visible, remain ad hoc and reactive rather than preventative</p> <p>Level of violent criminality and threats against private property increasing across the country</p> <p>Protective system for women against violence is weak, due to institutional and cultural barriers</p>	<p>3.1: N/A</p> <p>3.2: N/A</p> <p>3.3: 0</p>	<p>Strategic partnerships with four NGOs working in Libya initiated</p> <p>Localized conflict analysis completed in areas identified by the board</p> <p>Capacity of municipal and local leaders on conflict resolution enhanced</p> <p>At least two civic engagement campaigns led by youth organizations</p>	<p>3.1: Satisfied</p> <p>3.2: 30 each municipality (SFL locations)</p> <p>3.3: 7</p>	<p>Conflict analysis reports (Promediation, PCi, UNITAR); project progress reports; photos; Final Project Evaluation Report</p>
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<p><b>Outcome:</b> The SFL makes a positive contribution to local stabilisation and local conflict resolution efforts</p>		<p>1.1. Y/N per municipality: Stabilization goal and associated plan command board support</p> <p>1.2. Degree to which the Facilities made available through SFL are being used</p> <p>1.3 % citizens that perceive SFL investments as relevant to local stability (each municipality weighted equally with disaggregated data of age and</p>		N/A		N/A	<p>Voluntas Panel Survey and the existence of Plan with Goal; User surveys disaggregated by gender and status reports by O3 implementing partners; Panel Survey; Final Project Evaluation Report</p>
<p><b>Impact:</b> The legitimate and internationally recognised state authorities strengthened and national unity for all Libyans fostered</p>		<p>Perception of improved performance by national level agencies (50%)</p> <p>Slowdown in tendency to fragment (50%)</p>		N/A		N/A	<p>Voluntas reports; Open source data: UN Agency data, media reporting; Final Project Evaluation Report</p>

## ANNEX IV: Theory of Change<sup>115</sup>

### Figure 1 The Link between Local and National Theory of Change

#### Local Theory of Change

IF we have viable local partners,  
IF we have a feasible/viable relationship with the municipality,  
AND if we develop a shared understanding of local conflict dynamics,  
AND if we develop a shared understanding of possible local peace settlements/deals,  
AND if trust enhancing relationships between key actors either exist or can be supported  
AND if concerns relating to protection, gender and inclusion are considered during the prioritization and sequencing of activities.  
AND if we enhance the capacity of the municipality and partners through the process,  
THEN we can develop and agree a stabilisation goal and a shared map/compass to get there,  
and identify what needs to be done

AND THEN

IF SFL

- continues to support local conflict management processes effectively;
- continues effective support for trust building;
- continues effective capacity support for the municipality and partners in national service agencies,

AND national partners in national service agencies allow engagement locally

AND SFL delivers civil works and equipment that meet local expectations,

AND an effective communications strategy is agreed with all partners and successfully implemented

THEN the SFL is more likely to make a positive contribution to local stabilisation, cohesion and local conflict resolution efforts **{OUTCOME}**

#### National Theory of Change

IF national level state authorities and their agencies are less fragmented, more cohesive and perform better,

IF there is an increase in positive connections between the central and the local through local authorities, and

IF there is evident symbolic inter-city service connections, and these connections are visible and communicated,

AND there is a reduction in local conflicts and disagreements,

THEN this will strengthen public trust in (or credibility of) internationally recognised state authorities and foster national unity for all Libyan **{IMPACT}**



<sup>115</sup> Source: Project Document: Stabilization Facility for Libya – Stronger for Libya (SFL2)

#### ANNEX V: List of assessments conducted

Name of Municipality	Conflict Assessment	Community Consultation to develop Priority Investment Plans	Municipal Capacity Assessment	Medium-term Local Development Plan	Local Peace Structure Capacity Assessment	Social Peace Assessment	Gender & Security Assessment	Conflict Management And Social Cohesion
Bani Walid	AKTIS Strategy / 2017	AKTIS Strategy / 2017	IC /2022	IC / 2022	n/a	n/a	n/a	n/a
Benghazi	PCI / 2016	PCi / 2019	n/a	n/a	UNITAR /2022	PCi / 2016	PCi / 2019	n/a
Ghat	n/a	With the municipality and water company / 2019	IC /2022	IC / 2020	n/a	n/a	n/a	Promediation / 2020-21
Kikla	SFL / 2016		IC /2022	IC / 2022	UNITAR /2022	n/a	n/a	n/a
Kufra	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Promediation / 2020-21
Sebha	FLO / 2020	FLO / 2018	n/a	n/a	UNITAR /2022	n/a	n/a	Promediation / 2020-21
Sirt	PCI / 2017	PCI / 2017 + 2019	IC /2019	n/a	UNITAR /2022	n/a	PCi / 2019	n/a
Tawergha	n/a	SFL 2019/2020	n/a	n/a	UNITAR /2022	n/a	PCi / 2019	n/a
Tripoli	AKTIS Strategy / 2018	AKTIS Strategy / 2018	n/a	n/a	n/a	n/a	n/a	n/a
Ubari	PCi / 2016	PCi / 2019	n/a	n/a	UNITAR /2022	PCi / 2016	PCi / 2019	Promediation / 2020-21
Derna	n/a	SFL /2020	IC /2022	IC / 2022	UNITAR /2022	n/a	n/a	n/a



## ANNEX VI: List of local peace structures supported

Name of Municipality	Local Structure Title	Year of Establishment	Status (active or inactive)
Bani Walid	Local Development Plan Task Force	2020	Active
Benghazi	Local Peace Partnership	2016	Active
Ghat	Local Development Plan Task Force	2020	Active
Kikla	Local Peace Partnership		Active
	Local Development Plan Task Force	2019	Active
Sebha	Local Peace Partnership	2019	Active
Sirt	Local Peace Partnership	2017	Active
Tawergha	Local Peace Partnership	2020	Active
Ubari	Local Peace Partnership	2015	Active
Derna	Local Peace Partnership		Active
	Local Development Plan Task Force	2020	Active

## ANNEX VII: List of completed priority investment projects

Works / Goods	Region	Location	Sector	Project	Contracted Amount	Completion period	Overall Status	Donor
Works	West	Sirt	Education	Rehabilitation of Al-Kholoud mixed primary school	\$134,250.00	February 2018	Completed	Germany (KfW)
Works	West	Sirt	Education	Rehabilitation of Al-Fateh mixed primary school	\$77,279.00	December 2018	Completed	Germany (KfW) Japan
Works	West	Sirt	Education	Rehabilitation of Khawlah Bent Azour secondary school for girls	\$69,504.00	July 2018	Completed	Germany (KfW) C/S ROK
Works	West	Sirt	Education	Rehabilitation of Oqba Ben Nafea secondary school for boys	\$144,166.00	March 2018	Completed	Germany (KfW)
Works	West	Sirt	Education	Rehabilitation of AL-Eitihad secondary school for girls	\$114,166.00	April 2018	Completed	EU, Germany (KfW)
Works	West	Sirt	Education	Rehabilitation of Sirt Sana Yousef mixed primary school	\$309,030.00	April 2019	Completed	Canada (DFATD)
Works	West	Sirt	Education	Rehabilitation of Al-Zaheer mixed primary School	\$60,000.00	March 2019	Completed	EU
Works	West	Sirt	Education	Rehabilitation of Al-Markazya mixed primary school	\$268,305.00	October 2019	Completed	EU
Works	West	Sirt	Education	Rehabilitation of Taqrif Martyrs mixed primary school	\$266,037.00	April 2019	Completed	Norway
Works	West	Sirt	Education	Rehabilitation of the Exams Administration Building	\$387,160.00	December 2019	Completed	Netherlands, Germany (KfW)
Works	West	Bani Walid	Education	Rehabilitation of Omar Bn Al-Khatab Secondary School	\$30,005.00	October 2019	Completed	EU
Works	West	Bani Walid	Education	Rehabilitation of Al-Saadi Al-Tuboli Primary School	\$43,400.00	October 2019	Completed	EU
Works	West	Bani Walid	Education	Rehabilitation of Al-Qudos Secondary School for girls	\$60,410.00	October 2019	Completed	EU
Works	West	Bani Walid	Education	Rehabilitation of Auqba Bn Naafa' Primary School	\$46,796.00	November 2019	Completed	EU
Works	West	Bani Walid	Education	Rehabilitation of Al-Sallam Primary School	\$51,198.00	November 2019	Completed	EU
Works	West	Bani Walid	Education	Rehabilitation of Al-Amal Primary and Secondary School	\$57,327.00	November 2019	Completed	EU
Works	West	Bani Walid	Education	Rehabilitation of Hateen School	\$71,385.00	February 2019	Completed	USAID
Works	East	Benghazi	Education	Rehabilitation of Aljeel Al-Waed Secondary School for Boys	\$117,265.50	October 2017	Completed	Norway, Germany (KfW)
Goods	West	Kikla	Education	Supply of 2 Video projectors and 6 printers (for Martyrs & Khalifa Ahmed Schools)	\$30,308.00	December 2017	Completed	Italy
Goods	West	Kikla	Education	Supply of 60 Desktop computers	\$82,383.00	February 2017	Completed	Germany (MOFA)
Goods	West	Kikla	Education	Supply of Equipment for two school laboratories in Kikla	\$17,447.72	July 2018	Completed	EU, C/S ROK
Goods	West	Kikla	Education	Supply of 4 Air conditioners (18,000 BTU for two school computer labs)	\$4,280.00	February 2017	Completed	Germany (KfW)
Works	South	Ubari	Education	Provision and installation of Prefabricated school (on grounds of Al-Qurania School) in Ubari	\$717,720.00	November 2017	Completed	EU
Works	South	Ubari	Education	Rehabilitation of Al-Qurania School	\$454,863.00	December 2017	Completed	Germany (KfW)
Works	South	Ubari	Education	Rehabilitation of Al-Markazeiha School	\$220,600.00	September 2017	Completed	Germany (KfW), USAID
Works	South	Ubari	Education	Rehabilitation of Al-Thawnia School	\$515,588.47	December 2017	Completed	Germany (KfW)
Works	West	Tripoli, Janzour	Education	Rehabilitation of Al-Nour School	\$26,402.00	December 2018	Completed	Norway
Works	West	Tripoli, Janzour	Education	Rehabilitation of Al-Najila Secondary School	\$26,402.00	December 2018	Completed	Norway

Works	West	Tripoli, Janzour	Education	Rehabilitation of Al-Giran Al Ganoubiah School	\$26,402.00	December 2018	Completed	Norway
Works	West	Tripoli, Janzour	Education	Rehabilitation of Janzour Secondary School (Lot II)	\$29,600.00	October 2018	Completed	Japan
Works	West	Tripoli, Janzour	Education	Rehabilitation of Al-Watan Al Arabi School (Lot II)	\$29,600.00	October 2018	Completed	Japan
Works	West	Tripoli, Janzour	Education	Rehabilitation of West Janzour School	\$29,600.00	October 2018	Completed	Japan
Works	West	Tripoli, Abu Salim	Education	Rehabilitation of Abi Salim School for boys	\$23,467.00	August 2020	Completed	Norway
Works	West	Tripoli, Abu Salim	Education	Rehabilitation of Al-Entisar School	\$39,665.00	August 2020	Completed	Norway
Works	West	Tripoli, Abu Salim	Education	Rehabilitation of Al-Oula School	\$33,147.00	August 2020	Completed	Norway
Works	West	Tripoli, Abu Salim	Education	Rehabilitation of Al-Saieda Zainab School	\$33,472.00	March 2019	Completed	Japan
Works	West	Tripoli, Abu Salim	Education	Rehabilitation of Ein Al-Shams School	\$24,152.00	March 2019	Completed	Japan
Works	West	Tripoli, Abu Salim	Education	Rehabilitation of Fatemah Al-Zahra School for girls	\$22,747.00	March 2019	Completed	Japan
Works	West	Tripoli, Al-Swani	Education	Rehabilitation of Al-Rrabi School for boys	\$14,360.00	June 2019	Completed	Italy
Works	West	Tripoli, Al-Swani	Education	Rehabilitation of Al-Karaimeia Al-Markazeia School	\$17,091.00	June 2019	Completed	Italy
Works	West	Tripoli, Al-Swani	Education	Rehabilitation of Giel Al-Wahda School	\$32,208.50	June 2019	Completed	Italy
Works	West	Tripoli, Al-Swani	Education	Rehabilitation of Shouhada Al-Sawani School	\$34,740.00	May 2019	Completed	Japan
Works	West	Tripoli, Al-Swani	Education	Rehabilitation of Jafer Al-Tayar School	\$44,169.14	May 2019	Completed	Japan
Works	West	Tripoli, Al-Swani	Education	Rehabilitation of Talae Al-Naser School	\$20,547.87	May 2019	Completed	Japan
Works	West	Tripoli, Sidi Al-Sayah	Education	Rehabilitation of Almadina Aljadida School	\$32,095.00	September 2019	Completed	Japan, Italy
Works	West	Tripoli, Sidi Al-Sayah	Education	Rehabilitation of Al-Mabrok wanees School	\$34,205.00	September 2019	Completed	Japan, Italy
Works	West	Tripoli, Sidi Al-Sayah	Education	Rehabilitation of Almgahedon School	\$37,565.00	September 2019	Completed	Japan, Italy
Works	West	Tripoli, Sidi Al-Sayah	Education	Rehabilitation of Ja'afer Abn Abi Taleb School	\$22,942.00	January 2020	Completed	EU
Works	West	Tripoli, Sidi Al-Sayah	Education	Rehabilitation of Mansor Oun School	\$23,155.10	January 2020	Completed	EU
Works	West	Tripoli, Sidi Al-Sayah	Education	Rehabilitation of Rayath Alsalam School	\$20,169.00	January 2020	Completed	EU
Works	West	Tripoli, Al-Garabouli	Education	Rehabilitation of Ageel Ebra School	\$19,680.00	November 2019	Completed	EU
Works	West	Tripoli, Al-Garabouli	Education	Rehabilitation of Al-Heyaj School	\$37,741.00	November 2019	Completed	EU
Works	West	Tripoli, Al-Garabouli	Education	Rehabilitation of Al-Mgarba School	\$25,483.00	November 2019	Completed	EU
Works	West	Tripoli, Al-Garabouli	Education	Rehabilitation of Al-Raja School	\$39,353.33	November 2019	Completed	EU
Works	West	Tripoli, Al-Garabouli	Education	Rehabilitation of Osood Libya School	\$39,353.33	November 2019	Completed	EU
Works	West	Tripoli, Al-Garabouli	Education	Rehabilitation of Al-Gwea'a School	\$39,353.33	July 2020	Completed	EU
Works	West	Tripoli, Central Tripoli	Education	Rehabilitation of Al-Nogoom Alzahira School	\$46,800.00	February 2019	Completed	USAID

Works	West	Tripoli, Central Tripoli	Education	Rehabilitation of Ebn Al-Nnafees School	\$19,040.00	February 2019	Completed	USAID
Works	West	Tripoli, Central Tripoli	Education	Rehabilitation of Mohmed Elkot School for boys	\$9,930.00	February 2019	Completed	USAID
Works	West	Tripoli, Central Tripoli	Education	Rehabilitation of Sakina Bent Hussin School for girls	\$29,108.00	April 2019	Completed	Germany (KfW)
Works	West	Tripoli, Central Tripoli	Education	Rehabilitation of Talae'a Al-Takadom School for boys	\$30,034.00	April 2019	Completed	Italy
Works	West	Tripoli, Central Tripoli	Education	Rehabilitation of Magarba School	\$27,610.00	April 2019	Completed	Italy
Works	West	Tripoli, Al-Ssabriaa	Education	Rehabilitation of Abo Al-Kasem Al-Mokram School	\$105,423.75	October 2020	Completed	EU
Works	West	Tripoli, Al-Ssabriaa	Education	Rehabilitation of 17th of February School		October 2020	Completed	EU
Works	West	Tripoli, Al-Ssabriaa	Education	Rehabilitation of Al-Ssabriaa Al-Markzeia High School		October 2020	Completed	EU
Works	West	Tripoli, Al-Ssabriaa	Education	Rehabilitation of Khalid Ben Al-Walid School	\$100,124.00	October 2020	Completed	EU
Works	West	Tripoli, Al-Ssabriaa	Education	Rehabilitation of Shouhada Abo Hamed School		October 2020	Completed	EU
Works	West	Tripoli, Al-Ssabriaa	Education	Rehabilitation of Tarik Ben Ziad School		October 2020	Completed	EU
Works	West	Tripoli, Ein Zara	Education	Rehabilitation of Jawhara Trables School	\$23,233.00	March 2019	Completed	Japan
Works	West	Tripoli, Ein Zara	Education	Rehabilitation of Noor Alma'refa School	\$28,135.00	March 2019	Completed	Japan
Works	West	Tripoli, Ein Zara	Education	Rehabilitation of Alwefak School	\$45,334.00	March 2019	Completed	Japan
Works	West	Tripoli, Ein Zara	Education	Rehabilitation of Khalid ben Al-Waled School	\$27,057.00	March 2019	Completed	EU
Works	West	Tripoli, Ein Zara	Education	Rehabilitation of Noor Ale'im School for girls	\$37,240.00	March 2019	Completed	EU
Works	West	Tripoli, Ein Zara	Education	Rehabilitation of Shohadaa Ein Zara School	\$24,702.00	March 2019	Completed	EU
Works	West	Tripoli, Hay Al-Andoules	Education	Rehabilitation of Alkarama School for girls	\$24,030.00	March 2019	Completed	Germany (KfW)
Works	West	Tripoli, Hay Al-Andoules	Education	Rehabilitation of Aldoha School for boys	\$32,870.00	March 2019	Completed	Germany (KfW)
Works	West	Tripoli, Hay Al-Andoules	Education	Rehabilitation of Mohammed Elimam School	\$16,547.50	March 2019	Completed	Germany (KfW)
Works	West	Tripoli, Hay Al-Andoules	Education	Rehabilitation of Salem Abdelnabi School	\$23,541.00	March 2019	Completed	Japan
Works	West	Tripoli, Hay Al-Andoules	Education	Rehabilitation of Sowaid Alwahda School	\$23,181.00	March 2019	Completed	Japan
Works	West	Tripoli, Hay Al-Andoules	Education	Rehabilitation of Abu Dhar Elghafari School	\$32,300.00	March 2019	Completed	Japan
Works	West	Tripoli, Ben Gashir	Education	Rehabilitation of Abdulbasit Al Hamroni School	\$94,954.00	January 2021	Completed	C/S ROK
Works	West	Tripoli, Ben Gashir	Education	Rehabilitation of Al-Hakh Revolution School		January 2021	Completed	C/S ROK
Works	West	Tripoli, Ben Gashir	Education	Rehabilitation of Al-Jelani Al Gargoti School		January 2021	Completed	C/S ROK
Works	West	Tripoli, Ben Gashir	Education	Rehabilitation of Al-Zaitona School	\$29,966.00	April 2020	Completed	EU
Works	West	Tripoli, Ben Gashir	Education	Rehabilitation of Massoud Swassi School	\$26,214.00	April 2020	Completed	EU

Works	West	Tripoli, Ben Gashir	Education	Rehabilitation of Shaikh Al Shouhada School	\$42,616.00	April 2020	Completed	EU
Works	West	Tripoli, Souq Al-Khamees	Education	Rehabilitation of Omar Almokhtar School	\$24,300.00	March 2019	Completed	USAID
Works	West	Tripoli, Souq Al-Khamees	Education	Rehabilitation of Saidi Bireesh School	\$31,356.50	March 2019	Completed	USAID
Works	West	Tripoli, Souq Al-Khamees	Education	Rehabilitation of Shohada Aljaria School	\$31,469.50	March 2019	Completed	USAID
Works	West	Tripoli, Souq Al-Khamees	Education	Rehabilitation of Omar Ebn Al-khattab School	\$21,840.00	November 2019	Completed	USAID, Germany (KfW)
Works	West	Tripoli, Souq Al-Khamees	Education	Rehabilitation of Al-Nidhal School	\$40,070.00	November 2019	Completed	USAID, Germany (KfW)
Works	West	Tripoli, Souq Al-Khamees	Education	Rehabilitation of Ebn Alhasan School	\$26,575.00	November 2019	Completed	USAID, Germany (KfW)
Works	West	Tripoli, Souq Al-Gomma	Education	Rehabilitation of Khalifa Al-Hejaji School	\$35,113.00	April 2019	Completed	C/S ROK
Works	West	Tripoli, Souq Al-Gomma	Education	Rehabilitation of Moktar Bel Haje School for girls	\$31,253.00	April 2019	Completed	C/S ROK
Works	West	Tripoli, Souq Al-Gomma	Education	Rehabilitation of Omer Ebn Al-Ase School	\$38,578.00	April 2019	Completed	C/S ROK
Works	West	Tripoli, Souq Al-Gomma	Education	Rehabilitation of Shohada Al-Shat School	\$41,886.00	March 2019	Completed	Japan
Works	West	Tripoli, Souq Al-Gomma	Education	Rehabilitation of Shohada Souq Al-Joma'a School	\$14,780.00	March 2019	Completed	Japan
Works	West	Tripoli, Souq Al-Gomma	Education	Rehabilitation of Abi Baker Al-Tohami School	\$15,315.00	March 2019	Completed	Japan
Works	West	Tripoli, Tajoura	Education	Rehabilitation of Al-Entisarar School	\$28,750.00	December 2018	Completed	C/S ROK
Works	West	Tripoli, Tajoura	Education	Rehabilitation of Dar Al-Bayda School	\$29,005.00	December 2018	Completed	C/S ROK
Works	West	Tripoli, Tajoura	Education	Rehabilitation of Al-Khaledon School	\$29,940.00	December 2018	Completed	C/S ROK
Works	West	Tripoli, Tajoura	Education	Rehabilitation of Al-Ghalaa School for girls	\$22,890.00	December 2018	Completed	C/S ROK
Works	West	Tripoli, Tajoura	Education	Rehabilitation of Al-Hasan Ebn Al-Haitham School	\$35,475.00	December 2018	Completed	C/S ROK
Works	West	Tripoli, Tajoura	Education	Rehabilitation of Omar Al-Mokhtar School	\$31,450.00	December 2018	Completed	C/S ROK
Works	East	Benghazi	Education	Rehabilitation of Al-Ameer School	\$187,486.00	July 2020	Completed	Germany (KfW)
Works	East	Benghazi	Education	Rehabilitation of Shohada Alsabri School	\$149,110.00	October 2020	Completed	Japan
Works	East	Derna	Education	Rehabilitation of Omar Al-Mukhtar School	\$122,795.00	July 2021	Completed	Gov't of Libya, SUSC
Works	South	Sebha	Education	Rehabilitation of Al-Akaber and Omar Ben Al-khatat Schools	\$279,802.72	August 2020	Completed	Germany (KfW), EU
Works	South	Sebha	Education	Rehabilitation of Al-Quds and Nusaiba Schools	\$240,653.87	May 2020	Completed	EU
Works	South	Sebha	Education	Rehabilitation of Abubaker Alssediq and Al-Qadisiya Schools	\$118,905.54	October 2022	Completed	Netherlands
Works	South	Sebha	Education	Rehabilitation of Al-Khansa and Al-Wahda School	\$183,306.43	January 2021	Completed	Japan, C/S ROK
Works	South	Sebha	Education	Rehabilitation of Ghodowa School	\$81,731.14	May 2021	Completed	Germany (KfW)
Works	West	Sirt	Education	Rehabilitation of the Al-Yarmouk School	\$304,592.60	October 2020	Completed	Germany (KfW)
Works	West	Sirt	Education	Rehabilitation of Al-Manara Secondary School for Girls	\$150,653.00	February 2022	Completed	SUSC

Works	West	Sirt	Education	Rehabilitation of Talae Al-Naser School	\$173,376.00	April 2021	Completed	SUSC
Works	West	Sirt	Education	Rehabilitation of Salem Alshorfi School	\$145,824.00	December 2020	Completed	PBF
Works	West	Sirt	Education	Construction of 8 classrooms with outbuilding in Alreebat Area	\$250,367.50	Ongoing Expected completion 30 <sup>th</sup> March	Completed	Japan
Works	West	Tawergha	Education	Rehabilitation of Al-Etihad Al-Afrika School	\$107,085.00	July 2020	Completed	Germany (KfW)
Works	West	Tawergha	Education	Rehabilitation of Shohada Tawerga School	\$98,098.10	July 2020	Completed	Germany (KfW)
Works	West	Tawergha	Education	Rehabilitation of Um Al-Moamineen School	\$92,414.00	September 2020	Completed	Germany (KfW)
Works	East	Benghazi	Energy	Rehabilitation of Laithi Electrical Substation (Bobtaina)	\$98,300.00	August 2017	Completed	EU
Works	East	Benghazi	Energy	Rehabilitation of Abu Atni Electrical Substation	\$262,325.00	August 2017	Completed	Japan, Gov't of Libya
Works	East	Benghazi	Energy	Supply of Solar Street Lighting for the Benghazi Airport third location (12 km)	\$884,284.81	September 2019	Completed	EU, C/S ROK, Germany (KfW), Japan, Norway
Goods	West	Kikla	Energy	Supply of 330 KVA Generators (2) in Kikla	\$98,149.67	February 2017	Completed	Germany (MOFA), Italy
Goods	West	Bani Walid	Energy	Supply of 2000m HV Power Cables	\$118,438.20	October 2019	Completed	USAID, EU
Works	East	Benghazi	Energy	Supply and Installation of Solar Street Light Electrical Poles (24 km)	\$1,251,746.97	June 2021	Completed	Germany (KfW), Gov't of Libya
Works	East	Benghazi	Energy	Rehabilitation of Bosnaib Electrical Substation, Benghazi	\$93,784.00	November 2021	Completed	Gov't of Libya
Goods	South	Ghat	Energy	Supply of 4000m HV Power Cables	\$233,438.75	September 2019	Completed	USAID
Works	South	Kufra	Energy	Supply and Installation of Solar Street Light (9.8 km)	\$777,635.00	April 2021	Completed	Norway, SUSC
Works	South	Sebha	Energy	Supply and Installation of Solar Street Light System in Sebha (14 km)	\$3,349,006.33	December 2021	Completed	Germany (KfW)
Goods	South	Sebha	Energy	Supply of 2000m HV Power Cables to Sebha Airport	\$118,919.38	September 2019	Completed	USAID
Works	West	Tawergha	Energy	Supply and Installation of Solar Street Light System in Tawergha (1.5 km)	\$107,715.71	January 2020	Completed	EU, Germany (KfW)
Works	West	Tawergha	Energy	Supply and Installation of Solar Street Light System in Tawergha Phase-II (3.5 km)	\$466,125.00	August 2021	Completed	SUSC
Works	South	Ubari	Energy	Supply and Installation of Solar Street Light System in Ubari (11 km)	\$1,514,492.45	November 2020	Completed	Germany (KfW)
Works	West	Sirt	Health	Rehabilitation of Polyclinic	\$133,063.00	August 2018	Completed	EU, UK
Goods	West	Sirt	Health	Supply of Refrigeration for vaccines, cold chain for Health Directorate and Rehabilitation of Cold Chain refrigerator Building	\$70,018.00	March 2021	Completed	France
Goods	West	Sirt	Health	Supply of 3 Regular Ambulances (out of initially planned 12 in total - 10 regular, 2 ICU) for Health Directorate	\$146,466.60	December 2017	Completed	C/S ROK
Works	West	Sirt	Health	Rehabilitation of Primary Health Care Unit	\$56,100.00	March 2020	Completed	C/S ROK
Works	West	Sirt	Health	Rehabilitation of Al-Rebaat Al-jeeza Health Care Unit	\$33,570.00	March 2019	Completed	Japan
Works	West	Sirt	Health	Rehabilitation of Omar Almukhtar Health Care Unit	\$35,047.00	October 2019	Completed	Germany (KfW)
Works	West	Sirt	Health	Rehabilitation of Al-Zaheer Health Care Unit	\$31,550.00	March 2019	Completed	EU
Goods	West	Sirt	Health	Supply of 2 ICU Ambulances for Ibn Sina Hospital	\$97,644.40	December 2017	Completed	
Goods	West	Sirt	Health	Supply of Medical Waste incinerator for Ibn Sina Hospital	\$86,505.00	December 2017	Completed	UK (FCO)
Works	West	Bani Walid	Health	Rehabilitation of Bani Walid Health Medical Storage	\$100,800.00	January 2019	Completed	USAID
Goods	West	Bani Walid	Health	Supply of 2 ICU Ambulances for Bani Walid Health Sector	\$99,840.24	December 2018	Completed	C/S ROK, Denmark

Goods	West	Bani Walid	Health	Supply of 4 Generators, 300 Kva for Bani Walid Health Sector	\$211,682.15	February 2018	Completed	Germany (KfW), Japan
Goods	West	Bani Walid	Health	Supply of Power 1 generator, ½ Megawatt (500 KVA) Capacity for Bani Walid General Hospital	\$71,060.29	May 2018	Completed	Germany (MOFA), Italy
Works	West	Bani Walid	Health	Rehabilitation of Bani Walid General Hospital (Support the rehabilitation of diabetes healthcare facility and convert it to fully equipped isolation facility)	\$536,264.00	March 2021	Completed	Germany (KfW), Netherlands
Goods	West	Bani Walid	Health	Supply of 1 ICU ambulance to Bani Walid General Hospital	\$49,920.12	December 2018	Completed	C/S ROK, Denmark
Goods	West	Bani Walid	Health	Supply 2 Submersible pumps of 55Kw & 2 Vertical pumps of 15Kw for Bani Walid General Hospital	\$197,238.25	October 2019	Completed	USAID, Germany (KfW)
Works	East	Benghazi	Health	Rehabilitation of Benghazi Al-Kwefia Hospital	\$87,817.00	September 2017	Completed	EU
Works	East	Benghazi	Health	Rehabilitation of Benghazi Kidney Center	\$41,423.00	June 2017	Completed	Italy
Works	East	Benghazi	Health	Rehabilitation of Gwarsha Clinic	\$44,566.00	September 2017	Completed	France
Works	East	Benghazi	Health	Rehabilitation of Benghazi Radio Therapy Centre	\$101,496.00	February 2017	Completed	Italy
Goods	East	Benghazi	Health	Supply of 2 ICU Ambulances to Benghazi Medical Centre	\$132,438.02	December 2016	Completed	Germany (MOFA), Italy
Goods	East	Benghazi	Health	Supply of 1 ICU Ambulance to Benghazi Kidney Center	\$66,219.01	December 2016	Completed	Germany (MOFA), Italy
Goods	East	Benghazi	Health	Supply of 2 ICU Ambulances to Al-Jalaa Trauma Hospital	\$132,438.02	December 2016	Completed	Germany (MOFA), Italy
Goods	East	Benghazi	Health	Supply of 2 ICU Ambulances for Benghazi Civil Defence Department	\$132,438.02	December 2016	Completed	Germany (MOFA), Italy
Goods	East	Benghazi	Health	Supply of 1 ICU Ambulance to Benghazi Psychiatric Hospital	\$66,219.01	December 2016	Completed	Germany (MOFA), Italy
Goods	East	Benghazi	Health	Supply of 300 KVA generator (1) to Benghazi Al-Kwefia Hospital	\$49,074.83	February 2017	Completed	Germany (MOFA), Italy
Goods	East	Benghazi	Health	Supply of Medical Equipment to Benghazi Radio Therapy Centre	\$234,436.47	December 2018	Completed	Japan, EU
Goods	East	Benghazi	Health	Supply of Solar Panels to Benghazi Hospital (Medical Centre)	\$202,480.21	December 2016	Completed	Germany (MOFA), Norway, EU
Goods	East	Benghazi	Health	Supply of Solar Panels to Benghazi Hospital (Pediatric Centre)	\$202,708.21	December 2016	Completed	Germany (MOFA), Norway, EU
Goods	East	Benghazi	Health	Supply of Solar Panels for Benghazi Municipality (Al-Jalaa Hospital)	\$196,364.06	December 2016	Completed	Germany (MOFA), Norway, EU
Goods	East	Benghazi	Health	Supply of Solar Panels to Benghazi Al-Kwefia Hospital	\$202,309.21	December 2016	Completed	Germany (MOFA), Norway, EU
Goods	East	Benghazi	Health	Supply of 500 KVA generator (1) to Benghazi Psychiatric Hospital	\$71,060.29	February 2017	Completed	Germany (MOFA), Italy
Goods	East	Benghazi	Health	Supply of 500 KVA generator (1) to Benghazi Urology Hospital	\$71,060.29	February 2017	Completed	Germany (MOFA), Italy
Goods	West	Kikla	Health	Supply of 2 Ambulances to Kikla	\$132,438.02	February 2017	Completed	Germany (MOFA), Italy
Goods	West	Kikla	Health	Supply of Major and Minor Medical Equipment to Main Hospital in Kikla (\$260,000 + 50,000)	\$333,688.05	December 2019	Completed	Norway
Works	West	Kikla	Health	Rehabilitation of Main Hospital in Kikla	\$459,251.00	February 2018	Completed	Germany (KfW)
Works	West	Kikla	Health	Construction of shed for generator (Main Hospital)	\$15,525.00	May 2018	Completed	UK (FCO)
Works	West	Kikla	Health	Rehabilitation of Prefab Medical Care Center for Main hospital in Kikla	\$126,762.00	October 2017	Completed	Japan
Goods	South	Sebha	Health	Supply & Installation of a Mortuary freezers for Sebha Health Sector	\$71,800.00	December 2018	Completed	EU
Works	South	Sebha	Health	Rehabilitation of Sterilization Department	\$32,212.00	February 2018	Completed	Germany (KfW)



Works	South	Ubari	Health	Rehabilitation of Ubari General hospital & staff accommodation	\$360,401.00	July 2017	Completed	Japan
Goods	South	Ubari	Health	Supply of Medical Equipment for Ubari General Hospital	\$88,896.93	August 2019	Completed	Japan, Denmark
Goods	South	Ubari	Health	Supply of 2 ambulances for Ubari	\$95,456.90	December 2017	Completed	C/S ROK
Goods	South	Ubari	Health	Supply of 2 300 KVA generators for Ubari Health Sector	\$105,487.55	December 2017	Completed	Germany (MOFA), Italy, Japan
Works	South	Ubari	Health	Construction of shed for Diesel Generator, including connecting of generator to the electrical powerline in Obari Hospital , Libya	\$19,850.00	July 2018	Completed	UK (FCO)
Works	South	Ubari	Health	Construction of shed for Diesel Generator & connecting of generator, to electrical powerline in Obari Medical Store	\$39,400.00	August 2018	Completed	USAID
Works	West	Tripoli	Health	Rehabilitation of Tripoli Central Hospital, ENT Department	\$450,605.00	February 2020	Completed	UK (FCO), Italy
Works	West	Tripoli	Health	Rehabilitation of Ali Asker Hospital	\$185,699.00	January 2021	Completed	Germany (KfW)
Works	West	Tripoli	Health	Rehabilitation of Al-Jala Women Hospital	\$146,172.00	February 2020	Completed	EU
Works	West	Tripoli	Health	Rehabilitation + Supply and installation of (1) Portable Sewage Treatment Plant at Tajoura Cardiology Hospital, Tripoli	\$225,665.00	June 2021	Completed	Germany (KfW), Netherlands
Works	West	Tripoli	Health	Supply, installation and commissioning of vertical multi-stage centrifugal pump and Air Conditioner (HVAC) in Abo Salim Hospital-Accident Department	\$120,500.00	September 2021	Completed	Gov't of Libya
Goods	West	Tripoli, Janzour	Health	Supply of Medical Equipment for PHC Awlad Hamad	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Janzour	Health	Supply of Medical Equipment for PHC Martyrs Janzour	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Janzour	Health	Supply of Medical Equipment for PHC Martyrs Abdul Jalil	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Janzour	Health	Supply of Medical Equipment for PHC Hunter	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Janzour	Health	Supply of Medical Equipment for PHC Sarraj	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Abu Salim	Health	Supply of Medical Equipment for PHC al'iinetaq	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Abu Salim	Health	Supply of Medical Equipment for PHC Hay Al Mujahideen	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Abu Salim	Health	Supply of Medical Equipment for PHC Duwais	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Abu Salim	Health	Supply of Medical Equipment for PHC Khalid Bin Al Waleed	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Abu Salim	Health	Supply of Medical Equipment for PHC Sidi Salim	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Swani	Health	Supply of Medical Equipment for PHC Shuhada Al Swani	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Swani	Health	Supply of Medical Equipment for PHC El Toga	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Swani	Health	Supply of Medical Equipment for PHC Sons of Issa	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Swani	Health	Supply of Medical Equipment for PHC Miamin	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Swani	Health	Supply of Medical Equipment for PHC El Krimieh	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID

Goods	West	Tripoli, Sidi Al-Sayah	Health	Supply of Medical Equipment for PHC Sidi Sayah	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Sidi Al-Sayah	Health	Supply of Medical Equipment for PHC Wadi Al Rabea	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Sidi Al-Sayah	Health	Supply of Medical Equipment for PHC Funas	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Sidi Al-Sayah	Health	Supply of Medical Equipment for PHC Habashah	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Sidi Al-Sayah	Health	Supply of Medical Equipment for PHC #5	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Garabouli	Health	Supply of Medical Equipment for PHC Al-Garabouli Clinic	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Garabouli	Health	Supply of Medical Equipment for PHC Al Wafa Health Center	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Garabouli	Health	Supply of Medical Equipment for PHC Al Shaheed Al Dhawi	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Garabouli	Health	Supply of Medical Equipment for PHC Ras Al Ghazal	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Garabouli	Health	Supply of Medical Equipment for PHC Al Zainainah	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Central Tripoli	Health	Supply of Medical Equipment for PHC Fashloum	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Central Tripoli	Health	Supply of Medical Equipment for PHC Martyrs of the Neufilin	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Central Tripoli	Health	Supply of Medical Equipment for PHC Zahra	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Central Tripoli	Health	Supply of Medical Equipment for PHC Mizran	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Central Tripoli	Health	Supply of Medical Equipment for PHC Martyrs Abu Meliana	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Ssabiliaa	Health	Supply of Medical Equipment for PHC Al Subia	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Ssabiliaa	Health	Supply of Medical Equipment for PHC Beer Freywan	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Ssabiliaa	Health	Supply of Medical Equipment for PHC Awlad Ahmed	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Ssabiliaa	Health	Supply of Medical Equipment for PHC Abu Aisha	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Al-Ssabiliaa	Health	Supply of Medical Equipment for PHC Dardour	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Ein Zara	Health	Supply of Medical Equipment for PHC Khaled Al Furjan	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Ein Zara	Health	Supply of Medical Equipment for PHC University Quarter	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Ein Zara	Health	Supply of Medical Equipment for PHC Nasser Salah Eddin	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Ein Zara	Health	Supply of Medical Equipment for PHC Al-Qarqani	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Ein Zara	Health	Supply Medical Equipment for PHC August 20	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID

Goods	West	Tripoli, Hay Al-Andoules	Health	Supply of Medical Equipment for PHC West St.	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Hay Al-Andoules	Health	Supply of Medical Equipment for PHC Al-Gheiran Kidney and Dialysis Center	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Hay Al-Andoules	Health	Supply of Medical Equipment for PHC Karkarash	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Hay Al-Andoules	Health	Supply of Medical Equipment for PHC Almadina	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Hay Al-Andoules	Health	Supply of Medical Equipment for PHC Alsahya	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Ben Gashir	Health	Supply of Medical Equipment for PHC Market Saturday	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Ben Gashir	Health	Supply of Medical Equipment for PHC Al-Marazeeq	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Ben Gashir	Health	Supply of Medical Equipment for PHC Al Hamroniya	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Ben Gashir	Health	Supply of Medical Equipment for PHC Clinic of diabetes diseases	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Ben Gashir	Health	Supply of Medical Equipment for PHC Thamain	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Khamees	Health	Supply of Medical Equipment for PHC Souk Al Khamees	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Khamees	Health	Supply of Medical Equipment for PHC Al Dahra	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Khamees	Health	Supply of Medical Equipment for PHC Al Mujainin	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Khamees	Health	Supply of Medical Equipment for PHC Al Awatah	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Khamees	Health	Supply of Medical Equipment for PHC Al-Khaila Kidney and Dialysis Center	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Gomma	Health	Supply of Medical Equipment for PHC Arada	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Gomma	Health	Supply of Medical Equipment for PHC Alhurriya	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Gomma	Health	Supply of Medical Equipment for PHC Hani	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Gomma	Health	Supply of Medical Equipment for PHC Alharat	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Gomma	Health	Supply of Medical Equipment for PHC Natural Birth Clinic	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Souq Al-Gomma	Health	Supply of 300 KVA generator for PHC Werimma	\$51,370.54	June 2019	Completed	Germany (KfW)
Goods	West	Tripoli, Tajoura	Health	Supply of Medical Equipment for PHC Abu Shousha	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Tajoura	Health	Supply of Medical Equipment for PHC Alnshia	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Tajoura	Health	Supply of Medical Equipment for PHC and Rima	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Goods	West	Tripoli, Tajoura	Health	Supply of Medical Equipment for PHC February 17	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID

Goods	West	Tripoli, Tajoura	Health	Supply of Medical Equipment for PHC Yahya Ben Yahya Al Suwaidi	\$26,010.05	November 2020	Completed	Norway, Canada (DFATD), Germany (MOFA), USAID
Works	East	Benghazi	Health	Rehabilitation of ICU and newborn ward and patient's room at Benghazi Children Hospital	\$335,065.00	April 2021	Completed	Norway Germany (KfW)
Works	East	Benghazi	Health	Rehabilitation of Alhadayek Clinic	\$58,101.00	February 2021	Completed	France
Goods	East	Derna	Health	Supply of 4 ambulances (3 ICU, 1 Regular) for Derna	\$158,657.16	October 2020	Completed	Germany (KfW)
Goods	East	Derna	Health	Supply of General Incinerator to Derna	\$162,570.45	January 2021	Completed	Japan Germany (KfW)
Works	South	Sebha	Health	Rehabilitation of Abdelkafy Physical Therapy Center	\$141,339.06		Completed	SUSC, Italy
Works	South	Sebha	Health	Rehabilitation of Krama Health Center Tayori	\$233,714.37	August 2020	Completed	Netherlands, EU
Works	South	Sebha	Health	Rehabilitation of Almanchiya Health Clinic	\$42,769.55	May 2020	Completed	EU
Works	South	Sebha	Health	Rehabilitation of Tahrir Health Clinic	\$99,876.22	January 2021	Completed	Japan
Works	South	Sebha	Health	Rehabilitation of Mahdeiya Health Clinic	\$80,539.67	January 2021	Completed	Germany (KfW)
Goods	South	Sebha	Health	Supply of 1 Ambulance for Ghodowa Village Hospital	\$66,211.83	March 2020	Completed	C/S ROK, SUSC
Works	South	Sebha	Health	Rehabilitation of Tadamon Emergency Clinic	\$51,673.97	May 2021	Completed	Germany (KfW), France
Goods	West	Sirt	Health	Supply of 2 - 330 KVA Generators for Sirt Oncology Clinic	\$108,379.16		Completed	SUSC
Goods	West	Sirt	Health	Supply of 2 Ambulances	\$120,369.04	December 2022	Completed	Japan
Goods	West	Tawergha	Health	Supply of 1 regular Ambulance to Tawergha	\$60,000.00	August 2019	Completed	
Works	West	Tawergha	Health	Rehabilitation of Mental Health & Psychosocial Support Center	\$249,400.00	September 2022	Completed	SUSC, RFF
Works	West	Sirt	Higher Education	Rehabilitation of the Building institute for boys	\$65,975.00	March 2019	Completed	UK (FCO)
Works	West	Sirt	Higher Education	Rehabilitation of Institute of comprehensive professions for Girls	\$283,601.00	December 2019	Completed	EU
Goods	West	Bani Walid	Higher Education	Supply of 300 KVA generator for Bani Walid University	\$52,920.54	December 2018	Completed	Germany (KfW) Japan
Goods	West	Kikla	Higher Education	Supply of School Furniture \$200,000 + \$50,000 for 5 schools	\$92,919.17	December 2017	Completed	Germany (KfW)
Goods	West	Kikla	Higher Education	Supply of furniture for the University in Kikla	\$50,000	December 2017	Completed	Germany (KfW)
Works	West	Kikla	Higher Education	Rehabilitation of a University Building in Kikla	\$134,500.00	May 2017	Completed	EU
Works	West	Kikla	Higher Education	Construction of shed for generator (Kikla University)	\$20,825.00	May 2018	Completed	UK (FCO)
Works	South	Sebha	Higher Education	Rehabilitation of student dormitories at Sebha University	\$147,800.00	October 2018	Completed	Denmark
Works	South	Sebha	Higher Education	Rehabilitation of Sebha University	\$63,613.00	July 2018	Completed	Germany (KfW)
Works	West	Bani Walid	Higher Education	Rehabilitation of Bani Walid University, General Administration Building and Forensic Sciences	\$107,074.50	October 2021	Completed	SUSC
Works	South	Ubari	Higher Education	Rehabilitation of Ubari University - Library and Cafeteria	\$225,688.00	October 2020	Completed	Netherlands
Works	South	Ubari	Higher Education	Construction of National Legal Training Centre at Ubari University	\$752,000.01	June 2022	Completed	UK (FCO), C/S ROK, Japan
Goods	West	Bani Walid	Municipal	Supply of a Power generator 330 Kva for Bani Walid municipality	\$49,074.83	May 2018	Completed	Germany (MOFA), Italy

Works	East	Benghazi	Municipal	Rehabilitation of Benghazi Court House	\$115,718.00	February 2017	Completed	Italy
Works	East	Benghazi	Municipal	Rehabilitation of Benghazi Civil Defence Department	\$31,442.00	May 2017	Completed	Italy
Works	East	Benghazi	Municipal	Repairs of Al-Oroba Street Railing in Benghazi	\$145,000.00	November 2017	Completed	Germany (KfW)
Goods	East	Benghazi	Municipal	Supply of 300 KVA generator (1) for Benghazi Civil Defence Department	\$49,074.83	February 2017	Completed	Germany (MOFA), Italy
Goods	East	Benghazi	Municipal	Supply of Rescue Vehicle for Benghazi Civil Defence Department	\$123,616.67	December 2017	Completed	Japan, Germany (KfW)
Goods	East	Benghazi	Municipal	Supply of 2 boats to the Benghazi Civil Defence Department	\$38,431.40	December 2017	Completed	Germany (KfW)
Goods	West	Kikla	Municipal	Supply of Fire Engine (1) to Kikla	\$196,117.04	November 2016	Completed	Germany (MOFA)
Goods	West	Kikla	Municipal	Supply of V sat connection for Kikla Municipality	\$19,475.00	February 2017	Completed	Italy
Goods	West	Kikla	Municipal	Supply of 5 KVA Solar Power System for Municipality Internet	\$13,963.00	December 2017	Completed	Italy
Goods	West	Kikla	Municipal	Supply of Sport center equipment	\$64,413.00	February 2018	Completed	Germany (KfW)
Works	West	Kikla	Municipal	Rehabilitation of Sports Center Building in Kikla	\$76,370.00	May 2017	Completed	EU
Works	South	Ubari	Municipal	Rehabilitation of Women's Center	\$96,781.00	July 2017	Completed	EU
Goods	South	Ubari	Municipal	Supply of IT equipment for Women's Center	\$7,275.00	December 2018	Completed	Japan
Goods	South	Ubari	Municipal	Supply of Furniture for Women's Center	\$5,035.75	December 2018	Completed	Japan
Works	South	Ubari	Municipal	Rehabilitation of Public Market	\$510,620.09	May 2018	Completed	Germany (KfW)
Goods	East	Ajdabiya	Municipal	Supply of 2 Firefighting trucks	\$448,812.97	May 2021	Completed	Germany (KfW), C/S ROK
Works	East	Benghazi	Municipal	Rehabilitation of Alkikhia Cultural House	\$138,962.00	December 2020	Completed	Germany (KfW)
Works	East	Benghazi	Municipal	Rehabilitation of Benghazi Library	\$370,134.00	April 2021	Completed	Norway, Germany (KfW)
Goods	East	Derna	Municipal	Supply of 2 Firefighting trucks	\$448,812.97	May 2021	Completed	Germany (KfW), C/S ROK
Works	East	Derna	Municipal	Rehabilitation of the Derna cultural Centre (Al-Dalam Market)	\$205,030.00	February 2023	Completed	Japan
Goods	South	Ghat	Municipal	Supply of Personal Protection Equipment (breathing apparatus, workwear, gloves, masks & safety harness) for Water and Wastewater Company	\$72,742.61	April 2021	Completed	France, Germany (KfW)
Goods	South	Kufra	Municipal	Supply of Truck Mounted Lifting Basket Crane (1 Man)	\$156,722.64	May 2021	Completed	Germany (KfW), SUSC, Italy
Works	South	Sebha	Municipal	Rehabilitation and Maintenance of UNESCO Library	\$189,221.88	July 2021	Completed	Japan
Works	South	Sebha	Municipal	Rehabilitation of Training Center for Youth and Women Tayori	\$118,726.62	December 2022	Completed	SUSC
Goods	West	Sirt	Municipal	Supply of 1 Road Sweeping Machine for General Cleaning Company	\$174,676.17	February 2022	Completed	Switzerland
Goods	West	Sirt	Municipal	Supply of 2 Toyota Pesticides Vehicle for General Cleaning Company	\$123,386.50	December 2022	Completed	Norway
Works	West	Sirt	Municipal	Rehabilitation of the Coast Guard Building in Sirt Municipality	\$62,836.00	September 2021	Completed	SUSC
Goods	West	Tawergha	Municipal	Supply of equipment for Tawergha Computer Lab (26 desktop computers, 15 Kva UPS, and VSAT internet and furniture)	\$40,530.85	October 2020	Completed	Norway, Germany (KfW), Netherlands
Works	West	Tawergha	Municipal	Rehabilitation of Tawergha Computer Lab	\$8,499.90	September 2020	Completed	Germany (KfW)

Works	West	Tawergha	Municipal	Equipment Rental - Cleaning Works and Removal of War Remnants in Tawergha	\$135,200.00	August 2021	Completed	UK (FCO)
Works	West	Tripoli	Municipal	Rehabilitation of Second Ring Road (Road Surface Marking and Landscaping of Green Area both side of the Highway) - 27.5 km	\$873,141.00	December	Completed	Gov't of Libya, Norway, Italy
Works	West	Tripoli	Municipal	Equipmnet Rental - Cleaning Works and Removal of War Remnants in Ben Gashir and Al-Ssabiliaa municipalities	\$81,900.00	March 2021	Completed	Gov't of Libya
Works	West	Tripoli	Municipal	Equipment Rental - Cleaning Works and Removal of War Remnants in Abu Salim and Ein Zara municipalities	\$155,064.00	August 2022	Completed	UK (FCO)
Works	South	Ubari	Municipal	Rehabilitation of Ubari Youth social Centre	\$621,418.00	October 2020	Completed	EU
Works	South	Ubari	Municipal	Rehabilitation of Ubari Civil Airport Taxiway and Aircraft Standing Area	\$375,025.00	March 2022	Completed	Gov't of Libya, SUSC
Works	South	Ubari	Municipal	Rehabilitation of Ubari Main Entrance Roundabout	\$40,190.00	August 2021	Completed	C/S ROK
Goods	West	Sirt	Solid Waste	Supply of 8 Garbage Trucks to Sirt Municipality (includes shipping: \$37,146.22)	\$851,180.74	July 2018	Completed	EU, C/S ROK
Goods	West	Sirt	Solid Waste	Supply of Garbage Bins, 1,100 liters (200) to Sirt Municipality	\$90,918.12	July 2018	Completed	EU, C/S ROK
Goods	West	Bani Walid	Solid Waste	Supply of 2 large garbage trucks for Bani Walid Municipality	\$242,112.88	February 2018	Completed	Germany (MOFA), Denmark
Goods	East	Benghazi	Solid Waste	Supply of 5 Garbage Collection Trucks for Benghazi	\$561,057.20	December 2016	Completed	Germany (MOFA)
Goods	East	Benghazi	Solid Waste	Supply of 30 garbage bins for Benghazi	\$42,699.00	July 2018	Completed	Germany (MOFA)
Goods	South	Ubari	Solid Waste	Supply of 1 Large Garbage Truck	\$123,881.44	February 2019	Completed	Germany (MOFA), Japan
Goods	West	Tripoli	Solid Waste	Supply of 1 Garbage Truck to Tripoli Central Hospital	\$106,235.55	September 2019	Completed	EU, C/S ROK
Goods	East	Ajdabiya	Solid Waste	Supply of 1 Garbage truck (8 cu.m)	\$100,834.13	June 2021	Completed	C/S ROK
Goods	East	Derna	Solid Waste	Supply of 3 Garbage trucks (8 cu.m)	\$302,502.38	June 2021	Completed	C/S ROK
Goods	West	Tripoli	Solid Waste	Supply of (20) Refuse collector semi-trailer and (5) Tractor Heads	\$2,866,691.48	April 2020	Completed	Germany (KfW), Japan USAID, EU
Goods	West	Tripoli	Solid Waste	Supply of (8) Refuse collector semi-trailer and (2) Tractor Heads	\$961,619.65	July 2020	Completed	EU, Germany (KfW)
Goods	West	Bani Walid	Water & Sanitation	Supply of 2 spraying vehicles for Bani Walid Municipality	\$77,749.49	December 2018	Completed	EU, Denmark
Goods	West	Bani Walid	Water & Sanitation	Supply of 7 submersible water pumps with operating panels to Bani Walid	\$280,221.13	April 2019	Completed	Italy, UK (FCO)
Goods	West	Bani Walid	Water & Sanitation	Supply of 6 surface water pumps to Bani Walid	\$7,848.17	May 2019	Completed	Italy, USAID
Goods	West	Bani Walid	Water & Sanitation	Supply of 1 power generator (300KVA) to Bani Walid Water and Sewage	\$160,000.00	June 2019	Completed	
Goods	West	Bani Walid	Water & Sanitation	Supply of 2 generators with a capacity of 60 KVA to Bani Walid Water and Sewage	\$35,805.55	February 2019	Completed	EU, C/S ROK, Japan
Goods	West	Bani Walid	Water & Sanitation	Supply of (1) suction truck 12,500 litres	\$173,959.93	April 2019	Completed	EU, Japan
Goods	East	Benghazi	Water & Sanitation	Supply of (6) Sewage pumps and minor repair of Benghazi Sewage Network	\$380,117.86	December 2018	Completed	USAID, Germany (KfW), Denmark, EU

Goods	East	Benghazi	Water & Sanitation	Supply of Sidi Mansour Water Pumps (1) in Benghazi	\$259,186.64	December 2018	Completed	USAID, Denmark
Goods	South	Sebha	Water & Sanitation	Supply of 8" (1), 30Kw (4), & 22Kw (30) Submersible pumps for Sebha Water Sector (total of 35)	\$527,947.45	September 2019	Completed	France, Canada (DFATD), USAID, Japan
Goods	South	Sebha	Water & Sanitation	Supply of 60 Kva Generator (30) for Sebha Water Sector	\$447,915.22	September 2019	Completed	EU, C/S ROK, Germany (KfW)
Works	South	Sebha	Water & Sanitation	Material & Commissioning of Generators and Construction of Steel Cage Sebha Libya	\$260,636.50	August 2019	Completed	EU, Japan
Goods	South	Sebha	Water & Sanitation	Supply of 160 Kw Submersible pumps (2), 500 reducers to 300 KSB, for Sebha Sewage Sector	\$163,494.44	August 2019	Completed	EU, Germany (KfW), USAID
Goods	South	Sebha	Water & Sanitation	Supply of 17kW (2), 22kW (2), 26.5 Kw (2), 73kW (2), 90kW (2) Submersible pumps for Sebha Sewage Sector (total of 10)	\$207,853.95	August 2019	Completed	USAID, Italy, Japan, UK (FCO)
Goods	South	Ubari	Water & Sanitation	Supply of pesticide sprayer truck with vehicle technical specification preparation	\$41,380.00	December 2017	Completed	EU
Goods	West	Tripoli	Water & Sanitation	Supply of 5 sewage suction trucks (30,000 cu litres)	\$1,200,933.85	July 2019	Completed	Japan, Norway
Goods	West	Bani Walid	Water & Sanitation	Supply of 4-multistage submersible well pumps	\$24,900.00	May 2021	Completed	UK (FCO)
Goods	East	Benghazi	Water & Sanitation	Supply of (36) Sewage submersible pumps for downtown pumping stations (150 CU.M/HR - 12, 240 CU.M/HR - 8, 550 CU.M/HR - 6, 750 CU.M/HR - 6, 1200 CU.M/HR - 4)	\$351,319.60	June 2020	Completed	EU, Japan
Goods	East	Derna	Water & Sanitation	Supply of 3 Pesticide sprayer vehicles	\$111,979.25	December 2020	Completed	France, C/S ROK
Goods	East	Derna	Water & Sanitation	Supply of 10 Water Pumps	\$84,970.31	November 2021	Completed	UK (FCO), Norway
Goods	South	Ghat	Water & Sanitation	Supply of (4) Sewage Suction Trucks	\$704,513.15	November 2020	Completed	Japan
Goods	South	Ghat	Water & Sanitation	Supply of (4) Potable Water Tankers with Truck	\$519,789.10	July 2020	Completed	Germany (KfW), Germany(MOFA), EU
Goods	South	Ghat	Water & Sanitation	Supply of (4) Loader/Backhoe	\$297,482.58	December 2019	Completed	USAID
Goods	South	Ghat	Water & Sanitation	Supply of (4) Pesticide sprayers and (4) vehicles	\$139,476.00	March 2020	Completed	EU
Goods	South	Ghat	Water & Sanitation	Supply of (21) 60 KVA Diesel Generators	\$291,580.53	March 2020	Completed	Germany (KfW)
Goods	South	Ghat	Water & Sanitation	Supply of (8) Submersible Sewage Pumps	\$86,690.32	June 2020	Completed	EU
Goods	South	Ghat	Water & Sanitation	Supply of (4) 35 HP Surface water pumps	\$47,505.10	June 2020	Completed	Germany (KfW)
Goods	South	Ghat	Water & Sanitation	Supply of (17) Submersible Pumps for wells (20, 25, 30, 35, 40 & 50 HP)	\$188,701.48	October 2020	Completed	Japan, Gov't of Libya, SUSC
Goods	South	Ghat	Water & Sanitation	Supply of (4) Diesel Welding Generators/Welding Machines	\$185,040.50	March 2020	Completed	EU
Goods	South	Ghat	Water & Sanitation	Supply of (4) Folding Hydraulic Crane	\$4,182.33	May 2021	Completed	Germany (KfW), UK (FCO)
Goods	West	Misurata	Water & Sanitation	Supply of 1 Sewage Suction Truck (12,500 ltrs)	\$182,905.10	March 2022	Completed	Gov't of Libya
Goods	West	Misurata	Water & Sanitation	Supply of 2 Portable Water Tankers (10,000 ltrs)	\$211,255.10	March 2022	Completed	Gov't of Libya



Goods	West	Misurata	Water & Sanitation	Supply of 1 High Pressure Sewer Cleaner (250 BAR pump power)	\$195,851.44	August 2021	Completed	Gov't of Libya, Netherlands
Goods	South	Sebha	Water & Sanitation	Supply of (3) Sewage Suction Trucks (30000 litres-1, 12500 litres-2)	\$632,106.45	July 2020	Completed	Germany (KfW), SUSC
Goods	South	Sebha	Water & Sanitation	Supply of (3) Portable Sewage Suction Pumps	\$240,964.85	July 2020	Completed	EU, Germany (KfW)
Works	South	Sebha	Water & Sanitation	Construction of western water well to the public network and generators Ghodowa	\$61,995.10	December 2020	Completed	Germany (KfW)
Goods	West	Sirt	Water & Sanitation	Supply of 3 - 350 KVA DG Generator sets for General Water and Sanitation	\$162,568.74	February 2022	Completed	SUSC
Goods	West	Sirt	Water & Sanitation	Supply of 4 Water Pumps (55 KW) for General Water and Sanitation	\$66,470.00	June 2022	Completed	C/S ROK
Goods	West	Tawergha	Water & Sanitation	Supply of 1 Sewage Suction Truck (12,500 L) to Tawergha	\$169,894.90	March 2022	Completed	Gov't of Libya
Goods	West	Tawergha	Water & Sanitation	Supply of 1 Water Tanker (10000 L) to Tawergha	\$112,144.90	March 2022	Completed	Gov't of Libya
Goods	West	Tawergha	Water & Sanitation	Supply of 2 Pesticide Sprayer Vehicles to Tawergha	\$112,353.64	September 2021	Completed	Gov't of Libya
Works	West	Tawergha	Water & Sanitation	Supply and Installation of Water Purification Plant in Tawergha	\$360,299.64	September 2022	Completed	Gov't of Libya, Italy



## ANNEX VIII. COVID-19 Response implemented projects

Goods	West	Tripoli	Covid-19	Provision of COVID-19 Testing Kits for MoH (Cepheid and its Cartridges)	\$24,636.06	August 2020	Completed	Germany (KfW)
Goods	West	Tripoli	Covid-19	Transportation Of Nasopharyngeal swabs and Covid-19 PCR reagents	\$120,000.00	April 2020	Completed	
Goods	West	Tripoli	Covid-19	Supply COVID-19 testing machine (5 Units), GeneXpert		October 2020	Completed	
Works	South	Bent Baya	Covid-19	Supply and installation of Oxygen facility “inhalation supply” or Medical Gas Plant for Bent Baya Hospital	\$395,000.00	March 2021	Completed	Germany (KfW)
Goods	West	Tripoli	Covid-19	Support for local PPE production through provision of raw materials and machinery for a local small manufacturing enterprise	\$80,000.00	2021	Completed	START
Works	South	Kufra	Covid-19	Rehabilitation of the immigration Covid-19 isolation center in Alkufra (20 bed capacity)	\$41,890.00	August 2021	Completed	SUSC
Goods	South	Ghat	Covid-19	Provide Medical equipment	\$100,000.00	January 2021	Completed	Germany (KfW)
Works	East	Derna	Covid-19	Construct and equip an isolation unit with a capacity of 20 beds as a preventive and precautionary measure	\$271,509.00		Completed	Japan
Goods	South	Sebha	Covid-19	Provide Medical equipment (equipment + 2 ICU ambulances)	\$164,533.72	February 2021	Completed	Norway Gov't of Libya
Goods	East	Ajdabiya	Covid-19	Provide Medical equipment (Supply of 3 ICU ambulances only)	\$172,022.41	February 2021	Completed	Norway, Gov't of Libya, Germany (KfW)
Works	East	Benghazi	Covid-19	Rehabilitation of Jerdina Rural Hospital COVID-19 Isolation Center	\$176,644.50	July 2021	Completed	JSB Covid-19
Goods	West	Tripoli	Covid-19	Provide 22 ventilator units jointly with WHO - SFL Purchase of 22 Ventilators through GPU (16 to WHO and 6 for SFL)		January 2021	Completed	
Goods	West	Tripoli	Covid-19	Provide 20 Haier ventilators through GPU	\$292,200.00	August 2021	Completed	Germany (KfW)
Works	West	Tripoli	Covid-19	Supply and Installation of 30 KW Hybrid Solar Power System for Libyan Korean Centre	\$36,400.00	November 2021	Completed	JSB Covid-19
Works	East	Benghazi	Covid-19	Supply and Installation of Medical Oxygen Generator Facility Benghazi, Libya	\$430,000.00	February 2022	Completed	JSB Covid-19
Works	West	Tripoli	Covid-19	Supply and installation of Medical Oxygen Generator Facility for Tajoura Cardiology Hospital, Tripoli	\$385,000.00	November 2021	Completed	Japan
Works	West	Gharyan	Covid-19	Supply and Installation of 80 KW Off-Grid Solar Power System for Gharyan Central Teaching Hospital	\$96,100.00	July 2022	Completed	Japan
Works	South	Bent Baya	Covid-19	Supply and installation of 45 KW Off-grid (with grid switch) Solar Power System in Isolation center & Medical Lab Bent Baya	\$106,725.00	2022	Completed	JSB Covid-19
Works	South	Bent Baya	Covid-19	Supply and installation of 40 KW Off-grid (with grid switch) Solar Power System in Dialysis Center Bent Baya		December 2022	Completed	JSB Covid-19

## ANNEX IX: Population numbers in target municipalities<sup>116</sup>

Municipality	Group	Population	Municipality	Group	Population
Alkufra	IDPs	1,850	Murzuq	IDPs	10,810
Alkufra	Returnees	1,815	Murzuq	Returnees	2,120
Alkufra	Non-Displaced	54,325	Murzuq	Non-displaced	76,367
Alkufra	Migrants	16,135	Murzuq	Migrants	34,295
Alkufra	Refugees	9	Murzuq	Refugees	51
Benghazi	IDPs	37,815	Sebha	IDPs	9,945
Benghazi	Returnees	189,025	Sebha	Returnees	3,960
Benghazi	Non-Displaced	821,530	Sebha	Non-displaced	169,284
Benghazi	Migrants	44,247	Sebha	Migrants	28,825
Benghazi	Refugees	1,046	Sebha	Refugees	145
Derna	IDPs	555	Sirt	IDPs	14,545
Derna	Returnees	37,215	Sirt	Migrants	9,914
Derna	Non-displaced	209,928	Sirt	Refugees	184
Derna	Migrants	12,485	Tripoli	IDPs	37,393
Derna	Refugees	16	Tripoli	Returnees	150,945
Ejdabia	IDPs	14,895	Tripoli	Non-displaced	1,184,901
Ejdabia	Returnees	500	Tripoli	Migrants	91,316
Ejdabia	Non-displaced	215,376	Tripoli	Refugees	24,569
Ejdabia	Migrants	67,123	Ubari	IDPs	3,600
Ejdabia	Refugees	40	Ubari	Returnees	28,130
Ghat	IDPs	2,011	Ubari	Non-displaced	86,667
Ghat	Returnees	29	Ubari	Migrants	15,231
Ghat	Non-displaced	28,904	Ubari	Refugees	24
Ghat	Migrants	8,500			
Ghat	Refugees	4		<b>Total IDPs:</b>	<b>167,314</b>
Misrata	IDPs	33,895		<b>Total migrants:</b>	<b>387,870</b>
Misrata	Returnees	18,310		<b>Total non-displaced:</b>	<b>3,657,592</b>
Misrata	Non-displaced	669,304		<b>Total refugees:</b>	<b>30,764</b>
Misrata	Migrants	59,799		<b>Total returnees:</b>	<b>508,384</b>
Misrata	Refugees	4,676			
<b>TOTAL POPULATION: 4,751,924</b>					

<sup>116</sup> OCHA, December 2021

## ANNEX X: List of CSOs supported

#	Name of partner CSO	Municipality where CSO is based	Trained by UNITAR	Received LVG Round One (2021)	Received LVG Round Two (2022)
1.	Dihia Civil Society Organization	Kikla	X	X	
2.	Libyan Foundation for Sustainable Development	Misurata	X	X	X
3.	Nana Marin	Tripoli	X	X	X
4.	Mizan Development Organization	Benghazi	X	X	
5.	Libyan Organization for National Reconciliation	Tripoli	X	X	X
6.	National Organization for Libyan Youth	Sebha	X	X	
7.	Tanmia 360	Benghazi	X	X	X
8.	Horizons Association for Dialogue (AFEK)	Sirt	X	X	X
9.	Perpetual Peace Foundation for Development	Benghazi	X	X	
10.	Women Tadhamon Organization for Advocacy (Solidarity)	Murzuq	X	X	X
11.	Maggas Organization	Tawergha	X	X	
12.	Azjar	Ubari	X	X	
13.	I am Libyan My Son is Foreigner	Ghat	X	X	X
14.	Ather for Development and Empowerment	Sebha	X	X	
15.	Council for Arab Unity and International Cooperation	Sebha	X		
16.	Fezzan Libyan Organization	Sebha	X		X
17.	Jusoor Center for Studies and Development	Tripoli	X		
18.	Moomken	Tripoli/ Benghazi	X		
19.	Pulse Organization	Derna	X		
20.	Rawahli Foundation	Tripoli	X		
21.	Sheikh Taher Azawi Charity Organization	Sebha	X		
22.	Libyan Association for English Teachers	Sebha	X		
23.	Libya Peace Organization	Bani Walid	X		
24.	Noktat Intilaka Organization for Development	Sirt	X		
25.	Youth Volunteer Work Association	Sebha			X
26.	National Caucus of Fezzan	Sebha			X
27.	Take the Solution Foundation for Consultations	Sebha			X
28.	Youth 2040 Association	Misurata			X
<b>TOTAL</b>			<b>24</b>	<b>14</b>	<b>12</b>

## ANNEX XI: Risk Matrix

Description	Consequence	Type	Initial risk	Countermeasures / Management response	Residual risk	Status (baseline Dec 2018) <sup>117</sup>
1. Libyan Political Agreement (LPA) bodies unwilling or unable to take Political advantage of SFL opportunities	Failure to foster national unity or demonstrate effectiveness of state authorities	Strategic	I=5, P=4	Close liaison with senior advisors to help state authorities to reap potential benefits. Active communication of the roles of Presidential Council (PC), GNA and other state authorities towards goals of stronger legitimate state authorities and national unity	I = 4, P = 4	Close partnership with MoP and local authorities established and maintained. No issues encountered. ↑
2. Lack of engagement of semi-public state bodies or tardiness in participation	Failure to demonstrate national unity through these bodies	Strategic		Senior Pol engagement with management of these bodies. Demonstration by example of the advantages to them of engagement with SFL.		GMMRA engaged in nationally unifying way. GECOL remained united, engages with SFL at high level. GSC engaged at local level only.
3. Failure to deliver project activities undermines position of UNSMIL and UNDP within Libya	Rejection of UN family, including UNDP, undermines state authorities whom UN recognizes	Strategic	I = 4, P = 3	UNDP and UNSMIL to ensure project actions are realistic and delivered; SRSG to ensure one UN approach to lever wider UN contributions; project team to manage expectations.	I=3, P=2	UNDP remained welcomed, especially where SFL operates. ↑
4. Adverse public reaction to international support to legitimate state authorities	Popular rejection of local and national state authorities undermines local stabilization and national unity.	Political	I = 2, P = 2	UNDP and relevant representative of the PC working on a revised visibility and Strat Communications Strategy; all activities will be properly communicated according to the new Strategy to be approved by the Board; UNDP implementing media response based on emerging needs.	I=1, P=1	No issues encountered.
5. Deterioration in security situation negatively affects project delivery.	Unable to complete Output 1 projects	Security	I = 3, P = 3	UNDSS will work proactively to identify potential risk; Project team continually assesses situation and makes recommendations to project board on appropriate adjustments to project activities.	I=2, P=3	Effective Output 3 efforts prevented barriers to Output 1. ↑
6. Safety and security threats to technical advisors.	Unable to deliver important advice, leading to impaired delivery	Op	I = 3, P = 3	UNDP to recalibrate Duty of Care expected from contractors in Libya; UNDP continually assess security situation within contracted and other supported institutions and adapt project activities accordingly.	I=2, P=3	DoC attention accompanied relocation of international staff. ↑

<sup>117</sup> Updated 2022

7. Resource mobilization does not succeed in fully funding all project activities.	Some deliverables will be unaffordable	Fin	I = 3, P = 2	Activities can still be started within Libya in the first agreed three locations plus new sites included whilst the team and UNDP management will continue to raise additional funds.	I=2, P=1	Activities completed in all identified locations, as planned. ↑
8. Third party contractors are unable to identify suitably qualified personnel for Libya	Some activities will not be delivered	Op	I = 4, P = 2	Company has so far proved good capacity in identifying qualified candidates. UNDP can utilize HQ rosters to provide additional candidates as necessary. Project team includes strong monitoring arrangements within contract. Alternative partnerships/providers will be explored to mitigate impact.	I=2, P=2	Good-quality staff in place for all posts. ↑
9. Recruitment and deployment of qualified project staff takes longer than expected.	Some activities will be delayed, possibly critically	Op	I = 3, P = 3	UNDP utilizes fast-track recruitment processes in line with UNDP rules and regulations; UNDP ATLAS E-tendering system to come online in early 2019; expansion of dedicated HR and Procurement Staff	I=2, P=3	No issues encountered.
10. Reduced scope of participation of moderate community members in project prioritisation	Trust-enhancing relationships cannot be built, local stabilization is prevented, and national unity impaired.	Prog		UNDP team build ownership of a shared set of principles that define stakeholder group membership and limits unwanted elements from infiltrating decision-making processes; Identify radical groups operating within target communities and their linkages to existing bodies and initiatives within the community. Sense-check the viability of working separately from these groups; where possible encourage economic opportunities, through basic service delivery, that can reduce recruitment of youth to radical groups; if necessary, prepare for (and threaten) withdrawal if 'spoilers' dominate		Output 3 reformulation generated inclusive consultations in difficult cities (e.g. Sebha, Sirt). ↑
11. Over-reliance on Field Coordinators and Engineers for all aspects of outputs, reducing control of outputs and outcomes	Reduced quality of interventions	Prog		Build strong cohort of field staff who can raise awareness of good governance practice; Create robust reporting framework for all field staffs; Comprehensive capacity building process for all field officers; Provision of tools to make decision-making clear; Responsibility given only to those field staff who demonstrate ability to operate effectively; Ensure direct communication between all parties during key stages of programme implementation (including MoU signing and project approval); encourage an open relationship between Field Staff and programme staff; vet field staff in all cases		Project reporting streamlined and improved. ↑
12. Support to individual communities undermines ongoing inter-community initiatives	Local stabilization goals not achieved	Prog		Provide incentives that bring communities together (e.g. greater funding for communities that pool funding); Provide additional funding for inter-community programmes – support communities to seek other funding sources that can complement SFL funds; work with local municipalities/ councils to identify linkages between communities and opportunities for collaboration between target communities; Identify points of tension within a community particularly around shared resources with other communities		Output 3 consultations emphasized inclusion and shared resources across communities. Tawergha demonstrated scope to work across inter-city divides. ↑

13. Reliance on male field staff leads to disempowerment of women within the programme and the community as a whole	Key perspectives on local stabilization are omitted; opportunities for local stabilization are missed.	Prog		Develop materials for field staff on gender issues and how to identify and respond to them; Ensure women members of the Community are able to participate in the project identification process; Identify opportunities for recruiting female field staff who can work with male field officers to engage with women in the community; Identify mechanisms with the community to ensure female participation in meetings; Provide incentives to communities to prioritise basic services that specifically target the needs of women and girls within the community; Provide support for women across different communities to work together on shared issues of concern		Gender balance of staff improved. ↑
14. Complexity of lessons system, and demands on SFL team, undermine delivery	Key activities are not delivered	Prog	I = 3, P = 2	Develop clear ToRs for MEL system to ensure proportionate demands on delivery team; develop strong communications between delivery and MEL teams; invest in SFL team dynamics	I = 2 P = 1	Internal monitoring and reporting improved. ↑
15. Corruption and Embezzlement. Economic breakdown has encouraged a black market. Gaps in the audit trail. Lack of transparency and accountability in partners	Reduced value for money; reduced delivery of local stabilization	Inst		Adherence to all UNDP FARs; Develop clear procedures/regulations for procurement and payment covering several potential scenarios; 3rd party verification; Standard contracts for local partners whereby photos / reports are acceptable in lieu of receipts for the audit trail; Ensure capacity building and training in project cycle management for community organizations		No indication of impropriety or loss of value for money. ↑

**Key:**

		PROBABILITY				
		Almost certain	Highly likely	Half-and-half	Fairly unlikely	Very unlikely
IMPACT	Critical	E	E	H	M	L
	Severe	E	H	M	L	N
	Moderate	H	M	L	L	N
	Minor	M	L	L	N	N
	Negligible	L	N	N	N	

E=Extreme; H=High; M=Medium; L=Low; N=Negligible

## ANNEX XII: Monitoring and oversight activities

Event	Participants	Key Observations	Follow-up Actions
<b>Monitoring Visits</b>	Project Manager, local staff (coordinators, civil engineers)	Conducted regularly by local coordinators and engineers; weekly team meetings held with all team members to monitor progress	None
<b>Final data collection and monitoring</b>	Independent Monitoring and Evaluation Consultant, SFL Reporting Specialist, Project Manager, local coordinators	Final data collection completed in August 2022 with a total of 2400 respondents in 12 municipalities (online and paper questionnaires, FGDs conducted). Summary of findings and report submitted by Independent Consultant on 28 September 2022	Findings of post-monitoring exercise to be used for project final reporting; consider results as lessons learned for ongoing and future projects
<b>Evaluation</b>	Independent evaluator, UNDP management, local coordinators, representatives of donor agencies, staff of complementary UNDP projects	Evaluation process restarted on 1 April 2022 following unsuccessful evaluation process in 2021; Final Evaluation successfully completed and final report submitted and approved on 24 June 2022; Recommendations from the Project Final Evaluation partially implemented	Consider recommendations of the Project Final Evaluation as lessons learned for ongoing and future projects
<b>Audit</b>	Auditors, Project Manager, Monitoring and Evaluation Specialist, other project staff as required	Completed in March 2021 and October 2022	Completed / Report available on ERC
<b>Project Board (Donor Technical Group, DTG) Meetings</b>			
DTG Meeting, 18 February 2021	8 UNDP representatives, including Resident Representative (RR), Deputy Resident Representative - Programme (DRR-P) and SFL team; and 10 DTG members and Government representatives.	Discussion of feedback from Libya Political Dialogue Forum, impact on SFL, SFL delivery in 2020 and upcoming Board meetings.	Proceed with project implementation
DTG Meeting, 8 April 2021	9 UNDP representatives, including DRR-P and SFL team; and 9 DTG members and Government representatives	Discussion of SFL achievements in 2020, presentations of SFL Outputs 2 and 3, SFL evaluation underway.	Proceed with project implementation; Conduct project evaluation
DTG Meeting, 14 September 2021	16 UNDP representatives, including Officer in Charge (OiC), RR, DRR-Operations and DRR-P, and SFL team; and 16 DTG members and Government representatives	Discussion of the future of SFL and possible transition to TALAT, SFL financial expenditure and progress, SFL evaluation, and next steps.	Proceed with project implementation; Relaunch the evaluation process
DTG Meeting, 7 October 2021	14 UNDP representatives, including DRR-P and SFL team; and 16 DTG members and Government representatives	Discussion of possible SFL no-cost extension (6-8 months), local elections overview and synergies with TALAT, SFL evaluation not in line with requirements, SFL financial expenditure and progress.	Request a no-cost extension in writing to donors; Members to provide feedback on TALAT;

			Resume meetings with Technical Working Group
DTG Meeting, 18 November 2021	11 UNDP representatives, including DRR-P and SFL team; and 15 DTG members and Government representatives	Discussion of latest appointments in Libyan government, SFL progress per output, SFL future within the peacebuilding pillar and UNDP Libya programming, and SLCRR-SFL linkages.	
<b>Final Project Board Meeting, 26 August 2022</b>	11 UNDP Libya representatives, including Resident Representative and project team; Minister of Planning and Deputy Minister of Planning, Head of International Cooperation, Manager and Advisor at the Ministry of Planning; 18 DTG members and Government representatives (Canada, European Union (EU), France, Germany, Italy, Netherlands, Norway, Rep. of Korea, Switzerland, UK, USA).	<p>Discussion of SFL achievements over the 6 years of the project, donor contributions and expenditure, geographical reach, challenges and lessons, learned, and way forward.</p> <p>Minister of Planning highlighted the value of SFL and its achievements on the ground, and cooperation with UNDP.</p> <p>DTG members provided feedback on SFL implementation and expectations for the future.</p> <p>UNDP Libya RR shared the vision for the future, and presented the framework for UNDP Peacebuilding &amp; Resilience Pillar.</p>	Proceed with SFL operational and financial closure; share SFL knowledge (lessons learned, best practices, developed products e.g., Local Development Plans) with other projects and programmes to inform decision-making; transfer SFL assets such as armored vehicles and computers to UNDP office in Tripoli for use by ongoing projects.



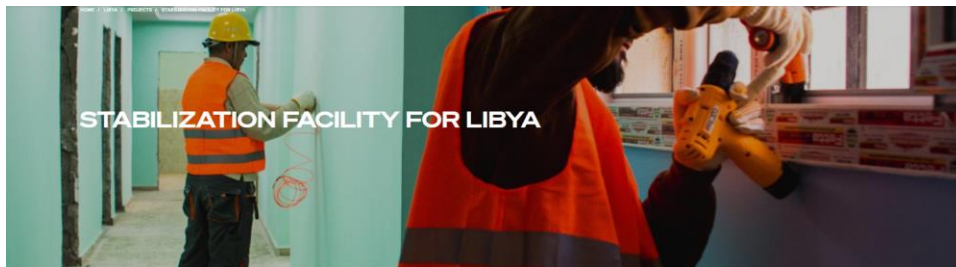
## ANNEX XIII: Media Analysis

### Local and international media

482 articles were published on the SFL between 2017 and 2022 with a news article as the predominant type of content and Arabic as a dominant language. Most coverage during the last two years of the project came from Libya's local media outlets.

### UNDP Libya website

On SFL webpage<sup>118</sup> on UNDP Libya website, a total of 37 press releases, 23 human interest stories, 10 articles, and 6 publications and reports were published during 2016 and 2022. The project webpage reached more than 7,000 readers.



### Social Media

On UNDP Libya Facebook page<sup>119</sup>, a total of 312 posts were published covering SFL activities. The most successful post published on 20 January 2021 and covered the improvement of the water supply in Godowa. The post reached a total of 17,241 readers and earned 312 reactions, 16 shares and 33 comments.

On UNDP Libya Twitter page<sup>120</sup>, a total of 583 tweets were published covering SFL activities. The most successful tweet was published in 2019 and covered the delivery of medical equipment to Ubari General Hospital. The post reached 61,617 readers.



<sup>118</sup> <https://www.undp.org/libya/projects/stabilization-facility-libya-0>

<sup>119</sup> <https://www.facebook.com/undp.ly/>

<sup>120</sup> <https://twitter.com/UNDPLibya>

Between 2018 and 2022, UNDP Libya published a total of 209 posts on its LinkedIn page<sup>121</sup> covering SFL activities. The most successful post was published on 15 December 2022 and covered the completion of major repair works on the second ring road in Tripoli. The post reached a total of 15,925 readers.

On UNDP Libya YouTube channel<sup>122</sup>, a total of 37 videos were published covering SFL activities. A video with the highest number of viewers was published on 18 July 2019 and covered the renovation of Rabat School in Tripoli. The video reached a total of 647 viewers.



UNDP Libya  
29,737 followers

Completion of major repair works on the second Ring in #Tripoli

The road is considered one of the busiest roads in #Libya, connecting the east to the west of the city. It previously lacked the necessary maintenance to allow for safe driving for its users. UNDP has completed and installed:

- 27km of road and curbstone paint.
- 53 concrete road fences.
- 510 sewer hole covers for main sewage chambers to protect the sewage system from blockages.
- 23 road direction signs easing driving for citizens

This has been achieved through the successful partnership between The Stabilization Facility for Libya with the support of The Libyan Government and 13 international partners. The completion of this initiative brings SFL works in Tripoli to a successful end. This now paves the way for the new local peacebuilding program to continue focusing on improving services and creating jobs for the people of Libya. #SDG17

<sup>121</sup> <https://www.linkedin.com/company/undplibya/>

<sup>122</sup> <https://www.youtube.com/@UNDPLibya>